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Dear readers,

I am pleased to present to you our summer issue, that includes eight articles by authors from Thailand and Vietnam (it seems, hot summer weather caused the low activity of our European colleagues).

The main problem uniting all articles of the issue was issues of politics, local government and personnel management.



Bioriboon Chalong examines the participation level of the Ranong Province residents in implementation of the local Strategic Policy; gives recommendations related to better participation of local residents, analyzes factors (personal, economical, social) that affect level of resident participation in local governance.

Thai researchers Sunthan Chayanon, Wijittra Srisorn, Tikhamporn Punluekdej considered the prospects of People-State Partnership Model and poverty alleviation in Thailand. The results of their research show that in order to reduce poverty there must be a solution for all of the interrelated poverty conditions in the structural system. The solutions stemming from individual projects such as a moratorium, village funds, the Bank of the Poor etc. can be used only on a short-term basis.

Jidapa Buayairugsa examines the securitization process and the effectiveness of multilateral cooperation against sex trafficking of women and children in the Mekong sub-region.

Paper titled “Transformational Leadership And Employees’ Work Efficiency: A Private Firm Case Study” by Tikhamporn Punluekdej investigates the effect of leadership styles practiced in an organization on employee performance, studies the existing level of transformational leadership and work efficiency of employees at a private company, employees’ work efficiency based on individual factors, and the relationship between transformation leadership and employees’ work efficiency at a private company.

Vietnamese researchers Ai Tran Huu, My Phạm Thi Chieu, My Phan Thi Tra analyzes the factors affecting work motivation of non-public university lecturers in Ho Chi Minh City, compares 6 factors that positively affect the work motivation of lecturers such as advancement opportunities, organizational culture, recognition of individual contribution, lecturer’s qualifications, wages and other benefits, working environment.

Wareeya Khlungsaeng, Nathkorn Kumpetch investigate the students attitudes which are affecting the process of training; and the process of training experience in cooperative education.

In their paper “Factors Affecting Aging Workforce Management In Kho Wang, Yasothon Province, Thailand” Wijittra Srisorn, Santhan Chayanon, Tikhamporn Punluekdej study the factors affecting management of the aging workforce in Kho Wang, Yasothon Province, Thailand and provide guidelines on management of the local aging workforce.

Finally the goal of the research by Niyom Suwandej was to study about quality management format across sub-district administrative organization.

I do hope that all these academic texts will be not only interesting from the professional viewpoint but also useful for the audience of our journal and that they will inspire further research in similar directions!

Sincerely yours,

Editor – in - Chief

Dr., Professor Denis Ushakov

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PUBLIC PARTICIPATION IN IMPLEMENTATION OF STRATEGIC POLICY: A CASE STUDY OF RANONG PROVINCE

Boriboon Chalong

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The objective of this research is to examine the participation level of the Ranong Province residents in implementation of the local Strategic Policy. The results will lead to recommendations related to better participation of residents. The population of this study is residents of the Ranong Province. The sample size is 400 and the data has been collected using questionnaires. In-depth interviews have been also conducted to explore the opinions of the local leaders and related government officials. The data have been analyzed to see the statistical impacts. The research study is expected to find the relationship between independent variables which are Gender, Age, Level of education, Career, Level of Income and Religion, and the dependent variable which is the participation of residents in implementation of the strategic policy.

Keywords: public participation; strategic policy; public policy; Ranong Province; Thailand.

Introduction

Public participation is a political principle or practice which may be also recognized as a right. The term "public participation", often called P2 by practitioners, is sometimes used interchangeably with the concept of stakeholder engagement and/or popular participation. Most experts state that population usually has a strong interest in the outcomes of policy choices, and in design and implementation of a variety of public policies as well as in the institutions delivering them.

Yet overall, the level of public participation and citizen engagement in these decision-making processes tends to be low. The public or "citizens" are often very little informed about what is being discussed and decided, even though it is supposed to be "in the public interest". This is also the case of what, in developing countries, is the most fundamental expression of the sociopolitical contract between state authorities and citizens: the constitution.



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On the other hand, there is the so-called “security sectors” since numerous advisers consider “security sector reform” a matter of “specialists,” even though public security is often a major preoccupation of citizens.

In Thailand, the public participation principle is mentioned in The Constitution of the Kingdom of Thailand, as of 1997. To contribute to the existing literature, the study adopts the theoretical model from the study of Cohen (1977) to examine and analyze the relationship between demographic variables, democratic knowledge and attitude towards democracy with the level of participation in the Ranong Province of Thailand.

Objectives

The research is to examine the relationship between demographic variables, democratic knowledge and attitude towards democracy with the factors and the level of public participation among the Ranong Province residents regarding strategic policy and its implementation.

Literature review

The Concept of Public Participation

Participation is the process through which stakeholders influence and share control over priority setting, policy-making, resources’ allocation and access to public goods and services (World Bank Group, 2005). Participation in planning is widely considered to improve the quality and effectiveness of decision-making as it widens the knowledge base, stimulates creativity and creates social support for policies (Pretty et al., 1995; Pelletier et al., 1999; Monnikhof and Edelenbos, 2001; Burby, 2003; Leeuwis, 2004). Participation means involvement in a decision-making processes of individuals and groups that are either positively, or negatively affected by a planned intervention (e.g., a project, a program, a plan, a policy) or are interested in it (Andre et al., 2006). It acknowledges that the public has the right to be informed early and to be proactively involved, in a meaningful way, in the proposals which may affect their livelihoods.

The Importance of Public Participation

It is widely believed that public participation contributes to better projects, better development and collaborative governance. However, traditional forms of (ex-post) public involvement like information and court appeal typical for the so-called “decide-announce-defend” style policy-making, have often proven inadequate, as they institutionalize hindrance power in legislative procedures and do not allow for (ex ante) constructive contributions to planning. In most of Western countries more constructive and cooperative forms of planning, like consultation and active, early involvement are now supported and actively promoted, for instance, by the EU member states (WFD, Art.14).

Research has shown that these forms of participation can be advantageous for the speed and quality of implementation of planned decisions, but not without some pitfalls (Davies, 2001; Klijn and Koppenjan, 2003; Enserink and Monnikhof, 2003; Pahl-Wostl, 2002). This especially concerns strategic planning, discussions about plans, policies and programmes at the national level of institutionalized and well-organized stakeholder groups who are

considered as partners in the planning process and procedures for National Security Policy Planning.

The Process of Public Participation

Public Participation Best Practices Principles are listed in many documents published online. We can suggest the following list of core values important for the practice of public participation:

The public should have a say in decisions that affect their livelihoods, it has the right to be informed early and be proactively involved in a meaningful way;

Participants should get all information they need to participate in a meaningful way to increase the interest and motivation to participate; this includes the promise that the public's contribution will actually influence the decision;

The public participation process should respect the historical, cultural, environmental, political and social backgrounds of the communities which might be affected by a proposal. Inclusiveness of participation should cover less represented groups like indigenous peoples, women, children, the elderly, and poor people;

The public participation process involves participants in defining how they participate and promote equity between actual and future generations in the context of sustainability.

In respect to such governance principles, public participation should be:

- Initiated very early in a life cycle of a planned intervention, and sustained during its entire life cycle.

- Well planned and structured. All actors should know the aims, rules, organization, procedures and expected outcomes of the PP process undertaken.

- Tiered and optimized. Any PP program should take place at the most efficient level of decision-making, e.g. at the policy, plan, program or project level.

- Led by the neutral authority in its formal or traditional sense and follow the rules known and accepted by all the parties concerned. PP also needs to follow the usual rules of ethics, professional behavior or moral obligations.

- Focused on the negotiable issues relevant to the decision-making. Because consensus is not always feasible, PP needs to consider all possible values and interests of all potential participants, and then to focus on the negotiable issues.

As we can read in Palerm (2000), public participation has been increasingly recognized as one of the most important aspects for environmental impact assessment. Different forms and levels of participation might be relevant for different phases in implementation of national security policy. In order to be effective, public participation should be well organized and well managed.

Some studies on the level of people participation have been based on the so-called Ladder of Citizen Participation by Sherry R. Arnstein.

Sherry R. Arnstein (1969) suggested a typology of eight levels in participation that may help with analysis of this rather confusing issue. For illustrative purposes, the eight types are arranged in a ladder pattern with each rung corresponding to the extent of citizens' power in determining the end product. The bottom rungs of the ladder are: (1) Manipulation and (2) Therapy. These two rungs describe the levels of "non-participation" that have been contrived by some to substitute for genuine participation. Their real objective is not to enable people to participate in planning or conducting programs, but to enable power holders to "educate" or

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“cure” the participants. Rungs 3 and 4 progress to the levels of “tokenism” that allow the have-nots to hear and to have a voice: (3) Informing and (4) Consultation.

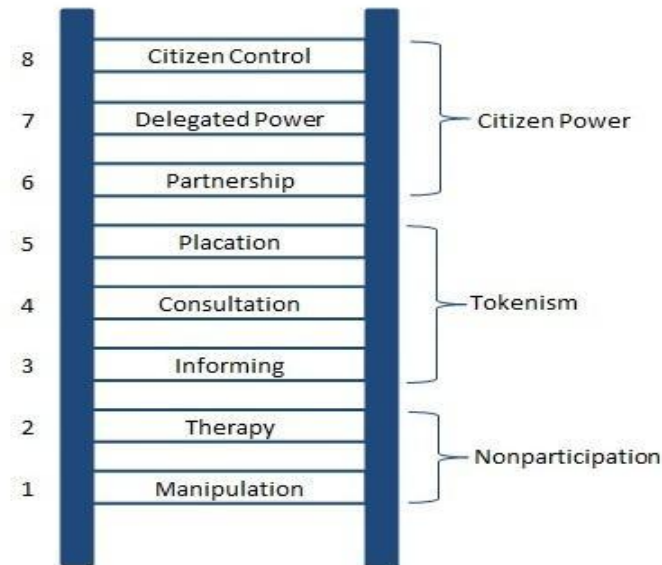


Figure 1. The Ladder of Citizen Participation
(Source: Arnstein, 1969)

When they are preferred by power holders as the total extent of participation, citizens may indeed hear and be heard. But under these conditions they lack the power to insure their views will be heeded by the powerful. When participation is restricted to these two levels only, there is no follow through; no “muscle” involved, hence, no assurance of changing the status quo. Rung (5) - placation, is simply a higher level tokenism because the ground rules allow have-nots to advise, but retain for the power holders the continued right to decide. Further up the ladder are the levels of citizen power with increasing degrees of decision-making clout. Citizens can enter into a (6) Partnership that enables them negotiate and engage in trade-offs with traditional power holders. At the topmost rungs, (7) Delegated Power and (8) Citizen Control, have-not citizens obtain the majority of decision-making seats, or full managerial power.

Obviously, the eight-rung ladder is a simplification, but it helps with illustrating the point that so many have missed: that there are significant gradations of citizen participation. Knowing these gradations makes it possible to cut through the hyperbole to understand the increasingly strident demands for participation from the have-nots as well as the gamut of confusing responses from the power holders.

Suneel Mulligaman (2002) divides the level of public participation into 6 levels: (1) Sharing government, (2) Join the discussion, (3) Joint decision-making, (4) Cooperate, (5) Follow up, monitoring, evaluation, and (6) Get Results.

John M. Cohen and Norman T. Uphoff (1977) classified participation into 4 categories:

- 1) Decision Participation that consists of 3 steps: the beginning of decision, the process of decision and the performance of decision;
- 2) Performance Participation that includes resources' administration and cooperation;
- 3) Sharing material benefits, social benefits or individual benefits;
- 4) Evaluation Participation.

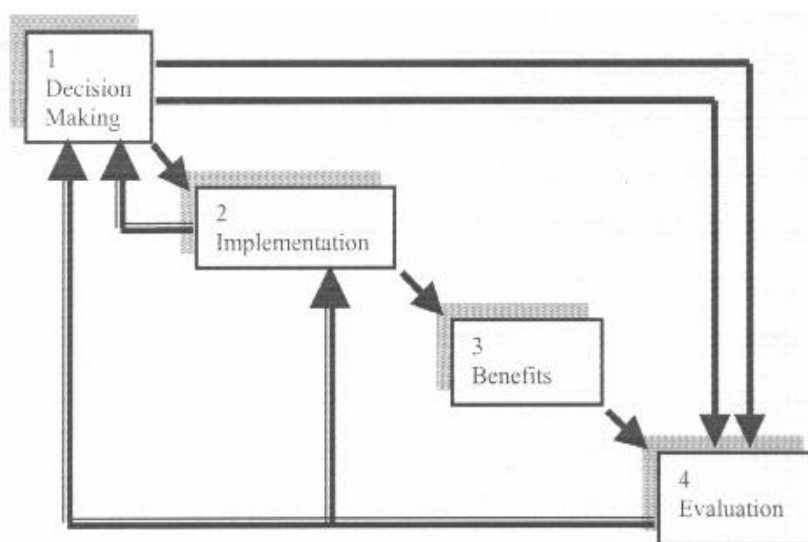


Figure 2. Four categories of participation.
(Source: Cohen, 1977)

Methodology

A questionnaire was constructed and administered among the Ranong province residents. The Likert five-point scale was applied to investigate the factors influencing the level of public participation from the perspective of the Ranong province residents.

The population (191,868 (as of 2018)) included all in the Ranong province, Thailand. The simple random sampling technique was performed to obtain a sample group that included 400 residents.

Taro Yamane (1973) technique was utilized to obtain an accurate sample group. The dependent variables of this study included the demographic variables, democratic knowledge, and the attitude towards democracy. The independent variable is the level of public participation, as in (Cohen & Uphoff, 1977).

Descriptive statistics utilized in this research included percentage, mean, and standard deviation. In addition, 30 pilot questionnaires were tested, each question had to pass the Cronbach Alpha criteria with the value of at least 0.7. Moreover, validity of the questions was evaluated by means of using the IOC technique with three experts.

Results

The total of 400 residents was chosen in the Ranong province of Thailand. The findings of this study have revealed the following:

Tab. 1 shows the participants' demographics. There was a roughly even distribution of men and women (52% to 48%). The majority of the participants were around 30–59 y.o., this group was comprising approximately half of the total sample. The average level of education (42.25% of all respondents) is high-school education. Most of the respondents were either employees at some businesses, or involved in agricultural activities. The average income of the surveyed households is reported to be at the level of 5,001-1000 Baht per month

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(48.75%). Finally, 94.50% of the respondents are Buddhists; only 4.35% are Muslim and even less, 1.15% are Christians.

Table 1. Demographic Characteristics of the Respondents
(Source: made by the author)

Demographics	Sample (N = 400)	Percentage
Gender	Male	52.0
	Female	48.0
Age	Less than 20	10.50
	20-29	18.25
	30-39	21.25
	40-49	24.25
	50-59	16.25
	60+	9.50
Level of Education	Elementary education	16.00
	High school education	42.25
	Bachelor's degree	35.25
Career	Master's degree	5.25
	Other	1.25
	Civil Servant	15.75
	State Enterprise Employee	13.50
	Company owner	7.50
	Employee	18.00
	Student	12.25
	Agricultural worker	16.25
	Merchant	13.75
	Other	3.00
Level of Income (32 Baht = US\$1)	Less than 5,000	10.25
	5,001-10,000	48.75
	10,001-20,000	26.25
	20,001-30,000	10.50
	30,001-40,000	2.00
	40,001-50,000	1.75
	More than 50,000	0.50
Religion	Buddhism	94.50
	Islam	4.35
	Christianity	1.15
	Other	0.00

Table 2. Public Participation

(Source: made by the author)

Level of Participation	Mean	S.D.	Rank
Variables			
1. Sharing	4.0	0.955	1
2. Performance Participation	4.42	0.845	2
3. Decision Participation	4.38	0.780	3
4. Evaluation participation	4.05	0.755	4

The hypotheses testing about the relationships between democratic knowledge and attitude towards democracy are shown in the tables below.

The relationship between democratic knowledge and public participation is shown in Tab. 3.

Table 3. Relationship between Democratic Knowledge and Public Participation

(Source: made by the author)

Democratic Knowledge	Levels of Participation			Total (persons)
	High	Medium	Low	
High	76	59	29	164
Medium	65	38	17	120
Low	34	66	16	116
Total (persons)	175	163	62	400

From the above table we can state that democratic knowledge has a significant relationship with the level of public participation.

Table 4. Relationship between Attitude towards Democracy and Public Participation

(Source: made by the author)

Attitude towards democracy	Levels of Participation			Total (persons)
	High	Medium	Low	
High	78	53	28	159
Medium	65	38	19	122
Low	35	66	18	119
Total (persons)	178	157	65	400

The findings from the above tables also reveal that attitude towards democracy is an important variable for explaining the level of public participation. This is especially the case of Ranong Province, as according to our data on this province, both these variables are playing a significant role and influence the level of public participation of the local residents.

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Conclusions and Discussion

This study has examined and analyzed the relationships between democratic knowledge and attitude towards democracy on the one hand with the level of public participation on the other. The findings of our study have both theoretical and applied implications for public participation process as such and studies in this field. Understanding the variables that are influencing residents' participation level can help local authorities and policymakers better assess residents' involvement in strategic policy implementation at its different stages. Furthermore, it is encouraging to see that the residents are so well aware of the strategic policy as such.

Suggestions

This study is not without its limitations, of course. As mentioned previously, the small sample size could have led to subjective opinions and some bias. Additional qualitative research study with key informants can produce supporting findings, but it still cannot represent the whole population.

Future studies could pursue the same line of enquiry through alternative quantitative surveys. Secondly, as the level of public participation is likely to vary in time, it is important to revisit the same area in the future to determine changes in the local residents' participation.

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PRACHARATH (CIVIL STATE) POLICY FOR ALLEVIATION OF POVERTY IN THAILAND

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The objective of this research is to study the Pracharath policy or People-State Partnership Model and poverty alleviation in Thailand. The research results show that in order to reduce poverty there must be a solution for all of the interrelated poverty conditions in the structural system. The solutions stemming from individual projects such as a moratorium, village funds, the Bank of the Poor etc. can be used only on a short-term basis. At the same time, socioeconomic structural reformation must be carried out. National development based on foreign investment and trade must be redirected towards human development, employment, resources' development, and domestic market development. There is an obvious need to boost the potential and open up more opportunities for the poor, expand the tax base, develop social protection system for the most needy ones, encourage the initiation of welfare



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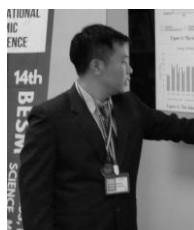


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funds by communities and decentralization with the responsive budgets on the side of local authorities in order to provide better allocation of the funds concerning resource and environmental management under the local community rights.

Keywords: Pracharath policy; poverty alleviation; sustainable development.

Introduction

For a long time, Thai government has been using the sufficiency economy philosophy to solve various problems. According to the Government Public Relations Department (2015), sufficiency economy is central to alleviating poverty and reducing economic vulnerability of the poor, according to the Thailand Human Development Report 2007, with the theme of “Sufficiency Economy and Human Development”.

This report states, inter alia, that this approach directs attention away from large-scale, capital-intensive projects that often bring more benefits for politicians and contractors rather than for the supposed beneficiaries. Large dams and similar projects are no substitute for the projects that work closer to the ground and involve local communities and numerous households. Poverty alleviation and rural development are inseparable from the environment and natural resources, which are of critical importance for strengthening self-reliance. The care for the environment should also follow the Sufficiency Economy principles. Conservation projects should be low-cost, non-intrusive, and careful in respecting the complex interconnections with the eco-system. As far as possible, they should rely on natural processes, but also borrow technologies where appropriate. In several Thai communities that follow the Sufficiency Economy thinking, this approach to the environment is already an integral part of local planning. The Sufficiency Economy is an alternative approach against the classical development theory that focuses solely on economic growth and industrialization, and is mostly popular among less developed countries (Anantanatorn, 2017).

There are many measures that have been undertaken in order to help farmers and other people with less income in terms of their cost reduction, provision of knowledge, creation of value added, marketing, production factors. And the use of Pracharath policy, or People-State Partnership Model, has been initiated by the government to solve the problems by relying on every possible mechanism in society. Pracharath is composed of the government, private sector, and the people sector. They are collectively helping to solve the problems and trying to find the best solution. This is done through national economic mechanisms that concentrate on eradication of inequality, human quality development, and national competitiveness. The government is expected to develop a policy to smooth differences among people in the country, generate more income and prosperity, and to build economic strength all over the country by means of encouraging the participation of the private and people sectors together with the government in achieving the national vision on stability, prosperity and sustainability.

According to Anan Keitsarnpipop (2017), there are two main operations under Pracharath strategy:

1. The state and the public: the government will act as a facilitator, supporter, and provider of the means and/or channels for participation of the private sector and general

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people in order to promote a better understanding between the state and the people. There should be no conflict between the people and the government, in the first place.

2. The people and the authorities: there must be cooperation between the people and state authorities for the sake of sustainable development. This can be done through comprehensive Pracharath networks that link and reinforce participation within the society. This is actually the current method of governmental operation. Effective operations must be oriented towards government's budget for the highest benefit of national development, community development, and welfare. Such efforts are expected to increase the quality of life for all people and to prevent social discrimination in the society.

Minh Joo Yi (2019) argued that one of the most recent causes for poverty in Thailand is that economic growth has slowed down, even though it used to be the key driver of poverty reduction in the past. Thailand's average annual economic growth rate was around 7.5% from 1960 to 1996 and then 5% in the years following the Asian financial crisis. Such growth generated millions of jobs that contributed to alleviation of a significant share of poverty in the country. However, GDP growth has stalled in the past few years, recording less than 1% in 2014, and then approximately 3% in 2015 and 2016. According to Yi, inequality between rural and urban regions also continues to be one of the major causes of poverty in Thailand. Inequality exists among various sectors, the most prominent being education. Thailand's northeastern population is much less educated and more economically disadvantaged as compared to other parts of the country. In 2010, the Office of the Basic Education Commission stated in its assessment report that the number of schools failing to meet the required standards was much higher in the northern and southern provinces than in Thailand's other regions. Because of this worsening disparity, many voices have brought up the need for a drastic reform that would allow for more decentralization of the education system.

Pornpen Vora-Sittha (2012) conducted a research titled "Governance and Poverty Reduction in Thailand" with the objective to find out how Thailand achieves economic growth along with poverty reduction without good governance practice. The relationship among economic growth, poverty indicators and governance indicators are computed by means of Pearson's correlation. The computed results show that poverty reduction in Thailand is achieved through populist policies which are exercised with low quality of governance, not through actual growth. It supports the general belief that the "pro-poor growth" policy alone, without good governance performance, is insufficient for enhancing poverty reduction equally in all regions of Thailand. A strategy for reducing poverty and income inequality for Thailand is not to enhance economic growth but to promote major improvements in governance, especially in part that reflects the perception of three governance composite indicators, namely, Voice and Accountability, Political Stability and Absence of Violence, and the Rule of Law.

The main objectives in cooperation under Pracharath are to reduce inequality, develop human resources, and increase competitiveness. In this respect, the government would like listed companies and private companies to take a lead in helping the country achieve the Pracharat Society which would require much cooperation from private companies to join forces in this state-private-public partnership (Kerdchuay, 2017: 23). Development of such economic grassroot activities is usually focused on rural communities with their rather basic

agricultural activities. The goal is to create more jobs, generate more income, and overall - provide more happiness to the people. There is still a problem with the accessibility of welfare funds for the common people. It is found that rules and regulations concerning access to funds are not flexible enough to facilitate the member participants of such cooperation. Boundaries and guidelines of the regulation over such funds are very much unclear. There are also problems with reporting the performance and the use of funds. Additionally, there is lack of a new generation workers, lack of experience, and finally, lack of appropriate compensation. Finally, personnel in many cases is lacking knowledge on how to use the allocated funds wisely (Meunsai et al., 2017).

Objectives

The research is aimed to study the Pracharath policy which is also known as the People-State Partnership Model in its direct relation to poverty alleviation in Thailand.

Literature review

Samchaity Sresunt (2011) showed variations in the meaning of poverty in Thai society as three overlapping layers: deprivation, which is used to evaluate the poor in a rather straightforward way; development poverty, used for negotiating with the government in the sense of receiving development benefits; and social poverty, used to set social hierarchies. All three meanings have become integrated and today are selectively used in different contexts in everyday life. However, they each share the feature of comparing differing degrees of welfare in their divisions by social classes. This indirectly reflects people's awareness of the poverty gap in Thailand.

Rigg (1998) commented that not only are inequalities in Thailand becoming more acute as economic development proceeds, but that the poor are suffering from a serious fall in their standards of living. This pessimistic vision stands in stark contrast to the “miracle” thesis which is promoted by the World Bank and some economists, as it is reflected in the World Bank's *The East Asian Miracle* (1993).

Piyanuch Wuttisorn (2014) argued that the issue of poverty and inequality across regions as well as between urban and rural areas in Thailand are the results of imbalanced development. Over the past three decades, Thailand has seen rapid economic growth, as the country pursued industrialization via centralized planning system. During the early development phases, the underlying assumption for such policy was that the benefits of economic development will be “trickled down” to everyone in the country. Accordingly, all the resources — both natural and human resources — were continuously pulled to support industrial production, which is concentrated in a few major cities. With faster industrial growth, labor resources from the agricultural sector migrated to industrial sectors in order to capture the benefits from rapid growth. To support industrialization and business sector growth, infrastructure development had been given priority in the industrialized areas at a cost of rural areas.

Not only that, institutions of higher education and healthcare services have also become primarily concentrated in the industrialized cities. In results, disparities in economic and

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social development across regions and between rural and urban areas widened, which, in turn, adversely affected overall poverty situation in Thailand.

The Pracharath policy, or People and State Partnership Model, is comprised of 5 main features that are: 1) official units - the governmental units scattered across the country, having necessary knowledge, budget and duties specified by the law; 2) private sector, which includes organizations with sophisticated management styles and flexible operations; 3) the people sector, with the appropriate skills, production skills, and the people's love to their homeland; 4) academic sector which possess the body of knowledge, technologies and research capacities; and finally 5) civil society with its multiple networks.

The most important mission of the government is to build a foundation for Thailand 4.0 in which one of the most important mechanisms is mobilization through the mechanism of Pracharath. Pracharath, or Civil State, is a way to enable people to get benefits from the involvement of the government (Yotkaew, 2016). Most of economic and social problems are always interrelated and tend to have impact on each other. Public problems of any country are always the most complex ones, thus, they always require tighter cooperation from many sides of the society at the same time, among the official units or between the official units and other elements of the society. In the past, people were used to the top-down organization of relations with state administration. But today, we must cooperate in every possible way, which can be top-down, bottom-up, vertically and horizontally. We must consider the holistic picture of the interrelated subsystems that are held together in a matrix. Under the Pracharath concept, the needs of people is always the main focus. The emphasis is placed on participation, official units must encourage the people to think and, at the same time, express their needs and wants freely. The Pracharath strategy also assumes creative cooperation by pulling the advantages of the government, private, academia, civil society, and people sectors for working together. This joint national power is expected to perform good deeds for the benefit of every single citizen of the country, making sure no one is left behind (Mingmaneeakin, 2005).

Development of grassroot economics and the Pracharath

1. Development of grassroot economics is one of the major objectives of the present government in Thailand. There are already quite many quantitative conclusions on the inequality problems in Thai society resulting from various types of development schemes implemented previously in the country. The major inequality-related problems belong to the following categories: income gap, lack of educational opportunities, employment and stability, living conditions, land use, public health, drugs, security of life and property, overall well-being of families. All these mentioned above problems are always interrelated and complicated. Together they form a chain in which there is no beginning and no end. None of these problems can be solved separately.

However, it is commonly acknowledged that the biggest economic household problems in the country rest with the farmers who are living in the most remote rural areas. Part of these farmers is migrating to cities to find jobs in forms of selling food or being employed as a labor. In general, they have meager incomes, suffer from work instability, have no savings as such and have a tendency to become life-long debtors. This creates a lot of problems later on for themselves and their families. The picture of a peaceful, simple, self-reliant, and dependent on each other community is fading away. In this regard, development of grassroot economy gives some hope. Grassroot economy is quite able to introduce stability, prosperity

and sustainability in the society at the community level. The objective of Pracharath, in this very context, is to reduce inequality, develop human resources, and increase competitiveness overall. The grassroots economic development committee and the Pracharath are also having another vivid goal that is strengthening the community economy so that people have more income. Supattra Pranee, Boonthai Kaewkhantee, and Chatkaew Hatrawang (2018) argued that communities should be encouraged to become aware on how to combine forces and apply creativity for further human resource development and additional generation of employment and income inside communities themselves.

2. The key strength of community economy means the community can rely economically and sustainably on itself, especially if it manages to facilitate own development for the benefits of the mass. Development of community economy is derived from the strengthened economic factors in all the dimensions, namely:

2.1. The community capital in terms of money. These are savings for production, poverty alleviation project funds, and also village/community fund.

2.2. Natural and environmental resources. This includes fertility of the local land, availability and quality of the local water, natural tourist attractions in the area and so on.

2.3. Cultural and social capital. Various groups and organizations within the community, with all their skills, production capacities and managerial abilities.

2.4. Human capital. These are thinkers and practitioners who are seriously trying to strengthen the community. They possess a certain leadership style and are ready to sacrifice their own interests for the common good. Such people are also the key course of the locally accumulated knowledge. At the same time, they are always ready to learn new things around them in order to develop their neighborhood and community.

3. Operation of the grassroots economic development and the Pracharath committee under the social enterprise concept.

3.1 The operation of the grassroots economic development and the Pracharath

The Ministry of the Interior has been assigned the mission of the grassroots economic development and the Pracharath. The grassroots economic development and Pracharath committee is composed of the Minister of the Interior as a leader of the team, and Mr. Tapan Siriwattanapakdee, the managing director of Thai Beverage Company Limited, as a leader of the private sector. The objective of this structural unit is to create income for the communities for the sake of happiness of all people. There are 3 main issues covered by them: agriculture, transformation, and tourism, organized by the community in the form of Pracharath. There is also a company called Pracharath Rak Sammakkee Company Limited which serves as the key mechanism in these operations. According to MGR Online (2560), the shareholders of this company are major leading corporations of Thailand including those from the governmental sector and the people sector. This company has been organized under the social enterprise concept with the main objective being social concern but not profit-making. The main income comes from consultations provided to the communities. All profits are used for further expansion of services but not for payment of dividends. The management is based on the good governance principles.

3.2 Three activity groups are targets of the operations. The general objective is to create sustainable income based on the concept of grassroots economic development

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stimulated by the Pracharath committee and the Pracharath Rak Samakkee company. These three groups of activities are as follows:

3.2.1 The agriculture. This is to support the creation of value added for agricultural products of local communities. These products may come from rice fields, or they are aquatic products or livestock. They can be related to a certain geographic identity in terms of, for example, community history, way of life of a community, genotype, dominant flavor, health, safety and cleanness, biological safety, special care for the highest benefit for the consumers, and friendly environment. These products have a story to tell and in such a way they can differentiate from other products in terms of quality and special features. Therefore, the related efforts are taken in order to increase this value added. On the top of that, the agricultural product quality systems such as Participatory Guarantee System (PGS) as developed by the International Federation of Organic Agriculture Movements (IFOAM), Good Agriculture Practice (GAP), and Q Standard are taken into use together with the special attention paid by farmers to see through that their products really have the highest quality.

3.2.2 The transformation. This element is supposed to support products' transformation from raw materials that are available in a community in various types such as agriculture, livestock, and fishery. The transformation is expected to take place in order to increase the commercial value of the products. This can be done through better preservation process and/or adjustment and adaptation of flavors to suit the consumer taste. Production of handicraft commodities, for example, is based on local wisdom of the villagers. This can come in the form of ornaments, house decoration objects, apparels, and souvenirs. These products may be modified so that they look different from the objects used in real daily lives of villagers. The effort here is on making sure that the local products can be relatively easy accepted by outsiders. Little by little, with the distinctive quality and features, these local products can generate stable inflow of income for the community. The good example in this regard is OTOP - the one-tambon-one-product policy. There are many successful products produced by small and medium enterprises that are developed from local products through the processes of production quality control, packaging, and appropriate marketing strategy.

3.2.3 Tourism by the community. This element is aimed to encourage the community to benefit from tourism business organized locally. There can be natural tourist attractions available in a community or there can be tourist attractions developed by the community itself stemming from its culture, traditions, local wisdom, and occupation and the way of life that is specific for this very region. There is always a combination of the interrelated tourist activities since there are tourist attractions or activities, tourist guides, food and beverage stores, accommodation options, and other appropriate supporting services, like bicycles or boats for rent, original community products, souvenirs, spa and so on. There must also be a tourist management system which would coordinate tourist programs, prices, have an information counter, guarantee overall safety and first aid service etc. Indirectly, this would be the sign of the community's readiness to drawing the attention of prospective tourists.

The sustainable development concept and theory

The contemporary concept of sustainable development has been developed in the frameworks of forestry management and careful consideration towards the environment in the late 20th century (Wikipedia, 2016). The United Nations held its first meeting on the environment at Stockholm, Sweden, back in 1972. Later on in 1983, the World Commission on Environment and Development was developed to study the balance between environment and development. The report called “Our Common Future” was distributed around the world asking the world population to restrain from the extravagant life in order to secure a more friendly development for the environment. This report was presented at “The Earth Summit” held in Rio de Janeiro, Brazil back in 1992. After this meeting, the paper entitled “Brundtland Report” has provided the definition of sustainable development as “development in response to the needs of the existing generation but not depriving the ability to fulfill the needs of the future generations” (Seangchai, 2545).

There are many important dimensions in a wide phenomenon of sustainable development. Each dimension can be further subdivided into smaller issues, such as environmental issues, economic issues, political issues, and cultural issues, to mention just a few. When sustainable development is related immediately to local people, it is usually called “social sustainability” (Borja & Castells, 1997). Regional development can take different turns in this regard. Some cities can develop by focusing on their sustainability. Some cannot do that since they have a lot of problems with budget deficit, for example, or they experience the inability to respond to the sophisticated needs of the local people. Many cities use their preservative and revival policies to maintain domestic sustainability instead of an increment in budget to deal with environmental problems or destruction of local natural resources. Regional sustainable development is necessary for the survival of society and it should be considered as a collective action of the whole wide world at the same time.

Special efforts should be taken for provision of knowledge, promotion of economy that creates more jobs, establishment of the mechanisms to promote civil participation and democracy, adjustment of social structures, and fighting against social discrimination (Grumm, 1975). Moreover, sustainable development is not just about the environment and the related technical issues, it also concerns the behavior that can be amended by providing right education and by letting people participate in the matters that concern them. Sustainable development is also directly interrelated with social integration. If the level of unemployment is still quite high and there are a lot of discriminated people, sustainability cannot be reached.

The related social policies must be directed towards the provision of education, employment among local residents, birth control, as well as the increasing quality of public healthcare. At present, there are a lot of local areas in the world facing many related obstacles and, as a result, sustainable development is hardly even an objective for them, especially when they need to concentrate primarily on the issues of employment, poverty and even basic hygiene. These are the key problems against sustainability.

For example, poverty is a major cause of environmental deterioration and poor hygiene since people do not have enough income to satisfy their even most basic needs. At the same time, unemployment makes sustainably development impossible as such. Unemployment and poverty also have negative effect on the ability to get proper housing conditions. This, in turn, means less opportunities to receive services at their proper level and overall quality of life would be very much low. Social sustainability requires participation on all sides of life,

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starting with guaranteed shelter and finishing with free land use and availability of other employment opportunities which provide the foundation for further improvement of life quality (Rossi & Freeman, 1993).

Economic sustainability is a wide concept and it is directly related to the concept of life quality. In the globalization age, production processes, sales and advanced means of communication are important factors drawing foreign investments into localities and predetermining the need for highly skilled labor. Good social environment is also an important factor in supporting better quality of human resources which includes their growing effectiveness and positive attitude to work overall.

Since local areas are the ones that create problems, they should be also the ones to solve these problems by creating social environment that facilitates economic sustainability. Local areas often tend to have quite high potential to solve the problems and thus lead the territory to sustainability and they are also the key to local people's survival (Vedung, 2008).

Methodology

This is a qualitative research. Documentary data found in official papers, research studies, textbooks, as well as electronic media have been analyzed. The focus group research with the representatives of the committee and members of the Pracharath projects has been conducted to collect the needed information. Participative and non-participative observations have been also organized. Structured interviews have been done with the committee and members of the Pracharath projects. All of the collected data has been analyzed by means of content analysis. Further data presentation is descriptive in style.

Results

Poverty problems are caused by economic and political structures, often stemming from the capitalism concept itself. Lack of education and/or income is not the whole story. Possible solutions to poverty problems must be found taking into account the specificity of the local poverty conditions. This would be called the integration approach. Solutions provided separately, such as a moratorium, village funds, and the Bank for the Poor would have much lower efficiency. The following efforts must be undertaken under this integration approach:

1. Reformation of the general socioeconomic structure, starting with land reform, agricultural reform, fiscal and monetary policies changes, revised taxation (especially in part of property tax), education reform, public healthcare improvement, mass communication development, political reforms, and social transformations. The key purpose here is to reconsider the ownership forms and control over production factors so that to make them more just, democratic, and effective at the same time. Development of new cooperatives, community organizations and public companies must be organized under the conditions of free and fair competition.

2. Expansion of the taxation base by means of providing new financial opportunities for those who previously did not have access to financial services and resources. State and local budgets must be reconsidered in favor of public health and education for the poor people. Stronger support for poverty alleviation projects and social capital initiatives should be provided through closer cooperation with local people. Establishment of communities'

educational networks should include transferring of knowledge, sharing local wisdom, exchanging local technologies and joint research. Introduction of new learning opportunities must lead to collective actions in various fields of activities, all being aimed at sufficient way of life and closer collaboration with the government.

3. Establishment of a social protection system for the least fortunate people. Local communities themselves are expected to initiate the establishment of such welfare funds. There can be also a special, additional unemployment fund; social security system should be expanded in such a way to cover the informal sector as well. Local businesses that demonstrate to be having positive impact on the savings within the community should be supported and encouraged in their development by all means possible. Stable employment overall is the key performance factor in the strongest communities. Employment is the key to justice, effectiveness, and equality.

4. Improvements in management system. This concerns political decentralization and allocation of funds on the local level. Local people should have easier access to the available fund when it comes to management of local resources and environment as the latter is supposed to be the integral right of the local community. Issuance of license documents to poor farmers and the use of wilderness and deserted areas should become more popular. Moreover, there should be a special plan for the use of local lands in agriculture and industries. Preservation areas, lands under community forests and development of water reservoirs should be specified in great deal of detail. Allocation of lands and other natural resources must be fair and based on the careful revision, taking into account the specificity of the local areas and the ongoing changes in natural resources and the environmental situation overall.

Poverty can be viewed in its many dimensions. As a care-taker, the government is expected to provide all its citizens with decent living conditions but the overall economic development cannot actually guarantee that every citizen will automatically have higher standards of life. Therefore, it is necessary to look into details of societal problems and find out what are the real causes behind these problems. Generally speaking, the poverty problem in Thailand has been continuously decreasing. However, as this is a traditional agricultural society, the poor people usually come from the households with less social and cultural opportunities. The poor can also belong to a certain ethnic group which traditionally has lower socioeconomic status or have a certain social background that is just considered inferior in the society overall. On the other hand, there are also poor people because they were born disabled, or suffered from a severe disaster, got divorced and/or have no one to look after etc. This type of relative poverty in a traditional agricultural society is considered to be not a serious problem. Some community have less inequality in their socioeconomic situation; there are also communities that state they have no poverty problem as such, simply because they do not perceive their current socioeconomic situation as a problem.

Conclusions and Discussion

Eradicating poverty in all its forms remains one of the greatest challenges the humanity is facing today. While the number of people living under extreme poverty dropped by more than half between 1990 and 2015 – from 1.9 bln to 836 mln – too many are still struggling for the most basic human needs (UNDP in Thailand, 2018). With the recognition of the multidimensional nature of poverty, the government has already taken a holistic approach to

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poverty eradication. Every government, directly or indirectly, has declared a war against poverty and made poverty eradication an issue on the national agenda. Many governments are also trying to fight three key problems in parallel and their interrelation - poverty, drugs and corruption.

Consequently, Thai government has also announced three policies to deal with this range of interrelated problems.

First, it has a policy directly on poverty eradication. This policy is implemented at all levels, namely individual, community, and national. At the individual level, the government emphasizes particularly on expenses' reduction, income generation, and opportunity provision. At the community level, community participation and learning process are encouraged so as to mobilize people to solve local problems and satisfy local needs together. Moreover, financial assistance is made available to ensure the poor have more access to the funds. At the national level, attempts are being made to reform, restructure, and better manage lands, natural resources, and environment in the context of being supportive of the poor at the same time.

The second component is the policy on developing life quality for the people by means of securing housing for the poorest.

The third one is the policy of natural resources and environmental management. Its key aim concerns balancing between utilization and conservation of natural resources and environment, with a special emphasis on collaboration of the government with the private sector.

Regarding government-level operations on poverty, it takes an integrated approach to mobilize all relevant governmental agencies and their available resources to fight poverty at all levels. Nonetheless, the Area-Function-Participation (A-F-P) Approach is emphasized when implementing poverty eradication activities at the grassroot level. A village or a community or a tambol (sub-district in Thailand) would be a development base for which all government agencies concerned integrate their services to help the poor by improving their living conditions while all other fellow men are also encouraged to take part in these poverty eradication activities.

This is in line with the research conducted by Pimpanga Pangnarain (2015) under the title "A Research Project to Alleviate Poverty and Strengthen Immunity via the Sufficiency Economy" in which it was found that: 1) poor people are present in the country in moderate numbers; 2) the government must find ways to reduce production costs in agriculture and provide extra occupation for the poor people, and also to find speakers to train poor people on how to produce products for the use in their own households; 3) poverty reduction can take the form of a reduction in personal and/or family expenses, an increase in income through extra occupation, and an opportunity for the poor people to get access to governmental resources and decision-making on them; and 4) poverty reduction based on the Sufficiency Economy principles usually take the form of bio-extracting projects, production of household utensils etc.

Although Pracharath is a form of civil government with the participation of all sectors in the process of policy implementation but, in real-life practice, it is impossible to conclude that Pracharath, or Civil State, is totally different from the populist policies, so widely spread in the past. This is in congruence with the work undertaken by Sompong Kesanuch, Thongkam Duangkunpet, Apiwatchai Phuttajorn, Pakdee Phosing and Sanya Kenaphoom (2017) called "Analysis of State Policy of 'Populism' to 'Civil State:' Similarities and

Differences from Thai Government's Decision" in which it was discovered that both of these policies are determined by political institutions with the same type of management power. There is a difference in the objectives of the policy though: populist policies were set up with the main reason of meeting the needs of most people at the grassroot level in order to get political popularity, while Pracharath is determined to wipe out populist policies and is implemented to solve domestic economic problems as well as to create and maintain a sustainable economic and social development model.

Suggestions

Warr (2004) argued that sustained reduction of poverty in Thailand has occurred over the period of several decades. This reduction in absolute poverty has occurred in spite of an increase in inequality over the same period. The rate of poverty reduction has been strongly related to the rate of GDP growth but the increase in inequality has not. The long-term growth of Thai economy has been associated with a gradual opening to international trade and investments. The prospects for reducing poverty by raising minimum wages are believed to be not that effective in this regard.

Using the community-based approach, Thai government has attempted to provide extra enabling facilities and necessary resources to support the poor people in both rural and urban communities to work together to solve personal and community problems and meet the most urgent needs. Moreover, people are encouraged by both the government and the civic sector to act on such matters by themselves through community participation and learning process. Learning by doing, people, rich and poor alike, will eventually gain more knowledge and skills, and thus gain confidence in management of their lives as well as of communities.

Thus, this paper puts forward the following suggestions:

1. National development policy on investments and foreign trade should be redirected towards human development, employment, natural resources and domestic market development. Foreign investments and trade are often limited and are based on necessities. A policy shift from the growth of products and services onto the development of life quality and environment seems to be appropriate.

2. Reduction of poverty as a policy should be implemented on a continuous basis. There must be always a follow-up assessment system based on integration among related units, associate members, and various networks in order to develop village and/or community funds through participative and self-reliant development towards strengths, stability and sustainability.

3. In what concerns natural resources management, there should be an additional encouragement for the local people to manage natural resources better, and adjust the local laws in part of dealing with natural resources.

4. There should be training programs on skills' development and improvement, legal knowledge, financial knowledge, technological knowledge, and business knowledge. These efforts can be taken through cooperation among public, private and people sectors in order to support, promote, and provide assistance to the operations of village funds and urban community as well.

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SECURITIZATION AGAINST SEX TRAFFICKING OF WOMEN AND CHILDREN: THE CASE OF MULTILATERAL COOPERATION IN THE MEKONG SUB-REGION

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This research examines the securitization process and the effectiveness of multilateral cooperation against sex trafficking of women and children in the Mekong sub-region. It has been inspired by an open question of why the situation with sex trafficking has not improved despite the availability of a significant number of multilateral anti-trafficking mechanisms. The research analyses and evaluates anti-trafficking mechanisms of the ASEAN and COMMIT up to the mid of 2018 in the light of securitization theory and human security concept. The research concludes that anti-trafficking mechanisms within ASEAN and COMMIT have not yet adequately mitigated sex trafficking of women and children. Even though they have addressed trafficking in many different ways, some evidence shows that the ways in which they have proceeded with their anti-trafficking mechanisms have criminalized trafficked victims more than protected them. This practice is as a result of the state-centric policies instead of human-centric ones. Hence, regional mechanisms should prioritize human security and human rights when being employed to resolve security issues.

Keywords: securitization theory; human trafficking; multilateral cooperation; ASEAN; COMMIT; Mekong Sub-Region

Introduction

The Mekong sub-region is, sadly, recognized as the center of sex trafficking in Asia. There have been more than 200,000 women and children trafficked in the Mekong sub-region (World Vision, 2005). This trafficking has concerned the international community as a human security issue because it entails negative effects on individuals' livelihood through obvious violation of human rights and spread of chronic diseases (Shelley, as cited in Kranrattanasuit 2014, 42). In the Mekong sub-region, many international organizations, regional organizations, governments and NGOs have already established multilateral cooperation to combat human trafficking. ASEAN and COMMIT have played prominent roles in counteracting this trafficking. Although they have developed many policies, legal



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instruments and anti-trafficking institutions, they have not yet adequately addressed this issue. This article argues that anti-trafficking mechanisms established by the ASEAN and COMMIT prioritize state-centric approach over human security approach. These mechanisms do not actually consider human rights at all. Accordingly, they are ineffective when implemented to combat sex trafficking.

Objectives

1. This article aims to examine why the situation with sex trafficking prevention has not yet improved despite the significant number of multilateral anti-trafficking mechanisms.
2. This article aims to review the existing responses to sex trafficking by regional organisations (namely, ASEAN overall and COMMIT in particular).
3. This article aims to assess the effectiveness of each mechanism implemented by regional institutions in combating sex trafficking up to the mid-2018 initiatives.

Literature review

The Nature of Sex Trafficking in Women and Children in Southeast Asia

Southeast Asia is known as the hub of sex trafficking in women and children. According to the UNIAP's report, there are big difficulties with estimating the actual statistics of human trafficking in the Southeast Asia because of the difference in the definitions of trafficking. However, there are some agencies' reports showing that trafficking in Southeast Asia has been going in large numbers. Wuiling (2006, 54) stated that about 60 percent of the global trafficking occurs within the Southeast Asia. Furthermore, local Laos newspaper reported that 970 trafficked victims have been detected since 2001, and most of them were under 18.

Sex trafficking in this region is shaped by a number of social and economic factors. Peerapeng et al. (2012, 123) suggested that the major cause for sex trafficking is related to socioeconomic factors. While fast economic expansion has brought affluence to this region, it has created other problems to some areas such as health problems, environmental degradation and poverty. Sukma (2010, 8) also pointed out that poverty can be one of the key reasons for trafficking; claimed that poverty in Cambodia forces local people engage in sex trafficking. Although poverty affects both males and females, there are more poor females as compared to poor males. As a result, many Cambodian women are trafficked more than men.

Lack of education can also cause engagement of women and children in sex trafficking. A study by Le Thi Quy illustrates that there are large numbers of women with low education level in Vietnam because they have the motherhood burden. Also, the traditional concept, particularly in rural and mountainous areas, of "thinking highly of men and belittling women" forces women sacrifices their opportunities to privilege men. As a result, it is often harder for them to access education, and several studies have already confirmed that most women engaged in trafficking have very low level of education (2000, 56-57).

Another factor in human trafficking is the male-based demand in sex services. The demand for sex services provided to foreigners leads to an increase in sex tourism in many developing countries. As the UNODC's publication (n.d.) also states, Pattaya and Bangkok became the markets of prostitutes during the Second World War and then, during the

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Vietnam War. Currently, they are still the widely popular centers for international sex tourism.

However, high domestic demand is also the root of trafficking women and children into the sex industry. In the case of Cambodia, many women and children are either forced or volunteer to work as prostitutes. They are assigned to service Khmer men and boys who are working away from homes such as soldiers, fishermen, and migrant laborers (IOM, 2000).

The review of causes behind sex trafficking will be helpful for evaluating the effectiveness of combating sex trafficking in this sub-region. This article employs this information to analyze whether anti-sex trafficking mechanisms can address the root causes behind sex trafficking.

Securitization Theory and Human Security Concept as Theoretical and Analytical Framework

Sex trafficking in women and children in the Mekong sub-region has been addressed by regional institutions and the governments of the Mekong Member States. However, the number of sex trafficking cases has not decreased. In order to examine the reasons for the above phenomenon, it is necessary to evaluate the effectiveness of anti-trafficking mechanisms within the Mekong sub-region. Securitization theory and human security approach are employed as an analytical framework that highlights strengths and weaknesses of the currently employed anti-trafficking mechanisms.

Securitization theory is used for finding the anticipated factors behind successes and failures of multilateral cooperation in the Mekong sub-region to counter sex trafficking because this theory helps tracing back the security discourse in the creation of anti-trafficking mechanisms, and spotlighting the political context behind anti-trafficking cooperation.

Securitization theory was developed by Barry Buzan and colleagues. According to this theory, security is “the move that takes politics beyond the established rules of the game and frames the issue either as a special kind of politics or as above politics” (Buzan et al., 1998, 23). Security issues are presented as an existential threat that demands emergency measures and actions upon the normal political procedure (Buzan et al., 1998). Hence, securitization is unlike politicization that the security issue tends to be a part of public policy, and needs normal political responses. Security issue will be successfully securitized when it obtains the acceptance from the audience. However, if it does not, it can be only a securitizing move (Buzan et al., 1998, 25).

According to Lozano-Vázquez (2015, 48), the ontology of securitization theory engages in post-foundationalism so that “facts, processes, and behaviours are socially constructed and depend on subjects’ perceptions and interpretations”. Hence, securitization studies are intersubjective rather than objective. Furthermore, the epistemology of securitization aligns with constructivism and poststructuralism. The poststructuralists assume that security can be understood as a political discourse (Hansen, 2007, 35). Also, “policies draw upon representations of identity linking to a conceptualization of identity as discursive, political, relational and social” (Hansen, 2007, 6). According to Hansen’s argument, foreign policies need to “ascribe meaning to the situation and to construct the object within it, and in doing so they articulate specific identities of other states, regions, people, and institutions as well as on the identity of national, regional, or institutional Self”. Therefore, when agents prioritize an issue as a security issue that need extraordinary measures, it means they are creating political security discourse through institutional practices.

Securitization theory examines security discourses in order to “understand the processes of constructing a shared understanding of what is to be considered and collectively responded to as a threat” (Buzan et al., 1998, 26). The way to study security discourse is not evaluating “objective threats”, but it is to examine “speech act”. Speech act is a category originating from the language theory. Security analysts use this word to represent the process of securitization (Buzan et al., 1998, 26). Thus, studying speech act (the process of securitization) means examining “the political use of language by focusing on a very specific aspect of human interaction, namely, the social construction of security issue, and even more specifically, the “power politics of concept” (Buzan et al., 1998).

In addition, human security concept is utilised for examining the shortcomings of the current approaches embedded in anti-trafficking mechanisms. Human security is an approach to security analysis that emphasizes a close relationship between human rights and development concerns with people’s lived experiences of security. Hence, this thesis evaluates the policies and actual implementations of the human security concept and human rights’ based approach. It is argued that human security and human rights framework should be included in the formulation of any policy developed to counter sex trafficking.

The concept of human security was originally defined in the 1994 United Nations Development Program (UNDP)’s report as “a safety from chronic threats such as hunger, disease, and repression as well as protection from sudden and harmful disruptions in the pattern of daily life” (Acharya & Acharya, 2002, 326). The human security concept emerged after the end of the Cold War because of the increase in intra-state conflicts threatening to the quality of individuals’ life. As a result, scholars and policy makers attempted to resolve the threats by connecting security to development.

Followers of the human security approach can be divided into two camps. The first one is the Japanese approach, which is defined as the agenda of ‘freedom from want’. Human insecurity from this perspective will be the issue concerning the violation of human rights, transnational organised crime, refugees, poverty, infectious diseases and/or environmental degradation (Pitsuwan & Caballero-Anthony, 2014, 202). The second approach to human security is the approach adopted by the Canadian government. It focuses on “the security of the individual as opposed to the state, but their primary emphasis is on security in the face of political violence”. It can be understood as the agenda of ‘freedom from fear’ (Kaldor, 2007, 183).

Alkire (2003, 36-37) pointed out that human security and human development are both people-centred concepts. Both of them “address people’s dignity as well as their material and physical concerns”. Moreover, the definition of human security can be interpreted “in a manner that is consistent with long-term human development”. Also, both concepts aim to address chronic poverty.

However, there are distinctions in the scope between human security and human development. Firstly, the human security concept seems to be narrower than human development. “Human security includes a strictly delimited subset of human development concerns, but excludes much of human development as lying outside its own mandate (Alkire, 2003, 36). Additionally, “policies for human security seek to create the capacities required to prevent, mitigate, or cope with threats that would cut into people’s vital core such as AIDS prevention, social security, including terrorism and new securities. Nevertheless, the objective of human development concerns only growth with equity” (Sen, 2000). Lastly, many projects addressing human security problems have taken place within a very short time

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while most of human development projects have occurred in a longer term, thus investing in institution-building and capacity-building (Alkire, 2003, 37).

Human rights are related to the human security approach. Many studies about human security have adopted “a human rights stance: the basic requirements of no individual are to be sacrificed”. As Alkire (2003, 38) wrote, “the identification protection and promotion of central facets of human lives from the ‘freedom from fear’ and ‘freedom from want’ is the aim of human security as well as of human rights”. However, Alkire states that human security practitioners use economic, political and perhaps military forces and try to realise human security with the same force and decisiveness that characterises national security efforts. In contrast, human rights activists employ legal instruments to prevent human rights’ abuse (Alkire, 2003, 40). Although there are differences between these concepts, Alkire proposed that human rights and human security should complement rather than work against each other (2003, 40).

Methodology

This article aims to illustrate the securitization process of sex trafficking and to evaluate anti-trafficking mechanisms established by regional institutions (namely, ASEAN and COMMIT) through securitization theory and human security approach. These approaches help spotlighting how regional institutions have interpreted sex trafficking as a regional security issue, highlighting the role of politics, strengths and weaknesses of anti-trafficking mechanisms in the sub-region in question.

This article employs discourse analysis for analysing the languages and signs existing in policy documents, law papers, MoU papers, declaration and convention papers, plan of action papers, press releases, anti-trafficking practices related to prosecution of criminals, protection of victims, repatriation and reintegration, prevention of trafficking and participation of CSOs/ NGOs in advocacy.

The analysis in this research is based on the analytical framework of (Buzan et al., 1998). There are 3 levels of securitization analysis. It begins with engaging women and children affected by sex trafficking as the referents of security. Then, it studies regional institutions (ASEAN, COMMIT) as securitizing actors. As well, other functional actors are defined, including the UN, the US government, CSOs and NGOs, all of them are also covered by the analysis. This research goes further to evaluate anti-trafficking mechanisms under human security and human rights approach.

Results

The ASEAN in general and COMMIT in particular have taken the important role in combating sex trafficking in women and children in the Mekong Sub-region. Both of them have securitized trafficking as a regional security problem that needs urgent measures to be taken at the regional level. The ASEAN has also securitized trafficking as a transnational crime threatening regional/state security, while COMMIT has situated human security and human rights agenda into its general agenda. Consequently, COMMIT seems to have reached some more progress in eliminating trafficking, as compared with the ASEAN. However, state-centric vision is maintained by both ASEAN and COMMIT. This results in the overall inefficiency of anti-trafficking mechanisms of these organizations. Their understanding of

the notions of consensus, consultation and sovereignty obstructs ASEAN from effectively mitigating sex trafficking. Additionally, reluctance in implementing projects under human security approach of the ASEAN and COMMIT Member States contributes to the ineffectiveness of multilateral cooperation when it comes to combating sex trafficking.

Conclusions and Discussion

This article concludes that anti-trafficking mechanisms within ASEAN and COMMIT have yet adequately mitigated sex trafficking in women and children. Even though they have addressed trafficking in many different ways, the most recent evidence shows that the ways they have preceded with their anti-trafficking mechanisms have in fact criminalized trafficked victims instead of protecting them. This practice has become the result of the state-centric vision dominance over basic human security priorities embedded in the policies of ASEAN and COMMIT. We insist that the local governments should prioritize more strongly the issues of human security and human rights while trying to resolve security issues related to trafficking in women and children.

Suggestions

The main purpose of this article is not to provide policy recommendations. Notwithstanding, it aims to spotlight that regional organizations (namely - ASEAN and COMMIT) and their separate member states have securitized and addressed sex trafficking through state-centric framework primarily. It is clear that this framework leads to serious weakness of anti-trafficking mechanisms at both regional and national levels. Therefore, it would be better if the governments in question change their way thinking about security issues, and also their norms about human security and human rights. The involved governments should also prioritize human security and human rights when trying to fight and prevent human trafficking in women and children.

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TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' WORK EFFICIENCY: A PRIVATE FIRM CASE STUDY

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The study has sought to investigate the effect of leadership styles practiced in an organization on employee performance. More specifically, this research is aimed to study: 1) the existing level of transformational leadership and work efficiency of employees at a private company, 2) employees' work efficiency based on individual factors, and 3) the relationship between transformation leadership and employees' work efficiency at a private company. The sample size includes 104 employees of a private company. The questionnaires have been distributed to collect the data. The statistical data used for the analysis includes percentage, mean, standard deviation, and Pearson's product moment correlation coefficient. The results reveal that: 1) the majority of the respondents are male, aged between 31-40 years old, holding a bachelor degree, and having work experience between 4 and 6 years; 2) the level of transformational leadership of employees is quite high. When considered separately by dimensions, it has been found that inspirational motivation and idealized influence are also at high level while intellectual stimulation and individualized consideration are at the moderate level; 3) the overall work effectiveness of employees has high level, 4) the individual variables of age, education, work experience and position have no relationship with work efficiency; and 5) there is a relationship between transformational leadership and employees' work efficiency at the level of significance being 0.01.

Keywords: transformational leadership; work efficiency; leadership style

Introduction

Changes in economic, social, cultural, political, and technological factors have delivered great direct and indirect impacts on business operations, especially in Thailand as the country is trying their best to develop and move forward, towards the Thailand 4.0 goals. In order to compete and survive in a highly competitive environment, every organization must adapt and adjust itself to suit the situation. Firms must consider both positive and negative factors that can be useful for formulation of guidelines or strategy for administration and sustainable development of organizations. There must also be a harmony and continuity of organizational directions at both domestic and international markets.



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The task of administration in congruence with organization's policy and established goals always needs human resources as a key factor. The personnel are living organism with their own particular thoughts, emotions and capabilities that bring about development and changes into the organization. Capable personnel always lead to higher work efficiency and better quality of products together with the growth and prosperity of the company overall (Jaengmee, 2005: 2). Thus, the basic principle of human resource management is to delegate responsibility to employees so that they perform their tasks as specified in the company's objectives. Management, in its turn, should not only pay attention to employees' work but also to each and every single individual in the company. Management must find causes and ways for the personnel to carry on their work efficiently as specified in organizational policy and objectives.

In order to compete successfully in the highly competitive world, every firm must improve efficiency and effectiveness in every business-related activity such as production, finance and marketing. The cost of production must be kept at the lowest possible level while product quality must meet or go beyond the acceptable standards. The company must make sure that production supply is maintained at the continuous level in order to serve the needs of customers. In this regard, company's personnel are those whose roles and responsibilities become important factors for working harmoniously and running business successfully.

The leader who is professional, knowledgeable, and equipped with most appropriate leadership style, can persuade and, at the same time, motivate members of the company to work together at their highest capability and willingness becomes the most desirable factor of the company for its management (Kajornnun, 2008: 118).

Manning and Curtis (2015: 200) argued that no individual has been more influential than Peter Drucker in both research and practice of effective leadership. His books are classics on the subject, and his advice has helped six generations of leaders. In 1954, he wrote his famous text -- "The Practice of Management". Drucker's conclusions about leadership include: 1) There may be born leaders, but these are few. Effective leadership can be learned. 2) Without followers, there can be no leaders. Trust is the glue that binds the two. 3) Leadership is not rank, privilege, or title. Leadership is responsibility. and 4) Popularity is not leadership; nor is it style or personality. Leadership is results.

Performance management is at the heart of leadership success. It is important to have a vision; it is important to have values; it is important to have leadership qualities, such as vitality, persistence, and concern for others; it is important to have the power for leadership position. But all of these will result in little actual accomplishment without performance management skills. Effective leadership requires the art of clearly communicating goals, coaching others to succeed, and correcting poor performance (Ulrich et al., 1999; Pfeffer & Sutton, 2006).

Nahavandi et al. (2015: 22) claimed that because of competition and increased access to information, business can succeed only if they are responsive to customers' needs. Managers must constantly evaluate how to respond well to consumers who demand better quality products and lower prices. The challenge to deliver quality at a lower cost has forced organizations around the world to seek ways to cut costs and become more efficient. Efficiency is defined as the most economical method to produce goods and services, using the least amount of resources. The need for quality and efficiency is a driving force in all industries because of consumer demands and global competition. These two factors are forcing businesses to find ways to do more with less.

Every organization pays its employees for their hard work and efficiency. Individuals need to achieve the assigned targets within the desired time frame. It is essential for employees to meet deadlines and deliver results on time. Brenda Chitechi Okwang, Agnes Kinanu Mungania, and John Gakuu Karanja (2015: 119) in their research “Analysis of Factors Affecting the Operational Efficiency of Jua Kali Sector: A Case of Apparel Industry in Nairobi, Kenya” wrote that operational efficiency underpins companies’ most basic strategic goals. Improving customer satisfaction and increasing shareholder value both depend on achieving operational efficiency. Therefore, improving operational efficiency is one of companies’ top objectives. Companies indeed try to improve operational efficiency, but performance improvements fail because they are not properly communicated to all parts of organization. Most efficiency measures start at the top, yet employees’ recommendations are necessary in the course of implementing strategic initiatives.

Based on the above discussion, the researcher is deeply interested in studying transformational leadership and work efficiency of employees at private companies in Bangkok metropolis in order to better understand the relationship between these two categories. The variety of leadership characteristics has its impact on work efficiency of employees and can lead to a positive change as well as to intensified development of employees’ skills (Mathis, Jackson & Valentine, 2013). The appropriate leadership style can be used as a model and motivation for employees to perform their work efficiently and completely in accordance with the policy and goals of their company.

Objectives

1. To study the level of transformational leadership and work efficiency of employees at a private organization in Bangkok metropolis.
2. To study the work efficiency in relation to individual factors.
3. To study the relationship between transformational leadership and employees’ work efficiency.

Literature review

George and Jones (2006: 301) wrote that leadership is the process by which a person exerts influence over other people and inspires, motivates, and directs their activities to help achieve group or organizational goals. The person who exerts such influence is a leader. When leaders are effective, the influence they exert over others helps a group or organization achieve its performance goals. When leaders are ineffective, their influence does not contribute to, and often detracts from goal attainment.

Iqbal N., Anwar S. and Haider N. (2015) proposed that leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards the accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates work with confidence and zeal. Leadership can be defined as the capacity to influence group’s achievement of a goal. Leaders are required to develop company’s vision, and to motivate organizational members so that they themselves want to achieve this vision through improvement of their own performance. According to (Adair, 2002), leadership is the ability to persuade others to seek predefined objectives

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enthusiastically. It is the human factor which binds a group together and improve their performance directing them towards common goals.

Rosenfeld (2001: 46-48) explained that transformational leadership occurs when managers change (or transform) their subordinates in the following three important ways:

1. Transformational managers make subordinates aware of how important their jobs are for the organization and how necessary it is for them to perform those jobs as best they can so that the organization can attain its goals.

2. Transformational managers make their subordinates aware of the subordinates' own needs for personal growth, development, and accomplishment.

3. Transformational managers motivate their subordinates to work for the good of the organization as a whole, not just for their own personal gain or benefit.

According to Rosenfeld, when managers transform their subordinates in these three ways, subordinates trust the manager, become highly motivated, and help the organization achieve its goals.

Sarnrattana (2014: 27-28) argued that transformational leaders are those who are change-oriented. They encourage their followers to be aware of the opportunities and/or problems and to participate in creating company's vision pertaining to innovations in the company. Wirote described that transformational leaders use idealized influence to establish trust among workers, guarantee inspiration and motivation to provide challenging jobs and provoke teamwork spirit, intellectual stimulation to support creativity and problem-solving in a systematic way. Finally, individualized consideration could be provided by a leader through coaching and advising to each individual subordinate.

Schermerhorn (2005: 337-338) suggested that transformational leadership describes someone who is truly inspirational as a leader, who is personally excited about what they are doing, and who arouses others to seek extraordinary performance accomplishments. A transformational leader uses charisma and related qualities to raise aspirations and shift people and organizational systems into new high-performance patterns. Based on Schermerhorn's ideas, the presence of transformational leadership is reflected in the followers who are enthusiastic about the leader and his or her ideas, who work very hard to support them, who remain loyal and devoted, and who strive for superior performance accomplishments. In the context of continuous and often large-scale changes, additional inspirational impact of transformational leadership becomes essential.

Kouzes and Posner (1996) wrote that transformational leader provides a strong sense of vision and contagious enthusiasm that substantially raises the confidence, aspirations, and performance commitments of followers. Special qualities of transformational leaders include:

Vision — having ideas and a clear sense of direction; communicating them to others; developing excitement about the accomplishment of shared dreams.

Charisma — using the power of personal reference and emotion to arouse others' enthusiasm, faith, loyalty, pride, and trust in themselves.

Symbolism — identifying "heroes" and holding spontaneous and planned ceremonies to celebrate excellence and high achievements.

Empowerment — helping others develop by removing performance obstacles, sharing responsibilities, and delegating truly challenging work.

Intellectual stimulation — gaining the involvement of others by creating awareness of problems and stirring their imaginations.

Integrity — being honest and credible, acting consistently out of personal conviction, and following through on commitments.

Peeraya Chuenwong (2017: 93-95) in her research titled “Operational Efficiency of Workers: A Case Study of Transportation Business in Chiang Rai Province” proposed that work efficiency is derived from performance and operational structure. Employees must come up with the operational concept and development in order to improve work efficiency. According to Sompit Sooksan (2556), the characteristics of work that is efficient are:

1. Agility -- refers to the best use of time in completing the assignments as well as the ability to finish work on time. Efficient workers always finish their work on time. In case of service, the speed is another important factor for customers. Therefore, service providers must create a culture that fits into a one-stop-service model.

2. Accuracy -- means there can be only a few mistakes in work, while the latter is highly relevant with rules and regulations, data, figures, or statistics. Accuracy also means there is no place for carelessness that can bring disaster to the firm.

3. Knowledge -- means the organization is well aware of what it does. Thus, it is considered a learning organization. People in such a learning organization are efficient and they are continuously looking for knowledge. They can do so by learning by themselves, learning from other organizations, and from the Internet, for example, and be able to use all the accumulated knowledge to improve their performance.

4. Experience -- means being knowledgeable. This may concern various perspectives that come from vision, touching and frequent practice of the same operations. In this context, knowledge and experience are least of all academic. And most of all it concerns accumulating work experience through time. It is undeniable that people with a lot of experience make fewer mistakes. Thus, it is a duty of every organization to keep the most highly experienced people since they can help the firm develop more rapidly.

5. Creativity -- means the ability to think of new things that can be used to benefit the organization, for instance, a new system that reduces the steps in providing services, a new method of work evaluation, and a proactive operation, to name just a few. An efficient person is the one who enjoys thinking, or is highly capable of thinking or always looks forward into the future; such personality doesn't like to follow orders and normally does not enjoy performing routine task. In response to robotic tasks such a person can often suggest a more creative solution and/or a brand new way how to perform the task.

Methodology

This study employs a quantitative research method. To collect the needed data, the questionnaires have been distributed to a target group of respondents.

Population and Sample Size

The population in this research consists of the employees working in a private organization in Bangkok metropolis, the total number being 104 persons. The key method in our research is simple random sampling. In order to get an appropriate sample size that represents the population, the researcher has used the formulated sample size table provided by Narong Srisawad (1999: 65). According to this source, the recommended sample size was 104 persons. Since the questionnaires have been hand-distributed by the researcher to these 104 respondents, the response rate has been 100%.

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Data Analysis

The descriptive data include percentage, mean, and standard deviation.

Results

This table above shows that out of 104 employees, the majority have been male employees -- 58 persons, or 55.77%. There have been also 46 female employees, or 44.23%. Most of the employees (68 persons) have been 31-40 years old, this majority has formed 65.39% of the total sample; the second largest group in terms of age (26 employees) has been between 20-30 years old, this is 24.99%. The rest -- 10 employees -- are 40+ years old, this group represents 9.62%.

Table 1. Individual Factors as Described by Percentage
(Source: made by the author)

	Personal Factors	Number (in persons)	Percentage
Gender			
	Male	58.00	55.77
	Female	46.00	44.23
	Total	104.00	100.00
Age			
	20-30 years old	26.00	24.99
	31-40 years old	68.00	65.39
	40+ years old	10.00	09.62
	Total	104.00	100.00
Education			
	Lower than Bachelor Degree	16.00	15.38
	Bachelor Degree	82.00	78.85
	Higher than Bachelor Degree	06.00	05.77
	Total	104.00	100.00
Work Experience			
	Less than 4 years	12.00	11.54
	4-6 years	42.00	40.38
	7-9 years	30.00	28.85
	More than 9 years	20.00	19.23
	Total	104.00	100.00
Department			
	Marketing	38.00	36.54
	Production	40.00	38.46
	Finance	26.00	25.00
	Total	104.00	100.00

The results also show that most of the employees are holding bachelor degrees -- the total number of 82 persons, or 78.85%. Other 16 employees (or 15.38%) have obtained lower

than bachelor degree, and then also 6 persons (or 5.77%) have got higher than bachelor degree education.

In terms of work experience, most of the employees (42 persons, or 40.38%) have been working for the company in question for 4-6 years, 30 employees (or 28.85%) have been with the company for 7-9 years, 20 employees (or equivalent to 19.23%) have been with the company for over 9 years, and finally, 12 employees (or 11.54%) have been with the company for less than 4 years. The results also reveal that 104 employees work mostly in the production department -- 40 persons or 38.46%, then other 38 persons work in the marketing department, and then 26 employees work in the finance department.

Now let us turn to data analysis. The overall value of transformational leadership has been ranked quite high (mean = 3.67). When each dimension considered separately, it has been found that the idealized influence factor is at the high level. It has been also found that intellectual stimulation and individualized consideration are at the moderate level. As for work efficiency, it has been found that the overall value of work efficiency is also quite high (mean = 3.79).

When considered each item separately, it has been found that knowledge, accuracy, and agility factors are all at the high level. They are followed by experience and creativity factors. The results also demonstrate that the personal factor of gender does have any relationship with work efficiency at the statistical significance level of 0.05. At the same time, such individual factors as age, education level, work experience, and department affiliation have no relationship with operational efficiency.

Last but not least, the results demonstrate that there is a relationship between transformational leadership and work efficiency at the statistical significance level of 0.05.

Conclusions and Discussion

Leadership styles have significant influence on operational efficiency, especially if we observe them in the contingency context. Although some authors (for example, Hall (1977), Brady and Helmich (1984), House and Singh (1987) and others) state that leadership styles in management do not have a decisive influence on work efficiency and corporate performance, such a standpoint – at least according to the data available to us – is not the standpoint of the majority. Although there is no uniform answer to the question which leadership style is the most efficient one, the research so far has shown that leadership style is the cause and not the consequence of company's performance, and that there are significant differences in leadership, monitoring, interpersonal relationships, application of methods, communication and other management components between successful and unsuccessful managers, that is, between organizational units which they are at the head.

Exploration of the relationship between leadership styles and performance and work efficiency starts from (Likert, 1967), who was the first to stress the importance of different leadership styles for performance and work efficiency, and who, basing on his empirical research, reached the conclusion that all leadership styles are the cause and not the consequence of work efficiency.

In this respect, the research conducted by Alka Agnihotri (2017), Iqbal N., Anwar S. and Haider N. (2015), Afsaneh Derakhshandeh and Reza Gholami (2012), Sombat Boonleang, Saman Ngamsanit, Saard Bunjetrit, Khak Muldet, Patarapong Kroeksakul and Thongphon Promsaka (2010), Ali Mohammad Mosadegh Rad (2006), and Damir Skansi

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(2000) have found the relationship between leadership styles and organizational performance.

According to simple, early theoretical models, known as personality theories, "management efficiency depends primarily upon the personal characteristics of a leader". However, personality theories could not identify the personality characteristics which would guarantee managerial efficiency (Stodgill, 1974). The fact that contemporary research, like this one, has shown the existence of the relationships between personalities and managers' behavior on the one hand and managerial efficiency and corporate performance on the other, direct our attention further, towards some aspects of the personality theory (Yukl, 1989). The question in which way manager's behavior influences efficiency was put forward. These theories have explored the behavior of certain managers and their influence upon followers and managerial efficiency. However, neither of these theories, among which the research by Likert, Blake and Mouton, and Flesherman are the most widely known, have identified managerial behaviors which would, under all circumstances, lead to efficiency (Damir Skansi, 2000: 52-53).

Transformational leadership occurs when managers have dramatic effects on their subordinates and on the organization as a whole, when they inspire and energize subordinates to solve problems and improve performance. These effects include making subordinates aware of the importance of their own jobs for the performance overall, making subordinates aware of their own needs in personal growth, development, and accomplishment, and motivating subordinates to work for the good of the whole organization and not just their own personal gain. George and Jones (2006: 326) concluded that managers can engage in transformational leadership by being charismatic leaders, by intellectually stimulating subordinates, and by engaging in developmental consideration. Transformational managers, as described by George and Jones, also often engage in transactional leadership by using their reward and coercive powers to encourage high performance.

One of the most imperative aims of company's management is to maximize the present and future financial and operational performance because they impact the market price per share and consequently, shareholders' wealth. Leadership styles and operational efficiency belong to the key determinants of long-term solvency for any business. In fact, firm-specific determinants of financial performance involve operational efficiency and financial risk. Leadership styles in relation to operational efficiency concept has become of concern due to increased competition, business processes and new technological evolution. Because of the intensity of changes in the business operation environment, firms face as never before serious competition and that is why good leadership styles and operational efficiency are critical for business success.

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WORK MOTIVATION OF LECTURERS IN NON-PUBLIC UNIVERSITIES: THE CASE OF HO CHI MINH CITY, VIETNAM

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This study analyzes the factors affecting work motivation of non-public university lecturers in Ho Chi Minh City through confirmatory factor analysis and structural equation modeling based on the survey data of 253 university lecturers. The research results show 6 factors that positively affect the work motivation of lecturers: advancement opportunities (AO), organizational culture (OC), recognition of individual contribution (RIC), lecturer's qualifications (LQ), wages and other benefits (WB), working environment (WE). Two more factors have been found to be not statistically significant -- the characteristics of teaching and learning (CTL) and the class size (CS). Our conclusion is that schools should pay more attention to improving the working environment, by means of providing appropriate and



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timely forms to assess and acknowledge the contributions of teachers to the school, thereby creating more motivation for them to contribute even more in the future.

Keywords: work motivation; non-public university; lecturers; survey; Vietnam

Introduction

In the context of the ongoing 4.0 revolution, there are many new opportunities and challenges arising for universities in general and non-public universities in particular. In order to survive and develop in the most sustainable way, non-public universities have to pay special attention to human-related factors. Non-public universities today are struggling with not only retaining universities lecturers but also with the overall development of policies to enhance work motivation and teaching aspirations among lecturers. In order to do this, non-public universities must first have a systematically constructed theoretical basis for full explanation of work motivation of the university lecturers and the factors affecting this motivation. Then, universities need to assess the actual situation with motivation and the impact of the related factors on motivation of university lecturers. On that basis, non-public schools will have both theoretical and practical grounds to develop the related policies with the key aim to enhance work motivation among university lecturers.

In the world literature on the subject matter, there are many different views on labor dynamics, including those belonging to Maier and Lauler (1973), Bedeian (1993), Kreitner (1995), Higgins (1994). Some of these and other studies refer to two groups of factors affecting motivation: the group of factors belonging to lecturers themselves and the second group of environmental factors. The researchers also showed how work motivation can be approached in two different ways. For example, there is the so-called content doctrine (Maslow, Alderfer, McClelland, Herzberg) which shows how to approach the needs of employees. And there is also the theory of process groups (Adams, Vroom, Skinner, Locke) which stems from the question of why each person shows different actions at work. Applying these theories, together or separately, some domestic and foreign studies have shown motivational factors in the course of their actual implementation at work.

However, many teachers are familiar with the one-way knowledge transfer method, the knowledge connection directed on the students with limited life experience, leading to passive students' acquisition of knowledge. In many such cases students will not be able to use the knowledge learned in their own life events. Meanwhile, innovative teaching today requires teaching staff implement teaching methods towards integrating, differentiating, promoting proactive and creative student capacities. Therefore, work motivation of trainers has become an important issue, as lecturers are assigned the responsibility to convey knowledge and skills to learners.

Mertler (1992) argued that lecturers are satisfied when they are in a good teaching environment, then teaching becomes more effective and can affect students' achievements. However, measuring the determinants and effects of working motivation of lecturers is complicated because these psychological processes cannot be directly observed and there are many organizational and conditional obstacles that can affect the goals achieved. Thus, motivation of teachers depends on effective management, especially at the school level. If the system and the structure are set up to manage and support faculty members who are not working well enough, teachers may lose their sense of professional responsibility and

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commitment to their school. Management of teachers is the most important thing at the school level, whereas the importance of faculty work and their capacity in teaching are greatly influenced by the quality of internal and external monitoring.

Analyzing non-public universities in HCM city, we have found that in the motivating work of lecturers at non-public universities, there are certain limitations as follows:

- The remuneration policy is not appropriate for lecturers to be enthusiastic about their jobs, thus, their long-term work is not assured enough. Management regime also has a heavy centralized mechanism, the mechanism of human resource management is also quite heavy, with many administrative procedures involved. The incentive and remuneration mechanisms have not been given enough care. The motivational program has many shortcomings, moreover, there is a significant gap between the salary of old teachers and younger lecturers.
- Criteria for rewards are not exactly unclear, and this fact is causing various attitudes among lecturers; reward consideration process cannot be called fair as such;
- Policies on training and development of human resources have not been invested enough and not paid due attention. There is no welfare policy developed for teachers with difficult life circumstances. There is also lack of encouragement for the teachers who have already improved the level of service activities etc.
- Evaluation of work and all related changes are highly subjective and depend directly on the school owner.

Literature review

Working motivation is the desire and willingness of employees to strengthen their efforts towards the achievement of organizational goals; it provides impulse, consistency, and perseverance in the process of working (Stee & Porter, 1983). In order to have the right motivation, first, there is a need, a desire to satisfy needs, they will motivate people to act. In other words, this need and this desire to satisfy certain expectations are the basis that motivates people to act. Motivational theories revolve around the question of human needs. To motivate employees, leaders first of all need to pay attention to their needs, see what needs they have and facilitate them to strive to satisfy their needs. There are many studies on work motivation of workers; many motivational theories have been presented to date.

Each theory has its own unique points, having different views on this issue, going into each aspect and exploiting different aspects of the influencing factors. This suggests that the issue of motivation in labor is a complex one, subject to many aspects, many factors such as Maslow's demand theory, Herzberg's two-factor theory, theory by J. Stacy Adams, the expectant theory of Victor Vroom etc. Each theory considers working motivation from different angles and different approaches.

In this study, the authors focus on: Maslow theory; Stacy Adams' doctrine of fairness; two engine elements by Frederic Herzberg; job characteristics theory of Hackman and Oldham. According to Bedeian (1993), motivation is an attempt to achieve a goal. Kleinginna (1981) stated that motivation is a push from within individuals to meet their unsatisfied needs. Motivation of teachers is an important issue, as they are assigned to communicate knowledge and skills to learners. In general, if teachers are satisfied, teaching is more effective and can affect students' achievement (Mertler, 1992). An enthusiastic lecturer usually has dedicated commitment to devote him/herself to work. That means they

will prepare, teach and evaluate students' work on time and assume their responsibilities as always top priority (Aaronson, Lisa & William, 2007).

Stemming from Lawler's motivation theories (1973), two elements theories of Hertzberg (1966) and other studies in the field of faculty work motivation, the general scale of work motivation is not a sufficient tool to fully evaluate the motivation of university lecturers. In this context (Orji Friday Oko, 2014) developed a teacher motivation scale to measure university lecturers' work motivation. These authors have chosen the model by Hertzberg (1966) and then developed it further.

Table 1. Components of the scale in the proposed model

(Source: made by co-authors)

Measures of the components	Authors
Characteristics of teaching and learning	Hertzberg (1966)
Class size	Orji Friday Oko (2014)
Lecturer qualifications	Orji Friday Oko (2014)
Recognition of individual contributions	Rose Nafula Situma (2015), Maslow (1943),
Wages and other benefits	Orji Friday Oko (2014), Adam (1989)
Working environment	Orji Friday Oko (2014), Rose Nafula Situma (2015)
Advancement opportunities	Muhammad Imran Rasheed (2010), Hertzberg (1966)
Culture of the organization	Lawler (1973), Hertzberg (1966)
Working motivation	Muhammad Imran Rasheed (2010), Lawler (1973)

Research hypotheses

Characteristics of teaching and learning (CTL): Teaching and learning actively pay attention to the interest of learners as well as needs and benefits of the society. Under the guidance of teachers, students are proactively selecting the issues that interest them, for the subsequent self-study, research and presentation. Thanks to the sufficient attention of lecturers and the excitement of today's learning games that promote higher self-reliance in the first place, even the most restrained people start learning how to work independently, how to develop creative thinking, skills to organize own work and do presentations of own result. Therefore, the first hypothesis is suggested as follows:

H1: Characteristics of teaching and learning have a positive impact on working motivation.

Lecturer qualifications (LQ): Currently, application of information technologies in teaching at schools is an indispensable requirement for lecturers, however, access to technology for faculty members has been quite an issue for a long time. Trainings on "information digging" and its further creative processing are still urgently required for many faculty members. This necessity assumes managers need to have specific and appropriate plans to carry out such trainings and thus improve technical qualifications of lecturers so that the latter meet the requirements of their own jobs. This motivates lecturers to strive to study and research and therefore improve their qualifications. Therefore, the second hypothesis is suggested as follows:

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H2: Lecturers' qualifications have a positive impact on working motivation.

Class size (CS): According to the classical theory, classroom should not exceed 35 students. Practical classes should be no more than 18 students for normal occupations; and no more than 10 students for heavy, toxic and other dangerous studies and trades. These standards are according to the List issued by the Ministry of Labor, War Invalids and Social Affairs. Therefore, the third hypothesis is suggested as follows:

H3: Class size has a positive impact on working motivation.

Recognition of individual contributions (RIC): This category can be applicable for separate individuals or for evaluation of people in a university overall. People are normally stimulated when their behavior is judged correctly through compliments (when there are good results, of course) or punishments (when the results are unsatisfactory). So the 4th hypothesis is suggested as follows:

H4: Recognition of individual contributions has a positive impact on working motivation.

Wages and benefits (WB): Organizations cooperate with own workers using the system of income policies. This is the system which includes policies ensuring benefits for employees: policies on salaries, bonuses, on social insurance, policies on allowances and so on. From the perspective of human resource management in organizations, policies on salary, social insurance and allowances together form a group of factors that are capable to attract and maintain employees (through provision of necessary conditions). For the absolute majority of individuals, a reasonable salary policy and full coverage by the social insurance policy are solid motivators to take efforts and complete the assigned work.

On the other hand, there is a surprising finding by Herzberg that wages generally do not motivate employees, even though delayed pay can make people dissatisfied. This paradox is still not clear and definitely requires additional research. Most people go to work to earn money, but when we are engrossed in our work and enjoy it, we will not think about wages. However, wages become extremely important when employees feel they are being paid inadequately or when the company is late in paying wages. At the same time, cash rewards based on the results of a whole group often have great incentive effects. In this case, money is used as a work motivation tool. Therefore, the 5th hypothesis is suggested as follows:

H5: Wages and benefits have a positive impact on working motivation.

Working environment (WE): This category includes the elements of equipment, organization and workplace, hygiene, environmental factors and various other. Cooperation in labor also has a great impact on the ability to work, health status, work attitudes, and overall work efficiency. If teachers are allowed to work under good working conditions (adequate and modern teaching equipment, classrooms are arranged in a reasonable manner, the workload is well managed, safety and health protection of teachers are insured, there is a psychological atmosphere of comfort and trust among employees etc.), this will make teachers feel comfortable while working, and there will be sufficient conditions to promote creativity, reconsider lesson design and so on. Therefore, managers must regularly care about

creating most favorable conditions for teachers so that they can work hard but also creatively. Therefore, the 6th hypothesis is suggested as follows:

H6: Working environment has a positive impact on working motivation.

Advancement opportunities (AO): Advancement in work is the development in the career ladder, showing the recognized need, is being affirmed. According to Frederick Herzberg's research, promotion is a factor of satisfaction, encouraging employees to work hard at work. In fact, a good lecturer often has a spirit of progress. They are always eager to seek opportunities to advance their career development because they think that they will not move backward. The advancement of employees has an important meaning and is always a matter of concern in improving motivation for employees at the units. However, this is a complicated and very difficult job, if used improperly can have disastrous effects. Therefore, the 7th hypothesis is suggested as follows:

H7: Advancement opportunities has a positive impact on working motivation.

Organizational culture (OC): Organizational culture is a system of common values and norms recognized by all employees in an organization, and their behavior both inside and outside their own organization. Organizational culture is expressed, for starters, through the logo as the core symbol of organization but most specifically - through the working style, relations between colleagues and between employees and managers. The atmosphere of active scientific activities will create a strong cultural environment when it comes to universities. Strong culture appeals to talents and promotes passion for scientific research. Therefore, to create motivation, it is necessary to build and maintain a strong culture in the heart of the people who are doing the science for their school. Therefore, the 8th hypothesis is suggested as follows:

H8: Organizational culture has a positive influence on working motivation.

Research methodology

According to Sentosa et al. (2012), the number of observations (the sample size) must be at least 4 to 5 times the number of variables in factor analysis. Thus, since the official data used in this study has been analyzed by means of a linear structure model, to achieve a reliable estimate for this method, the sample size was $48 \text{ variables} \times 4 = 192 \text{ samples}$. According to our research topic we have applied the method of random stratified sampling. All information has been collected from the lecturers currently teaching at non-public universities in HCMC, Vietnam.

Quantitative measures have been thus applied to the data of 2 surveys - the official and the additional ones. After the review and consultations with the research team in the field of education, the main factors affecting motivation of faculty have been outlined. In our study the observed variables have been assessed using the Likert scale with 5 levels (in which 1 = very dissatisfied, level 2 = dissatisfied, level 3 = temperate, level 4 = satisfied and level 5 = very satisfied); there were also 8 groups of potential scales (with the total of 48 observed variables), all affecting the work motivation of lecturers.

According to Hair et al. (2009), the minimum sample size is calculated by the formula $50 + 8 * m$ (where m is the number of independent variables). In this study, there are 8 independent variables, thus, the minimum sample size is $50 + 8 * 8 = 114 \text{ observations}$. Thus, summing up the above two requirements, to achieve the research target we need the

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minimum sample size for this study to be at least 192 observations. Therefore, the authors conducted the survey by sending questionnaires to 312 lecturers, all of them currently working on the main campuses of the Ho Chi Minh City. The authors have divided the whole group into the groups according to the training industry characteristics. These were lecturers working at non-public schools of the economic sector, engineering and in social sciences. The final number of the returned questionnaires was 253 (which means the return rate is 83.77%).

Table 2. Statistics of the survey samples
(Source: by the authors)

Faculty	Frequency	Percent	Cumulative Percent	Ages	Frequency	Percent	Cumulative Percent
Tourism department	53	20.95	20.95	>25 - =<30	58	22.92	22.92
Economics	48	18.97	39.92	>30 - =<40	87	34.39	57.31
Humanities and Social Sciences	54	21.34	61.26	>40 - =<50	54	21.34	78.66
Foreign language department	53	20.95	82.21	>50 - =<60	32	12.65	91.30
Information Technology	45	17.79	100.00	>60	22	8.70	100.00
Total	253	100		Total	253	100.00	
Male	135	53.36	53.36	University level	14	12	12
Female	118	46.64	100	Graduate degree	103	88	100
Total	253	100		Total	253	100	

Results of the confirmatory factor analysis (CFA)

CFA results show that all standardized estimates of the factor loadings are of high value. The conformity assessment criteria have the chi-squared value of 310.109, with 260 degrees of freedom and the value of $p = .018$. The squared value relative to the degrees of freedom CMIN / df is 1.193 (<0.2). Other indicators have been: $\text{GFI} = 0.845$ (>0.8), $\text{TLI} = 0.951$ (>0.9), $\text{CFI} = 0.961$ (>0.9) and $\text{RMSEA} = 0.041$ (<0.08). Therefore, we can state that this model is suitable for the market data. This also allows us draw judgments on the unidirectionality of the observed variables. Regarding the convergent values, the standardized weights of all scales are >0.5 and statistically significant at $p < 0.5$, so the scales achieve convergent values.

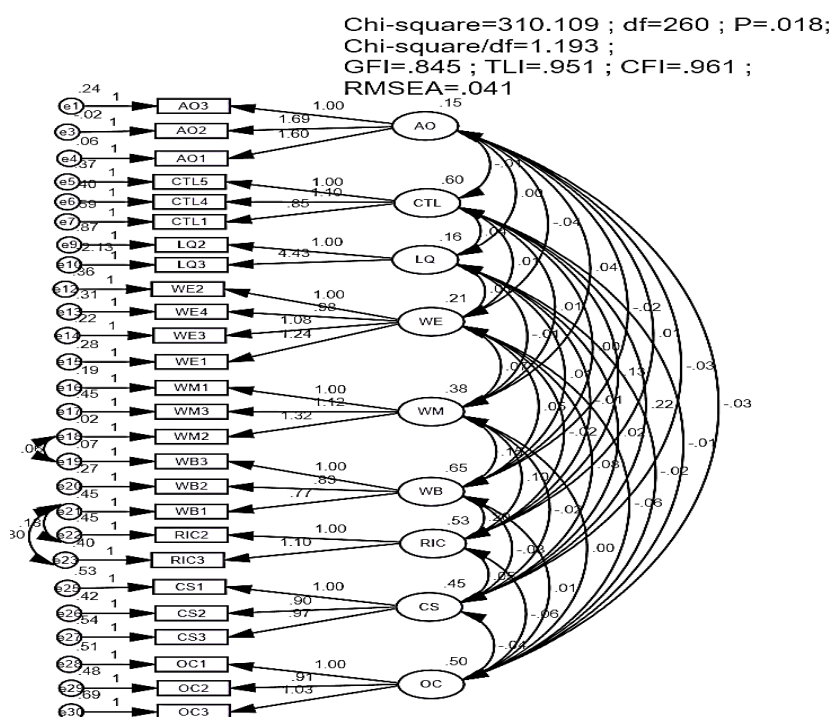


Figure 1. Results of the Confirmatory Factor Analysis CFA)

(Source: Designed by the authors)

Table 3. Results of verification of the discriminatory value of CFA scale of the research model

(Source: Calculated by the authors)

Relationship	Estimates	Standard errors	Critical Ratios	P-value
Organizational culture	0.424	0.127	3.334	***
Advancement opportunities	0.434	0.057	7.619	***
Working environment	0.504	0.146	3.465	***
Wages and benefits	0.437	0.057	7.669	***
Characteristics of teaching and learning	0.336	0.082	4.071	***
Lecturer qualifications	0.425	0.091	4.679	***
Recognition of individual contributions	0.470	0.126	3.737	***
Class size	0.472	0.149	3.173	0.002
Working Motivation	0.189	0.214	0.880	0.039

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The relational structure in the final model (SEM)

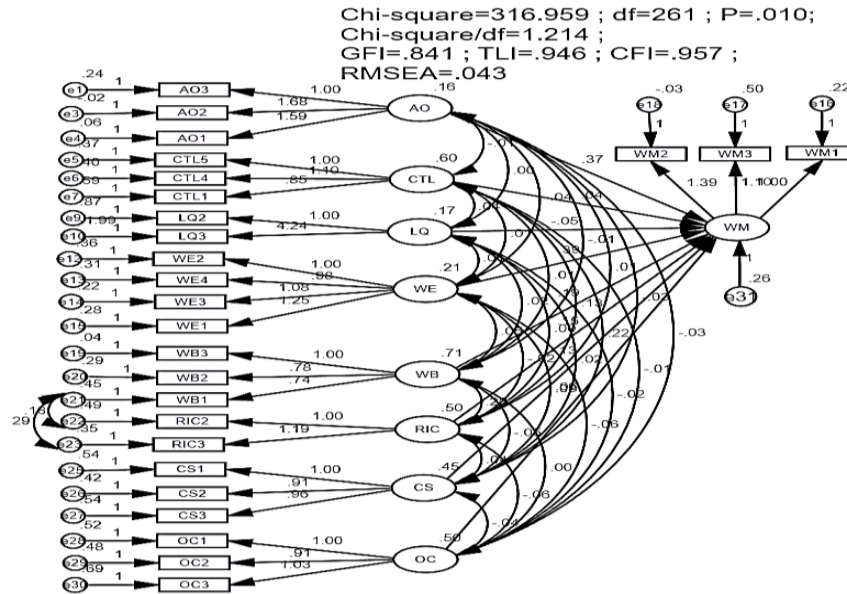


Figure 2. Results of our modeling (standardized)
 (Source: calculated and designed by the authors)

Model structure (SEM) has been implemented to understand the relationship between the factors affecting work motivation of the faculty. The results show that the model with the following calibrated values together with the squared statistical expenditure is 316,959, with 261 degrees of freedom ($P = 0,010$), the relative generality of freedom is equal to $Cmin / df$ 1,214 (<2). Other indicators are: $GFI = 0.841$ (>0.8), $TLI = 0.946$ (>0.9), $CFI = 0.957$ (>0.9) and $RMSEA = 0.043$ (<0.08). Therefore, this model has achieved compatibility with the collected data.

Table 3. Results of testing the causal relationship between the concepts in theoretical models
 (Source: calculated by the authors)

Relationship			Estimates	Standard errors	Critical Ratios	P-value
AO	<-->	WE	-0.088	0.041	-2.136	0.033
AO	<-->	WM	0.081	0.039	2.087	0.037
WE	<-->	WM	0.081	0.040	2.015	0.044
WE	<-->	CS	0.115	0.055	2.103	0.035
WB	<-->	RIC	0.170	0.061	2.772	0.006
WB	<-->	WM	0.146	0.045	3.271	0.001
CTL	<-->	CS	0.238	0.073	3.254	0.001
LQ	<-->	CS	0.122	0.062	1.953	0.050
RIC	<-->	WM	0.162	0.057	2.851	0.004

The estimation results of the weights in Tab. 4 demonstrate that only 6 components (Advancement Opportunities, Working Environment, Welfare and benefits, Lecturer qualifications, Recognition of individual contributions and Organizational culture) have statistical significance ($p < 0.05$), while such components as Characteristics of teaching and learning ($p = 0.933$) and Class size ($p = 0.410$) are under $P > 0.05$, so they are not statistically significant. This indirectly proves that the University has not paid adequate attention to these factors, which may be due to the management viewpoint of the executive board.

Table 4. Results of testing the causal relationship in the hypotheses
(Source: Calculated by the authors)

	Content		Estimate	S.E.	C.R.	P	Label
WM	<---	AO	0.213	0.081	2.627	0.009	Yes
WM	<---	WE	0.312	0.116	2.698	0.007	Yes
WM	<---	WB	0.238	0.094	2.536	0.011	Yes
WM	<---	CTL	-0.011	0.125	-0.084	0.933	No
WM	<---	LQ	0.070	0.070	0.995	0.020	Yes
WM	<---	RIC	0.210	0.099	2.116	0.034	Yes
WM	<---	OC	0.065	0.085	0.758	0.048	Yes
WM	<---	CS	-0.111	0.135	-0.823	0.410	No

Checking the reliability of estimates with bootstrap

The estimated results from 1000 averaged samples together with the deviations are shown in Table 5, where CR absolute value is less than 2, thus, it can be said that the deviation is very small; while also not statistically significant at the 95% confidence level. Therefore, we can conclude that the model estimates can be reliable. There are 8 relationships that are proved to be theoretically valid.

Table 5. Results estimated by means of bootstrap with $n = 1000$ in the theoretical model
(Source: Calculated by the authors)

	Parameter		SE	SE-SE	Mean	Bias	SE-Bias	CR
WM	<---	AO	0.200	0.004	0.357	-0.012	0.006	-0.50
WM	<---	CTL	0.2-3	0.005	0.059	0.022	0.007	0.32
WM	<---	LQ	0.115	0.003	-0.107	-0.056	0.004	-0.07
WM	<---	WE	0.592	0.013	0.562	0.172	0.019	0.11
WM	<---	WB	0.096	0.002	0.170	-0.021	0.003	-0.14
WM	<---	RIC	0.127	0.003	0.145	-0.010	0.004	-0.40
WM	<---	CS	0.329	0.007	-0.169	-0.036	0.010	-0.28
WM	<---	OC	0.157	0.004	0.081	0.017	0.005	0.29

Discussion of the results

The research results show that there are 6 factors related to work motivation of lecturers of the non-public universities, both having positive and significant impacts at the

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inspected level (95%, $M < 0.05$). More specifically: (1) Working environment (WE) with $\beta = 0.312$ ($p = 0.007 < 0.05$) has the strongest influence, showing that environmental conditions must, first of all, create comfortable conditions for mental activities and knowledge creation and thus help focusing on thinking, apart from labor conditions convenient for scientific research; (2) Wages and benefits (WB) with $\beta = 0.238$ ($p = 0.011 < 0.05$) have the second strongest influence, thus indicating that lecturers are not really satisfied with the current salary and bonus regime. For some individuals, a reasonable salary policy and a full social insurance policy are motivators for their efforts to complete the assigned work. This needs to be considered more carefully.

The question is whether this is the general situation of universities across the country or is it the case of non-public universities only? (3) Advancement opportunities (AO) got $\beta = 0.213$ ($p = 0.009 < 0.05$). The third strongest effect shows that this is also a factor promoting the development of faculty capacities.

According to Frederick Herzberg's research, promotion is a factor of satisfaction, encouraging employees to work harder. They become more eager to seek new opportunities to advance their career development. (4) Recognition of individual contributions (RIC) has the fourth strongest effect, with $\beta = 0.210$ ($p = 0.034 < 0.05$). This result indicates there should be clearer and publicly developed evaluation criteria for staff. Lecturers' evaluations should be conducted periodically to analyze and assess the contributions of individuals in school. (5) Lecturer qualification (LQ) got the result $\beta = 0.070$ ($p = 0.020 < 0.05$).

This shows that within the non-public university environment, development of qualifications are directly related to professional capacities. Therefore, creating favorable conditions policies for lecturers and other scientists will essentially improve their professional qualifications in terms of both teaching and research activities. (6) Organizational culture (OC) with $\beta = 0.065$ ($p = 0.048 < 0.05$) significantly affects teaching motivation of lecturers. In this study, the groups of organizational cultural factors have been established as follows: colleagues who are willing to help in work, competition among colleagues, colleagues who are reliable, colleagues who are friendly, other social effects on teaching and other work results.

There are also two factors that are not statistically significant because their values are $P > 0.05$. Namely: (1) Characteristics of teaching and learning (CTL) with $\beta = -0.011$ ($p = 0.933 > 0.05$), showing that teaching and learning are seen as scientific and artistic work that requires mostly lecturers' creativity in the teaching process. In order to do well, lecturers must perform well in 3 main aspects -- preparation before classes, the period in class and after class. Without proper work motivation, none of stages would be successfully performed. (2) Class size (CS) got $\beta = -0.111$ ($p = 0.410 > 0.05$). This shows that teaching in large classes is a difficult job. Thus, teaching should be reorganized more logically, thus bringing positive learning experiences instead of just relying on the strength of group in learning activities. Teaching in large classes could also be effective; however, radical reorganization of teaching processes should be carried out then.

Conclusions and recommendations

The system of non-public universities has made positive contributions to Vietnam's higher education, however, it is still facing many shortcomings. Improving policies that are still inadequate is one of the solutions to help non-public universities increasingly affirm

their role and position, but at the same time, schools also have to make efforts to improve themselves. Low quality of trainings and lack of proper motivation for teachers are only two in a range of weaknesses of the schools following this model.

Motivating work is an extremely important factor in managing work performance. In fact, this factor plays the key role in managing performance and is something that managers must always care about. The schools can actually train lecturers to overcome shortcomings and improve performance, but the instructors will not focus on training if they do not want to motivate themselves. Managers can also spend a lot of time evaluating lecturers' annual performance and discussing it, but then precious time will be wasted if the faculty has no incentive to develop further, after such a discussion. The principles of effective work motivation have been around for a long time. At any stage, leaders and managers should be aware of the importance of motivating.

For non-public universities, it is also very important to create motivation for lecturers as this is a decisive factor for the existence and development of the university as such. The success or failure of a school depends on how well this school is using the available tools to stimulate teachers and to maximize their ability to improve labor productivity, promote training activities effectively.

This is integral part of sustainable development of any university.

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CONTEMPORARY TRENDS OF TRAINING AND COOPERATIVE EDUCATION DEVELOPMENT

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The research aims: 1) To study the attitudes of students which are affecting the process of training; and 2) To outline the process of training experience in cooperative education. This research is a descriptive research study with the sample group of Bachelor students, all being in their 3rd year at the College of Innovation and Management, Suan Sunandha Rajabhat University in one of the 3 programs and 5 majors. The tool used for analysis of the questionnaire was based on Mean values and Standard Deviation. The research results revealed the following attitudes of the respondents: cooperative with user service ($\bar{x} = 4.28$, S.D. = 0.75) received the highest satisfaction rank; receiving new information demonstrated high satisfaction ($\bar{x} = 4.20$, S.D. = 0.68) and service quality also got quite high assessments ($\bar{x} = 4.04$, S.D. = 0.75). In short, this means that the attitude of students who were satisfied matched their demand in the process of cooperative education at the College of Innovation and Management, Suan Sunandha Rajabhat University. Additionally to that, the author of this article provides own recommendations on how to boost learning efficiency even further.

Keywords: cooperative education; attitude of students; Bangkok; Thailand.



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Introduction

The key mission of the College of Innovation and Management, Suan Sunandha Rajabhat University is teaching and learning at undergraduate and graduate levels. In this context, all staff of the College have the mission to service and support teaching and research for both teachers and students.

In the 2nd semester of the 3rd year all students of this College are expected to practice cooperative education which assumes getting practical professional education and trying to apply professional theoretical knowledge in its practical application in real-life situations. Various institutions, both government and private ones, are involved in this process providing some sort of testing rooms. Such experiments, combining professional education and real-life situations, can assist the students who already have profound theoretical knowledge but need real experience for further professional enhancement.

Cooperative education is the study format focusing primarily on working practice. This model integrates education with students' real practice in organizations, while the latter is supposed to last for no less than 16 weeks. Organizations involved in this form of education are expected to arrange learning and teaching in the full time mode. Students become temporary similar to officers/employees (meaning, this is NOT an internship). cooperative education student may get the salary, welfare benefits and/or other appropriate compensation from the organization involved.

In this process overall, academic department (as the key service provider) is responsible for students' cooperative education since it is issuing the original official document (the letter of request for assistance and the letter sending to practice cooperative education). These documents describe how well the students are prepared for cooperative education. The following things are mentioned, inter alia: English language proficiency, key personality traits, writing skills, working etiquette etc.

Therefore, in this research the author is trying to demonstrate the important aspects of the attitudes of students affiliated to the College of Innovation and Management regarding their cooperative education procedures. Results and conclusions of this study are aimed to improve the existing workflow, making it more systematic and enabling it demonstrate higher efficiency while meeting organizational targets.

Objectives:

- To study the attitudes among the students at the College of Innovation and Management towards cooperative education process;
- To be able to integrate the cooperative education experience into the operation efficiency improvement.

Literature review

Cooperative Education Concept

Cooperative education is the study system focused on establishing learning and teaching within a workplace. The real practice of socializing and getting direct experience within a workplace in the course of working integrated learning (WIL) is proved to boost skills' development among students.

Professor Vijit Srisaarn, who has been among the first people to talk about cooperative education system in Thailand (namely, at Sunaree University of Technology back in 1993),

suggested cooperative education and a career development project coining the notion “cooperative education” which was back then understood as “a joint study between university and an establishment to get the learning process according to academic standards, professional standards and aligning with the labor market requirements”.

Cooperative education and career development project at Suranaree University of Technology (2002) has the following specific features and steps:

1. Student preparation

cooperative education means that a student is joining a project so that to get some real experience from business operations while serving as a temporary officer for about 16 weeks. The students, at this, have sufficient academic basic and performance abilities. Moreover, they have demonstrated themselves as persons of good behavior and maturity. And overall, they demonstrate preparation for going to work.

2. University preparation

University is expected to establish direct contact with an institution responsible for further cooperative education. The university is also supposed to assign a teacher consultant responsible for orientation and later for evaluation of all students engaged in cooperative education. These consultants are also supposed to follow certain policies regarding both students and their employees.

3. University center preparation

University is also expected to establish a certain structural unit which will be responsible for supporting cooperative education projects, strictly following the philosophy of cooperative education, no less strictly following its results and also assigning coaches for both job trainings and further students' evaluation.

4. Performance & qualifications

Students are allowed to start working at an organization which is in direct relation with their key subject of studies. Thus, the role and responsibility will be more or less known in advance. For all passed working hours, they are expected to provide an academic report. At the same time, they are also expected to follow personal management regulations, just as all regular employees, and these regulations may concern many things, from standard working hours to dress code in an organization.

The concept and the theory of attitude

Generally speaking, attitude means the inclination when behaving aligns with satisfaction or dissatisfaction with something or, in other words, expressing inner feeling of being satisfied or dissatisfied with something. The attitude cannot be observed directly but, in simple terms, it means what that the person is saying or doing.

Seri Wongmonta (1999:106) provided the definition of attitude as person's feeling to another person, thing or way of thinking. The attitude is something leading people to change their behavior or at least their readiness to act so. Positive attitude usually leads to positive acts; negative attitude causes negative acts.

Thongchai Santiwong (1991:161-162) understood attitude as the story that happened to personality, it is concept arrangement, belief, habit or a relatively permanent attraction to something.

From all of the above concepts and theories, attitude is the inner feeling of personality to something, which can be both positive and negative, and which includes the ability to change behavior, thoughts and feelings.

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The concept of satisfaction

Rachwale Worawut (2005) put forward the idea that satisfaction is part of human behavior which is an attempt to eliminate stress, anxiety or other unbalanced conditions whenever the human could eliminate such things, so that later the human is satisfied with the things in demand. The definition of satisfaction, according to the philosophical dictionary, is the feeling of the experience gained from accessing something or it is an inner, personal feeling of being happy or being pleased with the response to own demand for missing things or a certain unbalance.

Siripong Pheutipan and Payut Wuthirong (2004, 57-58) summarized satisfaction in its following aspects:

1. Satisfaction is the comparison of feelings and expectations;
2. Satisfaction is the comparison of feelings and motivation;
3. Satisfaction is the comparison of feeling or attitude and what has actually happened;
4. Satisfaction is the comparison of experience with expectation.

The Dictionary of the Royal Academy (1999) provided the definition of satisfaction which means love, like, pleased and gratified, or all of it.

Taneeya Panyakeaw (1998) provided the definition of satisfaction directly in relation to one's job. The following factors may lead satisfaction with job done: success, honor, job character, responsibility and progressivity. Noteworthy, the opposite of these factors may cause dissatisfaction with the job. In simple terms, if a job is progressive, relatively challenging (but not too much), may bring success and honor to employees, the latter will be eventually satisfied and thus have motivation to work more.

Siriwan Serirat (1991: 18) stated that satisfaction of customers is the feeling from being serviced consists of:

1. Satisfaction by convenience provided by the service;
2. Satisfaction by coordination with the service provider;
3. Satisfaction with hospitality and attention of the service provider;
4. Satisfaction with news and other information received;
5. Satisfaction with usability of the service and with the service fee.

Literature review

Tayanit Mitrepeang and Jutamas Dononbao (2013) studied education management in cooperative education, and their population consisted of the executives from the Faculty of Art and Architecture at Rajamangala University of Technology Lanna, Payap campus, Chiangmai, including supervisors of the departments and other professionals. Analysis of the obtained information has helped understanding the opinions of the local executives concerning the policies supporting cooperative education. The performance of cooperative education, on average, was assessed as 3.63 which is relatively high. Other parameters got medium-level ranks, including: the intention to join cooperative education, personally knowing somebody related to cooperative education, understanding how cooperative education actually works and being able to coach students in the course of cooperative education. The study results show that the faculty executives were focused on cooperative education performance primarily because it was on the program of activities and also because

this was opening more opportunities for the students to practise skills relevant for professional work.

Atcharaporn Chotipheu (2012) studied the cooperative education management model on the case of Sripatum University. Their research had the objective to study the cooperative education situation at this university, dividing it into 3 processes: first, studying the cooperative education situation at Sripatum University according to published documents and electronic document (e-docs); second, considering the cooperative education management model developed at Sripatum University and using a questionnaire for this, asking 17 specialists of cooperative education and then applying Delphi technique for analysis; and third was the inspection of the feasibility of applying the cooperative education management model at Sripatum University, it involved 50 people in total.

Methodology

The researcher used questionnaire to collect data from the population. The questionnaire was created by the researcher according to the information from textbooks and other literature. The questionnaire consisted of two parts:

Part 1. It covers the social status of the respondents, including gender, education etc. These were closed questions mostly.

Part 2. This part contains questions about the attitudes of students to the process before the cooperative education training, during cooperative education training and then after it. These were also closed questions. Likert scale was used, and all the respondents could select only one answer.

Research Results

54 people (or 54%) of our respondents were male, while 46 people (or 46%) were female.

The respondents were all students in: Information Technology Management, Quality Management, Human Capital and Organization Management, Information Technology and Communication for Marketing, Political Science. 20 students for each of these subjects.

The attitude of students affecting the process before cooperative education has been found to be of high level ($\bar{x} = 4.18$, S.D. = 0.11). The number one was the coordination of cooperative education between students and the college, it has achieved the highest level ($\bar{x} = 4.28$, S.D. = 0.75). The second goes the coordination of sending the students to a specific institutions, its level was not that lower ($\bar{x} = 4.21$, S.D. = 0.69). Coordination of cooperative education between students and college turns out to be also at high level ($\bar{x} = 4.20$, S.D. = 0.68), knowledge and understanding about cooperative education being at almost the same high level ($\bar{x} = 4.19$, S.D. = 0.75). Finally, cooperative education orientation projects is also found to be at high level ($\bar{x} = 4.04$, S.D. = 0.75).

The attitude of students affecting the process of cooperative education performance is found to be at the highest level ($\bar{x} = 4.29$, S.D. = 0.09). If the overall attitude is considered on a question by question basis, the highest level of all questions gets the orientation of teacher

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as the benefit for the institution ($\bar{x} = 4.34$, S.D. = 0.61). Second goes the advice for students during their work ($\bar{x} = 4.31$, S.D. = 0.67). It is followed by student operational performance during cooperative education ($\bar{x} = 4.29$, S.D. = 0.69) and then goes student orientation period ($\bar{x} = 4.27$, S.D. = 0.73). The closing one is the number of times that the teacher came to orientation ($\bar{x} = 4.24$, S.D. = 0.77).

The attitude affecting the process after cooperative education performance is also found to be quite high ($\bar{x} = 4.29$, S.D. = 0.26). If to consider each question separately, the results would be in the following order: first information about the activity after coming back from cooperative education ($\bar{x} = 4.30$, S.D. = 0.62), reporting process after finished cooperative education ($\bar{x} = 4.27$, S.D. = 0.69), appropriate evaluation of the performance ($\bar{x} = 4.25$, S.D. = 0.69).

Analysis of the respondents' opinions overall

Overall, opinions of the respondents can be divided into 3 sectors as follows:

The attitude of students affecting the process before the actual cooperative education is found to be at the high level ($\bar{x} = 4.18$, S.D. = 0.11). If considered on a question by question basis, the first goes the coordination of cooperative education between students and college as it has the highest level ($\bar{x} = 4.28$, S.D. = 0.75). Then goes coordination while sending students to an institution which also has quite high level ($\bar{x} = 4.21$, S.D. = 0.69), knowledge and understanding of cooperative education also got quite high scores ($\bar{x} = 4.19$, S.D. = 0.75), followed by cooperative education orientation project with ($\bar{x} = 4.04$, S.D. = 0.75).

Processes during and after cooperative education got the highest scores in terms of students' attitudes, as compared to the processes of preparation before cooperative education. If considered for each subject separately, the results will look as follows:

Processes immediately during cooperative education training:

Information Technologies for Communications and Marketing students were satisfied the most. They were followed by the students majoring in Information Technology System Management for Business (4.32), Political Science (4.30), Human Capital and Organization (4.28) and finally Quality Management (4.18).

Processes after cooperative education:

The highest score (4.41) was obtained from the students majoring in Information Technologies and Communication for Marketing. Then go Information Technology System Management for Business (4.35), Human Capital and Organization (4.24), Political Science (4.23) and Quality Management (4.22).

Processes before cooperative education:

Again, the highest satisfaction score was demonstrated by the students majoring in Information Technologies and Communication for Marketing (4.27). They were followed by

Quality Management students (4.18), Human Capital and Organization students (4.16) and Information Technology System Management for Business (4.12).

Conclusions stemming from the research results:

The researcher would like to emphasize the following research result utility:

1. Cooperative education management process is highly important for all the service users since it is really able to improve the efficiency of cooperative education.
2. Attitudes of service users are always affecting the cooperative education management process. Thus, good attitude makes service provider find resources to improve the process.

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FACTORS AFFECTING AGING WORKFORCE MANAGEMENT IN KHO WANG, YASOTHON PROVINCE, THAILAND

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This research on the factors affecting management of the aging workforce in Kho Wang, Yasothon Province aims to: 1) study the factors affecting management of the aging workforce; and 2) provide guidelines on management of the aging workforce at Kho Wang District, Yasothon Province. This is a qualitative research in which data are derived from literature review in various forms such as text books, research papers, academic materials as well as specialized journals and magazines. Content analysis has been selected as a research methodology, and data presentation is descriptive in nature. The results show that transformation leadership style and management of diversity are important factors that provide positive effects on management of the aging workforce in Amphoe Kho Wang, Yasothon Province. The changing structure of population towards aging society produces a severe shortage at the labor market. As a result, there are less young people joining the



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workplace. Thus, every organization has to deal with the situation when it lacks employees. Therefore, appropriate management of elderly workforce becomes a challenging issue in HR management for the near future. Firms should be able to use the skills, knowledge, capacity, expertise as well as accumulated experience from the older workers in order to benefit their own organizations.

Keywords: management; aging workforce; human resources; Kho Wang District; Yasothon Province; Thailand

Introduction

Population structure always has its effects on the labour market. Changes in labour patterns thus always become a challenge for human resource management (HRM). As a consequence, organizations must be ready to cope with the changing structure of the workforce situation. Firms should look for appropriate guidelines for management of human resources, especially management of the aging workers, in order to create stability for the organization (Ruta & Rasa, 2014). At present, workforce management in terms of age discrepancy is considered as an important and challenging issue in relation to the decreasing number of younger workers and the increasing number of older workers (Pinto et al., 2015).

Today, older workers in Thailand represent 39.4% out of the total workforce in the country. At the moment, Thai government has provided both direct and indirect support to older workers, for instance, providing loans for occupation-related matters and issuing other related policies that are in favor of the working elderly. Regardless of whatever efforts the government makes to support older workers, one of the most important things on the side of employers and general entrepreneurs is that they should render opportunities for the elderly to demonstrate their full and genuine potential. At the same time, the government may take action to boost the motivation among business entities to recruit older workers into their regular workforce, for example, through tax allocation. On the other hand, aging workers should be empowered in order to realize that they have sufficient potential and capability and are needed by the society to participate in the development of labour market and national economy (Aumsuk, 2015).

The changing structure of Thai population already shows that it is expected to become an aged society in 2017 already. This trend has its obvious effects on the economy, society, and labor problems. The government should prepare necessary measures related to development of human capital in order to deal with the current situation and solve the labor shortage problems since older workers are already the majority of the total workforce. The said is reinforcing measures that can take the forms of tax advantage, skills' and expertise promotion programs, social networking for the elderly based on community governance, and various alternative labor shortage solutions, all being aimed at reducing the severity of the aging society phenomenon.

Such attempts may include the increment of the fertility rate in order to increase the number of working people. A new public policy should be implemented to encourage families to have more children (Worapattirakul, 2017). The demographic data of Yasothon province reveal that there are 539,284 people in the province these days. The said figure can be divided into the following categories: childhood (0-14 years old) at the number of 106,317 people (19.71%), compulsory education age (5-19 years old) at the number of

116,664 people (21.63%), working age (15-60 years old) at the number of 373,396 people (69.24%), working age with income (20-60 years old) at the number of 332,225 people (61.60%), and old age (60 years old and above) at the number of 59,571 people (11.05%). Porramet Saeng-on, Pichet Kerdvichai, and Surachet Suchaiya (2018) put forward the idea that often the informal laborers are not really taken into account in such statistics, such as entrepreneurs or self-employed individuals, for instance, singers, taxi drivers, merchants, farmers, and various types of freelancers.

Social dimension and quality of life in the province have been analyzed via SWOT-analysis. Among the strengths the following items have been mentioned: an adequate number of education establishments, local people are equipped with multidisciplinary knowledge and indigenous wisdom, there is an adequate number of public healthcare facilities, local society is peaceful, there is a large number of factories in the region, infrastructure is acceptable, and there is also an adequate amount of drinking water. Weaknesses, in their turn, include: lack of life-long learning system, low education quality, less number of medical staff and public healthcare officers, poor public hygiene, potential risks of epidemic situation, lower quality of life as only minimum basic needs are covered. 712 households in this region have the income lower than 23,000 baht per capita; many people are in huge debts, thus labor migration becomes widely spread, especially among unskilled and undisciplined labor. There are also serious problems with female and child labor, with handicapped people, and vulnerable older people (<http://www.yasothon.go.th/web/manage/manage7.html>).

Promotional as well as supporting programs from various sides such as governmental units, private sector, local administration offices, community units and other related units are necessary to bring back this aging population into the labor force since they urgently need to earn a living, for both themselves and their families.

Most of these older people have low economic status and desperately need income for survival or, at least, for reducing the burden of their families. These aging people do not work for pleasure or hobby. These elderly may work individually, in various occupational groups, for community enterprises and/or cooperatives. At the moment, there is quite a number of these types of work scattered around the country. It would be wise to collect data and understand the lessons learned by the types of work performed by these older working people in order to discover the processes, important factors, and necessary mechanisms that support the opportunities for the older working people.

Attempts should be made to determine the best practices for older working people. Such useful information will lead to a synthesis that may result in measures, guidelines or a better choice of policy pertaining to employment of older people.

From the above discussion, the researchers are deeply interested to study the factors that have their effect on the employment of older people in Kho Wang district, Yasothon province. New guidelines on labor management of aging people at Kho Wang district, Yasothon province will definitely be useful for both practical application and future empirical studies in this direction.

Objectives:

1. To study the factors that affect the management of aging workforce in Kho Wang district, Yasothon province, Thailand.
2. To suggest the guidelines on management of the aging workforce in Kho Wang district, Yasothon province.

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Literature review

According to contemporary human resource management (HRM), HR managers must be responsible for managerial functions that integrate both internal and external factors in achieving harmony of work operations. Today's management also focuses on the prevention of problems that may arise in the foreseeable future rather than tries to solve the problems when they already happened. Human resource management begins with recruiting the best qualified personnel who are knowledgeable, capable, and highly enthusiastic to join the organization.

Then goes training and developing their potential in relevance to the changing situation and business strategy. HR managers need to come up with the ways and means to reveal the full potential of the available human resources and to keep the most efficient workers with the organization (Cheuabangkraw, 2012).

Management overall must treat human resource management as an important tool which is increasing the productivity of older workers by creating motivation for employees and adjusting the organization to cope with the constantly changing situation (Kasia Karpinska, 2015).

In contemporary business operations, managers have a crucial annual mission -- to develop the organizational strategy. For example, when faced with economic challenges, firms will react with a challenging tactics to increase their employees' operational effectiveness. These efforts may be an increment to company's competitiveness, or related cost reduction, or improvement of employees' performance, or letting the supervisors participate in formulation of organization's strategy relevant to their assigned work responsibilities (Cheerakarn, 2014).

Any organization with appropriate recruitment and selection system will be able to attract personnel of good quality to work in it. These people, once they are already working in the organization, will be capable to utilize all of the firm's production factors to produce the output as specified by the company. As a consequence, such personnel is really worth the investment, as it can create customer satisfaction, and it produces much profit and thus, eventually lead the organization to success. Human capital can also create value added for the company by using its intellectual capital. The wit of human beings can create endless value for the company when compared with other production factors which are always disposable (Cheuabangkraw, 2012).

Thai government has declared that the retirement age for all governmental officers is at 60 y.o. as specified in the Government Pension Act, 1951. There is no retirement age for the private sector though. However, the law has set a specific age for certain rights and social security benefits being 55 y.o. (Jamjan, 2013).

The increasing number of old-age population has produced some effects on the labour market (Chen, Kamibeppu, & Murayama, 2010). Thailand is now gradually becoming an aging society. On top of that, there is both demand and supply in the employment of old-age people. This becomes logical, as there is an obvious need to promote and support the employment of older people. If one considers the knowledge, abilities and experience of the older people, their employment is one of the appropriate solutions that benefits Thai society as a whole.

When the elderly has work to do, they can earn decent income, and they can enjoy a suitable quality of life. In their turn, businesses can use the expertise possessed by senior

people to maintain their competitive advantage. Their tacit knowledge can be transferred to the next generation. Thus, the government would be able to allocate money to support other projects instead of using it to support the growing number of old people (Sadanghan, 2015).

As mentioned earlier, Thailand has specified the retirement age only for government units. There is no retirement age for the private sector as such. Therefore, management of elderly workers becomes much more challenging since the number of working people is decreasing and the population structure is changing in terms of diversity and age of the workers. Humans are different from each other in many ways, and age difference is only one of them. Age does have a significant relationship with capability to perform work operations (Pinto, da Silva Ramos & Nunes, 2014).

In the future, the shares of working age people, teenagers, youngsters and children would, most probably, decrease continuously. When the older people are retired and there won't be sufficient volume of replaceable workforce, plus the industrial sectors are already unable to find human resources to fulfill all the vacancies. This becomes a disaster from the macroeconomic perspective of the whole country, and is especially threatening for the economic growth of the agricultural sector, industrial sector and services sector. When the social dimension of this problem is considered, the retiring people often have no adequate savings, they have no income to live life, and no financial security. Thus, their financial burden falls on the government which is expected to look after the old age people, their quality of life, public services provided to them and any other necessary welfare aspects.

When we look at this problem at the individual and family levels, the impacts may be seen in various forms, such as healthcare problems, illnesses, hospitalization expenses, the responsibility to take care of the older members of the family and so on. Also, there are various economic difficulties. All of these issues get interrelated and eventually become one same issue (Suwanrada, 2016). The increasing number of older people makes their group much more important (Chen et al., 2010). The aging labour force is important to economic development at both regional and community levels (Fellow, 1956).

Organizations should be ready to cope with the changing structure of population and the increasing number of aging workers. Firms must find appropriate ways to make use of the older workers in order to strengthen the organization's stability (Ciutiene & Railaite, 2014). The older workforce can be compared with human capital of the company in which they are equipped with skills and capability that can increase the productivity of the firm (Youndt, Subramaniam, & Snell, 2004). The working status is one of the important factors in life. It is apparently clear that older working people have more chances to enjoy better psychological health than those who do not work. Therefore, if there is space for expansion of the working period for the elderly, this will definitely improve their quality of life and psychological health of the old. This has been already confirmed by the study carried out by Rashid Shar Baloch (2014). This author has found that aging employees as active participants in business operations have many dimensions and significant influences on processes and productivity of the organization due to their experience, knowledge, and forecasting skills.

Organizations are highly likely to be affected by the timely or untimely retirement of such employees, therefore, organizations' owners (top managers) have their interest and concerns over this issue. Older employees are priceless assets and at the same time, to some extent, potential problem for the organization. Assessment of pre-retirement sentiments at micro, meso and macro levels can gauge the degree of loyalty and engagement of employees, and the latter two are very important for optimum productivity and overall performance.

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Similarly, the perceptions that are being developed in the minds of aging employees are important factors to be analyzed.

Hence, this study has found that aging employees developed and sustained some expectations, opportunities, confusion and fallacy in their mind right before their retirement. The research has also found that keeping older workers in a company can increase the overall productivity of the firm. Capability of older workers is a crucial factor on which the company should focus. In this respect, the company should pay appropriate attention to management of older workers and their needs. This will lead to the development of aging workforce.

Matin and Sabagh (2015) conducted a research on the effects of knowledge management capabilities on organizational performance in Iranian export companies with the purpose to investigate the relationship between knowledge management capabilities and organizational performance. The knowledge management indices included knowledge process capabilities (knowledge acquisition, knowledge transfer, knowledge protection and knowledge application) and knowledge infrastructure capabilities (organizational culture, organizational structure and technology), while organizational performance indices were organizational innovation and competitiveness and financial/economic outcomes. The key method of their study was structural equation modeling. The results of confirmatory factor analysis determined that both research models demonstrate significant estimations. Also, the result of path analysis determined that there is a direct and significant relationship between organizational culture, organizational structure, knowledge acquisition, knowledge application, knowledge protection and organizational performance. This study is the first one, to this day, to investigate the relationship between knowledge management and performance in Iran. It would be valuable for Iranian export companies to apply the results of this study in their knowledge management, taking into account the determined effects on organizational performance.

Methodology

This is a qualitative research in which data are obtained from various sources, including textbooks, academic articles, research papers, and other related materials. The data analysis has been done through content analysis, and data presentation is descriptive in nature.

Results

Factors affecting the management of aging workforce at Kho Wang district, Yasothon province

The transformation leadership style

At present, rapid changes and overall instability of business environment have their impact on the way business entities are organized. This phenomenon inevitably sends a signal to the HRM strategy. HR managers must be ready to face the changing business environment (Thongpan, 2016).

Excellent change management means being able to transform attitudes, values, skills, knowledge and capabilities of employees. HR managers are expected to have an important role and to participate as change agents, organizational designers, work planners, process

organizers, and facilitators who are using their HR functions to support organizational change.

Bass and Avolio (1994) conducted a study on transformational leadership and found that there are 4 important characteristics of such a style: 1) idealized influence, to formulate vision and mission of the organization, being a leadership model, 2) motivational inspiration, to communicate with followers, to convince employees about the importance of organization, to motivate workers to perform according to the shared vision, 3) intellectual motivation, to encourage creativity among followers leading to a new concept, 4) individualized consideration, to provide a comfortable atmosphere that encourages supporting, listening and counseling in the hope that followers will develop themselves towards the organizational goals.

The presently changing situation has its effects on the HR managers who are encountering new challenging tasks in which traditional HR functions are not working anymore. As a result, HR managers must adapt their paradigm. The concept of HR function should be relevant to the context and the organization, however, both are changing all the time. This functional adaptation would increase the competitive abilities and guarantee sustainable survival of a company. In this regard, employment of the aging workforce, when practiced, will help the firm benefit from their knowledge, capabilities and long-lasting experience of the older workers in the course of building competitive advantage (Sadangharn, 2015). Therefore, older workers should be considered as the group of potentially most intelligent workers inside a company. This is in line with the study conducted by Garavan, Carbery and Rock (2012) on talent development. Their research has found that the support from the leader who realizes the changing structure will enable organization maintain this intelligent group of older workers within the company. The organization must draw up a clear career-path goal for the elderly workers. This becomes one of the crucial factors in talent management that will bring success to the company.

Basing on the above literature, it can be concluded that transformation leadership has a positive relationship with management of the aging workforce.

Diversity Management

Diversity management means management of factors that bring in differences among the people in a company, for instance, age, sex, race, religion, language, personality, knowledge, way of thinking, working model, experience, working role, socioeconomic status, and various need of workers (Daft, 2012). Management of diversity is both a challenging job and an opportunity in the development of organization by HR managers.

Diversity of personnel reflects the differences of people. In this respect, HR managers must understand the factors pertaining to human differences since these differences will affect human resource management and the use of diversity to benefit the firm. Diversity can increase working capacity, create wider perspectives and provide various skills needed to solve different kinds of problems a company might be facing.

The organization must find ways and means so that different workers can use their differences to co-perform the work without the feeling of alienation due to their age, sex, race, cultural background etc. According to (Daft, 2012), all employees must be treated equally and should be experiencing the same kind of work satisfaction.

Diversity management in relation to older workers in an organization is very important. The failure to include diversity management might lead to a situation when a firm will lose

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valuable workforce with high intelligence and rich experience. Thus, diversity management in the context of age is becoming a challenging job for managers who are dealing with the increasing age diversity in firms. Management of aging workforce usually covers such issues as inflexibility, resistance to change, lack of capability, and lowering ability to learn new things.

Most of successful organizations are known to be practicing diversity management. Organizations must realize and appreciate diversity in its various dimensions. Diversity may and should be treated as a valuable asset of company.

People should respect diversity, learn about diversity, convert their own diversity to be used inside the company in order to build creativity and motivation leading to sustainable success (Thumviriyavong, 2016).

Gokcen (2012) conducted a research on diversity management and found that firms must pay attention to differences among employees. These differences have both pros and cons. Organization must be able to draw these differences and apply them to suit the work operations for the better of the firm. This is also in relevant to the research conducted by Ozgener (2008) titled “Diversity Management and Demographic Differences-Based Discrimination: The Case of Turkish Manufacturing Industry”. This author has found that workforce today becomes more diverse in terms of demographic changes, cultural differences and other characteristics of organizational members. This diversity is an immediate reflection of changes happening at global markets.

Workforce diversity has both positive and negative effects on organizational performance. Therefore, it is becoming important especially for medium- and large-scale businesses. In order to manage this increasing workforce diversity and to prevent discrimination due to various diversity issues, diversity management is now considered to be a major part of strategic human resource management. The findings of various research studies indicate that demographic characteristics, sociocultural structure, managerial policy and behaviors, union tendencies and regional differences, laws and local community development, gender, educational and age differences as well as political opinions, all have influence on discrimination. Thus, discrimination has been observed mostly in job processes such as promotions and appointments, human resource selection, job/employment examination and interviews, and then later during performance appraisal.

From all of the above, it can be inferred that diversity management has a positive impact on management of the aging workforce.

Guidelines on Management for Aging Workforce, Kho Wang District, Yasothon Province

Knowledge Sharing Organization

In the knowledge-based economy, knowledge is a driving force of any economy striving for prosperity and employment, both including the ability to compete. Knowledge becomes the major resource of any organization, and its importance is explained by its radical difference from other factors of production, especially in the era of boundless communication. The organization’s chance for success will depend on the company’s ability to manage personnel’s knowledge. Organizations can use employees’ tacit knowledge in order to survive. The use of knowledge will become successful only once sharing is included in the development of knowledge through the mechanism of knowledge transfer. This is

considered to be the most important process in knowledge management. Knowledge sharing is an activity that connects individuals and organization through transformation of tacit knowledge of employees into the organizational level. This process focuses on the optimum of work operations. As a consequence, knowledge sharing can actually reduce time-consuming practice of trial-and-error among coworkers in the workplace. In some professions, the thinking process of older workers can benefit the most for success of overall operations. This is because of the expertise and experience of the elderly leading to overall higher productivity.

As Thailand is approaching the stage of aging society and there is a need in both supply and demand for hiring older people, it becomes logical to consider the employment of aging workers. If we consider the knowledge, capability and life-time accumulated experience of the older workers, it is very easy to conceive that employment of aging workers is one of the most appropriate alternatives for Thai society. Now the elderly have work to do, they can earn income, and they can have a better quality of life according to the needs of their age. Also, in such a way, organizations can pass on individual knowledge to the next generation of workers inside their own structure (Sadangharn, 2015). Thus, it can be concluded that management of the aging workforce is a positive factor in relation to knowledge sharing.

Organization's Knowledge Sharing and Organizational Performance

Organizational performance is generally assessed using financial indicators such as return on investment or profit per share. This narrowness of criteria for measuring organizational effectiveness is in fact a phenomenon of range restriction having consequences on the way managers organize work and manage people in organizations. It is often argued that the greater is the range among the performance criteria, the greater would be the value of work experience. Drawing from the empirical study, four dimensions of organizational performance are described along with their potential impacts on the meaning of work. Several avenues for managing organizational performance constructively are proposed, for example, in (Morin & Audebrand, 2014). Many business entities have a tendency to adjust the traditional way of doing work and build their own, new model of operations relying on knowledge as the most valuable asset of their company.

The organizational learning process creates value and competitive advantage for the firm (Tiwana, 2001). The knowledge-sharing process is considered as a social interaction in which experience, thoughts, and skills are exchanged through various units and organizations. Knowledge sharing is a truly important factor for the body of knowledge. It is believed that it is a type of management aimed to change individual knowledge into organizational knowledge, thus, improving organizational performance.

As a result, knowledge sharing as a business process produce an impact on organizational performance. Chen and Fong (2012) in their research study titled "Revealing performance heterogeneity through knowledge management maturity evaluation: A capability-based approach" found that dynamic capabilities view (DCV) focuses on the renewal of firms' strategic knowledge resources so as to sustain competitive advantage within turbulent markets.

Within the context of DCV, the focus of knowledge management (KM) is to develop the knowledge management capability (KMC) through deploying knowledge governance mechanisms that are conducive to facilitating knowledge processes so as to produce superior business performance over time. The essence of KM performance evaluation is to assess how

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well KMC is configured with knowledge governance mechanisms and processes that enable a firm to achieve superior performance through matching its knowledge base with market needs. Alaaraj, Bustamam, and Mohamed (2016) in the course of their research “Mediating Roles of Trust on the Effects of Knowledge Management Capabilities on Organizational Performance” revealed that the effects from the process capabilities component of the knowledge management capability are more dominant for organizational performance than its infrastructure capabilities. In addition, the effects on organizational performance are in sharing, utilization, and acquisition of knowledge (in that particular order) followed by organizational culture and structure, and finally technology infrastructure. Finally, the mediating role of trust was confirmed.

Thus, building organizational trust between employees and managers could enhance organizational performance. Wang, Sharma, and Cao (2016) did a research under the title “From knowledge sharing to firm performance: A predictive model comparison”. These authors indicated that knowledge sharing contributes to firm performance through the enhancement of innovation and/or intellectual capital, they confirmed this using the data collected from Chinese high-tech firms. Their results showed that in the best performing model, innovation and intellectual capital simultaneously mediate the relationship between knowledge sharing and firm performance in this specific context.

All these findings offer insights on the parallel mediation roles of innovation and intellectual capital in knowledge sharing. This can help managers set priorities while leveraging knowledge sharing to achieve specific performance goals. Therefore, firm’s knowledge sharing is proved to be a factor highly relevant to business performance.

Conclusions and Discussion

Management of aging workforce is a challenging issue in human resource management of the firm level, especially in the context of upcoming labour shortages. Organization can utilize skills, knowledge, capabilities, expertise and accumulated experience of older workers for their own benefit. This knowledge sharing will eventually lead to higher effectiveness of firm’s performance.

Thus, organizations should pay more attention to management of aging employees so that to get extra competitive advantages and reach sustainable development. Factors affecting management of aging workforce include transformational leadership in which organizations set the top priority on leaders and/or managers who must adjust their paradigm to be relevant to the changing human resource management depending on a present situation, and diversity management where individual differences in age can be used to benefit the firm and are applied to suit with the type of work performed. These efforts are believed to produce excellent performance of firms.

Nuttita Devalersakul, Wanida Siriwarakoon and Chartsarun Roadyim (2016) conducted a research under the title “The Development of the Elderly as a Burden to Power: Case Study of Rangsit City Municipality” and discovered that:

- 1) problems and obstacles of the elderly include: 1.1) no personnel to take care of the elderly, 1.2) the available budget does not cover the needs of the elderly, 1.3) there are limitations in authority of Rangsit City Municipality when it comes to welfare management of the elderly, 1.4) physical weakness and illnesses of the elderly, 1.5)

mental and emotional frustration from physical health problems and environmental related problems, 1.6) economic problems, and 1.7) insufficient income;

2) the potential of the elderly includes: 2.1) most of the elderly enjoy systematic thinking, experience, knowledge, leadership potential, and nearly perfect communication skills, 2.2) there is a less number of the elderly who use their knowledge and expertise to develop the community, and 2.3) the elderly are more than happy to participate in the activities organized by the community itself and in the development of their own community;

3) the needs of the elderly include: 3.1) a healthcare center for regular check-ups, 3.2) various kinds of trainings and retrainings, 3.3) higher income for survival, and 3.4) love and care from their relatives;

4) approaches to turn a burden into a power: 4.1) there should be more recreational activities for the elderly, 4.2) there should be seminars on occupational opportunities for the elderly carried out by respectable speakers, and 4.3) there should be a club for the elderly with a president and a liaison.

Development of guidelines on management of aging workforce in Kho Wang district, Yasothon province should first of all start with the realization of a changing population structure in the country. This change has already obvious impacts on Thai labour market. On the top of that, less and less young workforce is entering the local workplaces. Organizations must find brand new ways to deal with the current labour shortage situation. Therefore, management of aging workforce becomes a challenging issue for human resource management in part of dealing with labour shortages in the near future already. Organizations can use skills, knowledge, capabilities, expertise, and accumulated experience of the older workers to benefit their own development. This is in parallel to the work by Suppanunta Romprasert (2014) on “Aging Population and the Readiness of Thai Government”.

This author used mixed methods of research, combining a survey research with a descriptive one. This study has been expected to find out and explain the aging phenomenon and the readiness of Thai government to treat all of the related issues. The findings showed that factors affecting readiness and preparation of the older workers for the labour market include educational, occupational and income dimensions that the elderly have accumulated during their working life. The government, in its turn, should prepare totally new ways to handle the problems of aging people before the latter actually reach their retirement period. Thus, communication between the state and the older people is important in order to raise awareness among those who work and to prepare them for their own retirement.

Promotion of positive attitudes between the older people and their family members is believed to help building a decent attitude and feelings in terms of self-awareness in personal values in the older people. The research also pointed out that Thai government has already provided some welfare management for the elderly through cooperation among the public, private and the people's sectors.

The work by Kulisara Pinthong, Sucheap Piriysmith, and Decha Buatayt (2018) under the title “The Quality of Life Development of the Elderly, Sing Buri Province” had the main objective to study the quality of life development of the older people along with the problems, obstacles, and guidelines on the development of life quality for the older people in Sing Buri province.

The results of this research indicated that Sing Buri province has entered the stage of the aging society in the year 2014. Some of the local older people are taken care by their own families or other relatives. They have no stable income, as they used to work in the

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agricultural sector for many years, now they have to look after their younger relatives, they are often with debts, lack savings, and without any financial planning as such. Problems and obstacles of the elderly in Sing Buri province include: lack of support from their families, self-worthless feelings, and chronic sicknesses and various illnesses related to the old age.

From the economic perspective, it is found that the elderly have no permanent occupation and as a result, they have no stable income, they have quite an amount of debts incurred by their family members, they experience no extra income except life-sustaining allowance from the state.

The research also suggested that the Department of Older People, Ministry of Social Development and Human Security, should support a work plan and a specific budget for the official units at the provincial level that are involved in organizing promotion campaigns of the elderly association at every possible level. These campaigns may include encouragement for the elderly to enter the elderly school based on the Ba-vorn principle (Home, Temple and School).

Last but not least, there should be an elderly clinic in the sub-district hospital for health support of the elderly specifically. Governmental units should also promote generation of additional income for the older people by working hand-in-hand with other related units in an integrated manner.

Suggestions

Management of the aging workforce is still only a planned concept for human resources management in organizations that are already struggling to cope with labor shortages and would like, at the same time, to make use of knowledge, capabilities and experience of the older workers. As a consequence, such organization should pay much more attention to management of the aging workers in order to get extra competitive advantage and reach sustainable development of the company overall. From our review of literature sources, one of the most important factors affecting successful management of the aging workforce is transformational leadership which, in a nutshell, means that organizations must focus on their leaders and/or managers who, in their turn, must adjust their paradigm to suit the changing HR management realia by assessing the present environmental factors and considering the importance of diversity management. In this context, age differences can be smartly used to benefit the whole organization, if applied properly it to suit the types of works performed. This will eventually lead to much better operations for the whole company. If firms are being able to manage all related managerial factors in the company, including all the issues related to continued employment of the older workers, it is rather obvious that the company, in a longer term, will become more successful. Such knowledge management processes can be shared among other business entities in order to bring success and high effectiveness to other firms as well.

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FACTORS AFFECTING QUALITY MANAGEMENT THROUGHOUT THE ORGANIZATION OF THE SUB-DISTRICT ADMINISTRATIVE ORGANIZATION

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The goal of this research was to study about quality management format across sub-district administrative organization by interview using structured in-depth questionnaires format as a tool for collecting data from executives and other managers in total of 125 people. The sample groups were specifically chosen from 10 of Khaerai Sub-district Administration Organization. Data were analyzed by using score from the questionnaires and findings a percentage of full score. The result showed the essential element of a concept idea in Quality management Format across the organization of Sub-District administrative Organization namely 1) Leadership: 100 percent of executives and managers who had a good score in behavior or leading role affected to the organization. Leader had to know how to make idealistic and creative decision with a clear objective. A good leader had to work justly and be responsible when providing service and devote to the public that affect the whole society. 2) Training, 97.6 percent showed that there should be a training at least once a month. 92 percent gained more knowledge and understanding in particular topic from the training. 93.6 percent showed that the best and suitable training for organization was with tools or personal direct training emphasized on WALK Rally model and learning from the real situations. 3) Structure: there should have the direct command that supported service people. The practical organization should have to provide individual for the right job with effective communication. 4) Communication: Crucial to organization and service. That drove the management forward and acted as a tool to future success. 5) Rewarding: 100 percent result showed that there should be rewarding criterion or request for employees who showed diligence, endurance, and responsibility to one's duty 6) Evaluation process affected 96 percent of the service and organization development in improving working potential of the organization In conclusion, executives and manager of Khaerai Sub-district Administration Organization commented and proposed on the 6 main element of Quality management Format across Sub-District Administrative Organization have the highest score in the questionnaire.

Keywords: management; quality management; human resources; Thailand



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Introduction

In contexts of management in 21st century, information technology system growth rapidly, when compared with management in 20th century so the organization.

Nowadays had to adjust of change and to be able create the competitive advantage always as a result the government state and private sector were necessary to find the pattern or modern technology to lead their organization through management excellent by the organization could be survived and growth in high competitive situation as a result the private and government state had alert to innovate bureaucracy to be advance in technology and new management innovation which were reformed bureaucracy in term of development as management in state to alert and aware in the key reorganization behavior and working process of bureaucracy to be suitable with context change.

For the organization was Thai government state had encouraged in term of quality development and service. Office the Public Sector Development Commission (OPDC) had the follow up and assessment to duce the operation process and time in all government state sectors together, to hole the quality award of service by announcement reputation and enhanced moral and power of operator in order to motivate for other government state sectors as a result to concentrate and quality improvement of service to be good beside increased the core competency in operation of government state sector in quality and rising creditable of population as well.

The important approach of strategic of Thai bureaucracy development (B.E> 2003-2007) specified quality management of service by improving process and hoe to work in order to rise the core competency and working reference in this sector to be high level equivalent to international standard by good governance and the key feature of quality management components 3 reasons such as 1) Result-oriented 2) Able to apply on the mission of agency 3). There was linked and related with criteria to achieve integration so the indicated result of each those parts was communication tool and fundamental to practice consistent approach in whole government sector and supporting an innovation agility and authority diversity in decision additional enhancing core competency of quality in government sector also rising creditable population by 7 categories for instance

- 1). Leadership
- 2). Strategic planning and strategy
- 3). Focus on customer and stakeholder
- 4). Analysis measurement and knowledge management
- 5). Focus on human resource
- 6). Process management and
- 7). Operation result.

Office of the Public Sector Development Commission had tool Public Sector Management Quality Award or PMQA which was key performance indicator that was the international indicator assessment framework in addition it was self-assessment guideline and norm to follow and managing assessment of government sector in order to improve organization and quality management to international standard.

Literature review

New Public Management (NPM) is a public sector reform agenda that was implemented during the late 1970s-1980s, which was the period when there was chaos in the world's economy. Western welfare states had high management costs but lacked efficiency. Furthermore, neoliberalism played a more prominent role and there was a change in the government's role in the West. During the Cold War, government agencies expanded extensively and were criticized for centralized administration, inefficiency, and unresponsiveness to changing environments. This failure directly resulted from the excessive role of government in public services (Baimyrzaeva, 2012).

NPM is a resistance to the traditional bureaucracy and big government. It emphasizes business approaches where management is a key skill, and the market and incentives are key mechanisms (Pollitt & Bouckaert, 2011). Hood (1991) explained that key characteristics of NPM consist of hand-on professional management in the public sector, explicit standards and measures of performance, greater emphasis on output control, a shift to disaggregation of units in the public sector, a shift to greater competition, and stress on greater discipline and parsimony in resource use. Borins (1995 as cited in Borins, 2002, pp. 181e194), on the other hand, explained that NPM is characterized by: 1) high quality services; 2) measuring and rewarding for the improvement of the organization and individual performance; 3) promoting managerial autonomy, particularly reducing control by central agencies; 4) greater emphasis on performance targets; and 5) open-for-service competition.

Haque (2007) proposed that NPM consists of: 1) reduction of the public sector's direct role as a facilitator and implementation of the private sector in service delivery through means such as downsizing, and outsourcing partnerships; 2) restructuring of the public sector with performance contracts as tools; 3) expansion of operational autonomy and flexibility in personnel and financial management through the establishment of autonomous agencies; 4) assessment of public sector performance by results rather than input or process; and 5) reinforcement of customer orientation by giving more customer choices, based on the benefits of customers. In brief, NPM is a reduction of the public sector's roles and allowing the private sector to take over in some service delivery areas with stress on administrative flexibility, target setting, and performance assessment, with fewer rules and regulations.

The implementation of NPM in Thailand was not obvious until the Sixth-Ninth National Economic and Social Development Plans, where the public sector's role changed from directing and assessing to monitoring.

The private sector was hired to work with public enterprises. In the meantime, the government policy NPM was promoted from General Chatchai Choonhavan's government (1988-1991) until Thaksin Shinawatra's government (2001-2006). Also, all the three Strategic Development Plans, namely the Bureaucracy Reform Model Scheme 1997-2001, the Public Sector Management Plan 1999, and the Thai Bureaucracy Strategic Development Plan 2001-2007, are based on NPM.

The concrete evidence of bureaucratic development based on NPM are the autonomous public organizations according to Thailand's International Public Sector Standard Management System and Outcomes (P.S.O), Result-based Management (RBM), Performance Agreement (PA), public sector management quality award (PMQA), e-Government, Government Fiscal Management Information System (GFMIS) and Privatization.

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In particular, in the government of Thaksin Shinawatra, there was a revision of the Public Administration Act 2002 and establishment of the Office of the Public Sector Development Commission (OPDC) to launch public sector development.

There was also a Royal Decree on Criteria and Procedures for Good Governance 2003 which served as a development plan that obligated all agencies to take action. Haque (2007) also suggested that Thailand's implementation of NPM occurred under the Public Administration Act 1992, Public Sector Management Re-form Plan 1999, and Result-based Budgets, and that PA is a widely popular tool of NPM. However, the investigation by Painter (2006) and Mongkol (2012) revealed that the development results related to NPM were cemented in the Thaksin government (2001-2006). In summary, Thailand employed management tools under NPM, especially by establishing public organizations, promoting information technology, and implementing PA effects on the extensive public sector.

Methodology

The data were collected through the research method used qualitative research and quantitative research sub-district administrative organization for 10 areas by sampling from managing level and head of functions for 125 people as 1) Quantitative research by the Questionnaires and Open-ended questionnaires 2) Qualitative research by the In-Depth interview

The data analysis, this research study in this work used in-depth interview that was the tool to collect data after getting the data from interview then taking those data to analyze to find the operation principle of sub-district administrative organization and relation included recommendation and found the guideline of creation factors affected quality management throughout the organization of the sub-district administrative organization.

Result

In this study, we performed on Khaerai Sub-district Administration Organization for 10 areas by sampling managing level and head of functions for 125 people. The result of study are consist of Factors affecting quality management throughout the organization of the sub-district administrative organization in to be summary as follow;

Data analysis result that the Leadership Sector findings leadership factors were presented high level in table 1. It was found that Behavior or context of excellent leadership impacted organization development so the excellent leadership had to know making decision, thinking doing, philosophy, clear target had frequency as 125 percentage 100 and leadership referred the corrective principle had frequency 125 percentage 100, Leadership should operate about the responsible for society in case of service and impacted society in term of operation, listening other opinions, ready to improve immediately frequency of 125 percentage 100, Leadership should operate about the responsible for society in case of service and impacted society in term of operation, listening other opinions, ready to improve immediately frequency of 125 percentage 100, Qualifies of excellent leadership who was suitable with organization management should be making decisive decision thinking and doing frequency for 125 percentage 100.

Table 1. Leadership Sector able to conclude below
(Source: made by the author)

Leadership Sector	Frequency (n = 125)	Percentage
1). Leadership		
1.1 Behavior or context of excellent leadership impacted organization development so the excellent leadership had to know making decision, thinking doing, philosophy, clear target	125	100
1.2 Leadership referred the corrective principle	125	100
1.3 Leadership should operate about the responsible for society in case of service and impacted society in term of operation, listening other opinions, ready to improve immediately	125	100
1.4 To find how to solve problem, making social understand and know the problem happened	102	81.6
1.5 Management focused on human and job were important for management in organization and model of human management	125	100
1.6 The job should be suitable with ability of each person	125	100
1.7 The both of human and job had to go together	111	88.8
1.8 Qualifies of excellent leadership who was suitable with organization management should be making decisive decision thinking and doing	125	100
1.9 By there was clear target, standing point view, enjoin to work	123	98.4
1.10 There was experience	119	95.2

Table 2. Training able to conclude below
(Source: made by the author)

Training Sector	Frequency (n = 125)	Percentage
2). Training		
2.1 Organization got the benefit from training so it should be held training once a month	122	97.6
2.2 Getting the knowledge and more understand in the subject of training	115	86.4
2.3 The best training which was suitable with organization should be leaning by tool and personal directly	117	93.6
2.4 The emphasize training patter as walk rally feature	84	67.2
2.5 Leaning from tool real situation simulation	68	54.4
2.6 Held training impacted organization development and activities to be training for officer in organization in order to more working effective	125	100
2.7 There was lecture to lecture	125	100
2.8 Taking knowledge to develop the job highest benefit	99	79.2

Tab. 2 showed the significance of the Training Sector factors. The findings revealed that factor high level were held training impacted organization development and activities to be training for officer in organization in order to more working effective frequency 125 percentage 100, there was lecture to lecture frequency 125 percentage 100

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Table 3: Organization chart concluded as follow
(Source: made by the author)

Organization chart Sector	Frequency (n = 125)	Percentage
3). Organization chart		
3.1 Organization had the small featured	97	77.6
3.2 The advantage of hierarchy	125	100
3.3 The disadvantages were not enough person to operate	125	100
3.4 Organization chart was suitable because it was easy to control	112	89.6
3.5 specified organization chart impacted the convenience for service and reaching of population, if it had complex organization chart, it become delay service	105	84
3.6 Excellent organization chart and optimal were applied in management organization could distribute job to be suitable with personal's ability	125	100
3.7 There had to flexible and convenience communication system	120	96
3.8 Organization chart change impacted operation and chartings as adaptation from sup-district administrative organization to municipality	125	100
3.9 A might depend on the situation	96	76.8

Table 4. Communication could summarize as follow
(Source: made by the author)

Communication Sector	Frequency (n = 125)	Percentage
4). Communication		
4.1 Communication was important to organization and service because operation management in the future	125	100
4.2 The communication was tools to be successful	125	100
4.3 To impact the objective	112	89.6
4.4 Factor was barrier of communication cause the service problem so the organization should solve problem by to find the roots cause	81	84.8
4.5 not clear document draft	99	79.2
4.6 And delay of document	81	64.2
4.6 Whatever factor was booting and supporting the communication in organization effective to be the modern technology such as internet	117	77.6
4.7 Communication system was most suitable for implement in organization development, it should had the feature as it could help the operation to be comfortable more	113	90.4
4.8 able to get the real benefit	99	79.2
4.9 and modern communication	85	68

Tab. 3 showed the significance of the Organization chart Sector factors. The findings revealed that factor high level were the advantage of hierarchy frequency for 125 percentage 100 and disadvantages was not enough person to operate frequency for 125 percentage 100, Excellent organization chart and optimal were applied in management organization could distribute job to be suitable with personal's ability frequency for 125 percentage 100,

Organization chart change impacted operation and chartings as adaptation from sup-district administrative organization to municipality had frequency for percentage 100.

Table 5. Reward could conclude as follow
(Source: made by the author)

Reward Sector	Frequency (n = 125)	Percentage
5). Reward		
5.1 It should have the regulation and principal to give the reward for officer such as diligence, patience and responsible for duty	125	100
5.2 The performance to show the ability	102	81.6
5.3 The reward was the motivation and award impacted to organization development and made the official was intent to action their role more	125	100
5.4 The official focused on success behavior	107	85.6
5.5 The officer had sprint to operate	99	79.2
5.6 Organization had giving in suitable reward	98	78.4
5.7 It Should be the model and guideline by promotion and increasing suitable salary	125	100
5.8 Inward and the outward reward, the type of reward impacted the sense of officer for moral to operate and spirit because inward and outward reward was taken both	63	50.4
5.9 The outward reward was the life wealth	52	41.6
5.10 Inward was the feeling	43	34.4

Tab. 4 showed the significance of the Organization chart Sector factors. The findings revealed that factor high level were communication was important to organization and service because operation management in the future had frequency for 125 percentage 100 and communication was tools to be successful had frequency for 125 percentage 100. The findings revealed that Reward Sector factor high level were it should have the regulation and principal to give the reward for officer such as diligence, patience and responsible for duty frequency for 125 percentage 100 shown in tab 5.

Tab. 6 showed the significance of the Organization chart Sector factors. The findings revealed that factor high level were results from measurement and assessment the performance could take the benefit to develop the service of organization so it become learning and development had frequency for 125 percentage 100, organization had taken the information technology system to take in measurement and assessment and impacted organization management besides modernization found that it made to know the organization development guideline In the future had frequency for 125 percentage 100.

The findings revealed that Teamwork Sector factor high level were Teamwork impacted to organization to be able that successful. Excellent teamwork was suitable have to feature teamwork member open relation and honest had frequency for 115 percentage 92, organization focused on the teamwork found that sup-district administrative organization was the service job. Team was important to service had frequency for 114 percentage 91.2 and Teamwork development guideline had potential. Excellent teamwork impact organization development found that there was always specified meeting had frequency for 111 percentage 88.8 shown in table 7.

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Table 6. Measurement and assessment could conclude as follow
(Source: made by the author)

Measurement and assessment Sector	Frequency (n = 125)	Percentage
6). Measurement and assessment		
6.1 Assessment impacted to operation of service and organization development and it had boot working high potential of organization	120	96
6.2 motivation was the officer development their ability	97	77.6
6.3 Organization was confidence that measurement and assessment system was sensitive to change and current event and measurement system change was sensitive to current situation by service of unit was necessary to competitive with other organization so there was not the tool to measure and assess	79	63.2
6.4 There was feature that it was not mention the profit so it was not necessary to have the modern tool to measure and assess	62	49.6
6.5 Excellent measurement and assessment should have officer to assess who had the knowledge and understand the assessment system	57	45.6
6.6 Results from measurement and assessment the performance could take the benefit to develop the service of organization so it become learning and development	125	100
6.7 It made potential the operation of organization	109	87.2
6.8 It was the guideline to solve problem from root cause	99	79.2
6.9 Organization had taken the information technology system to take in measurement and assessment and impacted organization management besides modernization found that it made to know the organization development guideline in the future	125	100
6.10 It made to know the potential level of service	109	87.2
6.11 It was to show the personnel's ability in service job how many their ability	79	63.2

Conclusions and Discussion

Factors affected quality management throughout the organization of the sub-district administrative organization separated consideration for 7 sector by interview which was tool of collaged data from managing level and leader of other functions total 125 persons by purposive sampling of sub-district administrative organization in Khaerai Sub-district Administration Organization for 10 areas found that

1. Leadership, managing and leader of other functions percentage 100 had the score of behavior and context of excellent leadership impacted organization had to know making decisive decision, thinking, doing, philosophy and clear goal at the same time excellent leadership depended leadership principle in leadership who should be responsible for social. In case of the operation impacted social and listening opinion of others and ready to take it improve promptly and to find how to solve problem happened in order to make in understand and know the problem happened. Administration should focus both person and job so administration in organization both person and job management model should assign to each ability and quality of excellent leadership and there was suitable to admin the job in organization to be feature as making decision, thinking, doing clear goal and enjoin to work related with Hersey and Banchard (1982) found that leadership was effective who should

have self-confident to working in any job and there was knowledge and competency in their job and related with border Tanaporn and Mathani Sadudi (2000) said that the result of excellent leadership made good participation of person, working with moral, quality of job, creativity and responsibility together so to create excellent leadership trough good participation in activities

Table 7. Teamwork was the team able to conclude as follow
(Source: made by the author)

Teamwork Sector	Frequency (n = 125)	Percentage
7). Teamwork		
7.1 Organization focused on the teamwork found that sup-district administrative organization was the service job. Team was important to service	114	91.2
7.2 And teamwork was the important factor to impact the organization successful	72	57.6
7.3 Teamwork development guideline had potential. Excellent teamwork impact organization development found that there was always specified meeting	111	88.8
7.4 Giving time to each other	107	85.7
7.5 And there was specified the principle	87	69.6
7.6 Organization successful, the most focused on the teamwork management and organization had job management model should be applied, found the reason had nobody able to work alone so teamwork should have a role on all function	106	84.8
7.7 And service was the main role of sup-district administrative organization and teamwork was the factor impacted job achievement	53	42.2
7.8 Teamwork impacted to organization to be able that successful. Excellent teamwork was suitable have to feature teamwork member open relation and honest	115	92
7.9 And member of team had understood in target clearly	100	80
7.10 Teamwork had to use time for assessment of team to solve the weakness of working	6	52.8

2. Training should have training at least once a month percentage 97.6 got more knowledge and understand in training percentage 92, excellent training process was suitable with organization found that leaning from tool or personal directly percentage 93.6 and emphasized training pattern was feature walk rally. Training impacted the organization development in term of seminar , lecture and lecturer made more effective percentage 100 related with the research of (Kelly,2001) turn to develop job to be highest benefit become more effective and expertise included officer changed the behavior to operate in organization demand direction, love and unity in organization (Chance,2003) included lecture in academe knowledge, speculation, interested in and wanted to know, up to date, modernized innovation, working technology to be process, there was vision and system impacted training participants had knowledge and quick understand and learning

3. Organization chart the advantage of certain hierarchy and disadvantage was there was not enough person to operate percentage 100 means suitable Organization because it was easy to control percentage 89.6. Specified structure impacted the convenience of service and reached population, if organization chart had complex , it affected delay of service

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percentage 84, suitable organization chart was applied administration in organization had to divide each person 's ability percentage 100, there was flexible and convenience communication system percentage 96, changed structure of organization affected operation such as adjustment from " sub-district administrative organization " to municipality percentage 100 would impact depended on situation percentage 76.8 which related with research of Macfarlane (1974) said that fundamental of organization chart arrangement had to be suitable with some job to assigned by their ability f each person to be suitable and flexible in order to organization cloud operate successful through. Comras Naranan and Prateep Trakulsa (2013) studied administration of sub-district administrative organization of Thaloung sub-district, Muang district, Phichit province separated by 7 parts such as organization chart, value of organization, administration pattern, skill, knowledge, core competency, personal, strategy and operation system of organization found that management of sub-district administrative organization not depended on news recognition and management sub-district administrative organization depended on age, education, salary, position and career significantly.

4. Communication was important to organization and service, it made the next administration and successful tool percentage 100 impacted to objective percentage 84.8 and cloudy document percentage 79.2 Factor was booting or supporting the communication effective found that modern technology such as Internet percentage 93.6 and accessory percentage 88.8, suitable communication applied organization development had to be help more convenience of operation percentage 90.4 and real useful percentage 79.2 related with Pinyo Satorn (2010) said that communication to be success or achieve had to understanding. Both se de had the same recognition and attitude so when implement the communication system should focus on suitable job and useful in order to create convenience for organization related with research of Peera Jeerasopon (1992) said that communication factor was the specified successful and failure of sending as choosing receipt process

5. Reward should have principle or regulation of giving reward to officer who was spirit, patient, responsible for percentage 81.6 giving reward was motivation and award impacted organization had development, it become person who invented to action in their activity more percentage 100 and officer concentrated behavior to be success percentage 85.6. Reward system should be promotion pattern and increased suitable salary together percentage 100 , both inward and outward reward impacted the officer feel anxious to operate and morale percentage 50.4 and outward reward was life wealth percentage 41.6, inward reward was best motivation effected officer who had the morale and spirit to develop organization more effective percentage 10" related with research of Tanawan Tungsintupsiri (2007) said that there was high operation level and production more. Managing level could penetrate deeply to motivated theory in order to design motivated program and efficiency for efficiency for officer who must to understand in suitable reward system so whatever inward or outward should be together because both of its were important, reward was the feeling while was wealth so they should keep its together

6. Measurement and assessment impacted operation of service and organization development of booting potential to work of organization to be high percentage 96 and to motivate the officers developed by themselves percentage 84.8, assessment was sensitive to current situation changes and measurement system change found that service of function was not necessary to competitive with other organization so it had not the tool or assessment percentage 63.2 and working feature had not focus the profit so it was not necessary to have

the modern measurement and assessment tool percentage 49.6, the best measurement and assessment for the officer who was to development of organization 's service, it become learning and management percentage 100 and made potential of organization percentage 87.5 taking information technology applied with measurement and assessment impacted the organization development found that it knew the guide of organization development next percentage 100 and able to see the potent level in service percentage 87.2 so the result related with theory of Crosby (1986) said that the system arrangement by quality measurement was clear that it was the operation indicator of total quality management reward guideline to operate organization so it should had the quality of who should get reward obviously.

7. Teamwork, organization paid attention with teamwork found that sub-district administrative organization was service, team was important to service percentage 91.2 , teamwork development guideline had potential and impacted the organization development by specified meeting away percentage 88.8

Suggestion

1. Administrators should give importance to building engagement with the organization. Show love and care and are dedicated to the organization

2. Administrators should increase morale and encouragement Increase progress in work, training, support for further education for personnel equally, allow employees to do the best

3. Administrators should take into account the appropriateness of the work of the operational level staff. It is a job that matches the knowledge, ability and ability for the employees to have clear goals. By having knowledge Increased ability Is a good way to work

4. Employees should be aware of the promotion of engagement with the organization. To increase work efficiency Creating a good feeling for the organization to love Faith, feeling and being one with the organization And believe in the goals of the organization

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