

# **Developing Participatory Model for Driving a Network Enhancing Good Governance for Excellence: The Subdistrict Administration Organization in NakhonRatchasima Province**

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## **ABSTRACT**

Good governance is a concept that presents the basic principles of management in both the public and private sectors, Good governance is a management framework that conveys the highest efficiency and effectiveness, so any organization that wants to see quality management productivity will drive the governance of every molecule of the organization. This research aimed to study the situation of applying the principles of good governance and public participation in the management of the Sub-district Administrative Organization, including the development of participation models in driving networks to strengthen good governance towards excellence as a model for local government organizations. This research was conducted in the area of Samuai Mai Subdistrict Administrative Organization, Sung Noen District, and Buddha Subdistrict Administrative Organization, Chalermpura District, NakhonRatchasima Province, using a combination of quantitative and qualitative methods of research. The sample group was the number of respondents 689 people, and structured interviews of 21 people. The research process uses participatory action research which is divided into 3 steps: 1) study the situation of applying the principles of good governance and public participation, 2) Study a pattern for using excellent governance, and 3) develop a model for participation in actions to strengthen good governance. The data were analyzed by descriptive statistics and Content Analysis, the research found that; (1) The situation on the application of good governance in the administration of the Sub-district Administrative Organization, overall, was at a moderate level. However, public participation in the management of good governance was generally low. (2) The "TSMC Public Participation Model" is the driving model and the use of good governance; (A) Thought leader, (B) Support from many groups and organizations, (C) Modern management has three components: focus on efficiency and effectiveness, public satisfaction, and accountability. And (D) Cooperation and public participation that allows people to play a role in the decision-making process at different levels and take action in order to determine their own needs in the community. (3) The Model of public participation must create knowledge and understanding with villagers and sub-district administrative organizations, as well as network partners to apply this method or model as follows: Strict and fair law enforcement, using the social media, Facebook, LINE app, and social network, receiving matters and solving problems at the point that can be used on smartphones because it will provide the convenience and speed of communication at any time in order to expose, control and anonymize the information provider.

## **Keywords:**

Model Development, Citizen Participation, Governance

## **Introduction**

The government's administration policy announced to the National Legislative Assembly on 12 September 2014, item 10 The promotion of public administration with good governance and the prevention and suppression of corruption and misconduct in the public sector is in line with the 2017 Constitution, Chapter 6, State policy guidelines, Section 65 states that The State should establish a national strategy as a sustainable national development goal in accordance with good governance principles in order to serve as a framework for formulating plans accordingly and integrate together to create a driving force together towards the goal of being a stable, prosperous and sustainable country.

The concept of New Public Governance: NPG is a modern public administration approach that has a horizontal network comprising government organizations, private sector, civil society,

community, local, and non-profit organizations that have increasingly played a role in public activities. It operates as a structure of governance, which differs from traditional management approaches that emphasize the vertical hierarchy of command and command. However, the concept of NPG is characterized by its emphasis on the participation of citizens and all sectors of society. As well as the process for people to get involved in government work that will truly meet the needs of the people and solve problems that are sustainable (Bingham, et al., 2005). However, citizen participation is one of the significant aspects of new public governance. The promotion of citizen participation plays a vital role in the effectiveness of flood mitigation in most countries around the globe. The research objectives comprise the in-depth analysis and synthesis of concepts and theories of citizen participation and the presentation of procedural details which can be applied by the Bangkok Metropolitan Area officers in flood management. The research results disclose that best practices in initiating citizen participation consist of the definition of the purposes of citizen participation, the multi-level of control, the definition of stakeholders and the public, the analysis of stakeholders, the intensiveness of participation, the methods of participation, the expectation management and the feedback (UthaiLaohawichean and Suwannee Sangmahachai. 2018)

However, public participation, still cannot provide people, communities, or stakeholders to truly understand the principles and opportunities to take part. Participation of the people and the community is only through cooperation from the community, participating in project activities requested by the government agencies such as taking time to attend committee meetings or local council meetings which inevitably demonstrate that public participation goals have not been achieved and appropriate public participation models have not been developed for the area. These will be useful as a means of empowering people to receive education, training, seeking information, and knowing how to select wisdom and various technologies to develop communities in accordance with the problems and needs of the people, including finding ways to encourage the exchange of experiences and development among communities. Therefore, the researcher is interested in developing a participatory model in driving the network of building good governance to excellence as the model for local government organizations which will continue to strengthen the power and strength of people and localities. It is also a mechanism to support the prevention and resolution of corruption in the government agencies in the area that will eventually make the area free from corruption.

### **Research Objective**

1. To explore the situation of the application of good governance in the management of Samuai Mai Subdistrict Administrative Organization, Sung Noen District and Phra Buddha Subdistrict Administrative Organization, ChalermPhraKiat District, NakhonRatchasima Province, which uses the participation of local people and network partners.
2. To analyze the driving style and the use of good governance in management with the best practice of the Sub-district Administrative Organization in NakhonRatchasima Province.
3. To develop a model for participation in action in driving networks in strengthening good governance to excellence as a model for local government organizations.

### **Literature Review**

In conducting a complete and effective research project, the researcher has studied relevant documents, concepts, theories as follows:

The concept of public participation said, "Participation is a process for people to be involved in the implementation of the development, co-think, make decisions, and solve their

own problems together with the use of supporting technology, monitoring the performance of the organization and related staff" (Erwin, 1976). "The active and energetic participation process of people at different levels, such as decision-making processes to set social goals, and allocating resources to achieve goals, and to voluntarily and voluntarily execute plans or projects" (United Nations, 1981; SombatNamburi, 2019: 184).

Management concept in accordance good governance management or "Governance", as good management that the public and private sectors adhere to in their work, to ensure transparency in which capital management can be described, fair, responsible for people's representatives, emphasizing efficiency and Effectiveness, decision-making systems and legal frameworks are free to enter into contracts, and most importantly, people need to be the target of their operations. However, the private sector has the responsibility to shareholders and fairness to customers. The Structural-Functional theory: Auguste Comte (1988) said that for society to exist, it must be dynamic and transformed as a whole system, Herbert Spencer (1903) proposes that the individual subsystems are responsible for the integration of society, creating a system of coordination, interdependence and systematic interaction. Durkheim (1974) proposed the idea that a system would arise from the order of society and the well-being of the people. And Parsons (1978) proposes that society is a system with reciprocal parts, the constant relationships of each part that contribute to the social system equilibrium, the social change is due to the destruction of the equilibrium because the elements of society are Personality, Organism, Culture breaks (College of Public Administration, Burapha University. 2011: 7-9).

### Research Methodology

This research was based on a combination of Exploratory Sequential Design (Exploratory Sequential Design) method, both quantitative method, study first and then qualitative method. The researcher chooses the process Participatory Action Research: PAR, as it involves the participation of stakeholders in the research process, starting from project design, data collection, and analysis to the final conclusion of the research (Whyte, 1991: 7). Thereafter, the synthetic researcher connected both quantitative and qualitative data to develop the results of the study and present it to experts and workshop participants for their appropriateness and accuracy. And bring opinions, suggestions from experts and participants of the workshop to improve the final round in order to develop a model of participation in driving a network to strengthen good governance to excellence to be a model for the sub-district administrative organization in NakhonRatchasima Province which determines the research methodology is divided into 3 stages as follows;

**Phase 1:** A study of the situation of applying good governance principles and public participation in the management of Samuai Mai Subdistrict Administrative Organization, Sung Noen District, and Buddha Subdistrict Administrative Organization, ChalermPhraKiat District, NakhonRatchasima Province. Which uses the participation of citizens and local network partners

**1.** The population and sample groups in this research were community leaders or people of Makham Mai Subdistrict, Sung Noen District for **3,314** people, and Phra Buddha Subdistrict for **1,902** people. The sample size was determined using Taro Yamane's formula at a confidence level of **0.95** at a tolerance level of **0.05** (SuchitraPunyaratabandhu. **2013: 176**). The PhutthaSubdistrictSubdistrict Administrative Organization was **357** people and the Buddha Subdistrict Administrative Organization was **332** people, a total of **689** people.

**2.** The tool used to collect data was a questionnaire which consisted of five-level estimation questions about the administrative level according to the governance principles of the Tambon Administrative Organization and the public participation level.

3. Conducted data collection by ourselves by coordinating the request to collect data from the sample individually from **5 November 2020** to **20 December 2020**, the questionnaire was returned, accounted for **100** percent

4. The quantitative data were analyzed using descriptive statistics and presented the data by using a table of descriptive data.

**Phase 2 A Study of Driving Models and Using Good Governance in Management as Best Practice of Sub-District Administrative Organizations in NakhonRatchasima Province;**

1. Informants are local administrators, sub-district administrators, staff involved with knowledge and experience in governance and public participation for **16** people. The purposive sampling method was used by the sub-district administration organization with the top three scores of Integrity and Transparency Assessment: ITA for the year **2020** in NakhonRatchasima Province.

2. The tools used for data collection were structured interviews on the governance principles of the sub-district administration organization and excellent public participation.

3. Conducted data collection by themselves by coordinating interviewing key informants from the LoongPraduSubdistrict Administrative Organization, HuaiThalaeng District, Don Subdistrict Administrative Organization, Pak Thong Chai District, and Lam Mai Pattana Administrative Organization, Chokchai District, NakhonRatchasima Province.

4. The data were analyzed by using content analysis and presented the data in an essay.

**Phase 3 The development of a model of participation in activities in driving a network of strengthening good governance to excellence as a model for local government organizations;**

1. Key informants, auditing, evaluating the feasibility and validity of the development of a participatory model for 5 people by selecting Purposive sampling were: (1) Local NakhonRatchasima Province, (2) President of NakhonRatchasimaRajabhat University, (3) Chairman of Civil Society Network Against Corruption in NakhonRatchasima Province, (4) Permanent Secretary of Mai MaiSubdistrict Administrative Organization, who serves as Chief of Sub-district Administrative Organization, (5) Permanent Secretary of the Buddha Sub-District Administration Organization, ChaloemPhraKiat District, NakhonRatchasima Province. Including community leaders and public volunteers who participated in the forum to return information to the community from MakhammaiSubdistrict, Sung Noen District, and PhraPhutthabol, ChalermPhraKiat District, total 50 people.

2. The tool used to collect data is the Proposed model, for the Promotion of participation in activities in driving networks in enhancing good governance to excellence as a model for local government organizations, and group discussion issues regarding the suitability of the model and the feasibility of the practice.

3. Conducted self-data collection by coordinating interviews with key informants and holding back-to-community forum meetings on March 1, 2021, the final improvement, has been a participatory action model in driving the building network.

4. The data were analyzed by using content analysis, and the data was presented in an essay and analyzed the results of group discussion.

### **Research Results**

1. The situation of the application of good governance in the management of the Mae Mai MaiSubdistrict Administrative Organization and the PhraPhutthabolSubdistrict Administrative Organization, NakhonRatchasima Province as overall, the overall level was at a moderate level. When considering each aspect, it was found that the Mai MaiSubdistrict Administrative

Organization in terms of performance considering work efficiency had the highest average, and the Buddha Sub-District Administrative Organization in the practice showed the use of morality/ethics in the administration with the highest average.

2. The overall participation of the people in the management of the Mai MaiSubdistrict Administrative Organization and the PhraPhutthabolSubdistrict Administrative Organization, NakhonRatchasima Province, overall, was at a low level. and when considering each aspect, it was found that both areas were at the lowest level in all 6 areas, with the Mae Mai MaiSubdistrict Administrative Organization in terms of participation and information provision having the highest average, and the Buddha Sub-District Administration Organization. In terms of practice participation, there was the highest average.

3. The driving model and the use of good governance in management with excellence of the sub-district administrative organization in NakhonRatchasima province suitable for promoting the participation of the people developed by the researcher are: **“TSMC Public Participation Model”** which gives importance to the 4 main elements which are; (1) Thought Leadership: T, Leaders must think, do everything they do, have to be right, be transparent, have a good image that is trustworthy, must be able to make the most of it, there are clear work guidelines to address the public's problems or the people's stomachs, and pay attention to public participation. (2) Support: S, Gaining strong support from government agencies, community leaders and citizens or stakeholders has been operating on the principles of good governance, transparent performance, and supporting local authorities to achieve the mandate within the framework of the law, to provide advice, advice and a network of cooperation in various fields. (3) Modern Management: M, has three components: efficiency and effectiveness focus, public satisfaction, and accountability. (4) Co-operation and Public Participation: C, which gives people the opportunity to take an active role in the decision-making process at different levels to join and act to determine their own needs in the community, as shown in Figure 1.

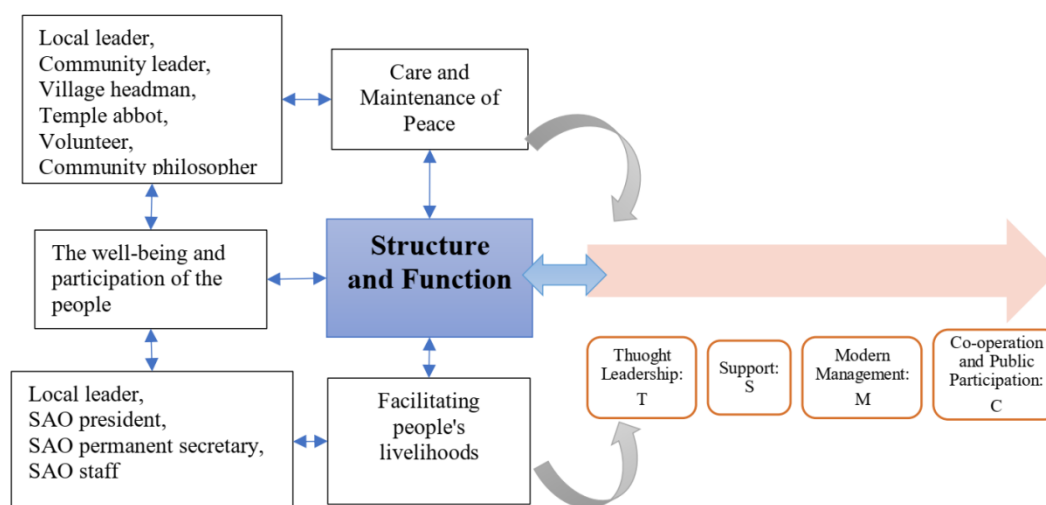


Figure 1: TSMC Public Participation Model

4. Developing a public participation model through expert assessments of feasibility and practicality, there are additional suggestions and information to build knowledge and understanding with villagers and sub-district administrative organizations, network partners to implement this method or model, intensive law enforcement and justice, Use Social Media such as Facebook, Line and Social Network to receive stories and solve problems at the point that

can be used on smartphones. It will provide the convenience and speed of communication anytime, anywhere, at any time to expose the corruption, these will be able to control and anonymize the informant, and present the content in text, image, and video. It is also possible to create online social networks between citizens, communities, or with relevant agencies to exchange information, knowledge and help each other.

The final improvement from the group discussion in the forum for returning information to the community has been a model of active participation in driving a network of strengthening good governance to excellence as a model for local government organizations in NakhonRatchasima, it was found that the proposed format is appropriate and practical, the suggestion should start at a small point in the community, working with villagers, conveying operational goals to people who are not just leaders to personnel perform their duties to be informed of policies, goals, management guidelines so that they can perform their work effectively and efficiently. The sub-district administrative organization or administrators must have knowledge and understanding of management, listen to problems, there is a method for monitoring the work to be fair and transparent in order to achieve the goal of solving problems that meet the needs of the people or the public, responsible for actions that lead to the satisfaction of the people, as well as providing incentives for community interest, such as a special reward for supporting development into the village.

### **Discussion**

The drive model and the use of good governance in management, which is the best practice of the sub-district administrative organization in NakhonRatchasima Province, suitable for promoting the participation of the people. "TSMC Public Participation Model" has 4 main components: (1) Thought Leadership: T, (2) Support: S, (3) Modern Management: M, (4) Cooperation and Public Participation: C, These allow people to take an active role in the decision-making process at different levels and take action to shape their needs in the community, it is developed from the facts obtained from data collection which is consistent with the concept of functional structure theory with two main components: (1) Social Structure, which is the lifestyle of local people arising from the relationship of social behavior, each local social structure is connected by social function and the benefits are responsible for the social functions and actions of the people, which makes the entire local society coordinate and work together. Then, each segment of the local society has relationships and supports each other that requires a sense of conscience, and the constant relationships of each local area balance society. And (2) Social function, which is the function of connecting each local social structure together, causing the entire local society to co-ordinate and work together, in which the characteristics of local society are different, causing the local social structure to be changed. Therefore, the community leaders are faced with matters that affect local decisions and actions, it is necessary to play a leadership role for the development and solving of problems for the people with an emphasis on the participation of the people that cause inter-action because it will enable the people to solve problems and ultimately self-reliant.

The Thai local social structure emphasizes authoritarianism and social hierarchy, giving the bureaucracy and local development practitioners a conscious and unconscious vertical approach, resulting in the local wisdom system, the bureaucracy was weak and the use of good governance and public participation was low. Therefore, in driving networks, enhancing good governance and public participation, a forum should be organized to present and exchange as wide a variety of information as possible, and the power system or barriers that hinder shared learning must be eliminated which is to make a forum for diversity and public exposure in line

with the results of the study of Jude Hanan (2013) who studied the use of social media for good governance or good governance found that an important tool for participation in the Social media network, which communicates with the participation of the people as appropriate for the current situation because of the convenience and speed, and The government can use social media to disseminate information quickly and easily, resulting in administrative and management transparency. It also creates a feeling of trust and faith of the people in the government that leads to cooperation in development, while the people themselves are able to easily communicate and access information from the government and the government is able to acknowledge the opinions of the people as well as the stories and currents that take place in society as well. It can be considered as creating a sense of unity between the government and the people, leading to the participation of the people in the development and change in society as well, this corresponds to an interview with the President of NakhonRatchasimaRajabhat University (2021) has proposed the idea that style dissemination via social media such as Facebook, Line, and Social Network to serve and solve problems on the spot, which can be used on smartphones, it will provide the convenience and speed of communication at any time, can be done anytime and anywhere to expose the corruption, it can be able to control and remain anonymous to informants, and can present content with text, images, and videos. It is also possible to create online social networks between citizens, communities, or with relevant government agencies to exchange information, knowledge, and help each other at low cost but highly effective. It was also consistent with the results of the MontiraMeeros and SunateSuwanlaong study (2015) who studied the application of good governance principles in the administration of Prachinburi Provincial Administrative Organization, it was found that it was a model in which the leaders focused on results-oriented management. With support from various groups of people and a focus on public participation processes.

### **Suggestions**

1. Suggestions for the use of research results; (1) Model of participation in driving good governance network towards excellence as a model for local government organizations in NakhonRatchasima Province developed from facts, can actually be used to drive the development of public participation. (2) Should increase communication channels between people and local government organizations via social media that should be supported on smartphones, as most people already have it and are convenient to use anytime and anywhere. (3) Local leaders and local leaders, Local governments, as representatives of the people, must play a key role in driving networks, strengthening governance and greater public participation, In regards to monitoring the performance of personnel in terms of transparency and participation, providing support to local and local agencies, as well as independent organizations and volunteer groups such as village health volunteers or civil volunteer groups to enable these organizations to work effectively.
2. Suggestions for the next research: (1) Since NakhonRatchasima Province has a large number of local government organizations and the conditions, areas and problems are different in each area, the results of research and development should be expanded to other areas to be promoted to develop the potential of the people and efficient administration of local government organizations. (2) Knowledge on the application of good governance principles should be increased to community leaders, citizens, and personnel of local government organizations with a reasonable period of time, with ongoing monitoring and assistance. (3) Appropriate digital technology and innovation should be studied and developed in each area for the dissemination of information, news and works of the local government, as well as the anonymous exposure of informants, which can support the use of the IOS operating system and the Android operating

system of smartphones quickly, which is considered to promote public participation in the provision of information.

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