FOREIGNER'S PERSPECTIVE OF STREET-LEVEL GOOD GOVERNANCE

IN THAI PUBLIC SECTORS

BY

ROONGKAN NEDTRANON

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT

OF THE REQUIREMENTS FOR

THE DEGREE OF DOCTOR OF PHILOSOPHY IN PUBLIC ADMINISTRATION

INSTITUTE OF PUBLIC ADMINISTRATION AND PUBLIC POLICY

GRADUATE SCHOOL, RANGSIT UNIVERSITY

ACADEMIC YEAR 2023

Dissertation entitled

FOREIGNER'S PERSPECTIVE OF STREET-LEVEL GOOD GOVERNANCE

IN THAI PUBLIC SECTORS

by

ROONGKAN NEDTRANON

was submitted in partial fulfillment of the requirements

for the degree of Doctor of Philosophy in Public Administration

Rangsit University

Academic Year 2023

--   --

Assoc.Prof. Piyakorn Whangmahaporn, Ph.D.   Prof. Charas Suvanmala, Ph.D.

Examination Committee Chairperson   Member

--   --

Assoc.Prof. Chira Prateep, Ph.D.   Assoc.Prof. Chanida Jittaruttha, Ph.D.

Member   Member

--   --

Assoc.Prof. Pathan Suwanmongkol, Ph.D.   Prof. Supachai Yavaprabhas, Ph.D.

Member   Member and Advisor

Approved by Graduate School

(Asst.Prof.Plt.Off. Vannee Sooksatra, D.Eng.)

Dean of Graduate School

September 9, 2023

Acknowledgement

I want to express my heartfelt gratitude to everyone who has assisted me during my academic journey and the completion of this dissertation. Their unwavering support and encouragement have been the foundation of my success.

First and foremost, I would like to extend my thanks to my supervisor, Prof. Supachai Yavaprabhas, Ph.D., for his constant support, expertise, and valuable feedback. His guidance has been invaluable, starting from the initial idea conception to the final completion of this research. I am also deeply grateful to Professor Chras Suwanmala, Ph.D., for directing me towards the topic of my dissertation, "street level good governance." Both professors have played a pivotal role in enhancing the quality of my work.

I would also like to express my sincere appreciation to the members of the committee, including Assoc. Prof. Dr. Piyakorn Whangmahaporn, Prof. Supachai Yavaprabhas, Ph.D., Prof. Charas Suwanmala, Ph.D., Assoc. Prof. Chandia Jittaruttha, Ph.D., Assoc.Prof. Chira Prateep, Ph.D., and Assoc.Prof. Pathan Suwanmongkol, Ph.D. Their expertise and valuable suggestions have greatly contributed to the excellence of my research.

I am immensely grateful to the entire faculty at the Institute of Public Administration and Public Policy, as well as all the professors, for their invaluable guidance, support throughout my studies, and mentorship during the Ph.D. program. Special thanks go to Dr. Chalermporn Yenyuak for your kind help and guidance.

Beyond the professional and academic sphere, I am deeply thankful for the tremendous support from my family, including Air Marshal Wanchart, Nedtranon, and Air Vice Marshal Dr. Ingorn Nedtranon, Janyanee Ratranagosoom, Sinad Nedtranon, Kulnadda Nedtranon, Nared Nedtranon, and Varavoot Nedtranon. Additionally, I want to express my gratitude to my dear friends, Dr. Jarucha Sahudrngsri, Dr. Suthasinee Sangkhum, Dr. Thidarath Chuenprasertsuk, all my friends in the Ph.D. Program, and all the Professors and Colleagues at RIC and RIO. Their unwavering support, understanding, and patience have been invaluable throughout this entire endeavor.

Roongkan Nedtranon
Researcher

5707863	:	Roongkan Nedtranon
Dissertation Title	:	Foreigner's Perspective of Street-level Good Governance in Thai Public Sectors
Program	:	Doctor of Philosophy in Public Administration
Dissertation Advisor	:	Prof. Supachai Yavaprabhas, Ph.D.

Abstract

This study aimed to investigates foreigners' perceptions of street-level governance in the Thai public sector, to identify potential problems, and to investigates whether the existence of good governance has been perceived successfully. Foreigners were surveyed using qualitative research methods to determine the effectiveness of street-level good governance within the Thai public sector as a service provider. The process of gathering data included eighty-four participants, which consisted of twenty participants in the in-depth interview, six individuals in the group discussion, and fifty-eight participants in the online survey. The study examines the perspectives of foreigners on street-level good governance in Thai public sectors using OPDC principles of good governance.

The research reveals that the participants in interviews, group discussions, and online surveys were concerned and mostly mentioned the need for improvements in four principles of good governance at the street level: accountability, transparency, rule of law, and equity. When foreigners encounter the public sectors (the Royal Thai Police and the Immigration Bureau), the public sectors are not accountable for their duties. They are biased based on race, wealth, and social status. Existence of inequity, laws and regulations can be overruled, and punishments can be avoided (ingrained in Thai culture). There is minimal enforcement, the rule of law is unwritten or ambiguous, and the abundance of laws and regulations makes it difficult to keep up with the current situation. Wealth and power were perceived as influencing the rule of law, resulting in unjust outcomes. Resolving these issues can help improve the quality of public service delivery and foster trust and confidence among Thai and foreign residents living in Thailand.

(Total 146 pages)

Keywords: Foreigner's Perspective, Street-level Good Governance, Thai Public Sectors

Student's Signature ….................................... Dissertation Advisor's Signature ....

CONTENTS

CONTENTS (CONT.)

LIST OF TABLES

LIST OF FIGURES

Chapter 1

Introduction

The concepts of basic "governance" and "good governance" have gained widespread usage worldwide in relation to the development of countries. Good governance principles aim to ensure that public sectors always act in the best interests of their clients and citizens. These principles have been adopted and implemented both in Thailand and globally, with officials and people in each nation involved in their operation. Throughout history, poor governance has increasingly been recognized as a fundamental cause of various problems within human societies. To enhance governance, it is necessary to carry out reforms in the public sector (Fukuyama, 2011). This proactive measure will directly contribute to positive experiences for users. In the case of Thailand, as its economy relies heavily on tourism and exports, the presence of nearly 40 million foreigners visiting the country in 2019 (prior to the COVID-19 pandemic) demonstrates the significant role played by foreigners' decisions to engage and cooperate with Thailand in supporting the nation's economy and the well-being of its citizens.

1.1 Background and Significance of the Problem

The COVID-19 pandemic that started in 2020 forced many countries to lock down to prevent the spread of the outbreak. The pandemic has affected the global economy, and many countries, including Thailand, have been hard hit by this pandemic, causing Thailand's GDP to fall over 6 percent in 2021. Many workers lost their jobs, and people were forced to live the "new normal" lifestyle, causing more people to work remotely from home or from any place. It has been the biggest challenge for many companies, as the circumstances forced them to allow their employees to work from home. Employees were free to do their jobs from anywhere. This has created a new trend where companies combine work with leisure,

known as "workcation". This new trend has increased over time during the COVID-19 pandemic.

As the situation with Covid-19 gets better, many nations are opening their borders; governments are looking for ways to boost the economy by developing new strategies to draw in more foreigners such as tourists, investors, and traders (both import and export). Because they make up a sizable portion of Thailand's population and have a sizable impact on the economy, foreigners must be studied to understand what good governance looks like at the street level. Given that the country's reputation abroad is one of its main concerns, enhancing foreigners' experiences in Thailand's public sector will boost their confidence, which will enhance Thailand's reputation abroad and support its economic growth. Due to these criteria, Thailand has applied performance measure programs to public sector reform and introduced "good governance" (Dooren, Bouckaret, and Halligan, 2015; Hood, 2007; Painter, 2012). According to the World Bank (1992), "good governance" is central to creating and sustaining an environment that fosters strong and equitable development. It is an essential complement to good economic policies. The International Monetary Fund (IMF) has defined the concept "as a broad concept covering all aspects of how a country is governed, including its economic policies, regulatory framework, and adherence to the rule of law." The IMF emphasized promoting the concept in mainly two areas: the management of public resources through reforms covering public sector institutions and the development and maintenance of a transparent and stable economic and regulatory environment conducive to private sector activities.

According to the UNDP, Good Governance is, among other things, participatory, transparent, and accountable. It is also effective and equitable. And it promotes the rule of law. Good governance makes sure that political, social, and economic priorities are based on widespread social agreement and that the voices of the most vulnerable and poor people are heard when decisions are being made about how to allocate resources for development. Since street-level civil servants frequently have some authority in enforcing the rules, laws, and policies they are tasked with, this concept of street-level good governance in the public sector will assist in

enhancing the public sector's performance as a service provider and resolving service delivery issues. Street-level civil servants are the subset of a public agency or government institution where the civil servants who have direct contact with members of the public - in this study - are foreigners in Thailand. Street-level civil servants carry out and enforce the actions required by a government's laws and public policies in areas ranging from safety and security to education and social services. The perception and experiences of foreigners at the street level governance by Thai civil servants do directly relate to the country's reputation. Their multifaceted decisions range from investment, becoming a trade partner, flying to seize start-up opportunities, choosing Thailand for education, healthcare treatment, elderly care, or as a tourist destination. The perception and experiences of foreigners at the street level of Thai good governance links with trust. High levels of trust and confidence reduce perceived risks as compared with low trust as trust is positively associated with economic growth. The relationship between trust and growth is statistically significant, affecting up to 10% of economic performance. A one–standard deviation increases in trust correlates to approximately 0.14, increase in growth by 0.5 percentage points or 20% of the sample mean. If the perception and experiences at the street level of good governance in Thailand are positive, that will lead to a higher level of trust and confidence with lower risks. It would then be much easier for foreigners to choose Thailand as its destination for various activities, relationships, and partnerships.

Corruption has been a long-standing problem faced by many nations, and Thailand is no exception. This has been highlighted by the Corruption Index. For more than a decade, corruption in Thailand has been measured in the corruption perception index, also known as the CPI index. Thailand's reputation has been tamed by its high corruption index, as reflected in Table 1.1.

Table 1.1 Corruption perception index (CPI), 2016-2018

Country	ISO3	Region	CPI score 2019	Rank 2019	Source 2019	Standard error 2019	CPI score 2018	Rank 2018	Source 2018	Standard error 2018
Thailand	THA	AP	36	101	9	2.45	36	99	9	2.08

Source: Transparency International, 2018

Certain issues still occur in public service, including inappropriate treatment of the Thai public sector toward citizens. Many cases are filed against police officers and local administrative authorities. The public sector official's performance can sometimes be unfair in providing service to foreigners due to race, gender, social status, or personal reasons. As these problems exist, the Thai Public sector has implemented good governance and performance measures since 2002. It is believed that improving good governance in the public sector can benefit society (Fukuyama, 2011). Global confidence has increased as a result of good governance, which has also bolstered the nation's economy. Since its GDP is reliant on foreign markets, Thailand's economy has been dependent on foreigners in recent years. 54% of GDP comes from exports. The value of all goods and other market services offered to the rest of the world is represented by exports of both goods and services. In addition, foreign tourism revenue contributes another 12%, making the GDP a total of 66%. Domestic private consumption makes up the remaining amount (Parasuk, 2021). Thai economic growth has been heavily dependent on tourism. In December 2019, The COVID-19 pandemic plunged global tourism to its lowest level in 33 years. In 2021, Thailand lost more than 2.1 trillion Baht in tourism revenue, or 13 percent of GDP. ("K Bank supports Thai tourism operators to outlast the COVID-19 crisis," 2021). It also indicates that Foreign Direct Investment (FDI) has also contributed to Thailand's national GDP. The FDI is the ownership of the production facilities that require a share of foreign ownership equal to at least 10 percent of the company's value. As global reputation is one of the country's significant concerns, improving foreigners' experience at the street level of good governance in the Thai public sector will increase the confidence of foreigners. This will help improve Thailand's global reputation and strengthen Thailand's economic growth.

1.2 Research Questions

1.2.1 What are foreigners' perspectives of street-level good governance in the Thai public sector?

1.2.2 Has the existence of street-level good governance been successful from a foreigners' perspective?

1.3 Objectives

1.3.1 To investigate foreigners' perspective of street-level good governance in the Thai public sector to highlight the problems that may exist.

1.3.2 To determine if street-level good governance that has been implemented in Thailand has been perceived successful from a foreigner's perspective.

1.4 Research Approach

This study focuses on overseas individuals, who have interacted, experienced, and have opinions regarding good governance principles, particularly in the application of these principles as reflected in the experiences of the research group. The researcher believes that the individual knowledge and skills presented by this coterie of expatriates provide a meaningful combination of experience and observation on their view of good governance in the public sector. In addition, the focus group interviews generated tangible concepts responding to the individual interviews' thoughts and impressions about the subject of this research. The final procedure was an online survey, which was done after the in-depth and focus group interviews to help verify the findings.

Research method, design, and methodology

The data collection was divided into three parts; first with 20 individual subjects (in-depth interviews), second with focus groups, and third with an online

survey. The aim of the interviews with the individual foreigners and the online survey was mainly to gain an insight into their expert views about good governance. The interviews were conducted for four months, starting from January to May 2020, for in-depth interviews and focus groups. On November 2022, an online survey was done. Each interview with the participant lasted approximately 45 to 60 minutes. Based on the nature of the research question, the focus of the study was to investigate foreigners' perspectives of good governance in Thailand's public sectors. The participants are foreign nationals who have lived, worked, or attended school in Thailand. These participants included faculty and academic staff, business investors, and students. Their perspectives are highly authentic, and their perceptions of the Thai government sector are derived from at least one year of direct experience in Thailand.

Data collection:

1) Primary data gained from semi-structures in-depth interview

2) Secondary data gained from documentary reviews, research papers, and academic reports.

Related literature:

1) Academic benefits

1.1) The study will deepen our understanding of the essential factors that help us comprehend the unique challenges, resources at hand, and social dynamics that impact decision-making and policy implementation.

1.2) The study will help contribute to the development of efficient

governance practices in Thailand and the advancement of academic understanding of street level good governance.

1.3) The study on street-level good governance has not been done in the past, thus this will contribute to a better understanding of street-level bureaucracy and its interconnectedness that is crucial in revealing the root causes of existing issues and provide the insights for further enhancement.

2) Policy benefits

2.1) The Royal Thai Police and the Immigration Bureau may adopt the findings to increase their global reputation.

2.2) The findings have the potential to support policymakers in the Royal Thai Police and Immigration by improving the implementation of efficient governance practices at the street level. The goal is to increase the trust and confidence of expatriates who are presently living in Thailand.

This research can be beneficial to society because it is distinctive, and few studies have focused on expatriates' interactions with the Royal Thai Police and Immigration on the street level. This study's findings will benefit academics by providing new information about the experiences and perspectives of foreigners regarding effective governance at the grassroots level. In addition, a better understanding of good governance at the street level creates higher levels of confidence. Higher trust reduces perceived risks, as compared with low trust, where trust is positively associated with economic growth. Good governance at the local level will improve the corruption index and the transparency index, fostering confidence, enhancing Thailand's national reputation, and attracting more foreign investors, tourists, and business partners to Thailand, thereby boosting the Thai economy.

1.5 Definition of Terms

Good governance is the process whereby public institutions conduct public affairs, manage public resources, and guarantee the realization of human rights in a manner essentially free of abuse and corruption, and with due regard for the rule of law. The true test of "good" governance is the degree to which it delivers on the promise of human rights: civil, cultural, economic, political, and social rights. (United Nations and Human Rights)

Good Governance in the Thai Context Good governance is recognized and applied in Thailand.

A principle is a fundamental truth or proposition that serves as the foundation for a system of belief or behavior or a chai reasoning. It is a moral rule or standard of good behavior.

Street-level good governance- a process where the ordinary people received service from the public institutions where they conduct public affairs, manage public resources and guarantee the realization of human rights in a manner essentially free of abuse and corruption, and with due regard for the rule of law.

Efficiency means in the use of government resources. Creating worthwhile productivity for investment and maximum benefits for the public. The process and time must be reduced to facilitate and reduce the burden of expenses, as well as cancel obsolete and unnecessary missions.

Effectiveness means that government officials must have a strategic vision to meet the needs of citizens, and all stakeholders must perform duties under the mission to achieve the organization's objectives. There is a clear operational goal at a level that meets expectations. The people hope to create a systematic and standardized operating process. Have risk management and focus on excellent performance, including following up, evaluating, and continuously improving the operation.

Responsiveness means that government officials must be able to provide quality service. It can be completed within the specified time, build confidence and trust, and respond to the expectations/needs of people who receive services. And various appropriate groups of stakeholders.

Accountability means government officials must be able to answer questions and explain when in doubt. Including establishing a progress reporting system and achieving public outcomes for the benefit of investigations and penalties, as well as a system for solving or mitigating any problems and impacts that may occur.

Horizontal accountability is the government's obligation to the larger community. Accountability clarifies obligations and tasks, encourages responsible behavior, and establishes legitimacy and confidence.

Transparency mean that the government's performance must operate with honesty and frankness, including disclosing necessary and reliable information to the public. Acknowledged regularly as well as establishing a system for easy access to said information.

Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties.

Equity means that the performance of government service must provide equal service. There is no separate male or female origin, ethnicity, language, gender, age, physical condition, or health. Status of the person Economic and social status; religious beliefs; education, training, etc. It also needs to consider equal opportunities for access to public services for a group of disadvantaged people in society.

Participation means the government must listen to people's opinions in its performance. Allowing the public to participate in knowledge, understanding, and sharing views. Jointly present important problems/issues that are related to problem-solving Participate in the decision-making process and operations and participate in the review of performance. Efforts must be made to seek consensus or agreement between the stakeholders. Relevant interests, especially those that are directly affected, must not have objections that cannot be reached. It can be on important issues.

Decentralization means that in the practice of government, the central government should have the power and responsibility to make decisions and

appropriate actions for various levels of operators, including the transfer of roles and missions to local administrative organizations or other sectors in society

Morality / Ethics means that the government performance must have a sense of responsibility in the performance of morality and morality and meet society's expectations. Including adhering to the core values of the ethical standards for persons holding official positions in cities and government officials, the Civil service ethics code, and professional ethics.

Chapter 2

Literature Review

Good governance has been implemented in many societies where developed countries have implemented these principles and created prosperous societies. Acknowledging this fact, many developing countries, such as Thailand, Malaysia, India, and countries in Africa, are following the path and using the concept of good governance in hopes of achieving the same goal. An "ideal society" that many countries envision is not easily obtained. Many countries want their societies to grow, flourish, and have sustainable development. As a result, people can live peacefully and harmoniously with each other. The concept of good governance has been implemented in both developed and developing countries in the past few years. Good governance principles have been implemented at the institutional level, and performance measures have been observed. Still, little attention is focused on street-level good governance - where the official and the citizen meet. It is important to understand where and how individual citizens are affected by governmental actions, how the behavior of individuals gives rise to actions, and how and why the actions are frequently reproduced by the behavior of individuals. Understanding how and why public organizations perform contrary to rules and regulations is essential for the betterment of society. If good governance is implemented effectively, society is going to flourish. To succeed in street-level good governance, it is vital to observe the perspective of foreigners and their experience with the public sector at the street level. This unit will foreground the issues that reflect the research study on "The Foreigners' Perspective of Street-level Good Governance in the Thai Public Sector." The principles of good governance in the Thai context, using the ten principles, are used to promote and enhance the values of good governance practices in contemporary Thai society.

The review of related literature covers:

2.1 Good governance

    2.1.1 Definition of good governance

Good governance: overviews

People gather into groups with shared beliefs, and they build up a nation. A nation is a large group of people who share the same ethnicity, culture, language, beliefs, history, or passions. Principles of good governance in the Thai public sector have been established since 2002. Under the Performance Agreement Framework, the Thai Government's implementation in the public sector after the Asian Economic Crisis in 1997 was believed to strengthen Thai society. It is a strong belief that good governance will help improve society. As the years pass, it is necessary to evaluate the program to determine how successful its implementation of good governance in the Thai public sector has been. Building a robust nation has posed difficulties in various societies as the complexity of the world increases, necessitating an effective system with capable leaders to guide society towards the correct path. Recognizing this significance, the Thai Government has embraced the incorporation of good governance principles into its system over an extensive period. It seems that these principles have been further developed in harmony with the nation's culture, wherein the government assumes the responsibility of fostering the happiness and welfare of its people. The concept of "good governance" in Thailand seems to revolve around a shared understanding of effective governing practices, which citizens believe to be

beneficial. These practices include citizen participation, adherence to the rule of law, transparency, responsiveness, equity and inclusiveness, effectiveness, efficiency, accountability, a strategic vision, and an orientation toward consensus. However, these principles of good governance are inevitably influenced and interpreted in light of the global changes brought about by globalization. In the past, both developed and developing countries have devised approaches to governance that have led to effective governance. If the values of good governance are instilled at an early stage, every nation should be capable of producing competent citizens.

2.1 Good Governance

As we advance into the future, our global landscape has grown increasingly intricate. We find ourselves in an era of globalization, where technology has interconnected us all. The intricacy of this interconnectedness also plays a significant role in shaping the direction of our society as a whole. Many countries are striving to build a society that is often referred to as an "ideal society," characterized by low levels of crime and corruption. They have adopted principles of good governance to establish a framework for assessing how public institutions handle public matters, manage resources, and safeguard human rights, all while minimizing abuse, and corruption, and upholding the rule of law.

2.1.1 Definitions of Good Governance

What is meant by good governance? The World Bank defines good governance as the competent management of a country's resources and affairs in a manner that is open, transparent, responsible, fair, and responsive to the needs of the people. Over time, good governance has transcended from being a mere abstract concept. It is increasingly seen as a process that, when fully implemented, leads to sustainable development and transformative change. Here are a few definitions of good governance:

According to the OECD Ministerial Symposium on the Future of Public Service in Paris, good governance can be seen as a "partnership." It is a method and

mechanism for governing the relationship between the government and its citizens, both as individuals and as members of various institutions such as political parties, businesses, interest groups, and the media. The effectiveness and quality of governance play a crucial role in a nation's overall success (Ormond, 1996). The World Bank has employed the term governance in different contexts, including the 1992 theme of governance and development. In this context, governance is defined as the exercise of power in managing a country's economic and social resources, with a focus on development. It emphasizes three key aspects of governance: 1) the type of political regime, 2) the process through which authority is exercised in managing economic and social resources for development, and 3) the government's capacity to formulate and effectively implement policies (World Bank, 1992).

The United Nations Development Program (UNDP) asserts that effective governance has heightened the significance of human development in the long run. The contrasting perspectives of the aforementioned institutions suggest that their ideas and priorities regarding the issues are comparable. However, while the World Bank emphasizes economic and social resources for development, the Organization for Economic Cooperation and Development known as OECD places its focus on human rights, democracy, and political legitimacy. The UNDP is primarily concerned with human development, the eradication of inequality, and good public administration, among other areas. According to the 1988 UN Report, good governance can be established based on how an organization is managed.

In 1992, the World Bank emphasized the importance of combining sound economic policies with good governance. They highlighted that effective and responsible management of the public sector, along with a predictable and transparent policy framework, is crucial for the development of economies and the functioning of both markets and governments (World Bank, 1992). According to the World Bank, good governance involves various elements such as efficient and responsible management of the public sector, accountability, the exchange of information, transparency, and a legal framework that promotes development while upholding justice and respecting human rights and freedoms (World Bank, 1992).

The Economic and Social Commission for Asia and the Pacific also outlined key characteristics of good governance. They stated that good governance is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and adheres to the rule of law. It ensures that corruption is minimized, considers the perspectives of minorities, and ensures that the voices of the most vulnerable in society are heard in the decision-making processes. Additionally, it is responsive to both current and future societal needs (United Nations Economic and Social Commission for Asia and the Pacific [UNESCAP], 2009).

In Agere (2000) work, the idea of good governance is closely connected to established principles and beliefs such as democracy, the protection of human rights, accountability, transparency, and improving the efficiency and effectiveness of the public sector. Good governance is viewed as both a tool and an objective in its own right. Within the context of public service reform or the New Public Management paradigm, the concept of good governance plays a significant role. It contributes to economic progress, as well as promoting fairness and equality in society. Ultimately, good governance represents the pinnacle of development and effective management of a nation's affairs.

According to the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), good governance can be described using eight key characteristics. These include being participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and adhering to the rule of law. Good governance aims to reduce corruption, consider the perspectives of minorities, and ensure that the voices of the most marginalized individuals in society are considered during decision-making processes. Furthermore, it is adaptable to both current and future societal needs (UNESCAP, 2009).

2.1.2 Good Governance Principles in the International Context

As the previous section expanded on ideas of ' good governance,' it is essential to define and clarify good governance in the international context. Former

UN Secretary-General Kofi Annan noted that "good governance is perhaps the single most important factor in eradicating poverty and promoting development." (Gisselquist, 2012) It has been shown that many societies now require good governance. Advanced countries have integrated this concept into their systems. From observations made in the past decade, it is evident that successful governance is strongly linked to changes in the public sector. Public managers play a vital role in delivering excellent services to citizens, which includes granting management autonomy, focusing on horizontal management by reducing controls from central agencies, and acknowledging the importance of human and technological resources for achieving performance goals. Furthermore, there is a willingness to prioritize the needs of the public personnel over those of the private sector. These factors are considered as elements of the new approach to public administration.

Based on the United Nations Economic and Social Commission for Asia and the Pacific, there are eight characteristics of good governance as indicated in the figure below.
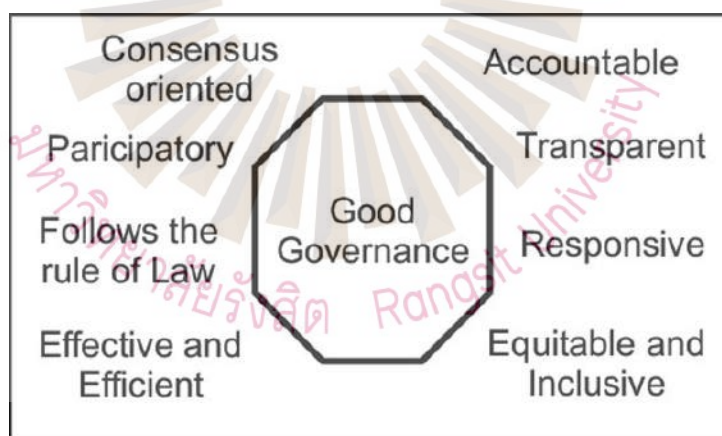

Figure 2.1 UNESCAP Good Governance
Source: UNESCAP, 2009

These principles of good governance have eight major characteristics.
1) Participatory
2) Consensus oriented
3) Accountable
4) Transparent

5) Responsive

6) Effective and Efficient

7) Equitable and inclusive

8) Follows the rule of law.

The principles of good governance aim to minimize corruption, consider the perspectives of minority groups, and ensure that the voices of vulnerable individuals are heard in decision-making process. These principles are important for meeting the present and future needs of society. The United Nations is increasingly taking on the responsibility of promoting good governance. According to Kofi Annan, the former UN Secretary-General, good governance involves upholding human rights and the rule of law, enhancing democracy, fostering transparency, and developing the capabilities of public administration. The UN follows eight principles to put these ideas into practice.

Participation: people should be able to voice their opinions through legitimate, immediate organizations or representatives.

Rule of Law: The legal framework should be enforced impartially, especially on human rights laws.

Consensus-oriented: mediates differing interests to meet a broad consensus on the best interests of a community.

Equity and inclusiveness: people should have opportunities to improve or maintain their well-being.

Effectiveness and Efficiency: Processes and institutions should be able to produce results that meet the needs of their community while making the best use of their resources.

Accountability: Governmental institutions, private sectors, and civil society organizations should be held accountable to the public and institutional stakeholders.

Transparency: Information should be accessible to the public, understandable, and monitored. Responsiveness: Institutions and processes should serve all stakeholders. (Chief, 2022)

2.1.3 Good Governance Principles in the Thai Context
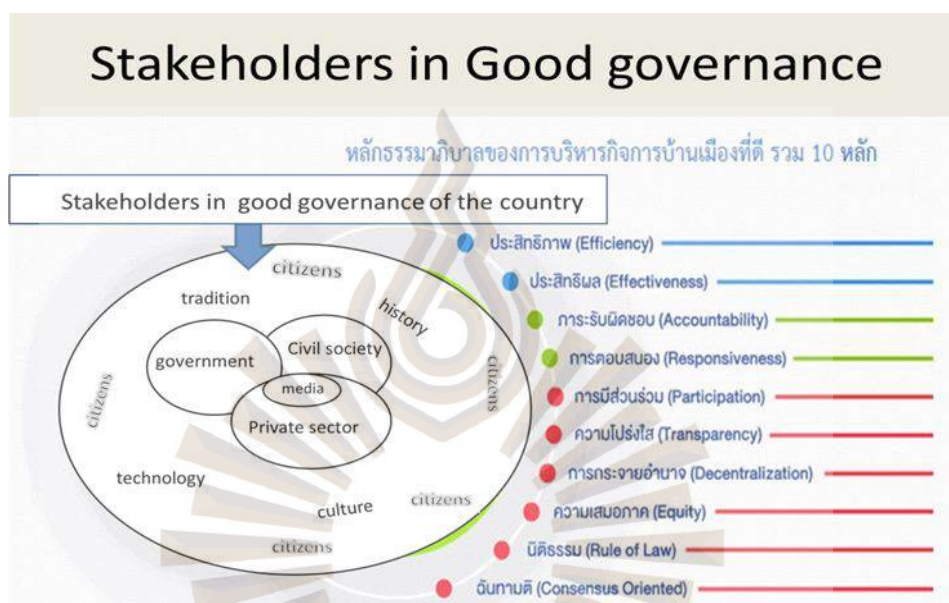
Figure 2.2 Stakeholders in the governance of the country modified by the researcher.
Source: Office of the Public Sector Development Commission, 2012

This implies that any nation's citizen has to partake in all public policy processes within their good governance contexts (Figure 2.2). The government, or governance, is the people's representative, who must always listen to the voices of the people before initiating any policies. 1) Participation 2) Rule of Law; 3) Transparency; 4) Responsiveness; 5) Equity and Inclusiveness; 6) Effectiveness; 7) Efficiency; 8) Accountability;9) Strategic Vision; and 10) Consensus Orientation. Some of the principles are related and are unable to be separated. For example, with active participation among the various governance actors, there would be concomitant responsiveness. In contrast, if decision-making is not transparent, there will inevitably be no participation or accountability, and decisions will not be consensus-oriented. These indicators should, however, be understood in the context of good "democratic" governance. Some of the indicators cannot be applied to other forms of government.

For example, good communist governance could never be consensus-oriented or genuinely participatory. Examining the effectiveness of good governance in the public sector is crucial, as it plays a significant role in ensuring efficient administration. To evaluate its efficacy in recent years, it is valuable to consider the international viewpoint on good governance in the public sector. Analyzing the ten principles of good governance set forth by the Office of Public Sector Development Commission (OPDC) is essential. The OPDC is tasked with promoting the adoption of these principles within Thailand's bureaucratic systems, aligning them with the nation's requirements and the well-being of its citizens. As stated in Code 3/10 of the Royal Act on Good Governance, 2545 BE, Pra Rajakrisadiga on the Core Discipline, and the Ways to Good Governance, 2546 BE (Office of the Public Sector Development Commission, 2012The official proposal on the 10 good governance principles has been accepted by the House and Senate. It proclaiming that it is the doctrine of living together in peace and prosperity that enables shared interests, peaceful problem resolution, and sustainable societal development. Good governance consists of participation, the rule of law, transparency, responsiveness, equity, effectiveness, efficiency, accountability, strategic vision, and consensus orientation (Figure 2.3).

Figure 2.3 10 Good Governance Principles

Source: Office of the Public Sector Development Commission, 2012

(Modified by the researcher to be converted into English)

To explain further the ten principles that OPDC had set, which consist of four important principles and ten sub-principles, as follows:

1) New Public Management consisting of Efficiency, Effective Principles, and Responsive Principles

2) Democratic Value with responsibility/accountability (Accountability) Principles of disclosure/transparency (transparency) Rule of Law and Equity

3) Participatory state consists of principles of decentralization (decentralization) and participation principles/consensus focus (participation/consensus Oriented)

4) Administrative responsibility (administrative responsibility) consists of moral principles/ethics. (Morality / Ethics)

Since November 17, 2011, the Civil Service Commissioner has been authorized to foster and enhance effective administration in the government sector, ensuring sustainable governance. The approved principles of good corporate governance (GG Framework) encompass four fundamental principles and ten corresponding sub-principles mentioned earlier. In the Thai context, it may not always be feasible to apply these guidelines universally to achieve agreement on all matters. Therefore, it is advisable to incorporate the principle of participation and the endeavor to reach consensus (Participation/Consensus Oriented) into the existing framework of good corporate governance (GG Framework), as depicted in Figure 2.3

1) New Public Management consisting of

1.1) Efficiency means efficiency in the use of government resources. Create worthwhile productivity for investment and maximum benefits for the public. The process and time must be reduced to facilitate and reduce the burden of expenses, as well as cancel obsolete and unnecessary missions.

1.2) Effectiveness means that government officials must have a strategic vision to meet the needs of citizens, and all stakeholders must perform duties under the mission to achieve the organization's objectives. There is a clear operational goal at a level that meets expectations. The people hope to create a systematic and standardized operating process. Have risk management and focus on excellent performance, including following up, evaluating, and continuously improving the operation.

1.3) Responsiveness means that government officials must be able to provide quality service. It can be completed within the specified time, build confidence and trust, and respond to the expectations/needs of people who receive services. And various appropriate groups of stakeholders.

1.4) Accountability / Can be inspected means government officials must be able to answer questions and explain when in doubt. Including establishing a progress reporting system and achieving public outcomes for the benefit of investigations and penalties, as well as a system for solving or mitigating any problems and impacts that may occur.

1.5) Disclosure/transparency means that the government's performance must operate with honesty and frankness, including disclosing necessary and reliable information to the public. Acknowledged regularly as well as establishing a system for easy access to said information.

1.6) Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties.

1.7) Equity means that the performance of government service must provide equal service. There is no separate male or female origin, ethnicity, language, gender, age, physical condition, or health. Status of the person Economic and social status; religious beliefs; education, training, etc. It also needs to consider equal

opportunities for access to public services for a group of disadvantaged people in society.

2) Participatory State consists of

2.1) Participation/consensus means the government must listen to people's opinions in its performance. Allowing the public to participate in knowledge, understanding, and sharing views. Jointly present important problems/issues that are related to problem-solving Participate in the decision-making process and operations and participate in the review of performance. Efforts must be made to seek consensus or agreement between the stakeholders. Relevant interests, especially those that are directly affected, must not have objections that cannot be reached. It can be on important issues.

2.2) Decentralization means that in the practice of government, the central government should have the power and responsibility to make decisions and appropriate actions for various levels of operators, including the transfer of roles and missions to local administrative organizations or other sectors in society.

3) Administrative responsibility consists of

3.1) Morality / Ethics means that the government performance must have a sense of responsibility in the performance of morality and morality and meet society's expectations. Including adhering to the core values of the ethical standards for persons holding official positions in cities and government officials, the Civil service ethics code, and professional ethics. (Office of the Public Sector Development Commission, 2012)

After considering the ten principles within the Thai context, it is crucial to explore the global perspective of good governance. The adoption of effective governance has played a significant role in the progress of the nation.

2.1.4 The Importance of good governance

In nearly every legal jurisdiction, the role of the public sector holds great significance in society. The implementation of effective governance within the public sector can promote the efficient utilization of resources, strengthen accountability for managing those resources, improve administration and service delivery, and ultimately contribute to enhancing the well-being of the public. Additionally, good governance is crucial for instilling confidence in public sector entities, as this trust is essential for their successful attainment of objectives. It is prudent to emphasize the significance of governance from the outset. Good governance requires the establishment of a suitable culture, policies, and procedures, as well as competent leadership. This aspect is especially difficult because people are generally resistant to change, and transforming a culture requires considerable effort. Consequently, it is preferable to implement the essential adjustments accurately from the start. If a culture that tolerates improper behavior is not punished, it becomes difficult to effect change.

Ranking Thailand's governance

Transparency International is an organization that advocates for the victims of corruption. They collaborate with governments, businesses, and citizens to combat corruption and bribery. In 2018, Thailand had a corruption perception index (CPI) score of 36 and was ranked 99 out of 180 countries. Kenton (2020), stated that the Corruption Perceptions Index (CPI) is an index that scores countries on how corrupt their governments are believed to be from zero to 100, with zero indicating high levels of corruption and 100 indicating low levels. Transparency International launched the index in 1995, scoring 176 countries and territories. It is published annually. The CPI is derived from at least three sources. Transparency International evaluates the quality and sufficiency of each source's data collection and measurement techniques. Transparency International will decide if the sample size is large enough to be representative.

This indicator is from worldwide governance, which measures (1) Corruption (2) Government Effectiveness 3. Political Stability and Absence of Violence/Terrorism (3) Regulatory Quality (4) Rule of Law (5) Voice of Accountability
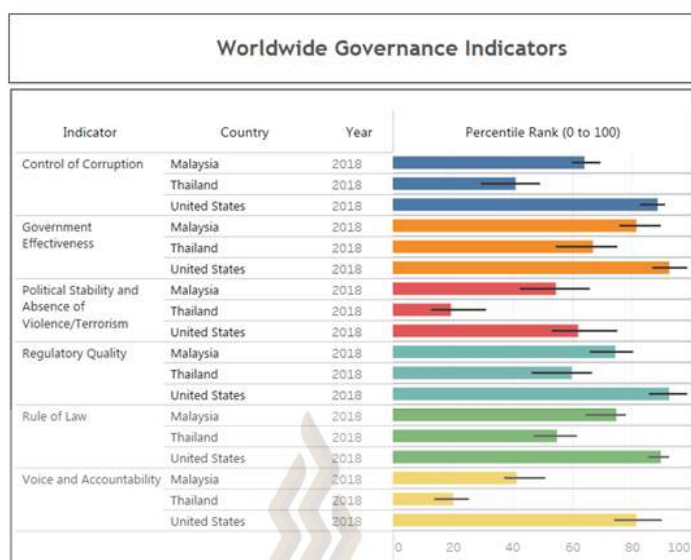
Figure 2.4 World Governance Indicator of 2018 of Malaysia,

Thailand, and the United States

Source: Kaufmann, Kraay, and Mastruzzim, 2010
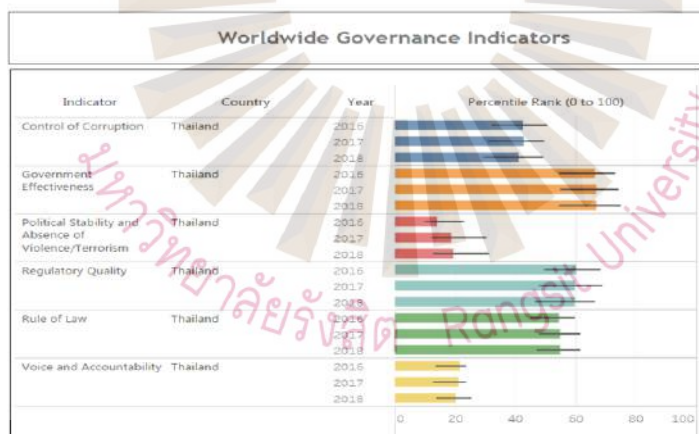
Figure 2.5 World Governance Indicator of 2016-2018

which measures the CPI index of Thailand.

Source: World Bank, 2021

Table 2.1 Corruption perception index (CPI) data for 2016-2018.

Corruption Perceptions Index 2018 and 2019									
Country	ISO3	Region	CPI score 2019	Rank 2019	Sources 2019	Standard error 2019	CPI score 2018	Rank 2018	Sources 2018	Standard error 2018
Thailand	THA	AP	36	101	9	2.45	36	99	9	2.08

Source: Transparency International, 2016

As mentioned above, in 2019, Thailand had a score of 36 and ranked 101 on the corruption perception index (CPI). Comparing the three years from 2016-2018, it can be seen that there have not been a lot of changes in the CPI index. Even though Thailand is trying to adapt good governance into the nation and the Thai public sector, it is evident that good governance needs to be further examined in the lower reaches of management since it is an important concept that focuses on authority, accountability, leadership, and control exercised in the organization. By bringing these good governance principles into practice and applying them to lower management, we can create a better society. in the organization are:

The fundamental reasons why it is important to have good governance practices

1) The organization must inspire trust in its stakeholders. This will build the trust of the individual, as stakeholders are crucial to the organization's progress. The social and emotional support of stakeholders for the organization can increase its success.

2) To lay the groundwork for a high-performance organization. Upper-level management must provide the framework for planning, implementing, and assessing performance to obtain the greatest outcomes possible through effective governance.

3) It is also vital to prepare the organization for any uncertainty and change in the external environment, which is always shifting owing to numerous causes, such as technological advancements and unanticipated global events.
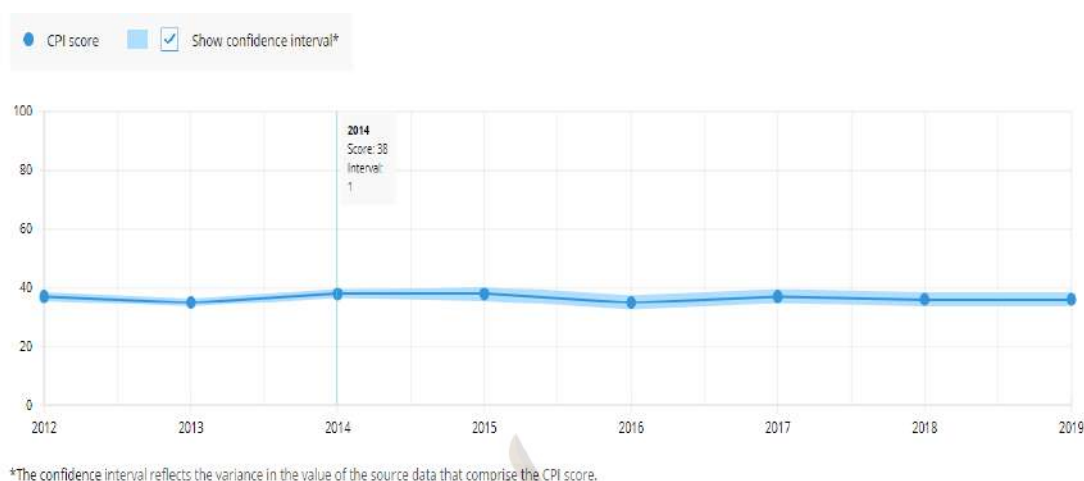
Figure 2.6 Thailand's score over time, Corruption Perceptions Index

Source: Transparency International, 2016

It is crucial for an organization to have strong leaders who can lead it in the right direction. To build and maintain such a system, a leader must have exceptional leadership qualities, the support of the governing body, and adequate resources. As an organization's ultimate decision-makers, governing bodies should assume primary responsibility for this task. (Governance Today, 2020)

2.2 Development of Good Governance in Thailand

Many countries have implemented the concept of good governance in their public sectors. However, Thailand stands out for several reasons. Firstly, Thailand possesses a distinct culture that sets it apart from other countries, particularly those in Southeast Asia. Unlike its neighboring nations, Thailand has never been colonized by a European power, allowing its culture to develop independently and without external influences. Additionally, Thailand's cultural uniqueness stems from the fusion of various cultural elements, including Buddhism and influences from countries like India, China, and Cambodia. Secondly, the examination of Thailand's public sector offers an opportunity to examine how organizational culture, encompassing attitudes, values, and assumptions, contributes to the attainment of good governance in the civil service. Consequently, Thailand's case serves as a valuable learning experience for other countries, especially developing ones, in terms of understanding the interplay

between organizational culture and performance (good governance) within the public sector.

On October 10, 2003, the Royal Decree on Good Governance Criteria and Process was issued, aiming to establish principles and regulations for all government agencies to effectively serve the needs of the public. Alongside the promotion of good governance principles, the Thai government devised the Public Sector Development Strategic Plan to provide a structured framework for implementing reforms in the public sector. This plan encompassed defined objectives, strategies, and metrics to ensure the success of the reform process, with a focus on delivering high-quality services, optimizing the size of the public sector, fostering high performance, and promoting transparency in bureaucratic processes. Prime Minister Prayut Chan-o-cha, as the head of government, has emphasized the importance of encouraging good governance as a crucial step towards the nation's future transformation. The principles of transparency, accountability, participation, equity, the rule of law, and responsiveness, which form the core of modern concepts of good governance, have long been recognized in Thailand. Subsequently, the Public Sector Development Strategic Plan for the period of 2008-2012 was implemented, incorporating the reengineering of work processes to establish an integrated approach, coordination, and networks involving public participation. By translating the reform concept outlined in the Royal Decree on Good Governance Criteria and Process into practical measures, the government has also introduced additional reforms, such as result-based management and customer-centric policies.

Then Prime Minister Prayut, in the administration's policy statement, announced that the government would actively promote good governance and take measures to prevent and punish corruption and misconduct within the public sector. The statement acknowledges that certain sections of the civil service and some officials have previously been sources of societal conflict, impeding national progress with outdated regulations. Consequently, the government has implemented policies aimed at enhancing the civil service system. To improve access to public services, the government will pursue a policy of decentralization, ensuring that individuals in

provinces and remote areas can easily lodge complaints without the need to personally travel to the capital. Additionally, the government intends to strengthen the merit-based system within government agencies and among officials.

Figure 2.7 10 Good Governance Principles in Thailand
Source: Office of the Public Sector Development Commission, 2012

The Department of Public Relations has a responsibility to promote awareness about the "Policy on Good Governance" by emphasizing three key aspects: effectiveness in managing government affairs, upholding the law and justice, and improving public access to information through various media platforms in a fair, inclusive, and timely manner. (Office of the Public Sector Development Commission, 2012) Efficiency in managing state affairs is continually improving in the public sector through a focus on strategic administration at the national level and the use of a results-driven approach. Information technology is utilized to facilitate effective decision-making and planning. This approach aims to streamline and optimize the functions and objectives of public agencies, whether they are regular responsibilities or special assignments, while remaining adaptable to change. By maximizing the benefits of people-centered public services, this endeavor ensures that they are efficient, cost-effective, and well-suited to the prevailing circumstances. Thailand consistently strives to enhance the effectiveness of its administrative system by

improving the performance of both the public sector and government agencies. This is achieved through a strong emphasis on knowledge management and raising public awareness, which in turn strengthens the public sector and government agencies. Furthermore, alongside the development and support of a personnel administration system for the public sector that upholds the principles of good governance and moral integrity in performance evaluation, it is crucial to establish and sustain a system that adheres to these principles. This implementation of the new system ensures that public service employees have the knowledge, abilities, and performance required for their public duties. It aims to promote positive attitudes, thinking patterns, and work methods among civil servants and public officials to enhance the efficiency of public services. There is a continuous effort to improve the capabilities of civil servants and public authorities in fulfilling their responsibilities and delivering public services effectively. The focus is on developing the skills and expertise of public employees in key positions that are relevant to the national development agenda and fostering agents of change within the public sector. The aim is to improve the overall quality of life for civil servants and public officials, allowing them to live with dignity. This is particularly important for junior civil servants and public officials, as their salaries will be adjusted to a level that can cover living expenses, family needs, and uphold their pride as public servants. Additionally, it is important to uphold high moral standards, ethical behavior, and good governance among civil servants and public authorities.

The emphasis is to improve the level of transparency within government organizations by actively combating corruption and misconduct among public officials. This objective can be accomplished by requiring high-ranking civil servants and influential public figures, including those from independent bodies, to publicly disclose their financial assets and obligations. The intention behind this measure is to foster transparency and accountability, while also enabling greater public oversight through changes in legislation. Collaborating with civil society and communities will play a vital role in establishing trust and confidence among the population. In addition to adhering to legal requirements, it is crucial to implement social initiatives that aim to prevent and penalize corruption and misconduct. Promoting societal values such as loyalty, honesty, fairness, and integrity is essential. Moreover, encouraging local

administrative authorities to adopt transparent and efficient processes will enable them to deliver public services that meet the needs and expectations of the public.

To enhance transparency in the public sector, it is important to establish inspection and performance assessment systems based on moral and ethical standards, as well as value for money. Encouraging public entities to fulfill their responsibilities to clients, customers, stakeholders, society, and the environment is crucial. These government policies have been formulated in accordance with Chapter 5 of the Constitution of the Kingdom of Thailand, which focuses on the Directive Principles of Fundamental State Policies. The Cabinet's objective in this is to address the current issues faced by the country, with a particular emphasis on restoring national unity and social harmony. To ensure efficient governance, the Cabinet will expedite the administration of state affairs by developing an implementation plan. This plan will encompass a strategy for state administration, action plans for relevant government agencies, and a legislative enactment plan that will serve as administrative guidelines and references. However, if it becomes necessary to modify these government policies due to changing economic and social conditions or unforeseen events, the government will inform the National Assembly of its intention to do so. The administration assures the National Assembly that it will manage the country's affairs in a trustworthy, truthful, and effective manner. It is dedicated to promoting the nation's prosperity, unity, harmony, and justice. The administration is ready to provide Thailand with the necessary resources to compete respectfully in the global arena and revive the well-being of all Thai citizens. (Office of the Public Sector Development Commission, 2012)

2.2.1 Interpretative Good Governance and Performance

During the 1990s, there was a growing connection between good governance and administrative reform known as New Public Management (NPM). This shift led to a greater emphasis on performance-related aspects. In Thailand, NPM was introduced in the early 2000s to enhance efficiency, effectiveness, and accountability in the public sector. The main objective was to incorporate market-based mechanisms into public service delivery, highlighting the use of performance measures, competition, and

contracts (Greiling, 2005). To evaluate the performance of public sector agencies and individuals, performance measures were implemented. The Thai government established a set of indicators to assess the efficiency and effectiveness of public service delivery. This was accomplished through the implementation of a performance management system, which was employed to evaluate the performance of both agencies and individuals within the public sector. (Mimba, Helden, and Tillema, 2007). The assessment of performance gradually gained recognition as a crucial element of good governance and as a tool to achieve it. Greiling proposed that performance evaluation was vital for strengthening the accountability, effectiveness, and efficiency of public service due to its influence on employee behavior (Greiling, 2005)

2.3 Cultural Values

Every society possesses its own set of customary principles that are deeply ingrained in its people. The values upheld in Thailand are distinctive. Regarding the political landscape, Thailand experienced a shift from absolute monarchy to constitutional monarchy through a peaceful coup in 1932. (Baker and Phongpaichit, 2014; CountryWatch, 2016; Hewison, 1997a). Over the past year, following the shift to a constitutional monarchy, it has become evident that the people highly regard their monarch, highlighting the monarchy's notable influence in Thai politics.

"… The Thais view the king as sacred and as a spiritual leader who serves as a symbol of unity…" (Surin, 1992 cited in Hewison, 1997a). A political leader or regime, even a popularly elected government, would not be truly legitimated without the king's blessing" As the statement above has shown that the monarch's influence on Thai politics is "crucial to political stability" and "the sole source of unity and strength in the nation. (Yosinta, 2016).

In terms of politics, another factor that has been observed and has influenced Thailand's politics is the influence of business groups—the power of private sector capitalists (Handley, 1997). These business groups, which include organized businesses, industrialists, urban bankers, provincial elites, and the rural majority, have benefited

from the political systems in which they operate (Hewison, 1997b). To observe this fact, former Prime Minister Thaksin Shinawatra, who was one of the most successful businessmen during that time, possessed the biggest telecommunications empire in Thailand. Some businessmen who participate in local politics use their power position for their benefit. The relationship between businessmen and politicians has the potential to create opportunities for purchasing and favors. Additionally, it has been observed that several Southeast Asian nations exhibit this kind of connection, characterized by two associations between major corporations and government officials that result in political influence. (Mutebi, 2008).

Yosinta has observed that there is a linkage between the political system and the bureaucratic system. It can be observed that politics plays a significant role in civil service reform in Thailand. The findings of Chula Unisearch (2005), argue that the attitudes and behaviors of politicians, government officers, and related persons in the bureaucracy have a strong impact on the characteristics of the responses to the context of change in the Thai civil service. Other values affect civil service implementation; these are Thai culture and values (Yosinta, 2016).

2.3.1 Cultural dimension

Five cultural dimensions proposed by Hofstede state the five dimensions exist consist of the following (Hofstede, 2001):

1) Power distance
2) Individualism and collectivism
3) Masculinity and femininity
4) Uncertainty avoidance
5) Long-term and short-term orientation

Power distance

Among Hofstede's five cultural dimensions, the first is power distance. According to Hofstede, "Power distance refers to the distribution of interpersonal

influence in a culture and the degree of inequality in power between powerful and less powerful individuals." According to Hofstede, there are disparities in power distance in 50 countries. Thailand was included in the study, and it is classified as a country with a high-power distance value. The index revealed that Thailand ranked 64, compared to Malaysia's 104 and Australia's 11. It demonstrated that inequality in Thai society is accepted. He believed that inequality among Thai employees could be accepted, whereas in American culture there is a difference in power distance, which is smaller, and inequality is less. It has been shown that a country with a higher degree of equality among its people has a smaller power distance, which has been seen in American culture. (Hofstede, 2001) In Thai society, there are different dimensions of society, for example, education, gender, economics, social status, and opportunities (Selaratana, 2009). The values in Thai society may be the result of inequality. In Thai society, values such as 'Bunkhun' (goodness as usefulness) and hierarchy are often seen.

Mulder has stated that Bunkhun has played an important role in society. It builds on affiliation, security, and personal motivation (Mulder, 1994). A further source of inequity is the society-established age- and gender-based hierarchy system. While communicating with others, the prefixes 'phii' (someone older) and 'nong' (someone younger) are frequently used. The individual referred to as 'phii' or 'nong' does not necessarily need to be older or younger, but these prefixes are used to indicate hierarchy. In a society, status is indicated by adherence to the beliefs of a social hierarchy. The expression roojak thee soong thee tam (knowing your place and liking it) (Maisrikrod, 1999). In terms of gender hierarchy, men are more significant than women since they are more likely to become monks and gain merit. In Thai culture, women are expected to care for their parents and family. As time has gone by, however, under the influence of modern culture, it has become unlikely for this custom to continue. (Pimpa, 2012; Sparkes, 1998) Based on the findings of this study, hierarchical systems are rather prevalent in Thai culture, and the appearance of inequality among Thai bureaucrats is commonly accepted. This places a premium on interpersonal connections and accepts power and special privileges (Komin, 1990).

Individualism and Collectivism

Thailand is a collectivistic society. It is shown that the study on individual index values (IDV) done by Hofstede indicates that Thailand has ranked between 58th and 63rd, which is the classic field for low-level individualism. As for collectivism, Hofstede stated, "People from birth onwards are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty". As Thai society is getting wealthier, the value system has been shifting from collectivism to more individualism in recent years (Hofstede, 2001). Based on this finding, it can be determined that the current generation of Thais tends to accept and be open to other cultures, in particular those of Western countries, while turning away from traditional culture, which contributes to more individualistic behavior among the younger generations in the Thai public sector (Pimpa, 2012).

Masculinity and femininity

In terms of 'masculinity' and 'femininity,' Hofstede asserted that there are behavioral distinctions between the sexes on a cultural dimension. According to Hofstede's 50-nation study on masculinity, Thailand is characterized as a feminine culture where individuals are expected to be modest, delicate, and concerned with the quality of life (Hofstede, 2001). Thailand ranks 44th on the masculinity index (MAS) with a score of 34. This is the lowest ranking for masculinity among Asian countries, compared to the average of 53 in Asia and 50 globally. Hofstede claimed that masculinity differs from individualism and is unrelated to a country's level of economic development. It can be found in both wealthy and impoverished nations. Hofstede asserts that, as feminine cultures, they may offer more opportunities for mutual aid and social relations in the workplace. Thailand itself is generally perceived by society as a masculine country dominated by Buddhism. For example, women are born with bad karma and cannot attain enlightenment as men can (Pipat, 2013b). Furthermore, a man is Chang Tao Na in a traditional Thai concept that means (the front legs of the elephant, the leader, and a woman is Chang Tao Lung, (the rear legs of the elephant, the follower) (Pimpa, 2012). However, this idea has slightly faded

away in modern Thai organizations. Meanwhile, Thai men, as in many other societies, are expected to be the leaders in most circumstances, nonetheless, some men will be recognized as toot (unmanly men) (Pimpa, 2012).

Uncertainty avoidance

Uncertainty avoidance is another aspect of how people in a society feel about uncertain or unknown situations. Hofstede asserted that the cultural heritage of a society, which is transmitted through basic institutions such as the family, school, and state, reflects the collectively held values of a society's members in terms of tolerance for ambiguity and acceptance of risks. In the study cited above, the uncertainty avoidance index (UAI) indicates that Thailand ranks 30th out of 64 countries (Hofstede, 2001). This indicates that Thai society may have a low tolerance for uncertainty. It is reasonable for Thais to try to reduce uncertainty, such as by enacting stringent rules, regulations, and laws and implementing rigid strategies (Pimpa, 2012). Thailand is not a law-oriented country (Komin, 1990). The rule of law is one in which practice, principles, and laws are continually adaptable to suit the needs of the people and the circumstances. Thai government officials, for instance, may be lenient with the law when it pertains to affluent or well-connected individuals to foster corruption. In Thai culture, this attribute is known as "flexibility and adaptation." In addition, Thai enterprises try to regulate and remove the unexpected to achieve their final objective. (Pimpa, 2012). Pimpa pointed out that this perspective is expressed through one of the traditional concepts in Thailand, Cha Cha Dai Pla Lem Ngam (do things slowly and make sure you get a beautiful big knife). It showed that Thais will not take risks in any activity if the quality and practices are not certain, and this concept reflects the Thai way of managing. The implication is that Thai society seems to be high in uncertainty avoidance, may infrequently accept change, and is risk averse.

Long-term and short-term orientation

The fifth dimension is based on the teachings of Confucius, which describe cultures with long-term and short-term orientations (Hofstede, 2001). Respect for

tradition, personal stability, saving face, and reciprocation of greetings are considered short-term orientations. As for long-term orientation, it comprises respect for persistence, thrift, having a sense of shame, and ordering relationships by status (Hofstede, 2001). Thailand has ranked 8th out of 23 countries and received a long-term orientation (LTO) index value of 56 (Hofstede, 2001). The study by Hofstede revealed that East Asian countries appear to be more focused on traditions and saving face than Western nations. The evolution of economies, civilizations, and politics is frequently predictive of future outcomes. Before the economic crisis of 1997, the government and agencies rarely engaged in long-term planning. Nevertheless, this changed after the 2002 public sector reform. All Thai government agencies are encouraged to engage in not only long-term (four-year) strategic planning, but also short-term (one-year) strategic planning, which emphasizes adaptability. Furthermore, the concept of long-term orientation in Thailand is associated with Buddhism, especially the law of karma. Thais believe in Tham bun (merit-making) such as religious activities (e.g., giving food and offerings to monks, supporting temples, etc.) and social activities (e.g., taking care of aging parents, helping the poor, etc.) that can bring about a better life in the future or in incarnation after death (Pipat, 2013a). Here, the influence of long-term aspirations has implications for the result of activities and will be felt in the next life.

2.4 Theories and Concepts of Street-level Governance

Several scholars have highlighted the connection between individuals and the government, particularly focusing on the autonomy of public service bureaucrats (Becker 1952; Blau 1955; Simon 1947; Skolnick 1960; Thompson 1967). These bureaucrats, including healthcare workers, police officers, firefighters, and welfare caseworkers, are responsible for achieving policy objectives and being accountable to their constituents (Maynard-Moody and Musheno, 2000; Prendergast, 2007). They are often referred to as boundary spanners (Thompson 1967), boundary actors (Prottas 1979), human service bureaucrats (Goodsell, 1981), or operators (Simon 1947; Wilson 1989). The hallmark of frontline administrators is their face-to-face interactions with the public (Keiser, 2010; Lipsky, 1980 ; Maynard-Moody and Musheno 2003), which allows them to effectively handle the numerous challenging, intricate, and ambiguous

tasks they face. Lipsky (1980) summarizes the working conditions of these street-level bureaucrats from the perspective of service providers as follows:

       1) insufficient resources,

       2) physical and psychological risks, and

       3) unclear role expectations.

In response, these practitioners strategically structure their behavior to mitigate job-related difficulties. It is suggested that frontline administrators develop unique approaches to navigate the complexities, uncertainties, and ambiguities of their work environment. They establish work routines, supervise service-seekers, manage resources, and make decisions about the allocation of public services. Consequently, bureaucrats create their own routines, with some diligently working to implement policies while others intentionally avoid or undermine the goals of the policy (Brehm and Gates, 1997).

Research on the conduct of public service bureaucrats has progressed in various ways. Some studies use the term 'coping behavior' (Baviskar and Winter, 2017; Kelly, 1994; Tummers, Bekkers, Vink, and Musheno 2015; Winter 2002) to describe the behavioral patterns exhibited by these bureaucrats. On the other hand, other studies highlight the divergence in behavior among street-level bureaucrats (Brodkin 2011; Gofen 2014). Furthermore, the behaviors of frontline administrators are also depicted, including bending the rules to meet public demand (Evans 2013; Maynard-Moody and Musheno 2003), establishing work processing routines (Sandfort, 2000), and giving priority to vulnerable citizens (Tummers, 2011; Keiser 2010).

This study aims to enhance our understanding of the political process and the actions of public administrators by investigating a fundamental aspect of bureaucratic behavior. It specifically examines the underlying factors that drive the behavior of public service administrators when responding to public demands. What incentives are provided to frontline administrators to facilitate their interactions with the public? The examination of various research studies and theories conducted by numerous scholars in the past will enhance our understanding of street-level governance. These

investigations will also assist in addressing the research inquiries regarding the effectiveness of street-level good governance in Thai public sectors and the perceptions of foreigners towards street-level good governance.

The critical role of street-level bureaucracy in good governance has been highlighted, as it serves as the foundation for implementing high-level concepts in reality. According to Lipsky (1980), street-level bureaucrats, including police officers, border guards, social workers, and public school teachers, are often perceived as the face of government by most people, including foreigners in Thailand. Their performance can greatly influence these individuals' decisions to interact and collaborate with the government. Despite its significance, limited research has been conducted on how foreigners perceive and experience street-level bureaucracy in Thailand. These bureaucrats play a crucial role in bridging the gap between high-level policies and their implementation on the ground, translating complex regulations into actionable steps for citizens. However, discretion exercised by street-level bureaucrats can sometimes result in the abuse of power, corruption, and bias. It should be noted that street-level bureaucrats are not merely passive implementers of policies. Instead, they can shape policy outcomes through their interpretations and beliefs, particularly when policies are ambiguous. This can lead to inconsistent implementation and unequal outcomes. Hence, understanding foreigners' perceptions and experiences with street-level bureaucracy in Thailand is crucial for delivering public services efficiently, fairly, and effectively.

To understand what is happening with the interaction between the officer and the public who is receiving the service, the researcher initially attempted to comprehend the concept of bureaucracy at the street level. An extended review of the literature primarily concentrated on the research of Michal Lipsky and Jeffrey Prottas, who investigated the implementation gap in welfare policies and highlighted the issue of front-line discretion. Understanding the underlying causes of the discrepancy between the recommended standards and the actual realities of administrative execution was made easier based on this investigation. Following the discovery of these insights, the researcher acknowledged the existence of additional variables after finding the effect of how the public views

various governmental sectors based on the services they receive. Two additional theories were added to the theoretical framework to better understand these ideas. These two theories, learning theory and Hofstede's cultural dimensions, helped the researcher better understand how foreigners perceive street-level good governance in the public sector and shed light on their perspectives. The integration of learning theory and Hofstede's cultural dimensions significantly improves the understanding of the concept of bureaucracy at the grassroots level and its relationships to perceptions of good governance and interactions with the public sector.

Foreign expatriates represent a crucial population group in Thailand, contributing significantly to the country's economic growth and international reputation. Understanding the perspectives of expatriates on good governance at the street level is vital for promoting inclusivity and optimizing public service delivery in Thailand. Moreover, comprehending how expatriates adapt to new cultural environments is crucial for facilitating their integration into Thai society and fostering mutual understanding between diverse communities.

Michael Lipsky

Lipsky's "Street-level Bureaucracy" analysis of the implementation gap in welfare policy focuses on the problem of front-line discretion. He makes a quantifiable contribution to our understanding of some of the core reasons for the gap between prescribed standards and the reality of human administration. Lipsky's primary concentration was on human administrations, which he describes as "welfare, police, medical care, and education," bureaucracies at the grass-roots level. These lower-level employees "have significant power in establishing the kind, extent, and quality of benefits and punishments delivered by their agency " (p.13). Lipsky's idea underlines the fundamental structural elements that increased political and social order imposes on street-level bureaucracy and which favor lower-level employees in higher-level jobs. To begin, the resources allotted to such organizations are chronically insufficient, and the staff lacks sufficient time to handle numerous cases. Lipsky's work on the role of discretion in street-level bureaucracy highlights how frontline workers, such as police

officers, social workers, and teachers, exercise significant discretion in their daily work. Lipsky argues that the nature of the work performed by street-level bureaucrats is complex and often ambiguous, requiring them to make decisions based on their judgments, values, and interpretations of the situation they are faced with. As a result, Lipsky suggests that street-level bureaucrats have the power to shape policy outcomes and have a significant impact on the lives of the people they serve.

The relations with clients

According to Michael Lipsky's book "Street-Level Bureaucracy: Dilemmas of the Individual in Public Services," a client's nonvoluntary encounter with the public sector in street-level bureaucracy refers to a situation where individuals are obligated to interact with government officials or employees of public agencies, but they have no choice or control over this interaction. Lipsky emphasizes that local bureaucracies offer services that citizens cannot obtain from other sources, and these services may be exclusive to government agencies. Clients may lack the financial means to afford private services or encounter barriers to accessing them. Lipsky highlights these points to illustrate the challenges faced by individuals when dealing with public services at the street level. He stated:

Clients in street-level bureaucracies are nonvoluntary. This point is obvious in coercive public agencies such as police departments, but it also applies when the coercive dimensions of the relationship between the agency and the client are less clear. This is because street-level bureaucracies often supply essential services which citizens cannot obtain elsewhere. Government agencies may have a monopoly on the service (Lipsky,1980, p.54)

In a client nonvoluntary encounter, the client may be compelled to interact with a street-level bureaucrat due to legal obligations, such as being summoned to court or mandated to attend a government program. The client may also be forced to interact with a street-level bureaucrat due to personal circumstances, such as seeking emergency assistance or being arrested. Due to the avoidance of the encounter with the officer, the

clients from both parties are free to continue to interact with each other or leave it. Lipsky has stated:

> The Client are nonvoluntary has significant implications not only for the direction of public services as a whole but also for the quality of interactions between street-level bureaucrats and clients. Primarily, this is because non-voluntary clients cannot avoid or withdraw from encounters with workers. Where both parties are free to continue to interaction or leave it, participants will set limits to the costs they will accept before ending the relationship. If the encounter is instrumental, that is, if each participant wants something from the other, they will continue to pursue their objectives within the relationship so long as they value the objectives more than the cost of seeking them. (Lipsky,1980, p.56)

These interactions can be distressing and difficult for clients, who may feel helpless and defenseless in the face of government authority. The behavior and attitudes of front-line administrators can facilitate or impede the client's access to necessary services and support, which can have a significant impact on the client's experience (Lipsky, 1980). As indicated in Lipsky's book, he stated:

> Health care and legal services, for example, can be obtained privately but only at a relatively high cost. The cost of obtaining private assistance in these areas is so great, relative to income, that poor people are forced to seek assistance through public agencies or not to seek assistance at all. The poorer the person, the more he or she is likely to be the nonvoluntary client of not one but several street-level bureaucracies. (Lipsky,1980)

As indicated Lipsky (1980) defines nonvoluntary clients as individuals who receive services from public organizations, such as welfare recipients, prisoners, and patients in mental hospitals, who are not free to choose the services they receive. Nonvoluntary clients are typically marginalized and disadvantaged populations who often experience a lack of agency and control over their lives. They may also face

stigmatization and discrimination due to their status as nonvoluntary clients. Lipsky also points out that if street-level bureaucracies have nonvoluntary clients then they cannot be disciplined by those clients. He stated:

If street-level bureaucracies have nonvoluntary clients then they cannot be disciplined by those clients. Street-level bureaucracies usually have nothing to lose by failing to satisfy clients. They will try to manage a large volume of complaints and undoubtedly seek to minimize the extent to which they are perceived as difficult to deal with or unresponsive. But managing complaints successfully is a far cry from changing policy in response to consumer dissatisfaction *(*Lipsky, 1980, p.55)

These "nonvoluntary" clients frequently experience resentment, wrath, and resistance towards the services they are receiving, as they may not have voluntarily chosen to receive them. Consequently, nonvoluntary clients may be less likely to actively engage with the services and may have an overall negative experience. On the other hand, disciplined clients are those who voluntarily participate in social services or interventions but are subject to stringent rules and regulations within these services. These regulations may include mandatory attendance, substance testing, and other requirements that are enforced by sanctions or penalties for noncompliance. As a result of these stringent requirements, disciplined clients may experience feelings of control, coercion, and lack of autonomy, which can impact their engagement and success with the services they are receiving.

Lipsky's argument can be seen in the work of police officers. Police officers have the discretion to make decisions about how they enforce the law, such as whether to issue a warning or a ticket, whether to arrest someone or not, and whether to use force in a given situation. These decisions are often made on the spot, and they are based on the officer's perception of the situation, the people involved, and the context in which the incident is occurring. According to Lipsky, On the other hand, it can lead to inconsistencies in the way services are provided, as different bureaucrats may interpret the rules differently and make different decisions in similar situations.

Another key insight from Lipsky's work is the role of discretion in street-level bureaucracy. The discretion can be beneficial, allowing bureaucrats to make decisions that best serve their clients, it can also lead to negative outcomes, such as discriminatory practices, corruption, or a lack of consistency in service delivery. These workers have a significant level of control over their clients, which can be broken down into four dimensions:

Distributing benefits and sanctions: Street-level bureaucrats have the power to distribute benefits, such as access to healthcare, social services, and education. They can classify the behavior or background or categorize which category a client fits into. To the extent that the assignment of benefits or sanctions is negotiated between street-level bureaucrats and clients through interpersonal strategies and implicit maneuvering, the allocation of benefits and sanctions is clearly part of the process of constructing the client profile. They can decide who gets access to these benefits and how much they receive.

Structuring the context: Street-level bureaucrats can also control the nature of interactions between themselves and clients, as well as among clients themselves. They can organize the context of decision-making so that they can process clients under conditions most conducive to behavior control. They develop routines that prepare people for client status, and their agencies impost standardized ways of processing people to maximize the utilization of agency resources.

Teaching the client role: Street-level bureaucrats can also play a role in shaping client behavior. They can educate clients on how to navigate systems, communicate with others, and act in socially appropriate ways. This can be seen in the case of social workers who teach clients skills such as conflict resolution and communication.

When interacting with clients, it is important for service providers to understand the degree of deference that is expected in the given context. Clients may convey cues about their level of authority and desired level of deference through their behavior, communication style, and other contextual factors.

Psychological Benefits and Sanctions- The fourth dimension of client control involves generating the psychological benefits and sanctions that result from client involvement with bureaucracy or accompanying client status. This psychological dimension has two different aspects.

The first concerns the rewards and penalties acquired within the process of submitting to interaction with the bureaucracy. The second concerns the implications for the larger society, which is the response to client status assigned by the bureaucracy. (Lipsky, 1980, p.67)

Lipsky stated that the interactions with police have implications for citizens' views of themselves, as they discover whether they are the kind of person to be respected.

The psychological implications of interactions with street-level bureaucrats may be fleeting where the interaction is not sustained. Police tend to treat people they apprehend scornfully or respectfully depending upon the apparent moral worthiness and the respect they display for the police (Lipsky, 1980, p.66)

Citizens frequently believe that they have been stopped or singled out by police due to their own personal or physical characteristics. If they belong to a minority group, they may believe that their racial or ethnic identity prompted police intervention. Anger at bureaucrats may be caused by the dehumanizing aspects of bureaucratic service delivery. However, apprehension by the police visits to emergency rooms, or court appearances can result in further bureaucratic entanglements, reinforce patterns of interaction, or signal to other bureaucracies that they should adopt the same (harmful or beneficial) approach to the client in the future. (Lipsky, 1980, p.66)

Another issue that Michael Lipsky has pointed out in his book is "Labeling". As it showed in the case below, there is little escape from the implications of labeling. This example takes place in elementary school where students are labeled as slow-track or fast-track students based on their performance. The informal monitoring of

elementary school students illustrates the repercussions of labeling by street-level bureaucracies on society as a whole. Slow-track students integrate the perspectives of the teacher and fast-track students, in addition to other significant individuals in their lives. Parents may view them as dull, siblings may tease them, and instructors in subsequent years will view the children as possessing the abilities originally assigned by the initial teacher. All of the evidence seems to corroborate the original diagnosis, making it difficult to avoid the repercussions of this label. Street-level bureaucrats can attribute subtle stigmas to individuals, such as health care through Medicare, the label "troublemaker" in some schools, and prisoners becoming "ex-cons" upon completion of their sentences. These designations can lead to individuals adopting these views as their own, which can result in differential treatment. This may cause individuals to adopt these perspectives as their own. (Skolnick and Schwartz, 1971 (Lipsky, 1980, p.66) The problem with labels assigned by low-level administrators is that the underlying characteristics are problematic. Judgments regarding the status assigned by street-level bureaucrats are based on the discretion of the bureaucrat, which is influenced by numerous indeterminate factors, such as training, the social context in which the client is presented, and the presence or absence of similar "differences" in the client population. The social construction of the client, which involves the client, others pertinent to the client, and the public employees with whom the client must interact, is a significant social definition process that is susceptible to prejudice, stereotyping, and ignorance. (Lipsky, 1980, p.69).

Allocating psychological rewards: Finally, street-level bureaucrats can allocate psychological rewards to clients, such as respect, recognition, and appreciation. These rewards can have a significant impact on clients' self-esteem and motivation and can influence their willingness to engage with services. Overall, the control exercised by street-level bureaucrats over clients is multi-faceted and can have a profound impact on clients' lives. It is important for bureaucrats to be aware of the power dynamics at play and to use their influence in ways that are ethical, fair, and beneficial to clients. To address this issue, policymakers must strike a balance between providing street-level bureaucrats with the flexibility to exercise discretion and implementing mechanisms to ensure transparency and accountability in their decision-

making processes. This may include regular evaluations, ongoing training, and the development of clear guidelines that outline expectations and boundaries for the use of discretion.

Moreover, Lipsky's analysis emphasizes the impact of resource constraints on the functioning of street-level bureaucracy. Chronic underfunding can result in overburdened and under-supported public service workers who struggle to meet the demands placed upon them. In turn, this can lead to reduced service quality, increased stress, and burnout among workers, and ultimately, diminished trust in public institutions.

In conclusion, Michael Lipsky's Street-level Bureaucracy offers valuable insights into the complexities and challenges faced by public service workers on the frontlines of policy implementation. Lipsky's work is an important contribution to our understanding of the role of frontline workers in public service delivery, and it highlights the need to consider the impact of discretion on policy outcomes. By building on these insights, policymakers can develop strategies to better support street-level bureaucrats, enhance public service delivery, and promote good governance. Such efforts may include fostering a collaborative and inclusive policy-making process, balancing discretion with transparency and accountability, ensuring adequate resource allocation, cultivating a supportive organizational culture, promoting positive relationships between public service workers and communities, and encouraging ongoing research and evaluation in the field.

Jeffrey Prottas

Jeffrey Manditch Prottas is a distinguished researcher whose work concentrates on the function of frontline administrators in public service organizations. In his research, Prottas examines the concept of "people-processing" and the interactions and effects of front-line administrators on the individuals they serve. "People-Processing: The Street-Level Bureaucrat in Public Service Bureaucracies," published in 1979 in The Public Interest, sheds light on the crucial function of street-

level bureaucrats in the context of public service delivery. Prottas coined the term "people-processing" to describe the practice of front-line administrators making discretionary decisions that impact the people they serve and the principal characteristics of frontline employees who interact directly with citizens, such as police officers, social workers, teachers, and healthcare professionals. Prottas argues that these administrators have substantial discretion in interpreting and implementing policies, frequently influencing the outcomes of public service delivery. Prottas stresses the importance of studying front-line administrators in order to completely comprehend the operation of public service bureaucracies. He argues that traditional bureaucratic models neglect the discretionary power held by these individuals, resulting in a disconnect between policy intentions and actual outcomes. By analyzing their behaviors, decision-making processes, and interactions with clients, Prottas seeks to increase comprehension of the dynamics and difficulties encountered by front-line administrators. Jeffrey Prottas is another significant contribution to the study of street-level bureaucracy. He examined how organizational structures shape the behavior of street-level bureaucrats. (Prottas, 1979)

Implications and Significance:

The implications of Prottas's research on "people-processing" for public administration and policymaking are substantial. By spotlighting the role of frontline administrators, his work highlights the necessity for policymakers to consider the realities and complexities of frontline service delivery when formulating policies. Understanding the discretionary power and decision-making of street-level administrators can help policymakers develop more effective and responsive policies that align with the desired results. According to Prottas, a key activity for street-level bureaucrats involves the process of classification, wherein they must determine the appropriate category and corresponding treatment for individuals seeking their services. Prottas posits that the primary source of bureaucratic discretion stems from the fact that the bureaucrats alone possess access to both the organizational rules defining categories and treatments, and the individual clients whose characteristics may align more or less closely with these predefined categories. As a result,

bureaucrats can exercise their discretion by manipulating the rules to alter the classification process for clients or by controlling the information provided by clients to influence their categorization.

Prottas' research builds upon Lipsky's earlier work, offering a more nuanced understanding of the factors that shape street-level bureaucrats' behavior and decision-making processes. Recognizing the importance of classification and the unique position of bureaucrats as frontier actors provides a valuable framework for further investigations into street-level bureaucracy. The work of Jeffrey Manditch Prottas on "people-processing" and the street-level bureaucrat in public service bureaucracies offers significant insight into the dynamics of public service delivery. Through his research, Prottas highlights the discretionary authority of local administrators and their impact on policy outcomes. This comprehension has significant implications for policymakers seeking to reconcile the divide between policy intentions and actual service delivery, ultimately leading to more effective and responsive public service delivery. By considering the insights provided by both Lipsky and Prottas, researchers can develop a more comprehensive understanding of the dynamics at play within the street-level bureaucracy. This understanding can, in turn, inform studies examining the perspectives of foreigners on good governance in contexts such as Thailand. Acknowledging the complexities and challenges faced by street-level bureaucrats, as well as how they exercise discretion, can lead to the identification of potential areas for improvement in public service delivery and good governance practices.

2.5 Social Learning Theory and Its Implications for Street-Level Bureaucracy

Albert Bandura, a renowned psychologist, contributed significantly to our understanding of human behavior and learning through his development of the Social Learning Theory (SLT). This theory posits that learning occurs through observation and interaction with others, emphasizing the influence of environmental experiences and cognitive factors on learning (Bandura, 2001 as cited in Eggen & Kauchak, 2013). Building upon the foundation of Social Learning Theory, Bandura later introduced the

Social Cognitive Theory, which further underscored the roles of beliefs, self-perceptions, and learner expectations in shaping human behavior (Eggen & Kauchak, 2010). According to Social Cognitive Theory (SCT), learning takes place within a social context and is largely driven by observation. This perspective has been applied to various fields, including the study of street-level bureaucracy, to better understand how individuals adapt to new environments and adopt new behaviors. A key assumption within SCT is that individuals possess agency, allowing them to influence their behavior and environment in purposeful, goal-directed ways (Bandura, 2001). This implies that influences on human behavior occur in a bidirectional and reciprocal fashion. The principles of social learning are assumed to operate in the same manner throughout life. Observational learning can occur at any age. Insofar as exposure to new influential, powerful models who control resources can occur at any life stage, new learning through the modeling process is always possible (Newman, B.M. & Newman, P.R., 2007).

Social Learning Theory (SLT) Concepts

According to the literature, three concepts comprise Social Learning Theory. Observational learning is the first method by which individuals can acquire knowledge. Also known as intrinsic reinforcement, mental states are an essential factor in learning. Lastly, it refers to the fact that learning does not necessarily contribute to a change in behavior and that the modeling process is a consequence of this.

Albert Bandura conducted the Bobo Doll Experiment in 1961 to study behavior patterns, at least in part, using the social learning theory. Bandura's findings were widely attributed to shifting academic psychology's emphasis from behaviorism to cognition. The significance of the study was that it contradicted behaviorism's insistence that all behavior is controlled by reinforcement or rewards. Bandura termed this phenomenon observational learning and identified the components of effective observational learning as focus, retention, reciprocity, and motivation. He demonstrated that children observe

and imitate the behaviors of others and identified three fundamental models of observational learning.

1) A live model involves an actual individual demonstrating or acting out behavior.

2) A verbal instructional model, which involves descriptions and explanations of behavior.

3) A symbolic model involves real or fictional characters displaying behaviors in books, films, television programs, or online media.

Intrinsic Reinforcement

A form of internal rewards, such as pride, gratification, and a sense of accomplishment, is described as one of the other modes of learning. Based on the findings of researchers such as Muro and Jeffrey (2008), who supported Bandura's SLT concepts, this type of learning also emphasizes internal thoughts and cognitions and can help link learning theories with cognitive developmental theories. Bandura (1986) criticized this process, contending that external, ambient reinforcement is not the only factor that affects learning and behavior.

Modeling Process

Bandura discusses four conditions that must be met for the modeling procedure.

A person can effectively adopt another person's behavior by contemplating these measures.These conditions are briefly illustrated in Figure 2.8
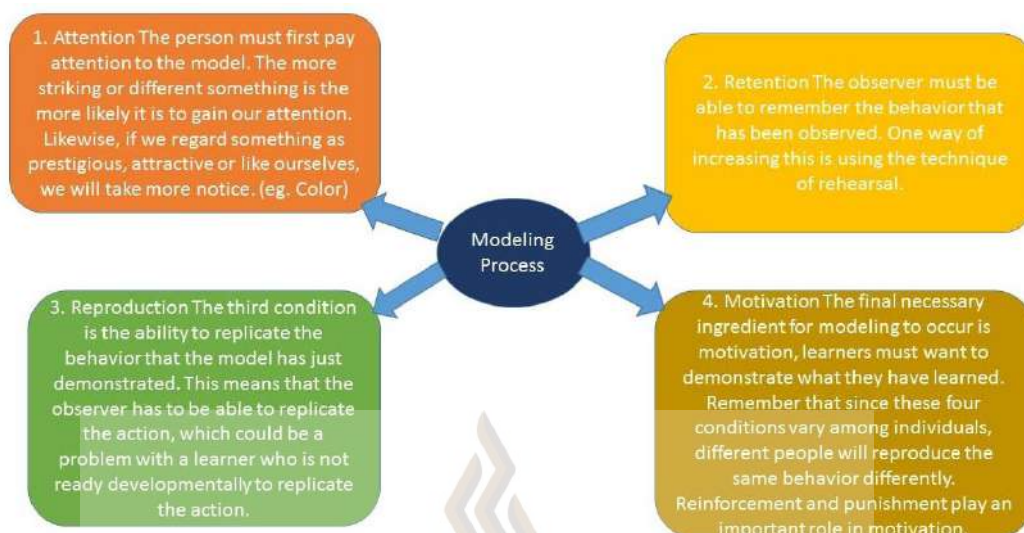
Figure 2.8 Conditions required for the modeling process

Source: Nabavi, 2012

The individuals being observed are referred to as models, and the process of learning is referred to as modeling. This argument is supported by Newman B.M. and P.R.(Newman B.M. and Newman P.R., 2007). If a person observes positive, desired outcomes in the first stage, the second and third stages of Bandura's theory of social learning, imitation, and behavior modeling, will occur. If an instructor, for example, attends and observes a course in-world and is entertained, informed, and approves of the student's behavior, they are more likely to want to teach a course in-world themselves. They can then use the behavior they observed to imitate and emulate the teaching styles of other instructors in the real world (Bandura, 1986). To illustrate the interplay of various factors influencing learning and behavior, Bandura developed the Triadic Reciprocal Causation Model (Figure 2.9). This model demonstrates how learning results from interactions among three factors: (1) personal and cognitive factors, (2) behavioral patterns, and (3) the social environment. Personal factors include aspects such as self-control and self-efficacy, while behavioral patterns and the social environment encompass the actions and contexts in which individuals engage.

In the context of street-level bureaucracy, Social Learning Theory and Social Cognitive Theory offer valuable insights into how frontline public service workers learn and adapt their behavior in response to the complex and dynamic environments

they navigate. As bureaucrats engage with diverse clients and face various challenges, they may draw on their social learning experiences to inform their decision-making processes and actions. This can include observing the behaviors of their colleagues or learning from their interactions with clients, ultimately shaping their approach to service delivery. Moreover, the Triadic Reciprocal Causation Model can help explain how street-level bureaucrats adapt to new cultural contexts, particularly for those who have lived in a foreign country for an extended period. Through observation and interaction with others in their daily lives, bureaucrats may gradually develop an understanding of local norms, values, and expectations, which in turn can influence their behavior and approach to service provision.

In conclusion, the Social Learning Theory and Social Cognitive Theory, as developed by Albert Bandura, offer valuable frameworks for understanding the learning processes and behavior of street-level bureaucrats. By examining the interactions among personal factors, behavioral patterns, and social environments, researchers can gain a deeper understanding of how street-level bureaucrats learn, adapt, and perform their duties within diverse contexts. These insights can contribute to the development of more effective training and support programs for frontline public service workers, ultimately enhancing the quality and responsiveness of public service delivery.

Figure 2.9 Triadic Reciprocal Causation Model

Source: Bandura, 2001

2.6 The Conceptual Framework of Street-level of good governance in Thai Public Sectors
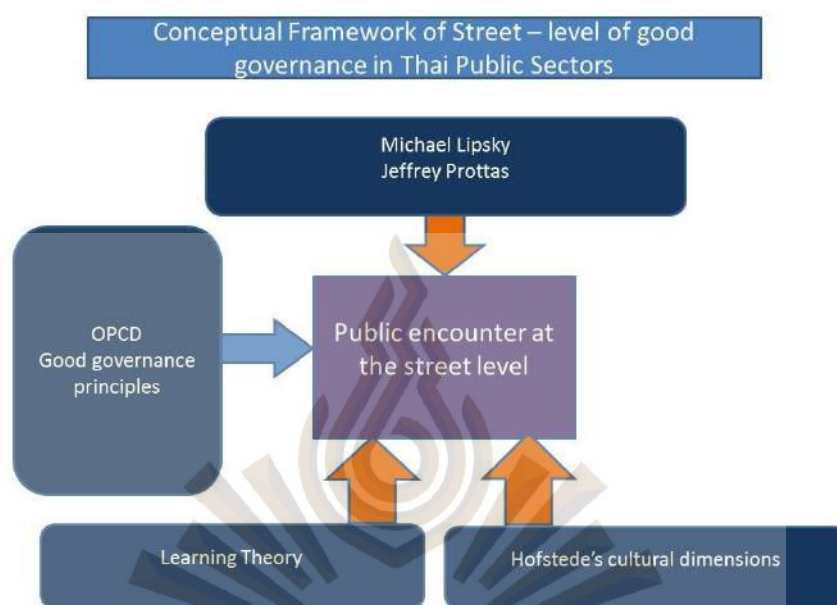
Figure 2.10: The Conceptual Framework of Street-level of good governance
in Thai Public Sectors
Source : Researcher, 2022

The conceptual framework presented on Figure 2.10 aims to analyze the perspective of foreigners on good governance at the street level in the Thai public sectors using the 4 principles of good governance by integrating the theoretical frameworks proposed by Michael Lipsky, Jeffry Prottas, Learning Theory, and Hofstede's cultural dimensions. This framework acknowledges the importance of cultural diversity and individual experiences in shaping the perception of good governance among foreigners.

Lipsky's Street-Level Bureaucracy Theory:

Lipsky's "Street-level Bureaucracy" analysis of the implementation gap in welfare policy focuses on the problem of front-line discretion. He makes a quantifiable contribution to our understanding of some of the core reasons for the gap

between prescribed standards and the reality of human administration. Lipsky's primary concentration was on human administrations, which he describes as "welfare, police, medical care, and education," bureaucracies at the grass-roots level. These lower-level employees "have significant power in establishing the kind, extent, and quality of benefits and punishments delivered by their agency " Lipsky's work on the role of discretion in street-level bureaucracy highlights how frontline workers, such as police officers, social workers, and teachers, exercise significant discretion in their daily work. Lipsky argues that the nature of the work performed by street-level bureaucrats is complex and often ambiguous, requiring them to make decisions based on their judgments, values, and interpretations of the situation they are faced with. As a result, Lipsky suggests that street-level bureaucrats have the power to shape policy outcomes and have a significant impact on the lives of the people they serve.

Jeffrey Manditch Prottas- "People-processing"

Jeffrey Manditch Prottas is a distinguished researcher whose work concentrates on the function of frontline administrators in public service organizations. In his research, Prottas examines the concept of "people-processing" and the interactions and effects of front-line administrators on the individuals they serve. "People-Processing: The Street-Level Bureaucrat in Public Service Bureaucracies," published in 1979 in The Public Interest, sheds light on the crucial function of street-level bureaucrats in the context of public service delivery. Prottas coined the term "people-processing" to describe the practice of front-line administrators making discretionary decisions that impact the people they serve. The principal characteristics of frontline employees who interact directly with citizens, such as police officers, social workers, teachers, and healthcare professionals. Prottas argues that these administrators have substantial discretion in interpreting and implementing policies, frequently influencing the outcomes of public service delivery. Prottas stresses the importance of studying front-line administrators to completely comprehend the operation of public service bureaucracies. He argues that traditional bureaucratic models neglect the discretionary power held by these individuals, resulting in a disconnect between policy intentions and actual outcomes. By analyzing their

behaviors, decision-making processes, and interactions with clients, Prottas seeks to increase comprehension of the dynamics and difficulties encountered by front-line administrators.

Albert Bandura- Social Learning Theory

Albert Bandura, a renowned psychologist, contributed significantly to our understanding of human behavior and learning through his development of the Social Learning Theory. This theory posits that learning occurs through observation and interaction with others, emphasizing the influence of environmental experiences and cognitive factors on learning (Bandura, 2001 as cited in Eggen & Kauchak, 2013). Building upon the foundation of Social Learning Theory, Bandura later introduced the Social Cognitive Theory, which further underscored the roles of beliefs, self-perceptions, and learner expectations in shaping human behavior (Eggen & Kauchak, 2010). The learning theories, particularly Social Learning Theory, provide valuable frameworks for understanding how foreigners adjust to new cultural contexts. These theories help explain the cognitive processes and behavioral adaptations that individuals undergo when trying to fit into a new social environment. In addition, it also indicate how front-line officer adapt to the situation of encountering with foriengers. By applying these theories to the study of expatriates in Thailand, researchers can gain a deeper understanding of how this population group perceives and experiences good governance at the street level.

Hofstede's cultural dimensions

Hofstede's cultural dimensions are a framework proposed by the Dutch social psychologist Geert Hofstede to understand and compare different cultures based on five key dimensions.

1) Power distance- Power distance refers to the extent to which a society accepts and expects power inequalities within social and organizational structures

2) Individualism and collectivism- This dimension relates to the degree of interdependence and focuses on individual versus collective goals within a society.

3) Masculinity and femininity- dimension refers to the values and behaviors associated with gender roles within a culture.

4) Uncertainty avoidance- refers to the extent to which a society tolerates ambiguity, uncertainty, and ambiguity in various aspects of life. Cultures with high uncertainty avoidance tend to have strict rules, regulations, and rituals to minimize unpredictability. They may exhibit a preference for structured situations, conformity, and a low tolerance for risk. In contrast, cultures with low uncertainty avoidance are more comfortable with ambiguity, change, and risk-taking. They tend to be more open to new ideas, innovation, and adaptability.

5) Long-term and short-term orientation- This dimension describes the focus on long-term goals and values versus short-term gratification and immediate outcomes.

These dimensions provide insights into how societies and individuals within them approach power, individualism, masculinity, uncertainty, and time orientation. By studying these dimensions, one can gain a deeper understanding of cultural variations and their impact on various aspects of society, such as communication styles, decision-making processes, and social norms that will have an impact on the interaction of public sectors with the client receiving the service.

2.7 Summary

Over time, the concept of good governance has evolved significantly, and many countries have adopted its principles to drive social and economic development. In Thailand, the implementation of good governance has led to improvements in public sector performance. However, it is essential to recognize that cultural uniqueness might pose limitations to the application of good governance principles in diverse contexts.

Historically, research on street-level bureaucracy has contributed to a better understanding of public service delivery and the interactions between civil servants and citizens. Michael Lipsky and Jeffrey Prottas have conducted pioneering studies in this area, examining how street-level bureaucrats classify, treat, and serve different groups of individuals. These studies have shed light on the varying experiences of citizens receiving public services and have provided valuable insights into the workings of street-level governance.

The learning theories, particularly Social Learning Theory, provide valuable frameworks for understanding how foreigners adjust to new cultural contexts. These theories help explain the cognitive processes and behavioral adaptations that individuals undergo when trying to fit into a new social environment. By applying these theories to the study of expatriates in Thailand, researchers can gain a deeper understanding of how this population group perceives and experiences good governance at the street level.

In conclusion, the concept of good governance and its implementation in Thailand has seen significant progress, but it is necessary to consider the unique cultural context when evaluating its effectiveness. Research on street-level bureaucracy, such as the work of Lipsky and Prottas, has provided valuable insights into the diverse experiences of citizens receiving public services. By incorporating the perspectives of foreign expatriates and applying learning theories, researchers can further enhance the understanding of good governance at the street level in Thailand. This comprehensive approach will help to inform future policy development and ensure that public service delivery is inclusive, effective, and responsive to the needs of all members of society.

Chapter 3

Methodology

This chapter addresses the question of the research methodology utilized in this study. The research approach relies upon foreigners' views and focused group views supplemented by in-depth interviews with a selected focus group representative of the research cohort. The data was studied through content analysis and systematized utilizing Atlas.ti. Foreigners represent an important cohort, and this research targeted the observation of individual foreigners focused on gaining an insight into these individuals who possessed experience and opinions regarding good governance principles, particularly in the application of these principles as reflected in the experiences of the research group. The researcher believes that the individual knowledge and skills presented by this ex-patriot cohort provide a meaningful combination of experience and observation on the research question. This research aims to provide insight into the participants who are foreign countries natives, and to understand their views on issues they might encounter in Thailand and how their good governance attributes relate to good governance in their home countries. Chapter 3 also clarifies the details of the research process and how the researcher collected the data which helped to answer the research questions and objectives stated in Chapter 1.

3.1 Research approach

The research approach was based on the characteristics of this research design to gain a deep understanding of the viewpoints of foreigners regarding good governance in the Thai public sector. The interpretive paradigm was employed to explain and understand the meaning of social phenomena (Holden & Lynch, 2004). This paradigm investigates how people feel, how their conscious and unconscious feelings come to be, and how new, shared meanings affect their lives (McGregor & Murnane, 2010). Thus, the interpretive researcher investigates the research phenomenon utilizing collecting, analyzing, and interpreting data to understand and explain the phenomenon (Mackenzie

& Knipe, 2006). So, the interpretive researcher must understand motives, meanings, reasons, and other subjective experiences which are time and context-bound. (Hudson and Ozanne, 1988; Neuman, 2000). Using this method, the researcher can analyze how the foreigner views good governance of the Thai public sector in Thailand.

3.2 Data Collection

The data collection comprised of in-depth interviews, focus groups, and online surveys. The in-depth interviews and focus group were conducted with participants who had lived in Thailand for more than one year and had contacted the Thai public sector. The online survey comprised of participants who had lived in Thailand for at least three months. Snowball sampling or referral sampling was used to collect participant data, where one individual participant refers to their friends or acquaintances to participate in a subsequent interview. First, in 3.2.1, the preliminary study where the researcher conducted a preliminary survey by briefly interviewing a selection of foreigners to gain initial insight into the thoughts of foreigners regarding good governance in Thai public sectors. After the preliminary study was completed, an in-depth interview was conducted. The in-depth interview sessions consisted of 20 individuals, where the researcher asked detailed questions regarding the participants' views of good governance at the street level. Once the in-depth interviews were completed, the focus group was conducted. The in-depth interviews and focus group with the participants aimed to gain insight into expert views about good governance principle attributes. After these methods were completed, the researcher used the process of triangulation to analyze the data obtained in the in-depth interviews and focus group. Triangulation has also been seen as a qualitative research technique to test validity. This technique was used to improve the validity and trustworthiness of the study findings, which help strengthen the findings.

3.2.1 Preliminary study

In the preliminary study, the researcher conducted a preliminary survey by briefly interviewing a few target participants to gain insight into their thoughts of Thai

60

good governance in various public sectors. This information was crucial in forming the questions which formed the in-depth interview. The researcher discovered that four distinct principles surfaced during the conversation through discussions about good governance. These principles comprised of accountability, transparency, the rule of law, and equity. These good governance principles were those mostly discussed among foreigners

3.2.2 In-depth interview

The researcher used in-depth interviews to understand the participant's experiences comprehensively. The researcher applied closed- and open-ended questions to elicit their experiences of good governance in the public sector in Thailand. Moreover, participants were asked to compare Thai good governance with their impressions and examples of good governance in their home countries. The researcher carefully selected participants based on the number of years that they had lived in Thailand. The criteria stated in section 3.2 were foreign nationals and those who held citizenship of another country. These groups had lived in Thailand for a minimum of 1 year to ensure that the participants have encountered the public sector and gained significant experience to provide a basis for an informed impression. The public sector can include immigration, the police, or other public sector officials. The interviews were held at the researcher's workplaces, university, or meeting places. If the participants could not meet with the researcher, other places were considered for the convenience of the participants. The participants from Table 3.1 are selected from 11 countries comprising Australia, China, Croatia, Germany, Nepal, New Zealand, Nigeria, The Philippines, The Netherlands, The U.K., and the U.S.A. This group consisted of 16 males and 4 females who preferred to be anonymous because they felt more comfortable sharing their experiences while not acknowledging their names.

Table 3.1 Participants for the in-depth interview

	Name	Occupation	Country	Gender	Age	Live in Thailand
1	Interviewee#1	Lecturer	Australia	Male	41	2 years
2	Interviewee#2	Lecturer	China	Male	33	3 years
3	Interviewee#3	Student	China	Female	21	1.5 years
4	Interviewee#4	Researcher	Croatia	Male	45	3 years
5	Interviewee#5	Embassy officer	Germany	Male	45	20 years
6	Interviewee#6	Student	Nepal	Female	39	4.5 years
7	Interviewee#7	Marketing Director	New Zealand	Male	45	2 years
8	Interviewee#8	Graduate student/Businessman	Nigeria	Male	50	20 years
9	Interviewee#9	Marketing Officer	Philippines	Male	51	25 years
10	Interviewee#10	Upper management	The Netherlands	Male	55	25 years
11	Interviewee#11	Teacher	U.K.	Male	37	5 years
12	Interviewee#12	Lecturer/Business owner	U.S.A.	Male	48	9 years
13	Interviewee#13	Lecturer	U.S.A.	Male	44	6 years
14	Interviewee#14	Business	U.S.A.	Male	34	4 years
15	Interviewee#15	Teacher	U.S.A.	Male	44	4 years
16	Interviewee#16	Lecturer	U.S.A.	Male	60	20 years
17	Interviewee#17	Business Owner	U.S.A.	Male	45	10 years
18	Interviewee#18	Retire Business Owner	U.S.A.	Female	60	2 years
19	Interviewee#19	Business owner	U.S.A.	Female	48	20 years
20	Interviewee#20	Lecturer	U.S.A.	Male	45	3 years

For personal rights protection, the participants' names were kept confidential. The ages ranged from 20 to 60 years old. All participants have resided in Thailand for at least one year and have had contact and experience with the Thai public sector. For example, participants in this study had contacted immigration personnel for various reasons such as visa renewal and 90-day reporting. Some participants in this study also reported that they had contact with the Royal Thai Police for various reasons. These included violations of traffic laws, victims of robbery, and other unfair treatment or disputes. The participants also shared their views about the government or unfair treatment they had observed in the press report.

The participants' focus group included participants with relevant experiences of good governance practices in the Thai public sector. Four standard techniques are used to conduct key participant interviews: face-to-face, e-mailing, telephone, and online application. (Figure 3.1)

Figure 3.1 Qualitative data collection tools

Source: Researcher, 2020

The participants were contacted through these channels for an interview session. The researcher called, e-mailed, and sent Line messages to schedule an appointment with the participants. The researcher interviewed the selected participants in-person (face-to-face). Some participants who could not meet due to their busy schedules were interviewed by phone instead.

As mentioned in 3.1, the reasons for using this approach were based on the characteristics of this research to deeply understand the foreigners' point of view on

good governance in the Thai public sector. According to this approach, the researcher begins with a specific observation by asking the participants how long they have lived in Thailand and if they had any contact with the public sector. Once the response was positive, the researcher scheduled an appointment with the participant. The interview methods were by phone, e-mail, and face-to-face. The researcher asked the participants which channel was most convenient for them to participate in with. The interview procedure started with an introduction, and then followed by that actual interview conversation begins. The researcher took notes along with an audio tape recording of the interview session. After completing the interview, the researcher thanked the participants for their time and closed the interview.

In the in-depth interviews, personal and unstructured questions were used to elicit the relevant information. The aim was to identify the participant's opinions regarding good governance in the Thai public sector. The main advantage of personal interviews is that they involve personal and direct contact between the researcher and participants and eliminate non-response rates. In addition, the unstructured interview method offered flexibility in terms of the interview flow, thereby leaving room for generating conclusions that were not initially meant to be derived from the participant. As far as data collection tools were concerned, the research involved the use of a semi-structured question, which was used as an interview guide for the researcher. Some questions were prepared for the researcher to guide the interview toward satisfying research objectives. However, additional questions were used during the interviews to generate reflection, opinions, and observations. In addition, participants were free to express their views even if the issues were not included in the discussed areas. The researcher gained a deep insight into the participants' perspectives about good governance in the Thai public sector related to the research question. The questions included in the semi-structured interview are contained in Appendix I.

3.2.3 Focused-group interview

The researcher has conducted a group interview or focus group with the participants who have lived in Thailand for at least one year to cross-check the data

obtained in the in-depth interview. This arrangement helped to encourage the participants to share their opinions and experiences and eventually led to a more productive discussion. The researcher believed that other significant issues appeared in the discussion in a focus group where one participant brought up an issue, and others contributed their views. This discussion would allow the researcher to ask further related questions based on the participant's responses, and by completing this process, the researcher was able to gain a deeper understanding of the specific issues and experiences of the people involved in this research (Gibbs, 1997; Hines, 2000).

Focus Group in Table 3.2 Anonymous participants were from four selected countries comprising of Cambodia, China, Myanmar, and the Philippines. The age of participants in the focus group ranged from 20 to 51 years old. Most of the participants were in their 20s. To prevent one-sided or biased results, the key point of diversity of different countries and cultures allowed the researcher to look at various perspectives of the participants and underlying issues or problems from their perspective on good governance in the Thai public sector. These results will be presented in Chapter 4.

Table 3.2 The participants of the focused-Group In-depth interview

	Name	Occupation	Country	Gender	Age	Live in Thailand
1	Anonymous	University Staff	Philippines	Male	51	25 years
2	Anonymous	Undergraduate Student	Cambodia	Male	20	1.5 years
3	Anonymous	Undergraduate Student	China	Female	21	1.5 years
4	Anonymous	Undergraduate Student	Myanmar	Male	23	2.5 years
5	Anonymous	Undergraduate Student	Myanmar	Female	23	3 years
6	Anonymous	Undergraduate Student	China	Male	20	3 years

For personal protection, the participants' names were omitted as requested to maintain the confidentiality of each participant.

In the focus-group interview, unstructured questions were used to gain relevant information from the participants. The aim was to identify the participant's opinions regarding good governance in the Thai public sector. The main advantage of group interviews is that they involve sharing thoughts and opinions among the group participants. Participants can contribute their views to the previous participant if they agree or argue if they disagree. In addition, the unstructured interview method offered flexibility in terms of the interview flow. As far as data collection tools were concerned, the research involved using an initial semi-structured question, which was used as an interview guide for the researcher. Some questions were prepared for the researcher to guide the interview toward satisfying research objectives. However, additional questions were used during the interviews to generate reflection, opinions, and observations. In addition, participants were free to express their views even if the issues were not included in the discussed areas. The researcher gained a deep insight into the participants' perspectives about good governance in the Thai Public sector. After the data was collected, it was analyzed using the software, Atlas.ti by the researcher.

3.2.4 Online Survey

An online survey was conducted after the in-depth interview. The in-depth section is vital as it helps confirm the in-depth interview results. This online survey will help determine how the greater population of foreigners view good governance in Thai public sectors. One of the methods used in this determination was an online survey. This distributed survey will help cross-check the result obtained in the in-depth interview. The "triangulation" method was added to this research method. The term "triangulation" describes using several techniques or data sources in qualitative research to create a thorough understanding of events (Patton, 1999). Through the convergence of data from various sources, triangulation has also been seen as a qualitative research technique to test validity. This technique was used to improve the

validity and trustworthiness of the study findings, which will help strengthen the finding. That is why it was necessary to include the triangulation method in our study.

Table 3.3 Foreigners participants who completed the online surveys on foreigners' perspective of good governance in Thai Public sectors.

	Occupation	Nationality	Gender	Age	Resided in Thailand
1	Retired	U.S.A.	Female	Over 45 years	3-5 years
2	Retired	Australian	Male	Over 45 years	More than ten years
3	Retired	U.S.A.	Male	Over 45 years	More than ten years
4	Retired	U.S.A.	Male	Over 45 years	More than ten years
5	Work for private company	British	Male	Over 45 years	6 months-1 year
6	Work for private company	German	Male	25 - 30 years	3-6 months
7	Work for private company	Indian	Male	25 - 30 years	5-7 years
8	Work for private company	U.S.A.	Female	25 - 30 years	More than ten years
9	Business owner	Croatia	Male	Over 45 years	7-10 years
10	Business owner	Nigerian	Male	40 - 45 years	7-10 years
11	Business owner	U.S.A.	Male	Over 45 years	7-10 years
12	Business owner	New Zealand	Male	Over 45 years	More than ten years
13	Business owner	Canadian	Male	Over 45 years	More than ten years
14	Business owner	U.S.A.	Male	40 - 45 years	More than ten years

Table 3.3 Foreigners participants who completed the online surveys on foreigners' perspective of good governance in Thai Public sectors. (cont.)

	Occupation	Nationality	Gender	Age	Resided in Thailand
15	Model, actress, airline hostess	Dutch	Female	Over 45 years	More than ten years
16	Teacher	Russian	Male	30 - 35 years	5-7 years
17	Teacher	U.S.A.	Male	Over 45 years	7-10 years
18	Teacher	Australian	Male	Over 45 years	7-10 years
19	Teacher	Filipino	Male	Over 45 years	More than ten years
20	Teacher	Filipino	Female	Over 45 years	More than ten years
21	Teacher	U.S.A.	Female	40 - 45 years	More than ten years
22	Teacher	U.S.A.	Male	Over 45 years	More than ten years
23	Teacher	Australian	Male	40 - 45 years	More than ten years
24	Student	Myanmar	Female	16 - 25 years	3-6 months
25	Student	Myanmar	Female	16 - 25 years	3-6 months
26	Student	Myanmar	Female	16 - 25 years	3-6 months
27	Student	Myanmar	Female	16 - 25 years	3-6 months
28	Student	Myanmar	Female	16 - 25 years	3-6 months
29	Student	Myanmar	Female	16 - 25 years	3-6 months
30	Student	Myanmar	Female	16 - 25 years	3-6 months
31	Student	Myanmar	Female	25 - 30 years	3-6 months
32	Student	Myanmar	Female	16 - 25 years	3-6 months
33	Student	Myanmar	Female	16 - 25 years	3-6 months
34	Student	Myanmar	Male	16 - 25 years	3-6 months
35	Student	Myanmar	Female	16 - 25 years	3-6 months

Table 3.3 Foreigners participants who completed the online surveys on foreigners' perspective of good governance in Thai Public sectors. (cont.)

	Occupation	Nationality	Gender	Age	Resided in Thailand
36	Student	Myanmar	Male	16 - 25 years	3-6 months
37	Student	Myanmar	Female	16 - 25 years	3-6 months
38	Student	Myanmar	Female	16 - 25 years	3-6 months
39	Student	Myanmar	Female	16 - 25 years	3-6 months
40	Student	Myanmar	Male	16 - 25 years	3-6 months
41	Student	Myanmar	Female	16 - 25 years	3-6 months
42	Student	Burmese	Female	16 - 25 years	3-6 months
43	Student	Myanmar	Female	16 - 25 years	3-6 months
44	Student	Myanmar	Female	16 - 25 years	3-6 months
45	Student	Myanmar	Female	16 - 25 years	3-6 months
46	Student	Nepali	Male	25 - 30 years	3-6 months
47	Student	Myanmar	Male	16 - 25 years	3-6 months
48	Student	Pakistan	Male	16 - 25 years	6 months-1 year
49	Student	Myanmar	Male	16 - 25 years	6 months-1 year
50	Student	Myanmar	Male	16 - 25 years	6 months-1 year
51	Student	Nepalese	Male	25 - 30 years	6 months-1 year
52	Student	Myanmar	Female	16 - 25 years	6 months-1 year
53	Student	Bangladesh	Female	30 - 35 years	1-3 years
54	Student	Nigeria	Male	40 - 45 years	1-3 years
55	Student	Bhutanese	Female	16 - 25 years	1-3 years
56	Student	Indian	Female	16 - 25 years	1-3 years
57	Student	Indonesian	Male	30 - 35 years	1-3 years
58	Student	Chinese	Female	25 - 30 years	3-5 years

Most participants were undergraduate students, teachers, business owners, and retired citizens from other countries. There were 58 participants completed the survey. The nationality varies, these include Australia, Bangladesh, Bhutan, Canada, China, Croatia, Germany, India, Indonesia, Myanmar/Burma, Nepal, New Zealand, Nigeria, Pakistan, Philippines, Russian Federation, Spain, The Netherlands, The United Kingdom, U.S.A. The details are shown in the table above.

3.3 Data Analysis

The data analysis process (i.e., data management) was completed with the use of Atlas-ti software. This software assisted the researcher in data management, i.e., from the general coding process to identifying specific emergent patterns that make sense of the data. The Atlas-ti software was very useful in performing this procedure as it simplified and managed the voluminous data obtained from the interviews and documents. The data and results were grouped based on their similarity of concepts. The data finding determines the factors that cause good governance to be ineffective in Thai public sectors from the perspective of foreigners. In addition, a focus group of students from different countries and an online survey were completed using a semi-structured interview to gather the data by investigating their thoughts and experiences of good governance in the Thai public sector. Specifically, the content analysis technique was used to organize the data process, including coding, patterned meaning, and, most importantly, making sense of the data. The following addresses the content analysis procedure for the research.

First, the researcher collected data from each participant using an audio recording and listened to it twice before transcription. The aim was to get familiar with the data. At this stage, the researcher could identify the categories of meaning gathered from the words spoken by the subjects. Verbatim transcriptions were later made for each recorded conversation with the participants.

Second, a semantic procedure was used, where words and sentences from the text (transcriptions) were categorized into codes. This is to ensure clarity of understanding from the conversation and avoid misrepresenting and omitting data.

Third, once the recurring classifications of codes were gathered, the next step was to conduct descriptive procedures, where codes were analyzed to another level of abstraction. The coding was based on the following principles: efficiency, effectiveness, responsiveness, accountability, transparency, the rule of law, equity, and participation/consensus-oriented. This process classified the data into themes. The themes were later analyzed into a higher-order level of abstraction, which is described as an explanatory account. At this point, the researcher conceptualized the themes by interpreting data into meaningful concepts and conclusions. Most importantly, the researcher also validated the themes with the subject themselves to enable this research's preferable results.

Once the researcher collected the in-depth interview data and analyzed it, the researcher also wanted to know if the data collected was accurate based on the information obtained from the focus group. Six participants participated in the focus group. In the focus group, the researcher was the person asking the in-depth interview. Based on the responses of the group, the group was also selected. The focus group shared their perspectives on good governance in public sectors. The compelling part about an interview is that when one person shares their experiences, another person may be prompted to contribute their view as well. These views can either be positive or negative. After this was completed, the researcher investigated the view of the larger population to determine if their view agreed with the findings obtained from the in-depth and focus-group interviews. An online survey was used to gather data from the larger population. The survey questions used were based on the findings. The questions were given to 5 participants initially for a pilot run. This was to determine if the questions were straightforward and to the point. The online surveys were launched to help cross-check the result obtained in the in-depth interview. The "triangulation" method was added to this research step. This helped cross-check the validity of the result.

3.4 Conclusion

The findings of the data collection and analysis of this research will be discussed further in Chapter 4. Through the in-depth interview and group interview (focus group), and online surveys the researcher discovered the participants' views about good governance in the Thai public sector. Since individual experience is significant in this study, the research results provided sufficient scope to support the findings related to the research questions. During the data collection process, insightful observations were obtained related to good governance in the Thai public sector, which will be discussed further in Chapter 4.
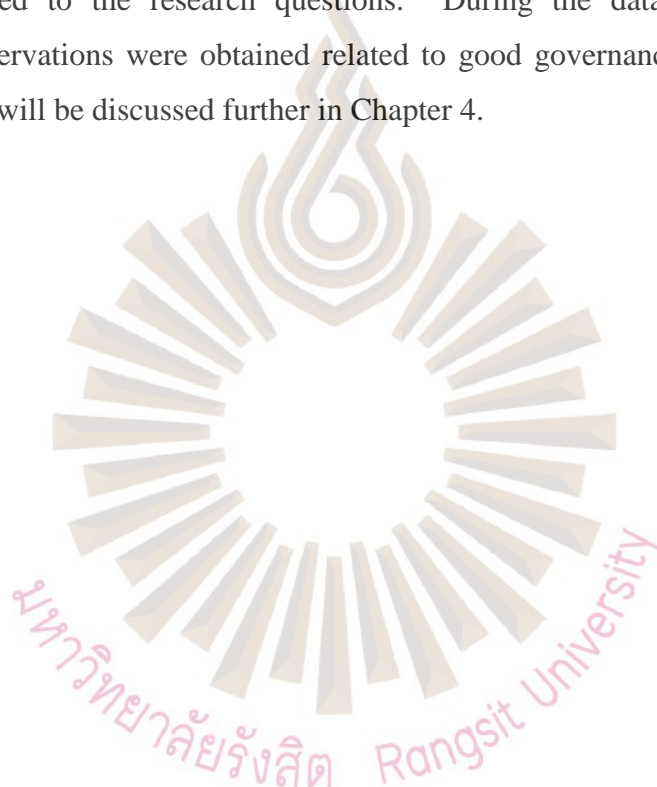
Chapter 4

Research Results

The act of public interaction, where an ordinary citizen directly meets a government official, provides a simple opportunity to gain valuable insights into the functioning of the lower levels of management in the public sector. This encounter explores a range of issues pertaining to the involvement of foreigners with the public sector, aiming to assess whether the Thai public sector performs adequately and engages effectively with the public, particularly with non-Thai individuals residing in Thailand. What sets this study apart is the diverse background of its participants, representing various countries and governmental systems, all of whom have personal experiences, observations, and opinions about the Thai public sector. By observing these interactions, we can better understand how the Thai public sector should engage with foreigners in an appropriate manner.

The term public encounter at the street level refer to an interaction between Thai government officials and individuals who are foreigners living in Thailand. This interaction, which can impact a citizen's livelihood or just their daily lives, reflects the underlying values and motivations of those who provide services in the Thai public sector. The participants in this study have all personally dealt with the Thai public sector. This chapter reports on the findings of the qualitative data analysis obtained from in-depth interviews, focus-group interviews, and online surveys with foreigners and their perspective on street-level good governance in Thailand's public sector. As stated in Chapter 3 about the research methodology, the researcher obtained the result by asking participants questions concerning street-level good governance in the Thai public sector. The participants shared their views through real-life experiences and media reports. In this study, Thailand's Office of the Public Sector Development Commission (OPDC) was utilized. The principles of good governance consist of ten main principles: 1) Effectiveness 2) Efficiency 3) Responsiveness 4) Accountability 5) Transparency 6) Participation; 7) Decentralization 8) Rule of Law 9) Equity and 10)

Consensus orientation. In the preliminary study, as discussed in Chapter 3, the researcher found that four of these principles, namely accountability, transparency, equity, and the rule of law, were prominently mentioned by foreigners. The researcher emphasizes the importance of establishing good governance in countries. Countries that embrace this concept within the public sector are likely to experience fewer problems, less abuse of power, limited misuse of public resources for personal gain, and reduced corruption (Jreisat, 2004 as cited in Chalerabarty and Chad, 2012; Leftwich, 1993; The Organisation for Economic Co-operation and Development [OECD], 2001).

This chapter aims to explore the perspectives of foreigners on the street level of good governance demonstrated by officers of the Royal Thai Police and the Immigration Bureau, specifically focusing on their interactions with foreign clients. The examination conducted in this section aligns with the principles of good governance established by the OPDC. The participants' statements presented in this chapter reveal that multiple OPDC principles have been identified in the quotes provided. Therefore, it can be inferred that the four OPDC principles commonly mentioned in relation to good governance at the street level, namely accountability, transparency, equity, and the rule of law, will be evident in multiple situations discussed. The presence of these overlapping principles of good governance in each situation will be indicated at the end of each corresponding quote.

4.1 Accountability

Accountability is a prominent feature within the public sector, whereby government officials are held accountable to higher authorities in the institutional chain of command, the public, non-governmental groups, the news media, and other stakeholders (Khotami, 2017). It entails assuming responsibility for meeting performance standards and being accountable to superior authorities. For instance, work units are accountable to local governments, while local governments are accountable to the national government. Horizontal accountability, as discussed in Chapter 2, refers to the government's obligation to the broader community. Accountability serves to clarify

obligations and tasks, promote responsible behavior, and establish legitimacy and public confidence.

During the study, several participants shared experiences related to horizontal accountability, wherein officials were perceived to evade accountability for their responsibilities. While many participants believed that immigration and police officers were accountable for their duties and performed them effectively, a smaller number held a differing view. The issue of horizontal accountability emerged consistently in the collected data, as evidenced by the insights provided by participants in the in-depth interviews, focus groups, and online surveys. These participants expressed their belief that certain sectors of the public sector, such as police officers and immigration officers, were not held accountable for their actions. As foreigners, they emphasized the importance of accountability and adherence to proper procedures in carrying out their duties. They expected members of the public sector to perform their duties in accordance with established rules and regulations.

The data collected from the three sources - in-depth interviews, focus groups, and online surveys - consistently highlight the necessity for the public sector to be accountable for its duties and responsibilities.

4.1.1 Thai Royal Police

Participant #20 asserted that a police officer mistreated her following a traffic collision. Participant #20 has worked at a private university for ten years while residing in Thailand. She was once involved in a collision with a biker. The participant said that her car was struck by a motorcycle at an intersection. She mentioned that she had crossed the junction and believed she was not at fault. The participant also stated that the biker did not have a valid motorcycle license or motorcycle insurance. These facts indicated that he should not have been riding his motorcycle on the street. After the collision, two officers came to investigate the incident. They first said to the participant that the participant was at fault. He did not investigate what happened, but simply concluded that the participant was wrong. Significantly, the police officer had a

relationship with the biker. After talking with another police officer, the participant discovered that the police officer who informed her that she was at fault was the biker's uncle. The participant tried to present the police officer with her car video recording as evidence but was ignored and treated the evidence as unimportant. The participant believed the officer was unconcerned with her reasoning and gave little attention to the relevant facts. The participant felt her legal rights were disregarded and she was mistreated. The officer asserted that the participant was to blame and refused to consider any of the participant's evidence or arguments. He performed his duties improperly and displayed nepotism.

> "I got into a car accident, where the motorcycle hit me on the side after I crossed to the other side. It might be partly my fault, but everything happened so fast. At that time, I panicked since it was my first car accident in Thailand. I also found out later that the motorcyclist did not have a license. The police arrived, and the officer first said, "It was your fault". I was shocked, did not know what to do, and did not understand why he did not look at the evidence. Later, I discovered that the driver who hit me [his] uncle was a police officer. The police officer was taking sides rather than seeing the actual situation." (Participant #20, Business owner, personal communication, February 20, 2020)

(This quote can be Horizontal Accountability and Rule of Law : Horizontal Accountability is the government's obligation to the larger community. Accountability clarifies obligations and tasks, encourages responsible behavior, and establishes legitimacy and confidence.

Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties.)

According to this participant's report, the police officer did not display horizontal accountability. It is the police officer's accountability to the larger

community that fosters legitimacy and trust. Participant 20 stated that the police officer did not carry out his duties properly as he neglected to assess the circumstances fairly. This issue pertains to horizontal responsibility, in which the police officer is supposed to perform his duty by promoting responsible actions and establishing legitimacy and confidence.

Another participant in the online survey mentioned saving face when there was a need to be accountable for making a mistake. This is what the participant stated:

"In Thailand, police and government officials tend to care more about saving face rather than learning from mistakes where the public are punished and fined, but the public officials are just relocated until the news subsides." (Online Survey, December 2022)

Based on the statement from the online survey, the participant concluded that parts of the public sector, such as the police and government officials, are not responsible for their actions if a mistake is made; the public, such as foreigners, are fined and punished, while public officials will not be punished; they will be relocated until news of the incident subsides.

Participant#16 is one of the lecturers at a private university. He has shared his perspective of the police officer who was not accountable for his duties. He stated:

"You know, I have had experiences with this where people have been subject to a crime that has been committed. They have gone to the police. They want the police to record and investigate this crime, and the police say," Oh, you have to pay us money if you want it." Yeah. I do not think that is right. I think if other people go and want to get a police report. They want the police to investigate the crime. They do not have to pay the police money. I've seen this twice where people who had something stolen and they want the police report and the police say, oh you have to pay a thousand baht…the police

report was like your duty, you know, that's your responsibility." (Participant #16, lecturer, personal communication, February 13, 2020)

Participant #16 stated that the police officer would write a report with a payment. This participant believes that drafting the crime report is his role or that the public should be able to get the report.

Participant #6, a private university student, stated that she had seen people who were stopped by the officer and were offered a discount fee that was less than they had to pay at the Police Station. She related:

"They might be speeding, and they got stopped by the cops, and the cops will probably go. Okay, you can avoid going to the police station by giving me a couple of hundred baht or maybe 300 Baht instead of paying at the station 500 Baht or something. So, people don't want to waste their time going to the police station, so they give them [the money]." (Participant #6, Student, personal communication, March 3, 2020)

(This quote can be Horizontal Accountability and Rule of Law : Horizontal Accountability is the government's obligation to the larger community. Accountability clarifies obligations and tasks, encourages responsible behavior, and establishes legitimacy and confidence.

Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties)

Participant #15 mentioned the Red Bull case, where the police officers were not accountable for their duties, let wealthy people get away, and did not prosecute them for the crime they committed. Many of the participants in this study mentioned this case about the Red Bull accident. Participant #15 stated:

"Yeah, and that is another thing that I get bothered by is that the grandson of the guy of owning Red Bull. Yeah….that is the perfect example of how he escaped. He should be in jail for what he did. Then you know the police did not even have an arrest warrant for him until years later, and then suppose that they could not find the guy, but a journalist from the west found him in one day. He was in Thailand, and in this, he publicly announced that we had just got out to the other country. Yeah, so now afterward, they issued a warrant for example. Those kinds of stories bother me." (Participant #15, Business owner, personal communication, February 17, 2020)

To such foreigners, they do not understand why it took the Royal Thai Police a long time to catch someone who committed a crime and was not imprisoned for what he did. Why didn't he get punished for the crime he committed? It seems very unfair and unethical to let the case go. By observing this case, many foreigners believe that the police officers are not accountable for their duties, and they also believe that if you are wealthy, you can buy your way out of a crime you have committed.

One of the online participants shares the same view on accountability-related police officers taking bribes to file a complaint at the police station. The officer taking a bribe from the foreigner is not accountable for his duties. The participant has stated:

"You can make a complaint about that police officer for taking a bribe from you by recording his calls in which he asks you to give money, and after recording, you can file the complaint." (Interviewee, personal communication, December 28, 2020)

The participant in the focus group mentioned that his friend told him that he was not punished for speeding while driving a motorcycle since he gave the police officer a certain amount of money. This is what the participant has stated:

"I heard some of my friends who drive motorbike like a drive very fast, and he got stopped by the police. Sometimes you just give the police a certain amount

of money, and they will let him go." (Focus group, Interviewee, personal communication, February 28, 2020)

(This quote can be Horizontal Accountability and Rule of Law : Horizontal Accountability is the government's obligation to the larger community. Accountability clarifies obligations and tasks, encourages responsible behavior, and establishes legitimacy and confidence.

Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties)

The participants in the in-depth interview and the focus group have stated that police officers are not accountable for their duties and lack horizontal accountability. Police officers are supposed to enforce the law and punish those who violate the rules and regulations accordingly, but they alter the rules and regulations and take advantage of the rules and regulations. They used them for their own benefit rather than society's.

The data collected from In-depth interviews, a focus group, and an online survey all indicated that the participants concluded that the police officers did not carry out their duties properly because police officials are not responsible for their actions. In the instance that potential law violations occur, the public, such as foreigners, are fined and punished, while public officials will not get punished; they will be relocated until news of the acts subsides. It was also indicated from many of the participants' experiences related to traffic violations that police officers are supposed to enforce the law and punish those who violate rules and regulations, but they alter the rules and regulations. They also take advantage of the rules and laws and use them for their own benefit rather than society's. Others also shared their experiences that police officers would only do a report write-up if they were paid, which the participant believes is their duty, and they need more horizontal accountability. Other participants have mentioned that police officers are not

accountable for their actions due to the wealth and power of the individual, causing a delay in investigating the "Red Bull" case.

4.1.2 Immigration

The immigration sector is an important sector that needs to be considered. The responsibility of immigration is to protect the nation. The immigration officers are committed to helping safeguard the country and the public. They secure Thai borders and act as border guards. Thailand is one of the many destinations that many people want to travel to live and retire—it's the land of smiles, a place to enjoy. Looking at the performance of the immigration police and their contribution to the public sector that has contributed to serving the public is very important to determine if proper street-level good governance has been successful. Twenty participants participated in the in-depth interview. There were also focus group discussions and an online survey that were conducted. They mentioned good governance related to accountability in the immigration sector. Many foreigners who have resided in Thailand have mentioned that they experienced corruption in the public sector related to accountability and immigration officer performance. This included border immigration that accepted money for faster services. One example that a participant in the study mentioned was that he worked for one Chinese firm, and every time his senior chief engineer visited Thailand, they would offer immigration 1,000 baht to facilitate and make things faster to enter the country, albeit legally for a week.

> "Immigration…this is a big law, and this is a testament because I have worked with a Chinese with a large Chinese firm. Their subsidiary would call that every time our main engineer, a chief engineer, travels, and the department head comes every other month. They would have to pay the immigration 1,000 baht to facilitate and to make it faster for them to enter the country according to the law for only one week." (Participant #17, Business owner, personal communication, February 2020)

(This quote can be Horizontal Accountability and Rule of Law : Horizontal Accountability is the government's obligation to the larger community. Accountability clarifies obligations and tasks, encourages responsible behavior, and establishes legitimacy and confidence.

Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties)

Another participant also mentioned that you could be granted a tourist visa to enter Thailand by paying the immigration "under the table" to gain entry into Thailand. Immigration will not question you when you pay them. The participants think it is wrong because immigration should be cautious and responsible for anyone who enters the country illegally. The officer should be responsible for their duty and not let foreigners enter Thailand illegally.

"… I often use the tourist visa to enter the country. You should raise the question of whether anyone should have done that. That is the Law. But between an officer and someone else, passing the border, we know what you pay because everyone knows. We have professional staff, and they won't ask questions. Two months later, you do this again. The price is 2,500 baht to 3000 baht." (Participant #2, lecturer, personal communication, February 7, 2020)

(This quote can be Horizontal Accountability and Rule of Law : Horizontal Accountability is the government's obligation to the larger community. Accountability clarifies obligations and tasks, encourages responsible behavior, and establishes legitimacy and confidence)

Looking at the performance of the immigration public sector that contributes to serving the public is very important. Concluding from what participant # 17 and participant #2 related, this experience showed that immigration lacks horizontal

accountability. As mentioned earlier, horizontal accountability is the government's obligation to the larger community. Accountability clarifies obligations and tasks, encourages responsible behavior, and establishes legitimacy and confidence. Based on the experiences of the two participants, it showed that the immigration officers lack horizontal accountability since they are granted easy access, possibly unavailable to other nationalities, to enter the Kingdom of Thailand with little or no questions if they make a payment.

Another participant from the focus group shared that immigration officers lack horizontal accountability. They should have performed their job according to their duties. They try to lower the fee for foreigners violating the rules and regulations by offering a discount. This is what one of the participants in the focus stated:

"One of my friends told me that he stayed more than 90 days, so it was late, overdue. So we have to go to the office and pay the money. However, the officer said if you want the piece of paper[receipt], you have to pay the full price, but if you pay half, you will not get the piece of paper." (Interviewee, personal communication, February 28, 2020)

(This quote can be Horizontal Accountability and Rule of Law : Horizontal Accountability is the government's obligation to the larger community. Accountability clarifies obligations and tasks, encourages responsible behavior, and establishes legitimacy and confidence.

Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties)

Participants in the focus group who shared his comments think that it is good that the immigration officer is trying to help them. However, there should be a system and a case that can be considered if foreigners do not follow the regulations. Not

being given a receipt showed that they were corrupt by not following the system since no written statement verified their action.

One of the participants in the online survey shared their view that contacting the public sector can cause many delays and confusion since they are not properly trained.

"Most public sector offices contacted in Thailand need more training to provide assistance and solution-based help. They add to the confusion and delays." (Interviewee, personal communication, December 8, 2022)

Another participant in the online survey mentioned that immigration needs to clarify and explain to foreigners the specific regulations and penalties for people who visit immigration for the first time. In addition, the form that was given to them needed to be more transparent, straightforward, and easier to read.

Rarely do public servants provide a "service," rather, it is that they are doing you a favor or that you are a problem they want to see go away. Alternatively, they have a bad attitude and want to take it out on you. This is particularly evident when dealing with immigration. In fairness, the immigration people often have huge workloads. On a recent trip to Cheng Wattana to get a re-entry permit and there were 45 people in the line before me. And many more after. A tremendous workload that day. This is compounded by the fact that many things need to be clarified or regulations need to be posted meaningfully, increasing the transaction time with needless questions. Even the form to request a re-entry permit must be clarified for the first-time user. Poorly formatted with archaic language construction." (Interviewee, personal communication, December 8, 2022)

(This quote can be Horizontal Accountability and Rule of Law : Horizontal Accountability is the government's obligation to the larger community.

Transparency means that the government's performance must operate with honesty and frankness, including disclosing necessary and reliable information to the public. Acknowledged regularly as well as establishing a system for easy access to said information)

Another participant shared his or her view on immigration, saying that they effectively do their jobs. This is what he or she has stated:

"They effectively do their jobs in the immigration offices. They implement government policies." (Interviewee, personal communication, December 8, 2022)

According to the statements made by the participants, it is evident that the immigration officials lack horizontal responsibility since they are not performing their tasks properly. There are more principles of good governance that appear in each situation, but in this section, the researcher is focusing on accountability in terms of the responsibility and duties of the public sector. These included being permitted to enter the Kingdom of Thailand with little or no questioning if they paid a fee, not providing a receipt, and not treating others with consideration. Other participants believe contacting the public sector might result in delays and confusion due to their lack of sufficient training, which results in not clarifying many rules and regulations for foreigners regarding penalties. Some participants also stated that the immigration office was also trying to make things faster and ignoring specific details that the public, like foreigners, should know. A few participants responded positively to the immigration officials, stating that they were helpful in providing the participant's requested service without charging a fee. Another participant remarked that immigrants perform their duties effectively.

4.1.3 General view on accountability

Several of the participants in the online survey shared some positive comments. These comments are stated below.

"People from the public sector are well trained and can speak fluently. However, sometimes they have many queries. So, it is difficult to contact them very often." (Interviewee, personal communication, December 8, 2022)

"Mostly, they are kind and polite." (Interviewee, personal communication, December 8, 2022)

"From my perspective, public sector officials have been competent and helpful." (Interviewee, personal communication, December 8, 2022)

Based on this, they believe that the immigration officer is helpful, kind, and polite in providing the service needed. (Interviewee, personal communication, December 8, 2022)
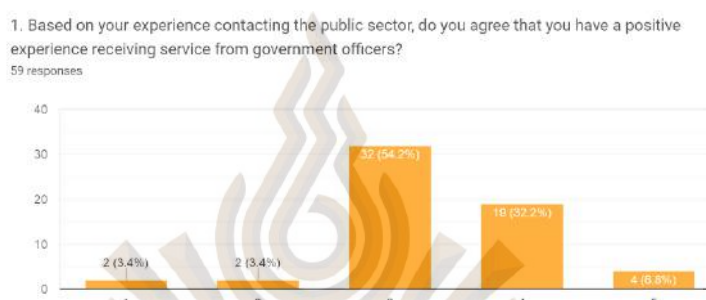

Figure 4.1 Foreigners positive experience receiving the service from Public Sector

Source : Researcher, 2023

According to the general view of accountability in the public sector, most participants have a positive response to receiving the service provided. The chart above shows that the majority (32 out of 59 participants) in the online survey remained neutral when responding to the positive experience of receiving service from the public sector. Only four people, or 3.4%, are dissatisfied with the service they received. Moreover, 23 out of 59 participants agreed that they had a positive experience. Based on the online survey results, foreigners have a positive experience receiving the services provided by the public sector.

4.2 Transparency

Transparency is another widely acknowledged essential element of efficient government. The term "transparency" pertains to governments, public sectors, private enterprises, and small businesses that disclose information and operate openly. Another essential component of good governance is transparency. According to the OPDC, transparency necessitates that government employees act honestly and

forthrightly, which includes providing the public with required and reliable information and building a structure for easy access to data. During the in-depth interviews, participants provided a range of viewpoints regarding their experiences with good governance on the street level.

The in-depth interview, focus group, and online survey indicated the experiences that they mainly had with immigration since they had to meet with the officer every 90 days to extend their stay and renew their one-year visa. Foreign participants generally held the belief that there was an issue with transparency that needed to be improved. Many participants have mentioned that the information was either unannounced or sometimes not updated. In addition, some of the information provided is in Thai, which they sometimes need help understanding. Others mentioned that sometimes regulations are not official since different branches can alter their practices even in the same institution. Even now, changes have been achieved with the assistance of technological advancement and the development of new policies. Despite this, specific information continues to be obscure and difficult to locate, which has led to misunderstandings and a breakdown in confidence between the government and the people of the country. In the long run, this may lead to resentment and mistrust of the public sector.

4.2.1 Thai Royal Police

Participant #2 was originally from China and had worked for a private organization in Thailand for three years. Participants two and four came to the same conclusion, asserting that the information provided is unclear and that the guidelines and policies are constantly being updated. The following is what he said:

"… transparency is an issue. The information (requirements) is not clear at all."(Participant#2, lecturer, personal communication, February 7, 2020)

Participant #2 indicated the public sector's need for more transparency in information. The participants have stated that the information is constantly changing

and sometimes needs to be updated, and they need clarification on what to do and how to proceed.

Participant #13 related that he observed a distinction between the Thai and International sections in terms of service received during his background check with the Royal Thai Police to secure his online position in the online application. He witnessed corruption as part of his background investigation at the International Department background check. He stated to the researcher that he had been requested to pay approximately 3,000 Thai Baht by the police officer to obtain this service. He paid for the service, but they could not give him a receipt when he requested one. He compared this to the Thai background check. It differs from his previous encounters and costs less than 3,000 baht. So, it needed to be clarified how much the fee was since there was no sign stating how much the service was. This is what he has stated:

> "It was a Royal Thai police post, so I needed to get a background check for a job. The online job that I have in China. The company is located in China, so I have got a background check [before getting a job offer]. I [went to the background check department and informed the officer that I] needed to get [my background check] ASAP [As soon as possible]. Is there any way I can express filing [service]? [They told me] sure, it's about three or four thousand baht [for the express service]... [It's] not funny, but is ironic how the Thai side could get a background check for a company in Thailand, and everything was [clear and no extra charge]." (Participant #13, personal communication, February 17, 2020)

During this process, he inquired at two places, but one asked him for extra money for service, while the Royal Thai Police, which was not affiliated with the international section, rather the Thai section, provided adequate service and he did not have to pay extra charges. In addition, he compared his experiences with those of a friend who also required a background check. His friend was also charged 3,000 baht. From this, he was uncertain what transpired. For the respondent, the two experiences raised many questions. He has stated that they should audit the police

officer's performance since this is his or her duty. He also stated that there should be a standard for the service. He also raised these questions: Shouldn't the police perform their duties properly? What happens to the responsibilities and tasks officers must carry out? Based on participant #13's experience, the information should be more transparent, allowing him to see what he must pay for a particular service. The previously mentioned situation showed they could perform their job, but foreigners must pay to complete it. The participant believes this needs to be corrected so that less corruption can occur.

4.2.2 Immigration

Participant#4 from Croatia had resided and worked as a researcher in Thailand for three years. He asserted that he had encountered a lack of transparency in the immigration sector. He noted that laws and regulations change frequently and are opaque. He stated the following:

"I did not see many challenges in dealing with Immigration except that it is never clear exactly what we need to do, and it changes too often. It changes all the time…" (Participant#4, personal communication, February 28, 2020)

Another similar occurrence many foreigners shared was paying a fine to immigration. In a situation where a foreigner stays in the Kingdom for over 90 days without notifying the immigration bureau or notifying the immigration bureau later than the set date. In that case, a fine of 2,000 baht will be collected from the foreigner who did not make the notification of staying over 90 days. So as mentioned, the fine for reporting to immigration is 2,000 baht. However, the participants in this study have mentioned that immigration officer would offer a special price to foreigners, where they would only be required to pay 1,000 baht without receiving a receipt. Of course, this is not a straightforward approach to immigration. The officers will make this offer if you complain to them. If you said sure, no receipts needed, they will assess a fine lower than what it should be. Participation #9 has stated what he has encountered when he visits the immigration department. He mentioned that he forgot

to do his 90-day report. So, he waited until his visa expired, then reported that he did not do his 90-day report. So, when he visits immigration, instead of paying the 2,000 baht, the immigration officer will offer him another option where he only pay 1,000 baht if he does not require any receipt.

"Another thing is if you do not go there to report every 90 days. You will have to pay the immigration 2,000 baht fine if you do not report it. If I forget and I have not gone for one year. I will wait [before it expires] to renew. Then I will go there. They will ask you directly. Do you want a receipt? If I say yes, you want to get the receipt, then I have to pay 2,000 baht. If I say no, I do not want the receipt.   They would say Okay, 1,000 baht without a receipt." (Participant #2, personal communication, February 7, 2020)

Since the rules and regulations were not transparent, the officer can change any assessed penalty based on what they believe is a "win-win" situation for both the client who receives the service (discount fee) and them retaining the rest. If the situation were clear and transparent, then it would be impossible to make any adjustments. The client was okay with breaking the regulations since he got a discount of 1,000 baht.

As for the service of immigration, many participants have mentioned that it can be effective. This, of course, depends on which branch you visit. The one in Bangkok is very busy and crowded, so you will wait longer than if you visit one in another province, which has smaller immigration offices and fewer people that can provide a faster service. Many foreigners have also mentioned that the website's rules and regulations could be more transparent and straightforward. Most of the time, the immigration website is down. In addition, some of the documents are not translated into English. One of the participants mentioned that he never had to pay to renew a 90-day report, but one time when he went to do his 90-day report, he had to pay 50 baht. So, he needed clarification.

"… I can only say something about regarding immigration. Specifically, because I will go the immigration every 90 days... for the 90 days report. So

the only thing I saw that changed is that normally we have an annual visa extension, and then we also have a regular 90 days when we have to report it. One thing that I saw that changed is that now we have to pay another 50 Baht to renew the 90 days, which has always been free of charge. So, it just happened. Less than a year ago, I thought it was free every time. I mean, like, it's kind of a big question for me because why do we really [need] to pay [for it before] it used to be free?" (Participant #9, personal communication, February 7, 2020)

Based on the responses of Participants #2 and #9, both showed that immigration lacks transparency. The payment for the service needs to be clarified. Even though it states on the website that the immigration department will post the service details of fees and payments required, which can be visible to everyone. But, since the information was very vague, immigration should clearly explain to clients or persons who received the service the situation and how much they will have to pay if they have violated the regulations. They should not offer the people special prices, as has been done. This created mistrust in the people who received the service from the immigration officer.

Participant #3 is a student studying at a private university. Like everyone else, she has to do her visa extension and 90-day report every 90 days. She has shared her opinion that there is no sign or board on the price of the fee you have to pay. This is what she stated:

"We need to extend a Visa, or we need to do something like 90 days report. Yes, they need to charge a fee for sure. But I did not see any posts on the wall claiming how much it is to extend a visa and how much it is to do the 90 days report. Moreover, only the staff would tell us how much this is. Who knows if they would charge me a higher fee or not?" (Participant #3, personal communication, February 17, 2020)

Participant #3 felt that the immigration officer should have a sign or a board that stated the price. How much do you have to pay if you do not do this? Then the public will be suspicious if the amount they paid is correct. Everything needed to be more straightforward and transparent. She said that without the sign or a board, the officer could change the price, and we would not know about it.

Participant #18 stated that the government and the public sectors, such as immigration, are still not clear and transparent about the policy that appeared on the website. This is what participant #18 related:

"In addition, the government still does not show everything. Public sectors such as immigration are still unclear about their policy and do not inform the public through websites. The website and the channel of [an] announcement should be clearer and in English. As a foreigner, I have to depend on a local Thai to understand what is being said on the website."(Participant #18, personal communication, February 21, 2020)

Participant #18 mentioned that most of the time, the website and the announcement could be more transparent. Sometimes, it is announced in Thai, and as a foreigner who needs to learn Thai, he or she needs help understanding the message. This makes it less transparent and can cause lots of confusion for foreigners.

In the focus group, there were discussions on how information needs to be more transparent. It was mentioned that there are cases where the immigration officer can charge foreigners who received the service, and the leader will not say anything. If the information is more transparent, then these cases will occur less frequently. This is what one member of the focus group stated:

"I think it the system is quite similar with other countries like Vietnam or Korea, but the problem is because of the people, as I said before, like… the immigration police office, even the normal staff can charge the money from the normal people and their leader will not saying anything. So they earn money together.

So, it is a problem of the people, not the law or system…I think it's because of the people." (Interviewee, personal communication, February 28, 2020)

"One of my friends told me that he stayed more than 90 days, so he was late for reporting. So we have to go to the office and pay the money. But the officer said if you want the piece of paper(receipt), you must pay the full price, but if you pay half, you will not get the piece of paper." (Interviewee, personal communication, February 28, 2020)

One of the online survey participants expressed the observation that there is a discrepancy between the information provided on the immigration website and the actual requirements communicated at the immigration office. Foreigners reported being informed of certain documents or procedures on the website, only to be informed upon their visit to the immigration office that additional documents were still missing. Consequently, they had to make repeated visits to complete the necessary requirements. The participant's statement highlights the need for greater transparency in providing accurate and consistent information to avoid confusion and inconvenience for foreigners dealing with immigration matters. This is an observation from one of the participants in the online survey:

"We were told this and brought the documents when we came back, then again told us that you do not have this or that. I often have to return at least three times to complete a transaction." (Interviewee, personal communication, December 8, 2022)

The participant above mentioned that the information posted on the website is not clear and transparent since not all the relevant information is provided on the website. This can be time-consuming for many people and cause frustration.

Another participant in the online survey mentioned that the information provided on the website could be more straightforward. Even though the online report

can be done online, the procedures could be more transparent. This is what the participant in the online survey commented on:

"Many immigration requirements seem to change, and no notification is given. For example, for the 90-day reporting, people are given the option of doing this online. However, the procedures have changed, and the notification and explanation of the changes are unclear." (Interviewee, personal communication, December 8, 2022)

The immigration officials and the information presented lacked clarity and transparency, with the majority of participants noting that the payment for the service must be defined. Even though it is stated on the internet that the immigration department will post the required service charge and payment information, which is visible to the public, no such information has been posted. However, since the material was so imprecise, immigration should explicitly explain to clients and service recipients the circumstances and the penalties they will incur if they breach the regulations. Occasionally, announcements were made in Thai, and as a foreigner who has to learn Thai, he or she required assistance to comprehend the message. On occasion, certain costs are listed on the internet, however, on other occasions, the price is not included on the website but is disclosed when contacting immigration. The officer may modify any issued penalty based on what they perceive to be a "win-win" situation for both the customer receiving the service (reduced fee) and themselves (retention of the remainder).

4.2.3 General Perspective of Transparency

Participant #1 stated that there might be considerable work that these public service providers must already deal with, and they did not want to do additional work by not being transparent. This is what participant #1, who is a lecturer from a private university, has stated:

"No, I think there are reasons for it. It's not all sneaky. I think sometimes they are lazy, do not want to do other things, and want to keep calm. The options

are transparent; you know what is going on. They can't change them on that, and if they are not transparent, they can change their mind, and you do not know they have to change the rules…but if [it] transparent, then it is set." (Participant #1, personal communication, February 6, 2020)

Participant #1 stated above that if they are transparent, they cannot change their mind; if it is not formally established, they can do anything since everything is not set. They can alter the rules and regulations based on what benefits immigration staff.

One of the participants in the online survey informed us that language is one issue, which might be why foreigners might miss some vital information. This is what one of the participants in the online survey stated:

"Probable because we do not understand the Thai Language and miss some important parts." (Interviewee, personal communication, December 8, 2022)

Another participant in the online survey mentioned that the law changes and they need to be informed. They only learn about or acknowledge these new laws when they affect them.

"It seems as though the laws change, and I(we) only learn about the new laws when they specifically affect us." (Interviewee, personal communication, December 8, 2022)

One of the participants also shared that the public regulations are not officially published, such as the public announcement on the website, since each of the branches they visit has its own regulations even though they are under the same institution. This is what a participant has shared:

"The officer did not fully follow the information provided, and it was not officially published as public regulation (such as public announcement, it

contained different information from one to another office under the same institutions)." (Interviewee, personal communication, December 8, 2022)

Another participant in the online survey shared that it is not the regulations but the officers who make the changes to the rules and regulations. This is what he or she stated:

"It may be clearly stated…but the practice always changes due to the individual officers. Nothing is wrong with the law, but the officers." (Interviewee, personal communication, December 8, 2022)

Many participants in the online survey shared their perspective that the rules and regulations are constantly changing, and it is hard to establish clarity. In addition, they do not make any announcements about the new regulation. This is what participants observed:

"It is hard to be clear when they change regularly." (Interviewee, personal communication, December 8, 2022)

"I agree that the information is unclear, and they do not give any announcements on the changes and updated information." (Interviewee, personal communication, December 8, 2022)

"The change that you want to implement has to be clear and relevant, so people understand what you want them to do and why they need to do it." (Interviewee, personal communication, December 8, 2022)

Participants say information changes. Those seeking immigration services need to be made aware when regulations change and given guidance on complying with the changes. One should be able to see what a background check costs. Other participants mentioned that the officer could adjust the rules to create a "win-win" situation for both the client who receives the service (reduced charge) and the officer. Transparency prevents changes, as he got a 1,000-baht discount instead of paying the

total price of 2,000 baht. Many online poll respondents believe that rules and regulations frequently change, making them unclear. The new regulations were not announced either. Other participants mentioned that if they are transparent, they cannot change their actions, but if they are not, they can do anything since everything is not set.

4.3 Equity

Promoting equality and inclusivity requires providing individuals with opportunities to improve or maintain their well-being, without discrimination based on factors such as gender, race, ethnicity, language, age, health, economic or social standing, religious beliefs, educational or professional background, or experience level. The Office of Public Sector Development Commission (OPDC) defines equity in Thai good governance as the government's ability to deliver services in a manner that ensures service equity. This entails providing equal access to public services for all individuals, including those who are socially disadvantaged.

Following a in-depth interviews and an online survey, it was widely acknowledged that power and wealth can significantly influence the attainment of equity. All participants in the in-depth interviews and online survey agreed that wealth and social status have an impact on the level of service received. While the focus group provided fewer comments on equity, the majority expressed their views on inequality in Thailand. It is important to note that each participant's personal experiences may vary, but overall, the existence of inequality can lead to instances of injustice. The researcher documented cases where standards and regulations were disregarded, with foreigners evading penalties that participants believed had become socially accepted norms. Such occurrences undermine public trust in the government, particularly within departments such as the Royal Thai Police and the Department of Immigration.

4.3.1 Thai Royal Police

The foreign participants' points of view show that many still believe that the Thai public sector provides little or no opportunity for equitable treatment. Participant #15 is from the United States, and he currently works as a teacher in Thailand at an international school. He had lived here for a total of two years. He asserted that police approach foreign citizens of diverse origins in various ways depending on their country of origin. The treatment of foreigners coming from western nations, where the average standard of living is higher, is prioritized over the treatment of foreigners from Thailand's surrounding countries, such as Cambodia. The participant reported that the police treated tourists from Cambodia as though they were third-class people. The following is what he said:

"They discriminate against people from different countries, but all foreigners are treated differently, especially the Western ones with money. The ones from Cambodia are treated like 3rd class, and we are treated as 2nd class." (Participant#15, personal communication, February 25, 2020)

One of the focus group participants shared her thoughts on equity. She is a student at a private university. She went to the police station to report her lost computer. When she first went to the police station, she got no help until her Thai teacher went with her. This is what she related:

"So, last year, I had to go to the police station. Because I lost my computer, so, it was the first time. I went there. It was like because I was not a Thai citizen, but I am not sure why the reason. The police officer only took a little responsibility for my case, but their response changed when I went with a Thai teacher. So I wonder if it is like a number cases for other kinds of citizens, but I think they should take full responsibility for what they have to do. (Interviewee, personal communication, February 28, 2020)

Based on the above statement, it demonstrates that foreigners are treated differently. In this case, the participant feels that, as a foreigner, she did not receive the service she should have received. It shows there is no equity in this situation since

the police officer did not offer to help her as he should have when she visited the police station.

In the online survey, participants were asked to share their views on how they were treated unfairly.   Many people shared their views. One of the participants in the online survey related that they are treated differently as foreigners, and the police will often stop them because they are foreigners.

"Spot fines are the norm. If you pay the officer in cash at the time of the traffic stop, your obligation is ended. It saves time, but you may have to pay more. Also, in my experience, there was never a cause for me to be stopped for a traffic offense. The only reason was my foreigner status." (Interviewee, personal communication, December 8, 2022)

This quote can be Equity and Rule of Law.

Equity means that the performance of government service must provide equal service. There is no separate male or female origin, ethnicity, language, gender, age, physical condition, or health. Status of the person Economic and social status; religious beliefs; education, training, etc. It also needs to consider equal opportunities for access to public services for a group of disadvantaged people in society.

Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties)

Based on the statement above, it can be concluded that the police believed that foreigners were wealthy, so they focused on them, alleging wrongdoing so they could collect a fine.

Participant #12, a lecturer, remarked that foreigners could also be classified depending on where they are from and would be treated differently, resulting in inequity. This is what participant 12 stated:

"I think it is already defined by class how much money you have because they discriminated against people from doing good cheese[wealthy people], but all foreigners are treated differently, especially the Western ones[who] are the ones that have money…like if there from a neighboring country they treat you differently…and look down[at] these countries."(Participant #12, personal communication, February 19, 2020)

Based on participant #12, the statement above indicates that in the public sector, those such as police officers can classify foreigners. They associate developed countries such as the USA, the UK, Australia, and EU countries as wealthy countries. At the same time, they classify neighboring countries such as Myanmar, Laos, and Cambodia as developing countries and can look down on the people from these countries. Foreigners were treated differently, and the police officers treated the participant's group of foreigners differently and unequally. The above participant mentioned that she went to the police station, but the officer offered no assistance. Other participants face police officers who focus on foreigners for wrongdoing and fine them. As some police officers think foreigners are wealthy, they link developed countries such as the US, UK, Australia, and EU are wealthy foreigners. At the same time, they may also look down on people from neighboring nations like Myanmar, Laos, and Cambodia.

4.3.2 Immigration

Participant #4 from Croatia has lived and worked in Thailand for three years as a researcher and business owner. During his visa renewal, he claimed to have been mistreated by a Department of Immigration employee. The immigration officer gave him the sense that he was uninterested in assisting him. He said the following:

"…They are not that helpful…when I went out and made this visit to immigration, I felt like they did not want me; they behaved like that—waiting in the queue for all of us for hours. Nothing. Then you have all these papers, and they say I do not have this one, come back…Oh.my...." (Participant#4, personal communication, February 28, 2020)

According to this participant, the immigration officer lacked equity. According to Participant 4, immigration officers failed to perform their duties because they hesitated to assist the participant or treat them as consumers or clients. According to the participant's perspective, the immigration officer avoided their duty and did not treat everyone with respect and equality.

According to the focus group discussion, all of the participants strongly agreed that there is inequality of treatment when asked if there's a difference between treatments if individuals have more power and wealth.

Another participant in the online survey shared a similar view that Thai immigration officers will abuse foreigners by taking bribes. This is what the participant shared:

"Thai immigration is an international criminal organization that abuses foreigners by taking bribes in coordination with agents and lawyers. The case was postponed and extended on multiple occasions. Ultimately, my company at that time settled out of court." (Interviewee, personal communication, December 8, 2022)

Other participants in the online survey stated that the way they treated us was not very nice, but aggressive. This is what the participant has shared:

"The office workers need to speak politely. I know they may always be busy, but how they respond to us is sometimes aggressive for me and infuriating." (Online Survey, December 2022)

Based on this participant observation, the participant knows that the officer was busy with their tasks, but they should treat everyone [foreigners] who receives service better.

One of the participants in the online survey shared his or her view of the immigration officer. He or she stated:

"I encountered once that the officer even helped us even though one of my friends lost his arrival card while providing full service without asking for any money on the way to the office." (Interviewee, personal communication, December 8, 2022)

For this reason, the participant has a positive perspective of immigration officers; he or she stated that they were helpful in providing the service that was required by the participant and did not ask for any money.

The majority of the participants mentioned that immigration officers mistreated them. The officer did not treat foreigners very nicely, and sometimes they were aggressive. Some immigration officers will abuse foreigners by taking bribes. As for other foreigners, some stated that immigration officers are helpful. As mentioned above, most foreigners have encountered immigration officers and were treated differently, and most have stated there was little or no equity in receiving the service.

4.3.3 General perspective of equity

Participant #9, a private university marketing officer, shared his equity comment. He stated:

" That is why I said, as a normal person with no position, contact, or connection, you must take care of yourself because you cannot expect [anything] from the government. Because if, for example, you happen to have an accident and that person has a connection with the government...Goodbye. You will not be treated fairly, so you must know your place." (Participant #9, personal communication, February 11, 2020)

He stated that you need power, wealth, or connections to be treated fairly. He stated that you need to care for yourself since the system will not care for you.

One of the members of the focus group mentioned certain things about equity. In the quote below, one of the focus group members stated that powerful people, such as the military, control everything. This is what the person stated:

"…in the previous year before 2012, my country is under military control, so there are no rules of law because everything is in a similar situation with Thailand where everything is in the hand of powerful people, the military people." (Interviewee, personal communication, February 28, 2020)

Another focus group member stated that people in the office sometimes need to be qualified for the position but are selected as the leader. It indicated special privileges for a specific group of people since they are selected for a high position even if their qualifications do not meet the requirements. This is what he stated:

"I do not think so because the people in the government do not have the qualification to do their job. For example, a health minister. He is a computer or engineer, in education or something, they block people from somewhere to give an advantage to someone else or give favors. Because they are not capable of doing their job." (Interviewee, personal communication, February 28, 2020)

Based on the participant above, it indicated that the people selected in the government do have some connection since they sometimes are not qualified for the positions but were selected anyway. These special privileges block other qualified people from being properly tasked with the responsibility.

Participant #2 mentioned that the public sector could divide foreigners into different categories or classes. This is what Participant #2 has stated:

"Also being equal exists in the UK. There are those people with wealth and power who can always do something. However, in daily life, it can treat everyone at least somehow equally, though in Thailand, is maybe in Thai

people but in terms of the foreigner. It is another state. I have observed for years…. that foreigners are divided into different categories. And also classes." (Participant #2, personal communication, February 7, 2020)

Participant #19 mentioned that people would be treated differently if they were wealthy and powerful. They can get away with the crime they committed. Participant #19 related:

"In terms of equity, there needs to be more equality here. People tend to live their life as is. When they are in trouble, rich and powerful people will usually get away with the crime they committed. I have seen it a lot on the news where the rich and famous people get away with the crime they committed, while the poor get punished since they do not have money." (Participant #19, personal communication, March 5, 2020)

Another participant in the focus group indicated that people cannot voice their opinion, which can create equity. This participant observed:

"The government makes sure that we have to follow the rules. So there is no voice, there is no freedom of speech." (Interviewee, personal communication, February 28, 2020)

The participant in the focus group also mentioned inequality among groups such as the military, which can have more power than other people in the government. He also believes that if people have power and wealth, they will have more power in society. This means that they will get a special privilege from society. This is what the participant stated:

"It seems that the people's military has more power than other people in the government. I do not think it is equal to [do this]. If people have more power and are rich, they have more power. So, there is no equality." (Interviewee, personal communication, February 28, 2020)

The participant in the online survey also agreed that people from neighboring countries, such as Myanmar and Laos, will be treated differently compared to people from developed countries, such as the USA, Australia, the UK, etc. The participant has stated:

"I see people from the neighboring countries, like Myanmar, Laos, they will be treated differently than people from a western country." (Interviewee, personal communication, December 8, 2022)

In terms of equality, foreigners' perspectives concerning street-level good governance suggest that individuals have witnessed or experienced disparity in Thai society. Many participants have witnessed or heard about inequality, in which groups of wealthy and/or powerful individuals obtain special benefits. These individuals can also get away with their crimes. Some individuals have also stated that foreigners are classified into several groups or classes, with wealthy nations such as the United States, the United Kingdom, and Australia treated better than neighboring countries such as, Myanmar, Laos, and Cambodia.

4.4 Rule of Law and Consensus-focused

The rule of law is crucial for maintaining societal stability as it establishes a legally binding framework and serves as a social contract between the government and its citizens. It provides the foundation for trust and accountability within a society. Without the rule of law, the social contract can erode, leading to disputes that undermine the stability and safety of the people.

The findings from the in-depth interviews, focus group interviews, and online survey consistently revealed that participants believed the application of the rule of law was inadequate. Many participants expressed concerns about the lack of clarity and ambiguity surrounding regulations, which are often unwritten and, when written, can be confusing. The influence of wealth and power was frequently cited by participants when discussing the rule of law. Such a situation undermines public

confidence in government agencies such as the Royal Thai Police and the Department of Immigration. Additionally, some participants expressed the belief that individuals who possess wealth and power can live without fear of harm, further highlighting the perceived disparity in the application of the rule of law.

Overall, these findings suggest a need for greater adherence to and clarity in the rule of law to ensure equal treatment and instill confidence in the government agencies responsible for upholding it.

4.4.1 Thai Royal Police

Participant #17, who is from the United States, has resided in Thailand for over ten years. He imparted his knowledge and viewpoints on the rule of law. He asserted that the rule of law is rarely enforced and that individuals might avoid punishment. He stated:

"I also actually bought my way out driving without a driving license. They stopped me, and at that time, I did not have my driving license with me. So, I gave the cop 100 baht, and they let me go." (Participant #17, personal communication, February 20, 2020)

Based on Participant #17 experience the rules and regulations needed to be fully enforced. He can get away and avoid punishment by just giving the officer 100 baht.

Participant #1 also mentioned that these rules of law could be different for each country; they are more culturally related. Participant #1 also mentioned that rules and regulations also have their price. Nevertheless, he mentioned that people want this since it benefits them and saves them time. This is what he related:

"So, I think in general, yeah, so I think there are different laws, but I also think we do not follow laws, which is just a cultural thing…I do not think there is

strong enforcement of any rule in Thailand…As far as Rules and Things, I do not know any Thai who likes to follow them. Because for example, you could say, if their corruption in Thailand makes, sure, I would say yes, there is much corruption, but how could you change it? You cannot because people want them. Everybody loves them. If you drive and a policeman is pulling you over. You only give him 500 and keep going. You do not want to have to stop driving back to a police station filling all these forms and waste two hours. So I do not think corruption can be stopped because people want that…"(Participant #1, personal communication, February 6, 2020)

As he has mentioned, the practice of the rule of law—following what laws and regulations exist—is not fully enforced since people want to flaunt the laws. It is convenient for many and has become a norm that society accepts.

Participant #1 also mentioned this concerning traffic violations such as speeding. Participant #1 mentioned that since he has been living in Thailand for many years, he has gotten used to the relaxed enforcement system. He is afraid that when he returns to Australia, it will be hard for him to get used to the strict rules of the road. He has observed:

"Yeah, that is quite normal. It is hard now when I go back to Australia. I am scared because I am so used to breaking every law daily. I need to concentrate because where I am from, if you exceed the speed limit by 4 kilometers, the police will stop you. Australia is very strict. And in Brackets, you could put 4 km + driving, no police. Even if I were going 40 km+ driving in Thailand, they would not look at me. We have many cameras too, like every section, every red light in the last of the stuff, which is cameras and cameras everywhere for traffic offenses. But Japan has a different case Japan's case. You have a lot of money, like 100,000 baht, and you have to go to a one-day course, then you are done. You are basically paid your way out, but in Australia, you have a year you cannot drive—something like that. So yeah,

Australia it is heavily regulated if it's heavily regulated in every area you can imagine. (Participant #1, personal communication, February 6, 2020)

Based on Participant #1, rules and laws in Thailand need stronger enforcement since they can be related to culture. If everything is heavily regulated in other countries, like his hometown in Australia, you can get in trouble for speeding if you go over just 4 kilometers.Participant #1 did point out that Thailand has weak enforcement for those committing traffic violations. However, every country has its own regulations, which everyone needs to adjust to.

Participants in the online survey shared that the Thai government, in following rules and regulations, goes against the rule of law, exploiting loopholes for personal monetary gain. This is what the online participant has shared:

"In most countries visited, any laws enacted are difficult to understand, not just in Thailand. Adding to the complexity, the government officials in charge of such laws DO NOT govern them. Rather, they exploit the loopholes or blatantly disregard the laws for personal monetary gains, especially in Thailand." (Interviewee, personal communication, December 8, 2022)

One of the participants in the focus group discussion mentioned that the rules of the law are not the problem. He mentioned that the people or officers who adjusted to the rules and regulations were the problem. This is what the participant has shared:

"I think the problem is the people. Like the culture in Asia where people is a little bit greedy... It will be the same. Everywhere there will be a problem. It's not a problem of the law. It's a problem of the people." (Interviewee, personal communication, February 28, 2020)

Rules and regulations needed to be fully enforced. One can get away and avoid punishment by just paying the officer. The rules of law is not fully recognized and enforced since people want it that way. It is convenient for many of people and

has become a norm that society accepts. The rules and aw in Thailand needs stronger enforcement. The recognition of the rule of law is more relaxed as can be related to the culture where informal norms in society are recognized because it is more convenient.

4.4.2 Immigration

Participant #1 is a lecturer who works at a private university in Thailand. He mentioned that immigration regulations were constantly changing and challenging to keep up with. He stated:

"It takes more to deal with the time and energy and effort required to keep up with the regulations." (Participant #1, personal communication, February 6, 2020)

Based on participant #1, it can be time-consuming, and lots of energy is needed to keep up with constantly changing regulations.

Thailand is one of the countries that has been selected as a retirement destination since the cost of living there is low compared to other countries worldwide. It is desirable for foreigners to retire in Thailand because you can easily live here with a monthly budget of around 1,000 USD. Also, the weather in Thailand is very nice and sunny, and most people like sunshine throughout the year. You need to be a foreign national over 50 years old. Next, you must be able to present financial evidence with a Thailand bank account showing 800,000 baht or a monthly pension income of at least 65,000 baht and a pension monthly income for 12 months, plus a saving fund total loan, of not less than 800,000 baht. As one participant mentioned, not all foreigners who reside in Thailand have these funds in their bank accounts. He has mentioned that an agent works with the bank to issue a paper stating that the foreigner has enough money or a required amount of money in the bank. The foreigner might have to pay the agent a fee of 40,000 to 50,000 or even 60,000 baht for their service fee. To the foreigner, it is a win-win situation where they do not have to have

800,000 baht in a bank account; they can use this method to get their visa. Based on this practice, businesses have been created to provide for foreigners, so they can stay in Thailand.

> "As a foreigner, I have seen corruption. I have seen the difference between immigration and visa. I noticed some things that happen so we can be reached between the integration businesses, and right, so I know things like this. When married to a Thai citizen, as a foreigner, you must keep 400,000 baht to obtain a one-year visa. This is repeated every year. And you must leave it for two or three months. You must leave it in the bank. The question arises if somebody is married and lives happily with his wife. Meaning that after 10 or 9 months of your visa. You have to if you don't have 400,000 cash in the bank, you have to say that you are hardworking and keep that money and live there for three months. Every time you extend your visa. That one is good for immigration every three months or so, right every 90 days. Yeah. So these are some of the problems foreigners have…Sometimes this person does not have it, and they have a connection with the bank. They connect with immigration. You have an agent. You have to pay them about 40,000 or 60,000 baht… That 400,000 baht in the bank the agent linked with the bank. They make sure that you have that amount in the bank. You won't collect this money. You have to give the authorization to do everything for you because you need this money. You need help to process everything. So you are not doing that. The agent is the one who has a connection with immigration. The agent will arrange everything. This money goes to the bank and to immigration. Now your work is done, and everyone is happy."(Participant #8, personal communication, February 12, 2020)

Participant #8 mentioned that the rule of law would allow foreigners to stay in Thailand with enough money. As mentioned by participant #8, being able to stay in Thailand can be very expensive. Even though you are married to a Thai citizen, you must show that you have at least 400,000 baht in a bank account to extend your visa to live in Thailand. The interview with participant #8 showed that Thailand has tight

rules and regulations. It would be good to categorize these rules and laws based on the different categories and modify the rules and regulations for married couples. This way, Thai citizens who are married to foreigners can stay together without worrying if they have enough money to extend their annual visas.

One participant in the online survey also agreed with participant #8 that it is difficult for other nationalities to live in Thailand, even if they are married and have a family together. The criteria for extending a visa and the requirements make it difficult for foreigners to live with their loved ones in Thailand. They should have permanent residence instead of temporary visas. This is what one of the online survey participants stated:

"I do not understand how the ex-pats married to Thai women take it. Having to prove you are married yearly without any chance of permanent residence. These things should be reciprocal as tourist visas. A place like Taiwan, for example, does not allow foreigners to buy land IF they come from countries that do not allow Taiwanese citizens to purchase land." (Interviewee, personal communication, December 8, 2022)

One participant in the focus group mentioned the rules of law related to immigration officers. They can charge an extra fee to the people who received the service, but the supervisors do not say anything, or object.

"To be honest, the government system in Thailand or the Law in Thailand? There is not a big problem. I think it is like the system is quite similar to other countries like Vietnam or Korea, but the problem is because of the people; as I said before, those rules have no problem, but look at the immigration police office; even the normal staff can charge the money from the normal people and their supervisor will not saying anything. So they earn money together. So it is a problem of the people, not the law or system. So I think Thailand can do without more improvement on the law or system. I think it is because of the people." (Interviewee, personal communication, February 28, 2020)

Another participant in the online survey mentioned:

"Many immigration requirements seem to change, and no notification is given. For example, for the 90-day reporting, people can do this online. Nevertheless, the procedures have changed, and the notification and explanation are unclear." (Interviewee, personal communication, December 8, 2022)

(Transparency means that the government's performance must operate with honesty and frankness, including disclosing necessary and reliable information to the public. Acknowledged regularly as well as establishing a system for easy access to said information.

Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties)

Based on the statement above, the online participant has mentioned that even though immigration has created an online channel for 90-day reports, people still do not want to do it since it is unclear. They did not want to get fined later if any mistake occurred.

In Thailand, the rule of law has yet to be fully maintained since most participants stated that they could escape if they paid money. Other regulations and rules are also severely enforced. With such stringent legal requirements, immigration officials misuse the system for financial gain. Specific regulations, such as the requirement for married couples to regularly extend their visas, make it challenging for their loved ones to remain in Thailand. Typically, other nations, such as the United States and the United Kingdom, provide residency to married couples so that they can remain together. Sometimes, immigration wants to facilitate the procedure, such as with the 90-day report that may be renewed online. Yet, many chose to visit the immigration office on their own due to the ambiguity of this procedure.

4.4.3 General perspective of the Rules of Law

Participant #17 has been a business owner in Thailand for over ten years. Participant #17 stated that rules and regulations in Thailand are unwritten. He reasoned:

"Law is a gray area here. Many unwritten rules are most active in the US, but at least [in] the US, it is laid out regarding how to overcome the hurdle. The hurdles that you have to get over. You have to overcome all the bureaucracy, but in Thailand, those rules are unwritten and control only certain people within that sector…You see…it is not changing anything per se. I am sure you have heard that money can change anything in Thailand. You see… that is corruption. That is where you see people commit the crime all the time and do not get prosecuted." (Participant #17, personal communication, February 20, 2020)

Participant #17 believes that regulations are frequently unwritten and are frequently exploited by particular individuals. Even regulations and laws that permit people to commit crimes without being prosecuted can be influenced by money. As the participant noted, the rule of law is not effectively observed. In this situation, the police officer disregarded lawbreakers. He has seen this several times and understands why people do not observe the rules when they know they will not be punished for breaking them. The participant stated that Westerners who have lived in Thailand for a considerable time know this.

Participant #7 from New Zealand was the marketing director of a private institution in Thailand, where he had spent two years. According to him, the rules had been disregarded. Too many restrictions require submitting multiple supporting documents when interacting with the public sector, such as household registration, a national identification card, or other essential documents to verify your identity.

"It has been overused. It is too many, and I mean it is too many rules…for example, if you go to do something…you need your citizen ID. You need a household registration paper. You need so much documentation just to do

some simple thing …you have to do copy after copy and signature after signature. I use only my driver's license for everything when I live in New Zealand." (Participant#7, personal communication, March 11, 2020)

According to the statement stated by Participant #7, far too many restrictions demand documents to establish one's identity. He simply needed his driver's license in New Zealand to establish his identity.

Participant #17 also stated that rules and laws are sometimes not written and are only controlled by certain elite groups or people within that sector. This is what he stated:

"You have to overcome all the bureaucracy, but in Thailand, those rules are unwritten, and only certain people within that sector control it." (Participant #17, personal communication, February 20, 2020)

Participant #12 stated that the Royal Thai Police would not enforce the rules and laws; if they enforced them, they would be unable to change the procedures. This is what participant #12 asserted:

"From the staff government, I heard it from the news. When they want corruption, they can change the rule to make it right. The police will not enforce it; they get paid off if they do. It is an easy way out because instead of us, to go to the police station. So they always try to say… well, the tickets are for 400 baht. Where the state, in the turnpike. I am afraid of trying not to break any law while driving." Participant #12, personal communication, February 25, 2020)

Based on what participant #12 has stated, the police officer can set the price for the fines for someone who has violated the law. Participant #12 also compares this event to his hometown in the US, where if he breaks the rules and law, he will be heavily fined, so he has to drive carefully.

Participant #10, who has worked at a private university and lived in Thailand for more than ten years, shared his view on law and rules.   He stated:

"…Holland is very well organized. You do not want to bribe the police officer. You will get in trouble as a Dutch citizen. You have your engagement with the government and everything, and it is organized, and what I am missing is the element of compassion element of trying to work things out. The rule of law is the rule of law. There is no room to maneuver that everybody has their own opinion in that people typically say that in Holland is so much more organized than Thailand. I think it is better to structure and better organize, but if you look at the outcome of things in Thailand. (Participant #10, personal communication, February 13, 2020)

Participant #10 shared his view on the rules of law and compared them between his hometown and Thailand. We find that having a good structure and a better-organized society is good, but strict rules and laws can miss the element of compassion.

Participant #9 mentioned that the many rules and regulations could sometimes be overwhelming. It needs to be simplified to make it easy to understand and follow. Participant #9 mentioned:

"So I think we have many laws. I think Thailand is a master of law. Law agencies but they never get to resolve this problem. They do not enforce (the rule), but their job is to protect laws, but in terms of so many laws, it should be simplified. To simplify, it does not make it complicated; when [there] a problem arises, there will be many laws [followed].

Furthermore, another problem comes, there will be [more rules] and laws [issued]. Like, why don't they just simplify everything?"(Participant #9, personal communication, February 11, 2020)

Most participants in the focus group shared their views on the rule of law. They agreed that laws are in the hands of powerful people, and mostly the problem that causes a lack of respect for the rule of law is the people, not the regulations. This is what participants stated:

"The Law in Thailand is okay. There is no problem with the law. The problem is that people like the culture in Asia, where people are greedy. So, it does not matter who came to be the president or leader of the country. It will be the same. Everywhere there will be a problem. It is not a problem of the law. It is a problem of the people." (Interviewee, personal communication, February 28, 2020)

"I think Thailand...laws are mostly in the hands of powerful people." (Interviewee, personal communication, February 28, 2020)

(This quote can be Rule of Law and Equity : Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties.

Equity means that the performance of government service must provide equal service. There is no separate male or female origin, ethnicity, language, gender, age, physical condition, or health. Status of the person Economic and social status; religious beliefs; education, training, etc. It also needs to consider equal opportunities for access to public services for a group of disadvantaged people in society)

In the statements mentioned above, the participants in the focus group agree that Thailand's rules and regulations exist, but the people who enforce them are the problem and can cause many issues.

In the statement below are some comments by participants in the online survey about their general view of the rule of law in Thailand. The participants observed:

"The rule of law is somehow not known to many foreigners as they are not in any way engaged." (Interviewee, personal communication, December 8, 2022)

(This quote can be Rule of Law and Transparency : Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties.

Transparency means that the government's performance must operate with honesty and frankness, including disclosing necessary and reliable information to the public. Acknowledged regularly as well as establishing a system for easy access to said information)

"As we are foreigners, all the rules are a bit different and difficult to understand." (Interviewee, personal communication, December 8, 2022)

"Still a bunch of unbalanced laws and rules, old fashioned." (Interviewee, personal communication, December 8, 2022)

"Often, foreigners are excluded or uninformed regarding these laws." (Interviewee, personal communication, December 8, 2022)

"They are all in Thai, difficulty to understand." (Interviewee, personal communication, December 8, 2022)

"One confusing thing for me relates to the legal sale of alcohol during certain hours or days. That cannot be very clear sometimes. I do not drink alcohol often, so it is not really a problem or inconvenience." (Interviewee, personal communication, December 8, 2022)

(This quote can be Rule of Law and Transparency : Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations

in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties.

Transparency means that the government's performance must operate with honesty and frankness, including disclosing necessary and reliable information to the public. Acknowledged regularly as well as establishing a system for easy access to said information)

"Laws and rules in a society are always difficult for foreigners- I think the situation here is the same as in many other countries." (Interviewee, personal communication, December 8, 2022)

"The rules and laws do not apply to everyone, only to the wealthy and people with power." (Interviewee, personal communication, December 8, 2022)

(This quote can be Rule of Law and Equity : Rule of Law means in the performance of official service, one must use the power of law, rules, and regulations in performance strictly. With fairness, no discrimination, and considering the rights and liberties of the people and the various parties.

Equity means that the performance of government service must provide equal service. There is no separate male or female origin, ethnicity, language, gender, age, physical condition, or health. Status of the person Economic and social status; religious beliefs; education, training, etc. It also needs to consider equal opportunities for access to public services for a group of disadvantaged people in society)

"The law may be common in principle, but the process is not. For instance, you cannot use pdf files, cannot use a digital signature, multiple copies of ID with hand-writing verification, etc." (Interviewee, personal communication, December 8, 2022)

"Laws are outdated and confusing." (Interviewee, personal communication, December 8, 2022)

The rules are frequently unwritten, and certain parties regularly exploit them. Even regulations and laws that empower someone to commit crimes without being penalized can be affected by money. Regulations are commonly disregarded. When working with the public sector, too many constraints necessitate submitting several supporting documents, such as household registration, a national identification card, or other important documents, to authenticate your identity. Participants also said that sometimes regulations and laws are not codified and are only controlled by specific elite groups or individuals within the industry. A well-structured and well-organized society is beneficial, but strict rules and laws sometimes lack compassion. It must be streamlined so that it is simple to comprehend and implement. Most participants believed that laws are in the hands of powerful people, and primarily, the problems that cause a lack of respect for the rule of law are the people, not the regulations.

4.5 Summary of the Finding

Thai immigration and Thai police have come under fire internationally for several reasons. These criticisms based on foreigners' perspectives bring up issues with respect for human rights, fraud, prejudice, and openness within these institutions.

4.5.1 Thai Royal Police:

The Thai police oversee upholding law and order, stopping and looking into crimes, and guaranteeing public safety throughout the nation. Their main priorities are catching criminals and enforcing the law. Another major problem that has plagued the Thai police is corruption. The police have been charged with accepting bribes, engaging in bribery, and collaborating with criminal elements. This damages the public's confidence in the police and makes it more difficult to administer justice fairly. In addition, allegations of police discrimination against minority groups have been made. There is a perception of systemic discrimination within the Thai police force because of the frequent unfair treatment of these groups. From a foreigner's perspective, there are several criticisms of the Royal Thai Police in Thailand. It's important to note that these criticisms represent the views and experiences of some

individuals and may not apply to the entire police force. However, foreigners frequently express the following concerns:

Corruption: The perception of widespread corruption within the Royal Thai Police is one of the chief criticisms of the force. Foreigners frequently have the impression that police officers demand bribes or engage in unethical conduct. This can result in a lack of trust in the police and a feeling of being treated unfairly.

Language barriers: Due to language barriers, foreigners frequently have difficulty communicating with Thai police officers. Officers limited English proficiency can make it difficult for foreigners to report crimes or seek assistance. This can lead to frustration and hinder communication.

Lack of cultural sensitivity: Several foreigners have reported instances in which police officers lacked cultural awareness and sensitivity. This may manifest as unfair treatment based on nationality, discrimination, or stereotyping.

Inefficiency and delays: Several foreigners have expressed displeasure with the perceived inefficiency and delays of police investigations. Victims seeking justice or those in need of assistance in an emergency may find the slow pace of case resolution frustrating.

Limited transparency and accountability: There have been concerns about the lack of transparency and accountability within the Royal Thai Police. Some foreigners have questioned the handling of cases, the integrity of investigations, and the fairness of legal procedures.

Thai Immigration Bureau:

The Thai immigration department is primarily responsible for managing and controlling the entry and exit of foreigners into and out of Thailand. Their focus is on immigration laws, border control, visa administration, and related matters.

From a foreigner's perspective, there are several criticisms of Thai immigration policies and practices. It is important to note that these criticisms may not represent the views of all foreigners, but rather reflect common concerns raised by some individuals. Here are some common concerns expressed by foreigners:

Visa Restrictions: One common criticism is the complexity and strictness of visa regulations in Thailand. Foreigners often find it challenging to navigate the visa application process, which can be time-consuming and expensive.

Language and Cultural Barriers: As English proficiency can be limit. According to participants, the absence of English-language services and information can pose obstacles for foreigners, making it more difficult for them to access vital services, comprehend legal procedures, and fully participate in Thai society.

Discrimination: Some foreigners express concerns about discrimination in Thailand. Instances of racism or prejudice towards foreigners, particularly from certain nationalities or ethnic backgrounds, have been reported. Such incidents can negatively impact foreigners' experiences and make them feel unwelcome or marginalized in Thai society.

Lack of Transparency and Consistency: Critics highlight a lack of transparency and consistency in Thai immigration policies and procedures. Frequent changes to regulations and inconsistent application of rules at various immigration offices can lead to confusion and frustration among foreigners trying to comply with the requirements.

4.6 Conclusion

Good governance promotes Thailand's reputation and economy by increasing foreigners' trust and confidence. These findings on the perspectives of foreigners are crucial because they reveal how foreigners see the performance of Thailand's public sector. It shows that most of the studies have mentioned accountability, transparency,

equity, and the rule of law. In Chapter 1, the two research questions that the researcher sought to resolve utilizing the perspective of foreigners about good governance at the street level were: 1) What are foreigners' perspectives and experiences of street-level good governance in the Thai public sectors. From the in-depth interview, focus group, and online survey, many perspectives from foreigners who reside in Thailand were discovered. The two sectors that foreigners mostly encounter are the Royal Thai Police and immigration. The following results below are the foreigners' perspectives and experiences of street-level good governance in the Thai public sectors, focusing on the four principles, which include accountability, transparency, equity, and the rule of law.

Accountability

Most participants observed that immigration and police officials should be accountable for their duties and effectively carry them out. This horizontal accountability is frequently reflected in the collected data, as shown by most interviews, focus groups, and online survey respondents. These individuals believed that the public sector, including police officers and immigration agents, was sometimes not held accountable for their acts or duties. As foreigners, they believe that these responsibilities are crucial, and public sector employees must carry out their responsibilities per the established norms and regulations. The information gathered from the three sources, in-depth interviews, focus groups, and online surveys, revealed that the public sector should be accountable for its responsibilities.

Transparency

Foreign participants believed that there was a problem with transparency that required improvement. Numerous participants have noted that important information was either unannounced or occasionally out-of-date. In addition, some announcements are made in Thai, which occasionally requires assistance. Others remarked that sometimes regulations are not official because different departments within the same entity can vary their practices. With the aid of technological progress and the formulation of new

policies, transformations have been realized even in the present day. Despite this, precise information remains vague and difficult to uncover, resulting in misconceptions and a loss of trust between the government and the public. This may result in animosity and mistrust of the public sector over time.

Equity

All participants mentioned and agreed that wealth and social standing influence the quality of service received. Each participant may have had a unique experience, but they all concur that there is little to no equity. This imbalance exists, which can lead to injustice on occasion. The researcher documented instances where standards and regulations were disregarded, and foreigners evaded penalties. According to the participants, this has become the norm in society, undermining the public's faith in government, especially in departments such as the Royal Thai Police and the Department of Immigration.

The Rule of Law

Most respondents to the in-depth interview, focus group discussion, and online survey stated that the Rule of Law in Thailand is mainly unrecognized. For example, laws are frequently unwritten, and when they are written, they can be ambiguous. Participants commenting on the rule of law most noted wealth and power. The public's faith in government agencies such as the Royal Thai Police and the Department of Immigration is eroded by this circumstance. Several participants believed that if they were rich and had power, they could live without fear of violence.

Final Observations

According to the participants' responses, good governance can be achieved through rules and regulations that guarantee consistency and reliability. The highest level of authority inside an organization should ensure that the example of best practices and equitable outcomes cascades down from above, reflecting the principles

of accountability, transparency, equity, and effective policies. This positive effect on the overall performance and efficiency of the public sector is one of the key reasons why effective governance contributes to an institution's success. This research investigated foreigners' perspectives during their encounters with many obstacles while obtaining service from the public sector, such as the Department of Immigration or the Royal Thai Police. Public sector employees at the point of service might lack effective authority or competence where the demand for meaningful service is highest, impacting service availability and quality. This may lead to the establishment of new client-processing procedures or routines, resulting in inequities, injustices, and discriminatory service judgments. To make the process of service delivery more efficient and equitable, the public sector needs to fashion attitudes and create methodologies that will generate positive outcomes for those who receive government service, not only Thai citizens, but also foreigners visiting, residing, or conducting business in Thailand. Such an approach will help ensure just and adequate treatment, benefiting both the service-provider institutions and the recipients of their services. In the majority of instances highlighted in this study, the evidence reflected that frequently there existed a genuine desire to perform services of high quality in such a way that produced genuine positive outcomes for foreigners seeking public sector services.

Chapter 5

Discussion and Recommendations

Thailand has confronted many obstacles in its pursuit of good governance, particularly at the street level. Numerous instances of corruption, power abuse, and inefficiency have occurred in the public sector in recent years. These obstacles have impeded the government's capacity to provide the public with high-quality services. Good governance is especially crucial at the street level. This is due to the fact that at this level the government interacts directly with the public. Therefore, the character of governance at the street level has a substantial effect on the public's perception especially on foreigners of the government's effectiveness.

The objective of this research was to examine foreigners' experiences of street-level governance in the Thai public sector and identify any existing problems. The second objective was to assess whether street-level good governance has been successfully implemented in Thailand. The research approach adopted characteristics that enabled a deep understanding of foreigners' perspectives on good governance in the Thai public sector. The interpretive paradigm was employed to comprehend and analyze the meanings of social phenomena. It delved into people's emotions, conscious and unconscious thoughts, and how shared meanings influenced their lives. This approach was suitable for analyzing how foreigners perceive the good governance of the Thai public sector.

Data were collected through in-depth interviews, focus groups, and online surveys. Participants in the in-depth interviews and focus groups had resided in Thailand for over one year and had interacted with the Thai public sector. Online survey participants had lived in Thailand for a minimum of three months. The data collection method employed a "snowball sampling" or "referral sampling" technique, where existing participants referred their friends or acquaintances to participate in subsequent interviews. In-depth interviews, focus groups, and online surveys were

conducted to gather data. The criteria for participants in the in-depth interviews and focus groups were a minimum one-year residency in Thailand and previous interactions with the Thai public sector.

In recent years, good governance has played a significant role in enhancing Thailand's reputation and economy by fostering trust and confidence among foreigners. This research aimed to address two research questions: 1) What are foreigners' perspectives of street-level good governance in the Thai public sectors? 2) Has the existence of street-level good governance been successful from a foreigner's perspective? The focus was on the Royal Thai Police and the immigration sector, which are the primary areas where foreigners interact with the public sector.

The research findings centered around the four principles of accountability, transparency, equity, and the rule of law.

The researcher has analyzed the findings pertaining to the following queries posed in Chapter 1:

1) What are foreigners' perspectives of street-level good governance in the Thai public sector? Investigating the four principles of good governance, the results were as follows:

Accountability

Based on the analysis of the findings it is evident that accountability is a crucial aspect of good governance in the Thai public sector, particularly at the street level. The majority of respondents believed that immigration and law enforcement officials should be accountable for their actions and fulfill their duties effectively. This horizontal accountability was consistently reflected in the data collected from interviews, focus groups, and online surveys. Foreign participants emphasized the importance of public sector employees adhering to established norms and regulations, as they expected to receive satisfactory services. However, the experiences shared by

foreign participants in this study indicated that they did not receive the level of service they should have been provided.

Transparency

The analysis of the findings reveals that transparency is a critical aspect of good governance in the Thai public sector, especially at the street level. Foreign participants in the study expressed concerns regarding the lack of transparency in the dissemination of important information. They reported instances where crucial information was not announced or was outdated. Furthermore, some announcements were made exclusively in Thai, creating a language barrier for foreigners. Participants also highlighted that regulations were unofficial, leading to confusion and a lack of clarity. The findings suggest that although technological advancements and the development of new policies have the potential to improve transparency, there are still challenges in ensuring precise and accessible information for the public. The lack of transparency has resulted in misunderstandings and a decline in public confidence in the government. Over time, this can contribute to negative sentiments, animosity, and mistrust towards the public sector.

Equity

The analysis of the findings highlights significant concerns regarding equity in the Thai public sector, particularly in relation to the treatment of foreigners. Participants agreed that wealth and social standing play a substantial role in determining the quality of service received. They described instances where standards and regulations were disregarded, leading to unequal treatment and the evasion of penalties by foreign nationals. These experiences have resulted in a perception that there is little equity in the system, leading to occasional injustices. Participants further expressed that power, wealth, and connections are necessary to be treated fairly within the system. Some believe that individuals need to rely on themselves as the system may not provide adequate care. The participants also noted that certain groups, particularly those who are wealthy and powerful, receive special privileges

and are treated differently, even when they commit crimes. This unequal treatment erodes public confidence in the government, especially in departments such as the Royal Thai Police and the Department of Immigration.

Moreover, participants highlighted instances of discrimination based on nationality and the categorization of foreigners into different classes depending on their country of origin. The officers were reported to associate developed countries with wealth and status, while looking down on individuals from neighboring developing countries. Foreigners also claimed mistreatment by Department of Immigration employees during visa extensions, indicating a lack of assistance and even instances of bribery. Additionally, participants in the online survey mentioned encounters with aggressive immigration officers and expressed their perception of little to no equity in receiving services.

The Rules of Law

The analysis of the participants' perspectives reveals significant concerns regarding the enforcement of the rule of law in Thailand, particularly at the street level. Participants observed that the rule of law is rarely enforced, and individuals can often avoid punishment by offering bribes to officers. It has become the norm for rules and regulations to have a price, creating convenience and saving time for those involved. The absence of clear and accessible written laws further contributes to the perception that the rule of law is not adequately acknowledged. Participants emphasized the influence of wealth and power in the implementation and enforcement of laws, further eroding public trust in government institutions like the Royal Thai Police and the Department of Immigration.

Has the existence of street-level good governance been successful from a foreigners' perspective?

Good governance at the street level refers to the implementation of policies and programs at the street level, where they have a direct effect on the daily lives of

citizens. It is necessary for the provision of public services, the maintenance of law and order, and the promotion of community development. It has been less effective due to corruption, a lack of accountability, or insufficient resources. Despite these obstacles, it is impossible to overstate the significance of effective governance at the street level, as it is crucial for ensuring that citizens receive the services they require, that their rights are protected, and that their voices are heard. Transparency, accountability, equity, rules of law, and citizen participation are essential for achieving effective governance on the street level. The result obtained was that many of the foreign participants believed that the street-level good governance had been improved but that their implementation had not been successful. Even though, the Thai government has implemented reforms to streamline administrative procedures and enhance service delivery at the street level. This includes the police force, which has undergone reforms, including the establishment of community policing units and the implementation of a performance-based management system. However, challenges remain in improving the quality and efficiency of street-level public services in Thailand due to corruption, bureaucracy, and inadequate training and resources. It appears that the government is more concerned with the structure of the police service's administration than with its efficiency, transparency, and accountability.

5.1 Discussion

Discussion with Michael Lipsky Theory

Foreign experiences with good governance at the street level in the Thai public sector suggest some progress in recent years. However, challenges persist in establishing good governance at the street level, primarily due to the inability of officers to be held accountable, a lack of transparency, inequity, and a lack of enforcement of the rule of law. These findings also align with Lipsky's research on street-level bureaucracy, which revealed that public officers may design their processes differently, allocate services differently, and attempt to reduce demand through practices like "creaming" (i.e., prioritizing those they believe are more likely to succeed). Lipsky's research on the role of discretion in street-level bureaucracy

demonstrates that frontline employees, such as police officers, social workers, and instructors, exercise substantial discretion in their daily work. According to Lipsky, street-level bureaucrats must make decisions based on their judgments, values, and interpretations of the given situation because the work they do is complex and frequently ambiguous. Lipsky concludes that local bureaucrats can influence policy outcomes and have a significant impact on the lives of the people they serve.

In terms of a relationship with the client, Lipsky has pointed out that a client's nonvoluntary encounter with the public sector in street-level bureaucracy is a situation in which an individual is compelled to interact with government officials or employees of public agencies but has no choice or control over the interaction. Lipsky studies demonstrated that municipal bureaucracies offer services that citizens cannot obtain elsewhere, and government agencies may attempt to monopolize the service. In the study, it was revealed that foreigners who reside in Thailand will have to contact the immigration department for their visa extension and 90-day report. Visiting the immigration department is a must for all foreigners. There is no alternative place where foreigners can obtain visa services or an extension of 90 days. Because of this, foreigners have to comply with the rules and regulations that are required for them to stay in Thailand. There may be instances in which participant might forget to renew their visa or submit your 90-day report. For this reason, many foreigners have stated that there are typically other options, such as the option to save money without a receipt, if one wishes to do so. This action can be related to Lipsky's studies, where the front-line officer can alter rules and regulations for the benefit of the client, which also benefits them. It showed that both sides would be satisfied by the action. Lipsky suggests that providers work to establish trust and rapport with these clients, provide them with straightforward explanations of the services they are receiving, and provide them with opportunities for meaningful participation and decision-making within the services. By doing so, social service providers can mitigate the negative effects of forced and coerced participation on client engagement and success. In these two cases, it showed a "win-win" situation for the officer and the client. Even though it can be seen as corruption, participants are willing to move forward since they know they can benefit from the action.

In regard to crime, traffic violations, and complaints, only the Royal Thai Police can be contacted when there is a crime, traffic violation, or other issue for which the public needs to file a complaint. Therefore, if we examine the previous study conducted by Lipsky, we can conclude that government agencies can monopolize the service and use it for their own benefit. These interactions can be distressing and problematic for clients, who may feel defenseless and powerless in the face of government authority. The behavior and attitudes of front-line administrators can either facilitate or impede the client's access to essential services and support, which can have a substantial impact on the client's experience. There were incident indicated in the study where the participants informed about their mistreatment. Participant #20 experienced mistreatment by a police officer following a traffic collision. The participant attempted to present her car's video recording as evidence, but the officer ignored her and regarded it as unimportant. She felt that her legal rights had been disregarded and that she had not been wronged. The officer lost her trust and used his authority to punish citizens. In this case, the participant feels powerless and defenseless against the police officer. Lipsky has stated that government agencies can monopolize the service and use it for their own benefit. In this case, the police officer has tried to protect his nephew from his wrongdoing and blame others without looking at the evidence.

The work of police officers illustrates Lipsky's contention. Officers have the authority to decide how they will enforce the law, including whether to issue a warning or a citation, whether to make an arrest, and whether to use force in a given situation. These decisions are frequently made on the spot, based on the officer's perception of the situation, the individuals involved, and the surrounding circumstances. On the other hand, according to Lipsky, it can contribute to inconsistencies in the delivery of services because different bureaucrats may interpret the rules differently and make different decisions in similar situations. It indicates that the police officers in the study have pulled people over to find some fault in their vehicle to warn and fine them for a violation, such as no helmet, no license tag, or an expired license tag. Once violations are found, a fine will be issued. Based on the participant's experience, it appears that the police can do whatever they want, such as pull people over and get some money out of

them. Other participants in the study have observed that when an officer pulled someone over for speeding, they offered them a discount if they paid on the spot rather than having to pay the full amount at the police station.

As for immigration, some rules and regulations were adjusted where the front-line officer has a "special" offer for foreigners who have overstayed their visa where they can pay half instead of full price without the receipt. The participants in the focus group agreed that immigration officers should help foreigners, but there should be a system and a case to consider if foreigners do not follow regulations. Not being given a receipt showing that they were corrupt. If we relate the finding to Lipsky's studies, it proves that there is a similarity of action toward the officers where there are inconsistencies in the delivery of services because different bureaucrats may interpret the rules differently and make different decisions in similar situations. As we have seen in the study, the discretion of the front-line public service has a big impact on the rules and regulations, which can sometimes lead to corruption. The function of discretion in street-level bureaucracy is yet another key insight from Lipsky's work. The discretion can be advantageous, enabling bureaucrats to make decisions that are in the best interest of their clients; however, it can also result in undesirable outcomes, such as discriminatory practices, corruption, or inconsistent service delivery.

Several participants have agreed that the resource was limited since the front-line employees are fewer than the demand, which can sometimes cause lots of delays and underperform their duties. An online survey participant has mentioned that immigration needs to clarify and explain to foreigners' specific regulations and penalties for people who visit immigration for the first time. The immigration department does not have enough time to do such a "service" due to its huge workload, where the officers are trying to make things faster and ignore specific details that the public, like foreigners, should know. In Lipsky's study, he also pointed out the impact of resource limitations on the operation of local bureaucracies. He has mentioned in his study that chronic underfunding can cause public service employees to be overburdened and undersupported, making it difficult for them to meet the demands imposed upon them. In turn, this can result in a

decline in service quality, an increase in tension and burnout among employees, and ultimately a loss of faith in public institutions.

Participants in the study highlighted that the interpretation and application of rules of law can vary across different countries, influenced by cultural factors. As cultural factors appeared in the findings after research was conducted, the five culture dimensions were added afterward in the literature review to provide a deeper understanding of what happens at the street level. Participant #1 specifically mentioned that rules and regulations have a price associated with them. However, he also pointed out that individuals willingly engage in practices that circumvent the rules, as it provides convenience and saves time. This observation indicates a tendency to prioritize personal convenience over strict adherence to the rule of law. It is convenient for many and has become a norm that society accepts. We can also relate this concept to Hofstede's cultural dimension that was mentioned in Chapter 2. Hofstede's research emphasizes the influence of cultural values on individuals' behavior and attitudes. In particular, the dimension of "indulgence versus restraint" reflects the extent to which societies allow gratification of basic desires and prioritize immediate personal needs over long-term adherence to rules and regulations. The findings from the study suggest that the acceptance of bending or ignoring certain rules in favor of personal convenience is influenced by cultural norms related to indulgence and prioritization of immediate needs.

Five cultural dimensions proposed by Hofstede consist of the following (Hofstede, 2001):
1) Power distance
2) Individualism and collectivism
3) Masculinity and femininity
4) Uncertainty avoidance
5) Long-term and short-term orientation

Hofstede's concept of power distance, which refers to the distribution of interpersonal influence and the degree of inequality in power within a culture, is

relevant to understanding the dynamics of street-level governance in Thailand. According to Hofstede's research, Thailand ranked 64 in power distance, indicating a relatively higher acceptance of inequality among individuals compared to countries like Malaysia (ranked 104) and Australia (ranked 11) (Hofstede, 2001).

In Thai society, there are different dimensions of society, such as education, gender, economics, social status, and opportunities (Selaratana, 2009). As participants have shown, there is some inequality in the service received based on which countries the individuals are from. The participant stated that police approach foreign citizens of diverse origins in various ways depending on their country of origin. The treatment of foreigners coming from Western nations, where the average standard of living is higher, is prioritized over the treatment of foreigners from Thailand's surrounding countries, such as Myanmar and Cambodia. The participant reported that the police treated foreigners from Myanmar and Cambodia as though they were third-class people.

According to Prottas, one of the most important responsibilities of front-line administrators is the classification process, in which they determine the appropriate category and treatment for individuals seeking their services. The primary source of bureaucratic discretion is the fact that only bureaucrats have access to both the organizational rules defining categories and treatments, as well as the individual clients whose characteristics may or may not closely align with these predefined categories. Bureaucrats can therefore exercise their discretion by manipulating the rules to change the classification process for clients or by controlling the information supplied by clients to influence their categorization. As indicated in the study, foreigners are classified based on their nationality. Certain groups of foreigners, such as those who are from Europe, the USA, Australia, and other developed countries, will be treated differently than neighboring countries such as Myanmar, Vietnam, Cambodia, etc. It indicated that there was some inequality in the treatment of foreigners.

Lipsky's analysis emphasizes the effect of resource limitations on the operation of local bureaucracies. Chronic underfunding can cause public service employees to be overburdened and undersupported, making it difficult for them to

meet the demands imposed upon them. In turn, this can result in a decline in service quality, an increase in tension and exhaustion among employees, and ultimately a loss of faith in public institutions. To ensure that public services are outfitted to effectively serve citizens, policymakers must prioritize investments in training, infrastructure, and technology. The significance of organizational culture in influencing the practices and behaviors of front-line administrators is also illuminated by Lipsky's research. A culture that encourages collaboration, innovation, and continuous learning can contribute to the delivery of more efficient and equitable services. By promoting shared values and norms, recognizing and rewarding exemplary performance, and providing opportunities for ongoing professional development, policymakers can support the development of such a culture. Moreover, Lipsky's concept of street-level bureaucracy emphasizes the significance of nurturing positive relationships between public service employees and the communities they serve. Building trust and mutual understanding can result in enhanced communication, cooperation, and ultimately improved service delivery. By encouraging community engagement initiatives, promoting cultural competence, and nurturing a customer-centric approach within public service organizations, policymakers can support the development of these relationships.

Lipsky's analysis emphasizes the impact of limited resources on the operation of local bureaucracies. Chronic underfunding can result in overburdened and undersupported public servants, making it difficult for them to satisfy the demands placed upon them. This can then lead to a decline in service quality, an increase in employee tension and exhaustion, and ultimately a loss of faith in public institutions. Policymakers must prioritize investments in training, infrastructure, and technology to ensure that public services are equipped to effectively serve citizens. It indicated that there was some inequality in the treatment of foreigners. Certain groups of foreigners, such as those who are from Europe, the USA, Australia, and other developed countries, will be treated differently than neighboring countries such as Myanmar, Vietnam, Cambodia, etc. Lipsky's work is an important contribution to our understanding of the role of frontline workers in public service delivery, and it highlights the need to consider the impact of discretion on policy outcomes. It was

indicated in the research findings that street-level good governance needs to look further. By building on these insights, policymakers can develop strategies to better support street-level bureaucrats, enhance public service delivery, and promote good governance. Such efforts may include fostering a collaborative and inclusive policy-making process, balancing discretion with transparency and accountability, ensuring adequate resource allocation, cultivating a supportive organizational culture, promoting positive relationships between public service workers and communities, and encouraging ongoing research and evaluation in the field.

Social Learning Theory

Social Learning Theory, proposed by Albert Bandura, posits that individuals learn through observation and imitating others' behaviors. This theory can be applied to the context of foreigners adjusting to a new environment, particularly at the street level. Foreigners can observe how locals interact with one another, navigate the streets, and adhere to cultural norms. Then, they can model these behaviors to help them integrate and adjust to their new environment.

In the context of street-level governance, foreigners can benefit from the principles of social learning theory. By observing how locals interact with public sector officials and navigate bureaucratic processes, foreigners can learn how to effectively engage with the system and obtain the services they need. For example, they may observe how locals approach immigration officers or interact with law enforcement personnel during traffic stops. By witnessing these interactions, foreigners can gain insights into the expected behaviors, protocols, and cultural nuances that are valued in such encounters.

According to social learning theory, a behavior's consequences serve to reinforce it. If foreigners observe that behaviors are rewarded or tolerated by the natives, they are more likely to adopt them. For instance, if a foreigner observes that saying "thank you" to a cashier is a prevalent practice, they may imitate this behavior to increase their social acceptability. This can be related to the study where

participants were willing to accept a new process of payment if they missed their 90 days, where they had to pay half of what they had to pay. This showed that they observed that no punishment occurred, and it is a "win-win" situation for both ends. Another case related to this is the weak enforcement of the rules of the law, where participants have seen on the news or heard from their friends that they can get away with the traffic violation they encountered. In this case, they have seen their friends and the news, which they act on and follow if there is the same situation.

In conclusion, this research has highlighted the challenges and opportunities in promoting good governance and improving public service delivery in Thailand, particularly at the street level. Foreigners' experiences have underscored the importance of addressing issues related to accountability, transparency, equity, and the rule of law in the public sector, especially within the Thai Royal Police and the Department of Immigration. By implementing targeted interventions to improve these aspects of good governance, the Thai government can enhance the overall quality of public service delivery and foster greater trust and confidence in public institutions among both Thai and non-Thai residents.

Limitation

This study acknowledges certain limitations, which are inherent to most social science studies. Although the present study employed a comprehensive assessment of foreigners' perspectives on four principles of good governance, it is important to note that this list of principles is not exhaustive. The study focused on understanding foreigners' perspectives through their interactions and experiences with the public sector. However, it is important to recognize that the researcher's observations were limited to the foreigner's perspective and did not include the viewpoint of the front-line public servants who interacted with them. This absence of the public servants' perspective may limit our understanding of the reasons behind their treatment of clients in specific ways. It is important to acknowledge that this research only provides insights into the foreigners' perspective of accessing public services.

Furthermore, it is important to exercise caution when generalizing the findings of this study to all Thai public sectors. The study specifically examined the experiences of foreigners with the immigration department and the Royal Thai Police. Therefore, the findings should be interpreted within the context of these specific sectors and may not necessarily be applicable to other sectors of the Thai public sector.

5.2 Recommendation:

To achieve this, the government should consider the following recommendations

Strengthen accountability within public sector institutions by implementing robust internal and external oversight mechanisms, promoting transparency in decision-making processes, and encouraging a culture of responsibility and integrity among public servants. In addition, they can also:

1) Develop a code of conduct for public officials that outlines their responsibilities and obligations.

2) Establish a system for investigating and punishing misconduct by public officials.

3) Develop a mechanism for citizens to provide feedback on the performance of public officials.

Improve transparency by investing in making information about public services more accessible and comprehensible to the public. This can be accomplished by leveraging technology to create user-friendly platforms, providing clear guidelines on procedures and requirements, and ensuring that accurate and up-to-date information is readily available. In addition, they can also enhance transparency at the street level by:

1) Publish information on government activities online, including budgets, procurement, and service delivery.

2) Develop a mechanism for citizens to report corruption and misconduct by public officials.

3) Implement a system for monitoring and evaluating the quality of services provided at the street level.

Address equity concerns in public service delivery by ensuring that laws and regulations are applied fairly and consistently, regardless of the nationality, socioeconomic status, or background of the individuals involved. In addition, public servants should

1) Be trained in cultural sensitivity and awareness to better understand and respond to the diverse needs of the communities they serve.

Strengthen the rule of law by enhancing the enforcement of existing laws and regulations, addressing corruption within public sector institutions, and ensuring that the judicial system is fair and impartial.

1) The Thai government should ensure that law enforcement agencies are adequately resourced and trained to enforce laws and regulations effectively.

2) The government should also ensure that law enforcement officials are accountable for their actions.

3) The Thai government should strengthen the legal framework that governs the public sector. This can be achieved by updating outdated or ineffective laws and regulations.

These recommendations and suggestion that the Thai public sector adopt a bottom-up strategy for achieving good governance. By focusing on interactions between citizens and public officials at the front lines, Thai officials can work to rebuild trust, improve the quality of service delivery, and promote transparency, accountability, equity, and the rule of law. This strategy can be beneficial and an effective tool for enhancing Thai governance.

Academic

Further research could investigate the perspectives of foreigners residing in Thailand on effective governance at the street level, particularly those who use public services. This could include surveys, interviews, or focus group discussions to understand their experiences and perceptions of the quality of the public services they receive and the extent to which their needs are met. In addition, it would be essential to observe the front-line public sectors responsible for providing these services, such as public transportation employees, health workers, and other public sectors, to gain insight into their daily experiences, challenges, and interactions with the general public. This could include monitoring and interviews to determine their perceptions of street-level good governance and the factors affecting their capacity to provide quality services. Future research could have significant implications for policymakers, public service providers, and the general public, as it could help identify gaps and areas for improvement in the delivery of public services and inform the development of policies and programs to promote good governance at the street level.

References

Agere, S. (2000). *Promoting Good Governance. Common Wealth Secretariat.* Retrieved from http://dx.doi.org/10.14217/9781848597129-en.

Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory.* Englewood Cliffs, New Jersey: Prentice-Hall.

Bandura, A. (2001). Social cognitive theory: An agentic perspective. *Annual Review of Psychology, 5*(2)*,* 1–26.

Baviskar, S. & Winter, S. (2017). Street-level bureaucrats as individual policymakers: The relationship between attitudes and coping behavior toward vulnerable children and youth. *International Public Management Journal, 20*(2), 1-38.

Becker, H. S. (1952). Social Class Variations in the Teacher-Pupil Relationship. American. *Journal of Educational Sociology, 25*(1), 451-465.

Blau, P. M. (1955). *The Dynamics of Bureaucracy.* Chicago: University of Chicago Press.

Brehm, J. & Gates, S. (1997). *Working, Shirking, and Sabotage: Bureaucratic Response to a Democratic Public.* Michigan : University of Michigan Press.

Brodkin, E. (2011). Policy work: Street-level organizations under new managerialism. *Journal of Public Administration Research and Theory, 21*(2), 253-277.

Chief, Y. K. S. (2022). *What is Good Governance?.* Retrieve from https://www.unescap.org/sites/default/files/good-governance.pdf.

Dooren, W.V., Bouckaret, G. & Halligan, J. (2015). *Performance Management in the Public Sector* (2nd ed.). London : Routledge.

Eggen, P., & Kauchak D. (2013). *Educational Psychology: Windows on Classroom.* New Jersy: Prentice-Hall.

Evans, T. (2013). Organisational rules and discretion in adult social work. *British Journal of Social Work, 43*(1), 739-758.

Fukuyama, F. (2011). *What Is Governance?.* Washington, D.C. : Center for Global Development.

Gisselquist, R. M. (2012). *Good Governance as a Concept, and Why This Matters for Development Policy* (Doctoral dissertation). Retrieved from https://www.wider.unu.edu/sites/

References (cont.)

Gofen, A. (2014). Mind the gap: Dimensions and influence of street-level divergence. *Journal of Public Administration Research and Theory, 24*(1), 473-493.

Goodsell, C. T. (1981). *The Public Encounter: Where State and Citizen Meet*. Bloomington: Indiana University Press.

Greiling, D. (2005). Performance measurement in the public sector: The German experience. *International Journal of Productivity and Performance Measurement, 54*(7), 551-567.

Handley, P. (1997). *More of the same? Politics and business, 1987-96, In Political Change in Thailand: democracy and participation*. London: Routledge.

Hewison, K. (1997a). *Introduction: Power, oppositions and democratisation, Political change in Thailand: Democracy and participation*. London: Routledge.

Hewison, K. (1997b). *Political Oppositions and Regime Change in Thailand, Political Oppositions in Industrialising Asia*. London : Routledge.

Hofsted, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*. NY : Sage Publications.

Holden, M.T. & Lynch, P. (2004). Choosing the Appropriate Methodology: Understanding Research Philosophy. *Westburn Publishers Ltd., 4*(4), 397-409. DOI: https://doi.org/10.1362/1469347042772428

Hood, C. (2007). *Special Issue: Understanding Public Policy through Its Instruments*. Retrieved from https://doi.org/10.1111/j.1468-0491.2007.00347.x

Hudson, L. & Ozanne, J. (1988). Alternative Ways of Seeking Knowledge in Consumer Research. *Journal of Consumer Research*, *14*(4), 508–521.

Jodi, R. S. (2000). Moving Beyond Discretion and Outcomes: Examining Public Management from the Front Lines of the Welfare System. *Journal of Public Administration Research and Theory, 10*(4), 729-756.

Jreisat, J. (2004). Governance in a Globalizing World. *International Journal of Public Administration, 27*(13), 1003-1029.

Kaufmann, D., Kraay, A. & Mastruzzi, M. (2010). *Response to 'What do the Worldwide Governance Indicators Measure?*. Retrieved from https://doi.org/10.1057/ejdr.2009.49

References (cont.)

Keiser, L. (2010). Understanding Street-Level Bureaucrats' Decision Making: Determining Eligibility in the Social Security Disability Program. *Public Administration Review*, *70*(2), 247–258.

Kelly, M. (1994). Theories of justice and street-level discretion. *Journal of Public Administration Research and Theory*, *4*(1), 119-140.

Kenton, W. (2020). *Value Investopedia.* Retrieved from https://www.investopedia.com/terms/v/value.asp.

Komin, S. (1990). Culture and work-related values in Thai organizations. International. *Journal of psychology, 25*(3), 681-704.

Leftwich, A. (1993). Governance, democracy and development in the Third World. *Third World Quarterly, 14*(3),625-646.

Lipsky, M. (1980). *Street-level bureaucracy: dilemmas of the individual in public services.* New York: Russell Sage Foundation

Mackenzie, N. & Knipe, S. (2006). Research dilemmas: Paradigms, methods and methodology. *Journal of Public Administration Research, 16*(2), 1-13.

Maisrikrod, S. (1999). Changing forms of democracy in Asia? Some observations on the Thai and Philippine constitutions. *Asian Studies Review, 23*(3), 355-373.

Maynard-Moody, S. E. and Musheno, M. C. (2000). State Agent or Citizen Agent: Two Narratives of Discretion. *Journal of Public Administration Research, 10*(2), 329-358.

Maynard-Moody, S. W. & Musheno, M. C. (2003). *Cops, teachers, counselors: Stories from the front lines of public service*. MI: University of Michigan Press.

McGregor, S.L.T. & Murnane, J.A. (2010). Paradigm, methodology and method: intellectual integrity in consumer scholarshipijcs. Retrieved from https://doi.org /10.1111/j.1470-6431.2010.00883.x

Mimba, N.P.S.H., Vanhelden, G.J. & Tillema, S. (2007). Public Sector Performance Measurement in Developing Countries: A Literature Review and Research Agenda. *Journal of Accounting & Organizational Change, 3*(3), 192-208.

Mulder, J.G. (1994). *Ergativity in Coast Tsimshian*. Berkeley: University of California Press.

References (cont.)

Mutebi, A. M. (2008). *Explaining the Failure of Thailand's Anti-corruption Regime.* Retrieved from https://onlinelibrary.wiley.com/doi/10.1111/j.1467-7660.2008. 00472.x

Nabavi, R. T. (2012). Bandura's Social Learning Theory & Social Cognitive Learning Theory. *Journal of Personality and Social Psychology, 1*(1), 1-23.

Neuman, L. W. (2000). *Social Research Methods: Qualitative and Quantitative Approaches* (4th Ed.). USA: Allyn and Bacon.

Newman, B. M., & Newman, P. R. (2007). Group identity and alienation: Giving the WE its due. *Journal of Youth and Adolescence, 30*(1), 515-538.

Office of the Public Sector Development Commission (2012). *Good Governance.* Bangkok : Office of the Public Sector Development Commission.

Ormond, D. (1996). Integrating Cognition with an Affective Lens to Better Understand Information Security Policy Compliance. *Journal of the Association for Information Systems, 20*(1), 1794-1843.

Parasuk, C. (2021). *Thai economic prospects far from rosy*. Retrieved from https://www. bangkokpost.com/opinion/opinion/2502514/thai-economic-prospects-far-from-rosy

Patton, M. Q. (1999). *Grand Canyon Cekbration:AFather-SonJourny of Discovery. Amherst*. NY: Prometheus Books.

Pimpa, N. (2012). Amazing Thailand: Organizational culture in the Thai publie sector. *International Business Research Journal, 5*(11), 35-48.

Prendergast, C. (2007). The Motivation and Bias of Bureaucrats. *American Economic Revier, 97*(1), 180-196.

Prottas, J. M. (1979). People-processing: The street-level bureaucrat in public service bureaucracies. *The Public Interest Journal, 54*(1), 25-42.

Selaratana, S. (2009). *Accountability in the Thai public sector*. Glasgow : University of Glasgow.

Simon, H. A. (1947). *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organization.* New York: Macmillan Press.

References (cont.)

Skolnic, J. H. & Schwartz, D., Jerome H. D. (1971). Society and the Legal Order : Cases and Materials in the Sociology of Law. *Journal of Public Administration Research, 50*(2), 273-275.

Skolnick, J. & Schwartz, R. (1962). Two Studies of Legal Stigma Social Problems. *Law and Society Review*, *5*(5), 496-505.

Skolnick, J. & Schwartz, R. (1962). Two Studies of Legal Stigma Social Problems. *Law and Society Review*, *5*(5), 496-505.

Skolnick, J. (1960). *Justice Without Trial: Low Enforcement in Democratic Socoety.* New York: Wiley.

Sparkes, A. C. (1998). Athletic identity: An Achilles' heel to the survival of self. *Qualitative Health Research, 8*(5), 644–664.

Surin M. (1992). *Thailand's Two General Elections in 1992*: *Democracy Sustained* (Doctoral dissertation). Institute of Southeast Asian Studies, Singapore.

Thompson, J. D. (1967). *Organizations in action: Social science bases of administrative theory.* New York: McGraw-Hill.

Transparency International. (2016). *Corruption Perceptions Index 2016: Thailand.* Retrieved from : https://www.transparency.org/en/cpi/2016/index/tha

Transparency International. (2017). *Corruption Perceptions Index 2017: Thailand.* Retrieved from : https://www.transparency.org/en/cpi/2017/index/tha

Transparency International. (2019). *Corruption Perceptions Index 2019: Thailand.* Retrieved from : https://www.transparency.org/en/cpi/2019/index/tha

Tummers, L. (2011). Explaining the willingness of public professionals to implement new policies: A policy alienation framework. *International Review of Administrative Sciences, 77*(1), 555-581.

Tummers, L., Bekkers, V. J. J. M., Vink, E. & Musheno, M. (2015). Coping During Public Service Delivery: A Conceptualization and Systematic. *Journal of Public Administration Research and Theory, 25*(4),1-43.

UNESCAP. (2009). *What Is Good Governance? United Nations Economic and Social Commission for Asia and the Pacific,1-3.* Retrieved from https://www.unescap.org/sites/default/files/good-governance.pdf

References (cont.)

Watch, C. (2016). *Thailand: Country briefing.* Retrieved from http://countrybriefing.
countrywatch.com/home/countryreview?CountryID=170.

Wilson, J. Q. (1989). *Varieties of police behavior: The management of law and order
in eight   communities, with a new preface by the author.* Cambridge : Harvard
University Press.

Winter, S. (2002). *Explaining street-level bureaucratic behavior in social and
regulatory policies APSA.* Massachusetts : Bonton University Press.

World Bank. (n.d.). *Worldwide Governance Indicators.* Retrieved July 12, 2021, from
https://databank.worldbank.org/source/worldwide-governance-indicators#

World Bank. (1992). *Governance and development.* Washington. D.C.: World Bank.

Yosinta, O. (2016). *Organizational Culture and Good Governance in The Public
Sector: The Case of Provincial Administration in Thailand .* Birmingham :
Birmingham University Press.

Biography

Name	Roongkan Nedtranon
Date of Birth:	19 November 1975
Place of birth	Bangkok, Thailand
Education background	Florida International University
	Bachelor of Science in Dietetic and Nutrition, 2000
	Nova Southeastern University
	Master in Business Administration, 2008
	Rangsit University
	Doctor of Philosophy Program in Public Administration, 2023
Address	19/190 Moo Baan Fah Green Park Phase 2 Khu Khot, Pathum Thani, 12130
Email Address	Rnedtranon@gmail.com; roongkan.ne@rsu.ac.th
Work position	General Education Lecturer, Rangsit University International College, Rangsit University Sr. International Exchange Coordinator, Rangsit University, International Office Pathum Thani, Thailand Guest Lecturer, School of Nursing, Rangsit University