

## Cooperation Model for Local Development of Newly Emerged Communities and Local Administrative Organization in Pathum Thani Province

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**Abstract:** The research titled “Cooperation Model for Local Development of Newly Emerged Communities and Local Administrative Organization in Pathum Thani Province” aimed to explore: cooperation features for local development between newly emerged communities and local administrative organization in Pathum Thani province, influential factors affecting the cooperation for local development between newly emerged communities and local administrative organization in Pathum Thani province, cooperation encouragement model for local development between newly emerged communities and local administrative organization in Pathum Thani province. It was a mixed method research, integrating qualitative and quantitative approaches. The sample consisted of 649 chairpersons or representatives of corporations and leaders and people in the newly emerged communities. The key informants were a total of 128 people, consisting of 64 chief executives or commissioned officers of the LAO in Pathum Thani and 64 leaders or designated representatives from each newly emerged community. Quantitative data were analyzed by the methods of descriptive statistics, percentage, standard deviation and Pearson correlation coefficient.

**Key words:** Pathum Thani, communication, recognition, audio transmission, conference, market expansion

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### INTRODUCTION

Local administrative organization is the main agency responsible for public service and involved in decision making to solve problems in an area as well as having the direct authority to take care of its own local people as assigned and outlined in the principles of decentralized administration (Watcharin Inthaprom, 2012).

Collaboration means working together as a group or many organizations as a unit in order to work for mutual benefits through the process of building a relationship in the form of a partnership which initiates the process of learning and joint exchange as well as seeking mutual agreement consultation based on a consensus. Effective collaboration should be comprised of complete components, so that, the collaboration would lead to problem solving or goal achievement which is included in the top priority factors affecting the management of community issues. Elinor pointed to one of the most important relevant and affecting factors for community management. It was the participation of related people who are stakeholders of the community in drafting rules and regulations of the management. Leach (2006) also proposed principles of community management cooperation in participatory democracy. In addition,

Cooper *et al.* (2006) suggested that the collaboration to manage the community must be oriented around the benefits of people. Realizing the necessity of those elements, some of the local administrative organizations explicitly recognized the importance of newly emerged communities. For example, sub-district administrative organization of Khlong Luang, Pathum Thani held a meeting of representatives from newly emerged communities to learn about their problems and needs (Watcharin Inthaprom, 2012).

The rapid expansion of urban communities resulted from the increase in the population of large cities such as Bangkok. It caused drastic changes in the way of life and behavior of urban people for instance, if a person did not earn or benefit from a public activity, one would behave in an ignorant way and not be willing to participate in it. Thus, relevant government agencies and the LAO would propose preventive measures on this subject. Ostrom (2001) said that one of the important public management was to allow the majority of people who were involved and stakeholders to participate in drafting rules and regulations of the management. Rutherford *et al.* (2005), concurred that the necessity for public planning and management must initiate with the creation of a participatory planning process based on benefits and

impacts on various parties. Information exchange and discussion among stakeholder groups were considered important in that they provided sufficient information for participatory planning. Likewise, Koontz and Thomas (2006) had emphasized on the importance of the cooperation and decision of the stakeholders that a participatory model of a citizen was frequently used for public administration of government agencies. In compliance with important guidelines of democracy, the concept of Lubell (2004) stated that in order to make a successful impact on public management in the fashion of great participation, it must focus on stakeholders on grass roots level as well.

Pathum Thani is a metropolitan province that has a rapid growth rate of the city due to the limitations of housing in Bangkok. Bordered directly next to Bangkok, there has been many newly emerged communities (housing estates and condominiums) up to 640 locations (Pathum Thani Provincial Land Office, 2016) and is still increasing rapidly. More importantly, the province still has plenty of unused land suitable for further housing estates. Despite having enormous potential, in the aspects of finance, qualifications and status, for useful local development, the major problem for local administrative organization in Pathum Thani is that the inability to draw these newly emerged communities to the participation and cooperation in the organization's administration. The absence of the participation from the communities might have sprung from the fact that they have juristic person status, being able to govern themselves without having to rely on a government organization. Local residents might not realize that local development requires dependency and collaboration from everybody. In a conversation with chief executive of local government organization of Pathum Thani Province, it was revealed that each of the 64 local administrative organizations in the province had these particular issues on the cooperation of the communities as follows: the inability to draw the communities to the participation of any activities be it social, economic, political or environmental, conflicts in the understanding of missions or duties of the LAO between of the juristic persons of the communities and the LAOs and between the people and the LAOs and the absence of interactions with the LAOs and the ignorance of their LAO office locations. Through the past years, local administrative organizations have tried to establish cooperation throughout but it is still not successful. The search for a cooperation model of newly emerged communities for the participation in local development of local administrative organizations in Pathum Thani Province is therefore, interesting. Since, Pathum Thani Province has never had any study on the

cooperation of newly emerged communities and the participation in local development, the model for fostering cooperation for local development between the communities and the local administrative organizations would be the benefit of Pathum Thani and other surrounding provinces bordering Bangkok as well as a large and expanding cities. It could be employed as the blueprint for the administration of local administrative organization and mobilize the local society to achieve the spirit of decentralization principles of local administrative organization emphasizing on supportive and effective local development for the needs of each community.

**Research objectives:** To study the features of cooperation for local development between newly emerged communities and local administrative organizations in Pathum Thani Province.

To explore influential factors affecting the cooperation for local development between newly emerged communities and local administrative organizations in Pathum Thani Province. To study a model of cooperation for local development between newly emerged communities and local administrative organizations in Pathum Thani Province.

## **MATERIALS AND METHODS**

This was a mixed method research integrating quantitative and qualitative approaches. Population and sample was a randomized sample group of 649 leaders or designated representatives from newly emerged communities and people in Pathum Thani Province.

The key informants were a total of 128 people, consisting of 64 chief executives or commissioned officers of the LAO in Pathum Thani and 64 leaders or designated representatives from each newly emerged community (housing estate).

**Research instruments:** Five point scale questionnaire: semi-structured interview form for the key informants to give information on various issues concerning the cooperation of local administrative organizations and emerging communities and problems, obstacles and important factors of the cooperation.

**Validation of the instruments:** The developed instruments were tested to verify the reliability as follows: advisors and experts tested content validity by checking coherence of the content and objectives and the register of language. The questionnaire was tried out to assess the reliability through Cronbach's alpha coefficient.

**Data collection:** Quantitative data were collected by distributing the questionnaire to the study group. The researcher requested officers in various local administrative organizations in Pathum Thani Province to distribute the questionnaire to the specified sample group. Qualitative data were collected by: interview and group discussion and seminar and staged conference by the researcher and assistants.

**Data analysis:** Quantitative data analysis was done by statistics analysis, calculating the percentage, mean, standard deviation and Pearson correlation coefficient. Qualitative data were analyzed by processing the data from interviews through summary and content validity and completion test. The processed information was then analyzed by content analysis, summarizing the content in compliance with themes and sub -themes. The description of the information would be further presented along with to the research objectives.

**RESULTS AND DISCUSSION**

The results indicated that 56.1% were female and 43.9% were male, most of them were between 20-30 years old: 44.2% had monthly income, 45.5% had monthly income of 10,001-20,000 baht, 20.8% were employed and 37.9% had been living in the area more than 10 years.

Influential factors affecting the cooperation for local development of newly emerged communities with local administrative organizations in Pathum Thani Province. The results of the analysis of influential factors affecting the cooperation for local development of newly emerged communities with local administrative organizations in Pathum Thani province, showed that the overall influential factors were rated high ( $\bar{x}=3.64, SD=0.848$ ). Considering each items, the majority was motivation ( $\bar{x}=3.75, SD=0.794$ ), followed by leadership ( $\bar{x}=3.73, SD=0.821$ ) and economy ( $\bar{x}=3.48, SD=0.899$ ), respectively (Table 1).

Cooperation features for local development between newly emerged communities and local administrative organizations in Pathum Thani Province (Table 2). The overall results of cooperation features analysis were rated high ( $\bar{x}=3.62, SD=0.807$ ).

Considering each item, it was found that the majority was self-defense attempt ( $\bar{x}=3.70, SD=0.807$ ), followed by cooperative management model based on scope of responsibilities ( $\bar{x}=3.65, SD=0.789$ ) and the last one was arbitrary cooperation ( $\bar{x}=3.56, SD=0.863$ ).

The collective test for calculating the relationship of influential factors affecting the cooperation and cooperation features was performed through Pearson correlation coefficient. The variables used were listed as follows:

Table 1: The analysis of influential factors

Aspect of influential factors	$\bar{X}$	SD	Rate of comment	Ranks
1.Leadership	3.73	0.821	High	2
2.Recognition	3.67	0.859	High	3
3.Politics	3.60	0.874	High	7
4.Society	3.64	0.822	High	5
5.Economy	3.48	0.899	High	9
6.Environment	3.61	0.870	High	6
7.Motivation	3.75	0.794	High	1
8.Techniques and methods	3.58	0.871	High	8
9.Communication	3.66	0.820	High	4
Total	3.64	0.848	High	-

Table 2: Cooperation feature analysis

Aspect of influential factors	$\bar{X}$	SD	Rate of comment	Ranks
1.Management based on scope of responsibilities	3.65	0.789	High	2
2.Self-defense attempt	3.70	0.807	High	1
3.Downward cooperation	3.57	0.780	High	4
4.Collaborative giver and receiver	3.64	0.796	High	3
5.Arbitrary cooperation	3.56	0.863	High	5
Total	3.62	0.807	High	-

**Independent variables:**

- X<sub>1</sub>: Leadership factor
- X<sub>2</sub>: Recognition factor
- X<sub>3</sub>: Political factor
- X<sub>4</sub>: Social factor
- X<sub>5</sub>: Economic factor
- X<sub>6</sub>: Environmental factor
- X<sub>7</sub>: Motivational factor
- X<sub>8</sub>: Technical and methodological factor
- X<sub>9</sub>: Communication factor

**Dependent variable:**

- Y: Collective cooperation features

The results revealed that: leadership, recognition, politics, society, economy, environment, motivation, techniques and methods and communication were collectively related to the cooperation features in all aspects, statistically significant at the level of 0.01 (Table 3 and Fig. 1).

The cooperation fostering model for local development between newly emerged communities and local administrative organizations in Pathum Thani Province was depicted in details as follows.

The model of cooperation fostering for local development of newly emerged communities and local administrative organizations was to foster cooperation based on the needs of the people. The local government organizations should foster cooperation by: generating motivation as the following, surveying the needs and community in order to formulate policies in compliance with the needs of the communities, organizing activities on important days, providing utility service to

Table 3: Collective cooperation features

Variables	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	Y
X <sub>1</sub>		0.728**	0.685**	0.622**	0.517**	0.611**	0.593**	0.704**	0.628**	0.699**
X <sub>2</sub>		1	0.693**	0.705**	0.625**	0.622**	0.662**	0.698**	0.622**	0.729**
X <sub>3</sub>			1	0.709**	0.648**	0.680**	0.658**	0.743**	0.597**	0.745**
X <sub>4</sub>				1	0.613**	0.676**	0.649**	0.694**	0.596**	0.724**
X <sub>5</sub>					1	0.696**	0.529**	0.674**	0.582**	0.640**
X <sub>6</sub>						1	0.595**	0.724**	0.681**	0.702**
X <sub>7</sub>							1	0.678**	0.623**	0.702**
X <sub>8</sub>								1	0.745**	0.829**
X <sub>9</sub>									1	0.789**
Y										1

\*\*Relationship value at the level of 0.01

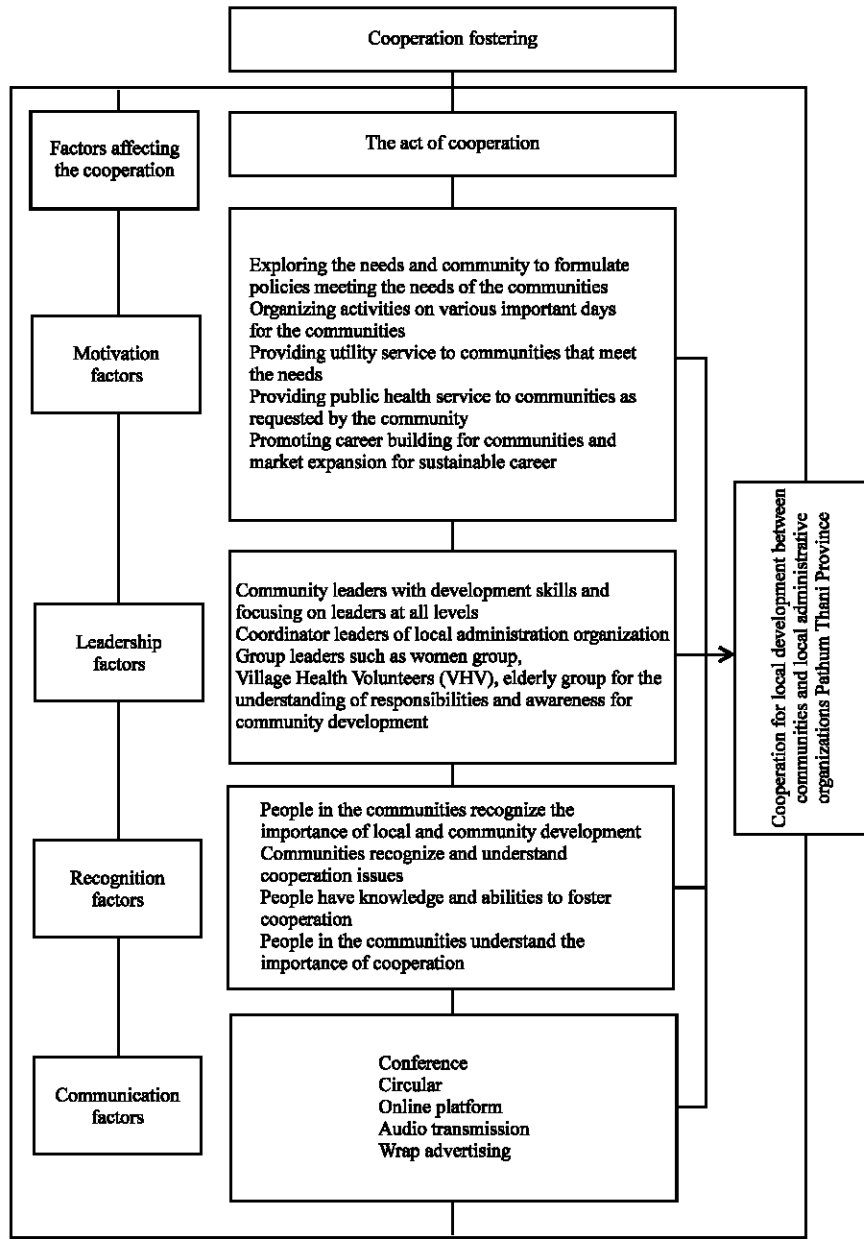


Fig. 1: Cooperation fostering model

communities, providing health service to communities by request and organizing career building promotion for communities and market expansion for sustainable career, leadership development, consisting of community leaders with development skills, equalizing importance to leaders on all levels, coordinator leaders of local administrative organizations and group leaders of social groups such as women group, Village Health Volunteers (VHV), elderly group for the understanding of responsibilities and awareness for community development. Developing the recognition, consisting of encouraging people in the communities to develop recognition for civics in local and community development, the recognition and understanding of cooperation issues, knowledge and ability for the fostering of cooperation and the realization of the importance of cooperation and communications local administrative organizations and newly emerged communities should enable a variety of communication channels through conference, circular, online platform, audio transmission and wrap advertising.

This research showed that: regarding influential factors affecting cooperation, motivation was the most influential factor having an impact on the cooperation of the community with local government organization. However, when the people living in the community had considered participating in local development with local government organization, the community would look for benefits of each particular activity. Should there be any projects or activities of interest, the community would highly cooperate with. Therefore, the goal or policy formulation from local government organization should dovetail with the needs of the people. This would motivate people to participate or to be interested in participation. In accordance with the 2007 constitution, it was stated that if local people needs are fulfilled, on personal and community level and if they participate in the organization of activities and formulation of policies, the people would be willing to collaborate with local administrative organization (Watcharin Inthaprom, 2012).

Leadership factor had an influence on the cooperation for local development of newly emerged communities with local administrative organizations as a leader would act as a coordinator. The leader should be hearing comments and be able to convince people to cooperate with both inside and outside the organization. In accordance with the thought of Suangsuwan (2005), it was stated that working to achieve the objectives or goals was an important factor leaders can help attain success.

The highest-rated aspect of cooperation features of a newly emerged community with local government

organization was self-defense attempt. It was the cooperation of both parties to prevent external dominance or oppose any unfavorable circumstances such as new rules and regulations that were implemented by other organizations or the dissolution of organizations that had an effect on the services of people and the work of local administrative organization. In the event of a disaster, both parties, lacking aiding resources will work together to seek resources to protect themselves or self-employed units such as flood. Both parties would cooperate to provide equipment or mobilize resources to help each other in the operation. This conformed to the concept of Agranoff and McGuire (2003) which stated that an organization will be alert if it is about to be appended or facing adverse effects in the mission, operations or benefits.

The next highest-rated aspect of cooperation features was the management based on the scope of responsibilities. It was the cooperation caused by the work of the agency. For instance when the local government organization was responsible for road reparation, people would be willing to collaborate according to the duties of the community, providing convenience during the repair. In accordance with the concept of Koontz and Thomas (2006), it was stated that the decentralization of administrative power to the locals was considered as the responsibility of local government organization.

The lowest-rated aspect of cooperation features was downward cooperation. It was the cooperation sprang from the communication from the upper agencies or the ones with the same level in order to perform interchangeable duties or certain activities on behalf of each other such as allowing a juristic person to facilitate taxation instead of local administrative organization. The newly emerged communities would not be willing to do so even being requested for the cooperation. In accordance with Gordon (1997) concept, it was stated if cooperation was to be fostered, problems and mutual agreements should be identified. The joint procedures should not include only communication. Accordingly, Cigler (2001) said that the mutual establishment of rules should include the dependency which is important for cooperation.

The model for cooperation fostering in local development of a newly emerged community with local administrative organization was to foster cooperation based on the needs of the people. It included spreading knowledge and the understanding of objectives or goals via various communication processes or channels and also included leaders who understood the role had an attitude for coordination and had motivational skills for the public. The model should make a community realizing

the importance of cooperation. Local administrative organization must initiate new strategies motivating and pointing out to the shared benefits. People should have an opportunity to participate in every process from policy formulation, planning, implementation, monitoring and control and performance reporting. Conforming with Gordon (1997) concept, it was stated that the collaborative process consisted of mutual problem identification, resource allocation and discussion of agreement direction. The procedures and validation should be mutually established. In accordance with the concept of WHO. (2010), it was stated that the process of cooperation should include: planning the analysis of mutual problems and prioritization of resource allocation as well as the establishment of procedures with monitoring and control, implementation-the collaboration in management and budget allocation, utilization-the ability to utilize joint activities for mutual benefits to increase the level of self-reliance, reduce social control and obtaining benefits the equal distribution of the received benefits to the community. The purpose of collaborative activities was to exchange information for the adjustment in operation to end dispute, aiming for the setting up of projects. It depended, however, on the environment of each community.

### CONCLUSION

The analysis of qualitative data was done by content analysis, theme and sub-theme grouping and conclusion. Influential factors affecting the cooperation for local development between newly emerged communities and local administrative organization in Pathum Thani province were ranked high. Considering each aspect, the highest mean belonged to motivation, followed by leadership and economics, respectively.

Cooperation features for the cooperation of local development between newly emerged communities and local administrative organization in Pathum Thani province were ranked high. Considering each aspect, the highest mean belonged to self-defense attempt, followed by management based on scope of responsibilities and arbitrary cooperation, respectively.

Model of cooperation was comprised of these following components. The LAO should consider these influential factors in order to cause the cooperation process of newly emerged communities as follows: motivation generation, consisting of: needs survey and community for policy formulation in compliance with the community needs, event organization on important days for the communities, public utility for communities in need, public health service for requested communities and

career building promotion for communities and market expansion for sustainable career, leadership, consisting of activity organization for leadership development emphasizing on equalizing the importance of all levels, encouraging coordinator leaders in the LAO and electing and developing group leaders of social groups such as women group, Village Health Volunteers (VHV), elderly group for the understanding of responsibilities and awareness for community development, recognition of increasing the awareness on local development through cooperation process, communication on the following aspects, conference, circular, online platform, audio transmission and wrap advertising, for wider recognition.

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