A STUDY OF SOUTHERN BORDER PROVINCES ADMINISTRATIVECENTRE PROVINCES DEVELOPMENT STRATEGY 2015 - 2017

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A Dissertation Submitted in Partial
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ABSTRACT

Title of Dissertation	A STUDY OF SOUTHERN BORDER PROVINCESADMINISTRATIVECENTRE PROVINCESDEVELOPMENT STRATEGY 2015 - 2017
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This research aims 1) to study the structure of the Southern Border Provinces Administrative Centre (SBPAC) during the Provinces Development Strategy 2015-2017, 2) to study the operation of the Southern Border Provinces Administrative Centre to reduce the conflict according to the Provinces Development Strategy 2015-2017, 3) to study the factors and problems affecting the operation of the Centre according to the Provinces Development Strategy 2015-2017, and 4) to study the guidelines for reducing conflict in the Southern border provinces.

The sample group was divided into three parts: information from related persons, namely, the Secretary-General of the SBPAC, the Deputy Secretary General of the SBPAC, and Government officers who performed duties related to the area of study. The researcher created a summary from the analysis to connect descriptions and data from the questionnaires provided by the sample group, namely; civil servants and government officials, with a minimum of one-year work experience – a total of 508 people. The researcher received 415 questionnaires; 412 were complete representing 81 percent of the total population of the agency. The researcher analyzed the data, the presentation of which is divided into 4 parts; Part 1: an analysis of the personal information of the respondents, Part 2: an analysis of the organizational structure, Part 3: an analysis of operational data, and Part 4: an analysis of factors affecting conflict reduction. The research instruments were first-hand interviews where data was collected from senior executives, and questionnaires submitted by agency officers. The questionnaire consisted of individual questionnaires which were distributed in five mission groups. The data used in the study is composed of primary data (data from the questionnaires and interviews) which is based upon theoretical concepts, related research, and academic research and databases.

Secondary data was collected books, academic papers, meeting-minutes, detailed searches from media, and data analysis. The researcher applies the data obtained from individual interviews and group interviews, by analyzing the interview content and data from questionnaires. The researcher used a computer program for the data analysis; SPSS for Windows version 13.0 designed for social science research. The statistical analysis consists of frequency, percentage, mean, standard deviation, analysis of variance: ANOVA, multiple comparisons, and a Stepwise multiple regression analysis.

The results reveal that 1) there were six factors affecting the conflict, including economic, social, religious, education, security, human rights, and foreign affairs related factors; 2) problems and obstacles to conflict reduction were: (1) inadequate personnel: the SBPAC has a large number of internal departments, due to the adherence to the SBPAC mission determined in the Act, causing internal divisions; (2) The number of internal departments: the internal structure of the SBPAC is too large. This may be due to the fact that executives feel that departmental separation can move the mission more smoothly forward , however, this the research shows that this created difficulties for internal authorities. The guidelines for reducing the conflict in the southern border provinces consists of, firstly; the strategies of His Majesty the King to understand, access, develop and implement the sufficiency economy philosophy, adhering to a peaceful approach as the norm for problem solving honestly, seriously, sincerely and with understanding. Secondly; the development of education, thirdly; the religious amendment was to allow religious leaders (Imams) in the area to recognize true Islamic principles, fourthly; creating unity in work, fifthly; the promotion of coexistence under cultural diversity should open political areas and offer opportunities to the various groups of people to express opinions and concerns about the peace process, and finally; the application of the information technology which operates to provide more accurate and immediate news between government officials and people.

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CHAPTER 1

INTRODUCTION

1.1 Background and Statement of Problems

The southern border provinces consisted of Pattani, Yala, Narathiwat, Satun and Songkhla Province, which were determined by the Cabinet resolution on December 16, 1980, affecting national security and the peace of the people as a whole. The problems have special characteristics different from problems in other parts of the country. The government has always paid close attention and established a national security policy for those areas specifically with the scope of operations, in politics, military, economic and social psychology.

Looking back on the past, important administrative guidelines have an impact on the administration of the southern border provinces. Since the reign of King Chulalongkorn Rama V, the bureaucracy and modern government had implemented in the area that used to be 7 Islamic districts (Pattani, Nong Chik City, Saiburi City, Raman City, Ra-nae City, Yaring City and Yala City). That was not quite as neat as it should be; mainly due to language issues which Muslim villagers did not know Thai language. So, they could not apply for government service according to His Majesty King Rama V's wishes. The Thai Muslims have a significant status as a service recipient or people under the guardian. In particular, some government period were tightening people to follow government policies and orders strictly without regarding to importance, or cultural and religious limits. The Malay citizens, who did not know, understand, or follow were accused by the government not to comply with disobedience. This has become a starting point between the government and the people since then.

While the relationship between civil servants and citizens was not smooth, the process of dissatisfaction has appeared since the power was derogated by the system allowing the central government officials stationed to the region. Some groups of people have taken advantage of the situation that people were not satisfied and cannot tolerate. Therefore, there was a group of people proposing a form of separation

themselves from the rule of the country in any manner. Some groups have evolved from the old governor who felt that he had lost power from organizing the rule for centralizing power, as well as a new process aimed at seeking power from the gap between bad relations between civil servants and the public. The opposing situations in an antagonistic side to the state, including the mistrust of the people and the movement of various movement groups in parallel to the administrative action, have been caused the two obstacles in the development of the southern border provinces; in contrast to the administrative arrangements in other parts of the country. This situation has gradually accumulated unrest, contradictions, both visible and uninterrupted in many ways, along with the progress of Malaysia which has been influenced by politics and government from the West after receiving independence, and the increased exchange of goods. The border province was the passage way of the goods that have a lot of different aspects as a source of benefits for civil servants, who were often punished by being sent to the border, conspiring with corrupt people to violate the law, using their power for all the criminals, and seeking to benefit.

Moreover, the government often used of policies and measures not as successful as expected, because of decisions in policy formulation. Solving each problem mostly relied on information obtained from local officials. These were often prejudiced to distort facts for their own benefit, or have conflicts with Thai Muslim leaders, or have insufficient understanding about the language and culture of Thai Muslims, causing bad feelings among the people. The bad feelings towards the government officials continued to expand until it was ready to erupt like the assembly expressed gratitude to government officials and demanded fairness to the government at the front of the Pattani City Hall. The protests lasted for 45 days and occurred several times.

From all of the above conditions, it can be said that the beliefs of the people in a good or bad way to the state through governmental systems and government processes were the important factors for any phenomenon in the southern border provinces. Even if belief was wrong and different from the facts, it can affect the situation at all times. To make people believe in state must be disseminated to the public to be a part of the country. Behavior of civil servants and government officials of various government agencies, the agents of the government would help people to believe and trust in the

government from good behavior and work. These must create the impression and appreciation to the people.

For the administration of the Kingdom of Thailand, there is an important driving mechanism that is “Good Governance” in the role of government officials implementing the policy to define as a project plan, leading to practice including providing public services to people. The Government Administration Act, 1991 has stipulated that the administration of the provincial government is organized as province and district. In that administrative affair, the principle of good governance is considered as the main force in various governments administration operations to manage in that area. The guidelines for organizing for the society of the country, both the government sector, private sector, and public sectors can live together peacefully with correctness, fairness. This includes fairness, governing work on maintaining peace and security in the country, enforcing various laws, being a means of public communication with government agencies. The works of the governing officers are very close to the local people. They must work by interacting with various environments in the area whether or not geography, demography, or other factors. This may sometimes bring difficulties to different operations. Similarly, the three southern border provinces also have characteristics of society, culture, religion, diverse traditions different from the general area, including the incidents of unrest in the area which creates fear and paranoia for people living in the area very much. Moreover, government officials are also considered as one of the target groups of insurgents in the area, making the careful operations in such areas are. Therefore, the success factor of security management needs to rely on good governance principles for smooth and maximum benefits management.

Therefore, the researcher focused on the topic “A Study of Southern Border Provinces Administrative Centre Provinces Development Strategy 2015-2017”. The first objective conducted to study the structure of the Southern Border Provinces Administrative Centre (SBPAC) during the Provinces Development Strategy 2015-2017. The second objective conducted to study the operation of the Southern Border Provinces Administrative Centre (SBPAC) to reduce the conflict according to the Provinces Development Strategy 2015-2017. The fourth objective conducted to study the guidelines for reducing conflicts in the southern border provinces.

1.2 Research Objectives

1.2.1 To study the structure of the Southern Border Provinces Administrative Centre (SBPAC) during the Provinces Development Strategy 2015-2017.

1.2.2 To study the operation of the Southern Border Provinces Administrative Centre (SBPAC) to reduce the conflict according to the Provinces Development Strategy 2015-2017.

1.2.3 To study the factors and problems affecting the operation according to the Provinces Development Strategy 2015-2017.

1.2.4 To study the guidelines for reducing conflicts in the southern border provinces.

1.3 Scope of Research

1.3.1 Scope of Content

Arjareeyawut Prompun (2011) The research has determined to collect the information related to the operation of SBPAC the Provinces Development Strategy by using the method of creating a summary of good governance from various information representing good governance in SBPAC as a framework;

1) Information from related documents such as regulations, laws, policies, strategies, meeting records, minutes, or activities in the area, and procurement documents etc.

2) Information from related persons, namely, Secretary-General of the SBPAC, Deputy Secretary General of the SBPAC, and government officers, officers who performed duties in the area, and people.

3) Information from related persons by the focus groups, in order to create a summary from the analysis to connect together in a descriptive format.

Information from questionnaire responded from the sample group were civil officials and government officers of SBPAC (SBPAC) with a minimum of 1-year work, a total of 508 people. The researcher received 415 questionnaires, representing 82 percent of the total population of the agency. It showed that there were 412 complete

questionnaires in research, representing 81 percent of the total population of the agency. The researcher analyzed the data and presented the research results by dividing the presentation into 4 parts; Part 1: an analysis of the personal information of the respondents, Part 2: an analysis of organizational structure, Part 3 an analysis of operational data, and Part 4: an analysis of factors affecting conflict reduction.

1.3.2 Scope of population and sample

The researcher has determined to collect the information related to the structure and operation of SBPAC in the Provinces Development Strategy 2015-2017, by the 3 associated steps as follows;

1) To study information from relevant documents such as regulations, laws, policies, strategies, meeting records, minutes, or activities in the area and procurement documents, etc. Some issues that cannot be concluded would proceed with the study in step 2.

2) To study information from relevant people, namely, civil servants and government officials, with a minimum of 1-year work, a total of 508 people (2018). The researcher has determined the 412 sample of quantitative research from the calculation according to the formula of Taro Yamane and Stratified Random Sampling. The sample distributed according to 5 mission groups, and 1 work group, consisting of justice mission group, economic and foreign mission groups, administrative mission groups, development strategy mission groups, educational mission groups, and internal audit groups. The sample group of qualitative research conducted by purposive selection, a total of 10 people, namely, Secretary-General, Deputy Secretary General, Director, Bureau, Division, and Center.

3) To study the key informants by the focus groups to find the additional information and to check the consistency of data and analytical issues obtained from Step 1 and Step 2.

This study focused on civil servants and government officials who performed duties in the southern border provinces, namely, Yala, Pattani, Narathiwat. This included 4 districts of Songkhla, namely Chana District, Thepha District, Saba Yoi District, and Na Thawi District.

1.4 Operational Definitions

1.4.1 Organization means the SBPAC strategic development phase.

1.4.2 Southern border provinces refer to Pattani, Yala, Narathiwat, Satun and Songkhla provinces.

1.4.3 Policy factor means a clear policy affecting the good results for followers, responding to changes, creating participation, reducing social conflicts, and allowing people to check.

1.4.4 Data factor means a database supporting the administration, having an accurate database, having a database that was constantly collected.

1.4.5 Relationship factor means a good relationship within the organization to the relevant agencies.

1.4.6 Benefit factor means an allocation of benefits by considering the people, having negotiation and a peaceful understanding.

1.4.7 Factor of value and culture means promoting respect for rights between multiculturalism, by allowing people in all groups to share opinions. This included promoting activities that reduced social disparity, open educational opportunities.

1.4.8 Technology factor means applying the technology appropriately, promoting staff and people, being a part of the organization's work through communication technology, creating public awareness, promoting activities or strategies through modern technology.

1.5 Data Analysis

The researcher used the computer program for the data analysis; SPSS for window version 13.0 for social science research. The statistical analysis consisted of frequency, percentage, mean, standard deviation, Analysis of Variance: ANOVA, Multiple Comparisons, and the Stepwise multiple regression analysis.

1.6 Advantage of Research

1.6.1 To know the outcome from the structure of the Southern Border Provinces Administrative Centre (SBPAC) during Provinces Development Strategy 2015-2017.

1.6.2 To know the factors and problems affecting the operation of the Southern Border Provinces Administrative Centre (SBPAC). This would be useful for improving the management system as well as the current operational process to be more efficient.

1.6.3 Knowledge and understanding gained from education and recommendations can be used as a guideline for improving the administration of the agency and related agencies.

CHAPTER 2

CONCEPTS, THEORIES AND RELATED LITERATUR

This section discussed the concepts, theories and literature related to research on "Study of the operations of the Southern Border Provinces Administrative Center during the development strategy of the Southern Border Provinces of 2015 - 2017", divided into 6 topics as follows:

2.1 Concept of Conflict Theory

2.2 Concept of Governance

2.3 Concept of Policy implementation

2.4 Concept of history and problems of the three southern border provinces

2.5 Related literatures

2.6 Conceptual framework for research

2.1 Concept of Conflict Theory

Areas in the southern border provinces became the area of a variety of people, ethnicity, religion, and cultural traditions, including conflicts. It was important to rely on principles or methods of conflict management which would be able to control the conflict not to spread or not to increase more conflicts. If possible, it could resolve that conflict completely. For this study of the operations of the Southern Border Provinces Administrative Center during the development strategy of the Southern Border Provinces of 2015 – 2017, the researcher agreed to study about the concept of conflict management to be useful and to find answers in further research.

2.1.1 Meaning of Conflict

Conflict was something that we could see often in our daily lives, at the level of individuals, society, or even at the national level. Scholars defined the meaning of the conflict as follows:

Royal Academy Dictionary, 1982: “Oppose was the verb meant not following, violating, restraining, inconsistent, or inconsistent”. Meanwhile “ontrovert was the verb, non-direct or resist, or discontinue”. The combined word was a “non-destructive, defiant, or opposing act”.

Webster Dictionary: The term “Conflict” meant fighting, warfare, incompatibility when the interested idea or action was not the same.

Sermsak Wisalaphon (1997): said that conflict meant that each party could not went together related to the needs; whether it was a real need, or the potential to be desired

Chaiset Phromsri (2014): Conflict referred to the efforts of any party that felt, or recognized an unequal goal to prevent the other party from not achieving the goal.

Pornchai Likitthamroj (2002) has defined the definition of conflict as the process started from one party acknowledged that the other party would create a negative impact, or cause dissatisfaction to interact with each other until causing conflicts.

Van Slyke (1999): Conflict meant competition between two related groups, and the perception that they have different goals, needs, and concepts. This was a situation in which a person cannot find a balance between each other.

Robbin (2004) has given the definition of conflict as processes that a person obstructed to achieve the goal of the other party. This action can occur between the chiefs, job, or staff in their own department or between employees in the organization.

Greenberg (1997) stated that conflict meant the process occurring when a person or group can recognize that other people or groups have done one thing causing negative consequences, or creating inequalities with their needs or interests.

Gordon (2002) stated that the conflict was a disagreement or a struggle between two or more sides due to the inequality of influence and the difference in power of each party

2.1.2 Trust and Conflict

Trust was one of the important things in conflict issues. A variety of problems partly arose from “Do not trust” each other. Trust was like “glue” that held the relationship between people, or groups. That relationship was important in both the conflict and conflict resolution. For Thai society, trust has played a role in causing frequent conflicts. It was trust in the political institutions of the people, or in an area with severe conflicts in identity, customs, and culture; as in the three southern border provinces. The public's trust in the work of government officials inevitably affected the severity of the conflict.

2.1.2.1 Meaning of Trust

The meaning of trust was that Walechel (Worechel, 1979 cited in Wanchai Wattanasab, 2007) has proposed a view of trust into three major groups as follows:

1) The theorist of personality had perspective at the individual personalities that were different in their readiness to trust, including the specific factors of development to readiness and environmental factors, and social aspects leading to readiness. Therefore, this making trust was a matter of believability, expectation, and depth in the personality with the origin of psychological development from childhood.

2) The views of sociologists and economists focused on issues of trust in the nature of the institution's phenomenon. Institutional trust may be described as trust in future interactions which indicated whether or not to proceed or to appear clearly to use the rules or standards of general society causing trust.

3) The perspective of social psychologists focused on contact, or individual level actions between individuals that may create or destroy trust at the individual and group level. This meant the expectation of the other party to proceed together, the risk that the relationship was in the assumptions and actions in that expectation, environmental factors that enhanced or inhibited the development and maintained relationships, human expectations which often has the effect of causing trust. If the behavior of expected people was lower than the expectation, we would not

trust them. However, if their behavior were better than the expectation, we will would him.

2.1.2.2 Types of Trust

Lewicki and Wiethoff (Lewicki and Wiethoff, 2000 cited in Wanchai Wattanasab, 2007) has proposed the concept of the types of trust as follows.

1) Calculus-Based Trust : CBT or trust by guarantee. Lewicki and Wiethoft (2000) described the trustthat was based on calculations, or trust by guarantee; That was to weigh between actions that may be at risk of mistrust with the results of that action, or weighing between short-term results and long-term effects. This was like creating a trust that must be gradually built until reaching the level of trust. However, if the one-time action caused the error, it may cause tremendous damage to trust or may become distrustful at all.

To view the calculus-based trust or trust by guarantee as the perspective of game theory of economist, there would be a similar view of deployment. This conformed to Professor Dr. Kriengsak Charoenwongsak who analyzed the situation in the southern region using such a concept. Prof. Dr. Kriengsak explained that if the players have two parties; government and bandits, both have the same goal: to take over the masses as a group. Each party has the option to use the strategy of reconciliation, and violence. To select strategy depended on the selection of another and how the masses reacted to that strategy. Prof. Dr. Kriengsak summarized the using of the Neuroeconomics concept (Neuroeconomics), which found that the loss affected the decision rather than the positive return. This can conclude that the choices of the people may choose by comparing the expected benefits and the paid cost. This was found that even though the state tried to create benefits such as protection, welfare, and grants, it may not be able to compare with the capital they have lost; injury, death that terrorists threaten those who cooperated with the state creating fear. Meanwhile, people may choose to stay even though they did not receive any benefits, but the cost they have to lose was not comparable. This may be due to the confidence in the state power to protect the cost that they may have lost or not. Therefore, the calculus-based trust or trust by guarantee would happen or not at the equation of benefit and loss as an important factor. So, the state must give confidence to the people not to fear, including increasing the

cost of losing to terrorists; that was to show the ability to manage according to the law seriously.

2) Identification-Based Trust: IBT

Identification-Based Trust: IBT was a kind of trust based on the match of desire and the intention of the other party. The existence of trust has arisen because the parties were able to understand and appreciate each other's needs which may develop until each person acted as a substitute. All parties were convinced that our interests or needs would be protected without needing to be monitored, investigated or tracked as if having good friends to protect themselves.

Many activities can strengthen and cause an attack which was a matter of identity, such as having a common identity, or having the same identity; such as having the same mark, living in the same place, with common goals or values, etc. This could view as people in the three border provinces that Muslim people were strong in their own groups, because of their mutual identity; a language used to communicate, the area of residence, including religion, national values. Those identities caused the barrier to prevent “them” to see the view of “us”. Therefore, trust was only in “us” and did not trust “them”.

2.1.2.3 Trust Management

Wanchai Wattanasab (2007) mentioned that trust management was often developed in the process of relationships, which may depend on the style and learning relationship including timing. The trust management can be divided into two forms, namely

1) Calculus-Based Trust : CBT or trust by guarantee would increase if the following conditions were met:

(1) The appropriate justice consistent in every time and situation. Following the agreed terms and conditions

(2) Continuing to work and to follow up with the contractual activity plan. This condition could define a CBT strategy as follows;

(3) Agreeing clearly as to what to expect; such as the deadline for penalties if not achieved by an agreement.

(4) Agreeing in the process to monitor the actions of other parties. If not trusting each other, to prevent future loss of trust.

(5) Finding other alternatives that would meet the needs of other parties.

(6) Increasing awareness of the reasons for actions that we may have to do. Such actions may cause others wrongfully understand us. Behavior that seemed strange or did not match what was said must give explanations, especially in different cultures.

2) Identification-Based Trust : IBT

Research of Gabbarro (1978) showed that trust can happen if colleagues spent time for exchanging values, views, intentions, and goals. Therefore, there should be a process for exchanging the following things;

(1) Common interests or needs

(2) Common goals and objectives

(3) The same reaction to the situation together

(4) The situation in which he stood or held in the same values and principles by expressing honesty and integrity.

If we required to have a long-term relationship with someone with an element of IBT, the most important thing was the development of CBT for various groups feeling comfortable in the expectations of behavior that each party has to create a relationship. One of the important principles in creating an IBT was considerate. Especially, the profession that had to work with people, to be considerate was creating mutual understanding, and also causing the feeling of "Being the same", which would benefit the work requiring mutual trust.

2.1.2.4 Restoration and Trust Building

The study of Amara Ongsapit (2008) showed that restoring the trust would be used in the sense of restoring the existing trust, but it has deteriorated to come back again. Meanwhile, the creation of that trust was that there was little or no trust, and needed to create a new one. The goal of both revitalization and trust was to have a good interaction between each other by giving trust to each other to make that trust increased. The key elements of trust were 3 components as follows:

1) Feelings of the same team, or the same group: If community members have the same feelings, members in that community must not have prejudice and treat each other. Being the same team would have to exchange

information with each other, to understand and to sympathize. This included adjusting attitudes and behaviors to make them the same which could restore and build trust.

2) Coordination of benefits and equitable exchange of rewards: the fact that people felt that everyone has equal access to resources was so important, because of the paranoia caused by perception of inequality in what they should receive could cause distrust. Therefore, the authority or state should be able to meet the basic needs of the people equally.

3) Using the same normative rules: Paranoia caused by inequality power can be reduced when the difference between authority and powerless decreased, and when everyone used the same standards. Disparity and paranoia would disappear. Meanwhile, if the powerless lost benefits or lacked a lot of resources, there may be a need to set up measures to increase the resources for the powerless; in the form of compensation for damages or correcting the discovered errors.

In addition, Chanton Banphasirichot Wankaew (2008 cited in Amara Phongsapichit, 2008) proposed ways to restore and build trust with the following issues:

Restoring Trust

1) Psychological remedies and actions for the future
2) Seeking the common facts
3) Compromise and forgiveness
4) Clarity of the origin of the contract violation
5) Compensation for damages
6) Correcting errors at the right time

Building Trust

1) Social capital creation by building a two-way relationship and working together
2) Creating a reliable person
3) Determination of the clear and transparent rules
4) Open and direct communication
5) Sharing roles, duties and resources
6) Creating a new identity or ideology in order to reinforce the original relationship
7) Collaborative performance

In summary, trust and conflict were extremely relevant, both in the dimensions of conflict and conflict resolution, especially in the southern border provinces. This cannot be denied that in the area dimension, there was partly a conflict. It was caused by distrust. That distrust caused paranoia and prejudice that may affect the distortion of facts or information that each party received. In the view of the people in the area, they may view the government officials or the bailiffs were persecuting, bullying, or not taking care of people as much as the government should, causing the division of the group, and not trusting each other. At the same time, the government has no confidence in the people in the area. This was probably due to the suspicion that people in the area were coalitions or group of insurgents hidden among the villagers. When different parties were suspicious of each other, the end of the conflict could not be achieved or done without very effective. This was because of the duty of the State Department cannot end the conflict without cooperation from people in the area.

2.1.3 Justice and Conflict

We often see that when we felt not to receive justice, the following was a conflict in which an unfair feeling led to conflict. Many times, this have developed into violence which we can meet at all levels; starting from the smallest level of society; the family, organization, or country level.

2.1.3.1 Kind of Unfairness

For kind of unfairness, Morton Deutsch (Morton Deutsch, 2000 cited in Wanchai Wattanasab, 2007) has summarized and distinguished justice and unfairness into 6 issues:

1) Distributive Justice

Distributive Justice was related to rules or agreements that we would know that the share or benefits that we received were fair or not, which happened when there were limited number of things. Meanwhile that demand was more than things. This was impossible to share with everyone. Considering that justice of share was composed of 3 important principles:

(1) Equity Principle was what we should receive from our labor investments, such as those who worked more should receive more return than

those who worked less. This equity principle can be seen clearly in situations where important goals were economic productivity.

(2) Equality Principle in this principle, it was assumed that all members of the group should receive equal benefits. We can find the principle of equality in a society that emphasized social relationships that were strong and harmonious, by giving importance to everyone, regardless of how important they were.

(3) Need Principle adhered to the principle that people who needed that benefit more should receive more than those who needed less.

However, in applying the principles to the actual situation may have conflicts with each other in all three principles; such as the principle of equality required the payment of compensation under the responsibility which was in conflict with the principle of equality that everyone should receive equally. Meanwhile, the equality principle was in conflict with the need principle which must pay according to the needs of each person, etc. Therefore, the justice director should evaluate the situation, and various environmental factors in that situation, in order to select the most appropriate principles which would bring justice to everyone equally without conflict.

2) Procedural Justice

Method or process of justice can be something that caused injustice. People tended to be interested in “processes” rather than “the results of the process”, because the processes affected the “ process results”. If the judicial process was carried out with the correctness and sanction in accordance with the established rules, the resistance of that process would be happen less; even though the results were not as expected.

Therefore, processes related to justice required accuracy, consistency, unbiased, appropriate reliability, efficient, including various information related to adequate decisions, as well as politeness to honor each other as well.

3) Sense of Justice

Sense of justice meant a factor that was an indicator or a judgment whether it was fair or not. The feeling of justice or unjustness arose from a variety of forms, whether physical abuse, sexual abuse, treating each other without honor, etc.

4) Retributive and Reparative Justice

Retributive and reparative justice was a matter of responding to violations of the social tradition and regulations, such as killing people who committed an offense must be punished as provided by the law, etc. There were many methods that can be used to restore rules, and infringed social rules. Things that violators should do, such as confession, sincere apology, punishment or self-improvement, etc. As the community or society may punish those who violated in many ways, such as condemning the honor, beatings, imprisonment, in which each country may be different.

5) Scope of Justice

Scope of justice was to see who should be considered in that community and who was not considered in that community. The following was to consider who should receive justice and who did not receive justice in that community; for example, we often did not consider certain offensive animals as members in our community, such as, rats, ants, and cockroaches. Therefore, these animals were not considered the fair or unfair.

At the same time, there were some groups of people having the idea of different foreigners, religions, beliefs. Those who were different were in a group that should not receive justice. This was considered sensitive and easily led to conflict. However, there were psychological questions that arose when three discrimination or discrimination occurred as follows;

(1) What kind of social conditions that caused a break or scramble to occur; whether it was dearth, unstable politics, holding superiority of peoples, religion, skin, sex, caste, conditions that tended to be more violent; such as after the war, the condition of hate, very violent, etc.

(2) What was the psychological mechanism associated with the reason that explained what human beings did cruel to human friends? For example, the reason was “to draw attention to what you did because I hold on to higher values, such as killing a doctor who did an abortion to encourage the doctor to choose an abortion and to help the child not to be aborted” and so on.

(3) What Indicator identified that the person or the group should be excluded from us? In most cases, we would reduce the legitimacy of others

when we felt dangerous by saying something important to us, such as religion, beliefs, social order, safety, family, and morals etc.

6) Moral Exclusion

Sometimes the justice process was under pressure. Some people were often treated differently; such as in a recession, and war situation. Usually, there were some groups were separated from being treated normally which was considered unfairness.

Wanchai Wattanasab (2007) gave a view related to the justice and conflict that the injustice often caused conflict. At the same time, if the process or outcome of conflict was seen as unfair, the conflict resolving would increase difficulty and cause more conflict. In addition, conflicts may be caused by the need to know “what was justice”. In fact, we have been judged or divided less than what we should have. It's normal for us to feel that we were not fair. We may find a way to call or stand still to accept what we have. No matter which path was chose, those things can lead to conflict as well.

For the process of resolving that conflict, the process proceeded without justice would cause a feeling of disbelief in the institution, rules, and policies. The thing that followed from the lack of trust was separation and did not interfere, or trying to express anger and violence, in order to make changes in the processes that they thought of unfair.

The studying the relevance between justice and conflict showed that both points were related. If the recognition of one party was that they have not received justice, what would happen was conflict. The level of conflict may be possible from a level of no violent until the use of violence against each other. However, being fair by relying on the principles of appropriateness and coordinating the interests of all parties would be one important thing and avoided conflicts not to occur. In the area of the southern border region, one of the most important conditions of conflict was the feeling that people did not receive the justice of the area. This would be the government officials' discrimination, or not being treated by the government as much as they should. Those feelings led to the condition of the conflict that the insurgents raised in order to create legitimacy for their own group. When that was the case, government officials, especially security officials have the obligation related to the fair

work. They must pay attention to the provision of justice for the people, which would be the starting point for the way to dissolve the conflict in one area.

2.1.4 Communication and Conflict

Communication was considered important in our daily lives. Especially, the human being that was considered a social animal; that is not the only person in this world. When a human being cannot be alone, therefore, it must be formed as a society. To tell about what each member of society needs, it required communication, because communication allowed us to understand each other. However, the problem of poor-quality communication or bad communication, can cause conflicts. When we needed to resolve conflicts, we also need to use communication as well, to create understanding to find a solution, and to solve problems to end the conflict. It was better if we can use quality communication to avoid conflicts. including the use of communication to end conflicts.

2.1.4.1 Definition of Communication

Ratree Pattanangsan (1999) stated that communication was the process of conveying, or exchanging ideas, information, facts, or feelings, which may be the form of words, letters, symbols; these were called news. Sender who was in one side sent the message to the receiver who was in another side, through various media to allow other people or groups to understand the meaning of the desired intent and to help preventing misunderstandings between each other as well.

Wirat Apirattanakun (2003) said that communication was a process of transmission or, interpersonal communication. Human society was a society in which members can use their talents to convey for others to understand, by expressing in the form of desires, wishes, thoughts, knowledge, and experiences from one person to another person.

Atchara Limwongthong (2014) said that communication meant transferring emotions, feelings, opinions, or any actions from one person to another person, which may convey writing, gestures, movements, and expressions, in order for other people to understand in the same way in activities that have a common purpose.

2.1.4.2 Communication Elements

Wanchai Wattanasab (2007) has divided communication elements into 7 issues:

1) Speech
2) Listening
3) Body language
4) Written language
5) Tools used to communicate with each other
6) Environment during communication
7) Content of communication

The research showed that, what we needed the most was listening. At the same time, listening was the least taught. We usually studied speaking, presentation, but there were no courses that taught listening intently.

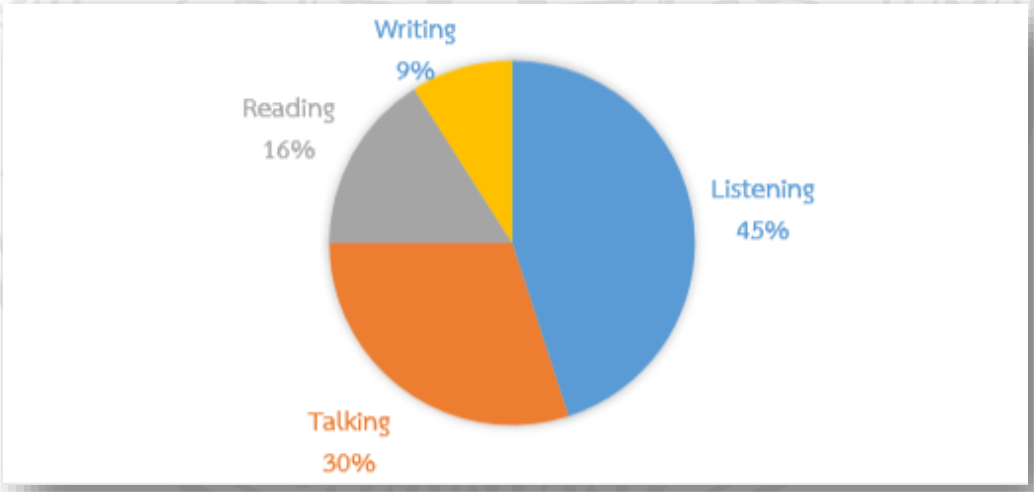

Figure 2.1 Communication Tools

Source: Lyman K.Steil, Larry L.Barker, Kittie W.Watson cited in Wanchai Watanasab, 2007.

2.1.4.3 Types of Communication

Atchara Limwongthong (2014) has divided the types of communication into 9 categories:

1) One - Way Communication meant that the sender transmitted the message to the recipient, in a straight line, no reflection of the information, or received a reaction from the recipient. One-way communication was a form of command of the supervisor to subordinates, or communication from the mass to the recipient, such as newspapers, radios etc.

2) Two-Way Communication meant that the communicators sent news, information, and recipients reacted back, and confirmed the information back to each other in the manner of exchanging ideas, creating mutual understanding, which was to reduce the gap of communication to prevent misunderstanding.

3) Formal Communication meant communication that was in accordance with the order of duty, role, line of command, between the sender and the recipient of the information. The flow of information was from top to bottom, emphasizing writing rather than words.

4) Informal or Personal Communication was a real communication without a pattern. It was a communication either top-down form, or bottom-up form. This type of communication would be more private communication with high speed, but there were disadvantages: information, news may be easily mistaken from reality.

5) Verbal and Written Communication meant interpersonal communication; words, speech, or writing. This type of communication focused on the use of appropriate words, meaningful, for effective communication and understanding of the content of communication.

6) Downward Communication meant communication along the command line. This type of communication was a command, clarification, etc. Information flow must rely on the structure of the organization, and it was often a written style rather than using verbal, to emphasize effective communication.

7) Upward Communication: Communication from the bottom-up was communication along the lines of command, as a form of commenting, grieving, rumors, or questions. This type of communication was the promotion of

encouragement, attitude, opinion of personnel. It was creating value for the administrators, because it helps the administrators to get feedback from personnel whether or not they have an understanding of the news or information that the media was conveyed.

8) Horizontal Communication meant communication between people at the same level, resulting in cooperation or coordination, mutual benefits, based on personal relationships with each other; requesting advice, requesting information by using the verbal principle.

9) Diagonal Communication was a cross-department or cross-level communication, mostly communication between personnel and operations.

2.1.4.4 Problems in Communication

For problems in communication according to the study of Wanchai Wattanasab (2007) who divided into 4 issues:

1) Problems of the speaker or sender of this problem was the speaker or sender may not speak clearly, speak fast, speak softly, or speak emotionally; Angry, sorry, or dissatisfied, - and spoken by a language with different meanings.

2) Problems with listeners or recipients: This problem was mostly caused by the listener not listening carefully, as mentioned in the chart above. Listening was an important skill that would lead to mutual understanding. If the listener did not listen, or in a different mood with the speaker, or having obstacles in communication, such as having problems with listening, needing to use hearing aids, or hearing impaired, which must use sign language etc. This may cause misunderstandings in the media that the speaker or sender must communicate, leading to conflict.

3) Problems of Content: In communicating, the content that the speaker or messenger has sent out, it should be the length of time that the listener or recipient needed to hear, because speaking too long make the listener bored or the speaking too short would not receive complete information, unable to understand the issue, and may cause problems. In addition, speaking or communicating in different languages was a problem with non-dominant listeners, which can cause misunderstandings.

4) Problems of instrument: effective communication or communication environment, the atmosphere of communication was another important factor. The atmosphere facilitating the effective communication required little noise, which helped both the sender and the receiver to concentrate on that communication, resulting in a better understanding. Meanwhile, communication tools, for example, modern times used mobile phones, video conferencing, or meetings in large conference rooms, which required amplifiers All of these tools played an important role in all communications, so that senders and recipients have an effective understanding.

At the same time, Atchara Limwongthong (2014) explained that the problems encountered in communication were the following 3 issues.

1) News distortion caused by the process of complicated news communication, different perceptions, including different meanings of information All these reasons caused the erroneous interpretation of the data.

2) Screening: Many times in the bottom-up communication, there may be storage, or filtering out some news in order to maintain some of their status, which we can see in terms of subordinates offering specific information on the good aspects of their work, by concealing bad things to keep their status and to appease the commander.

3) Presumption: The problem of this type of communication can be caused by a variety of reasons, especially when the sender may send a vague message with the presumption of the receiver, etc.

2.1.4.5 Solving Problems and Improving Communication Processes

Solving communication errors that may lead to conflict, Methee Piyakun (2009 cited in Achara Limwongthong, 2014) presented the 7-C principles as follows:

1) Credibility meant that the message was reliable for the recipient by confident, and trust in the message

2) Content meant the content of the message caused the recipient to be satisfied, or guiding the decision-making method to be chosen to act, or not to act, including any kind of action that was beneficial or not.

3) Clearly meant the clarity of the message was chosen by using words, or messages that were easy to understand, not to be interpreted without ambiguity.

4) Context meant the selection of words, language, communication tools that were appropriate for the news recipient; In the manner of various cultures, society, and environment.

5) Channel meant the choice of communication channels to send the message to the recipient quickly and appropriately.

6) Continuity Consistency meant sending news that was done continuously, accurately, and clearly.

7) Correctness meant broadcasting news that did not distort any information in the essence of content.

Meanwhile, Deutsch and Coleman (2000 cited in Wanchai Wattanasab, 2007) presented four Paradigm of communication, which were related to the conflict as follows:

1) The Encoding-Decoding Paradigm

In this paradigm, it was explained that communication was the transmission of information from the sender to the recipient by the "code". This code was like a meaningful signal, comparable to using the Morse code which was sent via telegram. In animals or other non-human beings, sending codes was clear and straightforward. While sending the decryption code of human beings, there were three steps, namely: first step: to enter the code into the signal to be sent, second step: to transmit the code via one channel to the sender, and the third step: the receiver received the signal and converted the code. The process of converting this code must be converted to the same meaning that the code sender needed to convey. The problem that can occur was that the transcription code cannot be exactly as the sender needed to convey, which may be caused by noise. If the Signal to Noise Ratio was wide, that was, the signal was louder than the noise, leading to the less problem than the case of Low Signal to Noise Ratio; a signal that is lighter than the sound of stirring; which may cause the incomplete code, leading to decoding by the meaning that was not exactly the sender needed to convey. At the same time, the sender would try to fill the missing signal. If in normal circumstances, the sender and receiver had a good relationship with each other, the problem would not occur easily. However, if the sender and the recipient had a bad relationship, the missing signal or information that was filled would cause a worse conflict. Solving these problems can be achieved by using the principle of avoiding

communication that has Low Signal to Noise Ratio. If it was impossible, this should use the repeated method.

2) The Intentionalists Paradigm

The Intentionalists Paradigm would convey at the angle that although the signal that was sent out to the receiving signal was the same, with almost no interference at all, the conversion of the signal meaning may be different from the sender intended to convey. This was due to the fact that different parties used the translation code for each system. Using different codes for this system can cause a lot of misunderstanding. The reason was that humans were different from animals; sending human code was not as straightforward as animals. Intention to convey the meaning may be different from the meaning that came in the language or words. This point of communication would not only mean "words", but also mean "Intention" of those who needed to communicate the language as well. There were 2 principles to solve this problem; "When listening, it must try to understand the intent in the meaning of the dialogue that was speaking", the second principle was "When communicating something, it must consider the listener how he interpreted".

3) The Perspective –Talking Paradigm

The problem of communication can sometimes be caused by the lack of the basis of translation in the same view. That was, the recipients cannot interpret the meaning of the message that the sender needed to convey. Based on the theory of Wilmot W., and Hocker J.L (Wilmot W., and Hocker J.L.1998 cited in Wanchai Wattanasab, 2007), has explained the pattern of the Lens Model of Conflict Interaction, that the conflict consisted of these characteristics:

(1) Behavior of individual expressive communication behavior

(2) Meaning (reasoning) of the behavior of each person with different perspectives; their own perspective, and the view towards others.

(3) Meaning that two people (Or more) looking at, would be filtered by lenses that considered their relationships in the past, present, and future. The conclusion was that the view through the lens was intended to explain that, each person has a different perspective; In his own view, towards others, and towards the relationship he had with each other. Each person had lens to look at oneself, through

his perspective. Each person would look at each other in different angles. This is consistent with the relationship theory and trust based on identity, that was, if the same people would trust, at the same time, if they would not trust in different group. As a result, the misinterpretation caused by looking at different angles can be seen often for two reasons:

(4) The viewpoint of the sender and the recipient was so different that they cannot adjust each other's perspective.

(5) When a person was aware that he was a group of people, which must be different from other people. he would make the difference of views in clearer conflict.

However, the principle that can solve the problem in this paradigm was, “When speaking, he has to think of the audience's point of view. Therefore, speakers and listeners must be aware of this view, and have the sensitivity to adjust for creation in both sides”.

4) The Dialogic Paradigm

In the dialogue paradigm, it was a communication perspective that focused on the mutual success of those who communicated or negotiated, invested together to try to understand and let the dialogue understand. These activities can be accomplished by requiring cooperation in both process, and content. For the paradigm of that conversation, the recipients would not play a role as recipients, but they also changed to the Active Listener; there was a posing question to clarify, in order to make that communication truly understand. Making the communication process effective can be done by using 2 principles:

(1) Be attentively.

(2) Starting by creating situations that facilitated effective communication. When cooperation occurred, which was necessary for communication, then it would lead to other contexts.

In addition, Atchara Limwongthong (2014) has also presented solutions and improved communication to the effective performance, as follows:

(1) The feedback of the news was the use of two-way communication instead of one way, which would reduce the distortion of the news.

(2) Increasing the communication channels, because each person has the ability to access and receive information differently. So, we needed to increase communication channels.

(3) Using face-to-face communication. One-to-one communication was a fast and convenient way to send feedback in time.

(4) It was sensitive to the feelings of the recipient. This would allow us to choose the channel or method of communicate appropriately with news recipients.

(5) Realizing the symbolic meaning, gestures, and pictures.

(6) Supporting words with actions or manners to emphasize the meaning or importance of the news that the sender needed to convey.

(7) Using simple, straightforward language, to prevent problems from misinterpretation of the sender.

For the southern border provinces that are sensitive to communication, this was due to many factors; The subject of the Malay language was the local language to communicate between people in the area. Foreigners or people who did not have knowledge of that language may not understand which can affect the errors in the content of communication as well. Factors of mutual distrust or suspicion which the researcher said above, may cause the receiving and sending of messages, interpreting the contents of communication between the two sides may have deviations from reality. Many times, the error of such information, also led to the conditions in conflict in the area as well. This can see that communication was related to conflict, by communication can cause good understanding. However, having good communication did not mean a guarantee that the conflict would disappear. The clear point was poor communication would increase the problem of the conflict to remain or worsen again.

2.1.5 Negotiation and Mediation with Conflict

Conflict was something that can happen in our daily lives. Many times, conflict often began and ended on its own, such as conflicts in our own; we may choose or do not choose one thing, or choose the third option, or conflict between husband and wife,

close friends. These may turn to talk, and to adjust understanding for ending conflict etc. If the conflict arose and became bigger, the way to manage and end conflict would play a greater role. One of the popular ways of ending conflict was negotiation and conflict mediation.

2.1.5.1 Definition of Negotiation and Mediation

Chaiset Phromsri (2014) said that Negotiation meant that both parties came to face each other in order to find an agreement or to find a solution to the problem together, by finding an agreement that allowed both parties to agree.

Wanchai Wattanasab (2007) gave the meaning of negotiation, that the person or group of people voluntarily came to discuss the differences in various matters, and led to the decision making which was a satisfied result for the negotiators. At the same time, the meaning of mediation was that the parties tried to resolve the differences between each other by the help of a third party or group that was acceptable to all parties.

Atchara Limwongthong (2014) gave the meaning of negotiation, referring to the confrontation of both parties, negotiating exchange of interests between each other, in order to find a mutual agreement or settlement. The outcome of the negotiations should be satisfied both 2 sides.

Crawley and Graham (2002) gave the meaning of Mediation, referring to the process by which a neutral person helped a person in a conflict to understand the differences of each party, and helped the person in conflict to find a solution that was satisfied from all parties.

In summary, the same of both mediation and negotiation was the intention to end the conflict and to find a mutually acceptable solution for both parties. The difference was only having the middleman or without the middleman. One notable thing was the mediation, that was usually done after the negotiation, cannot be done, because the conflict was too severe for both parties to confront each other. So, there must be an intermediary to mediate.

2.1.5.2 Types of Negotiation and Mediation

For the types of negotiation and mediation, Chaiset Phromsri (2014) has categorized negotiations by dividing into 4 types:

1) Two-party Negotiation was the nature of the negotiation, where one person negotiated directly with one person.

2) In-group Negotiation was negotiations within the group that members negotiated to find a mutual decision.

3) Intergroup Negotiation was a negotiation between groups, to find a solution or decision related to problems affecting both groups.

4) Constituency Negotiation between the same ideals or interests, was a negotiation that sent a representative of the group to negotiate with another group of agents, to find a mutual agreement.

Kestner & Ray (2002 cited in Chaiset Phromsri, 2014) divided mediation into 5 categories:

1) Evaluative Mediation was a mediation that all parties involved in that conflict, expecting mediator, or middleman to mediate, and assess the cases, or their data. In most cases, this type of mediation usually occurred in court by judges, and lawyers.

2) Settlement Mediation: In this type of mediation, the mediator would mediate between the two parties, by acting like a negotiator, focusing on creating harmony between each other.

3) Transformative Mediation: Mediation for change focused on helping all parties to realize or recognize events, new environments, or changes. This change may lead to solutions, or better relationships between both parties. This type of mediation was often found in the community.

4) Directive Mediation: This type of mediation was the mediator played a role in bringing both sides into a step-by-step process, which can be found in the organization or in court.

5) Facilitative Mediation: Mediators in this type of mediation would facilitate, or make communication between both parties for faster and more convenient, which can be found in private organizations or in communities.

2.1.5.3 Roles and Good Characteristics of Mediators

In mediation by the mediator, the mediator was responsible for helping both parties to find solutions together. The solution was accepted by both sides, which

would lead to the end of the conflict by focusing on both sides to gain the most benefit (Win-Win). In summary, the role of the mediator was from the study of Wanchai Wattanasab (2007) as follows:

1) Supporting the process to continue by promoting creative communication

2) Have feelings with all parties

3) Neutralized performance

4) Showing both positive and negative aspects of both sides

5) Helping dialogue partners to understand the nature of disputes and hidden reasons

6) Encouraging partners to discuss alternatives

7) Ask for a good alternative to do, if the people did not come to negotiate a mutual agreement. (The best alternative instead of finding agreement from mediation negotiations)

8) Helping couples negotiated solutions that met all needs.

9) Helping couples negotiated for drafting a possible agreement from the various proposed solutions.

10) Protecting the credibility of the mediation negotiation process.

In addition, Wanchai Wattanasab (2007) has also presented the good features of the mediator as follows:

1) Specialize in communication, both speaking, and listening, and questioning

2) Good interpersonal, neutral, confident.

3) Be fair and able to understand various matters easily.

4) Having a sense of participation, and consciousness in the process.

Meanwhile, Borisoff and Victor, (1989) have proposed the good features of the mediator as follows:

1) Must build and maintain their credibility

2) Demonstrating neutrality, not inclined to one party

3) Able to manage communication effectively between both parties

4) Helping both parties defining, analyzing, understanding all the truth

5) Listening to the conditions of the problems to lead to reconciliation.

6) Listening and presenting the right information to both parties.

7) Trying to maintain communication channels for both parties to be ready.

8) Maintaining the discretion of what was heard from both sides

In summary, the mediator has an important role in helping all parties to end the conflict. The good mediator must have an unbiased feature, opening to listen to information without prejudice from both parties to maintain credibility, including the trust of the parties, which would lead to conflict resolution completely.

2.1.5.4 Problems in Negotiation and Mediation

In doing anything, we often encountered problems or obstacles almost every time, like negotiations and mediation. On this issue, Atchara Limwongthong (2014) presented the problem issue of negotiation and mediation which can be shown as follows:

1) Bias in decision making

Prejudice in the decision was the cause of misunderstanding, which was mostly caused by unreasonable actions, because people tended to choose the causes of actions that have been done before, and brought that cause as a suggestion in the future, leading to cost and time.

2) Personality

In negotiation, most success may depend on the level of the problem while personality of the negotiating partner and the mediator resulted in a certain level. An impatient personality brought about a lack of contemplation of information, which resulted in a negotiation for settlement of conflicts.

3) Gender differences

Negotiations in general, was found that women would cooperate in negotiations rather than males. Meanwhile, males were able to apply the results of negotiations to perform better than women.

4) Culture

Cultural differences were another factor that affected negotiation and mediation, due to differences in cultures in each nation or society, affecting the dialogue, which may cause incomprehensibility.

2.1.5.5 Benefits in Negotiation and Mediation

Wanchai Wattanasab (2007) has shown the benefits of mediation as follows:

1) This was resulting in a better, efficient and sustainable decision, since the negotiators have the power to decide on the outcome of the negotiations.

2) There was a mix of requirements, to create a balance in benefits and to create acceptance.

3) This was reducing feelings that were divided into divisions, because mediation made understanding, and good relationships, and reducing the gap in each other's communication.

4) This was helping to make the final decision support, because all parties were involved in the process thoroughly.

5) There was privacy, and better confidentiality in the case of conflict negotiations between individuals.

6) Solving the dispute more quickly.

7) More likely to find alternatives to create the creative and feasible solutions

8) Save time in management

9) There was less waste than prosecution or arbitration.

10) Without the effect on the process of resolving disputes by other methods.

In summary, negotiation and mediation were considered as effective means of resolving conflicts and expressing solutions to problems by mutual consent,

based on the interests of both sides. This was the dominant point of negotiation and mediation, in which the southern border provinces often encountered conflicts. This is one of the obligations of the area officials must be involved in the role of the negotiator when the opposition was the government and other parties, or mediator in mediating conflicts of various conflicts: whether that was people to people, or people and agencies.

2.2 Concept of Governance

Changes in the world society in the 21st century as a result of the influence of globalization and modern technology, including democracy, and public participation, problems of government failure and inefficiency, effectiveness of the bureaucratic system in operation to meet the needs of the people, were resulting in a new trend in governance, which focused on adjusting the role and size of government or change the form of new working methods. In particular, the market mechanisms and non-governmental mechanisms came into being as an alternative to public policy, and public policy implementation, or opportunities for sectors or parties in society, such as the private sector and civil society to enter and to participate in more governance.

Tossapawn Sirisamphan (2006 cited in the Office of the Public Sector Development Commission, 2012, p.3-4) discussed the new concept of governance, as a result of the influence of bipolar contemporary ideas, including the first concept: New Public Management, which was influenced by neoclassical economics and modern management techniques, focusing on the importance of efficiency, worthiness, cost-effectiveness, accountability for work results. He also offered tools or methods for use in various types of reforms, such as budget cuts, government manpower reduction, state privatization, opportunity for competition or market testing, regulation reduction and control, legalization and market liberalization, strategic management, overall quality management, agreement preparation and performance measurement, and so on. The second concept was modern democracy, which was influenced by direct democratic concepts, democratic discussions, and popular congregations, by focusing on the importance of rights, freedom, and public participation, decentralization and empowerment to the public, disclosure, transparency, equality and justice. He also

presented tools or methods for use in various types of reforms, such as public hearing (public consultation, public hearing, referendum), public information disclosure, participatory budgeting, public sector audits, etc.

The term “good governance” was the concept of Word Bank used to solve inefficiencies and corruption in developing countries. When this concept was published in Thailand, it has created many Thai translations, such as Corporate governance, good government management, good governance, good business and social services, etc.

The concept and discourse on Good Governance was a concept in the social, political, democratic regime, with many abstract interpretations of this concept by many groups, leading to the presentation of different views or practices. In order to understand more about this concept, the researcher presented the source, meaning, components, indicators of good governance, as well as the benefits of applying good governance to management as follows:

2.2.1 Meaning of Governance

World Bank (1989 cited in Busabong Chaicharoenwattana, 2003, p.44) has given the meaning of “Good Governance” that, a characteristic and guidelines for the use of political power, to manage the work of the country, especially the management of economic and social resources of the country for development to restore the country's economy. This was increasing the government's ability to provide effective public services, a fair system, independent legal processes, including bureaucratic, legislative, transparent media and accountability. The United Nations and Development Program: UNDP (2002 cited in Busabong Chaicharoenwattana, 2003, p.44) has given additional definitions to administration according to governance in the points of politic, administration, and economy with mechanisms, processes and institutions that made people and groups could express benefits and protect their rights according to the law. They could also express the different opinions on the principles of participation, transparency, responsibility, and the promotion of the rule of law at all levels of the country's affairs, to ensure that the priority of the political, economic, and social significance of the resource allocation for development, has stood on social consensus.

In addition, the Asian Development Bank (1999): ADB (1999 cited in Busabong Chaicharoenwattana, 2003, p.45) said that governance focused on the elements that made effective management, to ensure the effective defined policies, which meant having norm to ensure that the government can create works as promised to the people.

For Thailand, there were many Thai scholars providing the meaning of governance, or using other words such as Theerayut Bunmee (1998, p.17) giving the meaning to the state that meant Interaction Relation between government, social sector, private sector, and general people, in order to make the administration of the country proceeded efficiently, morally, transparently, verifiable, with the cooperation of the concerned parties. There was a principle to think that the people, civil servants, and executives were the Partnership in determining the fate of the country, and also to perceive that in order to create state dharma or governance in Thai society, there should be a system reform of 4 parts; reforming the government sector, reforming the private business sector, reforming the social economic sector, and reforming the law. However, partnership was not a guarantee the corporate governance. One important thing was to have regulation, rules to ensure transparency, validation, efficiency, fairness, and social participation, in the formulation of administrative policies, monitoring, serious evaluation. This also explained the additional importance of corporate governance, that the weakness of Thai society since the economic crisis onwards was not fully aware of the severity of this crisis, and some political parties had no righteousness, no clear direction in solving problems or a system that can be convinced. It aimed at solving the immediate economic problems, not understanding the true root of the problem, and the deterioration of various systems. Therefore, it needed to call for self-reform. The good governance procession must happen for social reform, and also change the Thai values as well. A-nan Panyarachun (1999 cited in Narumon Thapchumphon, 1998: 2-3) explained that “ good governance “ was the result of activities, in which individuals and institutions in both the public and private sectors have a common effect in many ways. It performed a continuous process, which may lead to a combination of various benefits, and conflicts. The essence of good governance was an element that made effective management to ensure that the policy would be effective. This meant there was a norm in order to ensure that the government would create the work given to the people.

For the elements of good governance, Prawet Wasi (1998 cited in Narumon Thapchumphon, 1998: 2-3), explained that good governance consisted of public sectors, business, and social sectors that were accurate, transparent, fair, which was like Social Energy leading to problem solutions of the nation, as follows:

1) Transparent politic and bureaucratic systems, responsibility for society, accountability.

2) Transparent business, responsibility for society, accountability.

3) Strong society, Civil society can monitor the government, and the business sector to be accurate.

This also conformed to Chaiwat Sathanan (1997 cited in Narumon Thapchumphon, 1998: 2-3) explained the good governance that, to manage the affairs of the country fairly, to respect the rights of people, and citizens equally with the representatives of people who accurately reflected people's thoughts, a government that used power fairly and investigated by people. The government also has generosity to ordinary people as a costume to decorate themselves, not insulting people by bringing falsehood, and being civilized enough to perform accountability If the administration was wrong, or inefficient. This was consistent with the meaning of good governance by Chai Anan Samudavanich (1998: 15) who said that good governance was the state mechanism of politic, and administration with robust, efficient, clean, transparent mechanism and responsibility. In addition, he explained that Good Governance was caused by the needs of the private sector, and the public sector in receiving services from the government, providing services and using that power as a basis, with fair rules, responsibility, transparency, consistently, and allowing people to participate, without corruption and peculation, using power beyond the scope (Chai-anan Samudavanich, 1998: 12)

2.2.2 Principles of Good Governance

The basic principles of good governance consisted of 6 aspects (Office of the Civil Service Commission, 2001: 15-20).

1) Legal Framework meant to enact a law that was fair and compulsory in accordance with the law, rules, and compliance with the rules strictly, taking into account the rights, freedom, justice of members in society, which would make society

existing with integrity. Conflicts would be judged fairly (Sanit Chavalitthamrong, 2003, p.104).

2) Moral principles or Ethics meant adhering to the correctness, virtue, promotion, encouraging people to develop themselves at the same time, in order for Thai people to be honest, sincere, diligent, patient, disciplined, professional as the national habit. Organizations that have moral and ethical management led to prosperity. Personnel within the organization had good morale, could perform their duties efficiently and effectively.

3) Transparency meant creating mutual trust among people in the country, by improving the working mechanism of every organization to be transparent, especially the administrative process within the bureaucracy must be pure, fair, free from patronage systems and misconduct (Sanit Chavalitthamrong, 2003, p.104).

4) Participation meant providing opportunities for people to participate, to recognize, and to provide opinions for making decisions on important issues of the country, by notifying comments, public hearings, referendums, or others. Participatory management caused a culture of teamwork, and the changing management style to be “Bottom-up Management” instead of “Top-down Management”.

5) Accountability was the principle that the government must always take into account that the actions of the government must be reasonable (Sanit Chavalitthamrong, 2003, p.105). It meant expressing awareness of rights, duties, social responsibility, public concern of the country, and enthusiasm for problem solving, respecting for different opinions, and the courage to accept good results and waste from their actions, including the opened opportunity to check.

6) Value meant management and use of limited resources, for the maximum benefit of the public, by campaigning for Thais having frugality, using worthy products, creating quality products and services, competing on the world stage, and maintaining Natural resources to be completely sustainable.

Moreover, there were also other principles supporting good governance (Sanit Chavalitthamrong, 2003, p.105), such as decentralization would promote the speed of operation, clearly define the duties and scope of responsibilities of all levels of staff, or empowerment in self-responsibility, the authority to manage local resources, and the authority to monitor, would encourage the people growing in the desired direction,

without the government being able to act as others. This included responsibility for the needs of service recipients. The work of civil servants must focus on responding to the needs of service recipients instead of the needs of traditional supervisors.

The current concept of good governance was the main stream of governing, administration of countries that were most interested and held around the world. Having good governance, whether it was administration or management at any level, would make the country administration, planning, and various public policy formulation in the way that would make the maximum benefit to the public as importance.

In summary, the key principles of good governance, were participation, responsibility, decentralization, equality, transparency, accountability, equality, legal framework, ethics, etc., for the administration of the country proceeded by taking into account public interest as a priority and for legitimacy in both legal and ethical aspects.

2.2.3 Good Governance Indicators

Pongphat Siruntawineti (2015) For good governance indicators used in public administration of Thailand would define different indicators, such as the Department of Local Administration has defined the following indicators of good governance: Legal Framework considering the provisions of local government organizations, including complaints, accountability, considering the report based on the local council meeting by transparency, considering the documents, various publications that showed whether or not the local government organization have revealed, principles of participation, considering that the local government organization has organized a public hearing meeting, to allow people to participate in the process of planning of the policy determination of annual budget allocation, or other management of region continuously, principles of efficiency and effectiveness, considering the financial and accounting audit reports of the provinces, districts, and checking the evidence of the transfer of the annual expenditure budget. Other scholars have also studied the indicators of good governance as well.

Thawilwadee Burikul (2002, p.6-2 - 6-3) defined good governance indicators with more detailed than those of the Department of Local Administration; Firstly, Rule of Laws consisted of 7 principles, namely principles of separation of powers, principles

of protection of rights and freedoms, principles of judicial and administrative law, lawfulness in the content, principles of independence of judges, principles of no guilt and no punishment without laws and principles of law, and the principle of the highest law of the Constitution. Secondly, ethics consisted of three important principles, namely, non-corruption agencies, agencies free from disciplinary offenses, and agencies free from professional standards offenses and ethics.

Thirdly, transparency consisted of 4 sub-principles, namely organization with transparency, transparency organizational structure, for the advantage and disadvantage; the agency had transparency in punishment, the agency has transparency in information disclosure. Fourthly, participation of the public was a process by which people or stakeholders have the opportunity to express their views and to participate in various activities affecting people's lives, including the use of the comments to consider the policy formulation and government decisions, public participation as a communication process in an open system. That was, two-way communication, both formal and informal way, which consisted of sharing information between stakeholders, and enhancing social unity. The principle of participation consisted of four important principles: 1) The level of information provision was the lowest level, and the easiest method of communication between the project planner and the people to provide information to the public about the decision of the project planner, and also the opportunity to comment or to get involved in any, such as, press release, news distribution, exhibition, and newspaper providing information about activities. 2) The level of feedback from the public was at a higher level than the first level; the project planner invited people to express their opinions to get more information, and issues in evaluating the advantages, disadvantages more clearly, such as survey of public opinion about initiative projects and lectures for people to listen to about various projects, and requesting feedback from people including discussions and so on. 3) Joint planning levels, and decisions were at a higher level than consultations; more broadly involved, having a shared responsibility for making decisions and planning projects and preparing results arising from the project implementation. This level was often used in complex cases with many arguments, such as using a group of consultants who were experts in related various fields, the use of arbitrators for conflicts, and negotiations to find a compromise, etc. 4) The level of potential development for participation in public

understanding was the highest level of participation, i.e. the level in which the responsible person of the project was aware of the importance and benefits that can be gained from public participation, and it has developed competencies or capacity to have more public participation until at the level of fully participation, and maximum benefits. 5) Accountability had a broader meaning than the ability to answer questions, or to explain behavioral issues, including accountability in the work or performing the duties to achieve the goals. This was including responding to public expectations. It was a matter of readiness to be responsible for the readiness to be examined. In the aspect of practice, it considered accountability as a qualification or skill that the person should express to indicate that he has accepted the assigned mission, and also implemented it by accountability: consisting of the following principles; 1) Having a clear goal was the first priority of the accountability system; the organization must set goals, objectives of action, to create a new culture that clearly needed to be achieved, and to see the results. 2) Everyone was a common owner from the goals, that must declare to everyone to know, and to understand what they required to achieve, and the conditions when they required to see results. It was an opportunity for everyone to own a project to create a culture together, in order to coordinate the workforce to work for producing the overall image of the organization. 3) Efficient operations; success in creating culture of accountability was in the ability of agencies to communicate, to create understanding in the executive organization, to provide support, to advice, to make effective decisions, and to coordinate collaboration between various departments in the organization. 4) Managing unfavorable behavior; Nowadays, change was considered normal, and every time there was change, it was always resistance to change. The agency must have measures to deal with the change behavior in order to allow everyone to accept new ideas and technologies. 5) Having a backup plan; An important component of an organization with a culture of accountability must have a rehabilitation plan, which can communicate to everyone in the organization, and understand the plans and policies of the organization, and more importantly, it has to distribute the open information correctly and completely. 6) Monitoring and evaluation of organizational performance needed to be monitored and evaluated periodically and regularly, to check whether or not the work was in accordance with the specified quality standards. Performance that have not yet met the required standards must be promptly corrected. Meanwhile, the

standardized work must be accepted in the organization. 7) Value for Money took into account the maximum benefit of the public in management, and using limited resources. These were the result of the practice of using good governance, consisting of saving the use of resources for maximum benefits, and competitiveness.

2.2.4 The Benefits of Applying Good Governance to Management

Good governance was an important principle of every organization, whether it was government, private sector, or public sector, because good governance related to each other and it was a way to organize for allowing all sectors to live together peacefully in fairness. Therefore, the adoption of good governance in management has the following benefits:

First, the benefits to the organization: it made the organization management to have a mechanism and rules for good management, having a system, being transparent, having a standard of operation, which brought about credibility and faith to that organization. It enabled the organization to have a flexible management, to be in time and consistent with changes in the economy, society, politics, internal and external agency. It made the overall operation of the efficient and effective organization, and maximized the value of the organization's mission and increased competitiveness, increased the opportunity to raise funds, or entered the international capital market, increased the opportunity to seek business partners, and added value to the organization in the long term.

Second, the benefit to people or service recipients; it made the overall decision-making and management system of government agencies transparent, verifiable, equitable, and truly fair, which brought about confidence and faith to the people and service recipients. It was also enabling people or service recipients to receive convenient, fast, modern, and efficient. There were no operational procedures that were more than necessary to meet the needs and expectations of the people or service recipients. It made the administration of the government sector to be correct, appropriate, qualify, which can support the changing environment, affecting the people or service recipients to be happy and to have a good quality of life.

Third, the benefits to society and the nation: It made the public administration system transparent, fair, causing justice in society, making stronger society, emerging as a stable society, reducing relief, or solving violence in society. It was possible to reduce corruption problems. As a result, it helped to reduce the budget to prevent and suppress corruption in the country. It enabled all sectors, both public sector, private sector, and public sector to live together peacefully under the cooperation, which caused sustainable development as a part to strengthen or country immunity. It made the image of the agency of the country to be faithful, confident, and trusted by the people and stakeholders, as well as recognized by internationally. This was resulting in the development of the country to be sustainable, to enhance competitiveness, to make the country progress. It can be seen that the principles of good governance focused on the current work that is aimed at achieving results by focusing on effective, efficient, and beneficial work for the highest public needs, and emphasizing on the participation of people in the administration of the country. In order to achieve good governance or the principles of effective administration of the country, executives or leaders were very important to adhere for a model for the people. In addition, good governance that would be sustainable, must have a sustainable democracy. Similarly, the sustainability of democracy can occur by a public with consciousness and democratic behavior, confidence of democratic institutions, political efficiency of the country, high social capital, high political participation, culture participatory politics. The leaders were also real people representatives, elected by the people.

The reason for choosing good governance concepts in this study was because this concept was the main concept in the development of local administrative organizations to have better management with greater transparency. That was the concept that every local government organization has implemented, but there were still many organizations that have not been successful in implementation and never won good management. Therefore, this idea was chosen to study to be a guideline for the development of local administrative organizations to be more effective.

2.3 Concept of Policy Implementation

Policy was an important aspect of the management and operation of the agency, whether national or local government, whether public or private sector. They were necessary to implement policies, or guidelines, practice for planning, decision making and operations in various fields, in order to achieve the determined objectives.

Bandura (1977) Based on a survey of literature related to this subject, it was found that scholars have discussed the success, or failure of implementing policies in two ways; That was in a sense to describe the concept of success, or the failure of policy implementation, in other words, to measure the success of implementing policies.

Scholars who are interested in implementing the policy, often stated about the concept of policy failure that can be viewed in many ways. Donna Kerr (1976: 359-363) considered the policy as a theory or hypothesis, consisting of a condition beta, with action alpha, or goal. From this idea, Kerr saw that the failure of the policy could occur in 3 types;

1) Implementation failure was a failure because the policy was not implemented, or the condition beta did not occur, probably because the organization did not have sufficient ability, lacked of knowledge of what to do or lacked of manpower. This kind of failure was called the failure of the project.

2) Instrument failure or failure in theory was a failure because the policy cannot meet the objectives of the policy, either the condition beta has already happened or the policy has been implemented.

3) Failure in normative justification was a failure due to the goals of the policy not being accepted or the contrary to the norms of society, policies that have been implemented until the goals have been achieved, but the goals were not acceptable. It was considered a failure.

William (cited in Surapon Leinsalai, 1996, p.101-102) has added comments that, there was still another type of failure that can occur, that was, specification failure which was an important link among theory or policy and policy implementation. These would tell the practitioner what to do, how to do, what changes were expected, or what can be measured.

Ingram and Mann (1980, p.12-15) viewed that success or failure was a difficult concept, with highly abstract, reflecting the goals, views, or perspectives of one person who was an appraiser. This may say that success or failure depended on the person, and also the time frame and environmental conditions while the policy was evaluated. One policy has been seen as a success, but when the time and conditions of the environment changed, it may be seen as a totally failed policy. In addition, the relationship between policies was another important factor that must be considered in determining the success or failure of the policy. Policies that were viewed as failing may help to benefit other policies that were more important.

Thomas (2013) explored this aspect of literature and said that it was difficult to tell which standards should be used to judge success or failure. He exemplified that Mark Moore, who wrote a case study about The New York City Methodone Maintenance, can provide services to a target group of about one-third that was successful. In his view, success indicated a various dimension, such as indicating the impact of the project, indicating the use of resources, and indicating political recognition.

Bandura (1997) based on the opinions of scholars mentioned above, it was evident that the concept of success or failure of academics in implementing policies was more complicated than looking at achieving the same purpose as the evaluation. These scholars believed that success or failure must consider a matter of whether the details in the operation were actually implemented or not. If being put into action, it must also be seen whether or not the action was causing the policy results. This included those results that were accepted by society or not at that time and environment at that time. In studying the policy implementation of in each subject, it was necessary to define the concept of this matter to suit each policy.

Supachai Yaaprapet (1995, p.33 - 35) discussed the cycle of policies that comprised of three important steps;

1) Policy formulation process included identifying issues, proposals, options, alternative analyzes, alternative decisions, and policy announcements.

2) Policy implementation process started from converting policy messages to concrete operations, planning preparation, resource preparation, including resources, people, money, materials, organization, to support policy implementation.

3) The policy evaluation process included control, supervision, monitoring, check, and assessment of policy implementation, which may lead to cancellation or improvement. Operation guidelines and the result of this evaluation would be used as a feedback to the policy formulation.

2.3.1 Policy Implementation

For the word "Policy Implementation", foreign scholars have given meaning, such as Jeffrey L. Pressman and Aaron Wildavsky, and (Tongkao, 2005, p.3), both scholars have given meaning to the policy implementation as the process of interaction between goals or objectives that have been defined earlier, with actions or operations, which are the ability to manage and coordinate what would result in a chain-effect relationship. This was for the results to be achieved as intended.

Meter and Horn cited in Kla Tongkao (2005, p.4) has given the meaning of policy implementation not much different from Pressman and Wildavsky, but both scholars were trying to present the meaning of this word more specifically. That is, policy implementation meant operation by Individuals or groups of individuals in the public or private sectors, which aimed to achieve direct success in accordance with the objectives of the policies that have been judged, and may be done before.

Meanwhile, Paul Sabatier and Daniel Mazmanian cited in Tongkao (2005, p.6) viewed that policy implementation was the application of general basic policies, laws, government orders, cabinet resolutions, or judicial decisions to achieve results.

Woradech Chantarasorn (1997) has defined that policy implementation was a matter of the study that responsible organizations can lead and motivate administrative resources, as well as all important mechanisms, to be able to perform the tasks to achieve the goals stated in the policy or not. That was, this section would be the subject of public policy analysts focusing on issues, or the link between the success and failure of implementing policies, plans and projects more deeply and completely.

In summary, policy implementation was the practice management process that would make any policy achieved the objectives as determined.

2.3.2 Characteristics of Policy Implementation

Tongkao (2005, p.8-10) said that the relationship between the elements of the policy would be related to each other without being able to separate from each other clearly, but it may show the relationship of the four elements: The first part was the determination and analysis of policy options. This section may be displayed in the form of legal or legal statements, policies or other government requirements, such as the cabinet resolution, or the announcement of government agencies. The second part was policy implementation. This element may be shown in the form of a plan, project, and project management, or interpretation of the law as a guideline, which was enforced or implemented to achieve the objectives of policy. The third part was the policy evaluation. This section was a study of the value of products, and the results or consequences, plans or projects that were implemented, whether or not they were in accordance with the intent of the policy. The last part was the analysis of the policy reflections. It was seeking information to improve policy changes, or changing procedures in policies or cancelling policies. It has shown as figure 2.2;

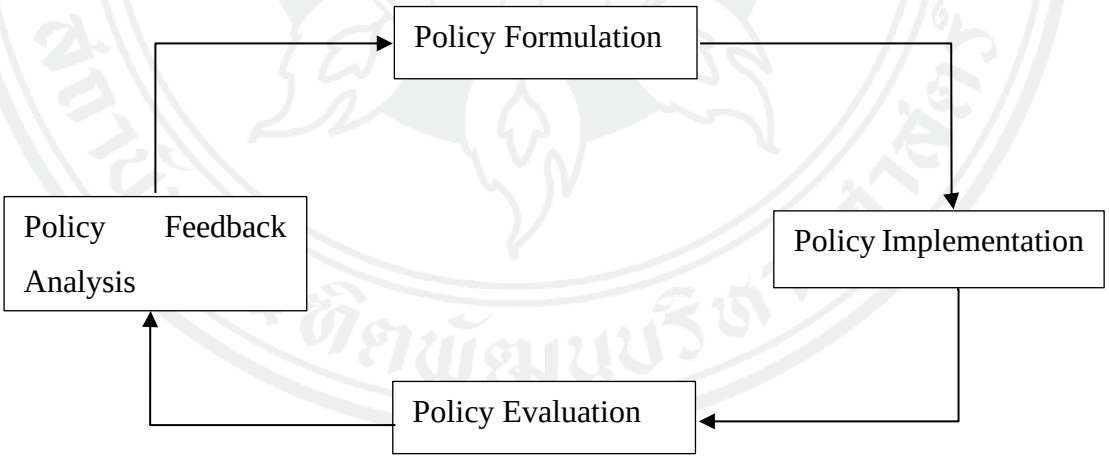

Figure 2.2 The Relationship between the Main Elements of Science of Policy Study

For the important aspects of the “policy implementation” element, Martin Rein's described that the nature of the policy implementation can be concluded that, policy implementation was under the democratic governance system which cannot be avoided

the political conditions. According to Rein, it was found that in the process of implementing the policy, there were often interest groups intervening, who made the intent and practice that was originally defined (In the policy stage) must be diverted or distorted from the agreement or given to the public (Bardach, 1980).

In addition, policy implementation was still a difficult problem, that was, there was no clear or sufficient theory or principle, causing the practitioner to lack the correct principles clearly, resulting in lack of confidence in the practice, such as explaining the reasons for what activities should be conducted. Rein's suggestion was that when accepting a policy implementation, there was a political process to intervene executives responsible for policy implementation. There should be a policy change or redefining the policy (Redefined), so that the implemented policies were clear. Moreover, those responsible for policy implementation (Implementers) must use the ability to negotiate in every procedure, and must acknowledge that the participation and conflict of interest groups in the policy implementation process was something that cannot be avoided.

Everds (1980) and Woolrich (1982) agreed that the structure of the agency that implemented the policy would greatly affect the success or failure of that policy. The following characteristics were the points that should pay attention to;

2.3.2.1 Type of Agency

Sabatier and Mazmanian (1981) said that a successful policy was often a policy assigned to an existing agency, and supporting that policy, which was an agency with manpower and other resources, or must be a new agency with the power of political groups that have power at that time. Warther and Lipsky (1977) gave the same opinion, saying that, to avoid problems with the behavior of people who were tired of work and to work in addition to daily routine tasks successfully, the small and new agencies would experience problems with various administrative tasks less than a very large agency. The opportunity to implement policies for success would be greater.

2.3.2.2 Structure and Hierarchy of Command

Hierarchy of command, including the number of subordinates would have a great effect on the success or failure of implementing policies. Wolman (1982) proposed that if communication and command control were important for many policies, the small agencies with low levels of command, the high number of

subordinates, would have the opportunity to experience success in implementing policies rather than large agencies with many levels and lines of command, but a few numbers of subordinates.

2.3.2.3 Capability of Leader

Levin (1980) analysed 10 successful projects, and found a strong leadership that has the ability to mobilize support from various sources, with the ability to synthesize to create something new as an important joint organization of all 10 projects. Meanwhile, Vipa (1974) studied various programs and policies in Asia, and found that leadership was also an important factor in the success of a project or policy.

2.3.2.4 Relationships with Agencies who Determined the Policies

Meter and Horn (1975) and Waldrich (1982) emphasized the unconventional relationship between the units to follow the policy with the policy-making agency. The more a relationship was, the more likely the policy would succeed.

2.3.2.5 Sequence of Open Communication

Van Meter and Van Horn proposed that open communication, which included the opportunity to talk to outsiders, the opportunities providing for creating relationships of both horizontally, and others, would have an important part in determining success or failure of policy.

The research in the past suggested that some aspects of the policy contributed to determine the success or failure of that policy included;

Van Meter and Van Horn proposed that the success or failure of that policy, partly depended on the type of policy, the various variables that determined the success, or failure of the policy, differently according to the policy type. Both of them hypothesized that compliance with the policy would be the most successful when the policy called for minimal changes, and has a high level of consensus. On the other hand, if the policy called for a lot of changes, and there is little consensus on the objectives, it led to the chances of the policy with less successful. The policy that called for a lot of change, but the high-level consensus, would be more successful than a policy that involved little change, but less conciliatory in objectives.

Sabatier and Mazmanian (1981) gave a fairly similar conclusion. After reviewing the past academic work, it was concluded that, the policy aimed to achieve

the objectives related to minor changes, would have a greater chance of success than the policy that aimed to have a huge change.

2.3.3 Policy Objectives

The indicators that reflected the objectives or goals of the policy performed one element that would lead to the success of that policy. The following characteristics affected the success of the policy;

2.3.3.1 Clarity of Objective

Mazmanian and Sabatier (1990) commented that the policy would be treated to achieve the objectives depended on the clarity of the policy objectives. Wolman (1982) said that the opportunity to misinterpret the cause of the policy failure. That will happen very easily, if the policy has an unclear purpose, and the policy makers themselves do not clarify the objectives of that policy. Wolman (1982) stated that opportunities for misinterpretation, which led to the failure of that policy, were very easy to occur, if the policy was not clear, and the policy makers did not clarify the objectives of that policy. Woolrich (1982) gave the same opinion that the success or failure of policies depended on the clarity of the determined objectives of the policies. Vipa (1974), Wadsworth (1980) and Van Meter and Van Horn gave the same opinion.

2.3.3.2 Policy Consistency

The objective of the policy must be clear, and also be consistent. The importance or consistency to the success of the policy was generally accepted by many scholars such as Mazmanian and Sabatier (1990), Meter and Horn (1975), Everds (1980), containing the importance of consistency in their writing.

2.3.3.3 Difficulty in Acquiring Objectives

Waldrich (1982) emphasized that the objectives must be clear and consistent, and also be easy for the person to implement and to recognize. Everds (1980) had the same opinion, that before the policy leader had to comply with the objectives of that policy, they must know that there was an issued policy, and the objectives of that policy.

2.3.3.4 Policy Success Indicator

Waldrich (1982) emphasized that the success of the policy depended on whether the policy showed the indicators for success. Van Meter and Van Horn also reiterated this point, by stating that to study the policy implementation, we must know the indicators of the objectives of that policy. Pressman and Wildavsky (1973) said that we have no way of knowing the success or failure of the policy if we did not have a scorecard.

2.3.3.5 Validity of Information Delivered to Policy Leaders

Edwards (1970) said that if the statement, news, or information delivered to the policy makers with more clarity, the chances that the policy has been accomplished would be a lot. Van Meter and Van Horn emphasized this point as well, stating that if various sources provided inconsistent information to interpret according to various objectives or standards of the policy, or if the same data source provided conflicting information among themselves, policy leaders would be very hard practice that policy.

2.3.4 Factors Affecting the Success and Failure of the Policy

2.3.4.1 Clarity of Policy

Martin (1983, p.128) said that the clarity of the policy was an important element which affected the success of the policy, and the policy implementation process, which can be classified into 2 sub-elements as follows;

1) Policy consistency to the problem condition: The policy was to be consistent with the problem. It was very important to use the theoretical framework as the basis for accurate analysis, by determining the cause and problem solutions that would lead to the most accurate solutions Each policy must have sufficient time to see the consistency with the problems with the ability to implement the policy.

2) Clarity of objectives and goals. Martin (1983, p.128) cited Mazmanian and Sabatier (Mazmanian & Sabatier, 1990, p.542-545), that policy must be clear in terms of objectives and goals so that it can be implemented at the area or target group, which must consider the six key elements as follows;

(1) There was a clear order of objectives.

(2) It had enough resources for the staff to perform and to follow up on the level of the area or target group according to the purpose.

(3) Determining assignment of workload for the agency, where the agency must be ready to actually implement the policy.

(4) There was a division of workload between departments leading to coordination according to the command line within the unit and between departments.

(5) There were rules and regulations of the organization to achieve the goals of the policy.

(6) Opportunity for groups that were involved in the policy to play a role in evaluating target groups, policies and evaluating the performance of agencies.

2.3.4.2 The Nature of the Agency that Implemented the Policy

The policy implementation process to achieve that goal must be relevant to the organization, or responsible agency. The structure of the organization involved in 3 dimensions as follows:

1) Interdependence (Katz and Kahn. 1978:163 cited in Panisa Wonglao 1996: 20) said that interdependence arose from the concept of the open system theory, which emphasized that the organization must relate to the external environment, allowing the organization to rely on each other, in order to acquire the necessary resources for the survival of the agency. Aiken and Hage (Aiken and Hage. 1968: 919 cited in Panisa Wonglao 1996: 20), mentioned interdependence that can be considered in 4 forms according to the study guidelines of dependence between public health agencies and welfare units;

(1) Dependence on budget

(2) Dependence on personnel

(3) Exchange by sending the target population that was the patient, or the applicant to each other between departments

(4) Having a policy for cooperation

Therefore, interdependence has a feature called Reciprocal Interdependence, that was, various agencies assisting each other to achieve

the desired goals, which would affect the implementation policy of agency allowing the policy goals to be achieved.

2) Coordination

Coordination was the subtleties of dependence between departments, that was, emphasizing the cooperation of agencies in the implementation of joint activities. It could not be lacking one party. It would focus on behavior first rather than the results. From Litwak and Hylton (Litwak and Hylton. 1962: 395-420 cited in Panisa Wonglao, 1996: 21) it was found that coordination based on four important factors:

(1) How much the level of dependency between departments?

(2) Awareness of the problems of the organization

(3) Standardization to guide the activities of the agency

(4) Number of units

3) Supports from the supervisory agencies

Martin Rein (Rein. 1983: 123-127) stated that obtaining the supports from the supervisory agencies would make policy implementation smoother. Supports from the supervisory agencies were such as training, knowledge, theory, and practice. However, sometimes policy implementation may not receive adequate support from the supervisory agencies, due to conflicts of power and benefits, eventually leading to the failure of the policy.

In conclusion, the characteristics of the agency that implemented the policy under the sub-factor composed of the type of agency and supports from the supervisory agencies that affected the success and failure of the policy implementation.

2.3.4.3 Practitioner Characteristics

Practitioners would be one of the most important factors in the policy implementation process which would focus on the important sub-elements that would be described as an overview, knowledge, ability, real intention, and adaptation of practitioners.

Practitioners in the views of Bryant and White (Bryant and White. 1982, p.112-114) would work at the local level, close to the target group of implementation as follows;

1) Resources were not consistent or not suitable for the work responsibilities.

2) Faced with the growing needs of the target group of public services.

3) The goals of the affiliated agencies may be many points, or sometimes it was unclear, causing confusion in the operation.

4) Sometimes operation achieved the objectives, but it was difficult to measure clearly.

5) Cooperation among the target group of people was difficult to perform.

It can be seen that under the reality of the operation, the practitioner must face many conditions, including the people of the target group, the nature of the agency, and finally the body of the civil servant which required all three of the above qualities: knowledge, ability, real intention, appropriate adaptation as follows;

1) The knowledge and ability that the practitioner should have was composed of 8 factors (Lippitt. 1958: 28 cited in the heart of the glass, 1990, p.45).

(1) Ability and skills in analyzing data obtained from inquiries or observations while performing the work of individuals in each group.

(2) The theoretical knowledge, and the principle of change, was to have knowledge and ability in applying various theories in practice.

(3) Ethical knowledge was to have knowledge, understanding, ethics, and social values as well.

(4) Ability to give advice or guiding to fix the problem

(5) Ability to practice by knowing the link between knowledge in the academic world to real world

(6) Knowledge, understanding of human and society

(7) Readiness to work among various groups of people

(8) Knowledge, understanding of the policy objectives, especially on this issue. If the practitioner, who had responsibility, had a different understanding, it would be by any point of view or idea as the three consequences:

First, understanding of policies between practitioners would be different, causing confusion in the policy objective.

Second, the operational direction of the practice would be carried out according to the satisfaction of each person. Finally, policy failures would occur.

2) Real intention was another important component of the practitioner, which can be considered from the behavior of working to provide services to the people such as

(1) Sacrificeable work, with the intention of providing services to the people.

(2) The lack of prejudice against the target people was to treat all people with equality without discrimination.

3) For the adaptation of the practitioner, Lipsky (Lipsky. 1980: 15 cited in the heart of the glass 2533: 47) said that the adjustment of the practitioner must be as follows;

(1) The practitioner must try to adjust to be consistent with the uncertainty situation in which each person was responsible for each period.

(2) To perform tasks in accordance with the needs of the people in providing services in various flexible ways according to different environments.

(3) Creating trust for the target group of people

It can be concluded that the organizational factors affected the factors of the practitioners which consisted of three sub-factors: knowledge, ability, real intention and adaptation of the practitioner which would affect the success of implementation policy.

2.3.4.4 Sufficiency of Resources

To allocate resources to achieve results in policy implementation must have money that was a supporting factor for the appropriate time and nature of the team.

This must have a sufficient amount of assigned work, as well as the powers necessary to support the practice, for the smoothness and speed as follows;

1) Financial Resources was considered the heart of the policy process implementation, because there was a significant impact that was the factor encouraging the policy to achieve the set goal. Government officials at the operational level tended to follow the guidelines of the policy, because each person was supported by the budget. Sabatier and Mazmanian (Sabatier and Mazmanian 1981 cited in Suphachai Yawaprapad 1995: 111) said that the policy would be successful by the adequate financial support, but it must be careful about the benefits of the budget of policy leader. Therefore, the budget has become a part of motivation of each individual, who was responsible for policy implementation, as well as the smoothness that occurred in each process also depended on the budget.

2) A sufficient number of personnel or teams compared to the amount of responsible work. The number of inadequate personnel was a barrier to policy implementation. Edward (Edward cited in Suphachai Yawaprapad 1995: 112) said that the number of personnel that would implement policies normally would be sufficient for policy implementation. If the shortage of people, it would have a direct effect on the effectiveness of the policy implementation.

3) Factor of Service: Edwards (Edwards cited in Suphachai Yawaprapad 1995: 112) said that the shortage of equipment, facilities, land, tools, equipment and other facilities would affect the success or failure of the policy, as well as the lack of budget and manpower.

In summary, the sufficiency of resources under three sub-factors; personnel factors, number of personnel, and service factors affects the success and failure in policy implementation.

2.3.4.5 Public Participation

The importance of service recipients affecting policy implementation, may be in a position to participate in the policy implementation process directly. As the meaning of policy implementation meant various actions that was done either by the government or the individual or groups to achieve the objectives by the policy Meter and Horn (1975, p.447). It showed that policy implementation was not limited to only one government official. On the other side, people would live as a system environment.

Delivering policies related to both people who were motivated and who were receiving results from the work of government officials. The environment of this system would influence various parts directly, including the requirements and resources, the process of determining policies, and policy implementation.

E Steward Chapin. (E Steward Chapin. cited in Pichaiyuth Singsahai 2003: 12) has divided the forms of participation into 4 types as follows:

1) Attendance at Meeting
2) Financial Contribution (A4 ⟶ B)
3) Membership Committees
4) Position of Leadership

2.3.5 Measuring Success or Failure of Policy Implementation

Many scholars in the evaluation and policy implementation described the guidelines or criteria for evaluating the success of policy implementation, such as Edward Schuchen, presented the ideas in the evaluation research textbook in 1967, by proposing five criteria related to assessing success or failure of public health programs;

1) Effort criteria was an assessment of the amount and quality of activities that occurred, based on used inputs or energy without attention to output

2) Performance criteria was an assessment of action or performance, at the results of the effort.

3) Adequacy criteria was an assessment of whether or not all operations were sufficient to meet their needs.

4) Efficiency criteria was an assessment by the cost.

5) Process criteria was for assessing success or failure, at how a project works or does not work. Why was that?

According to the concept or method of Schuchen, it showed that the success or failure of a project can be measured in a number of ways, depending on the criteria used to determine. It may be viewed from the short-term measured output, such as the number of service recipients, or viewed from the results in Long-term and quite abstract, such as changing children's reading skills.

Nakamura and Samalwood has proposed criteria for measurement or assessment of policy success for their own implementation of 5 reasons as follows;

1) Policy goal attainment: was an attempt to measure the results that can be seen whether the goal of the policy was reached or not. It often used quantitative methods (outputs) to compare with the goals.

2) Efficiency: was an assessment of the quality of the performance compared to the cost. It often used in cases where the output of the policy was unclear, such as security policies, national defense.

3) Constituency satisfaction was considered the satisfaction of the people towards the policy, considering the support for the policy that was more or less reduced.

4) Clientele responsiveness was the criteria for evaluating the satisfaction of the client, suitable for the type of public service organization, such as the hospital.

5) System maintenance would consider the internally consistency, considering the allocation of resources of organization.

Badash was another academic who was interested in criteria for measuring the failure or success of a policy. He saw that failures can be viewed in 3 dimensions;

1) Achieving objective that was determined in the low criteria.

2) The delay in policy implementation considered the comparison with the plan or target.

3) There were too many operating costs. In each project or policy, it may be all or part of this criteria.

Table 2.1 The Concept of Success

	Main Point
The concept of success or failure of policy implementation	The concept of success or failure of academician of policy implementation was more complicated than considering the only one objective achievement. Like evaluation, it should all processes of public policy.
Measuring success or failure of policy implementation	There were many criteria for assessing policy failures. Some criteria considered the effort. Some criteria considered productivity. Some criteria considered the consequences. The selection of different evaluation criteria would also affect different assessments. Therefore, it was an obligation of scholars to choose criteria for evaluation.

2.3.6 Factors Affecting Success in Policy Implementation

Woradech Chantarasorn (1997 cited in Charnnawut Chaiyasat, 1998, p.35) has pointed out a way to consider the success, or failure of the public policy implementation from 3 approaches;

1) The success of public policy implementation can be measured from the level of cooperation that the policy holder has towards the policy maker. If the cooperation level was high, the level of success of policy implementation would be high as well. On the contrary, if the level of cooperation was low, it meant failure level would be high as well.

2) The success of policy implementation can be considered from the conditions that have been achieved in compliance with that policy, in accordance with the obligations of the responsible organization smoothly, and free of problems. If policy practice was full of obstacles and conflicts, the level of failure would increase as well.

3) The success of policy implementation can be considered from that policy has caused short-run performance, or caused a desirable impact?

Prachum Rodprasert (2010, p.52-54) discussed four factors that must be considered in implementing public policy;

1) Manpower used in each project was to consider how to use people, the need of more people, and how should they be trained. If a project that has been implemented was a new project, it would have to set up a new agency, and organize the manpower to carry out that business, including motivating the people to follow with skill and commitment to that policy, in order to achieve the goals.

2) Supporting resources, both capital and work force related to the issue of where the money and work force would be derived from, what budget amount that each project required, how to use the budget, receiving support from the government or not, and what characteristics, including having to consider whether other organizations or agencies are supported and operating in a manner that has similar objectives or not.

3) Relationship with the institution, agencies, and interested groups from outside the policy implementation. One project management was unsuccessful if the executives refused to communicate with other agencies or individuals. Policy administrators must have good human relations, and must be generous to accept opinions from individuals or groups of third parties, and must try to encourage other agencies to cooperate with policies or projects.

4) The benefit of the target group whether or not receiving services from the project or policy. And how much they have received, and how much they met the needs of those people. If the target group did not have truly benefit, that policy would not achieve the desired goal.

Supachai Yawaprapad (2005, p.101-118) commented that the factors that determined the success or failure of policy implementation were several reasons:

2.3.7 The Attitude of Policy Leaders

Many policies were in the categories that the practitioner has no related benefits. These policies may be carried out in a sincere manner, not recalcitrant, which was contrary to policies and contrary to the basic feelings, or interests. For the latter type of policy, practitioners would be treated in a way that was not willing, and it may be

distorted in the way they needed. The following attitudes may affect the success or failure of the policy (Athikom Sariphattananon, 2014).

2.3.7.1 Attitude towards the Objectives of the Policy

Meter and Horn (1975) insisted that the understanding of the practitioner towards the objectives of the policy, the direction of the attitude towards that policy, including the commitment to the policy, affects success in policy implementation. The policy that the practitioner would perform well must be a policy that the practitioner understood, agreed and had a sense of commitment. Sabatier and Mazmanian (1981) also reiterated this opinion.

2.3.7.2 The Impact on the Behavior of Policy Leaders

Waldrich (1982) said that the extent to which the behavioral change of leaders who implemented the policy was very important. Policies that resulted in practitioners have to change their behavior from the same practices that have been practiced for a long time and often fail. For policies that did not affect the behavior of practitioners, there was a high chance of success.

2.3.7.3 Conflicts toward the Values of Policy Leaders

Waldrich (1982) emphasized that the conflict was due to the values of the policy leaders to not comply with the policy objectives. It would result in the success or failure of the policy. If the policy leader only disagreed with the policy, it would lead to negligence, not to follow the policy, or discriminated only those that did not conflict with the values they held. It would eventually cause the policy to fail.

2.3.7.4 The Impact on Work, Power, Dignity, and the Interests of the Leaders to Implement the Policy

Waldrich (1982) said that the impact that the policy had on work, power, dignity, or the interests of policy leaders was very important to the success of policy. Assigning policies to those who had an opinion or benefit was inconsistent with that policy, which was difficulty. This is due to policymakers must seek various methods to control those disagreeing behaviors (Marz and Simon 1963, Downs 1967, Heck Cole, 1977, and Elmer, 1978). Policy leaders often tried to avoid or to refrain from complying with policies that were contrary to his interests (Edwards 1980).

2.3.8 The Relationship between Mechanisms that Implemented the Policy

These following important characteristics would lead to the success or failure of the policy.

2.3.8.1 Number of Related Agencies

Volman (1981) said that the greater the number of agencies involved in implementing the policy, the more coordination issues between those agencies would be. The more coordination problems there were, the more likely the policy would fail. Sabatier and Mazmanian (1981), pointed out that, one of the reasons that federal policy in the United States was successful less than the policy of the local government was that, agencies that were responsible for operating at the federal level often have more than the local government, and the relevant personnel were also more.

2.3.8.2 Number of Decision Points

Sabatier and Mazmanian (1981) said that clearance points of various policies would be a lot different. The greater the number of clearance points, the more delay in the policy implementation. Many clearance points were one of the reasons that federal policies often have more problems than local government policies.

2.3.8.3 Traditional Relationship

The nature of the traditional relationship between the agencies cooperating in accordance with the policy, would have an important part in the success or failure of the policy. Waldrich (1982) emphasized that, while good cooperation in the past resulted in good policy compliance, the original conflict would lead to failure.

2.3.8.4 Intervention of Top-Level Agencies

Intervention of top-level agencies would have a great effect on the policy implementation. Sabatier and Mazmanian pointed out that although there were not many clearance points, with a few hierarchies of command, this policy may be a problem if being interrupted by high-level authorities. Wolman (1982) proposed that, policies aimed at enhancing morale rather than punishment, often have problems if lacking good political support. Policies which tried to use various incentives, often faced problems, because the policy makers lacked good understanding of motivating people to change behavior.

All the factors mentioned above, contributed to determining the success or failure of the policy implementation. There were many factors associated with this point, such as Ripley and Franklin explaining about the special nature of policy implementation which is important, and can be said to be at the heart of the policy process. However, this study was not much. The clear and acceptable conclusions did not appear much. The presentation was only part of the efforts of scholars trying to explain this.

Based on the literature review of factors affecting policy implementation, many scholars have said that various factors were considered to be similarly duplicated, which can be summarized as follows;

Table 2.2 Factors Affecting Policy

Success factor	Indicator
1. Policy Characteristics	- The policy was in line with the needs of the people. - The policy can solve problems very well. - Regular control and evaluation - The agency has agreed on the objective.
2. Policy Objectives	- Clear policy objectives - Policy objectives were easily recognizable. - Policy objectives can be achieved. - Policy Objectives, Indicators of success
3. Supporting cooperation from various groups	- Government support - Support from people in the area - Support from colleagues

Success factor	Indicator
4. Considering the culture, identity of the area	- The policy was suitable for the area. - The policy is consistent with the local culture. - The policy did not contradict the local way of life.
5. Resource Adequacy	- Budget adequacy - Manpower adequacy - There were tools such as weapons, vehicles, in operation.
6. The nature of the agency that implemented the policy	- Proficient Staff - Appropriate organizational structure
7. The attitude of leaders that implemented the project	- The staff have a good attitude to follow the policy. - Supervisors have a good attitude in order to policy implementation.
8. The relationship between the various mechanisms that implemented the policy.	- Other government agencies or specialized agencies regarding unrest, provided good assistance.

2.4 Concept of History and Problems of the Three Southern Border Provinces

This section involved the history of the southern border provinces which has a long history including a unique identity that is different from other places. The researcher has collected data from various sources related to the history and problems in the southern border provinces as follows;

2.4.1 Malay Peninsula

Aryfin et al., (2015) explained the characteristics of the Malay Peninsula; Malay Peninsula was considered an ancient kingdom in terms of society, culture and territory. The Columbia Encyclopedia described the Malay Peninsula as an area of approximately

70,000 square miles or 181,300 square kilometers, living in Asia Located between the Andaman Sea of the Indian Ocean South Strait of Malacca, and the Gulf of Thailand, and the South China Sea on the east side. The land is slender to the south, about 700 miles or 1,100 kilometers from the Kot Kra Canal, which was the longest narrow area to Singapore. The north was the territory of Thailand in the southern part of Malaysia. The population in the area was closely related to the majority of the land of Asia and the islands of Indonesia which was collectively called the Malay Islands with mountains connection like a spine which the highest part was called Gunong Tahun. The height was about 7,186 feet or 2,190 meters above sea level located in Malaysia, with the tale of the beginning, starting from the Tanaosri ridge from the north, contacting the San Kalakiri mountain range, dragging to the south and a small number of mountains, with many streams flowing from east to west. More than half of area was covered with tropical forests. There were some flat areas that have been cleared for farming on this peninsula; a land that was full of fruit and full of natural resources, such as tin, rubber, coconut, coconut oil, palm oil, sago seed, peanut, banana and rice as the main products

The Malay Peninsula was known since BC. by the arrival of Indian traders until the beginning of the Christian era. They succeeded in propagating the influence in Indonesia and Indochina by Buddhist and Hindu priests, causing Hinduism to spread to the communities of the Kingdom of Ceylon (Pattani) and the Kedah area as well. In the middle of the 8th century, this peninsula was in the rule of the Srivijaya dynasty from Sumatra who held Mahayana Buddhism. The capital located in Kedah and Patani which was more important and prosperous than the capital in Palembang (Aryfin et al., 2015). In the 11th century, Malay Peninsula was invaded by the Rajendra of the Roman Empire in South India. After 50 years, the Srivijaya Kingdom became weaker and collapse at the end of the 13th century. After that, Sumatra and the southern part of the peninsula of La Yu became under the authority of the spread of Java. At the same time, the Kingdom of Sukhothai tried to take power from the north. At the end of the 14th century, the Malay Empire under the Mashpahit Kingdom came to power in the southern part of the peninsula which was the last group of Hindu kingdoms of Java. The Fall of the Mashpahit Kingdom made this area a step forward into a major transition period, the beginning of the birth of the Malay state at Malacca. At the 15th century,

the Malay people began to change their religion to Islam and became the religion of most Malay people until now.

By the article “Malay Peninsula” by the Columbia Encyclopedia said that in the 16th century, the arrival of Europeans, the Portuguese had seized Malacca in 1511. After that, Dutch merchants entered Malay waters. Malacca was occupied by the Dutch in 1641. At that time, the British began to play a role in the area, starting in Penang in 1786 and Singapore in 1819. The arrival of the Portuguese who took power or the last sultan of Malacca caused the Sultan of Malacca to emigrate to the main island of Riau-Johor by a small state leader in the south that they set themselves free.

While Siam tried to establish his authority with competitors like England, the British tried to create a defensive line to protect the cities of Malay. In 1909, Siam-England Treaty was born. Siam had to return the land to England, namely Kedah, Perlis, Kelantan, and Terengganu.

2.4.2 Patani Darussalam

The book “Tarik Patani” stated that “Patani in the past was a large port city of Langsaka as a famous trading place”. Another episode stated that “the city of the King of Mahawangsa dynasty (of Langsuka) was weaker than the King of Srivijaya coming from Palembang. The Palembang people specialized in battle both in the sea and across all places that they needed. Because of their expertise in this battle, Malay people in the city of Langsaka were afraid of them. The King of Srivijaya has the name “Sangchaiwong” in the year 750 after Jesus was born. This king came to attack various cities in the kingdom of Lankasuka. Every city in the kingdom of empire defeated. At that time, Patani had just called Patani.

When this king (Sangchaiwong) won, he sought a place of abundance to build a palace. People in that area had 2 occupations: catching fish in the sea and cultivation. Muslim teacher Tani was the chief of that village. So, there was a meeting with the king saying that the place of the Muslim teacher Tani was fertile soil suitable to build a palace. The king built the palace in this village, but the villagers called it “Patani” (later). The city was called Patani. This was the history of the name Patani “(Aryfin et al., 2015).

In the book, History of the Malay Kingdom of Patani said that Patani was a coastal village that gradually grew from the expansion of the city of Gohilai, the center of the kingdom of Lanka which was deep into the land, ten miles from the sea. After the Malay people from the south and Sumatra Island came to settle on the seashore, this made the village gradually became a port city with more merchants bringing boats to stop. People in the city on the land have moved to settler until it became a city that was crowded with people and had a better economy than the city of Ko Lihai which was still lonely. At the end, the governor Sri Wang Sa decided to move the city to create a new one at the village of Patani (Sukri, 1998).

In addition, Krongchai Hattha (2009) said that the history of the Patani village (or Patani) was later developed into Pattani appearing in the book Hikayat Patani (Teeuw & Wyatt, 1970), referring to a story told by an old man who originally lived in Kotamrikai and followed the kings to help build the city of Ayutthaya. But the old man was sick, so he cannot continue to travel. He set up houses by the sea until he met the royal family of Sri Wangsa Phaya Thao Napa, the king of Kotamrikai City, who travelled to hunt animals in the area. The king saw that the place was suitable to build a new city. He ordered to enlist people from Kotamrikai City, and Lan Chang Town which was far from the watershed to help build the city. The construction took two months to complete. Phaya Thao Napa moved the capital from Kotamrikai City to a new place. and moved the palace to create a new one too. The city of Patani, Krue Se, has grown rapidly. Phaya Thao Napa gave the relative to stay in the new city with many people. The palace area is called Kota Istana or the Royal Citadel. It was the location of the Ischananilam Palace or onyx which was built on the banks of the land opposite the village of Patani. At that time, Pattani became widely known throughout the world. Arab merchants called Patani, Fatani, with ships from east and west to trade and stop heavily.

Patani, from the time of Phaya Thao Napa to the early Raja Inthira period still had a Hindu culture until a group of Pasay people from Sumatra migrated to set up houses in Patani, away from the city. Some of these groups later called “Kapong Pasay” or Pasay Village. People respect Islam. There were people who have knowledge. One Islamic legal talent named Sheikh Said, an Arab Yemen from Pasay City was a pioneer of Islam for the king of Patani at that time, the king of Indira. Finally, Raja Inthira changed to Islam. Sheikh Said was an Islamic scholar and also had the ability to treat

various diseases which the Patani people respected. Even the king, who was sick of skin diseases, was incurable. Although the Siamese doctors tried to treat many people, Sheikh Said was able to heal him. So, he accepted Islam. The propagation of Islam was done in Pattani quickly, with Sheikh Said acting as a missionary and providing advice on Islamic law to the king and courtiers in the successor. Raja Inthira after admitted to Islam, had changed the name to Saltan Ismail Syah (Krongchai Hattha, 2009)

However, after the king of Patani was accepted into Islam, Sheikh Said was appointed as the king's advisor and an Islamic teacher for the king and royalty. Sheikh Said also renamed the city of Patani in order to be suitable for being an Islamic state, “Patani Darussalam”, which meant “Patani City of Peace” (Aryfin et al., 2015). The section of “Tarik Patani” stated that;

> Arab-Persian who came to trade in Patani while they were their original religion, including fire worship religious (Zirous), the religion of Prophet Muhammad (Judaism or Judaism), and the religion of Nabbi (Christ). At the same time, Indian Buddhists, Hindu Brahmins, have spread their religion to the natives as well. There were also many Sakai people, etc.

From the above information mentioned, it showed that in the Malay Peninsula was an ancient kingdom with a unique culture, including the terrain that allowed the inhabitants of the country to live without difficulty. The good strategic landscape also attracted foreigners to trade including relocating in this peninsula area continuously. This led to the area in the Malay Peninsula had greatness modern, the top in the Southeast Asian region.

2.4.3 Pattani under the Democracy in Siam

The revolution changed the administration by the group of people on the night of 23 June 1932, led by Mr. Pridi Banomyong and Marshal P. Pibulsongkram, the People's Party drafted a new constitution in December 1932 with the principle as follows;

1) This must maintain all independence in politics, court, economic, etc. of the country to be stable.

2) This have to maintain security in the country, causing harm to each other, reducing a criminal violence.

3) This must maintain the happiness of the people in the economy. The government would find the new jobs for all citizens to follow the national economic program. Do not let the people starve

4) People must have equal rights.

5) People must have freedom it the freedom was not contrary to the 4 principles above.

6) This must give full education to the people.

After the change of administration, the region has cancelled Thetapibal County to have a new province starting with only 71 provinces. Some parts of Sai Buri were combined with Bang Nara and became Narathiwat Province. Sai Buri was appended as a district of Pattani Province causing Pattani province to become the 3 southernmost provinces, Pattani, Yala and Narathiwat.

2.4.3.1 Policy of Popular Siam, during the Marshal P. Pibulsongkram

After Marshal P. Pibulsongkram took the position of Prime Minister on 16 December 1938, he had a policy to create a nation for Thailand to be a civilized nation with a strong and prosperous country. So, he had issued a policy of state popular culture in Thailand by starting from changing the costume in the government sector to the western style. Do not eat betel nut. It must use fork and spoon to eat. This also promoted Buddhism by prohibiting people who were not Buddhist. If these people already existed in the government, it would not be possible to promote to higher positions (Thanet Aphonsuwan, 2008). The changes that have a great impact on Malay people was the announcement of the cancellation of the law and the Islamic court in 1944. Marshal P. Pibulsongkram announced the Civil and Commercial Code, Book 5 and 6 on Family and Heritage to use instead of the Islamic law for the four southern border provinces. In addition, the Judges (Islamic law) have also abolished for the case of Muslims and families. The Malay authorities also banned Malay and Quranic Arabic language. This prohibition causes people to become dissatisfied and more resistance.

However, after the atomic bombings in Hiroshima and Nagasaki in Japan on 15 August 1945, which resulted in the Japanese agreeing to end the war with the Allies, Marshal P. Pibulsongkram was depleted. The next prime minister was Mr.

Khuang Aphaiwong, who has renewed the relationship with the Malay people in the new area with the announcement of the Royal Decree on Islamic Affairs on 8 May 1945 and the appointment of chief of the Muslim in Thailand for another term. It caused the establishment of the Provincial Islamic Committee. Previously, Haji Sulong and other Muslim leaders established a Muslim organization in Pattani Province.

In the era of the popular government policy of Marshal P. Pibulsongkram on 1939, it was the organization of Islamic patronage with the aim of "To unite the religious leaders in Pattani in an effort to block the threat of the Thai government that required to change the Malay people into Siam people and to protect the purity of religion from interference by popular Thai dreams". In addition, the revival of the Judges (Islamic law) has also been restored by increasing the requirements for the Judges (Islamic law) to be a judicial official as well. Imams and religious educators would be the names of people who deserved to be the Judges (Islamic law) depending on the Minister of Justice. The Judges (Islamic law) must know both Thai language and reading and can write as well. After those rules were issued, it caused resistance from Islamic leaders in the south. They claimed that the Thai government officials of that state did not understand the Islamic religion, and did not have faith in Islam and the Ministry of Justice was not suitable to appoint Islamic judges. They called for separate religious courts from the same Thai civil court. However, the government refused, because the separation of the courts wasted too much cost. After that event, the name of Haji Sulong was watched greatly from the anti-Thai government.

2.4.3.2 Haji Sulong and the Changes in the Four Southern Border Provinces

After Haji Sulong, who was the Chairman of the Islamic Committee in Pattani Province, requested to the state to separate the religious courts from the provincial court with individuality, the government was unable to fulfill the demands.

The name of Haji Sulong Abdul Khorore has been specially watched by government officials as an influential person in the fight against state power. After the event, it was the source of the proposal of 7 items for the government which Admiral Thawal Thamrongnawasawad was the leader of the government on 3 April 1947. The request was affected by the Great East Burapha War which deteriorated the economic, social and political conditions. In the four southern border provinces, there were

differences in the customs, traditions, ethnicity and religion of Muslims, causing feelings of hostility towards Thai people especially government officials. Haji Sulong said in the book “Combining the Light of Peace” about the events that occurred in the southern border provinces at that time (Al Ahmad Muhammad Sulaimatani, 1958 cited in Chalermkiat Khunthongphet, 2005);

> The people at that time were heavily oppressed by the authorities. If there was anything that was not satisfied, it was a slander for an illegal case by arresting, shooting, throwing away and the fight against officials ... Such incidents did not happen to 2-3 people, but it was in ten people in every district. If we negotiate well, legally or pleading to the chief officer, the negotiator was charged even more.

Later, the government of Admiral Thawal Thamrongnawasawad ordered the establishment of the “Director of the Monitoring of the situation in the 4 Southern Provinces”. The Malay Muslim leaders then submitted 7 proposals to the committee to allow the government to consider as follows:

1) Requesting to be governed in 4 provinces; Pattani, Satun, Yala and Narathiwat, with highly held positions to have the power of Islam and to have the power to appoint civil servants in 4 provinces completely and released by various reasons. Those who hold this high position must be Muslims in these 4 provinces chosen by Muslims in this region, having a time for government positions.

2) Each government official in this province has 80 percent of the Malay population.

3) The books in government must use Malay language with Thai language, such as forms or receipts must be used in Malay language.

4) It must be the education of elementary schools for Malay language education throughout the primary school.

5) Requesting a court to consider according to Islamic law, separated from the existing provincial court, having Muslim teachers Kali with free to judge, without hearing any person's voice in addition to illegal principles.

6) The various income benefits must be spent in these 4 provinces without paying to other places.

7) The Islamic Committee of this province had the privilege of issuing regulations on operations Islamic messengers with high authority (according to item 1).

From the demands, it caused the committee to monitor the situation in the four southern provinces resulting in great difficulties, Especially the item 1 was considered by the committee and government officials as the claim expressing the need to separate the land. The Prime Minister of Thailand at the time was Admiral Thawal Thamrongnawasawat has brought about 7 proposals to the cabinet meeting in July 1947. The resolution of the meeting was that all 7 proposals cannot be done because "The governing form of this time is good. If it is classified as a county, it is not appropriate because of the separation (Chalermkiat Khunthongphet, 2005)".

The government offered a solution to the problems of Muslims in the southern region. The Cabinet allowed the Ministry of Interior to take matters into the form of governing policy in order to improve the area to be more suitable and also granting rights to Malay Muslim students to be cadets, both military and police. It depended on the consideration of the Minister of Defense and the Minister of Interior. The proposal that gave the government office closed on Friday, the cabinet did not object. In the part of civil servants who have to communicate with people in that area, the government has a policy to specifically select individuals by having the qualifications of the government officials with knowledge about the basics of Malay and the traditions of the people in the area. Moreover, the government created and repaired roads in order to make the transportation more convenient. The government allowed people in religious activities to comply with their own culture freely by not contrary to the order of the country. The government still has a project to build 1 "Royal Mosque" for each province. For the court, the government was setting up the Judges (Islamic law) to diagnose ruling on 2 cases of Islamic religious matters regarding family and heritage in each province, but there was no opinion to separate religious courts as requested. In education, the government has a policy to teach Malay as requested. Proposals that requires a civil servant in the area to be 80 percent Muslims may not be possible at an urgent time, because most Malay Muslims lacked the qualifications according to the Civil Service Regulations Act. However, the government continued to seek help. As for the final story in the field of mass communication, the state has assigned the Department of Advertising to accept the policy to consider providing a Malay language radio

program for political news that should be known as well as music. Moreover, there was a project for the publication of Malay language books to be distributed from time to time.

After submitting all 7 proposals from religious leaders in the southern border provinces, it seemed that Muslim leaders in the area did not have any hope of proposals. They requested the progress of all 7 proposals from the Cabinet, but they did not receive a clear answer. The hope of Muslim leaders in the southern border provinces was aimed at more separatist movements led by Haji Sulong together with a group of people outside the country; Tonkuma Haiyidin living in Kelantan and Miss Barbara Whitingnum-Jones British, the journalist who came to see the situation as invited by Tonkuma Haiyidin (Thanet Aphonsuwan, 2008). Chalermkiat Khunthongphet (2005) explained the details of the meeting as follows;

Miss Jones sent a telegram from the Malay Federation to Haji Sulong on her own to pick up at Khok Pho Railway Station, Khok Pho District Pattani Province. As the owner of the house, Haji Sulong welcomed his guests, Tonkuma Haiyidin and his own guests. Haji Sulong then brought Miss Jones to meet Mr. Vivek Chantarotwongseang Luang, the Governor of Pattani Province, but they did not find because Mr. Wiwek Stay was in government. After that, Haji Sulong brought Miss Jones to visit the villages in the areas of Pattani, Yala and Narathiwat provinces to make news. In addition to Haji Sulong, there was also Mr. Wasa Samu Muhammad, one of Haji Sulong's followers. Miss Jones stayed at the Haji Sulong home for 2 nights, and returned with Haji Sulong and Mr. Wasa Ma Muhammad traveling to Kelantan. Before traveling back, Miss Jones took a photo with Haji Sulong, Mr. Wasa Ma Muhammad and Haji Abdul Maimim Akib, to commemorate it later. It confirmed after the base claimed that Haji Suri tried to persuade foreigners into the country and to send an unreasonable internal story out to publish abroad, causing the government to lose its reputation

When Miss Jones departed from Thailand, she wrote an article about the events in the area that she had witnessed, published in The Straits Times newspaper, dated November 3, 1947 with the majority of the attacks on the work of Thai officials in Pattani and Narathiwat provinces.

> The old Patani kingdom became ruins. This was glorious and rich because it was a port between Malacca and Japan, but Patani was under the control of the little network of the governor, police and other civil servants of Siam ... everywhere I went was only the same story of systematic oppression and deliberate campaigning to reduce the nationality of those people. Deep dissatisfaction caused by the prohibition of studying Malay. The ban on Malay schools has been loosened during the post-World War II period. Siam's status was still an enemy country and being used again."

In addition, Miss Jones also wrote that

> It was charged only with the hiding place for gangs of criminals which the authorities preferred rather than arrested by court order. The Siamese police officers burned the village, threatening the wealthy shop owner to pay thousands of baht for escort fees. They broke into the Malay house to beat women and snatch, take small things which has picked up his hand with satisfaction. A number of people were often shot deadly or disappear. No one didn't hear them again" (Thanet Aphonsuwan, 2008).

Moreover, Miss Jones also said that

> The Malay people had no freedom of speech, no newspaper to read, no radio to listen, no comments, except mosques. The ending stated that the Pattani people were going to salvage their independence with their headquarters in Kelantan leading by Tongumahiyididin.

While the movement of religious leaders and Haji Sulong was proceeding, the national military led by Lieutenant General Pin Chunhawan, conducted a military coup of Admiral Thawal Thamrongnawasawad on November 8 Fri. 1947. Mr. Khong Apaiwong was assigned to be the Prime Minister. Mr. Khong Aphaiwong assigned the Luang Sinad Yotharak (Lieutenant General Chid Mansinsinadyotarak) to be the Minister of Interior to solve problems in the southern border area.

2.4.3.3 Solution of the Government to End the Haji Sulong Group

After the coup led by Lieutenant General Pin Chunhawan with Mr. Khong Apaiwong as the Prime Minister, Lieutenant General Chid Mansinsinadyotarak who was the Minister of Ministry of Interior at that time saw that the problems in the four southern border provinces was an important problem that needed to be solved quickly. The first step was to search for a new Pattani governor who have qualifications as follows (Chalermkiat Khunthongphet, 2005);

> . . Stable, loyal to the nation, religion, the king, to be able to prevent being changed. That person must be honest, not armor, to seek unprofitable interests ... and he must be brave and courageous to risk and keen on work that would heal the suffering of the people, and needed to know the Malay language well in order to access to good understanding with the natives …

Eventually, Praya Ratanaphakdi (Chang Suwanchinda), the former Governor of Pattani Province, in the year 1929 - 1933, was retired from government service due to government changes. He had similar qualifications as specified and also had experience in government service. The government also assigned the officials to invite Tonkuma Haiyidin to consult to solve problems in the four southern border provinces in Bangkok as well. So, Tonkuma Haiyidin thought of making a letter of affirmation with fingerprints of Pattani Muslims to give to him as a negotiating agent with the Thai government about the 7 requests submitted earlier. Chalermkiat Khunthongphet (2005) mentioned the message that Haji Sulong had drafted as a consolation book with the following content.

> Now, the Malay Muslims who were in Thai rule have been oppressed, hurt, brutality, which the government officials and the Thai government dealt with each Malay to the entire Malay people to the nation and religion of the Malay people that could not be durable, even though it had complained to the authorities. The Thai government was not considered by the authorities and the Thai government to be satisfied. So, the Malay people offered the agreement to allow Tongumahahmad Mahayadin, the son of TonkuAbdul Kadir, Pattani governor who was in Kelantan with full power to find ways for Malay people

> to maintain Malay nation, Islam, and the rights of ethnic Malay and humanity ....

After that, Haji Sulong had published the consolation and persuaded Muslims to sign together. When Praya Rattanapakdi heard the news, he immediately reported to Luang Sinad Yotharak, Minister of Interior that the process of separating the territory was Haji Sulong. Luang Sinad Yotharak assigned Phraya Ratanaphakdi to arrest Haji Sulong Which on 16 January 1948, which was only a month after Praya Ratanaphakdi became governor of Pattani. (Thanet Aphonsuwan, 2008). However, after being arrested, Haji Sulong has accused Praya Ratanaphakdi that;

> With a letter of consensus, the governor arrested me ... but the real reason was because, in Bangkok, he wrote a letter to me asking for help in a campaign in Pattani to apply for election as a representative. I knew him when he was the governor of Pattani 18 years ago. But at that time, I accepted Khun Chareon Suebsaeng, I cannot help him. He became angry with me and catch me ... (Chalermkiat Khunthongphet, 2005).

After Haji Sulong was arrested, it was a protest from many Muslims in the southern border provinces. On the 22nd of January, there were about 200 Muslim teachers and imam groups gathered to visit Haji Sulong at the prison, and called for the release of Haji Sulong and colleges. This incident caused the move of the trial from Pattani Provincial Court to Nakhon Si Thammarat Provincial Court to avoid possible riots.

The trial of Haji Sulong spent almost three years by fighting in both the Court of First Instance, the Court of Appeals and the Supreme Court. The plaintiff filed appeal to increase penalties. While the defendant appealed the Court of First Instance order, because he claimed that he was not guilty. The plaintiff filed an appeal on 7 March 1949, followed by the defendant appealing on 14 March 1949. The Court of Appeals process took 1 year and 3 months. On June 7, 1950, the Court of Appeals ruled in favor of Haji Sulong's imprisonment for 7 years in prison, but reduced 1 in 3 penalties to 4 years and 8 months in prison. However, after that, the defendants filed an appeal to the Supreme Court. On November 30, 1950, the Supreme Court judge considered by

the Court of Appeal including the time when Haji Sulong and those who fought the case for 2 years, 10 months and 15 days. Haji Sulong was released before the 2-month 15-day schedule, on June 15, 1952 by the return journey of Haji Sulong. He was welcomed by over 1,000 Malay Muslims at Khok Pho Railway Station, Pattani Province. This showed the faith of the Malay Muslims in the area of Haji Sulong, later returning to Pattani. Haji Sulong has restored a school that has been shut down according to the demands of people in the area. However, Haji Sulong has been watched by government officials continuously after being released. Praya Ratanaphakdi ordered Haji Sulong to stop teaching religion causing Haji Sulong's religious school to cease operations on 24 December 1953 for the safety of himself. He had confirmed his own innocence via mail sent to Luang Surawin Wiwat, the Minister of Interior at that time, saying that; "...I only teach the principles of religion to all who voluntarily study and never go anywhere, even the party and the funeral to prevent being objected to not be appropriate."

The last section of the letter he also expressed his reassurance that If he was focused like this, he may wish to move to another country better. It showed the negligence and the pressure of Haji Sulong, who has been pressured by the Thai authorities in his life.

2.4.3.4 The Mysterious Disappearance of Haji Sulong

After leaving the Bang Khwang prison on 15 June 1952 and returning to Pattani Revitalize their own religious schools until being closed on 26 December 1953 by the end of July 1954, Haji Sulong and his colleges has been invited to meet in Songkhla policemen during 6 - 10 August. Before the appointment day, Haji Sulong fell ill and telegraphed to the Special Branch that he would meet on 13 August 1954.

After departing in the early morning of 13 August 1954, no one found Haji Sulong and the other 3 people again. After 7 days, Haji Sulong has not yet returned home. The family then sought out him. The latest people who saw Haji Sulong was the person who watched the mosque in Hat Yai District, Songkhla Province, seeing that Haji Sulong and the people had prayed at the mosque on 13 August while the police were ready to control. Then, Mrs. Jejah oh, Haji Sulong' s wife, went to meet Pol.Lt. Col. Boonlert Lertpreecha, Public Security Police Commander in Songkhla, but she did not find due to Lt. Col. Boonlert went to government. Therefore, she met with

Lieutenant General Chow Thanasugan, Deputy Commander Special Branch Police 9. She was told that her husband and colleges traveling Songkhla actually, but they went back then. When returning to Pattani, Mrs. Jejah went to meet with Pol.Lt. Col. Lek Kamnerdngam, the director of Pattani Provincial Police. She was told that her husband and colleges would still be in Songkhla because they were called there. Later, Mrs. Jejah met the Royal Thai Interior Minister, Luang Surawin Wiwat. He inquired to the police department that at that time, Maj. Gen. Pao Siyanon was the Director General of the Police Department who insisted that Haji Sulong and colleges were not called for investigating. After that, the Special Branch in Songkhla informed that on 13 August 1954, Haji Sulong group came to Songkhla, but they returned and had an appointment to return again on the 13th of September. But they did not come along. It was expected that they escaped to Kelantan Federated Malay States. After disappearances of Haji Sulong and colleges, Mrs. Jejah and the family still had been trying to investigate news including rewarding for people who have an address or find Haji Sulong and asking for help from various people, because the hope of relying on government agencies at that time has decreased. At that time, both Thai and foreign newspapers wrote the news of Haji Sulong's disappearance. They assumed that the Thai authorities may be involved in the disappearance of Haji Sulong which became a mystery (Chalermkiat Khunthongphet, 2005).

2.4.3.5 The Duzongyot Rebellion

Aree Finbinji and the colleges (2015) explained the origin of the Duzongyot Rebellion that after Japan was defeated in World War 2, England came to rule in Malaya as before. While fighting with Japan during the world war, there was a Chinese in Malaya established a Communist Party of Malaya by joining the British military to fight against Japan. After the war, the British needed the Chinese Communist Party to lay arms, but it could not agree. So, England violently suppressed the members of the Communist Party. The members of the party went to the north to the border in Narathiwat, Yala and Songkhla provinces which belong to Thailand to escape the suppression of England. The Communist Party of Malaya has access to food supplies in the Waeng district, Su-ngai Padi District, and Ra-ngae District. In the district of Ra-ngae, they went deep into the area of Duzongyot sub-district causing injuries to villagers on a regular basis. When the communist soldiers were dissatisfied, they burned

the homes of the villagers, causing the villagers were scared, and informing the sub-district chief of Duzongyot; Mr. Kali Je Tae who informed the district of Ra-ngae, but the district still did not take any action. This may be due to news about the Communist Malaya was new. There was no news base before. One day, the soldiers of the Communist Party of Malaya entered the blockade of the subdistrict headmanm's House and robbed the property and fired a gun until he was damaged. From such events, the villagers, who were no longer dependent, consult with Muslims teachers Perak who was a religious teacher whom the villagers respect. He suggested to set up forces to fight with the Communist Malaya party members and he would perform a religious ceremony on the mountain of Ban Ku Lueu which took about 1 week for the villagers to come to him. In addition, Muslims teachers Perak also boiled oil for the villagers to sprinkle the body to be sacred.

Before the violent incident at Duzongyot for about 2 days, there was a merchant named Mr. Bun Kee selling the products in the Duzongyot market. He was injured by the villagers using a knife. Then, the district sent an officer to investigate and to find facts. On that trip, those staffs went in secretly to see the ceremonies performed at Mount Guurmu. When the villagers saw the staffs, they drove away the officers. The staffs had told the district that a thousand of villagers were gathering on Mount Guurmu. That believed that it was preparing for rebellion. In addition, during this period, there was news of the arrest of Haji Sulong, causing suspicion among the authorities that there would be resistance to the arrest of Haji Sulong. When the province was informed, it was reported to the Ministry of Interior and Government and sent the police from both Songkhla, Pattani, Yala and Narathiwat to suppress such villagers that the official called "Duzongyot Rebel". From clashes between government officials, both police and the soldiers (who were sent 2 days after the incident), it killed 5 policemen, 1 wounded. Duzongyot villagers died about 30 to 100 people and there were more than 6,000 villagers who were afraid of the insecurity evacuated into the Malay area. From the incident, Field Marshal P. Pibulsongkram, Prime Minister at that time had set up a committee to investigate the facts and conclude that the events at Duzongyot was caused by police intervention to the Islamic ministry. In addition, the government also announced that Muslims who had fled to Malaya returned to hometown as well. Duzongyot Rebellion was another important event in the history of

the local area in the southern border provinces, where government agencies often raised the case of Duzongyot Rebellion as the starting point of the movement of separatist, but some comments looked in the way that news and performance of the authorities lacked of concise and full of paranoia, causing this tragic event. However, the event of Duzongyot Rebellion created a wound in the hearts of Thai Muslims in the southern border provinces for a long time. It was also another reason for demanding the legitimacy of separatism of the modern separatist movement.

2.4.4 Separatist Movement in the Three Southern Border Provinces of Thailand

Damrongwit Reangmhe (2010) There were many separatist movements in the three southern border provinces of Thailand. Most group who were born in the 20th to the 21st century were the fighting groups of land with weapons. Many of them were still moving. Some groups have collapsed, or the merger was established as a new group. In summary, the groups that have important roles were as follows;

2.4.4.1 The Barisan Nasional Pemberbasan Pattani: BNPP or National Liberation of Pattani (NLFP)

Aryfin et al. (2015) have said that this movement has evidence that continued from Gampar, which was caused by Tonkuma Haiyidin together with Mr. Adul Na Saiburi, which was established in the year 1947. After the dead of Tonkuma Haiyidin, Mr. Adul was determined and set up as the Barisan Nasional Pembebasan Patani (BNPP) in 1959. The group has a right or conservative policy, intentionally separating Pattani, Yala, Narathiwat and Satun, as well as Songkhla and some to establish as an independent state with the Sultan as Head of State (Tonkao, 2011). by using the guerrilla methods. Military operations were at the highest in the year 1977 – 1982 after the members spliting up the idea, it made the important people in the group separate to form a new group, while some people surrendered to the Thai authorities. In 1987, the new name was changed to Barisan Islam Pemberbasan Pattani: BIPP in accordance with the context of the situation in the Islamic world. In 1989, the group ended the movement and returned again. In 2002, the BIPP group did not have a

military role. They carried out political activities with the Pulo Group, BRN and Mujahidin under the BERSATU group.

2.4.4.2 Barisan Revolusi Nasional Pattani: BRN

Barisan Revolusi Nasional Pattani or BRN established on March 13, 1960, with the main leader, Mr. Haji Amin Tummina, Teng Kulalanase, Mr. Haji Amin Tummina, Teng Kulalanase or Mr. Adul Na Saiburi, Uztazka Rim, the former Muslim teachers of Pondok in Rueso District Narathiwat and Mr. Abdul Guyom (Surachat Bamrungsuk, 2011). The group has a policy of socialism. When some parts of Satun, Yala, Pattani, Narathiwat and Songkhla were separated, there would be an independent state with the president as head of the state (Tonkao, 2011). Aryfin et al. (2015) said that the BRN plans to capture Governor and the police director on the day of the Hari Raya Day greeting on March 18, 1961, but it failed, causing Mr. Hadi Amin to be arrested with all 7 members and prosecuted. Until the end of 1965, they were released. After that, BRN has established an armed army called Angkatan Bersenjata Revolusi Islam Patani (ABRIP) in 1968. Later in the year 1977, there was a conflict in the group, causing the BRN movement to split into 3 groups:

1) BRN Co-ordinate: Currently, there was no military role in Thailand.

2) BRN Congress: an armed force that was still moving in Thailand.

3) BRN ULAMA: a group that focused on politics and religion.

2.4.4.3 Patani United Liberation Organization (PULO)

PULO caused by the merger of two associations. That was a young student association and Pattani association including Saudi Arabia which had gathered on 22 March 1968, established as PULO, with a policy to divide the four southern border provinces, established as an independent state. There was a presidency of the Democratic Republic by leader adhering to the rules of Islam as a constitution. The founder of PULO group was Tuankubiroa (Tonkao, 2011). The PULO group has established several armed units by sending members to practice military with many Muslim ethnic groups, such as the Palestine Liberation Organization (PLO), the Irish

Republican Army (IRA) and the Moro Organization in the Philippines. Later in 1985, the group has caused conflicts and split into old PULO groups. Mr. Haji SaMaa Ta NaM was the leader. The other new PULO group was under Dr. Arong Muring and Mr. Hadji Hadi bin Sali. However, in the year 1998, Malaysia Authority has arrested the high-level leaders of both the old PULO and the new PULO. The two group had been sent to prosecute in Thailand causing the military movement of the PULO process to end; almost without any role at present (Aryfin et al., 2015).

2.4.4.4 GMIP (Gerakan Mujahideen Islam Pattani : GMIP)

Surachat Bamrungsuk (2011) said that GMIP was associated with many insurgent groups in the three southern border provinces. This started with the GMIP Alliance (Barisan Bersatu Mujahidin Patani: BBMP), which was established on 16 September 1985 with the aim of combining various processes together to have unity and efficiency in the struggle for separatism with the goal of releasing the Islam Patani state, to be free from Thailand by setting up the "State of Patani Darul Mugarif". The co-founders consisted of Mr. Haji Amin Tummina, Mr. Abdulrahman porming, Tonkubiroa Koronilor, Nil, Mr. Wahama Wayosoo, Uztaskarim Bin Hasan, Mr. Buraheng Guathai, and Hadji Suding Abdul Sa. Later, in 1986, a new group was established as Gerakan Mujahidin Patani: GMP which separated from the BIPP or BNPP group. The main leaders were Mr. Waehama, Waeyusaoh, Mr. Arwang Bin Abdul Abdullah, Mr. Muhammad Dole, Mr. Che Guema Guthe. The group focused on political movements in Malaysia. Later, in 1989, a new GMIP (Gerakan Mujahideen Islam Pattani: GMIP) was established. Mr. Abdul Rahman or Cheguemae Kuta was president. After the year 1995, the GMIP group had continued to sabotage the BERSATU group continuously until today.

2.4.4.5 The United Front for the Independence of Pattani or Barisan Bersatu Kemerdekaan Patani

BERSATU 31 August 1989, the BIPP BRN GMP and PULO group participated in the meeting, with the resolution that the establishment of the "Collaborative Organization" or "Umbrella Organization" for the unity of operations. The consensus agreements were as follows;

1) To fight together for independence of Patani and to establish the Malay Islamic State of Patani

2) There was a principle of fighting called jihad.

3) To oppose the policy of the Thai state relating to Patani land

4) To call for support from Muslim countries

5) To provide various processes to fight for Patani

6) To cooperate with all liberation groups in the world to pursue world peace.

After that, in 1991, the name was changed to "Alliance for Pattani Independence" or BERSATU (Aryfin et al., 2015).

However, Surachat Bamrungsuk (2011) stated that, according to the fact, the security agency knew that BERSATU had no authority to order groups. It only acted as a policy or guideline for the group to follow in the same direction.

2.4.4.6 Permuda Merdeka Patani: PMP

Surachat Bamrungsuk (2011) said that the PMP was established by the BRN Coordinate movement, led by a group of religious experts (Ulama). In 1992, it was a military training force for young soldiers and armed with a guideline for jihad fighting. The operation was hidden in activities in the Tadika school, Pondok school, and village mosque by believing that PMP related to other insurgents such as PULO, BRN Congress and GMIP etc.

Meanwhile, Aryfin et al. (2015) had different opinions by believing that the groups had long been established by Malay Muslim students in a foreign country called "Patani National Youth Movement" or PANYOM. The Thai government believes that PMP was related to the PULO group.

Croissant (2011) The events that made PMP was acknowledged was the incident attacking military bases and the police on April 28, 2004, believing that, behind this event, there was a national youth group Pattani also joined. This was starting from Ustaz Yuzo Rayalong, who was a religious teacher in the Yala province, went on to study invincible subjects in Malaysia and brought many members in Thailand to train with them. When they returned, they recruited the members of various mosques in

various villages by cultivating nationalistic feelings and creating resentment for Thai government officials, leading to separatism by members of the group. Most of them were young people with good behavior and not addicted. It caused the Thai government have no database. These youth have received weapons training, adding invincible subjects, and setting up a commando set (Runda Kumpulan Kecil: RKK) as a subgroup of various villages. They made an appointment to attack Military and police bases on April 28, 2004. The authority countered causing a total of 106 people killed, 9 people arrested, 5 officers killed, and another injured.

2.4.4.7 Strategies and Principles of Fighting

For setting up the state of Pattani Fighting for separating the land that has a long history in the three southern border provinces, a movement group in the area has established strategies and principles of movement for the unity. As Kitti Ratanachai (2004) had shown as follows;

1) The goal of separating the administration from the government strictly to rule as self-administration like all Muslim nations.

2) To create a political base by relying on the democratic regime to apply for competing the political positions at the local level and at the parliamentary level as a minister.

3) The leader who can enter the state mechanism must seek benefits in bringing news or other benefits to fight the ideological groups.

4) Proceeding to claim the government in various matters that would lead to the seven demands of Hadji Sulong Muslim teachers Meena, such as the establishment of a Pondok school, Hijab dress for students and civil servants etc.

5) Making evidence as the two nationalities so that workers can travel to escape from neighboring countries as necessary.

6) The infiltration into government service increased the number of Muslim civil servants according to the demands of Hadji Sulong.

7) Selecting the poor youth and / or the youths whose parents were killed by officials or bullied to study abroad to cultivate ideology and / or weapons and returning back to work

8) The attempt to make ideological groups as religious leaders as Muslim teachers, Imam Khatibbiran

9) All religious leaders must act in every way for Muslim people to behave in accordance with religion through the Tadika Pondok School and the mosque to guide further ideology.

10) Using the mosque as a secret meeting

11) Killing the religious leaders who did not cooperate or using the eviction conditions, so that the people who joined the ideology could act instead.

12) Performing various methods to change the owner in taxi business, the wholesale business, fishing boats, for belong to Muslims

13) Emphasizing the use of local Malay or Yawi language as a common language in Islam

2.4.4.8 Strategic Operations of Insurgent Groups in the Three Southern Border Provinces

The process of setting up the insurgency operation plan was called “steps to success”. It was first detected at the house of Mr. Masau U-Seng, a religious private school Islamic teacher who taught “Sampan Wittaya” at Joko Villege, Bukit Subdistrict, Cho-Irong District, Narathiwat Province, on May 1, 2003. After that, in the search of the suspect's site, the officer can still inspect the documents again, for example in Pondok Jihad School or Jihad Wittaya School at Ban Tha Dan, Talo Kapor Subdistrict, Yaring District, Pattani Province, which made it possible to connect with insurgent groups in the BRN Coordinate area. Most members of this group were people who are religious leaders in the area. This appeared the evidence that the religious leaders used this step-plan for success or the 7-step ladder plan to convince the youth in the area since 1992, calling themselves “Pejuang”, meaning “PMP fighters”. (Pemuda Merdeka Patani) of the Pejuangan Merdeka Patani.

Moreover, Surachat Bamrungsuk (2011) also said that the new generation of fighters cultivated consciousness to avenge religious hatred with the different religious. They had an ideology that fought for the nation, religion, motherland, strict religion, accepted by society. There was a way to fight according to religious practices (jihad) and righteous freedom for the state of Pattani by the Pejuangan Merdeka Patani. It used the strategic plans to prepare people and to establish a control organization for people to expand networks and members with a yearly

schedule to be clearly observed. This plan was divided into two parts: the first part; step 1 to step 5 was the establishment and operation to create the readiness of people, organizations and ideologies, and the second part; step 6 and step 7 was a revolutionary step for the success of Pattani recovery. The plan for success or the 7-step ladder plan showed as follows;

Step 1: Creating public consciousness was a mass sedition to realize the Malay people and the adherence to Islam, emphasizing nationality and the state of Pattani. There have been issues raised by Islam. The different religions were destroyed. The state of Pattani was independent of self-government before invaded by the Thai government. There were forcibly evacuated Malay people to Bangkok who rose to fight to take the land back, including the teachings of the Quran.

Step 2: Establishing the masses was a procurement of alliances by teaching religion to youth aged 18-35 years, including the general public, especially during the reading “Guptabor” on Friday or “Big Prayer” in the mosque. While the Tadika school, preschool children, Pondok kindergartens, and Islamic private schools, would be given to a cultured teacher as the operator. Then the students were developed as practitioners, by granting scholarships to study abroad. In addition to academic studies, these students also practiced military courses. Then this was formed a mass committee or various groups of people with influences in the area, such as the Provincial Islamic Committee, Mosque Committee, Village committee, including various sports club levels. The second phase of this plan has been in operation since 1992. Until now, there should be a coalition of infiltration in many agencies.

Step 3: Establishing an organization was to disguise operations for the masses as a source of funds for insurgent groups, such as the establishment of the Tadika Club to control the Tadika School to allow them to enter the organization. To control the organization was also a benefit for politics towards local leaders.

Step 4: Establishing forces was to persuade and convince the youth to join to military operations composing of 3 levels: 1. Military youth level was a force in the village according to their domicile, with the goal of setting up 30,000 people. 2. Commando youth level was selected by the military youth group and used to train small military units (Runda Kumpulan Kecil: RKK) and other additional tactics. This level of membership was assigned to terrorism (Vaughn, 2005), assassination, bombing,

assault, with the aim of establishing 3,000 people, distributed in the administrative divisions of three Pattani nationalist organizations, namely, Pattani, Yala and Narathiwat provinces, including Sabayoy District in Songkhla province with 1,000 people per district. 3. Expert force level was a controller and trainer commando. Some of these groups have trained from abroad. They have a relatively high-level competency who had been through practicality with a mind to fight for an organization. This level of troops had a target of 300 people, selected from commando youth and people who have already trained abroad.

Step 5: Creating nationalism ideology focused on creating the Malay ethnic ideology that must be fought in order to restore Pattani state from the Thai Authority by joining forces of the Malay nationals every career status, including civil servants, polices, soldiers who were the Malay Muslims. The key was the people who have been cultivating nationalistic ideals must pass the terrorist operations in any manner.

Step 6: Preparing the Revolution was a terrorist procedure in all forms of the provinces in southern border like a pyrotechnic fireworks. It may call the revolutionary fireworks stage which many Thai officials evaluated the current situation in this area was in step 6.

Step 7: Establishing a revolution was the final fight using the attack with power toward the state mechanisms in the southern border provinces while attacking the flag of Pattani. This allowed the media to spread the news all over the world and to the international community. Especially the United Nations (UN) or global Muslim organizations played a role in intervening in solving various problems leading to the resolution of the people for independence to establish the state of Pattani. The plan was scheduled to be made in 2005, but many factors caused not ready to proceed as planned. In summary, the history associated with the southern border provinces has a long and complex history, starting from the beginning of the community of villagers in the Malay Peninsula area. This has developed into one of the important ports on this peninsula. There were exchanges of goods with foreigners, European, Middle Eastern or Asian people. That prosperity brought the expansion of the districts and created a unique identity of people in the area. Later, Patni districts (Which later changed to Pattani) began to interact with neighboring districts and Siam more. The relationship with Siam was not good. It consisted

of fighting and opposed the coming of power in the Pattani districts of Siam, periodically, even the change toward the era of rule by the governor of the city divided into 7 districts, the Pattani people still maintained their identity in a constant manner by resisting Siam's rule. After the change of rule from absolute monarchy to democracy with the King as Head of State in 1932, there were many events that caused the Pattani people (Which meant all the southern border provinces) were not satisfied. For example, the government's policy of P. Pibulsongkram by abolishing the law and the Islamic court, including canceling the Judge (Islamic law), who was responsible for judging the case of the Muslim family and heritage, the disappearance of Haji Sulong Abdul Gader, a prominent religious leader in the southern border provinces, as well as the Dong Son Yo rebellion, which resulted from paranoia and misunderstanding between people and state authorities. Various occurred events including the history of the Malay peoples who had the characteristics of the people in the southern border provinces have been acknowledged. It caused the feeling that they were not cared for by the government. That led to the emergence of a separatist movement that has targeted the people in the area to demand separatism from the Thai state. Various movements have operated continuously in the form of politics, or it will cause unrest in the area itself.

2.5 Related Literatures

From examination of documents and related research reports, there were research studies as follows;

Thanapawn Sriyagul (2000): A study of the adoption of the concept of good governance in the Telephone Organization of Thailand. This research aimed to study the environment that was a factor for the Telephone Organization of Thailand to accept the concept of good governance by using qualitative research methods.

The research found that the basic concepts of each person or group affected the understanding of how good governance, causing various misunderstandings. In general, all groups have a common opinion that elements of good governance consisted of at least 3 important principles: participation, accountability, and transparency. To accept the good governance methods in telephone organizations was due to the good governance methods would bring about maximum benefits to consumers. The

organization would adjust the to match the three important environmental contexts: 1) the economic crisis of 1997, 2) the stream requesting for political reform, especially after the events of May 1992, and 3) the pressure from the World Trade Organization in globalization.

Parinya Wiratiya (2004) conducted a study on knowledge and understanding about governance and good society of government officials, the Office of the Prime Minister. This studied the personal factors affecting the knowledge and understanding between the perception of information about the principles of good governance, and society and recognition of good governance policies, and good society with knowledge, and understanding in the principles of good governance and society of government officials, the Office of the Prime Minister's Office.

According to studies, it was found that the recognition of information about governance and good society of the Office of the Permanent Secretary for the Prime Minister's Office, has no relationship with knowledge and understanding, but the recognition of good governance and social policies were related to knowledge and understanding of government officials, the Office of the Prime Minister's Office.

King Prajadhipok's Institute (2002) conducted a study on education to develop a good bureaucratic development index, by studying in the 3 work groups, namely, economic, service, and security. This used the important factors according to the regulations of the Office of the Prime Minister on the creation of good governance and social systems, 1999.

The study indicated that in the overview of various agencies, transparency has the lowest level. Meanwhile the rule of law and moral principles were the greatest. As for the cost – effectiveness or economy, accountability, and participation, the scores were at a high level, respectively. It can be seen that the principles of morality and transparency were the opposite points, because the disclosure of information has a low score.

The recommendation was that if the indicators were used to measure good management of other types of organizations, some indicators should be improved to be consistent with the main mission of that type of organization.

Charnnawut Chairaksa (2004) conducted a research on transparency and participation of people in local government organizations: a case study of Phitsanulok

Municipality. This research study aimed to study the causes and factors for creating transparency and public participation with Phitsanulok Municipality, and the development of the model and guidelines for administration of local government organizations in regard to transparency and public participation.

The study indicated that Phitsanulok Municipality has been praised as a local government organization with the best practices in good governance, especially in terms of transparency and public participation. This is due to Phitsanulok Municipality has defined Phitsanulok's livable city vision and development strategy, by integrating Phitsanulok province's development strategy with the mission of various agencies in the municipality together with the needs of people and the potential of resources in the municipality. It showed the 4 strategies, including 1) physical development strategy 2) environmental development strategy 3) development strategy for quality of life 4) management development strategy (Good Governance).

For the transparency issues, the municipality has provided channels for people to get to know and check the transparency of municipal administration in various channels such as radio programs, organizing the activities of the city community stage, etc. For the participation issues, the municipality has provided facilities for the establishment of a community. This included the implementation of the establishment of the Municipal Development Committee which has representatives of communities and other network organizations in the public sector to join as a committee, to mobilize opinions, knowledge and capabilities and resources for considering the development plans of the municipality in line with the needs of the people development.

Pawnthipa Sahakonkit (2004) conducted a research on the concept of governance and good society in Nonthaburi Municipality: The readiness to be used. The purpose of this research was to study the readiness and factors associated with the readiness to use Good Governance in Nonthaburi Municipality. The sample group was Nonthaburi Municipality staff.

Bidhya (2004) The study indicated that Nonthaburi Municipal employees had readiness to use Good Governance at a moderate level, in every aspect; the rule of law, morality, transparency, participation, accountability, and cost – effectiveness or Economy. In addition, factors related to the availability of good governance included 1) the reform in the government, private sector, and the public sector. 2) Guidelines for

creating a Good Governance, accelerating the reform and changes in concreate municipal administration. 3) Measures to achieve the goal of creating good governance for the improvement of laws, rules and regulations relating to the supervision for the modern and fair administration and an effective internal audit system and supporting the operation of self-reliant economic communities by promoting local wisdom.

Monchai Songpracha (2004) conducted a research on the implementation of waste collection policy Bangkok: A case study in Nong Chok District, Lat Krabang District, Phra Khanong District, Bangkok. The implementation results of waste collection policy Bangkok was at a moderate level. The factors related to the implementation results were the waste management factors. As for the factors of the staff's concern, there was no relationship with the overall policy implementation. The personal factors were different, with no effect with the opinion of the different policy implementation.

Keng-Sheng (2011, p.96-108) conducted a research on the influence of organizational culture and organizational improvement on performance, using a case study of elderly nursing in Taiwan. The main objective of this research was to find the organizational culture and organizational improvement affected the performance. The tool used in the study was questionnaire. The sample group was 300 nurses who cared for the elderly people. The variables consisted of the independent variables, namely, organizational culture; including common culture, culture for development, appropriate culture, the original culture of the organization, and organizational structure improvements, including; structural improvements, functions, organizational component improvements, personnel structure improvements, and technological structure improvements. The dependent variable was performance. From the research, it can be concluded that both the organizational culture and organizational structure improvement have a positive effect on the performance.

Rousseau (1990, p.448 - 460) conducted a research on Normative Beliefs in Fund-Raising Organizations: Linking Culture to Organizational Performance and Individual Responses, by classifying of the organizational culture into two dimensions; Satisfaction Versus Security. The performance using to study was the increasing amount of community. According to a study of 32 large volunteer organizations in the United States, it was found that stability has a significant relationship with performance.

Calori and Sanin (1991, p.49-74) conducted a research on the organizational culture in 5 French companies with different strategies under the research topic called “Corporate Culture and Economic Performance: a French Study”. It was found that each company has different organizational culture. Therefore, it was classified as work-related values, number of 12 dimensions and management practice of 17 dimensions. The performances using to study were 1) Return on Investment 2) Return on Sales and 3) Growth. The results showed that 1) values and multi-dimensional management correlated with the growth of the organization 2) Strong culture has a positive relationship with high growth, and 3) a small amount of values and management related to profitability.

Brown and Taylor (2016) conducted a research on the Predict Corporate Performance from Organizational Culture, to study the relationship between strong corporate culture and performance levels in 11 US insurance companies, collecting data in 1981 and compiling the performance in 1982-1987. The research found that when the organization has strong corporate culture, the organization would have a higher financial performance in the coming years. The corporate culture that focused on adaptability causes the organization to have higher financial performance in subsequent years, but corporate culture aimed at stability would make the organization have lower financial performance in subsequent years.

Petty et al. (1995, p. 483-492) conducted a research on “Relationships Between Organizational Culture and Organizational Performance”. This research classified the organizational behavior culture into 4 dimensions, including 1) teamwork 2) trust and credibility 3) performance improvement and common goals and 4) organizational functioning. The performance using to study consisted of 1) operation 2) customer responsibility 3) support services 4) employee safety and health 5) marketing. The sample group in the study was 12 electrical service companies in the United States. It revealed that teamwork was related to performance.

Kotter and Heskett (1992) conducted a research on organizational culture and organizational performance in large US organizations such as ICI, Nissan etc. It revealed that organizational culture has a significant impact on long-term economic performance, especially for organizations with a culture that focuses on external environments such as customers, shareholders, competitors, etc., and executives with

leadership, in the 11-year period. This could enable 682 percent of increase revenues from organizations from 166 stock prices to 901 percent from the original value of only 74 percent. It could develop net incomes by 756 percent. According to the research, Kotter and Heskett (1992) saw that organizational culture was an important factor in the success and failure of the organization. The culture that focuses on adaptation has a positive effect on the financial results of the organization. The opposite organizational culture had a negative effect on financial results, but organizational behavior culture that prevents long-term financial consequences from occurring even in organizations that have quality employees. As mentioned, this encouraged inappropriate behavior and prevented appropriate strategy changes, making the organization more difficult to change because employees lacked participation. Instead, they gave importance to power according to organizational structure; change organizational culture must be supported by the leader of the organization by establishing a practical vision as a guide for change and methods that made organizational culture relevant to strong performance as follows; 1) The goals of the organization and employees must be carried out in the same way. 2) Organizational culture must motivate employees to have common behavior and values by making employees feel satisfied about the work done in organization, and 3) an organization without structure and without formal government control can motivate employees and create innovation.

Marcoulides and Heck (1993, p.209-225) conducted a research on organizational culture and organizational performance: proposals and test forms by using the LISREL Program (Linear Structure Relations). For the study of variables of organizational culture affecting the organization performance, it was found that organizational culture consisted of 5 variables including 1) organizational structure consisting of complexity, reasoning, production and service. 2) The organization's work consisted of selection, evaluation, compensation, performance, coaching, decision making and challenge. 3) The organization's values consisted of risk, safety, efficiency, professionalism, image and marketing, research and development. 4) The atmosphere in the organization consists of the role of the communication organization, cooperation, technology coordination and stress. 5) Attitudes of employees included bias, patience, and nationalism, happiness in society, bonding and participation. The dependent variables meant performances; income, share value, profit and return. It was found that

the above variables combined to the organizational structure culture which can predict performance directly and indirectly. Organization structure was related to the work of the organization and the atmosphere in the organization. Organization's values were related to the work of the organization, organizational climate and employee attitudes. Organization's work was related to employee attitudes, organizational climate and performance. The atmosphere in the organization was related to employee attitudes and performance. The attitude of employees was related to the performance.

Denison and Mishra (1995, p.204-233) conducted a research on theories of the relationship between organizational culture and effectiveness to develop the organizational culture and effectiveness model from the four organizational culture characteristics: 1) Involvement, 2) Consistency 3) Adaptability, and 4) Mission. These 4 characteristics passed examination and study by the qualitative case studies of 5 companies in order to identify the organizational culture linked to effectiveness. This also used a quantitative study to analyze the perception of the top executive (CEO) to the 4 characteristics of organizational culture by measuring both objective and subjective results from the sample of 764 organizations. It was found that 2 characteristics of organizational cultures were participation and adjustment as a measure of flexibility, openness, and responsiveness as well as being an important predictor of growth. The other two characteristics included strong culture and mission as the indicators of integration, direction, and vision, and good predictors for profitability.

Moreover, each characteristic of organizational culture could predict the significant effectiveness such as quality, employee satisfaction, and performance. The study also showed that the 4 characteristics of organizational culture were the strong indicators of subjective effectiveness, for all sample organizations, but they were the strong objective indicators for large organizations such as the return of assets and sale growth.

Kim Jean Lee and Yu (2004, p.340-359) conducted a research on organizational culture and the organization performance by using factor analysis to identify the organizational culture into 4 forms, namely innovation, team, support, and task. This studied 3 types of businesses: insurance, industry, and hospitals. It revealed that the insurance business gave importance to innovation, which was related to performance;

the growth of the insurance amount, the increased rate of insurers, but this did not affect the return on investment. Meanwhile, as for industrial businesses focused on relationship (support) of organizational culture related to profits and the return on investment. The hospital business has found that there was an organizational culture of team working which focused on the task. It was crucial to the turnover rate of employee.

CHAPTER 3

METHODOLOGY

The research on "The study of the operations of the Southern Border Provinces Administrative Center during the development strategy of the Southern Border Provinces of 2015 - 2017"; the researcher conducted the research in the following steps:

3.1 Research Design

3.2 Population

3.3 Sample

3.4 Instrument

3.5 Data Collection

3.6 Data Analysis

3.7 Data Validation

3.1 Research Design

In this research, the researcher selected the mixed-method research to obtain important information with the following important issues;

Table 3.1 Research Design 1

Issues	**Data Source**
Organization Structure	Information from documents Information from interviews 1. High-level executives 2. Operation Officers 3. External involved agencies

Issues	Data Source
Operations to reduce conflict	Information from documents Information from interviews 1. High-level executives 2. Operation Officers 3. External involved agencies Data from observations
Factors affecting operations to reduce conflict	Information from documents Information from interviews 1. High-level executives 2. Operation Officers 3. External involved agencies Data from observations

3.2 Population

In this research, the researcher selected the unit of analysis by the purposive sampling in order to obtain complete and comprehensive information to answer the research questions and research problems. So, the researcher used the data from key informants by studying information from people in the organization, including government officials, government employees, and employees of the Southern Border Provinces Administrative Center, a total of 501 people (all government officials as of February 2018).

3.3 Sample

3.3.1 Government Officials

The researcher studied information from related persons including government officials, government employees, and employees of the Southern Border Provinces Administrative Center, a total of 501 people (all government officials as of February

2018), by determining a sample of quantitative research based on the formula of Taro Yamane and Stratified Random Sampling; a total number of 412 people (81 percent of the total population of the agency) distributed according to 5 mission groups and 1 work group consisting of the Fair Mission Group, the Economic and Foreign Mission Group, the Administrative Mission Group, the Development Strategy Mission Group, the Educational Mission Group, and the Internal Audit Group. The sample group of qualitative research conducted by the purposive selection, namely the Secretary-General, Deputy Secretary-General, Director of Bureau, Division, and Center, a total of 10 people.

3.3.2 Commander

As for commander, the researcher selected the Secretary-General, Deputy Secretary-General, and Director of Bureau, in order to get to the vision or attitude about problems, conditions, obstacles of security management and the guidelines for increasing the level of success in implementing policies in the responsible areas of in the southern border provinces, a total of 10 people.

3.4 Instrument

In this research, the researcher selected the instrument for data collection by the interview form of high-level executives. The researcher distributed the questionnaire to the individual officer and the 5 mission groups. The data used in study were as follows;

1) The primary data was collected by using questionnaires and interview form which developed from the theoretical concept related research, academic documents as well as academic databases.

2) Secondary data was collected from books, academic papers, and minutes including the information searching from media.

3.5 Data Collection

The instrument used in quantitative data collection was questionnaire which developed from the theoretical concept, related research, academic documents as well as academic databases with the following components of the questionnaire as follows;

Part 1: The personal information of the respondents, such as gender, age, education, income, which is the open-ended question for selecting only 5 answers.

Part 2: The open-ended questions for measuring the level of knowledge about the structure and role of the organization for selecting only 1 answer, a total of 19 items. This utilized the cognitive measurement method, which is defined as having 1 score for the right answer and 0 points for the wrong point.

Part 3 Questions related to operations to reduce conflicts as a "Likert Scale" of a 5-level point rating for each item as follows;

Level 5	=	highest level
Level 4	=	high level
Level 3	=	moderate level
Level 2	=	small level
Level 1	=	smallest level

$$\text{Range score} = \frac{\text{Maximum score} - \text{Minimum score}}{\text{Number of Range}}$$

$$= \frac{5-1}{5}$$

$$= 0.8$$

Range score and meaning

opinion level	score level
The highest level of opinion	4.21 – 5.00 score
The high level of opinion	3.41 – 4.20 score
The moderate level of opinion	2.61 – 3.40 score
The low level of opinion	1.81 – 2.60 score
The lowest level of opinion	1.00 – 1.80 score

3.6 Data Analysis

The researcher has the following steps for data analysis;

1) The researcher used the data obtained from individual interviews and group interviews for applying the interview content to analyze.

2) The researcher used the data from questionnaires by using the SPSS statistical program (SPSS for window version 13.0) to process for the data analysis. The statistics for analysis included frequency, percentage, mean, standard deviation, analysis of variance, multiple comparison, stepwise multiple regression analysis.

3.7 Data Validation

The researcher has developed the tools and quality verification as follows;

1) The researcher proposed the draft of the questionnaire that has been verified by the thesis advisor to the 3 experts for examining the content validity. Experts considered the consistency and appropriateness of the questions with Item - Objective Congruence (IOC) as well as suggestions for improving questions. The questions that have a lower IOC value of 0.05 would be updated or eliminated (Tuanjai Ketsa, 1997, p. 18). This parts was from the analysis of opinions of experts who had knowledge, expertise or the administrative division from educational institutions.

2) The researcher utilized the questionnaire which was scrutinized and adjusted by the experts to try out with the 30 respondents resembled to the sample of government officer of the Southern Border Provinces Administrative Center. The result led to analyze the reliability of question set of each variable to test the within stationarity by the Cronbach's Alpha); the statistic for the questionnaire quality. The good reliability should value from 0.70 (Kiatsuda Srisuk, 2009, p.15).

In the section of item of questions to measure the level of knowledge, the researcher searched for the item correlation value of each question. The good questions in the knowledge test should have the item correlation value from 0.06 up (Rangsan Maneelek & Colleges, 2003, p.24). The researcher improved the questionnaire and published the complete questionnaire for collecting the data in the next step.

CHAPTER 4

RESEARCH RESULTS AND DATA ANALYSIS

The researcher has brought the data to analyze and present the research results by dividing the presentation into 4 parts which are 1 part, personal data analysis part 2, the organization structure analysis of the SBPAS part 3, the analysis of the operation SBPAS Part 4 Analysis of Factors and Problems Affecting Conflict Resolution Part 5 Ways to Reduce Conflict in Southern Border Provinces

4.1 Organization of the SBPAC

The researcher will divide the organizational structure of the Southern Border Provinces Administrative Center (SBPAC) is divided into two parts. The first phase is under the supervision of the Ministry of Interior. It will divide the structure adjustment 9 times in the year 1981. The structure divides the government department of the Southern Border Provinces Administrative Center into 6 different divisions. Including midfield, plan and project division Foreign Affairs Division Human Development Division News and Public Relations Division Division of Education and Religious Relations, 2529 B.E., has improved the organization of the Southern Border Provinces Administrative Center. Which has 6 divisions in the same division but has improved and changed internally as appropriate In 2531 B.E., the internal divisions of the Southern Border Provinces Administrative Center (SBPAC) were reduced to 4 divisions, namely the Central Division, Human Development Division, consisting of the Plan and Project Division. Division of Psychology News and Operations Year 2532, there was a reorganization of the organization.

By adding 2 more internal units, resulting in 6 units Including the midfield, human development division consisting of the plan and project division Division of the News and Psychology Operations Division of Educational Development Division of Economic Development and Career Promotion Year 2534, there was a reorganization.

By adding 1 additional internal unit, resulting in a total of 7 divisions, namely the central division, the Human Development Division, consisting of the Planning and Project Division Division of News and Psychology Operations Division of Educational Development, Economic Division, Public Relations Division Year 1994, there was a reorganization of the organization. By adding 1 additional internal unit, resulting in a total of 7 divisions, 1 office, namely the Central Division, News Department, Education Promotion Division and Department of Personnel Development Policy and Planning Division Public Relations Division, Economic Division, Office of the Coordination for Economic Development Projects Year 2540, there has been organizational restructuring again. By reducing the internal units in the other 2 departments, resulting in a total of 4 divisions, including the Central Division of Economic Development Coordination Division Social Development Coordination Division Personnel Development Division Year 1998, there was a reorganization of the organization.

By adding 2 more internal units, resulting in a total of 5 divisions, 1 office, which is the Secretariat Office Economic Development Coordination Division Social Development Coordination Division Personnel Development Division Policy and Planning Division Security Coordination Division Year 2001, there was a reorganization of the organization. There are the same internal departments, 1 office, 5 divisions, namely the Secretariat Office, Center Economic Development Coordination Division Social Development Coordination Division Personnel Development Division Policy and Planning Division Security Coordination Division

The second phase, the Southern Border Provinces Administration Act B.E. 2553, was given on 3 December 2010 and was announced for use on the 30th December B.E. 2010, which will be divided into two periods as follows. The year 2554 will be divided into 7 organizational structures. Central office Office of Policy and Planning Office of Justice Administration Office of Personnel Development Office of Social Policy Psychology Office of Educational Policy Coordination on Religion, Culture and Sports, Office of Economic and Social Development Policy Year 2014-Present There will be an organizational structure in total of 12 offices, 2 centers, 4 divisions, and 1 group which is the central administrative office. Office of Policy and Planning Office of Justice Administration Office of Personnel Development Office of Social Psychology Policy Office of Educational Policy Coordination on Religion, Culture and

Sports, Office of Economic and Social Development Policy Office of Information and Public Relations Halal Production and Business Support Office in the Southern Border Provinces Bureau of Assistance Office of Civil Society Network Coordination and Peace Resolution Office of Tourism and Sports Promotion Information and Communication Technology Center Dhamrongtham Center for Southern Border Provinces Hajj Affairs Office Foreign Affairs Division Separated from the Central Administrative Bureau, Finance Division, Building Division, Vehicle Facility Internal Audit Section (Nantadej, 2010)

From the interview Able to divide problems caused by the organizational structure of the southern border provinces administrative center can be divided into 2 problems as follows

Not enough personnel

In the current work, after the latest organizational structure adjustment in 2014, it was found that too many internal departments but the workers remained the same. Resulting in a crisis of inadequate number of personnel working Such as an interview with the director of the office / center / division / top management And the group conversation as follows

> The Central Administration Office Is the main office of the SBPAC since the original, Therefore, our personnel who come to work can come in accordance with the workforce frame. It can be seen that the various parts of the Bureau of Education There is personnel in all functions and sufficient (Director of the Central Administration, interviewed on December 17, 2017).

> If asked whether our current personnel are sufficient or not Having said that, it is not enough because the work of the Bureau is quite relevant to all parts of the organization. That is to say, before the various organizations or departments within the SBPAC to carry out the tasks of each part must pass. Office of us first, Therefore, at times in reviewing the plan Or budget, it requires a lot of people and needs someone who is highly discreet But nowadays our people are not enough Causing some to work many duties which may not be effective enough (Director of the Office of Policy and Planning, interviewed on January 21, 2017).

Group conversation Group 1

> Regarding the office/division that is more or less, it is not of any significance. But the more important thing is that when the office/division is added, it is also necessary to look at the matters of the people used to work, whether we have enough or not. In which some departments do not have work, for example, Halal Production and Business Support Office in the Southern Border Provinces Or the Bureau of Assistance At this point, the management saw that it was necessary, but once it had been established there was no worker, so it resulted in delays and relatively ineffective work (Held a conversation on December 20, 2017).

From the in-depth interview, it can be concluded that the first things that need to be considered are Analysis of what the mission of the Southern Border Provinces Administrative Center (SBPAC) is and then consider how many personnel the department will use to work. And must also analyze the potential of the personnel in the department to see what level they are in From the Civil and Commercial Code, Section 9, which has specified the tasks of the SBPAC and what they are But now there is a separate office which is not based on the stated mission Causing too many departments Causing one person to work more than they should Be Causing delays or inconveniences in certain tasks

The separated entities are internal, not legally supported. Causing when there are too many departments but the same number of people, resulting in the insufficiency of personnel and the important thing is the separated entities are internal, not legally supported. When the internal separation agency does not comply with the law As determined by the Civil Service Commission, the director of the Bureau / Division / Group / Center Didn't have a position as a senior director But only as a government official at level 8 (special expertise) Causing the personnel working in that department to not progress in their career, and most importantly, civil servants who come to work in the SBPAC in order to seek certain benefits Didn't come to work seriously When they come to work and find that they do not have their own benefits, they do not intend to work or move back. The driving force of SBPAC is now still a part of civil servants under the Ministry, not civil servants of SBPAC. Now, the CRC has to think of what to

do for the civil servants of the SBPAC to act as a driver or leader of the organization. By the time civil servants under the various ministries have moved back to the SBPAC, they will continue to drive work tasks continuously and efficiently. If the SBPP is still unable to create its own organization, it will result in the narrow view of SBPAC because of having government officials stationed in the SBPP. Giving an overview of all ministries working in the southern border provinces

The number of internal departments or organizational structure size is too large

Having the Southern Border Provinces Administrative Administration Act 2010, resulting in the Southern Border Provinces Administrative Center (SorBorTor.) Having the status equivalent to a department at the Ministry level Which has the power and duty to manage your own department Resulting in more missions Causing the management to think that it is appropriate to have an internal unit to be formed in accordance with the mission Until forgetting to consider the resources that are available within the organization especially human resource

The number of internal departments or organizational structure size is too large

Having the Southern Border Provinces Administrative Administration Act 2010, resulting in the Southern Border Provinces Administrative Center. Having the status equivalent to a department at the Ministry level Which has the power and duty to manage your own department Resulting in more missions Causing the management to think that it is appropriate to have an internal unit to be formed in accordance with the mission Until forgetting to consider the resources that are available within the organization especially human resource, However, having too many internal departments causes difficult coordination. And each department has a duplicate mission Such as an interview with the director of the office/center/ division / top management and the group conversation as follows

> The structure should be smaller and should be a Matrix structure that will lead to speed in work. We don't need a lot of bureau/divisions. But there must be a special unit in any mission other than the main task. Because some schools/divisions currently have few missions And another thing is that if we have too many offices/divisions, we will share resources in terms of personnel, budget, and various equipment, causing some schools/divisions Not enough

resources to work And can see that some missions of each bureau / division There is duplication causing confusion in the implementation of the agreed mission and who is responsible Causing excessive budget loss (Director of the Central Executive Office, interviewed on December 17, 2017).

The organization currently has too many departments. It causes delays in operations. Sometimes the work is overlapping because there is a similar mission causing the workload to push which work it will be in which responsible department. But if it combines from a small subset of the headquarters, it will be good. Because if you think that adding a new department to specify a specific mission is good But if looking at the big picture, there is an overlap in the mission (Director of the Office of Policy and Planning, interviewed on January 21, 2017).

The structure must be a structure that is flexible, small enough, not big and big. Why ask if work improves the quality of life 16 The Department is already doing treatment, suffering, and nourishing the province. We are a strategy organization from time to time and then come to point. The SBPAC must not be big, not bulky, small, but the quality and strength are 7 former schools.Removing the Bureau of Separation will make it redundant. Therefore should go back to live in the office. And used for coordination Asked if the center is like 1 office, the office provides help and heals it as 1 office. Going back to the Office of Justice Administration has reduced to 3 offices. It's small too, it's also easy to manage. Well, we don't understand. At first, from 7 to 20, other agencies have only collapsed to be smaller. But this is a job spread. If understanding the work according to strategy. It must have 2 parts structure. Which the first part is the core organization of the organization, it should not be big First, follow the main mission. See from Section 9 what it is. The second part is a separate structure to support strategy and time. Each mission can be set up in small increments, but it can take a limited amount of time. It is gone. The third part is that the force in the organization must be highly skilled. When high performance. What expertise is there to get that mission? It will correspond to Think that if the personnel of the organization is highly capable Able to receive

complete work for each subject It will respond to the problem that we have a thinking process that brings people with high performance to work, it makes the structure smaller (Director of the Office of Justice Administration interviewed on May 5, 2017).

Before becoming an Act SBPAC in 2010, we have a department Within 7 schools which have the opinion that 7 schools are sufficient Which the divisions that divide out may not have much need, For example, Office of Tourism and Sports Promotion Previously included with the Bureau of Education Which has the same name as The Bureau of Promotion of the Coordination of Education, Religion, Culture, Sports, but when it seems that sports should be improved, there is a separate school.But we have an opinion that if there were only 7 offices, the mission would still be able to move because at the moment the office would be set up separately, the director would not have a level C 9, a level 8 would be equivalent to a leader. part, Therefore, we have to look at the suitability, do not stick to the need to have different bureau according to the new mission according to the Act but to see the other suitability as well “(Director of the Office of Coordination Policy Study Religion, Culture, Interview on 23 August 2017).

The CRC has to have a look at the mission of its own department in Article 9 of the Act. And must have a structure in response to the agency's mission Therefore, the current structure is too large and large, which makes it difficult to work. We just want to have people who work and really understand that job. Therefore, the organizational structure should not be very big But having representatives from all ministries And able to apply policies from various ministries to adapt to the area So that we can look at the overall development in all aspects Which leads to the success of the organization's mission and the number of people doesn't have to be large By looking at the responsibilities of the various jobs that are responsible for that job “(Director of the Bureau of Economic and Social Development Policy, interview on 5 August 2016).

The current structure Originally, there were 7 schools added to 20 schools. It has both advantages and disadvantages. Is the structure here. If there is a lot of time to manage unity, complexity happens But the advantage is that in commanding it is narrower and allows for more efficient and effective management Viewed that if it shouldn't be expanded But if there are still 3 or 4 more ways to collapse, by the way, we have to look at the Article 9 of the Civil and Commercial Code Act (Director of the Civil Society and Network Coordination Office Resolving conflicts by peaceful means, interview on 21 January 2017)

I want the SBPAC to be an ordered structure. As you know, there are only 7 offices that are actually organized at the beginning. Which if we have a legal organization structure. It will result in various divisions in the Bureau having a clear personnel rate framework. This will result in the mission to drive more efficiently (Finance Division Director, Interview on 20 February 2017).

There are too many 20 agencies/divisions. We are able to dissolve similar organizations together. For example, the Hajj Affairs Division was previously with the Bureau of Educational Policy, Religion, and Culture, which will be in the religion section, whose main work will have only one mission. If it collapses, it can be returned to the Bureau of Educational Policy. Ideally, Another office is The Halal Production and Business Support Office in the southern border provinces should also return to the Bureau of Economic and Social Development Coordination. Due to the duplication of missions, The Bureau of Critical Care should go back to the Bureau of Justice. Because the mission of the Bureau of Assistance has only one mission which is In order to come to help with the last remedy, the SBPAC has to clearly frame its own framework so that what we will do must be unique to the province. We must have a goal that is unified in all parts (Director of the Foreign Affairs Division, interviewed on 5 May 2017).

Top management of the Southern Border Provinces Administrative Center The separate bureau/division may have some parts to be returned to the original bureau:

Actually, CRC is an agency that has a secretariat with a civil service level. C 11 The head of an equivalent government ministry. Being an office is actually equivalent to being a department/division. Therefore, perhaps there may not be more offices but may need to be re-organized. But if necessary, will expand according to the legal duties. And think that in the future, will use the powers and duties of the law as important in the structure and Each mission has to be in accordance with the rules and regulations that will support that power in order to move into a clearer image. CRC is a work that has to be integrated with government development. There are areas or departments that work in this area. Therefore, CRC has to adjust work that will not overlap with the agencies doing. Therefore, CRC, in addition to working according to one's own mission, will have to go to support other tasks, development, but we can choose to do work with 3 types of tasks.The first type is newly initiated work. There is no work unit yet. Once we have initiated and we see that the work matches the mission of any department, we will transfer that mission to the relevant department. The second type is the mission. To add, that is, we are going to add to the agency that is doing one side of the mission but they still lack the resources in order to achieve that mission. The third form is the mission of more than 1 agency. The CRC will be the coordinating agency between the agencies that carry out the mission.

Group conversation Group 1

> The problem is that too many internal departments. There should be a downgrade of the office/division, as I have already said that our workers do not have enough to have some offices/divisions go back to their original offices. And using internal coordination would be better. Because some schools have only one mission, so there is no need to separate themselves (held a conversation on December 20, 2017).

Group conversation group 2

If it was in the past, there were not many SBPs in the budget. We only got 300 million. The amount of management work is not many. It is suitable for the 7 offices that we have started. But now we can see that we have departments under the umbrella of Many CRCs Therefore, spreading it out is not a bad thing. At this time, the budget

of SMC becomes 2,000 million once he can't think of the same thing Because our work has more Now our target audience is wide. We have more networks. Therefore, traditional operations cannot be responded to. Therefore, the structure must now not return to the 7 offices. But it does not mean that there must be 20 offices/divisions, which may be dissolved with redundant divisions with the head office. Internally because we have to work in accordance with government policies as well (held a discussion on 25 December 2017)

From the interview, it may be concluded that At present, the internal structure of the SBES is too many. This may be because the management views that separation can drive the mission more flexibly. Due to the increasing number of SBPAC's missions, however, when it makes legal internal divisions separate, it will be difficult. In addition, the structure if there is a bureau/division/group/center A lot of time managing unity, the complexity that happens And sometimes the work is overlapping because there is a similar mission causing the workload to push which work is the responsible department If looking at the addition of new departments to be specific to a specific mission, it's good. But if looking at the big picture, then there is an overlap of the mission carried out For example the establishment of the aid office came in 2010. Since there is a lot of unrest, many affected people have a need to have an office to support the mission. But nowadays there are fewer events the mission of the Bureau of Assistance is to support and improve the quality of life. Which will overlap with the workload of the Bureau of Economic and Social Development Policy (which is the 7 original mission groups of the SBPAC) or the Hajj Affairs Division will have only a heavy workload A period of time Therefore should not be separated from the original school, Therefore, if at the Bureau / Division / Group / Center intersection And those agencies that the strength is appropriate But if the separation is not strong, go back to consolidate, but create a stronger work process is better than it is

Therefore, the current structure may be too large and large to make the work difficult. Therefore should have personnel who work and truly understand that job. Therefore, the organization structure should not be very big But having representatives from all ministries and able to apply policies from various ministries to adapt to the area In order to look at the overall picture of all aspects of development which leads to the success of the organization's mission

4.1.1 Organization Structure Analysis of the SBPAC

From Table 4.1 The division of work done Is the presentation of the analysis of the organization structure data, found that overall, the importance of the data of the division of work is done at a high level Which has an average value of 3.62 and the standard deviation of 0.85. It was found that personnel assigned importance to the SBPAC's job positions was clearly divided into writing. With the highest mean of 3.92, the standard deviation of 0.73, followed by the SBU personnel who were responsible for their positions. With an average of 3.71 standard deviations equal to 0.89, followed by the personnel of the SBPAC able to practice Systematic work With the mean value of 3.52, the standard deviation of 0.84.It is divided into various departments by considering the knowledge and ability of each person The lowest mean is 3.35, the standard deviation is 0.84.

Table 4.1 The Division of Work Together 1

The division of work together, do	$\bar{X}$	SD	Priority level
1. The SBPAC's job positions are clearly divided in writing	3.92	0.73	High
2. SBAC personnel can practice Systematic work	3.52	0.84	High
3. SBPAC personnel is divided into various departments. By considering knowledge The ability of each person	3.35	0.97	Moderate
4. SBPAC personnel has a responsibility to their jobs in	3.71	0.89	High
Total	**3.62**	**0.85**	**High**

From Table 4.1, the chain of command is a presentation of the analysis of the organizational structure, it is found that the overall picture of the chain of command is at a high level Which has an average value of 3.76 and the standard deviation of 0.86. It was found that personnel assigned importance to SBPAC's chain of command was clear and appropriate. Had the highest mean of 3.89, a standard deviation of 0.84, followed by the internal command of the SBPAC. Must be approved by many positions. The average value is 3.85 standard deviations equal to 0.89, followed by the personnel of the SBPAC. Reporting performance to supervisors regularly. With an average of 3.81 and a standard deviation of 0.79. As for the SBPAC personnel, it was only ordered by their superiors the lowest mean is 3.49, the standard deviation is 0.93.

Table 4.2 Line of Command

Line of command	$\bar{X}$	SD	Priority level
1. The subordinate command line of the SBPC is clear, appropriate	3.89	0.84	High
2. SBAC personnel have reported operational results to their supervisors. Regularly	3.81	0.79	High
3. The SBPAC internal orders must be approved by many levels of positions	3.85	0.89	High
4. SBPAC personnel receive orders from their superiors only	3.49	0.93	High
Total	**3.76**	**0.86**	**High**

From Table 4.2 Official and Regulations is a presentation of the analysis of official information and regulations, it is found that, in general, the importance of official information and regulations at a high level which has an average value of 3.64 and the standard deviation of 0.83. It was found that the personnel gave importance to the SBPAC. There is a clear rule of operation. With the highest mean equal to 3.73 and the standard deviation of 0.83. Next is the issue of SBPAC. There is a notification of operational regulations to personnel. With an average of 3.70 and a standard deviation of 0.77, followed by the SBU personnel who strictly comply with regulations set by the department in their operations. The average value is 3.57, the standard deviation is 0.81, and SBPAC has a clear penalty for personnel. If there is a disciplinary offense with an average of 3.57 and the standard deviation of 0.92

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Table 4.3 Official and Rules

Official and rules	$\bar{X}$	SD	Priority level
1. SBPAC has specified operational rules	3.73	0.83	High
2. SBPAC has informed the personnel of the rules and regulations	3.70	0.77	High
3. SBPAC personnel strictly abide by the regulations set by the department	3.57	0.81	High
4. SBPAC specifies penalties to personnel If there is a disciplinary offense	3.57	0.92	High
Overall	**3.64**	**0.83**	**High**

From Table 4.3, centralization is a presentation of the analysis of the organizational structure data, it is found that the overall picture of the centralization data is at a high level which has an average value of 3.70 and a standard deviation of 0.92. Found that personnel give importance to decision-making issues in the work of The SBPAC depends solely on the supervisor. Had the highest mean value of 3.57 the standard deviation equal to 0.97, followed by the various command of the SBPAC directly to the highest commander. With an average of 3.75 and a standard deviation of 0.98, followed by supervisors with directness in decision making and commanding. The average deviation is 3.77, the standard deviation is 0.92, while the SBP personnel can work closely with the high-level supervisors, the lowest mean is 3.72, the standard deviation is 0.81.

Table 4.4 Gathering Power

Gathering power	$\bar{X}$	SD	Priority level
1. Decision making of The SBPAC depends on the single supervisor	3.57	0.97	High
2. The orders of SBPAC directly to the highest supervisor alone	3.75	0.98	High
3. The supervisor is more accurate in decision making and commanding	3.77	0.92	High
4. SBPAC personnel can work closely with high level supervisors	3.72	0.81	High
Overall	**3.70**	**0.92**	**High**

From Table 4.4, Decentralization Is the presentation of the analysis of the organization structure data, found that overall, the importance of decentralization data at a high level which has an average value of 3.63 and the standard deviation of 0.84. Found that personnel give importance to the supervisor of the SBPAC Allowing internal personnel to participate in management With the highest mean of 3.70, the standard deviation of 0.78, followed by the SBU personnel who can make decisions in various activities Of the agency freely The average value is 3.51, the standard deviation is 0.87, while the supervisor of the SBPAC accepts various opinions of the personnel with the lowest mean, the mean is 3.60, the standard deviation is 0.89.

Table 4.5 Power Distribution

Power Distribution	$\bar{X}$	SD	Priority level
1. SBF supervisors provide opportunities for internal personnel to participate in management	3.70	0.78	High
2. SBAC personnel can make decisions in various activities. Freely of the agency	3.51	0.87	High
3. The SBPAC supervisors accept the opinions of personnel	3.69	0.89	High
Overall	**3.63**	**0.84**	**High**

From which the researcher has entered the observation area (Observation) and findings from data collection, it was found that the guidelines for organizational structure adjustment for the development of the SBPAC which came from the results of the analysis The guidelines for organizational structure change for improving the performance of the SBPAC are summarized in each of the following variables: division of work and expertise, according to the interviewee's opinion that at present The SBPAC organizational structure is divided into sub-sections. Bureau of the Division or Center in large numbers, SBPAC should design the structure Organizations that are based on the ability to recruit personnel. To work following the office, division or center that is concise, such as having to reduce affiliations to around 4-5 schools and then select Personnel who have specific skills following the mission to work in the divisions or centers that have been divided. This is still not in line with organizational theory with the important principles of organization there should be a clear objective Authority and responsibility the responsibility of the supervisor. Coordination. The main work of a specific job. And unity in command regarding the chain of command, the interviewee found that the southern border provinces are different. From other areas that are diverse in identity, culture, language, and religion, resulting in a complex work combined with an increased workload, SBPAC mainly focuses on being a coordinator. Official and regulations The interviewees agreed that SBPAC is a special unit that has a role Of

being a government organization In which government officials and civil servants are responsible for the various tasks in strict accordance with the rules and regulations specified Considering the SBESC's work to be an important part of the work that involves a large number of people or service recipients, the department still has to maintain the rules, regulations, and formalities. Centralization the interviewees believed that the SBPAC has an integrated organizational structure. Sometimes that power Although it is a style that suits some Whatever situation But the results of the consolidation of power are mostly Negative, for example, causing the system to be delayed, lacking flexibility in the problem-solving process And may not cover Decentralization Interviewee There is an opinion that SBPU should be based on the principle of decentralization In driving operations For a quick, agile and effective response to the goal attainment. The key to success is based on the integration of all parts at the same time. It is like a backlash, a harmonized working mechanism, consistent with the concept of Everds (1980) and Wolfgang (1982), which states that the structure of the agency that implements the policy will have a big impact. To the success or failure of that policy

4.2 Analysis of Operations and Factors that Contribute to the Success of Operations

From Table 4.6, the economy is a presentation of the analysis of operational data to reduce conflicts, it is found that the overall picture of economic data is at a high level which has an average value of 3.98 and the standard deviation of 0.73. It was found that the personnel gave importance to the SBPAC. Able to promote the creation of a career for the people to have income with the highest mean of 4.00, the standard deviation of 0.72, followed by the SBPAC. Can promote and support the organization. The village committee, the temple, and the mosque are organizations to improve the quality of life for people in the area. With an average of 3.96 and a standard deviation of 0.75.

Table 4.6 Economic

Economic	$\bar{X}$	**SD**	**Priority Level**
1. The SBP can promote the career development of the people to earn	4.00	0.72	High
2. SBAC can promote and support the organization Village committees, temples and mosques are organizations that improve the quality of life of people in the area of	3.96	0.75	High
Overall	**3.98**	**0.73**	**High**

From Table 4.6 in Politics, it is the presentation of the analysis of the operations to reduce the conflicts. Which has a mean value of 3.90 and a standard deviation of 0.79 It was found that the personnel gave importance to the SBPAC. Able to promote the people in all sectors Participate in problem-solving in the southern border provinces. With the highest average equal to 3.94 The standard deviation of 0.75, followed by the SBPAC. Can give people with ideas and different beliefs can coexist with an average of 3.92, the standard deviation of 0.83. Able to create areas with suitable environments and is conducive to discussions with different observers. The lowest mean is 3.85 The standard deviation of 0.79.

Table 4.7 Political

Political	$\bar{X}$	**SD**	**Priority Level**
1. SBPAC can promote citizens in all sectors to participate in solving the southern border provinces' problems	3.94	0.75	High
2. SBAC can give people with ideas And different beliefs can coexist	3.92	0.83	High
3. SBPAC can create an area with suitable environment And is conducive to conversations of different viewers	3.85	0.79	High
Overall	**3.90**	**0.79**	**High**

Table 4.7 Social Performance is a presentation of the analysis of operational data to reduce conflicts. It is found that, in general, the importance of social data at a high level Which has an average value of 3.95 and a standard deviation of 0.77. It was found that the personnel gave importance to the SBPAC.SBPAC can support Muslims to participate in SBPP activities thoroughly. And sufficient level in with the highest mean of 4.01, the standard deviation of 0.76, followed by the SBPAC. Able to understand better between local people and government officials Go smoothly with an average of 3.89 and the standard deviation of 0.80 As for the issue of SBPAC. There are public relations information/news/activities of the SBC. Appropriate and beneficial to people in the area. The lowest mean is 3.97 standard deviations of 0.77.

Table 4.8 Social

Social	$\bar{X}$	**SD**	**Priority Level**
1. SBPAC can support Muslims to participate in the SBP activities thoroughly. And sufficient level in	4.01	0.76	High
2. SBPAC can understand better between local people and government officials. Go smoothly	3.89	0.80	High
3. SBPAC has proper public relations of information/news/activities of SBPAC and is very beneficial to the people in the area	3.97	0.77	High
Overall	**3.95**	**0.77**	**High**

Table 4.8, Military is a presentation on the analysis of operational data to reduce conflicts. It is found that the overall picture of military information is at a high level Which has an average value of 3.60 and a standard deviation of 0.94. It was found that the personnel gave importance to the SBPAC. Able to protect the safety of people in the area with the highest mean equal to 3.41, the standard deviation of 0.99 Next is the issue of SBPAC. Able to participate in building safety and preventing incidents in the area, with an average of 3.68, a standard deviation of 0.93. Able to promote and support strong security measures from incidents. The lowest mean is 3.72, the standard deviation is 0.92.

Table 4.9 Military Side

Military Side	$\bar{X}$	SD	Priority Level
1. SBPAC can protect the safety of people in the area	3.41	0.99	High
2. SBAC can participate in creating safety and preventing incidents in the area	3.68	0.92	High
3. SBPAC can promote and support strong security measures from the incident	3.72	0.92	High
Overall	**3.60**	**0.94**	**High**

Table 4.9, Foreign Affairs provides an analysis of the operational data to reduce conflicts, and overall, foreign data is important. At a high level Which has a mean value of 3.86 and a standard deviation of 0.75. It was found that the personnel gave importance to the CRC. There is a good relationship with neighboring countries. With the highest mean of 3.95, the standard deviation of 0.72, followed by the CRC. Has been well-coordinated and assisted in foreign affairs with a mean value of 3.92, the standard deviation of 0.74. It can promote the development of the use of Thai, English, Malay and other Arabic languages for people in the area. The lowest mean is 3.86 and the standard deviation is 0.75.

Table 4.10 Foreign Affairs

Foreign Affairs	$\bar{X}$	**SD**	**Priority Level**
1. SBPAC has good relations with neighboring countries	3.95	0.72	High
2. SBPAC is well-coordinated and assisted in foreign affairs	3.92	0.74	High
3. SBPAC can promote the development of Thai, English, Malay and other Arabic languages for the people in the area	3.73	0.81	High
Overall	**3.86**	**0.75**	**High**

Table 4.10, Science Technology and Environment Is a presentation of the analysis of operational data to reduce conflicts. It is found that, in general, the importance of scientific data High level of technology and environment, with an average of 3.80 and a standard deviation of 0.80. It was found that the personnel gave importance to the SBPAC. Able to bring enough technology into the work such as telephone, satellite, and internet with the highest mean of 3.80, the standard deviation of 0.80, followed by the SBPAC. Can use technology such as phones, applications for work or communication to reduce step by step and save a lot of time with an average of 3.81 and the standard deviation of 0.81.

Table 4.11 Science Technology and the E

Science Technology and the Environment	$\bar{X}$	SD	Priority Level
1. SBPAC can bring enough technology to participate in work such as telephone, satellite and internet	3.80	0.80	High
2. SBPAC can use technology such as phones, applications for work or communication. To reduce step by step, save a lot of time	3.81	0.81	High
Overall	**3.80**	**0.80**	**High**

4.3 Effects on the Implementation of the Strategy for the Development of the Southern Border Provinces 2015-2017

4.3.1 Economic

Economic and social development based on the potential of the area and the development of the quality of life of people to have a good life is a society of sharing to reduce inequality Is an urgent policy of the government that has been continuously driven by the SBU. By creating participation of government, people, private sector, civil society Along the civil state line And guidelines for project development which is the first time In the integration of citizens - states Develop the economy of the southern border provinces with concrete To generate income and local employment By participation from all sectors, leading to income distribution in the area, reducing inequality and increasing areas. More safe with operations as follows

Supporting graduates volunteering for community economic development and reducing unemployment. By selecting unemployed graduates Undergraduate education with volunteer mind Wishing to work in his own home country From the families that are affected, are poor or underprivileged families that are endorsed by the 4 pillars of the village With the method of hiring service And proceeding to hire 1 volunteer from each village In the target area of 2,249 villages in Narathiwat, Pattani, Yala, Satun and

4 districts of Songkhla Province (Chana Thepha Nathawi and Saba Yoi District) to assist people in collaborating with the government in providing services to improve and solve problems in the village area and development. Potential of graduates to be new leaders

Performed under the framework of the concept volunteer graduates: leaders of change. Besides, it also creates jobs for people in the area and enhances the participation of people in the area to solve problems in their area. The result is the strengthening of the village. /district Build people's trust in the state, and ultimately, the people will have a better quality of life

Project to establish a career group and participation of civil society networks Agricultural integration progressing on the highway (Smart Farm) implemented in wasteland agriculture. And has not been used for a long time to revive the cultivation In both the original cultivation And to increase agriculture through the planting of vegetables that are used in everyday life To reduce expenses generate income together with the landscape of abandoned farmland. Useless land leading to the recovery of the ground for agriculture And create love and unity of the people By introducing the royal initiative His Majesty the King on 3 types of afforestation and 4 benefits and the royal command Queen Sirikit His Majesty the Queen's story “People coexist with the forest sustainably” as the main way of driving the project.

Career promotion and economic stimulation project by displaying and selling products of the southern border Delivered to fairs in all regions, including leading department stores in Bangkok and other districts such as career development and agricultural incomes and more. Operated in 3 southern border provinces and 4 districts in Songkhla (Chana Thephanat and Saba You districts) and the surrounding areas of the Budo-Su-Ngai Padi National Park. (Covering an area of 9 districts, 25 sub-districts, 89 villages in the 3 southern border provinces)Supporting vocational training, the Royal Training Center in the southern border provinces, as supported by the Rajaprachanukroh Foundation under the royal patronage of the Parliament together with the Army. Royal Vocational Training Center Building for the Southern Border Provinces for Rajaprachanukroh School 39 (Narathiwat Province), Ratchapraranukroh School 40 (Pattani Province) and Ratchapraranukroh School 41 (Yala Province) by the Rajprachanukroh Foundation In the royal patronage Supported all professional training

budgets And assigned the SBPAC to continuously promote vocational training to the people in the area, so the SBPAC has established a vocational training support program for the southern border provinces. Intending to promote and support vocational training to the people in the southern border provinces and is a remedy and support for the people in the area affected by the unrest to be able to make a career and continuing the professional training Promote and develop skills in sports and tourism. To promote and develop sports skills for children, youth and people in the southern border provinces to excellence in sports at the national level. Support Sports activities for clubs, sports associations, educational institutions, government agencies Private in the southern border provinces and Promote sport Exercise Is to promote health Reduce drug problems Including activities Recreation Will encourage children, youths to receive development according to age Create learning and forgiveness, will strengthen love, unity, reconciliation, and peace in the southern border provinces. Such as a training workshop for youth futsal skill development in the southern border provinces Public relations of tourist attractions in the southern border provinces Music Skill Training Workshop for educational institution personnel in the southern border provinces, in which all activities received more positive feedback respectively.

4.3.2 Social

As the government attaches importance to creating a harmonious society Reconciliation with friends and family. Including creating standards of morality and ethics of society for all sectors, the SBPAC has implemented such policies to solve problems and develop the southern border provinces by collaborating with the ISOC Region 4 Office. strategic Collaboration following the civil state plan to create peace By integrating the work of all network partners in the area Space to get involved To build a moral family Creating peace and developing a network of religious leaders Local government organization Muslim civil servants Network of village headman, village headman, and educational institution network Took part in solving problems and developing the southern border provinces By focusing on morality and governance, increasing efficiency and driving the policy

Also, SBPAC has conducted public relations. Building understanding for the people In the village level area By using radio, television and various volunteer networks For the people to understand their will Of the government that focuses on the process of peace talks Avoiding violence And the person causing the person to appear Report to live with the family warmly by promoting careers. And improve the quality of life for those who are not confident. In safety, a residential area was prepared with an occupation in the area provided. To show the sincerity of the government. In helping all groups of people Which are Thai together in peace. 1. Measures to strengthen the moral family. 1) Consideration to help repair the deteriorated housing. Damaged, unable to live normally.2) Assistance to consumer goods, things that are essential to the livelihood of those who have little self-help. 3) Assisting to procure tools, appliances, or professional equipment to increase income for the family. 4) Other assistance. That the village committee considered deems it appropriate and necessary 2. Measures for prevention, surveillance Build safety and strengthen villages / sub-districts Providing a safe and secure area 1) Improve the repair of checkpoints in the security of villages / sub-districts in the risk areas. 2) Support the operation of village / sub-district protection sets. (Chor. Kor. Or Kor. Kor.) In the part that is needed to perform the work. Conducting rehearsals, encountering plans, etc. 3) Supporting tactical review to ensure operational readiness Security Village / District With the strategic plan of the task force number 2 This is done in the target area of 282 sub-districts (1,990 villages) in all districts of Narathiwat, Pattani, Yala, and 4 districts of Songkhla province (Chana Thephathat and Saba You) with the summary of the results. Operates as follows

Assisting the repair materials of a dilapidated residence Damaged, unable to live in the 3 southern border provinces and 4 districts (Chana Thepha Nathawi and Saba You) separated into Narathiwat Province, consisting of 205 houses/household Pattani Province, amount 344 houses/households, Yala Province amount 149 houses/households, Songkhla Province amount 179 houses/households, total 873 houses/household Helping to consume consumables necessary for living. Narathiwat Province, 48 activities, Pattani Province, 46 activities, Yala Province, 14 activities, Songkhla Province, 21 activities, totaling 21 activities, a total of 129 activities. Assisting to procure tools, appliances, or professional equipment to increase income for the family. Narathiwat Province 9 activities, Pattani Province 33 activities, Yala

Province 8 activities, Songkhla Province 3 activities total of 53 activities to improve the repair of checkpoints in the village / sub-district security in risk areas. Narathiwat Province, 30 activities, Pattani Province, 48 activities, Yala Province, 17 activities, Songkhla Province, 5 activities, Songkhla Province, total 5 activities, a total of 100 activities. Support the operation of Village Protection Kits. Performing rehearsals for coping plans Tactical review, a total of 148 activities. Other activities Such as community village meeting activities Scholarship activity for students Buddhist activities and others, a total of 183 activities, activities to help repair damaged housing that has deteriorated Damaged and unable to live, creating a lot of heart to the people It can be seen from the fact that people who have helped the organization have returned to report clues or become more volunteers.

4.3.3 Religious

The SBPAC has supported the project and subsidized the Islamic organizations in the southern border provinces as follows: promote and support the roles of the Islamic Committee of the Southern Border Provinces and religious leaders in mosques in the 5 southern border provinces. It is a prestigious organization The people in the community give confidence, faith, and respect, as well as trust in leading the community, society, province. The southern border to create peace by bringing religious principles to be managed with the people in the community. And mosques efficiently following local communities

Build mechanisms to drive the development of southern border provinces using religious and cultural dimensions following the needs of the community and build trust with government agencies. Society in the southern border provinces for peace

The project to promote good people to have merit to perform Hajj in Saudi Arabia. Implementation of the mission under the Southern Border Provinces Administration 2010 B.E. 2553 Section 9 (11) on the authority of the SBPAC is to promote Support, facilitate and solve problems for Thai people in the province. Southern border traveling performed a Hajj ceremony in Saudi Arabia

Supporting the Umrah ceremony for the SBPAT network organized a support project. Performing the Umrah ceremony for the network CRC to strengthen morale.

Strengthen relationships Experience and build a positive attitude for Thai Muslims who are working in the government network by going to perform an Umrah ceremony in Saudi Arabia Target group of people in the southern border provinces (Pattani, Yala, Narathiwat, Songkhla, and Satun

4.3.4 Education

Education is the future of developing and solving problems in the southern border provinces. In the long run, SBPAC has an important policy to develop education quality that is consistent with local people following government policies and in cooperation with government agencies and private organizations. People have expanded educational opportunities for students in the area to provide knowledge on moral principles and to achieve academic performance following national standards. Also promoting religious activities Art and culture equally, not discriminating For peaceful coexistence Morality, unity, reconciliation Under the multicultural society of the southern border provinces, including the promotion of rights and freedom to students Students in educational institutions in the 3 southern border provinces By the participation process Brainstorm Exchange for 15 students, 1,500 institutions, resulting in students receiving knowledge and understanding.Regarding the principles of basic rights and freedom and the role of the administrative center of the southern border provinces Is the driving force of culture (Power of Culture) comes from social capital (Social Capital), which is from students, youth, causing intellectuals Can be a mouthpiece for disseminating knowledge to society or home communities It also creates trust between government officials and people. To expand the target audience in the future

Educational promotion project in 90 target schools according to the school development plan (Enhance understanding of target educational institutions In the risk areas as according to the objectives of the ISOC Region 4 Office) to develop physical dimensions of the school, such as the construction of sanitation systems within the school Improvement of accommodation, pedestrian paths, or electrical systems within the school Improve the quality of education of students, teachers - Ustaz and enhance Enhance understanding of school administrators. School board And communities to

have an understanding of the policy “civil state together” and the policy of the Secretariat of the SBP. “Promote the creation of a family of virtuous faith” and support physical development for schools. Targeting group of 90 locations in 3 southern border provinces and Songkhla provinces in 4 districts

Project to increase educational opportunities and lifelong learning in the southern border provinces Such as the development of the quality of the royal school, HRH Princess Maha Chakri Sirindhorn 111 Rajamangala Institute of Technology to solve malnutrition problems Thai literacy to lead to improvement in achievement Educational and free from malnutrition Strengthening 108 educational opportunity expansion schools in the southern border provinces To upgrade the academic achievement of students School potential development And physical development of the school by integrating with relevant agencies to be in line with the needs of the community and creating confidence for the public to be confident in the state's educational institutions with potential

The virtuous family truth in peace in the moral school To encourage students, families to have knowledge, understanding, and to raise awareness about morality, ethics, immunity and drug abuse, and to realize the impact of the unrest on people's way of life according to the collaboration of the public state plan. Ruamjai build Santisuk district With the Moral Faithful Peace Project Under the drug-free conditions, there is no volunteer spirit to cause problems to the society such as Peace Scouts in the southern border provinces and Hajj Volunteer Scouts to facilitate the people in the area to perform the Hajj ceremony. Strengthening the capacity of 22 Islamic mosque education centers (Tadika), promoting both formal and informal education. Promote scholarships Study abroad more than 144 scholarships.

4.3.5 Security

According to the government policy to solve the problems in the southern border provinces that focus on solving the problems by peaceful means and equal law enforcement. SBPAC has implemented public relations. Building understanding for the people In the village level area By using radio, television and various volunteer networks For the people to understand their will Of the government that focuses on the

process of peace talks Avoiding violence And the person causing the person to appear Report to live with the family warmly by promoting careers. And improve the quality of life for those who are not confident. In safety, a residential area was prepared with an occupation in the area provided. To show the sincerity of the government. In helping all groups of people who are Thai people living together in peace To support the security work by Establish Thai National Defense Volunteers (NHSO.) To help maintain safety in 7 urban areas, 5 major cities, strengthen and strengthen safety and strengthening villages / sub-districts. (Santitham sub-district) by supporting materials. The equipment in the checkpoint of the village / sub-district protection set (Chor. Kor. Kor.). Rehearsal of the disaster plan covering 1,970 villages, 282 sub-districts, including development and strengthening in 238 risk communities by installing and Improve the prevention of disasters such as Cctv system Siren alarm system As well as improving the quality of life for those who receive treatment And rehabilitation of 1,000 drug addicts who work in an integrated network with the District Operations Center (EESC) that integrates 3 divisions (military, civilian police) to enable the prevention and reduction of Over reason Public confidence In safety, build confidence for entrepreneurs. Tourist and the people in the area are increasing.

As of Narathiwat Province Narathiwat Sungai Kolok City And the city of Bai Bai Pattani Province Pattani city area Khok Pho City Na Pradu And Taliban city, Yala province, Yala city area and Betong city, Songkhla province, Area of the strengthening of 966 Thai members of the National Defense Volunteers (NHSO), in order to support the civil sector and increase capacity in the form of rescue-rescue volunteers. To help the victims of Security and disaster Strengthen safety and strength in urban areas for confidence in staying Together peacefully by performing in the Hat Yai area and Sadao.

Training to review Thai members of the National Defense Volunteer 2 times/year in accordance with the NACC's curriculum by inviting military officers, police, government officials and other experts. Related science So that the provinces/districts, especially the OECD, can integrate the people's sector force Support duties to maintain order In the main economic zones, urban areas of 12 major cities with efficiency. From the practice of reviewing members The NHSO, which is responsible for protecting urban areas, can increase efficiency in operations. The duty is to build confidence in the people in the area as well as to encourage the people to

participate in Prevent and resolve unrest in 5 main cities and 7 additional cities so they can be resolved quickly

Development and strengthening 282 risk communities, as the government has the policy to solve problems and develop southern border provinces. By requiring development and strengthening of vulnerable communities is one way to solve the problems in the southern border provinces and requires the SBPAC to be responsible for the development and strengthening of the above risk communities for concrete results. And eventually, lead to problems solving and development in the southern border provinces which the project SorBorChor has cooperated with the Internal Security Operations Command Region 4 Office to survey the target areas of the community at risk and have the PSC install the equipment and improve the disaster prevention system according to the community's alternative activities. And at-risk communities have at least 1 security measure beyond the target there are 318 communities at risk. Which lists according to alternative activities Proceed to install the equipment and alarm systems, equipment purchase Set up checkpoint, set up CCTV system, CCTV Install solar-lighting lamps, improve public utility And proceed in sequence as follows: clarify, create understanding about budget support, procurement of goods according to the project, along with budget support for the Or Sor Kor. under And techniques for creating an environment that is conducive to the peace talks process in the province

The southern border, use of materials and financial support to expand the understanding. In the target villages of at-risk communities, 318 communities, 31 districts, Amphur Aor District, together with Snatch numbers in the area Along with risky community leaders Expand results, create understanding Policy to solve problems and develop southern border provinces And creating an environment that is conducive to the peace talks process in the southern border provinces, using various materials to prevent the occurrence and the encounter in the target villages of risk communities in 318 communities, 31 districts, following up, visiting, developing relationships and making friends with people living in risk communities The Hotline 1880 is a good place to receive complaints and help from petitioners. In order to provide initial assistance and carry out further assistance

4.3.6 Human Rights and Foreign Affairs

Problem solving and development of southern border provinces According to the government policy, the NCPO focuses on peaceful solutions to avoid violence. By allowing the public to participate in solving problems, SBPAC has urged to communicate with a good understanding both at home and abroad to see that the state is enforcing laws equally. Respect for human rights and helping people with sincerity Through all forms of media Including explanations to create understanding Correct to the people By a public relations network to the village and sub-district level as well as clarification and understanding To foreign countries in the international seminar stage About the right facts To coordinate good relations in ASEAN and the Muslim world

Encourage Muslim inmates to practice religious principles according to Islamic principles by supporting the practice Religious activity in Ramadan As a result, Muslim inmates are able to practice religious principles. Complete Create good feelings for inmates. Including relatives of these people have a good attitude to government agencies the state and creating an environment that is conducive to solutions to problems in the southern border provinces with peaceful means and organized various activities, such as the Azure activity to strengthen relationships with 1,239 prison inmates and the love of family inmates in the southern border provinces. On Father's Day, 5 December 2015

Communication creates a good understanding both at home and abroad. And human rights matters it's a policy-oriented approach. The government's initiative that the SBPAC focuses on is communication for peace. By creating a good understanding for the people both at home and abroad through all forms of media that the state solved the problem peacefully. Avoid violence in people in the area. Need peace can follow the news and public relations via the SBPAC website www.sbpac.go.th Produce radio, create understanding and reconciliation, broadcast 24 hours through FM 95.50 MHz and produce television media. Accelerate bringing peace to the southern border according to 9 government policies, strengthening relations and understanding with foreign countries. (Neighboring countries and the Muslim world) 1) Meeting of the Bilateral Cooperation between Thailand-Malaysia 2) Preparatory meeting for the Thai-Malaysia border management working group 3) Universal periodic review preparation

meeting for the sub-group on the situation in the southern border provinces 4) Meet the government guidelines for international organizations (IGOs) and non-governmental organizations (NGOs) 5) Meeting of the Thai-Malaysian Border Management Working Group 6) Meeting of the Thai-Malaysian Border Management Working Group 7) Meeting with the United Nations Children's Fund Organization Thailand Comments 8) Consultation with the Secretary-General of the Islamic Cooperation Agency (OIC) 9) National Consultation Workshop to prepare for the UNDP 10) Listening to a briefing from representatives of the Geneva Call Organization 11) Joint Meeting of the Thai-US Joint Commission 12) Attend a meeting of the Subcommittee to Drive Government Directions to International Organizations IGOS and NGOs. Related to the southern border provinces 13) Regional seminar on monitoring of violence data collection and participation in paying respects Ambassador of Thailand in Muscat, Oman 14) Meeting with relevant government agencies to discuss ways to coordinate cooperation with the Geneva call organization 15) Preparing for Thai-Turkish essence and participating in the National Day celebration of the United States of America 16) Working group meeting Consider screening the organization of operations (IGOS) and organizations (HGOs) related to the southern border provinces. National Security Council

Training and dissemination of knowledge about international conventions regarding human rights To enhance knowledge on human rights issues for staff in the southern border provinces and to solve the problems of government officials Which still lack knowledge and understanding in the promotion and protection of human rights, especially the fulfillment of obligations under international human rights law that Thailand is a party to, and in accordance with the policies of the Thai government and within the framework of the guidelines for driving the action plan to solve problems and develop southern border provinces 2015 - 2017 Resulting in participants listening to the activity “Training and dissemination of knowledge about international human rights conventions” Understand and realize the value of human rights law and international human rights law and have expressed opinions Questioning various issues Related to the law in order to be able to apply knowledge Received to apply in the performance of duties and able to disseminate human rights knowledge to the people

4.4 Analysis of Factors that Promote Success

Table 4.12 Strategies Is a presentation of the analysis of factors affecting operations to reduce conflicts, found that overall, the importance of strategic information at a high level Which has an average value of 3.82 and the standard deviation of 0.72. Found that personnel give priority to the CRC able to unify policy and strategy and effective with the highest mean equal to 3.78 standard deviations of 0.75, followed by the issue of SBPAC. Able to update regulations or rules In an area that does not conflict with Islamic principles With an average of 3.78 and a standard deviation of 0.68, followed by the SBU personnel who have an understanding of the southern border provinces strategic development policy And various southern border provinces management project With an average of 3.78 and a standard deviation of 0.74. Having policies focusing on creating participation and reducing social conflicts the lowest mean is equal to 3.94, standard deviation is 0.72.

Table 4.12 Strategies

Strategy	**$\bar{X}$**	**SD**	**Priority Level**
1. Be able to implement policies and strategies with unity and very effective	3.78	0.75	High
2. SBPAC can update regulations or rules In areas that do not conflict with the principles of Islam	3.78	0.68	High
3. SBPAC personnel has an understanding of the southern border province's strategic development policy. And various southern border provinces management project	3.78	0.74	High
4. SBPAC has the policy to focus on creating participation and reducing social conflicts	3.94	0.71	High
Total	**3.82**	**0.72**	**High**

Table 4.13 Structure, it is a presentation of the analysis of factors that affect operations to reduce conflicts, found that overall, the importance of structural information at a high level which has an average value of 3.76 and the standard deviation of 0.79. Found that personnel attach importance to SBPAC, have clear organizational goals for people in the organization to know the clear goals Transparent at all levels with the highest mean equal to 3.76 and the standard deviation of 0.80.Next is the issue of CRC. There is a short line of command with a variety of commanding tasks. With an average of 3.68 and a standard deviation of 0.83, followed by the SBPAC. There is a database that supports the administration. With an average of 3.68 and a standard deviation of 0.82. SBPAC emphasizes on operations that create credibility and trust. Focusing on work improvements all the time to get the most reliable and accurate the lowest mean is equal to 3.94, standard deviation is 0.71.

Table 4.13 Structure

Structure	**$\bar{X}$**	**SD**	**Priority Level**
1. SBPAC has clear organizational goals For people in the organization to know the clear goals Transparency in all levels	3.76	0.80	High
2. SBPAC has a short chain of command, with a diverse range of supervisors	3.68	0.83	High
3. SBPAC has a large database that supports administrative work	3.68	0.82	High
4. SBPAC focuses on operations that create credibility and trust Focusing on work improvements all the time To get the most reliable and accurate	3.94	0.71	High
Tatal	**3.76**	**0.79**	**High**

Table 4.14, Data is a presentation of the analysis of factors that affect operations to reduce conflicts. It is found that the overall data is important in the data. At a high level which has the mean value of 3.64 and the standard deviation of 0.82. Found that personnel give priority to the CRC There is a database that supports accurate management. With the highest mean of 3.62, the standard deviation of 0.81, followed by the CRC. Have a database that is continuously collected consistently and systematically with an average of 3.67 and the standard deviation of 0.84.

Table 4.14 Information

Information	**$\bar{X}$**	**SD**	**Priority Level**
1. SBPAC has a database that supports accurate administration	3.62	0.81	High
2. SBPAC has a database that is continuously collected consistently and systematically	3.67	0.84	High
Total	**3.64**	**0.82**	**High**

Table 4.15, Relationship is a presentation of the analysis of the factors that affect the operations to reduce conflicts, found that, in general, the importance of the relationship at a high level Which has an average value of 3.90 and a standard deviation of 0.75. Found that personnel give priority to the CRC Have a good relationship with the relevant departments, with an average the highest was 4.00, the standard deviation of 0.74, followed by the CRC. There are external departments Help when there is a problem with an average of 3.77 and the standard deviation of 0.76. There is negotiation, discussion and understanding in peace. The lowest mean is equal to 3.94, the standard deviation is 0.77.

Table 4.15 Relationships

Relationships	$\bar{X}$	SD	Priority Level
1. SBPAC has good relationships with relevant agencies	4.00	0.74	High
2. SBPAC has external agencies Help when there is a problem	3.77	0.76	High
3. SBPAC has a peaceful negotiation and understanding	3.94	0.77	High
Overall	**3.90**	**0.75**	**High**

Table 4.16, Benefits is a presentation of the analysis of factors that affect operations to reduce conflicts. It is found that, in general, the importance of benefit information is at a high level. With an average of 3.74 and a standard deviation of 0.87 And when considering the composition Found that personnel give priority to the CRC There is a allocation of benefits taking into account the general public. With the highest mean of 3.70, the standard deviation of 0.92, followed by the CRC. Equality and fairness occur in the area. With an average of 3.78 and the standard deviation of 0.82.

Table 4.16 Benefits

Benefits	$\bar{X}$	SD	Priority Level
1. SBPAC allocates benefits by considering the general	3.70	0.92	High
2. SBPAC is equitable and fair in the area of	3.78	0.82	High
Overall	**3.74**	**0.87**	**High**

Table 4.17, Values and culture is a presentation of the analysis of factors that affect operations to reduce conflicts, found that overall, values and values of culture and values at a high level which has an average value of 3.92 and the standard deviation

of 0.75. Found that personnel give priority to the CRC There is a promotion of respect for rights between many cultures. With the highest mean equal to 3.94, standard deviation of 0.74, followed by the CRC. There is an opportunity for people in all groups to share opinions. With an average of 3.88, the standard deviation of 0.78. There is promotion of activities that reduce inequality Exceptionally Social, Educational Opportunity The lowest mean is 3.95, the standard deviation is 0.74.

Table 4.17 Values and Culture

Values and culture	$\bar{X}$	SD	Priority Level
1. SBPAC promotes respect for rights between multiculturalism	3.94	0.75	High
2. SBPAC provides opportunities for people in all groups to express their opinions	3.88	0.78	High
3. SBPAC promotes activities that reduce social inequality, open up educational opportunities	3.95	0.74	High
Total	**3.92**	**0.75**	**High**

Table 4.18, Technology is a presentation of the analysis of factors affecting operations to reduce conflicts, found that, overall, the importance of technology information at a high level which has an average value of 3.81 and the standard deviation of 0.82. Found that personnel give priority to the CRC with appropriate technology utilization such as phones and applications with the highest mean values equal to 3.90 Standard deviation is 0.82 Next is the issue of CRC. With the promotion of officials and citizens be a part of the organization's work through communication technology. with an average of 3.81 and a standard deviation of 0.79. There are activities or strategies promoted through modern technology. The lowest mean is 3.73, the standard deviation is 0.86.

Table 4.18 Technology

Technology	$\bar{X}$	**SD**	**Priority Level**
1. SBPU has properly implemented technology such as telephone applications	3.90	0.82	High
2. SBPAC promotes officers and the public Be a part of the organization's work through communication technologyทำงาน	3.81	0.79	High
3. SBPAC promotes activities or strategies through modern technology	3.73	0.86	High
Total	**3.81**	**0.82**	**High**

Table 4.19, Strategies for Southern Border Development Strategy Is a presentation of the analysis of factors that affect operations to reduce conflicts, found that, in general, the importance of information on the strategy for southern border development At a high level Which has an average value of 3.77 and the standard deviation of 0.80. Found that the staff put importance on the issue, do you think under the southern border development strategy to what degree can the CRC reduce conflict in the area? With the highest mean of 3.74 and the standard deviation of 0.80, followed by the issue that you think the strategy for southern border development has pushed for smooth and appropriate solutions. With an average of 3.81 and the standard deviation of 0.80

Table 4.19 Strategies

Southern Border Development Strategy	$\bar{X}$	SD	Priority Level
1. Personnel think that under the southern border development strategy how can the CRC reduce any conflicts in the area?	3.74	0.80	High
2. Personnel think that The strategy for southern border development is to push for smooth and appropriate resolution of problemsอ	3.81	0.80	High
Total	**3.77**	**0.80**	**High**

4.5 Including the Use of Information Technology in Operations

To make the news between government officials and citizens more accurate and faster, such as Facebook application, Line application and Hot line, etc. Suggestions for reducing conflicts that the researcher analyzed from executives. And staff the royal strategies of His Majesty the King to understand, access, develop and philosophy of sufficiency economy. As well as adherence to peaceful means as the norm in solving honest, serious, sincere problems and an understanding that everyone regardless of religion All nationalities and languages is siblings and Thai citizens. It will be the way to the peace that everyone expected. It is a way to help every society there are conflicts and peace. Understanding is the perception of what people in the area were doing. To find a way to help them to be liberated from persecution and access, which is to recognize the root cause of the problem In order to manage the correction at the right point, the development is to educate both religion And education for human development And allow people to develop their own locality

The development of education will help the young generation to be aware of the rules. Law of the country not hit by staff Provide scholarships to young people in order to understand the true information. And deceitful civil servants and oppress. In addition,

education will help the youth to have wider ideas. Make the youth a part of their local development by refusing to be persecuted by the wicked anymore. And the government should support some people in the area to be guardians because they understand the problem in order to find a solution to the problem further

Religious correction is to allow religious leaders (imams) in the area to know the true Islamic principles. By providing training for leaders in each community to understand the roles and duties of Muslims that should be treated by themselves, their families, communities, society and the nation. Regardless of religion, there is no teaching to kill innocent people. Or teach to defame or oppress each other or taking advantage of others directly and indirectly. Even injustice to others, especially in Islam. These principles are considered to be Islamic laws that are considered very sinful. And it is almost impossible for Muslims to behave as they have described

Creating unity at work depends on the ability of the leaders to accept all relevant agencies and to comply with the solutions to the unrest in the southern border provinces. To be able to order and accept policies as well as assigning clear powers and duties and responsibilities to each department to be acknowledged and put into practice. At the same time, a framework must be established to create unity between security agencies. Reduce duplication of work, unity, and integration

Promoting coexistence under cultural diversity the political space should be opened and opportunities for different groups of people to express their views and concerns about the peace process as well as the peace process. To be strong, it must be supported by the local and national media in order for the people to know and understand the process of peace. Including the use of information technology in operations to make the news between government officials and citizens more accurate and faster, such as Facebook application, Line application, and Hotline, etc.

CHAPTER 5

SUMMARY OF RESEARCH FINDINGS AND DISCUSSION

5.1 Research Findings

The result of the operation is positively related to the dimension of the structure to support the administration to be most effective, even though the survey found that the problem caused by the organizational structure of the Southern Border Provinces Administrative Center. It can be divided into 2 problems, namely insufficient personnel problems and the number of internal departments or the size of the organizational structure is too large Resulting from Having the Southern Border Provinces Administrative Administration Act 2010, giving equal status to Ministry departments are counter to human resources. Besides, having too many internal departments causes quite difficult coordination. Because each department has a duplicate mission As for the analysis of operations and factors that promote the success of operations in many dimensions By having activities and coordination projects in line with the southern border province development strategy 2015 - 2017 of the Southern Border Provinces Administrative Center which will be beneficial to the management system improvement As well as the current work processes for increased efficiency Knowledge and understanding gained from studies and recommendations Can be used as a guideline to improve the administration of the department and related agencies continue

The period 2015-2017 is considered one of the important roles of Thai political administration. To upgrade to a more democratic change the cracking problem of the southern border provinces is one of the fading of the administration in every government era. From past to present Study the structure of SMC and organizational analysis During the development strategy for the southern border provinces of 2015 - 2017 Found that the organization structure of the SBPAC will be divided into two parts 1) The period under the supervision of the Ministry of Interior will divide the total structure adjustment 9 times in 1981. The government structure of the administrative

center the southern border provinces are divided into 6 different divisions, which are the central division, plan and project division. Foreign Affairs Division Human Development Division News and Public Relations Division Division of Education and Religious Relations 2529 B.E., there was an improvement of the organization of the Southern Border Provinces Administrative Center. There are a total of 6 divisions, but the same has been improved and changed internally as appropriate. 2531 B.E., has reduced the internal departments of the Southern Border Provinces Administrative Center (SBPAC) to 4. Division, namely the central division, the Human Development Division, consisting of the Plan and Project Division. The Division of Psychology News and Operations, 2532 B.E. reorganized. By adding 2 more internal units. There are 6 divisions consisting of a central division, a human development division consisting of a plan and a project division. Division of the News and Psychology Operations Division of Educational Development Division of Economic Development and Career Promotion 2534, there was a reorganization. By adding 1 additional internal unit, resulting in a total of 7 divisions, namely the central division, the Human Development Division, consisting of the Planning and Project Division News and Operations Division Psychology, Educational Development Division, Economic Division, Public Relations Division, 1994, reorganization By adding 1 additional internal unit, resulting in a total of 7 divisions, 1 office, namely the Central Division, News Department, Education Promotion Division and Department of Personnel Development Policy and Planning Division Public Relations Division, Economic Division, Office of the Economic Zone Development Coordination Office 2540 B.E. By reducing internal units by 2 other units resulting in a total of 4 divisions, including the Central Division, Economic Coordination Division Social Development Coordination Division. The Personnel Development Division, 1998, the organization structure was changed again. By adding 2 more internal units, resulting in a total of 5 divisions, 1 office, which is the Secretariat Office Economic Development Coordination Division Social Development Coordination Division Personnel Development Division Policy and Planning Division The Security Coordination Division 2544 B.E. has reorganized the organization. With the same internal departments, 1 office, 5 divisions. Including the secretary office, center Economic Development Coordination Division Social Development Coordination Division Personnel Development Division Policy and Planning Division.

The Security Coordination Division 2), during the Southern Border Provinces Administration Act 2010, as provided on 3 December 2010, and announced in the Government Gazette. On December 30, 2010, which will be divided into two parts as follows 2011, there will be 7 organizational structure divisions, namely the Central Administration Office Office of Policy and Planning Office of Justice Administration Office of Personnel Development Office of Social Policy Coordination Office of Educational Policy Coordination on Religion, Culture and Sports, Office of Economic and Social Development Policy 2014-Present There will be an organizational structure in total of 12 offices, 2 centers, 4 divisions, and 1 group which is the central administrative office. Office of Policy and Planning Office of Justice Administration Office of Personnel Development Office of Social Policy Coordination Office of Educational, Religious, Cultural and Sport Policy Coordination Office of Economic and Social Development Policy Office of Information and Public Relations Halal Production and Business Support Office in the Southern Border Provinces Bureau of Assistance Office of Civil Society Network Coordination and Peace Resolution Office of Tourism and Sports Promotion Information and Communication Technology Center Dhamrongtham Center for Southern Border Provinces Hajj Affairs Office Foreign Affairs Division Separated from the Central Administrative Bureau, Finance Division, Building Division, Vehicle Facility Internal Audit Section

To study the operations of the SBPAC in order to reduce conflicts in accordance with the southern border provinces development strategy from 2015 - 2017, it was found that there are 6 factors which are economy, society, religion, education, security Human rights and foreign affairs are economics, economic and social development according to the potential of the area. And improving the quality of life of people to have a good life is a society of sharing to reduce inequality Is an urgent policy of the government that has been continuously driven by the SBU. By creating participation of government, people, private sector, civil society To generate income and local employment By participation from all sectors, leading to income distribution in the areas of inequality reduction And increase the area More secure in society, formulate strategies Collaboration in accordance with the civil state plan to create peace By integrating the work of all network partners in the area Get involved To build a moral family Creating peace and developing a network of religious leaders Local government

organization Muslim civil servants Network of village headman, village headman, and educational institution network Participate in solving problems and developing the southern border provinces. By focusing on morality and governance, increasing efficiency and driving policies Education: SBPAC has an important policy to develop education quality that is consistent with local people by government policy, and together with government agencies, private citizens, and expanding educational opportunities for students in the area to provide knowledge and moral. And achieve achievement following national education standards with continuous evaluation Which is considered to develop and solve the problems of the southern border provinces in the long run Security Focus on problem-solving By peaceful means and equal law enforcement, SBPAC has created a public understanding. For the people to understand their will of the government that focuses on the process of peace talks Avoiding violence And the person who made himself Report to live with the family warmly by promoting careers. And improve the quality of life for those who are not confident. In safety, a residential area was prepared with a career in the area provided. To show the sincerity of the government. In helping all groups of people Who are Thai people living together in peace Regarding human rights and foreign affairs, it focuses on peaceful solutions to avoid violence. By allowing people to participate in solving problems SBAC has urged to communicate good understanding both at home and abroad to show that the government enforces the law equally, respects human rights, and assists the people with sincerity. Through all forms of media. Including explanations to create understanding Correct to the people via the network as well as clarification and understanding to foreign countries in the international forum About the right facts To coordinate good relations in ASEAN and the Muslim world

The results of the implementation of the Southern Border Provinces Development Strategy 2015 - 2017 in the implementation of the organizational structure of the Southern Border Provinces Administrative Center (SBPAC) currently overlapping in Various dimensions, including social problems Economic problems Religious issues Educational problems Security and Foreign Affairs Issues SBPAS defines strategies Collaboration in accordance with the civil state plan to create peace By integrating the work of all network partners in the area Get involved To build a moral family Creating peace and developing a network of religious leaders Local

government organization Muslim civil servants Network of village headman, village headman, and educational institution network Participate in solving problems and developing the southern border provinces. By focusing on morality and governance, increasing efficiency and improving the quality of life of people to have a good life is a society of sharing to reduce inequality by creating participation of government, people, private sector, civil society 1) On the personnel side, the SBPAC has a large number of internal units. The adherence to the SBP's duties as outlined in the Act has resulted in excessive division of internal departments. First is Analysis that the main mission of what are the SMC's? And then consider how many personnel the department will use to work And must also analyze the potential of the personnel in the department to see what level they are in The separated entities are internal, not legally supported. Causing when there are too many departments but the same number of people, resulting in insufficiency of personnel and the important thing is the separated entities are internal, not legally supported. When the internal separation agency does not comply with the law As determined by the Civil Service Commission Make the director of the bureau / division / group / center Didn't have a position as a senior director But is only a government level 8 (special expertise), causing the personnel working in that department to not progress in their own career 2) the number of internal departments At present, the internal structure of the SBES is too many. This may be because the management views that separation can drive the mission more flexibly. Due to the increasing number of SBPAC's missions, however, when it makes legal internal divisions separate, it will be difficult. In addition, if the structure / bureau / group / center A lot of time managing unity, the complexity that happens And sometimes the work is overlapping because there is a similar mission causing the workload to push which work is the responsible department If looking at the addition of new departments to be specific to a specific mission, it's good. But if looking at the big picture, then there is a overlap of the mission carried out Therefore, the current structure may be too large and large to make the work difficult. Therefore should have personnel who work and truly understand that job. Therefore, the organization structure should not be very big But having representatives from all ministries and able to apply policies from various ministries to adapt to the area to look at the overall picture of all aspects of development Which leads to the success of the organization's mission

Ways to reduce conflicts in the southern border provinces. 1) Strategies for the royal initiative of His Majesty the King. Mahaphum Bhumibol Adulyadej the Great, grateful for the understanding, access, development and philosophy of sufficiency economy As well as adherence to peaceful means as the norm in resolving problems with honesty, sincerity and understanding that everyone, regardless of religion All nationalities and languages are siblings and Thai citizens It will be the way to the peace that everyone expected. It is a way to help every society. There is a conflict, there is peace. Understanding is the perception of what people in the area are doing. To find a way to help them to be liberated from persecution and access, which is to recognize the root cause of the problem To solve the problem at the right point, the development is to educate both religion And education for human development And allowing people to develop their locality Going forward. 2) Educational development will help young people learn about the rules and regulations. Law of the country not hit by staff Provide scholarships to young people to understand the true information. And a bad servant deceived and oppress besides, education will help the youth to have wider ideas. Make the youth a part of their local development by refusing to be persecuted by the wicked anymore next, and the government should support some people in the area to be guardians. Because they understand the problem to find a solution to the problem. 3) The religious remedy is to allow religious leaders (imams) in the area to know the true principles of Islam. By providing training for leaders in each community to understand the roles and duties of Muslims that should be treated by themselves, their families, communities, society and the nation. Regardless of religion, there is no teaching to kill innocent people. Or teach to defame or oppress each other or taking advantage of others directly and indirectly. Even injustice to others, especially in Islam. These principles are considered to be Islamic laws that are considered very sinful. And it is almost impossible for Muslims to behave as they have described. 4) The unification of work depends on the ability of the leaders that all relevant agencies will accept and comply with the solutions to the unrest in the southern border provinces. To be able to command and accept the policy to implement, including assigning clear powers and duties and responsibilities to each department to acknowledge and implement at the same time, a framework must be established for unity between security agencies. Reduce duplication of work, unity, and integration. 5) Promote coexistence under cultural diversity. The

political space should be opened and opportunities for different groups of people to express their opinions and concerns regarding the peace process. Including creating a peaceful process In order to be strong, it must be supported by the local and national media in order for the people to be informed and have an understanding of the peace process. 6) The implementation of information technology. To make the news between government officials and citizens more accurate and faster, such as the Facebook application, Line application, and Hotline.

5.2 Suggestions

The result of the research, structure, and operation of the Southern Border Provinces Administrative Center during the development strategy of the Southern Border Provinces of 2015-2017, the researcher has the following suggestions. SMC must create a unified or unified attitude. Or have a common organizational culture since most SBPAC personnel are civil servants from various ministries with different cultures, so Therefore need to create a common culture of personnel in the department in order to work in the same direction There is a method or adjustment. Or work that looks in the same direction In order to be able to drive the mission of the organization to be successful. In the division of divisions within 7 separate divisions, executives must proceed to ensure that the newly formed bureau is legally required by The Civil Service Commission (OCSC) supports Since the newly established office does not yet have a law to support Causing the personnel working at the school to not see a clear picture of their career progress As a result, lack of motivation to work and the most important is that having a legitimate bureau is able to determine the bureau's workforce, can be a way to solve the problem of lack of personnel in some bureau

Recommendations for implementation show that due to the organizational structure improvement of the Southern Border Provinces Administrative Center (SBPAC), several key components must be considered. Before getting the complete structure, Therefore, in the suggestions for implementation, The researcher, therefore, proposed the suggestion about the composition of the organizational structure that it should be. 1) SBPAC should have a clear organization structure design that within their own division of command who has the power and duty? For personnel to understand

and be aware of their roles within the organization and also creating cooperation Coordination within the organization. If the person knows who is responsible for the problem, who will ask for help? And finally, whoever has the highest decision power when there is a problem regarding the operation of the mission Who can make a decision? 2) The SBP should design the organizational structure to be as decentralized as possible. Due to the many missions of the SBPAC, if the decision-making power is on the same side, it will result in delays and inconveniences. But decentralization must be formulated or formally ordered. And should be taken into consideration 1) decentralization has to be in writing oversight Must have documents stating that which personnel is authorized in any field? What size can a decision be made?. 2) Decentralization requires information distribution as well Job decisions related to citizens Aside from having to decide by the right person Still requires complete information as well If giving decision-making power but the decision-maker doesn't have enough information Equal to those who have received power are at risk of making a wrong decision. Therefore, the delegate should give the delegate access to the information necessary to make decisions. 3) Decentralization requires personnel preparation means to have a plan in advance to develop the knowledge, skills, and characteristics of the person who will be authorized to be ready before receiving decentralization for a specified period. 4) Decentralization requires communication for the delegate to understand the purpose, meaning, and importance of the delegation. In order for the delegates to have a correct understanding that they are being “created” from the organization, not “pushing the burden”, the delegates are important and expected of the organization. 5) The SBAC should have a division of duties according to the expertise and expertise of each person. The organization structure should be designed for separating and consolidating workgroups. By considering the special expertise or the skill of the personnel In order to get knowledgeable personnel Specific ability to work in response to all development strategies of the department Because the personnel work according to their own aptitudes will create incentives for work Including the development of their own skills regarding their knowledge. Combined with the discovery of work methods that can increase work efficiency. 6) Short-term organizational structure development plan should be prepared first to solve the urgent problem of human resource shortage. 7) Manage the power to suit the workload of each

internal department. Or there may be temporary hiring to operate in areas that lack personnel 8) Arrange events with similar tasks to come together quickly. 9) Continuous human resource development at the civil servant level. Including employees In order to have skills in the work that can be done to drive the mission of the department by yourself. 10) There is more distribution of authority in the department to the operators. By having to make a written order

Policy recommendations regarding sustainable solutions for the 3 southern border provinces are as follows: 1) Using various media To be useful for presenting information to the public about various matters correctly, equally, as well as ways to transform conflicts by means of peace thoroughly. In addition, using human media such as religious leaders and natural leaders Folk philosopher Informal leaders in creating correct understanding. 2) Government and civil society both inside and outside the area should join to restore relations between the Thai Buddhist and Muslim communities by promoting dialogue at various levels, including encouraging the local communities to implement a project to restore mutual trust and take care of safety for each other. 3) Creating familiarity Creating kindness Please to live together without trust can give each other hate. Not leading to the killing. 4) Set measures, plans or strategies for community relations. By aiming to upgrade the religion as a bridge between the communities as a security shield instead of using violence or weapons to create security. It can be seen that nowadays, Thai society is beginning to see the value of cultural diversity. With the goal of making the society stronger is a rational society Reduce violence Have more understanding and acceptance in various ways of life Creating trust is the main strategy. In order to prevent the division of the divisions try not to discriminate Focus on creating collaboration Use two-way communication policies for mutual understanding. Building good relationships as the royal strategy of His Majesty the King Mahaphum Bhumibol Adulyadej the Great, grateful for the understanding, access, development and philosophy of sufficiency economy including adhering to the peaceful methods as the norm in resolving the problems honestly, seriously, sincerely.

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