

Analysing The New Public Service of Nakhon Si Thammarat, Thailand

Thussaneeya Boripis^a, Teeraphat Kitjarak^b, ^aSchool of Political Science and Law, Walailak University, Thailand, ^bPublic Administration Program in Faculty of Humanities and social sciences, Phetchabun Rajabhat University, Thailand, Email: ^aThussaneeya.bo@wu.ac.th, ^bTeeraphat.kit@pcru.ac.th

This research aims to perform two roles. It aims: (1) to analyse the New Public Service of the Office of Nakhon Si Thammarat Municipality, Nakhon Si Thammarat Province in Thailand; (2) To suggest new public service guidelines for that Office. The purpose of the study on the basic service provision by Mueang Nakhon Si Thammarat Municipality, is to improve "Lard Na Phra That" Mueang District, Nakhon Si Thammarat Province in Thailand. This research is qualitative research using in-depth interviews with relevant persons and content analysis from relevant documents. The research shows that the public services of Mueang Nakhon Si Thammarat Municipality and the basic services provision of Mueang Nakhon Si Thammarat Municipality i.e. water supply, electricity, waste gathering, security, mobile toilet provided for tourists comply with the idea of Denhardt and Denhardt (2000 p.554). The public service management method of the local government organisation is mainly responsible for Mueang Nakhon Si Thammarat Municipality.

Key words: *Public Service, Local Tourism management.*

Background

If we mention the "market", it refers to a place where trading takes place physically in an open condition. People gather at the market for trading goods and nowadays goods are traded with money. In the past trading in Thailand used water transportation as the main traffic. Therefore, floating markets were established in various places. Around the end of the Rattanakosin Era, it was the time of opportunity for people in the community to proceed with goods trading and services, providing activities and becoming the circular economy at the community level. If the market still exists, it will become a circular economy at the provincial level and with the province nearby. The positive results create a good relationship at the community level, including preserving the cultures and traditions of the community, cherished of the birthplace, becoming the inheritance of local culture. So the markets become

one of the cultures. Nowadays, the importance of floating markets is lower and the number of floating markets is less. Due to the change of weather, the rivers and canals become shallower and dried in many places. The houses located next to the river are less significant. Nowadays, transportation is more popular than water transportation because it is more convenient and faster. Apart from that, the way people earn a living has changed. Furthermore, some of the floating markets are gone since the canals are filled up for constructing the road. Therefore, the way of life of people has been changed. The culture and way of life have been changed dynamically too.

In history, the "Lard Na Phra That" is the specific phrase for the market in front of Wat Phra Mahathat Woramahawihan or the walking street in front of Wat Phra Mahathat Woramahawihan, Mueang District, Nakhon Si Thammarat Province, with the English name as "Phrathat Night Market". The word "Talad" is called "Lard" by people in the south. So it becomes the name "Lard Na Phra That". This market has been open since 15 July 2017. It is the tourist attraction that has been opened for one year under the slogan "Must See Market on Dharma Street". This market opens only on Saturday from 16.00 hrs. to 22.00 hrs. The street in front of Wat Phra Mahathat Woramahawihan was closed and changed to the walking street for people getting a meal, shopping, taking photos, sharing and showing information, adding more activities which are the demonstration that indicates the uniqueness of Nakhon Si Thammarat Province. Nowadays, "Lard Na Phra That" is the cultural tourism promotion according to the policy of Mr. Chamroen Tippayapongtada, in year 2017, who is the Governor of Nakhon Si Thammarat Province supporting and improving tourism. The campaign "The better Nakhon Si Thammarat" is the tourism promotion campaign in compliance with "Nakhon Si Thammarat, the city of Dharma and Nature". It is a natural tourism promotion and cultural tourism promotion; a mixture of locality, identity, culture, tradition, and the way of life of the people in Nakhon Si Thammarat, perfectly. It stimulates the economy of Nakhon Si Thammarat Province and generates income for the local community. Apart from that, it is the better experience for the tourist who can contact with the variety of quality tourist attractions located in every district of Nakhon Si Thammarat Province, the unique and charming city. This campaign will also help to increase the number of new visitors. The main target is to attract local people to visit Lard Wat Phra Mahathat. The secondary target is people in the province nearby, such are Pattalung Trang, etc. The operation of Lard and the creation of Lard start with cooperation between Nakhon Si Thammarat Chamber of Commerce, government sector and Thailand Tourism Authority, Nakhon Si Thammarat Office. The Nakhon Si Thammarat Chamber of Commerce is the main person who operates Lard Na Phra That. The atmosphere of the market is like we went back to 50 years ago. The merchants are wearing clothes like in the past. Everyone comes for trading. There are both local food and dessert of Nakhon Si Thammarat people that are hard to find. Most importantly, food containers must be made of nature -friendly natural materials. The location of the market is in front of Wat Phra Mahathat Woramahawihan, so we can see

the pagoda of Wat Phra Mahathat that is contacted with the golden sunlight in the evening and we can hear the soft music along the way. Apart from the delicious food, there is an entertainment space where the children of Nakhon Si Thammarat people show their performances and the art and cultural activity booths, such as batik cloth painting, shadow puppet carving, as well as the souvenirs sold by the students and busking, such as Manora Dance, shadow puppets, etc. After consideration, it is found that "Lard Na Phra That" is another market with a retrospective theme filled with Nakhon Si Thammarat Province's charming identity. Lard Na Wat Phra Mahathat is outstanding in terms of selling the local cultural goods, local performance, local food, showing the local way of life, etc.

The Office of Mueang Nakhon Si Thammarat Municipality is responsible for providing a New Public Service to people equally. The tourism improvement work is a part of Mueang, Nakhon Si Thammarat Municipality. "Lard Na Phra Maha That" is the market arranged to stimulate the economy inside Nakhon Si Thammarat Province. Nakhon Si Thammarat Municipality has managed the basic public services in order to facilitate Phra Maha That market, such as facilitate the venue, area management, cleaning, security, mobile toilets, etc. Therefore, the researcher is interested to study the New Public Management of Mueang, Nakhon Si Thammarat Municipality to use for the "Lard Na Phra That" improvement and New Public Service improvement of the office of Mueang Nakhon Si Thammarat Municipality.

Research Objectives

The objectives of this research are: (1) To analyse the New Public Service of the Office of Nakhon Si Thammarat Municipality, Nakhon Si Thammarat Province to improve Lard Na Phra That Mueang District, Nakhon Si Thammarat Province; and (2) To suggest new public service guidelines for the Nakhon Si Thammarat Municipality Office Nakhon Si Thammarat.

Research Methodology

The research is studying new public services for the development of Lat Phra Mahathat Temple, in front of Wat Phra Mahathat, Mueang District, Nakhon Si Thammarat Province. This research is qualitative research. It uses in-depth interviews as well as information from relevant documents with details regarding the following research methods. In the research, the researchers have specified the steps in conducting the research as follows:

- (1) Research areas - The research area is "Lat Na Phra That" in front of Wat Phra Mahathat Woramahaviaharn, Mueang District, Nakhon Si Thammarat Province.
- (2) Method of data collection and time for researching this research - The researcher collected data from an interview; an in-depth interview, with the important, selected data providers.

(3) Key informants - The researcher collected the data by in-depth interview (In Depth-Interview). Specific primary data providers were selected by choosing people directly related to the Hall of Phra That. It consists of agencies related to the operation of Wat Phra That Lat as follows:

(1) Municipality Representative; two persons. (2) Representative of Nakhon Si Thammarat Chamber of Commerce; (3) Representative of the Tourism Authority of Thailand Nakhon Si Thammarat Office, one person; (4) Expert in cultural at the Nakhon Si Thammarat Provincial Cultural Office, one person; (5) Representatives, two entrepreneurs; (6) Tourist agents, two people.

(4) Research instruments - The instrument used in this research was a structured interview. Audio-visual media helped collect information. It included cameras, phones used to record audio, and IT equipment. The researcher created them from the guideline to answer the specified objectives.

(5) Data Analysis - Data analysis occurred in the descriptive form, from documents and data obtained from interviews, and empirical data obtained from surveying data from Phra That surveying. This data is analysed in content analysis, considered from the content by the researcher without personal bias, by taking the data from in-depth interviews individually (in-depth interview) for content analysis by comparative analysis.

Research Results

New Public Service to Improve "Lard" in front of Wat Phra Mahathat. A case study of the Mueang Nakhon Si Thammarat Municipality shows that the government operation has local government organisational structure, an operation pattern that uses government system theory to explain (Max Weber, 1864-1920). In the nineteenth century, nepotism and jobbery are the problems found in general. Therefore, the proposal that the organisation manages with the government system is the solution with the least prejudice, because the officer is selected and trained efficiently. The existing rules are adequate for preventing the Legitimacy Authority and the organisation from issuing rules that are different from before. Therefore, the original ideas of the organisation that are official and acceptable are "the government Theory (Weber, 1946)". This idea shows that government system management is divided into divisions with a permanent office location. The government system will use the rules and regulations of the government to control. Any authorisation will be based on the qualification of the work to be assigned, by using the official process. Personal relationships will not be used.

The result of the study on general information about the public service provision shows this is a major mission, and important to the local administration organisation. The public service shall be provided to match the requirement with effectiveness, efficiency, worthiness, and saving. About the time of the 1997 and 2007 Constitution of Thailand, the Determining Plans and Process of Decentralisation to Local Government Organisation Act B.E. 2542 (1999) and Local Government Organisation Establishment law specify obligations, and expand the scope of types and patterns of public service that the locality can arrange, to facilitate people. Previously the public service provision of Thailand was conducted by a local government organisation at every step. Tanchai, W. (2016) has explained the title, pattern, and type of the public service provision of the local government organisation, that the limitation of local public service provision is the lack of effectiveness in public service management and from the additional study, it is found that nowadays, the public service provision is done by using information technology systems to facilitate the operation. It is found that there are more bid riggings. Even though the government uses the E-bidding system to conduct the bidding of construction projects, private companies attend the bidding of central and local works has hired the other 6-7 companies that submit the bidding, because it is found that the price is too low. The attendance at the bidding of such a government project is done for equality and aims to create inclusiveness in the community for the quality of life.

With regard to the service provided of the Local Government Organisation, in taking care of the market in front of the temple, the administration is the cooperation between the government sector and private sector, which is called a Public-Private Partnership (PPP). This is to establish the cooperation of the people sector as the merchant, so it is the operation by three sectors: the government sector; the private sector; and the people sector. The drive of the market operation is mainly responsible from the private sector, the Nakhon Si Thammarat Chamber of Commerce which has people in the new generation, being the Chairman of the Chamber of Commerce and the team of the Chamber of Commerce; people in the old and new generation work together. In terms of the pattern of the other public services, such as commercial businesses and unions, Public-Private Partnerships (PPPs) are the public services that still lack creativity in creating and providing new public services which respond to popular requirements. The causes are the law limitation and the potential of the government organisation. The operation of Lard Wat Phra Mahathat is the integration with collaboration. The operational structure is arranged as a Horizontal and Vertical Structure. The Committee performs the duties in the scope by co-operating with others. The common goals are to manage Lard Wat Phra Mahathat and make it a cultural market. The goods focus on selling the local culture through activities that attract local people to participate. The local culture performances at the Core Zone will be changed every week, so the market is dynamic, has a highlight that is more outstanding than other places, and has dynamic changes. This is the idea of New Public Management (NPM) that has the vision of Entrepreneurial Spirit, entrepreneurship of the government organisation, Entrepreneur vision and the New Public

Service (New Public Service: NPS). This idea has been adopted from 1990 until now, in accordance with the idea of Denhardt and Denhardt (2000 p.554). The researchers provide a comparison of the original government administration and the new government administration in Table 1 as follows: Comparing perspectives: Old public administration, New Public Management, and the New Public service).

Table 1: Robinson, M. refer to Denhardt and Denhardt (2000 p.554)

Issues	Old Public Administration	New Public Management	New Public Service
Theoretical Foundations	Political theory, native social science	Economic theory, positivist social	Democratic Theory
Rationality and models of human behaviour	Administrative rationally, public interest.	Technical and economic rationality, self interest	Strategic rationality, citizen Interest.
Conception of the public interest	Political, enshrined in law.	Aggregation of Individual Interests	Dialogue about shared values
To whom are civil servants responsive?	Clients and constituents	Customers	Citizens
Role of government	“Rowing”, Implementation focused on politically defined objectives	“Steering”, serving as catalyst to unleash market forces	“Serving” negotiating and brokering interests among citizens
Mechanisms for achieving policy objectives	Administering programmers through government agencies	Crating Mechanisms and incentives through private and non-profit agencies	Building coalitions of public, non-profit private agencies
Approach to accountability	Hierarchical – Administrators responsible to elected leaders	Market-drive- outcomes result from accumulation of self-interests	Multifaceted-public servants guided by law, values, professional norms and citizen interests
Administrative discretion	Limited discretion granted to public officials	Wide latitude to meet entrepreneurial goals	Discretion needed but constrained and accountable
Assumed organisational structure	Bureaucratic organisations with top-down authority and control of clients	Decentralized public organisations with primary control within agency	Collaborative structures with shared leadership

Assumed motivational basis of public servants	Pay and benefits, civil-service protections	Entrepreneurial spirit, desire to reduce size and functions of government	Public service, desire to contribute to society
---	---	---	---

Guideline for Public Service Provision for Improvement of Lard Na Wat Phra That

For the public service in the part of the Local Government Organisation operation, we will consider this outstanding role which is waste management, that have municipal officials to gather waste. There is cleaning work in which the area is cleared and prepared, both before the market is open and after the market closes, together with the merchants. People are brought to participate by establishing the structure through cooperation, starting with the existing shops in front of Wat Phra Mahathat, to ask for the cooperation to open the market. This type of management is cooperation through leadership (Public Service, desire to contribute to society and Collaborative structures with shared leadership) and Public Interest shared Value. The public service management method of the Local Government Organisation which the main organisation is in charge of, is Mueang Nakhon Si Thammarat Municipality. The details are as follows:

- (1) The method is to create Physical Motivation; motivation about the body relaxing. The Office of Mueang Nakhon Si Thammarat Municipality service can provide the service, such as providing the place for sitting, to the tourist who visits the market in front of Phra That because normally people would go to sit inside Wat Phra Mahathat, etc.
- (2) The method of creating Culture Motivation, which is the desire to know other people. The Office of Mueang Nakhon Si Thammarat Municipality service can provide services such as local show activities, arts, Thai dancing, and religious activities, etc.
- (3) The method of creating Attractions from the Site or Event. The site may be created by nature or humans but the events are created by humans. In Lard Wat Phra Mahathat, the office of municipality and the Chamber of Commerce Association of Nakhon Si Thammarat Province have established the market with a Core Zone to perform cultural identity ceremonies, such as shadow puppet shows, Manohra Dance, busking for charity, etc.
- (4) The method of creating amenities which means the areas and structures created to support tourist activities, and the activities in amenities management in the tourist attraction, the construction of basic elements, a public utilities system necessary for the tourist. It will provide convenience to the tourist and it provides a good image of the tourist attraction, such as mobile toilets which Nakhon Si Thammarat Municipality has already done. For the sign to show the place to visit around "Lard Phra Maha That", the Office of Mueang Nakhon Si Thammarat Municipality can provide the service for the tourist at the "Tourist Information Centre". There is a label indicating the cultural activities which are added from Facebook.

The waste management, such as Waste to Point encourages the tourist and merchant to be aware of waste management more, etc.

(5) For tourist attraction accessibility, the Office of Mueang Nakhon Si Thammarat Municipality can provide such service, by providing a transportation system. It consists of the route, vehicle, and transportation entrepreneur to move people and things to the destination, such as a transportation system, e.g. Rail system. The Rail can be used for "Ligor Storytelling". The Rail of the Office of Mueang Nakhon Si Thammarat Municipality used for bringing people to Wat Phra Mahathat "Go Green", can be employed. The route has the stops at the courtyard in front of the city and in front of Wat Phra Mahathat. Alternatively, the tricycle can be used to maintain the tricycle. The bicycle lane shall be created to access the market. If the Office of Mueang Nakhon Si Thammarat Municipality wants to encourage the use of the bicycle, the traffic system and other relevant systems must be managed for the safety of the tourist and the pedestrian. The tourist can park a car in the field in front of the city. If the Office of Mueang Nakhon Si Thammarat Municipality wants to emphasise Low Carbon, the Office will have to focus on publicising and create branding used to stimulate people who visit the market.

Discussion and Conclusion

In the New Public Service (NPS), in the part of the local government organisation operation, we will consider the outstanding roles which are waste management that has municipal officials working together as to waste. In the cleaning work the area is cleared and prepared, both before the market is open and after the market is closed, together with the merchants. People are brought to participate by establishing the structure through co-operation, starting with the existing shops in front of Wat Phra Mahathat, to ask for co-operation to open the market. This type of management is cooperation through leadership (Public Service, desire to contribute to society & Collaborative structures with shared leadership) and Public Interest shared Value. The public service management complies with the idea of Denhardt and Denhardt (2000 p.554). The method of public service management of Local Government Organisation is mainly responsible for the Mueang Nakhon Si Thammarat Municipality in the local public service.



REFERENCES

- Bitner, Jo, Mary. et al. (1995). The service encounter. In E. G. Bateson (ed.), *Managing service marketing: Text and reading* (4th ed.). Chicago, IL: The Dryden Press.
- Boyd, S. W. (2002). Cultural and heritage tourism in Canada: Opportunities, principles and challenges. *Tourism and Hospitality Research*, 3(3), pp. 211-233.
- Brain, P., et al. (2012). *Cultural and heritage tourism: A handbook for community champions*. Ontario, Canada: Ministry of Culture and Heritage.
- Christopher, H. Lovelock, & W., J. (2007). *Service marketing: People, technology, strategy*. Boston, MA: Prentice Hall.
- Christou, E. (2005). Heritage and cultural tourism: A marketing-focused approach. In *International cultural tourism: Management, implications and cases*. Oxford, UK: Elsevier.
- Collier, A., & Harraway, S. (1997). *Principle of tourism*. Auckland: Longman. Cooper, C., & Boniface, B. G. (1998). *Geography of travel and tourism*. UK: Butterworth Heinemann.
- Dibb, S., & Simkin, L. (2002). *Marketing concepts, techniques and strategies*. London, UK: Houghton Mifflin.
- Denhardt, R. B., and Joseph E. Gray. (2000). Targeting Community Development in Orange County, Florida. *National Civic Review* 87(3): 227–35.
- Denhardt, R.,B., and Denhardt, J. Vinzant. (1999). *Leadership for Change: Case Studies in American Local Government*. Arlington, VA: Price Waterhouse Coopers Endowment for the Business of Government.
- Denhardt, R. B. and J. V. Denhardt (2000). The New Public Service: Serving Rather Than Steering. *Public Administration Review*, vol. 60, No. 6, pp. 549–559.
- Etzioni, A. (1988). *The Moral Dimension*. New York: The Free Press.
- Jermittiparsert, K. & Chankoson, T. (2019). Behavior of Tourism Industry under the Situation of Environmental Threats and Carbon Emission: Time Series Analysis from Thailand. *International Journal of Energy Economics and Policy*, 9(6), 366-372.
- Lamsub, K. (2019). NST Guidebook. Electronic media: Accessed 12 June 2019 <https://issuu.com/khundeelamsub/docs/forexport>.



- Maneeet, T. (2014). Identity for cultural tourism of Bueng Kan province. Khonkaen University.
- McIntosh, R. W., & G., Charles R. (1984). Tourism principle, practices, philosophies. New York, NY: John Wiley and Sons.
- Mee-ngoen, B., Thongrawd, C., & Jernsittiparsert, K. (2019). The Impact of Product and Process Strategies on the Service Performance: The Mediating Role of Supply Chain Integrations. *International Journal of Supply Chain Management*, 8(4), 291-301.
- N. Thong, U. (1999). Southern Thai traditional play in the southern Thai culture Department. Bangkok: Amarin Publishing.
- Pholprasert, P. (2009). Guidelines for developing and promoting tourism to reflect identity Kamphaeng Phet province. *Golden Tattoo Research Journal* 15, 2 (July-December): 36-55
- Phiphatphong, A. (1995). Leader strategy with 3 strategies of Huang Chung = Three strategies of Huang Shi Gong. Bangkok: Grass flowers.
- PhuaCharoen, P. P. (2011). Study of identity and value of Korat music heritage to Creative tourism activities for young tourists. Academic conference Proposing the 23rd National Graduate Research Program at Rajamangala University Isan Technology, 23 - 24 December.
- Pilanowat, O. (1999). Persuasive communication. (2nd edition). Bangkok: Chulalongkorn University Press.
- Robinson, M. (2015). From Old Public Administration to the New Public Service Implications for Public Sector Reform in Developing Countries. UNDP Global Centre for Public Service Excellence. Singapore.
- Vinzant, J. (1998). Where Values Collide: Motivation and Role Conflict in Child and Adult Protective Services. *American Review of Public Administration* 28(4): 347-66.
- Vinzant, J., and Lane C. (1998). Street-Level Leadership: Discretion and Legitimacy in Front-Line Public Service. Washington, DC: Georgetown University Press.
- Wattana,C. (2012). Education for identifying identity, culture road (Walking Street) of Phitsanulok province. *Journal of Business Administration Economics and Communication* 7, 2: 71-80
- Waldo, Dwight. (1948). The Administrative State. New York: Ronald Press.



Weber, M. (1946). From Max Weber : Essays in sociology. New York : Oxford University Press.