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# Revisiting Multi-Level Stakeholders Management to Retain Green Tourism Destination in Koh Mak, Trat Province, Thailand

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## Abstract

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This study examined the role of multi-level stakeholders in maintaining Koh Mak Island as a green tourism destination in Trat province, Thailand, with a particular focus on solid waste management during beach recreation. Previous research predominantly addressed multi-level stakeholder management, overlooking the importance of beach recreation. To enhance the green tourism destination, this study had two objectives: firstly, to investigate the roles of various stakeholders in beach recreation and identify collaboration opportunities, and secondly, to assess the environmental competence of relevant stakeholders for enhancing solid waste management. The Delphi panel interview method was utilized in three rounds, gradually shifting from open-ended to close-ended questions. The final round involved 12 participants. Analysis with Nvivo 11 software using open, axial, and selective coding revealed a diverse group of stakeholders engaged in beach recreation. Based on their green competencies, partnerships between local businesses and waste management authorities could enhance synergies in solid waste management and beach recreation, preserving the green tourism destination. The discussion and conclusions stress the importance of raising awareness and promoting green behavior among all stakeholders and implementing tangible waste management practices. Involvement of governance of the government is also crucial. The study also presents its limitations and offers future research recommendations.

### Introduction:

Tourism has the potential to create memorable spaces and experiences for travelers (Angelkova et al., 2012). Tourism requires access to the environment, natural relaxation opportunities, and amenities like food, water, and sanitary facilities to ensure a lasting impression. However, the long-term growth of tourism necessitates careful consideration of its negative impact on the destination to leave a positive impression on future generations of travelers. Factors such as seasonal increases in visitor numbers, diverse sources of waste,

and the proliferation of recreational facilities contribute to the long-term impact of tourism (UNWTO, 2017). One approach to managing tourism is controlling the number of tourists, which may disrupt economic development and prove unsustainable (Kilipiris and Zardava, 2012). Particularly, coastal areas and island beaches on Thailand's eastern coast, recognized as key green tourism destinations, face environmental challenges despite being part of the policy and economic development transfer (EEC, 2018). Many beaches and recreational activities in this region struggle to manage their environmental impact sustainably (Prayaga, 2017).

Additionally, three out of five provinces in the Eastern region of Thailand have some of Thailand's highest volumes of uncollected waste and marine debris (Bangkok Post, 2022), making coastal tourism destinations, especially aesthetic pollution, increasingly sensitive to environmental concerns.

Efficient solid waste management (SWM) is crucial for sustainable tourism development. SWM improvements can positively affect both tourism and environmental sustainability (Amasuomo & Baird, 2016). However, in many developing countries, local governments often lack the operational capacity to adequately manage the increasing waste volumes, resulting in low efficiency in SWM systems (Demirbas, 2011). Addressing these challenges is vital for promoting sustainable tourism practices and safeguarding the environment in popular tourist destinations (Bellia et al., 2021). Therefore, achieving sustainable improvement in solid waste management (SWM) in beach-island tourism destinations necessitates the consideration of the synergy concept and the involvement of multiple stakeholders to enhance the SWM performance in beach recreation areas, which have previously faced various challenges (Minelgaitė & Liobikienė, 2019).

Koh Mak, situated in Trat Province, is one of the islands where nature remains untouched. Its pristine beaches with clean white sand, crystal-clear waters, and serene ambiance, along with the traditional lifestyle of the local inhabitants, define the island's beauty. The island's charm is that some locals still engage in traditional trades, such as rubber plantation and fishing. Over time, Koh Mak has gained popularity among tourists. However, the rising number of visitors has also made it susceptible to environmental issues, including pollution and wastewater from various hotels and accommodations. These challenges inevitably impact the island's potential as a tourist destination. In alignment with Thailand's tourism strategy aimed at generating and distributing income to the local communities while reducing income and social disparities, the emphasis is now on promoting environmentally friendly tourism. Adopting the "Low Carbon" concept, which focuses on tourism activities that do not increase carbon dioxide or greenhouse gas emissions through solid

waste management, the local people aim to create a sustainable tourism model that minimizes the impact on the environment and their community. The Designated Areas for Sustainable Tourism Administration (DASTA) initiated tourism following the principles of the low-carbon concept. Koh Mak is being developed as a low-carbon destination under the government's Designated Areas for Sustainable Tourism Administration (Dasta). It is home to rubber and coconut plantations, a community, small hotels, and resorts; the 15sqkm Koh Mak is the third largest island in Trat, after Koh Chang and Koh Kut. Among three Thai locations listed in the world's Top 100 Green Destinations in 2022, Mae Hong Son's Ban Huay Pu Keng and Chai Nat's Sapphaya communities, Koh Mak is recognized.

Hence, Koh Mak is awarded as a green tourism destination. To retain this award, waste management is one of the tools to support the low-carbon concept and reinforce Koh Mak as a green tourism destination. The primary objective of this study is to investigate the roles of various stakeholders in beach recreation and identify collaboration opportunities, and secondly, to assess the environmental competence of relevant stakeholders for enhancing solid waste management. The article is organized into several sections, starting with the introduction, followed by a literature review, methodology, results, discussion, and conclusion.

## Literature review:

### *Principles and importance of stakeholder's management*

Multi-level stakeholder management is a comprehensive approach involving engaging and coordinating various stakeholders at different levels to retain a green tourism destination (El-Gohary et al., 2006). In green tourism, stakeholders can include local communities, government agencies, tourists, businesses, non-governmental organizations (NGOs), and other relevant groups. As Eskerod and Huemann (2013) stated, some key aspects of multi-level stakeholders' management for retaining a green tourism destination are collaboration and Communication.

Effective Communication and cooperation are essential for engaging stakeholders at different levels. Establishing open communication channels allows stakeholders to share their perspectives, concerns, and ideas, fostering a sense of ownership and cooperation in sustaining the green tourism destination (Eskerod et al., 2015). Community Involvement: Local communities are critical stakeholders in green tourism destinations. Involving them in decision-making processes and sharing the benefits of tourism helps build a sense of responsibility and pride in maintaining the area's eco-friendly practices (Verbeke & Tung, 2013). Government Support and Regulations: Government agencies shape tourism policies and regulations. Multi-level stakeholders' management involves working with these entities to develop and enforce sustainable tourism guidelines, zoning regulations, and conservation measures. Municipalities in the area are vital to stakeholders (Johnson-Cramer et al., 2017).

Moreover, Private Sector Engagement: Engaging businesses in the tourism sector, including hotels, tour operators, and transportation providers, is vital. Encouraging environmentally responsible practices and offering incentives for adopting sustainable measures can contribute significantly to retaining a green tourism destination (Pedrini & Ferri, 2019; Yang et al., 2011). By incorporating a multi-level stakeholder management approach, green tourism destinations can benefit from a holistic and inclusive effort to preserve their natural and cultural assets, enhance visitor experiences, and foster sustainable economic development for local communities.

### ***Multi-level stakeholders' management to retain green tourism destination***

Previously, many studies conducted by stakeholders in solid waste management by local government offices like municipalities primarily focused on waste disposal (Rasche & Esser, 2006). These studies were often associated with administrative agencies responsible for decision-making, legislation, and taxation related

to waste management in cities, towns, or states within their respective geographical areas (Seadon, 2010). Later, the formal private sector, serving as contracted partners for solid waste management, became the subject of investigation (Font & Tribe, 2001). There is an increasing focus on the informal waste management sector, including scavengers and garbage collectors, while overlooking significant players in beach recreation, such as hotels, resorts, shops, restaurants, and beachfront recreational tents (Law et al., 2012). Additionally, different stakeholders conduct independent research on green capacity, utilizing their findings as indicators of sustainable waste management. For instance, in the private sector, key indicators for assessing green capacity include pollution reduction, environmental protection, resource reduction, and carbon intensity reduction. In contrast, the people sector evaluates green and green performance indicators to assess their green competency (Cervantes et al., 2018).

Tripartite services are employed to establish synergy among multiple stakeholders in green tourism destinations. It involves service providers (local authorities), service recipients (residents and tourists), and the third sector that integrates the ecosystem into the study area. Here, the ecosystem represents a resource integrator among the participants of both service providers and recipients (Hong et al., 2003). The term "third sector" also corresponds to the private leisure sector along the beach, encompassing accommodation and various trades. The ecosystem formed among these tripartite services can be considered the voice of nature. It can be observed through the activities of the third sector, which brings an ecosystem into the target area. Due to existing gaps in the literature, a comprehensive investigation of synergies between multiple stakeholders to improve current SWM performance through beach recreation has not been previously undertaken (Kumar et al., 2017; Meidiana & Gamse, 2010; Singh et al., 2014). To address this gap, this paper aims to identify different approaches to synergies that can contribute to both practical and academic aspects while achieving its primary objective.

### Green tourism destination

The concept of "green" or ecological tourism, which encourages people to engage in rural leisure activities that benefit the countryside rather than harm it, is gaining popularity (Furqan et al., 2010). Green tourism refers to people seeking leisure activities in rural areas, excluding urbanized coastlines and ski resorts. (Jopp et al., 2015). It encompasses the tourism industry's segment and government agencies catering to tourists in these regions. Additionally, it involves examining the impact of the tourist industry and public sector organizations on host rural communities, encompassing social, cultural, economic, and physical environments (Law et al., 2017). The reasons for promoting green tourism are both positive and negative (Mihalič, 2013). It responds to new agricultural policies, meets the changing economic needs of rural communities, enhances rural conservation efforts, educates, and entertains urban dwellers about the countryside, and addresses market demands for novel tourism products and experiences. Properly implemented, green tourism can be a significant stride towards coherent land management and ecological sustainability while contributing to a stable economic foundation for rural areas (Amasuomo & Baird, 2016). As per Jones's definition, Green and rural tourism share some common features, but they differ in terms of tourists' behavior. Green tourism also takes place in rural areas, but the motivations of green tourists go beyond merely enjoying nature. Green tourists adopt critical attitudes toward environmentally harmful consumption practices and strive to integrate this awareness into their travel choices. The term "green" in this context implies ecologically responsible behavior, similar to its usage in phrases like "Green party" or "green consumer."

Hence, green tourism can be described as a form of tourism that strongly emphasizes practicing tourism in environmentally responsible and sustainable manners. It is a conscious effort to ensure that travel activities have a minimal negative impact on the environment and promote eco-friendly practices throughout the travel experience (Mihalič, 2013). Green tourism and

ecotourism share central features, including their nature-based focus. However, there are distinct differences between the two. Ecotourism primarily targets individuals with a strong interest in learning about the natural environment through travel experiences. On the other hand, green tourism is directed explicitly at urban dwellers, encouraging them to spend their holidays in rural areas to recuperate from daily stress and immerse themselves in nature.

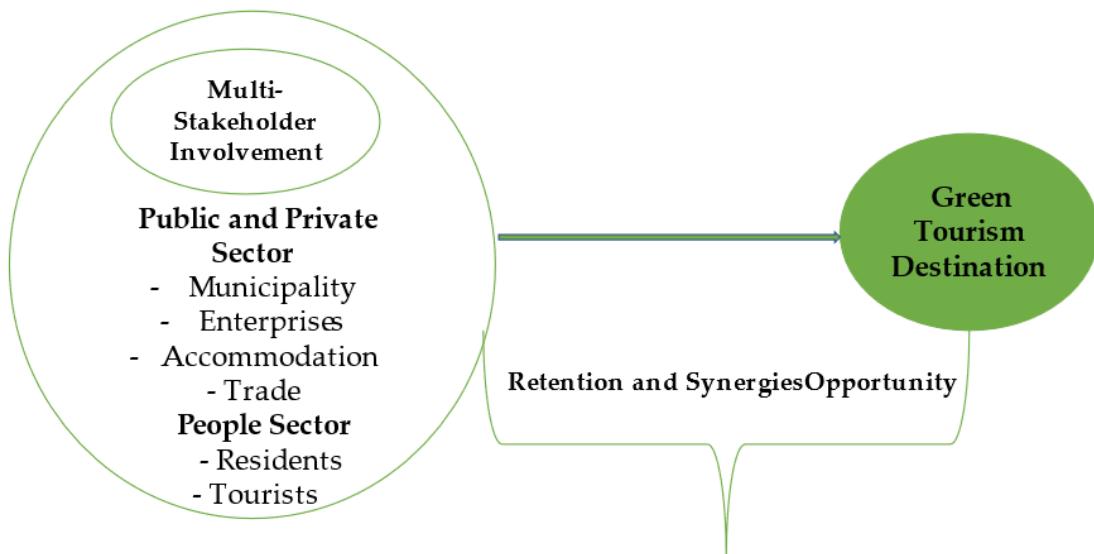
It is essential to differentiate green tourism from rural tourism as well. While rurality is the central feature of rural tourism, green tourism involves small-scale, individually owned tourism facilities and interactions between visitors and the local community (Welford & Ytterhus, 2004). Kilipiris and Zardave (2012) analyzed these aspects to set it apart from resort tourism, which is also a form of rural tourism but involves significant physical developments and modern facilities such as ski resorts and golf courses. In summary, green tourism offers urban residents a unique and nature-oriented holiday experience, emphasizing a close connection to the environment and the local community.

### Methodology:

#### Research design and approach

From the significant problem statement, many ecotourism areas like beaches, coastal, and islands were threatened by various sources, including a wide range of tourists and the inability of local governments to manage the tourism environment. In other words, it must invest huge finance to reduce carbon emissions through waste management as the primary contributor to environmental impact. Therefore, the synergy opportunity concept was recruited as an essential mechanism to address the diverse threats and achieve a win-win situation for multiple stakeholders in retaining green tourism destinations through a solid waste management concept for development and sustainability. The figure below will explain the conceptual framework of this study.

**Figure 1**  
*Conceptual Framework*



Based on the conceptual framework, the involvement of multi-stakeholders from the public and private sectors and the people sector plays an essential role in retaining and synergizing opportunities for green tourism destinations in Koh Mak, Trat Province, Thailand. The study deploys the Delphi Method (DM) that originated in the United States during the 1950s as a problem-solving and decision-making tool in research and evaluation studies. It was first formally presented in a research paper in 1963 after extensive experimentation at the Rand Corporation. The primary objectives of the DM are to explore various alternatives to a policy issue and create a constructive environment for achieving consensus. The DM involves presenting one or more topics to a panel of experts who provide precise evaluations that tend to converge over time, facilitated by validating their observations. The method progresses through multiple rounds, during which researchers and observers share additional information on the subject under consideration, leading to the development of a unified group opinion. This approach serves as a qualitative analysis tool for complex systems, emphasizing the extrapolation of insights from diverse

experts. The Delphi technique is a typical method used in social research, involving the anonymous collection of opinions and viewpoints from a selected group of experts, often referred to as a panel. These experts express their views on a specific issue, and some opinions are validated through mutual comparison and progressive sharing. The DM finds significant application when there is a lack of consensus or agreement on implementing potential solutions.

#### *Study area*

Koh Mak is the third largest island in the Trat Sea. Followed by Koh Chang and Koh Kood. Located between Koh Chang and Koh Kood. Approximately 38 kilometers from the shore, with an area of approximately 9,500 rai, 500 rai of which is a public utility shaped like a four-pointed star. Most of the site is plain, with coconut groves, surrounded by bays and beautiful beaches. And clear water in many places such as Ta Nid Bay, Phai Bay, Prong Bay, Phat Bay, Lom Bay, Ta Lang Bay, Daeng Bay, White Bay, Phra Bay, Suan Yai Bay, Laem Tuk Tuk, Laem Son.

Figure 2

### *Study area*



### *Data collection and data analysis*

In this study, it was essential to have a panel consisting of influential members who could potentially impact future decisions. As a result, the panelists were carefully chosen to represent a diverse range of communities and groups with various interests. The panel included individuals from the public and private sectors, such as the chief executive of the subdistrict administrative organization (SAO), the director of municipal, the chairperson of the community enterprise, entrepreneurs, tourism enterprise, travel agents, tourists, and other stakeholders.

Furthermore, panelists were selected based on their expertise and knowledge in areas relevant to the study, such as rural tourism, ecotourism, waste management, environmental protection, green strategy expertise, policy making, government governance, and related subjects. Additionally, residents and tourists were included in the panel, ensuring that their perspectives and experiences were considered during the research process. In this study, the respondents were selected based on the rationales outlined earlier. Professional networks and official databases were utilized to create a list of stakeholders representing various categories. To ensure a representative sample, the researchers employed the stratified sampling

method with random extraction from each homogenous stratum. The target sample size was set at  $n = 30$  potential respondents. Formal invitations were then emailed to these potential participants, inviting them to participate in the study. Throughout the research process, all panelists remained anonymous during the phases of analysis and feedback. In line with the nature of a Delphi study, which does not aim to establish consensus but instead focuses on reaching a point of stabilized views, the research process concluded after the third round. At the end of this phase, the total number of participants decreased to 12. This reduction in participants across rounds is typical in Delphi technique studies as the process continues until the views stabilize and further iterations no longer significantly impact the results. The Delphi Technique method typically involves multiple rounds of questionnaires submitted to a panel, with feedback provided on the opinions collected. Each subsequent questionnaire is based on the results of the previous one. The initial round often employs open-ended questions to explore general opinions on the main research topics. In later rounds, closed-ended questions are used to analyze and evaluate the emerging aspects. The results from each round are used to construct the subsequent questionnaires, which become more specific to check and refine the previous results.

In this particular study, three interactions or rounds were conducted to determine the group's opinions. The number of rounds in the studies usually varies between two and five; in this case, three rounds were considered appropriate. While most applications of the Delphi method utilize written questionnaires, other methods such as in-person interviews, group interviews, phone or email interviews, or computer conferencing can also be used. For this study, the email procedure was chosen to achieve quicker response times and reduce postage costs.

*Each of the three rounds in this study had a specific purpose*

1. Round 1: Focused on general topics to initiate and expand discussions, aiming to identify overall opinions about the green tourism destination in Koh Mak, Trat Province. The questions are: 1). How important are stakeholders in green tourism destination retention? 2). How does stakeholder involvement affect retaining green tourism destinations? 3). How can you contribute to retaining the green tourism destination in Koh Mak?

2. Round 2: Focused on discussing secondary topics to discover a set of variables explaining the phenomenon under study. The questions are 4). What is the most important factor in retaining green tourism destinations? 5). Is waste management the most important factor in retaining green tourism destinations?

3. Round 3: Aimed to highlight forecasts, issues, goals, and options concerning the variables that were identified in the previous round. The questions are 6). What is the implementation of waste management in coastal and beach destinations? 7). How can you initiate Zero waste behavior in your responsibility? 8). What are the effective methods for solid waste management? 9). What is your suggestion?

During Round 1 of the Policy Delphi study, the primary objective was to initiate, facilitate, and extend the discussion on general topics related to the involvement of stakeholders in retaining a green tourism destination. By employing open-ended questions, this round allowed participants to freely express their opinions, ideas, and insights on the subject matter.

As the mediator, the researcher played a crucial role in carefully analyzing and synthesizing the diverse contributions from the group of participants. This analysis aimed to identify the topics and areas of interest that resonated the most with the majority of individuals in the panel. Identifying these key topics was essential because they would lay the foundation for the subsequent rounds of study. The goal was to use the insights gained from Round 1 to design more focused and specific questionnaires for Round 2. This would allow the study to delve deeper into the particular subjects related to the involvement of stakeholders in green tourism destination retention. By facilitating and extending the discussion on the identified topics, Round 1 helped to establish a clear direction for the research, ensuring that the subsequent rounds addressed the most relevant aspects of the study. This iterative process is a fundamental aspect of the Policy Delphi method, allowing for collecting valuable insights from the expert panel and refining the research questions and focus as the study progresses.

In Round 2 of the Policy Delphi study, the focus shifted towards highlighting specific topics and gathering opinions regarding the variables discovered and discussed during Round 1. To achieve this, a new questionnaire was prepared for this round. Participants were asked to identify the factors influencing the retention of a green tourism destination. This stage allowed for a deeper exploration of the key variables that were placed in the previous round, aiming to understand their significance and impact on the subject at hand. In Round 3, the main objective was to converge towards more shared opinions about the green tourism destination. The derived or discovered variables from Round 2 were organized into four categories: forecast, issue, options, and goal. Participants were then asked to explore the implementation opportunities related to these categories. For this round, three separate questionnaires were prepared, each addressing one of the categories. Respondents were required to identify and rank the importance of different issues concerning each other for the issue items. This process aimed to discern which issues were considered most critical by the expert panel.

Regarding the options items, participants were asked to assess the likelihood that specific options could serve as feasible policy goals for retaining the green tourism destination. This step aimed to gauge the potential effectiveness and practicality of various options. Lastly, the goal items sought to elicit opinions about the desirability of particular policy goals concerning the green tourism destination. This allowed the panel to express their preferences and priorities regarding the desired outcomes. Content analysis was employed to analyze the data collected from the three rounds, which involved structuring the data through open coding, axial coding, and selective coding methods. NVIVO 11 software packages also assisted with data analysis and processing, ensuring optimal results and comprehensive insights from the collected data. This combination of qualitative analysis techniques and

software support helped draw meaningful conclusions from the responses provided by the expert panel.

## Result:

To fulfill Objective 1, to investigate the roles of various stakeholders in beach recreation and identify collaboration opportunities which involves investigating the roles of various stakeholders in beach recreation to identify collaborative opportunities, it becomes evident that multiple levels of stakeholders play a crucial role in managing beach recreation to preserve the green tourism destination. Table 1 displays the distribution of units of analysis related to key socio-demographic variables among the study participants.

**Table 1**  
*Demographics of respondents' information*

Categories	Response	Round 1		Round 2		Round 3	
		Count	%	Count	%	Count	%
<b>Gender</b>	Male	22	74%	12	60%	8	66%
	Female	8	26%	8	40%	4	33%
<b>Education</b>	Master's degree or higher	6	20%	6	30%	2	16%
	Bachelor	22	74%	13	65%	9	75%
	Below bachelor	2	6%	1	5%	1	8%
<b>Experience in tourism (Year)</b>	5 – 10	14	46%	10	50%	5	41%
	11 – 20	8	26%	6	30%	4	33%
	20 above	8	26%	4	20%	2	16%
<b>Stakeholders</b>	- Chief Executive of Sub-district Administration Office (SAO)	1	3%	1	5%	1	8%
	- Chairperson of Community Enterprise	1	3%	1	5%	1	8%
	- Ministry of Municipal						
	- Restaurant Owner	1	3%	1	5%	1	8%
	- Hotel Owner	4	13%	2	10%	2	16%
	- Travel Trade	2	6%	2	10%	2	16%
	- Resident	1	3%	1	5%	1	8%
	- Tourist	8	26%	4	20%	2	16%
		12	40%	8	40%	2	16%
<b>Total</b>		n1 = 30		n1 = 20		n1 = 12	
		100%		100%		100%	

The final participants in the final round are 12 participants; however, the key opinion remains from round 1. The analysis highlighted the characteristics of this green tourism destination based on the general questions. The vast majority of stakeholders stated that it is essential to retain green tourism destinations. Because Koh Mak once has been named as one of the 100 green tourism destinations in the world, and 3 destinations in Thailand, we need to do our best to maintain the green concepts at the destination. The most relevant comments are transcribed as follows: The tourists and residents play a crucial role in maintaining and conserving green values in the area by minimizing waste and initiating solid waste management. The data were analyzed using content analysis of qualitatively structured open coding, axial coding, and selective coding to consolidate the data.

The final participants in the last round are 12; however, the key participants remain the same as in round 1. The analysis highlighted the characteristics of this green tourism destination based on the general questions. Most stakeholders stated that involvement in retaining a green tourism destination is paramount. As Koh Mak has been named one of the 100 green tourism destinations in the world and one of 3 destinations in Thailand, we need to do our best to maintain the green concepts at the destination. Some of the most relevant comments are transcribed as follows: The tourists and residents play a crucial role in maintaining and conserving green values in the area by minimizing waste and taking the initiative in solid waste management. The data were analyzed using content analysis with qualitative structured open coding, axial coding, and selective coding alongside Nvivo 11 software analysis to consolidate the data.

**Table 2**  
*Open coding*

<b>Delphi Technique</b>	<b>Original statements</b>
Round 1	The involvement of stakeholders plays a vital role in the growth of tourism destinations everywhere. Every stakeholder is interrelated and beneficial to one another, both in the public and private sectors. Tourists are considered consumers in tourism activity and also have an impact on destination development. A participant from a community enterprise stated, 'The green mindset and attitude of tourists influence the destination to be alert for greener behavior to respond to tourists' perception. Hence, any product available for sale at the destination must be produced under a green design strategy,' said the Chairman of the Community Enterprise at Koh Mak. Moreover, one tourist commented, 'We are visiting Koh Mak because it is recognized as a green tourism destination, and we support green behavior while we stay here. For instance, we always use our mug when we buy and reuse a drink. We request the laundry of bed sheets, pillowcases, and towels just twice a week to make sure we do not create carbon emissions.' The general idea of stakeholders' involvement and conservation of green tourism destinations is based on round 1 of the Delphi panel interview."
Round 2	The interview questions were, 'What is the most important factor to retain a green tourism destination? Is waste management the most important factor to retain a green tourism destination?' Most participants stated that several factors influence the retention of a green tourism destination, ensuring its long-term sustainability and preservation of the environment. From the public sector, entities like municipalities, sub-district administrative organizations (SAOs), and community enterprises focus on transparent and well-enforced sustainable tourism policies and regulations set by government authorities. These policies are essential for guiding tourism activities and ensuring compliance with environmentally friendly practices. Engaging and empowering local communities in decision-making processes and sharing the benefits of tourism help build a sense of ownership and responsibility toward preserving the destination's natural and cultural assets. On the other hand, the private sector, including hotel owners, restaurants, and travel trade, mentioned that engaging businesses in the tourism industry, such as hotels, tour operators, and transportation providers, to adopt sustainable practices and eco-certifications, can significantly reduce the overall ecological footprint of tourism.

Delphi Technique	Original statements
Round 2	<p>Moreover, tourists and residents stated that understanding and responding to the preferences of responsible tourists who seek green and sustainable travel options could create a demand for such destinations and encourage their preservation. Encouraging responsible tourism behaviors among visitors, such as promoting eco-friendly transportation, respecting local cultures, and minimizing waste generation, contributes to the sustainable management of the destination.</p> <p>By addressing these influencing factors comprehensively and coordinately, destinations can retain their status as green tourism hotspots, preserving their natural beauty, biodiversity, and cultural heritage for future generations. Waste management is ultimately vital in implementation because waste is the main contributor to carbon emissions through every kind of waste.</p>
Round 3	<p>Round 3 allowed highlighting stakeholders' opinions concerning the implementation of waste management in coastal and beach destinations and the effective methods for solid waste management. A clear policy from the government and local authority is necessary to implement the solid policy. The participants from the public and private sections, including the people sectors, commented that Implementing waste management at a green tourism destination is essential for minimizing environmental impacts and promoting sustainability. Conduct a waste assessment to understand the types and quantities of waste generated at the destination. Based on the assessment, develop a waste management plan that outlines specific goals, targets, and strategies for waste reduction and recycling. Raise awareness among tourists, residents, and businesses about the importance of waste management and its impact on the environment. Provide information on proper waste disposal practices and the benefits of recycling. Encourage waste reduction at the source by promoting reusable products, such as water bottles and shopping bags.</p> <p>Minimize single-use items and encourage visitors to bring their own eco-friendly alternatives. Set up clearly marked recycling bins for different types of waste, including plastics, paper, glass, and metals. Ensure that collected recyclables are properly sorted and sent to recycling facilities. Green tourism destinations can significantly reduce their environmental footprint and promote a cleaner and healthier environment for visitors and local communities by taking a comprehensive and proactive approach to waste management.</p>

Five thousand words were collected from 3 rounds of Delphi panel interview techniques. The contents were analyzed using NVivo 11 software to

identify the frequency of words from all participants. The frequency of the words from the analysis of the software NVivo 11 is shown in Figure 1.

**Figure 1**  
Nvivo 11 software analysis of word frequency



To achieve Objective 2, which is to assess the environmental competence of relevant stakeholders for enhancing solid waste management, the results of the three rounds of panel interviews were extracted. Data were derived from open coding results conducted over the course of the Delphi panel interviews and

were further analyzed using axial coding and selective coding to identify the key findings related to multi-level stakeholder management for the preservation of Koh Mak as a green tourism destination in Trat Province. These findings are presented in Table 2.

**Table 2***Axial and selective coding*

Categories	Connotation statement
Stakeholders' involvement	<p>Stakeholder involvement plays a pivotal role in maintaining a green tourism destination, as it brings together diverse individuals and groups with a direct or indirect interest in the destination's sustainability. By engaging stakeholders, efforts to uphold eco-friendly practices become more comprehensive, effective, and sustainable over the long term. In essence, stakeholder involvement is a vital element for preserving a green tourism destination. It encourages collaboration, inclusivity, and shared responsibility, leading to the implementation of more impactful and sustainable measures that benefit the destination's natural environment, local communities, and the tourism industry as a whole (Surachman et al., 2022; Thaler &amp; Levin-Keitel, 2016). By working together, stakeholders can ensure that the destination continues to thrive in an environmentally responsible manner, fostering a harmonious relationship between tourism and preserving its ecological assets.</p>
Waste management	<p>In a green tourism destination, waste management practices should prioritize minimizing waste generation, promoting recycling, and ensuring proper waste disposal. To achieve this, a waste assessment should be conducted to understand the types and quantities of waste generated in the destination. This assessment will provide valuable insights into the waste management needs of the area.</p> <p>Subsequently, a comprehensive waste management plan should be developed, outlining specific goals, targets, and strategies for waste reduction, recycling, and disposal. The plan should consider the waste assessment findings and address the unique challenges and opportunities of the green tourism destination.</p> <p>By implementing these steps, a green tourism destination can effectively manage its waste, significantly reduce its environmental impact, and contribute to a more sustainable and eco-friendly tourism experience for both visitors and local residents. Proper waste management enhances the destination's appeal and aligns with the principles of green tourism, fostering a harmonious relationship between tourism and the natural environment.</p>
Green behavior of tourists and residents	<p>Implementing green behavior among tourists and residents involves promoting and encouraging environmentally friendly practices and responsible behaviors that contribute to the sustainability and conservation of the destination. Develop and promote eco-friendly accommodations, restaurants, and attractions that follow sustainable practices and reduce their environmental impact.</p> <p>Provide easily accessible recycling bins and waste disposal facilities in public areas to encourage proper waste separation and disposal.</p>
Governance of the government	<p>The effectiveness of green policy implementation, the capacity of environmental regulations, and the coordination among relevant government departments significantly influence the government's green governance capacity. To promote greener practices in logistics performance, it is crucial to implement appropriate policies, such as taxation reduction based on carbon emissions rates. Such incentives encourage enterprises to prioritize environmentally friendly goals.</p>

## Discussion:

The study emphasizes the involvement of stakeholders at different levels to retain the green tourism destination in Koh Mak, Trat Province, Thailand. The ultimate goal of conserving the destination aligns with the results of multi-level stakeholders' management, which is supported by previous studies such as El-Gohary et al. (2006), Johnson-Cramer et al. (2017), and Rasche and Esser (2006). These studies point out that multi-level stakeholder management is a comprehensive approach involving the engagement and coordination of various stakeholders at different levels to retain a green tourism destination. Every stakeholder is interrelated and beneficial to one another, both in the public and private sectors. Similarly, Yang et al. (2011) and Verbeke and Tung (2013) have mentioned that stakeholder involvement plays a pivotal role in maintaining a green tourism destination, as it brings together diverse individuals and groups with a direct or indirect interest in the destination's sustainability."

Solid waste management (SWM) plays a pivotal role in environmental conservation, as waste is a key contributor to carbon emissions, especially in Koh Mak, where transportation options are limited. This perspective aligns with scholars who have intensively studied waste management topics (Amasuomo & Baird, 2016; Meidiana & Gamse, 2010; Seadon, 2010). The proper and practical implementation of waste management must involve residents and tourists, who benefit from a green environment and are also significant contributors to waste disposal. Synergistic opportunities for enhancing solid waste management to retain a green tourism destination are supported by previous studies (Furqan, 2010; Jopp, 2015; Kilipiris & Zardava, 2012). These studies advocate for collaboration with local waste management facilities and recycling centers to ensure proper handling and processing of waste. Establishing a regular waste collection schedule and ensuring environmentally responsible disposal is crucial. To prevent littering, provide sufficient trash bins in public areas and popular tourist spots.

## Conclusion:

To achieve the research objectives, the study aimed at 1). To investigate the roles of various stakeholders in beach recreation and identify collaboration opportunities which involves investigating the roles of various stakeholders in beach recreation to identify collaborative opportunities. 2). To assess the environmental competence of relevant stakeholders for enhancing solid waste management. Based on the empirical results from multi-level stakeholders' panel interviews using the Delphi technique, the study concluded that:

The research aims to explore the roles of various stakeholders involved in beach recreation and identify opportunities for collaboration. This investigation uncovers a dynamic interplay of interests, responsibilities, and potential partnerships among stakeholders, which hold significant potential for the sustainable management of beach destinations. Several key findings have emerged through a comprehensive exploration of stakeholder perspectives, contributions, and aspirations. One crucial observation is the diversity of stakeholders engaged in beach recreation. This includes various factors such as tourists, residents, government agencies, environmental organizations, businesses, and community groups. Each stakeholder group brings a unique viewpoint and distinct objectives to the beach environment. It becomes evident that these stakeholders' roles are interconnected and often mutually reliant. For example, tourists and residents impact the beach environment and are affected by its conditions. Businesses depend on the allure of the beach to attract visitors, while local authorities are responsible for enforcing regulations and upkeep of the area. Despite the distinctiveness of their roles, many stakeholders share common goals and concerns. These shared interests encompass maintaining the pristine quality of the natural environment, ensuring a positive and enjoyable experience for visitors, safeguarding local culture and heritage, and fostering economic prosperity. This alignment of goals emphasizes the potential for collaboration among diverse stakeholders to work collectively toward the sustainable management of beach destinations.

In essence, this study underscores the intricate web of stakeholder relationships within beach recreation and the promising possibilities for cooperation that can lead to the holistic and balanced management of these vital destinations.

To examine the green competency of relevant stakeholders and to identify synergistic opportunities for enhancing the current Solid Waste Management (SWM), initiate waste separation and recycling by setting up clearly marked recycling bins for different types of waste, including plastics, paper, glass, and metals. Establish a robust recycling program and ensure that collected recyclables are properly sorted and sent to recycling facilities. Implement a composting program for organic waste, such as food scraps and yard trimmings, and use composted material for landscaping and gardening. This approach reduces the volume of waste sent to landfills. Through a thorough analysis of stakeholder engagement and collaboration, practices reveal a pathway toward a more sustainable and efficient waste management system. The findings identified synergistic opportunities for collaboration that align with the strengths and objectives of different stakeholders. For instance, partnerships between local businesses and waste management authorities can lead to innovative recycling programs and educational campaigns. Effective collaboration hinges on the alignment of policies and regulations among stakeholders. Coordination between government agencies, businesses, and waste management entities is essential for successfully implementing sustainable waste management practices.

In conclusion, this investigation underscores the significance of comprehending stakeholder roles and nurturing collaboration to achieve a harmonious equilibrium among environmental preservation, local livelihoods, and enriching visitor experiences in beach recreation. Through seizing collaborative prospects, stakeholders hold the potential to safeguard natural resources, amplify cultural authenticity, and shape a destination that endures as treasured and resilient for generations to come. As a result, delving into the green competency of stakeholders and pinpointing cooperative avenues for enhancing Solid Waste

Management offers a pathway toward more sustainable, efficient, and innovative waste management practices. By leveraging collective strengths and fostering collaborative partnerships, stakeholders can play a pivotal role in fostering a cleaner environment, elevating public health standards, and fortifying community resilience. This integrated approach aligns with the core tenets of sustainable tourism, serving as a blueprint for creating lasting positive impacts on both the destination and its inhabitants.

### Limitations and future research recommendations:

The scope of the study might be limited to Koh Mak, and the findings may not be directly generalizable to other tourist destinations. Acknowledge the limitations of the specific context. The study may not have been able to include all relevant stakeholders due to practical constraints. Recognize that there may be voices and perspectives not captured in the research. Future research could involve comparative analysis with other similar destinations to identify common challenges and best practices. This could provide a broader perspective on sustainable tourism management. Researching the role of education and training programs in raising awareness and building capacity for sustainable tourism among stakeholders are also future research recommendations.

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# The Effect of Governance, Public Participation, and Public Health Expenditure on Public Health Outcome in Thailand

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## Abstract

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### Keywords:

Governance,  
Public Participation,  
Public Health Expenditure,  
Public Health Outcome

The objective of this study is to examine the effect of governance, public participation, and public health expenditure on public health outcomes in Thailand. Additionally, the study aims to offer policy suggestions for enhancing public health outcome in Thailand. The study was conducted using a quantitative methodology, making use of an extensive database that covered the period from 2009 to 2020. The key findings suggested that the participation of the public plays a significant role in enhancing health outcomes. The active participation of community members plays a crucial role in enhancing health outcomes throughout the various provinces of Thailand. Furthermore, enhancing health outcomes depends on effective governance. The impact of government effectiveness, corruption control, and accountability on public health outcomes is considerable. Public health outcomes are explained by governance, as determined by provincial tax collection and government action complaints regarding corruption. The determinant of public health expenditures has been found to have a statistically significant impact on public health outcomes, albeit with a relatively modest effect size. The findings for policy recommendations for improving public health outcomes in Thailand provinces indicated that policymakers should consider the promotion of community participation and the improvement of governance, with a particular emphasis on government effectiveness, accountability, and corruption control dimensions, as additional measures to improve public health outcomes.

## Introduction:

### Background and Significance of the Study

The endogenous growth theory places great emphasis on the importance of continuous investment in human capital as a driving force for enhancing productivity and fostering economic growth. This theory suggests that economic growth is generated endogenously within a system as a direct consequence of internal mechanisms. The theory posits that the increase of a nation's human capital can result in economic growth through the facilitation of technological

advancements and the optimization of production methods (Romer, 1994; Rahman et al., 2018).

The significance of good health in relation to economic growth lies in the indirect impact that healthy workers have on economic production within the production system. Given that labor is a crucial input that influences all other factors of production, any increase in labor productivity has a significant impact on the remaining factors of production. Prior studies have indicated that individuals with good health tend to exhibit a higher propensity to invest in educational pursuits. According to Rahman et al. (2018),

the paper suggests that individuals possess a greater amount of human capital and possess the capacity to engage in innovation and the assimilation of novel technologies. The hyperlink provided is anticipated to yield advancements in technology and the workforce, which constitutes a significant element of growth theory (Bloom & Canning, 2000, 2003; Bloom et al., 2004).

In addition, the promotion of health and well-being constitutes one of the seventeen global goals outlined in the 2030 Agenda for Sustainable Development. Sustainable Development Goal 3 endeavors to promote universal health and well-being, with a notable commitment to eradicating the epidemics of AIDS, tuberculosis, malaria, and other communicable diseases by the year 2030. Furthermore, it aims to achieve comprehensive health coverage on a global scale, guaranteeing equitable access to secure and efficacious pharmaceuticals and immunizations for all individuals. The endorsement of vaccine research and development, along with the expansion of affordable medication availability, are indispensable elements of this undertaking (the United Nations, 2022). As a result, encouraging health and well-being is crucial for reaching sustainable development goals as well as for economic growth.

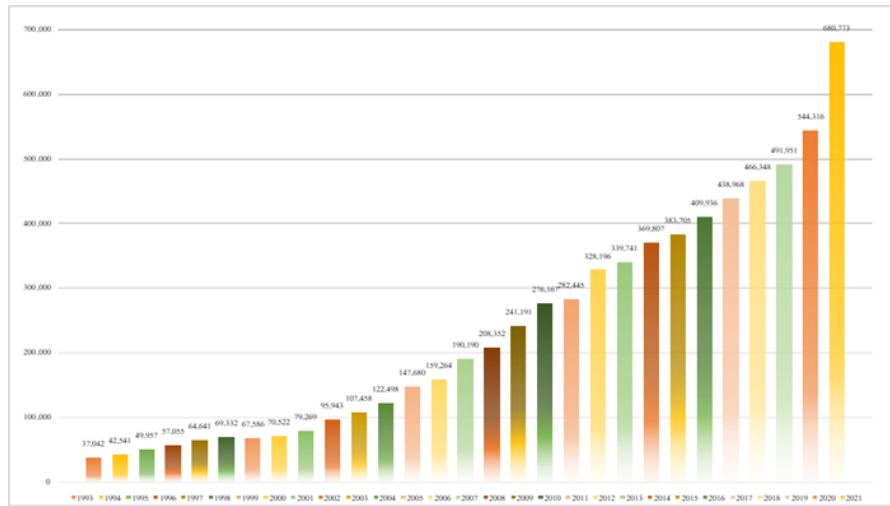
Investing in public health is an essential policy measure that promotes the welfare of individuals and contributes to the economic progress of a nation. Especially in developing nations, national health expenditure investments are a critical determinant of economic growth. According to Noy and Sprague-Jones (2016), this program offers social security benefits and enhances the availability of healthcare services, with a particular focus on individuals with lower socioeconomic status. Modern nations prioritize

the equitable allocation of resources in order to mitigate the prevalence of poverty and illness, with a particular emphasis on addressing these issues within rural communities. Hence, the allocation of public funds towards education and healthcare initiatives enhances individuals' overall well-being and concurrently contributes to the economic advancement of a nation. Public health policies play a crucial role in empowering individuals from economically disadvantaged backgrounds and addressing various forms of exclusion, such as those based on gender, geographic location, and other factors associated with poverty.

It is generally acknowledged that public health expenditure in Thailand is an exceptionally efficient approach to tackling issues of poverty and inequality. The Thai government has exhibited a notable commitment to augmenting the availability and usability of healthcare services for its populace. Since 1988, the government has been dedicated to the implementation of a publicly financed health card program with the objective of granting low-income families access to medical care. Moreover, in the midst of the 1997 financial crisis, the Thai government implemented a nationwide health insurance program that provides coverage to all Thai citizens. Following Thaksin Shinawatra's 2001 election, the Thai government implemented a nationwide health insurance program that ensures protection for all Thai citizens (Buracom, 2011). Based on the data illustrated in Figure 1, public health expenditures in Thailand have exhibited a consistent upward trajectory since 1993. Since 1993, the total value of the baht has increased steadily, from 37,042 million baht to 680,773 million baht by 2021.

**Figure 1**

Thailand's Public health spending (Million Baht) in year 1993 - 2021



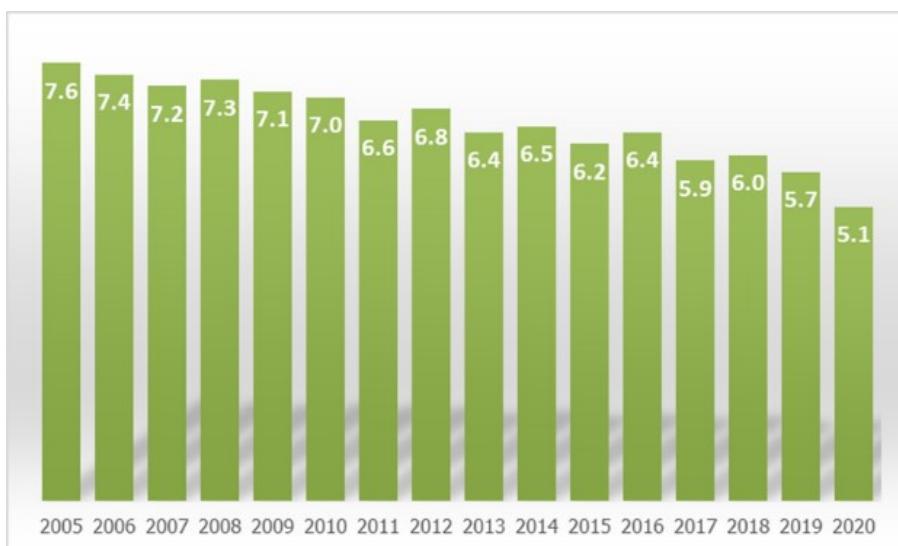
Note: The data for Thailand's Public health spending are from *Data on Social Indicator*, by The Office of the National Economic and Social Development Board, 2022, ([https://www.nesdc.go.th/ewt\\_dl\\_link.php?nid=3511&filename=PageSocial](https://www.nesdc.go.th/ewt_dl_link.php?nid=3511&filename=PageSocial))

Since 2005, the infant mortality rate (per 1000 individuals) in Thailand has exhibited a consistent downward trend with regard to the country's public health situation. As shown in Figure 1, this rate has declined from 7.6 percent in 2005 to 5.1 percent in 2020. It is apparent from an initial analysis of the mor-

tality rate that Thailand's public health is progressing in a favorable direction. Conversely, from 2009 to 2020, there is an expectation that the maternal mortality rate (per 100,000 individuals) will decline. Since 2012, as shown in Figure 2, the rate of maternal mortality has increased.

**Figure 2**

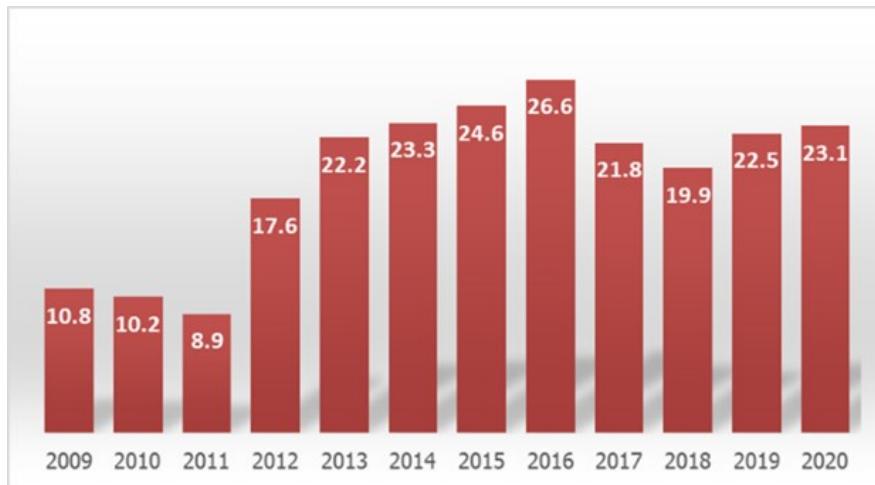
Infant mortality rate (per 1000 people) in year 2005 – 2020



Note: The data for Infant mortality rate are from *Public Health Statistics A.D.2020*, by Ministry of Public Health Thailand, 2021, ([https://bps.moph.go.th/new\\_bps/sites/default/files/2563\\_0.pdf](https://bps.moph.go.th/new_bps/sites/default/files/2563_0.pdf))

**Figure 3**

Maternal mortality rate (per 100,000 people) in year 2009 – 2020



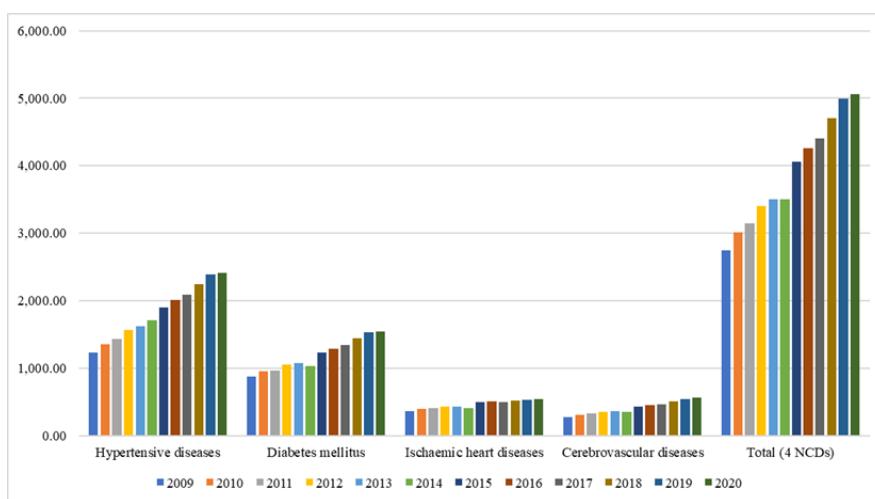
Note: The data for Maternal mortality rate are from *Public Health Statistics A.D.2020*, by Ministry of Public Health Thailand, 2021, ([https://bps.moph.go.th/new\\_bps/sites/default/files/2563\\_0.pdf](https://bps.moph.go.th/new_bps/sites/default/files/2563_0.pdf))

The morbidity rate of noncommunicable diseases (NCDs) is frequently utilized by scholars as a method to measure health outcomes. The morbidity rate associated with non-communicable diseases, such as hypertensive diseases, diabetes mellitus, ischemic heart diseases, and cerebrovascular diseases, exhibits a discernible

pattern of deterioration in Thailand. The anticipated trajectory of morbidity rates associated with non-communicable diseases is predicted to exhibit a rise from 2009 to 2020, as depicted in Figure 4. Hypertensive diseases exhibit the highest rate of morbidity when compared to other notable non-communicable diseases.

**Figure 4**

Morbidity rate from NCDs causes in Thailand, 2009 – 2020



Note: The data for Morbidity rate from NCDs causes in Thailand are from *NCDs status report diabetes, high blood pressure and related risk factors 2019*, by Ministry of Public Health Thailand, 2021, (<http://www.thaincd.com/2016/mission/documents.php?tid=32&gid=1-020>)

Many scholars have previously directed their attention towards examining the determinants of public health outcomes. Their objective is to provide recommendations for enhancing the efficacy of public health management and improving overall health outcomes. Many scholars attempt to investigate the determinants of public health outcomes based on a variety of research assumptions and theoretical frameworks, including factors such as public health spending, governance, economics, and demographics. Many studies have investigated the impact of public health expenditure on health outcomes, including the research conducted by Arthur and Oaikhenan (2017), Anyanwu and Erhijakpor (2009), and Gupta and Verhoeven (2001). In the realm of scholarly research, Pritchett (1996), Campos and Pradhan (1996), and Rajkumar and Swaroop (2008) have undertaken studies aimed at examining the effect of governance factors on development outcomes, with a specific focus on health outcomes. Furthermore, a research study was conducted by Sloan and Tedin (1987) as well as Bollyky et al. (2019) with the aim of examining the impact of democracy on public health indicators. The study conducted by Rifkin (2009) examined the relationship between community engagement and enhanced health outcomes.

Moreover, upon reviewing the existing body of literature pertaining to the impact of various factors on public health outcomes, it was observed that a significant proportion of the studies have primarily focused on conducting extensive investigations at the national level. Nevertheless, it is important to highlight that there is a lack of prior scholarly investigations that have been conducted to collect quantitative data at the provincial level with the aim of examining the effect of governance, public participation, and public health expenditure on public health outcomes, particularly within the specific context of Thailand. Thus, by employing provincial-level data to examine the effect of public health expenditure, public participation, and governance on public health outcomes in Thailand, this study has the capacity to contribute to the advancement of knowledge in the domains of development administration, governance, and development, while also yielding valuable policy recommendations.

### ***Objectives of the Study***

There are two objectives of the study. Firstly, the objective of this study is to examine the effect of governance, public participation, and public health expenditure on public health outcomes in Thailand. Additionally, the objective of this study is to provide policy recommendations for enhancing public health outcomes in Thailand.

### ***Scope of the Study***

This study primarily examines the various factors that affect public health outcomes, specifically focusing on governance, public health expenditure, and public participation, as well as economic and demographic factors. The focus of public health outcomes in the provinces of Thailand pertains to the morbidity rate of non-communicable diseases, namely hypertensive diseases, diabetes mellitus, ischemic heart diseases, and cerebrovascular diseases. This study focuses on conducting an in-depth study at the provincial level, where provinces are considered the unit of analysis. All provinces, except for Bueng Kan, are encompassed within the scope of this study. The present study was carried out in various provinces of Thailand, utilizing a comprehensive database covering the period from 2009 to 2020. The selection of this particular timeframe can be attributed to the adoption of the Universal Health Coverage (UHC) Policy in 2002. This policy facilitated the establishment of three dimensions of universal health coverage in Thailand, aligning with the UHC Cube principle and the fundamental concept of universal health coverage.

### ***Literature Review:***

In the literature review, this part aims to discuss the previous researches on the effect of governance, public participation, and public health expenditure on public health outcomes in Thailand. A review of empirical studies is also necessary in order to develop a strong conceptual framework for the study. In this paper, the literature on determinants of public health outcomes, including public health expenditure factors, governance factors, democratic and public participation factors, as well as economic and demographic factors, will be discussed.

When it comes to the study examining the effect of public health expenditure on public health outcomes, traditional studies focus on how government expenditure impacts economic growth and improves social development indicators, influenced by the notions of the School of Keynesian economics. Theoretically, public health expenditure may be seen as a crucial mechanism for facilitating the attainment of improved health outcomes. The rationale for this is that public health expenditure is a necessary requirement for the successful and efficient functioning of the health system. The significance of health spending lies in its provision of resources and economic incentives for the functioning of health systems. It serves as a crucial factor in determining the performance of the health sector in terms of equality, efficiency, and health outcomes.

In general, increased health spending should result in improved health outcomes; nevertheless, the findings of previous studies on the impact of government spending on public health outcomes remain inconclusive. Many studies have investigated the effect of public health spending on public health outcomes. For example, Barenberg et al. (2015) found that increasing public health spending resulted in a significant reduction in infant mortality in a panel of Indian states. Accordingly, Bokhari et al. (2007) pointed to a significant decrease in mortality rates (infant and maternal mortality) in developing countries as a result of increased government spending. Similar to Deluna and Peralta (2014), an increase in average public spending in the Philippines lowers infant and under-five mortality rates. The impacts of health spending on health outcomes are occasionally demonstrated to be significant for a health indicator, such as infant mortality, but not for maternal fatalities as a measure of health outcome (Rana et al., 2018; Kim & Wang, 2019). In contrast, Kumar et al. (2013) discovered no association between public health expenditure and infant mortality at the country and state levels in India.

Nevertheless, in the aftermath of the global economic crisis, the World Bank suggests the notion of "governance" as a game changer. This leads to the recent studies focusing on governance factors that can

affect health outcomes. According to the World Bank, governance is defined as a country's ability to achieve three development goals: lowering the threat of violence, creating prosperity, and ensuring that this wealth is shared (World Bank, 1991). The theoretical logic of governance and health outcomes will be explained in greater detail. At the conceptual level, the impact of governance on health outcomes is mediated by both direct and indirect mechanisms. Governance has been found to have an indirect impact on economic growth or national income (Anyanwu, 2014), which in turn influences the disposable income of families (Hu & Mendoza, 2013). Hence, it is plausible that family wealth has a role in determining the availability of enhanced water and sanitation facilities, enough nutrition, suitable housing, female education, and other household-level variables that might potentially affect the accessibility of high - quality healthcare services in a broader sense, as well as health outcomes specifically (Rajkumar & Swaroop, 2008).

Many scholars attempt to investigate the effect of governance on public health outcomes. For example, Gupta et al. (2002) discovered that governance has a significant impact on health outcomes, especially when it comes to the indicator of corruption. The findings in this regard point to the critical role of governance in attaining health benefits. Similarly, Rajkumar and Swaroop (2008) demonstrate that the effectiveness of public health spending on social outcomes is influenced by governance quality. Their findings imply that public investment has little impact on schooling and child mortality rates in nations with poor governance. In countries with good governance, however, public spending has a major impact on education and child mortality rates. Additionally, Yaqub et al. (2012) examined the effect of public health expenditure on infant and under-five mortality and life expectancy. The findings show that when the governance indicators are considered, public health spending has a negative effect on infant mortality and under-five mortality. Moreover, Farag et al. (2013) discovered that higher government effectiveness leads to improved health outcomes. Similar to Ahmad and Hasan (2016), they discovered that governance variables,

particularly corruption and government stability, are primary factors in health outcomes in Malaysia, in addition to income and public health expenditure. It is obvious that excellent governance correlates with good health status. To put it another way, governance is a critical factor in improving health status or outcomes.

In a recent decade, the demands for democracy, as well as the notion of New Public Management (NPM), have influenced the study of public administration. Since it allows both the private and public sectors to work together to manage public affairs, with a focus on promoting cooperation in the form of public-private partnerships and improving network management in the public policy process, as well as government official inspection, for this reason, recent studies on factors influencing public health outcomes have emphasized the importance of democracy and public participation. Many researchers are curious about the impact of democracy and public participation on public health outcomes.

According to the concept of social capital, Putnam (2000) emphasizes the importance of civic participation in improving government. In reviewing this concept, it is possible to assert that political participation, particularly community engagement, contributes to government officials acting properly. This will result in desirable outcomes, such as improved public health. Many researchers are interested in investigating the effect of the political condition on development outcomes, particularly the level of democracy. Previous research has revealed that democratic governments have a positive impact on healthcare policy because they are more likely to spend money on healthcare. Safaei (2006) discovered that democracy has an indirect positive effect on public health. Meanwhile, Ruger (2005) also revealed that there is a significant relationship between political institutions and public health outcomes.

When it comes to public participation, it is widely acknowledged as a critical element in improving and maintaining interventions that promote health outcomes. Until now, community participation has been viewed primarily as an intervention to improve population health rather than a process to design and support health programs to sustain these outcomes. Additionally, participation is crucial not only in the context of health

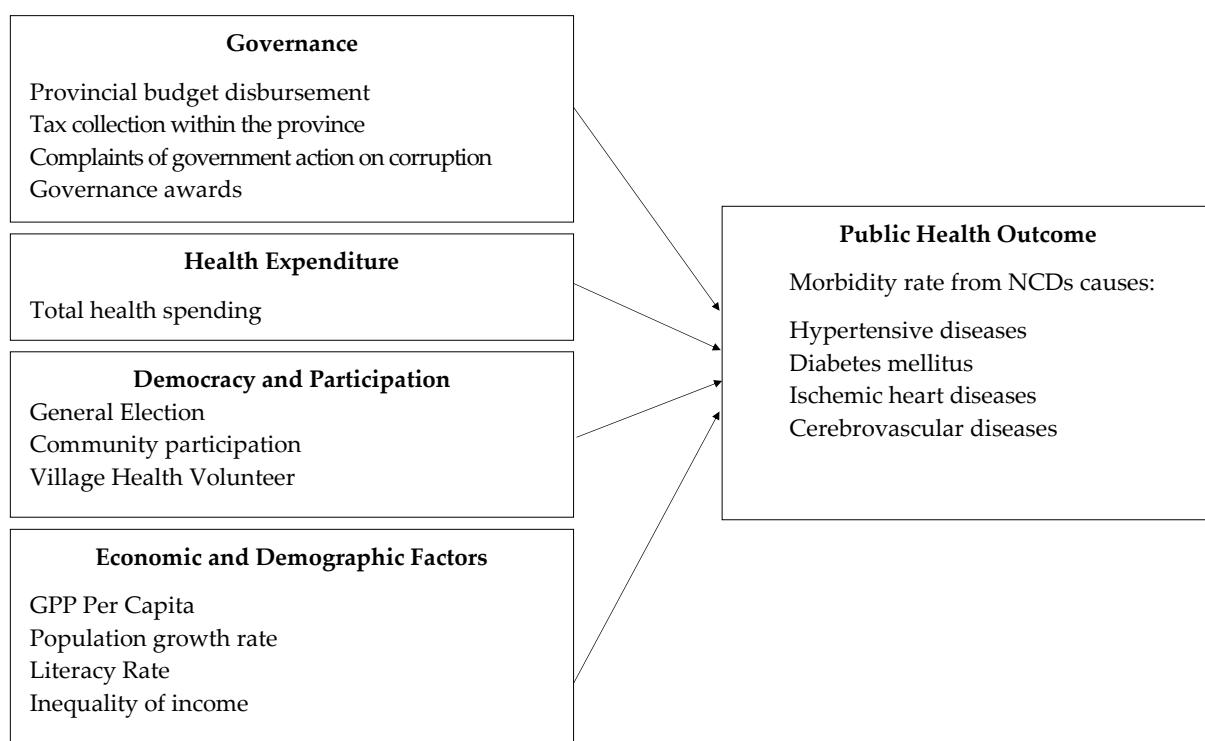
care delivery and utilization. Supporters also emphasize participation as a critical aspect in the larger context of the importance of social determinants of health and health as a human right (World Health Organization [WHO], 2020). Many researchers attempt to examine the effect of public participation on public health outcomes. For example, Marston et al. (2013) discovered that community participation had a mostly positive impact on maternal and newborn health as part of a package of interventions. In search of evidence of a direct link between participation and improved health outcomes related to disease control and improvements in maternal and child care, a systematic analysis of Chagas disease control suggests that participation improves disease control, but further evidence is needed (Abad-Franch et al., 2011). Similarly, Bath and Wakerman (2015) examine evidence on the effect of community participation in primary health care on health outcomes. The findings reveal a limited but considerable body of evidence indicating community participation is linked to better health outcomes. However, there is a lack of research on the effect of public participation on health outcomes. Thus, it is required to conduct empirical study in this field.

In addition, many studies have been done in the past on the effect of economic and demographic conditions on development outcomes. For example, infant and child mortality may be affected both directly and indirectly by national income (Hojman, 1996). Existing research by Ketenci and Murthy (2018) found that GDP per capita and educational attainment were found to be determinants affecting life expectancy. Concerning population growth, the study by Arthur and Oaikhenan (2017) discovered that urban population growth rates worsen health outcomes by increasing mortality rates and reducing life expectancy at birth. Meanwhile, Ketenci and Murthy (2018) found that educational attainment is the most important factor in health outcomes. Also, Cornia et al. (2008) contend that, given an average GDP per capita, a more equal income distribution can improve health status by guaranteeing that most households have access to basic resources. Thus, in this study, economic and demographic factors are included as determinants of public health outcomes.

To sum up, according to the literature review, the scope of the factors affecting public health outcomes is focused on governance, public health expenditure, public participation, as well as economic and demographic factors that can affect public health outcomes.

**Figure 5**

*Conceptual Framework*



## Research Methods:

The present study employs a quantitative methodology. The technique of multiple regression analysis is employed to examine the panel data encompassing all provinces in Thailand, with the exception of Bueng Kan province. The province is considered the unit of analysis in panel data analysis. The analysis will examine the relationship between independent variables and the dependent variable as presented in the conceptual framework. The empirical estimation entails the examination of four dependent variables, specifically the rates of morbidity associated with hypertensive diseases, diabetes mellitus, and cerebrovascular diseases.

A panel data regression was performed using the most recent year's data from each province, spanning

## Conceptual Framework:

This paper, according to our review of the literature, attempts to examine the effects of governance, public participation, and public health expenditures on public health outcomes. The following is a conceptual framework for this study.

the years 2009 to 2020. The secondary data utilized in this study has been sourced from various government agencies. The study utilized secondary data obtained from government agencies, which were deemed reliable due to the consistent and reliable data collection practices employed by these entities.

The data is processed using robust statistical software that enables users to analyze, manage, and generate graphical visualizations of the data. Panel data regression analysis is commonly conducted using statistical software such as SPSS and STATA. Furthermore, the issue of multicollinearity is predominantly investigated in order to identify the pair of independent variables that exhibit strong and statistically significant correlations.

## Results and Discussion:

This part presents the empirical results of a quantitative research approach used to examine the determinants of public health outcomes at the provincial level in Thailand. The empirical results for all models applying panel-data regression in Thailand provinces from 2009 to 2020 are provided to reveal the determinants of health outcomes in Thailand. The findings of empirical

estimations will help to provide the determinants of public health outcomes in Thailand's provinces.

### Descriptive Statistics:

The descriptive statistics of all variables used in the study. It shows the mean values, the minimum and the maximum values, standard deviation values, as well as the number of observations in this study.

**Table 1**

*Descriptive Statistics*

Variable	Obs	Mean	Std. dev.	Min	Max
<b>Dependent Variable</b>					
Morbidity rate from					
Hypertensive diseases	900	1874.562	682.3614	507.5519	4165.625
Diabetes mellitus	900	1190.515	386.8106	287.8349	2229.341
Ischemic heart diseases	900	455.3906	186.2832	98.2274	1154.938
Cerebrovascular Diseases	900	410.2306	149.3404	104.5547	903.4258
<b>Independent Variable</b>					
Provincial budget disbursement	900	75.44347	17.89367	13.45725	100
Province tax collection	900	12.69933	5.629279	4.668253	37.58085
Control of corruption	900	32.73889	26.67286	0	171
Governance awards	900	.1333333	.3401236	0	1
Total health expenditure (t-1)	825	533.6162	476.0083	64.91151	3194.909
General election	900	.1666667	.3728852	0	1
Community participation	900	81.76256	13.788	21.88136	99.26618
Village health volunteer	900	1215.901	603.826	105.2491	3101.643
GPP per capita	900	141394.7	122294.1	33575.03	752291.1
Population growth rate	900	783.5738	481.6256	179.262	2538.245
Level of education	900	7.865729	1.094434	3.84	11.3
Inequality of income	900	36.2551	11.79729	.9710776	67.897

### The Empirical Results:

The multiple regression analysis in this part provides empirical estimation results for the four dependent variables. The provision of an interpretation for each dependent variable is crucial in order to comprehend the extent to which an independent variable can determine the dependent variable. The statistical significance is offered with an explanation in order to see how these estimations are meaningful.

According to the results, the set of variables from the empirical estimation will be discussed. It enables us to determine whether the same variables have the same impact on various public health outcomes at the provincial level, as well as how the variables impact public health outcomes. An analysis can be very useful in providing policy implications that enhance public health in Thailand.

From the empirical estimation results, it is apparent that all models were considered a good explanation of the determinants of public health outcomes based on their statistical significance, as shown by the F-statistic being significant at more than 95 percent. Additionally, the results of the empirical estimation presented show that model (1) and model

(2) can well explain the determinants of public health outcomes. The estimation of models 1 and 2 has a significant R-squared value of .7236 and .7468, respectively, which also indicates that the public health outcome is well explained by this set of independent variables by 72.36 and 74.68, respectively.

**Table 2***The Empirical Estimation Results*

Variable	(1) Hypertensive diseases (MHYPE)	(2) Diabetes Mellitus (MDIAB)	(3) Ischemic Heart Diseases (MISCH)	(4) Cerebrovascular Diseases (MCEBD)
Provincial budget disbursement	-0.671083 (-0.86)	-0.6329078 (-1.38)	0.1466355 (0.43)	-0.2925194 (-1.31)
Province tax collection	-38.99281*** (-4.43)	-21.73239*** (-4.91)	-5.988893* (-2.47)	-11.20015*** (-4.26)
Control of corruption	1.812795** (3.61)	0.121905** (3.62)	0.3310747* (2.51)	0.457401** (2.9)
Governance awards	-16.66212 (-0.57)	-6.789474 (-0.42)	-12.35728 (-0.97)	0.624079 (0.07)
Total health expenditure	-0.111413*** (-4.31)	-0.0486683* (-3.08)	0.006116 (0.9)	-0.0209232** (-2.85)
General election	16.50749 (0.21)	6.391691 (0.18)	16.98369 (1.92)	-14.08865 (-0.72)
Community participation	-11.88778*** (-5.97)	-6.813896*** (-6.26)	-2.941073*** (-5.35)	-3.298285*** (-6.45)
Village health volunteer	0.1427717*** (3.86)	0.0920736*** (4.32)	-0.0092102 (-0.74)	0.0460778*** (4.37)
GPP per capita	0.0033596*** (3.91)	0.0015237*** (4.1)	0.0003251 (1.51)	0.0003367* (2.38)
Population growth rate	-0.3942722 (-0.93)	-0.1605038 (-0.69)	0.2161436 (1.33)	0.0580311 (0.48)
Level of education	14.38213 (0.21)	-7.101968 (-0.2)	7.957164 (0.7)	16.72723 (0.75)
Inequality of income	-20.30971 (-1.55)	-13.18374 (-1.95)	0.9172375 (1.09)	-1.327915 (-0.29)
R <sup>2</sup>	0.7236	0.7486	0.2234	0.6429
F-stat	46.95***	60.52***	7.64***	31.89***

Note: 1) \*\*\*, \*\*, and \* denote statistically significant at 0.05, 0.01, and 0.001 level respectively

2) Numbers in Parentheses are t-stat

According to the results, it is obvious that governance determinant plays a crucial role in improving health outcomes. Tax collection within the province and complaints of government action on corruption are statistically significant in every estimation. Public health outcomes are explained by two of the four governance variables in all kinds of morbidity rates. Regarding the tax collection within the province,

it has negative and significant impacts on the public health outcomes for all estimations. It is implied that the government effectiveness in collecting tax revenue helps promote health outcomes in Thailand. Additionally, the statistical results also indicate that complaints of government action on corruption are statistically significant in every estimation.

It is implied that the corruption control dimension of governance has a considerable impact on public health outcome. The fewer complaints of corruption, the better the health outcomes in the province of Thailand.

In addition, the quantitative results showed that total health expenditure plays a significant role in affecting public health outcomes. In several empirical estimations, it has been observed that there is a substantial and adverse influence on the morbidity rate. In other words, a higher increase in health spending corresponds to a lower rate of NCD morbidity.

Regarding the determinants of democracy and participation, it was observed that community participation and village health volunteer exerted a notable influence on the morbidity rate associated with non-communicable diseases. Significantly, the findings indicate that community participation has a substantial negative effect on the morbidity rate associated with non-communicable diseases. Another public participation variable that shows a significant impact from the estimation is village health volunteer. Village health volunteer factor has a positive effect on the morbidity rate associated with non-communicable diseases. This variable is statistically significant, but it has a small coefficient.

Lastly, given the economic and demographic variables, it is obvious that solely GPP per capita exhibits a positive and statistically significant effect on the morbidity rate of non-communicable diseases. Nevertheless, the findings suggest that while GPP per capita does have a noteworthy influence on the morbidity rate of non-communicable diseases, its impact on public health outcomes in the provinces of Thailand is minimal. Meanwhile, the variables of population growth rate, level of education, and inequality of income were found to have no statistically significant impact on public health outcomes.

### ***Discussion of Findings:***

This paper examines the effect of governance, public participation, and public health expenditure on public health outcomes in Thailand. The discussion of the determinants affecting public health outcome and the policy recommendations to improve public health outcome will be elaborated.

First of all, governance determinant is obviously crucial to improving health outcomes. Public health outcome is explained by governance determinants (tax collection within the province and complaints of government action on corruption). It is implied that the government effectiveness in collecting tax revenue helps promote health outcome in Thailand. This also supports the governance concept that improves human development. The policymakers should place an importance on strengthening the capabilities of government organizations. Additionally, the factor of complaints about government action on corruption has positive and significant impacts on the morbidity rate of NCDs for all estimations. It is implied that the corruption control dimension of governance has a considerable impact on public health outcome. This also supports the governance concept that improves human development particularly health outcome. The key findings of this study support the findings of previous studies by Gupta et al. (2002), Rajkumar and Swaroop (2008), Yaqub et al. (2012), Farag et al. (2013), Hu and Mendoza (2013), Ahmad and Hasan (2016), and Sagarik (2019), which emphasize the importance of governance and assert that good governance correlates with good health status.

Regarding the determinants of democracy and participation, it was observed that community participation plays a pivotal role in promoting health outcomes across various provinces in Thailand. Greater community participation is associated with improved public health outcomes. This statement serves to endorse the concept of social capital and its correlation with community engagement. The primary recommendation for policymakers is to actively encourage community participation as a means to enhance development indicators, with a particular focus on improving health outcomes. The determinant of public participation in the current study indicates empirical evidence that is consistent with Putnam's notions of social capital and community engagement. The findings of this study are consistent with earlier studies by Abad-Franch et al. (2011), Atkinson et al. (2011), Marston et al. (2013), Rifkin (2014), as well as Bath and Wakeman (2015), which have supported the idea that public and community engagement contributes to improved health outcomes.

In relation to the variable of village health volunteer, the estimations indicate its statistical significance. The empirical evidence suggests that there is a notable and statistically significant correlation between village health volunteer and the morbidity rate of non-communicable diseases. This, nevertheless, presents a contradiction to prior research. Theoretically, it is anticipated that the augmentation of village health volunteers will have a substantial and adverse impact on the morbidity rate. This outcome might differ from the findings of prior research. Additional research is necessary to prove this relationship.

When it comes to public health expenditure, the quantitative results show that total health expenditure is an important determinant of public health outcomes. Supporting the notion from the neoclassical growth model, it posits that a well-educated and healthy labor force contributes to a rise in per capita income for people and their families, hence augmenting the overall worth of human life. Healthcare expenditures have the potential to enhance the provision of improved health facilities and opportunities, thereby bolstering human capital and subsequently contributing to increased productivity and enhanced economic performance. The finding also aligns with prior studies conducted by Bokhari et al. (2007), Kumar et al. (2013), Deluna and Peralta (2014), Barenberg et al. (2015), Arthur and Oaikhenan (2017), Rahman et al. (2018), Rana et al. (2018), as well as Kim and Wang (2019). It has been demonstrated that public health spending has a positive impact on public health outcomes.

Lastly, given the economic and demographic variables, the findings indicated that only GPP per capita exhibits a positive and statistically significant effect on the morbidity rate of non-communicable diseases. Nevertheless, the findings suggest that while GPP per capita does have a noteworthy influence on the morbidity rate of non-communicable diseases, its impact on public health outcomes in the provinces of Thailand is minimal. This result may be unexpected, according to previous research. According to previous research, an increase in GPP per capita is expected to have a negative impact on morbidity rates. The higher the GPP per capita, the lower the morbidity rate.

However, this result contradicts previous research by Handwerker (1992), Hojman (1996), Musgrove (1996), Cornia and Mwabu (1997), Lopes (2002), De Vogli et al. (2005), Mayer and Sarin (2005), Cutler et al. (2008), Cornia et al. (2008), Drabo (2011), Arthur and Oaikhenan (2017), Ketenci and Murthy (2018), as well as Chireshe and Ocran (2020). Further investigation is required to prove this relationship.

#### ***Policy Implications:***

The findings of this study provide useful information for policy implications. There are several implications to be noted here, as they can suggest to policymakers how to improve public health outcomes and public health policy in order to respond to the needs of people performing in the field of public health. The following are the policy implications:

First, increase public participation, particularly community participation, in order to improve public health outcomes. According to the findings, it is clear that community participation plays an important role in promoting health outcomes throughout Thailand's provinces. One of the most important aspects of public health is the process of increasing public participation in health promotion and disease prevention in the community or villages and empowering the community to become involved. This process enables communities and villagers to learn, become aware, and become more health-conscious. People can learn more about health and improve their health outcomes. Thus, public participation is an important mechanism for enabling communities and villagers to learn and build health literacy, which will be an important factor in achieving better health outcomes for those in the community. People who are health-conscious have better health outcomes. Policymakers should consider how to promote health literacy through community participation.

Second, promote governance, particularly the government effectiveness dimension, in order to improve public health outcomes. According to the findings, governance determinants are critical determinants for improving health outcomes. Tax collection within the province has a significant impact on public health outcomes. It implies that the greater

the degree of government effectiveness, the better the people's health outcomes. Policymakers should prioritize strengthening the capacity of government organizations.

Last, promote governance, particularly accountability and corruption control, to improve public health outcomes. According to the findings, corruption control has a statistically significant effect on public health outcomes. It is implied that corruption control has a significant impact on public health outcomes. Given that the budget is allocated in connection with public inspections, the most effective budget spending is made to achieve the desired results. The process of building transparency and accountability in civil society is required to ensure that the government budget is spent entirely on citizens and that public health policies and activity plans are effective. Thus, policymakers should consider how to involve civil society in the public health policy process, such as by planning public health plans, prioritizing public health promotion activities and campaigns, and implementing health promotion and prevention initiatives collaboratively with the public sector.

#### *Suggestions for Further Studies:*

Given the limitations of this study, it is suggested that additional research be conducted in this area. Initially, provinces may not be included in WGI's six-dimensional governance data. Researchers will be able to examine the effect of governance at the provincial level for statistical analysis and policy implications if there is a collection of data on governance in various dimensions down to the provincial level. Additionally, data on public health expenditures broken down by job characteristics or type of health expenditure at the provincial level will aid in providing a more thorough description of the types of jobs in public health expenditure and explaining how they affect public health outcomes. Furthermore, since this study uses NCD morbidity rates to measure public health outcomes, future research may use other public health outcome indicators, such as infant, maternal, or other disease mortality rates, to make future research more interesting and informative. Lastly, this study focuses on public health outcomes. It will be useful for future research on how public health outcomes affect

economic or social development. Further research can examine how public health outcomes affect other development issues, such as economic growth, inequality, and social justice. Development studies and public administration will greatly benefit from this.

#### **Conclusion:**

The objective of this study is to determine the determinants that exert an impact on public health outcomes within the provinces of Thailand. The conceptual framework of this study incorporates various factors, including governance determinants, public health expenditure, public participation, and economic and demographic variables. The research was carried out using a quantitative methodology and a large database spanning the years 2009 to 2020. The major findings suggest that public participation is important in improving health outcomes. Given the determinants of democracy and public participation, it was discovered that community participation and village health volunteers have a significant impact on public health outcomes. Furthermore, effective governance is essential for improving health outcomes. Governance explains public health outcomes, particularly tax collection within the province and complaints of government action on corruption. The study's findings on policy recommendations for improving public health outcomes in Thai provinces suggest that policymakers should consider encouraging community participation and improving governance, with a focus on government effectiveness, accountability, and corruption control, as additional measures to improve public health outcomes.

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# Newcomers' Emotional Intelligence, Work Stress, and Organizational Socialization Outcomes

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## Abstract

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### Keywords:

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Intention to Stay

Organizational socialization is a process that facilitates new employees to reach the organizational goals or socialization outcomes, particularly job satisfaction, and intention to stay long in the organization. This research aimed to examine the relationship between the two outcomes and whether new employee's psychological trait as emotional intelligence and psychological state, like work stress, were related to the two socialization outcomes. Participants were 360 new hired employees; out of 527 new hired employee from an electronic company in Thailand, who received orientation and on-the-job skill training as the beginning part of the socialization program. Data analysis resulted that emotional intelligence was positively related to intention to stay ( $r=0.37$ ,  $p < 0.01$ ) and negatively related to working stress ( $r =-0.24$ ,  $p < 0.01$ ), and work stress was demonstrated as a mediator on the relationship between emotional intelligence and intention to stay with a total effect of 0.54 unit. Both emotional intelligence and work stress were not related to job satisfaction, and job satisfaction was not related to intention to stay. Results found relationship among emotional intelligence, intention to stay while work stress was mediated its relationship. The differences found on job satisfaction and intention to stay were discussed. Future research was suggested in order to understand more of the socialization process and newcomers' immediate outcomes.

## Introduction:

World Economic Forum (2023) reported that due to the disruption in world economic, many people lose their jobs and subsequently join new jobs. Every time people change jobs, they have to undergo an organizational socialization process as newcomers to the new organization to familiarize themselves with the new organization. Van Maanen and Schein (1977) stated that organizational socialization is the process where the newcomers change themselves from outsiders

to insiders in order to become engaged and effective insiders who are satisfied, committed, and intend to remain with the organization. Therefore, organizations put effort into understanding and facilitating new hired employees through the socialization process in order to maximize the effectiveness of costly personnel recruitment, selection, and training practices (Bauer, Bodner, et al., 2007; Saks et al., 2007a). Some organizations may have a successful socialization process and have effectively adjusted newcomers.

Several studies to understanding and facilitating newcomer's adjustment are critical to maximizing the effectiveness of recruitment and selection has been conducted such as the study of Perrot et al. (2014) and Zhou et al. (2021). Kammeyer-Mueller et al. (2013) suggested early support and undermining may lay a foundation for later work outcomes and more importantly during the first 90 days. Yet the problem that has occurred in many organizations is high turnover. The organization that is in this study faced with more than 50% turnover rate in the first month.

Former researches pay much attention to the subject of antecedents and outcomes of the socialization process, including situational determinants of newcomers' distress. However, not many researches evaluated the variables that reflect the difference of each individual, which is the relation to new employees' anxiety and stress (Ellis et al., 2015; Nelson & Sutton, 1991).

Nurse jobs are high demand emotion. Emotional Intelligent were examine in new graduate nurse socialization outcomes regarding turnover intent, job satisfaction, role conflict and ambiguity during a preceptorship programmed (Hurley, 2008; Lalonde & McGillis Hall, 2017). It is worth to study whether employees' emotional intelligence and psychological state like work stress were related to the two socialization outcomes, which are job satisfaction and intention to stay outside nursing jobs.

## Purposes of the Study:

The purpose of this research research was also aimed at examining if new employees' psychological trait as emotional intelligence and psychological state, like work stress, could increase or decrease the level of the socialization outcomes: job satisfaction and intention to stay. The study, therefore, aimed to find out whether or not: (1) newcomers' job satisfaction is related to intention to stay, (2) emotional intelligence and work stress are related to job satisfaction and intention to stay, and (3) work stress played a role as a negative mediator on the relationship between job satisfaction and intention to stay.

## Review of Related Literature:

### *Socialization process and socialization outcomes*

Organizational socialization is the process where newcomers change themselves from outsiders to insiders in order to become engaged and effective insiders. Those who are satisfied, committed, and intend to remain with the organization (Van Maanen and Schein, 1977). Feldman (1976a, 1976b) presented the three-stage model of the new employee socialization process. Stage I: Anticipatory socialization occurs before employees join the organization, and new forms of expectations in various about prospective employers such as jobs transmitting, receiving, and evaluating information and making decisions about employment. Stage II: Accommodation is the period in which the individual sees what the organization is actually like after joining the new employer and attempts to become a participating member of the new organization. The four main activities as part of their change and acquisition and metamorphosis in this stage are learning new tasks, establishing new interpersonal relationships with coworkers, clarifying their roles in the organization, and evaluating their progress in the organization. Stage III: Role Management, the newcomer has already made progress in resolving issues within their workgroup and now faces the challenge of mediating conflicts between their own group and other groups, which may place demands on them. If the newcomer can resolve their role management in this stage, it will lead to general satisfaction and internal job involvement.

The socialization process yields two tiers of the outcome, proximal and distal outcomes, that are affected by information and learning (Saks, Uggerslev, & Fassina, 2007). Proximal outcome or adjustment outcome is the result of newcomer adjustment after receiving the provided socialization tactic, which could result in role conflict, role ambiguity, and perceived fit. While after the newcomer's adjustment, they will adapt themselves, which turns into more 'distal' outcomes or the final socialization outcomes, which are a sign of whether the employees are successfully socialized (Saks & Ashforth, 1997;

Wanous, 1992). The distal outcomes of the socialization process generally include organizational commitment, job satisfaction, job performance, intentions to quit, and role orientation. This study has its focuses on two distal outcomes; job satisfaction and intention to stay.

Job satisfaction is a positive attitude or emotional state resulting from the appraisal of one's job or job experience (Landy & Conte, 2010), p 423). Job satisfaction is a significant variable in organizational studies and is the most commonly investigated dependent variable in industrial-organizational psychology (Staw, 1984) and occupational health (Kinicki & McKee, 1996). Job satisfaction is also frequently measured in newcomer studies (Saks et al., 2007b). It was found that newcomers who were successful in the socialization process would have job satisfaction which could lead to organizational commitment in the other stage. In contrast, negative job satisfaction will lead to employee withdrawal and resignation (Bauer, Erdogan, et al., 2007). However, job satisfaction can decline over the period when newcomer become familiarized to their job which could cause increasing turn over or resignation (Wang et al., 2017).

The socialization literature found that the positive result of socialization tactics leads to role clarity, self-efficacy of each individual, and social acceptance and have more strongly correlated with the intention to stay in the organization (Bauer, Bodner, et al., 2007). In the process of newcomers adapting to the new environments, they have to decide whether they want to continue working with the organization or quit the job.

Intention to Stay has been examined in the field of psychology as an antecedent variable of the emotional or attitude of an employee toward the job, i.e., job satisfaction, organization commitment, engagement, stress, burnout from work, etc. A meta-analysis of the antecedents and correlates of employee turnover for the millennial generation confirmed that work satisfaction is the most robust predictor of turnover (Tourangeau & Cranley, 2006). Job satisfaction is found positive collated to intention to stay in nursing and midwife professional career (Al-Hamdan et al., 2017; Bloxsome et al., 2019; Derby-Davis, 2014). Therefore, the two outcomes should be related. Accordingly, the following hypotheses could be stated for this study.

Hypothesis 1: Job satisfaction positively relates to the intention to stay. EI positively relates to job satisfaction.

### ***Emotional Intelligence (EI)***

A core meaning of EI is the ability to manage emotions, which indicates that individual behaves according to their monitoring, evaluating, and control of their feeling or managing emotion (Mayer & Gaschke, 1988). The literature on EI generates different definitions of EI based on acceptable measurement methods (Freudenthaler & Neubauer, 2005). Differences in measurement approach lead to different lines of research (Furnham & Petrides, 2003; Mayer et al., 2008). Ashkanasy and Daus (2017) summarized the three main methods of EI measurement as follows; (1) EI model with four branches by Salovey & Mayer (1990), who conceptualized EI as the ability to perceive, evaluate and express emotions property, use feelings to generate thought, understand emotions and control for optimal expression (2) Self-perception model based on (Mayer, & Salovey, 1997) focusing on the continued reflexive process associated with mood which is continuously received and evaluated according to the state of moods (3) Mixed model integrating other social and personal skills, considering EI as a group of stable traits of social-emotional skills, cognitive abilities and personality (Bar-On, 2006). These models denote differently to measure EI. Joseph and Newman (2010) found EI performance-based ability, self-reports of emotional abilities, and mixed EI models. Because of attempting to simplify the method of study, such as the construction, the administration, and the scoring system of the research, most EI studies emphasized the self-report trait measures (Petrides & Furnham, 2000). Self-report EI gains an advantage from information on individuals' thoughts, feelings, and behavior in some specific situations, and the data can be efficiently and quickly collected. This research used the self-report EI concept by using Wong & Law (2002) questionnaire.

### ***EI and socialization outcomes***

EI is claimed that it is a predicted successful interpersonal interaction (Day & Carroll, 2004). In addition, changing new jobs makes newcomers uncertain and

stressed (Katz, 1978), which are unpleasant moods and emotions. Moods and emotions play a central role in cognitive processes and behavior. From the research on EI, there are four major aspects of EI: the appraisal and expression of emotion, the use of emotion to enhance cognitive processes and decision-making, knowledge about emotions, and management of emotions, which can have a correlation in strengthening individual effectiveness during stress circumstance (George, 2000). With this concern, it is worth exploring how EI will play the role during the newcomer socialization process

Empirical meta-analysis studies show that EI has a positive impact on performance and job satisfaction (Miao et al., 2017; O'Boyle et al., 2011). In addition, the study of Jordan, Ashkanasy, and Härtel (2002) showed that EI has a positive impact on the intention to stay and turn over during job insecurity because of organization merging and acquisition. In a study by Chiva (2008), it was also found that EI moderated between learning capability and job satisfaction. In addition, Kafetsios and Zampetakis (2008) reported that EI has a positive impact on job satisfaction. Furthermore, Magro (2016) reported that EI could support refugees who were learning the new cultures in the resilience dimension, so he suggested developing an emotional intelligence curriculum to help refugees learn the new culture or learn new socialization to the new culture. The other study in the police environment found that EI leads to job satisfaction and well-being, with positive path relationships leading to employee engagement and organizational commitment, thereby having a negative relationship to turnover intentions (Brunetto et al., 2012). Two studies in the Jourdan nursing environment found that EI correlated with the intention to stay (Abualrub & Al-Zaru, 2008; Al-Hamdan et al., 2020). Accordingly, the following hypotheses could be stated for this study.

Hypothesis 2: Emotional Intelligence positively relates to job satisfaction.

Hypothesis 3: Emotional Intelligence positively relates to intention to stay.

### Work Stress

During the socialization phase, uncertainty and stress play an important role (Nelson, Quick & Eakin, 1988) as newcomers learn to adapt to their new responsibilities. In the study of Abraha (2008) and Singh (1998) about the stress of newcomers in their role given by the organization, they suggested that work stress consists of role ambiguity, role conflict, and role overload.

#### Role ambiguity

Breaught and Colihan (1994) stated that role ambiguity is not yet well clarified. It is, however, generally accepted that role ambiguity occurs when newcomers acquire unclear information on expectations from their role and the method of work to achieve the goal (Rizzo et al., 1970). Because managers may not fully understand the requirement of the job given to the newcomers (Walker Jr et al., 1975), newcomers may encounter role ambiguity sometimes. As they are new to the organization, the lack of clear instruction and understanding may affect the decision of the newcomers. Role ambiguity is a significant reason for job dissatisfaction (Abramis, 1994).

#### Role conflict

Role conflict is defined as an incompatibility of job requirements and expectations. Rizzo and colleagues (1970) defined a set of incompatibilities as a set of corresponding conditions affecting role performance. Perhaps it may be incompatible with performing as the requirements cannot be done simultaneously due to their characteristics (Sohi, 1996). Role conflict is likely to be more obvious in jobs in which requirement is hardly defined and needs flexibility (Menon & Akhilesh, 1994). When newcomers do require to perform their tasks, or the expectation of several supervisors contradicts the requirement of their job, role conflict tends to occur (Handy, 1993; Lysonski & Andrews, 1990; Walker Jr et al., 1975; Wood & Tandon, 1994). Role conflict is a source of dissatisfaction as it correlates with a high level of stress and burnout. The newcomers suffering from role conflict are likely to leave the organization (Louis, 1980).

### *Role overload*

Role overload can be defined as a situation in which individuals perceive that the requirement exceeds their abilities and motivation to perform the job successfully (Peterson et al., 1995; Singh, 1998). Because newcomers generally have an expectation on the number of tasks, if duties exceed their expectations, it will cause negative impacts on the socialization phase of the newcomers, who will suffer from stress and burnout.

### *Work stress and socialization outcomes*

Newcomer stress and socialization outcome have been interesting topics for researchers. Generally, organizations have tried to offer training and orientation to support newcomers, but the results may not be as expected. The most frequent formal socialization tactic being used was the employee orientation program (Nelson & Quick, 1991; Louis et al., 1983). In contrast, offsite training sessions were rated as one of the least available. Although the orientation program was the most frequently used, it was not related to newcomers' adjustment. At the same time, offsite training was only related to psychological distress symptoms. Newcomers whose offsite training was not offered reported greater psychological distress. Neither the helpfulness of formal orientation nor offsite training was related to newcomers' adjustment (Saks, 1996).

In addition, Katz (1978) and Nelson (1987) had a discussion on organizational socialization and new employee adjustment from the perspective of stressed people. Nelson (1987) combined organizational socialization and organizational stress literature and initiated a socialization stress model. Katz (1985) summarized that, in his research, the most significant idea "is that individuals undergoing a transition into a new organization are placed in a high anxiety-producing situation" (p. 137). The situation determinants of newcomers' anxiety and distress symptoms later were studied in several studies. For example, Nelson and colleagues, 1988 evaluated the socialization and adjustment of new employees from the perspective of stressed people. It was found that stress symptoms were related to the intention to resign positively.

Nelson & Sutton (1991) noticed that new employees underestimating job difficulty had more adjustment difficulty and concluded that they had more distress than those overestimating job difficulties. Fisher (1985) found in his study a negative relationship between work adjustment and unmet expectations of newly graduated nurses and a positive relationship between stress and turnover (intention to leave the organization and the profession). Besides, Evans, Brown, Timmins, & Nicholl (2007) and Evans & Kelly (2004) indicated that EI increases the ability to control feeling and help nursing students select proper management strategies when facing a stressful situation. This ability ultimately ensures individuals' good mental and physical health in the nursing sample group, which is negatively related to perceived stress (Por et al., 2011). Furthermore, in Jordan nursing hospitals, the nurse with high performance would get better recognized, resulting in less stress and coping with stress better, and job stress was found to be negatively related to intention to stay (Abualrub & Al-Zaru, 2008). Therefore this research develops the following Hypotheses were stated for this study:

Hypothesis 4: Emotional Intelligent negatively relates to Work stress

Hypothesis 5: Work stress negatively relates to job satisfaction

Hypothesis 6: Work stress is negatively related to the intention to stay

#### **Work Stress as a Mediator**

A mediator variable is a variable that acts between the cause and effect in a causal chain (Mackinnon, 2015). As mentioned above, stress has a negative relation to socialization outcomes. In the early psychological literature, psychological stress was found to be dependent on cognitive mediation (Arnold, 1960). Lather Lazarus (1993) summarizes that stress is a parallel problem of the cognitive mediation of emotions. In the newcomer socialization context, organizations try to offer orientation training to reduce newcomers' stress. Some studies found that anxiety reduction mediated the relationship between training and work outcomes (e.g., Saks, 1996). Saks and Ashforth (1997) reported that the relationship between behavioral

self-management and ability to cope and task-specific anxiety were mediated by newcomers' entry anxiety and stress. Therefore, stress can be considered a mediator for the socialization outcome.

The EI role in research provides a significant advantage as EI always correlates with a positive outcome in many aspects, such as life and work satisfaction, interpersonal functioning, healthy relationships, job performance, psychological well-being, physical health, and psychophysiological measures (i.e., cortisol levels, blood pressure) (Martins et al., 2010; Salovey et al., 1999, 2002). Research on the relationship between EI and stress coping, well-being, and professional performance in high-job stress, such as nurses and police officers, showed a negative relation with stress (Abualrub & Al-Zaru, 2008; Al-Hamdan et al., 2020; Brunetto et al., 2012).

Former research found that individuals with Emotional Intelligence have better social interaction and perceived social support (Metaj-Macula, 2017). Newcomers with good interaction and perceived social support lead to positive adjustment, including job satisfaction (Nelson & Quick, 1991b). Therefore, EI demonstrate positive relationship with job satisfaction. However, in the case that the newcomers' occupational has higher stress, the more negative impact they exert on job satisfaction. The teacher participants show that role stress (role ambiguity, role conflict, and role overload) and emotional exhaustion result in negative job satisfaction (Richards et al., 2019). Since the newcomers in this study experienced high work stress during the socialization process, those with high emotional intelligence could have more job satisfaction (Sy et al., 2006) because they have better social interaction and perceived social support (Metaj-Macula, 2017). Therefore, this research hypothesized as follows.

**Hypothesis 7:** the relationship between emotional intelligence and job satisfaction is mediated by work stress. Those who have lower work stress will have higher job satisfaction and hence will have a high level of intention to stay.

While job satisfaction is the most robust predictor of turnover (Tourangeau & Cranley, 2006), those with higher job satisfaction will be more likely to stay (Llobet & Fito, 2013). In addition, EI also can have a direct relation that relates to employees' intention to stay as per hypothesis 3. An employee with a low EI tends to associate with difficulty responding to job demands, burnout, and reduced commitment (Nel et al., 2013). An employee who has an optimal level of emotional intelligence will enhance the management of job stress by being able to control his stress (Navas & Vijayakumar, 2018). An employee who has lower job stress will have a higher likelihood of staying, such as in the nursing sector ((Al-Hamdan et al., 2020). Therefore, this research hypothesized as follows.

**Hypothesis 8:** The relationship between emotional intelligence and intention to stay is mediated by work stress. Those who have higher EI will have lower work stress and hence will have a high level of intention to stay. Figure 1 demonstrates a conceptual framework portraying the eight hypotheses.

## Research Methodology:

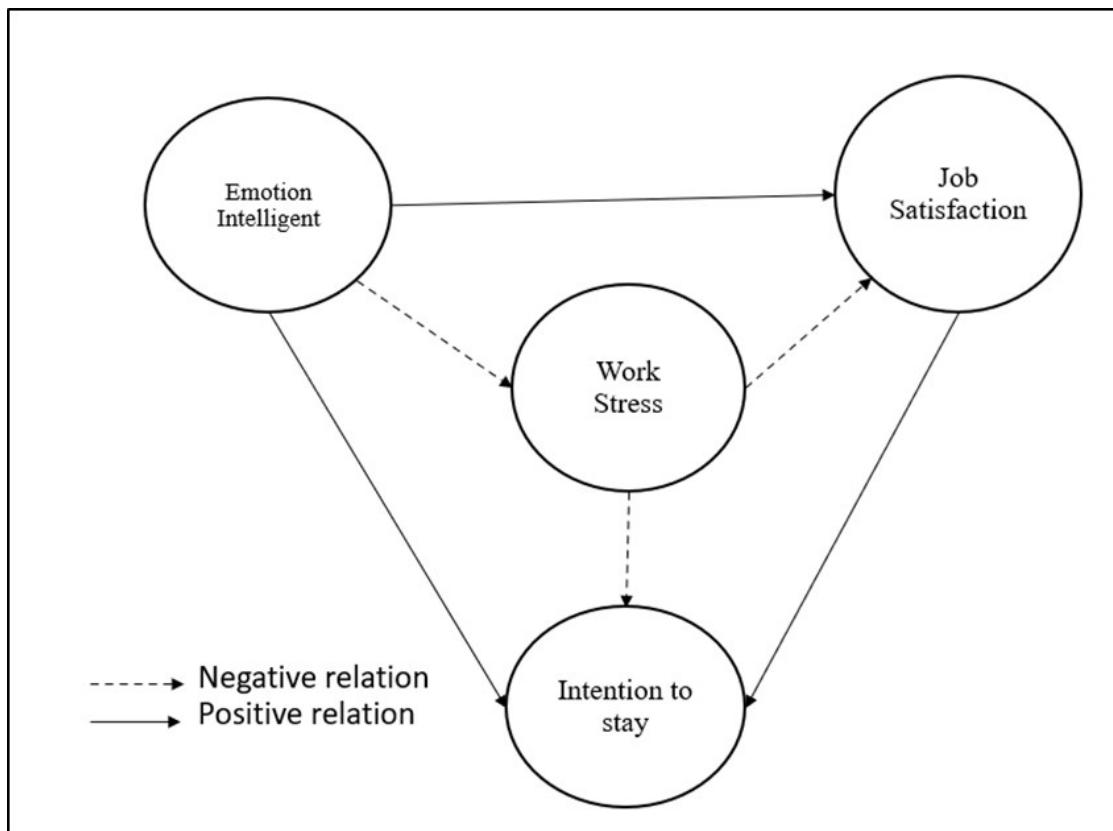
This research is quantitative research approached by using correlation and relation to test the relationship of variable. Multi-level hierarchical regression analysis is used to test the mediation effect.

### Sample and data collection

The participant was from newly hired frontline operators of a big electronic company in Thailand. The permission was granted from the company. Participants were new hired employees from one company, so they had the same socialization process. During the orientation program, the recruits were informed about the research and assured of voluntary participation as well as the confidentiality of their responses. There were 527 new hires during the period of study. The 360 of survey were return. After attending a one-month socialization program, the participants were asked to answer a package of 4 questionnaires that were used to measure EI, work stress, job satisfaction, and intention to stay.

**Figure 1**

The conceptual framework of this study portrays the mediation effect of work stress on the relationship between emotional intelligence and job satisfaction, which leads to the intention to stay



### Research Instrument

Questionnaires were used as an instrument to collect data in this study. Each package composes of 4 questionnaires:

(1) Emotional Intelligence Questionnaire: This study used the EI measure developed by (Wong & Law (2002), which has been tested in Eastern contexts such as China, Hong Kong, and Singapore. The original WLEIS has 16 items and uses a five-point Likert rating scale. It comprises four constructs with a total item are 16; Appraisal (SEA); Others-Emotions Appraisal (OEA); Use of Emotion (UOE); Regulation of Emotion (ROE). In this study, the six-point Likert rating scale of 16 items was used. The reliability of this questionnaire in this study is high ( $\alpha = 0.93$ ), as shown in Table 1.

(2) Work Stress Questionnaire: The questionnaire used in this study aims to measure three dimensions of work stress; role ambiguity, role conflict, and role overload. The role ambiguity and role conflict questionnaires were adapted from the work stress scale developed by Rizzo and colleagues (1970). The role overload questionnaire was adapted from a scale based on the Michigan Organizational Assessment Questionnaire (Nadler, Jenkins, Cammann, & Lawler, 1975). The questions were selected and adjusted to be relevant to the participants' work roles. The work stress questionnaire, therefore, is totally composed of 12 items. The six-point Likert rating scale was used. Participants were asked to rate their experience in each item from not at all (1 point) to always (6 points). A higher score indicated a higher level of work stress. This questionnaire found high reliability in this study ( $\alpha = 0.93$ ), as shown in Table 1.

(3) Job Satisfaction Questionnaire: The job satisfaction scale used in this study was applied to an overall job satisfaction approach. The participants were asked to rate their satisfaction level in ten areas. The first eight items cover supervisor, pay, coworker, job content, work environment, job security, the opportunity to progress in career, and overall satisfaction with the job. The next two items concern mentors and training provided during the first month, which is considered part of the socialization program. Total job satisfaction in this study comprised ten items using the six-point Likert rating scale. Participants were asked to rate their experience in each item from not at all (1 point) to always (6 points). A higher score indicated a higher level of job satisfaction. In this study, the reliability of this questionnaire is high ( $\alpha = 0.98$ ), as shown in Table 1.

(4) Intention to stay questionnaire: The intention to stay scale in this research was adjusted from the intention to stay scale by Waung (1995). It is composed of 4 items. Participants were asked to rate their experience in each item from not at all (1 point) to always (6 points) with the six-point Likert scale. The higher score reflects a higher level of intention to stay with the company. In this study, the reliability of this questionnaire is high ( $\alpha = 0.85$ ), as shown in Table 1.

## Results:

### Descriptive Statistics of Participants

The participants in this study were 360 newly hired frontline operators. The participants' ages ranged from 18 to 37; the average age was 24, the millennial generation. Most participants were female (330, or 91.7%) due to the nature of the job. The majority of participants graduated from high school (60%).

### Hypothesis Testing

Pearson correlation coefficient (r) was computed to investigate the relationship between each pair of variables measured. The results, as shown in Table 1, indicated that (1) the two socialization outcomes, job satisfaction and intention to stay, were not related ( $r=0.044$ ,  $p>.05$ ), so this result did not support hypothesis 1 (2) EI and job satisfaction was not related ( $r= .024$ ,  $p > .05$ ) so this result did not support hypothesis 2. However, it was found that EI was positively related to the intention to stay ( $r =0.371$ ,  $p < .01$ ), so this supports hypothesis 3. EI was negatively related to work stress ( $(r =-0.243$ ,  $p < .01$ ), so hypothesis 4 is supported. However, work stress and job satisfaction were not related ( $r= .045$ ,  $p > .05$ ) as per hypothesis 5. Furthermore, work stress and intention to stay were negatively related ( $r=-0.514$ ,  $p < .01$ ), so hypothesis 6 is supported.

**Table 1**

*Inter-Correlations and Descriptive Statistics of Studied Variables*

Variable	Mean [Std]	1	2	3	4
1 Emotional Intelligence	4.37 [0.70]	(0.93)			
2 Work Stress	2.87 [0.89]	-.243**	(0.93)		
3 Job Satisfaction	2.73 [1.26]	0.024	0.045	(0.98)	
4 Intention to Stay	4.66 [1.02]	.371**	-.514**	0.044	(0.85)

*Note:* n=360, \*\* $p < .01$ . Numbers in parentheses are reliabilities (Cronbach's alphas) of the questionnaires

### Regression analysis

Simple linear regression was used to test if EI significantly predicted work stress. The fitted regression model was: works stress = 4.92 - 0.19\*(emotional intelligence). The overall regression overall of EI and work stress was statistically significant ( $R^2 = .06$ ,  $F(1, 158) = 22.42$ ,  $p < .000$ ). It was found that emotional intelligence significantly predicted work stress ( $\beta = 0.24$ ,  $p < .000$ ).

Furthermore, simple linear regression was used to test if EI significantly predicted intention to stay. The fitted regression model was: work stress = 3.2+.25\*

(emotional intelligence). The overall regression of EI and intention to stay was statistically significant ( $R^2 = 0.14$ ,  $F(1, 158) = 57.234$ ,  $p < .000$ ). It was found that emotional intelligence significantly predicted intention to stay score ( $\beta = 0.37$ ,  $p < .000$ ).

Lastly, the simple linear regression result showed that work stress significantly predicted intention to stay. The fitted regression model was: intention to stay = 5.02 -0.41\*(work stress). The overall regression of work stress and intention to stay was statistically significant ( $R^2 = 0.21$ ,  $F(1, 158) = 94.367$   $p < .000$ ). It was found that emotional intelligence significantly predicted intention to stay ( $\beta = -0.46$ ,  $p < .000$ ).

**Table 2**

Results of linear regression analysis

Variables	Regression			Coefficients				
	R	$R^2$	std. Error	B	$\beta$	t	P values	std. Error
EI à Work stress	0.24	0.06	0.66	-0.19	-0.24	-4.40	0.00	0.04
EI à Intention to stay	0.37	0.14	0.64	0.25	0.37	7.57	0.00	0.03
Work stress à Intention to stay	0.48	0.21	0.80	-0.41	-0.46	-9.71	0.00	0.43

### Mediation Effect of Stress

Since EI was found unrelated to JS, hypothesis 7: Those who have lower work stress will have higher job satisfaction and hence will have a high level of intention to stay cannot be tested. However, the path relationship among EI, work stress, and intention to stay showed significant relation results. Following Hayes' (2013) Macro Process via the bootstrapping method, consider a mediator has a mediational effect when (1) the indirect effect (IE) of EI on intention to stay via work stress (i.e., IE = path a x path b; a = the effect of EI on the mediator of work stress, b = the effect of work stress on the intention to stay) and (2) the bias-corrected 95% CI around the IE from 5000 bootstrap re-samples. We accepted the IE as statistically significant only if its bias corrected 95% CI excluded zero.

The results, as shown in Table 3, revealed a significant total effect of EI and work stress ( $B = 0.54$ ,  $p < .001$ ), of which path a: significant effect of EI on work stress ( $B = -0.31$ ,  $p < .001$ ) and path b: significant effect of work stress on intention to stay ( $B = -0.51$ ,  $p < .001$ ). Finally, when work stress was entered into the relationship between EI and intention to stay, the direct effect of EI on work stress was significant ( $B = 0.38$ ,  $p < .001$ ). In addition, the bias-corrected 95% CI is 0.16, and CI 95% = 0.07 to 0.26, which excluded zero. Hence, work stress is considered a mediator for EI on intention to stay.

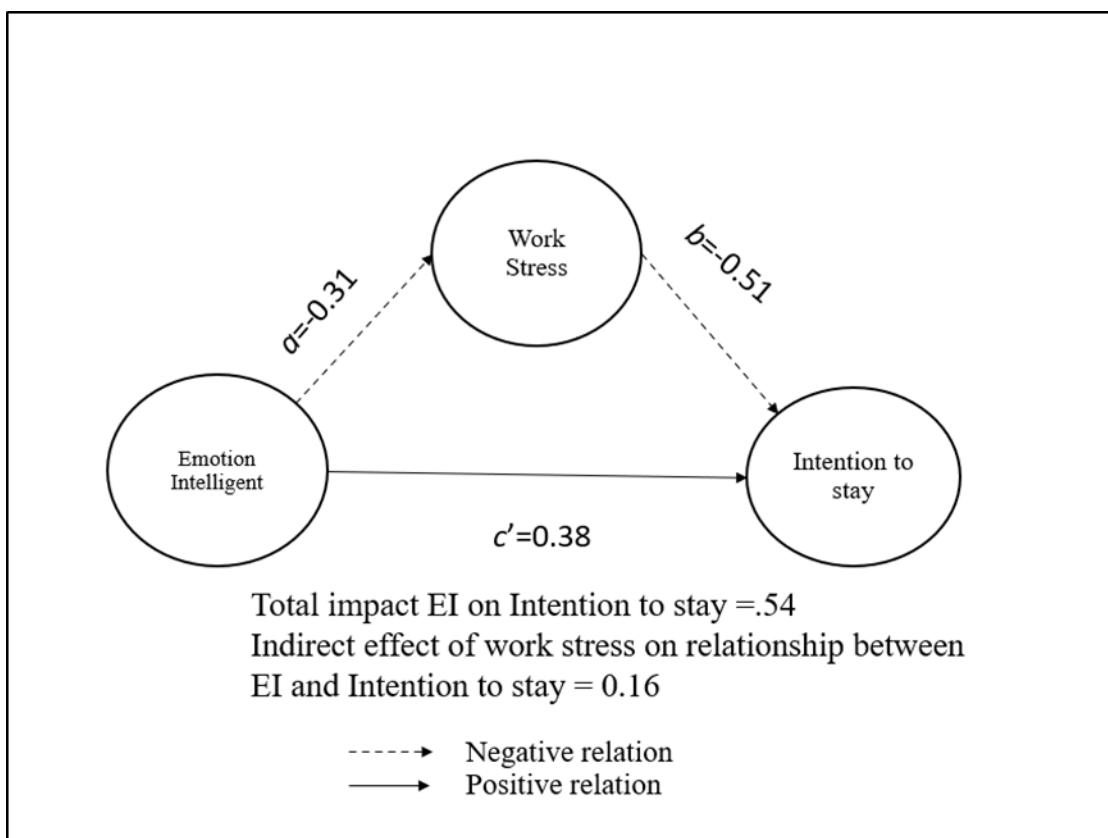
**Table 3**

Results of multi-level hierarchical regression analysis

Antecedent		Consequence						
		M (Work Stress)				Y (Intention to Stay)		
		Coeff.	SE	p		Coeff.	SE	p
X (EI)	a	-0.31	0.07	<0.001	c'	0.38	0.07	<0.01
M (Work Stress)		-	-	-	b1	-0.51	-0.05	<0.001
Constant	i <sub>M</sub>	4.24	0.29	<0.001	i <sub>Y</sub>	4.46	0.35	<0.001
$R^2 = 0.0591$		$R^2 = 0.3285$		$F(1,358) = 22.47, p < 0.001$		$F(2,357) = 87.33, p < 0.001$		

**Figure 2**

Mediation Model of Work Stress on Relationship between EI and Intention to Stay



In sum, the direct effect of EI on intention to stay is 0.38, which is the estimated difference in intention to stay between the two newcomers who experience the same level of work stress of whom report one unit different. The indirect effect demonstrated that two newcomers who differ by one unit in their EI are

estimated to differ by one unit in their intention to stay by 0.16 units as a result of the tendency for those under relatively more EI to feel less work stress effect. The total impact of EI on intention to stay is 0.54. Two newcomers who differ by one unit in EI are estimated to differ by 0.54 in their reported intention to stay.

## Discussion:

The main purpose of this research is to make an understanding as well as evaluate the newcomer socialization process with its focus on employee's psychological trait, emotional intelligence, and psychological state as work stress. First of all, this study found that the two outcomes job satisfaction and intention to stay, were not related. Second, emotional intelligence was found to be positively related to intention to stay, and work stress was negatively related to intention to stay, whereas EI and work stress were not related to job satisfaction. Third, in addition, work stress demonstrated a negative mediating effect on the relationship between emotional intelligence and intention to stay. The findings showed strong evidence that new employees were willing to stay with the organization even though they perceived work stress.

Both EI and work stress played important roles on intention to stay. In this study, results on job satisfaction were much deviated from previous research studies. Since job satisfaction was not related to any variables in this study, post hoc analysis was performed and found that job satisfaction had an abnor-

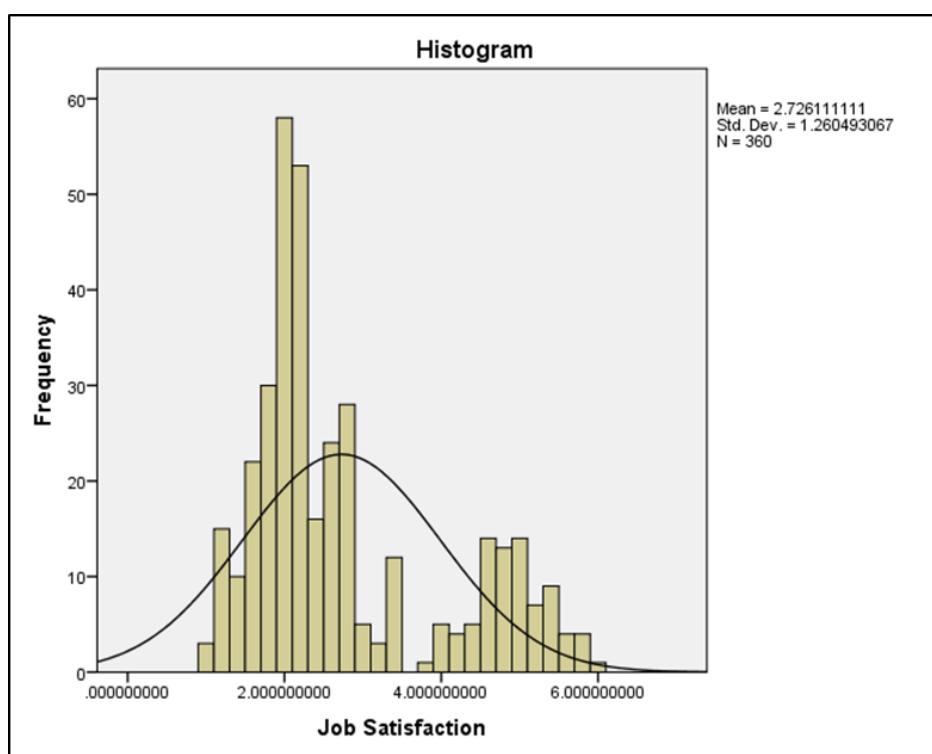
mal distribution in having two poles, as shown in Figure 3. Probably, it was because this study asked participants to evaluate whether they felt dissatisfied or satisfied with their job, with no neutral scale. Therefore, job satisfaction has an abnormal distribution that has two curves. These two poles showed that participants evaluated either satisfaction or dissatisfaction with the new environment during their first month of working in the organization. Participants might be unable or not yet to clearly indicate their satisfaction or dissatisfaction. Probably one month is too soon to measure job satisfaction.

## Limitation

Since the turnover of this organization is very high in the first month, this study was designed to collect data from new employees during the first month, which is too early. Newcomers were still trying to make sense of the new organization, so job satisfaction is not clear as yet. Also, the participants were rather heterogeneous samples of the frontline operator in Thailand, and the majority of the sample is female at an average age 24-year-old, which could limit the generalizability of this study. This age generation could have had verities of the way to reduce stress.

**Figure 3**

*Histogram of Job Satisfaction*



### Recommendations for Practice

In this study, EI could be a consideration factor when assessing recruiting new hires for a job. At the same time, work stress shows a significant negative role in the intention to stay, while emotional intelligence shows a positive role in the intention to stay. Organizations should probably provide socialization or training to increase EI and decrease work stress which can help employees to stay longer with the organization.

### Recommendations for Future Research

EI did not associate with job satisfaction at the early stage of socialization. A longitudinal study of EI through a more extended period, such as six months or one year of socialization, should be examined, and the overall mediation model of work stress, job satisfaction, and intention to stay would be examined. Job satisfaction measurement could be considered a neutral choice for participants. Additional research for various ages and societies would benefit the generalization of this knowledge.

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# Russian Aspiration to Democracy: A Rhetorical Comparison of Boris Yeltsin's Inaugural and Resignation Speeches

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## Abstract

This study compares the inaugural and resignation speeches of Boris Yeltsin, the first democratically elected president of the Russian Federation. It responds to the present call for interdisciplinary research on presidential politics in Russian post-Soviet history. The aim of this comparison is to link the speeches to their historical context by showing how textual similarities or differences may contribute to our understanding of the political environment in Russian post-1991 history. To this end, the study examined the rhetorical situation in the English transcripts of Yeltsin's speeches following a brief historical discussion of his presidency. Within the framework of this study, the rhetorical situation consists of circumstances and the historical context that affect the speech and speaker. In this process, the study identified and compared five components which were audience, purpose, topic, speaker and context. Emphasis was given to the historical context behind these speeches and how Yeltsin's utterances were historically significant. Following a discussion of similarities and differences between these texts, the comparison concluded that Yeltsin's speeches corresponded rhetorically to the historical context in which they were delivered and therefore reflected the trajectory of Russian democracy from 1991 to 1999. Furthermore, the comparison suggested that Boris Yeltsin viewed this trajectory as progress rather than process. In the end, the article discussed how these conclusions could be relevant to presidential politics in contemporary Russian history.

## Research Background:

The current study compares Boris Yeltsin's inaugural speech in 1991 and his televised resignation speech in 1999. With an emphasis on historical context, the objective of this research is to examine the similarities and differences between these two speeches which were made within the space of eight years. Such an effort reflects the present call for interdisciplinary research on Russian post-Soviet history during Boris

Yeltsin's presidency. Indeed, many historians have seen the roots of Russia's fledgling democracy and its political trajectory in Yeltsin's era (see, for instance, McFaul, 1993; McFaul & Markov, 1993; Medvedev, 2002; Sakwa, 2002). Hence, this rhetorical comparison complements the historical and current debates on the condition of politics and leadership in the Russian Federation. The following is a review of the historical background for Yeltsin's presidency.

Extensive research has been done on Yeltsin's political life and presidency. But what is of interest to the present research is the analysis of his ambitions and goals early in his presidency and where he and the Russian Federation stood several years later on his resignation day. Yeltsin's vision as a 'state builder' formed and developed during a long political career which preceded the fall of USSR and his subsequent presidency. In a press conference held on September 7, 1991, Yeltsin shared his vision for the future of Russia in the presence of foreign journalists:

"The country is now devoid of all "isms." It isn't capitalist, nor communist, nor socialist; it's a country in a transitional period, which wants to proceed along a civilized path, the path along which France, Britain, the United States, Japan, Germany, Spain and other countries have been and still are proceeding. It's an aspiration to proceed precisely along this path, that is, the decommunization of all aspects of society's life, the deideologization of all aspects of society's life, an aspiration to democracy" (Breslauer, 2002, p. 144).

In hindsight, one may assume that Yeltsin's understanding of the Russian "aspiration to democracy" was mostly realistic in 1991, but his image of a Russian state based on Western models did not materialize during his presidency. According to the records, what lies between Yeltsin's inauguration and his resignation is a multitude of structural challenges, socio-political failures, upheavals and economic setbacks. As the records show, Yeltsin dedicated his resources to massive transformations in the economic system, which emphasized the transition from the ailing Soviet economy to a liberal market economy. Among other things, these radical reforms led to massive privatization in Russia. However, as a result of this so-called 'shock therapy', inflation, public debt and depreciation of the Russian currency ensued and haunted the newly established government throughout the 1990s. In short, radical transformation caused radical results. However, these changes occurred in a historical process which began during the reforms within the Soviet political system. In other words, Yeltsin's radical reforms had their roots in the official changes in 1989-1990. In this connection, Vladimir K. Yegorov has

argued that the concept of transformation gradually replaced reform within that timeline (see, Yegorov, 1993). Yegorov was one of Mikhail Gorbachev's close advisers who then became the Minister of Culture in 1998 during Yeltsin's presidency. Interestingly, he has described Gorbachev's perestroika or restructuring as a "revolutionary evolution" (see, Gill & Markwick, 2000, p. 61). In all likelihood, therefore, the foundations of these radical reforms were laid during the late 1980s. However, the records show that Boris Yeltsin differed from Gorbachev in that his opinion on reforms was sharper and he remained a persistent critic of Gorbachev's conservative approach (see, Gill & Markwick, 2000, p.104). In fact, his disillusionment with the Soviet system predated his reckless criticism of Gorbachev's reforms. It can be traced back to the 1970s during Leonid Brezhnev's leadership (see, for instance, Colton, 2008, p. 96). However, similarities may come to light when the process is considered historically. In this manner, George Breslauer has concluded in his comparison that "Yeltsin like Gorbachev was both a system destroyer and a system builder" (Breslauer, 2002, p. 295). However, Yeltsin had a leading role in destroying the Soviet system towards the end of that era. His political will and opposition to the system had made him a significant political figure globally and within the Soviet republics.

Due to his problematic system-building, Yeltsin's presidential record has attracted widespread pathology. In terms of popularity too, his records show a slippery slope. Yeltsin enjoyed immense popularity in the late eighties and early nineties but, on his resignation day, he was no longer popular among the Russians and the world no longer viewed him with the same optimism. In fact, by 1999, this grueling marathon ultimately forced the ailing leader to appear on national television and ask for forgiveness, confessing that he was 'too naïve' in his visions. For this reason, historians may tend to undervalue his performance and the general situation in Russia in the 1990s. Indeed, Yeltsin's controversial trajectory went through a series of national crises and ill-advised maneuvers. More notably, these cases included a series of questionable presidential decrees, the constitutional crisis in 1993,

in 1993, the dissolution of the parliament in what was known as Yeltsin's October Coup and his handling of the First Chechen War. Additionally, some scholars have been highly critical of the controversial 1996 presidential elections which resulted in a victory for Yeltsin (Brudny, 1997; Depoy, 1996; McFaul, 1997). In Russia and abroad, the government's response to these crises undermined Yeltsin's position and his initial image as a democratic and benevolent leader. Nevertheless, his government had some enduring achievements in foreign policy. Like Gorbachev, Yeltsin followed a foreign policy that emphasized friendly relations with foreign governments and facilitated Russian economic development, financial aid and foreign trade. His legacy included the signing of multiple accords with the US government to officially end the Cold War. A case in point was the signing of START II in 1993 which was a historic agreement between Russia and the United States to reduce strategic offensive arms. In both cases, however, these achievements brought about controversies in Russia's domestic politics. Yeltsin's liberation of foreign trade was heavily criticized and the State Duma did not ratify START II until 2000. One may argue that these achievements gradually lost their relevance or significance following Yeltsin's retirement in 1999. Yet, on another level, Yeltsin's political career displays one of the most successful and ambitious trajectories among world leaders. Indeed, he had gained an international and domestic reputation for supporting democratic movements in the Russian Republic before the dissolution of USSR. On the other hand, it must be acknowledged that Yeltsin's radical reforms indicated a broad and ambitious campaign even though many of his reforms fell short of expectations or remained incomplete. Perhaps, it was the broadest attempt in Russian history to transform the nation and facilitate its transition to a stable and progressive post-Soviet era. Hence, this extensive campaign was not without achievements, albeit small ones. A review of literature demonstrates mixed reviews about Yeltsin's leadership and legacy while historians and biographers all seem to agree on his significant leadership in contemporary Russian history.

As mentioned earlier, there is a growing literature on the causes of Russian reform failures in the 1990s. Discussing these elaborations is not the aim of the present study. However, some of these studies have described the peculiarities of political culture in Russia in addition to the flaws in the government's structure. For instance, Gill and Markwick have concluded in their discussion on "Russia's stillborn democracy" that despite the increasing participation of the general public in political affairs, politics in general "remained overwhelmingly the preserve of the elite" due to what these scholars described as "the weakness of civil society during the Yeltsin period" (Gill & Markwick, 2000, p. 256). Following this line of inquiry, the social impediment may have been exacerbated by the still-existing political culture of the Soviet era, but the impacts of the aforementioned 'shock therapy' and the rapid adoption of capitalism were also significant. As stated previously, the implementation of radical transformation within a short space of time led to economic uncertainty and harmful social consequences. In other words, Yeltsin's fast-paced reforms were counterproductive both economically and socially in the sense that these consequences disillusioned the populace from participation in the democratic process. To be sure, although public apathy and disillusionment were noticeable, they could not explain the wide range of causes behind the malaise of the post-1991 period. In a similar line of inquiry, Richard Sakwa has concluded, in his critical review of Russia's post-Soviet transition, that this lack of initiative from the civil society was coupled with the weakness of institutions and political parties and, consequently, the dominance of political elites (see, for more discussion, Sakwa, 2002, pp. 156–168). This view acknowledges the pluralism of Russian post-communism society, even though it may have been fractured. It also acknowledges popular motives for participation in the system, but emphasizes the lack of mechanisms through vibrant parties, parliamentary actions or legislative assemblies to harness the popular feelings. These conclusions all seem to emphasize Russian political culture, Yeltsin's inadequate response, and the continuation of old and often inefficient methods. In sum, from 1991 to 1999, the leadership of the Russian

Federation encountered a wide range of political, economic, cultural and structural setbacks that weakened the nation's stability and its fledgling democracy.

With respect to these evaluations, political analysts have continued to explore the extent to which Boris Yeltsin could be responsible for these shortcomings. However, the purpose of this study is to compare and analyze his inauguration and resignation speeches from textual and extra-textual angles. Therefore, in what follows, the comparisons will focus more specifically on the rhetorical situation in the English transcripts of these speeches.

### **Rhetorical Comparison of Boris Yeltsin's Inaugural and Resignation Speeches:**

The purpose of this comparison is to clarify the rhetorical situation for Yeltsin's first inaugural speech and his resignation speech. It follows the Aristotelian tenet that rhetoric can serve *politika* and the neo-Aristotelian tenet that rhetoric can lend itself to historical context. In other words, this study seeks to link the speeches to their historical context by showing how textual similarities or differences may contribute to our understanding of the political environment. As stated previously, this attempt can be significant in that the texts may reveal contributory information about two crucial points not only in Boris Yeltsin's presidency, but also in Russian post-1991 history.

Within the context of this study, the rhetorical situation consists of circumstances or the historical context that affect the speech and rhetor (that is, the speaker or writer). Historically, the American rhetorician, Lloyd Bitzer, developed this concept in a paper called "rhetorical situation" which was published in 1968. In his definition of rhetorical situation, Bitzer emphasized the role of exigence, audience, and a set of constraints. He defined this situation as "a complex of persons, events, objects, and relations presenting an actual or potential exigence" (see, Bitzer, 1968, p. 3). Here, exigence is the factor, problem or occasion that motivates the speaker to address a topic. It highlights

'why' the speech was made in the first place and can point to the purpose it may serve. While the meaning of audience is straightforward, the rhetor's constraints can be vague because they consist predominantly of factors such as the speaker's beliefs or the location, environment, ambiance or time of the speech. Therefore, these constraints are varied and case-specific. In fact, a review of literature demonstrates that context can be abstract and hard to define. For instance, Ivor Armstrong Richards warned in his "Philosophy of Rhetoric" that context can embody time, period or "anything else which is relevant to our interpretation of it" (Richards, 1965, p. 33). But with respect to discussions on rhetorical situation, one should note that Bitzer's concept has received much attention, debate and criticism from rhetoricians (see, for instance, Vatz, 1973; Consigny, 1974) and, therefore, the concept has undergone multiple revisions over time with new emphasis on its constituents. The details of these rhetorical debates may not serve the purpose or scope of the present comparison. However, the components of rhetorical situation must be clarified in approaching Boris Yeltsin's historic speeches.

In what follows, this review will examine five revised constituents: purpose, audience, topic, rhetor and context. With regard to the question of audience, one should note that rhetoricians often distinguish between immediate and mediated audiences. In this sense, the audience can vary from an individual to an unidentified collective. In the case under study, the immediate audience consists of all who are in attendance of the Yeltsin's speeches or hear the words directly from the speaker (for instance, from Russian radio and television broadcasts). The latter refers to all for whom the speech was intended. In the following analysis, the mediated audience will take precedence simply because Boris Yeltsin, as his words demonstrate, addressed the Russian people in general. With regard to the salience of context, it should be noted that, while it may describe the direct or physical circumstances of speech in classical rhetoric (e.g. time, location, ambience and setting), emphasis will be given to the historical context behind these speeches and how Yeltsin's utterances were historically significant.

### 1. Inaugural speech (July 10, 1991)

As the first President of Russia, Yeltsin attended an inauguration ceremony at the State kremlin Palace on July 10, 1991. His inauguration speech was short, straightforward and rather emotional. However, it also communicated the president's subtle philosophical, idealistic and historical notions. Yeltsin began his speech by an appeal to emotion, saying that he could not express what he felt in words. The opening words stressed the uniqueness of that moment in Russian history because, for the first time, the President was required to take "an oath to his compatriots". This was perhaps in sharp contrast with how the Soviet leaders came to power by demonstrating their loyalty to the party and to Marxism-Leninism. Yeltsin continued to highlight similar contrasts to indicate the uniqueness of what lay ahead. In his following arguments, he summarized his views about why, in his opinion, the Soviet Union had failed:

"For ages, power and the people were at different poles in this country. For ages, the interests of the state were placed above the interests of people and their needs and aspirations".<sup>1</sup>

Here, the president's use of contrasts and his resentment towards the former system can be detected. As stated previously, the president was known among the public as a vocal anti-communist voice. Therefore, inserting a criticism of the former communist system in his speech was consistent with his previously recorded remarks. He emphasized the duality of "power versus people" and then "state versus people". What is implied is that people had no power and political capacities were used largely in promoting Soviet ideology rather than the people's interests, needs and aspirations. Later in his speech, by returning to this contrast, Yeltsin claimed that, to be successful, this model must be replaced with what he called "voluntary interdependence". He asserted that both the state and the people were responsible in shaping the future for Russia. By comparing the Soviet society to those of "civilized nations", a term which he had used frequently in his public utterances, Yeltsin expressed his philosophy of governance and

concluded that primarily "a state is strong through prosperity of its citizens". To ascertain this claim, one should consider Yeltsin's previous experience and remarks about the Soviet and Western societies and how far apart they were in terms of welfare and the standards and quality of life. As a high-ranking Soviet official, Yeltsin had traveled in Western countries in the previous decade. The records and his own words suggest that he was often disappointed and 'shocked' to see the USSR gap in the standards of living. In Yeltsin's assessment, it was the rejection and denial of this "sacred principle" that precipitated the collapse of great powers (implying the fate of the former USSR) and neutralized "large-scale social experiments" (implying the Soviet Union's massive but fruitless social experiments). Therefore, Yeltsin indicated that "we" the Russians have paid "an enormous, unprecedented price" to gain this experience, highlighting again the uniqueness and significance of that occasion by emphasizing a mutual experience.

In his following words, Yeltsin claimed that, by electing a president, the citizens of Russia have chosen a path that Russia would follow. To use Yeltsin's words, this path is "democracy, reform and revival of human dignity". The president used these terms to make a contrastive distinction in reference to the Soviet system in his speech. As the President of the Russian Federation, he expressed his image of presidency as something entirely different from that of former leaders. Yeltsin asserted to his audience that "the President is no god, or new monarch, or omnipotent miracle man". Rather, the President is a "citizen vested with enormous responsibility for the future of Russia". To an American or French audience, perhaps, this proposition was only cliché, but the Russians may have seen it differently. Historically, one should note that different generations had seen monarchs in the Tsarist Russian Empire. Yet, they had also seen Lenin and Stalin as Gods. The following Soviet leaders claimed, at least by their practices if not in words, to be omnipotent miracle men who committed themselves to massive but often fruitless social experiments.

<sup>1</sup> All the quotations in this section have been taken from the English transcript of Boris Yeltsin's inaugural speech: *Inaugural Speech by President Boris Yeltsin of the Republic of Russia*. (1991). *Foreign Policy Bulletin*, 2(1), 32-32. doi:10.1017/S1052703600007425

Therefore, it seems that Yeltsin had the advantage of a shared collective memory. In sharp contrast to this distant image of leaders, he portrayed himself as "a citizen vested with enormous responsibility". The shift work between these contrasts characterizes the initial segments of his inaugural speech.

In what followed, Yeltsin hinted at the special role of religion (that is, the Orthodox tradition) in Russia's past and indicated perhaps a revival of this role which was frowned upon in the Soviet era. In fact, Yeltsin gave the second speech on the inauguration day. While the third congratulatory speech was given by Mikhail Gorbachev, the first speech had been reserved for Alexy II, the Patriarch of Moscow and all Rus. Albeit briefly, Yeltsin's words seem to suggest that religion was part of the "spiritual revival" that he intended for Russia. Interestingly, the revival of the Orthodox Church has received consistent attention since then. However, in what was perhaps the most significant point in his speech, Yeltsin revealed his idea of governance and the essence of his future policy. He asserted that "the essence of the presidential policy is radical reform". This assertion captured the attention of foreign observers but it remained to be seen what Yeltsin meant by 'radical'. The word has appeared three times in his speech followed by 'reform', 'renovation' and 'transformation'. In all these cases, it described the pace of actions and the way in which they would be delivered. However, contrary to what is known today, Yeltsin denied that this radical reform would come from the above. Instead, he insisted that the reforms would follow "initiative and free enterprise". To explain the meaning of this reform, the President used another contrast. He asserted that, unlike the Soviet system which demanded mass self-sacrifice, "the fundamental principle of our policy is not mass self-sacrifice but the well-being of every person". Once again, the speech emphasized the idea that the state exists for the people and not vice versa. But what was perhaps more appealing to foreign observers was the president's key assertion regarding Russia's foreign relation:

"We are turning to the world community with pure intentions in order to win new friends but not enemies, and to establish honest and civilized relations with other states".

Considering his tone, the speaker sounded confident throughout the speech. He was confident about the future of Russia and this tone grew stronger towards the end of his speech. Finally, after expressing his optimism about this future, he famously stated the following words:

"The great Russia is rising from its knees! We will certainly turn it into a prosperous, democratic, peace-loving and sovereign state governed by laws. This work, which requires great efforts from all of us, has already begun. Having withstood so many tests and having a clear idea of our aims, we are confident Russia will revive!".

This brief review of Yeltsin's speech may clarify the aforementioned components of rhetorical situation. As stated previously, the rhetorical situation consists of circumstances or the historical context that affect the speaker and speech. It clarifies the context of speech and links it to the audiences. In this line of inquiry, the study suggested five constituents: topic, purpose, audience, rhetor (speaker) and context. But what is relevant to this review is also the concept of exigence. It examines the speaker's motivation and, in this case, what motivated Boris Yeltsin to give such a speech. Considering that the inaugural speech was given in an official ceremony, it can be concluded that the rhetorical act merely followed tradition or convention. In other words, the speaker was required to attend a ceremony and speak perfunctorily as is often the norm. But in this case, as discussed previously, Yeltsin's motivation for an inaugural speech was tied to the other components of the rhetorical situation. To approach this situation, the purpose of this speech should be examined based on the text.

A writer or speaker may create a text mainly to inform, convince or explain. The review of President Yeltsin's utterances suggests that he pursued all these goals in his relatively short speech. It was stated earlier that the speech had an emotional load. In the opening proposition, he uttered "I cannot express in words what I feel" and, during his speech, he repeatedly appealed to the sentiments of his audience. Yeltsin expressed his sense of responsibility as the first democratically elected president of the Russian Federation.

This rhetorical act followed an expression of gratitude for the responsibility given to him and a connection with the audience in the beginning of the speech. For the first time, a Russian president referred to his audiences as "citizens of Russia". However, to understand the relationship between the speaker and the audience, one should refer to the discussions in the previous section and consider the historical situation following the dissolution of USSR. In this sense, for the speech to be meaningful, the speaker shared something with his audience. The introductory sentences of the transcript emphasize this as the lived experience that Boris Yeltsin shared with the people of Russia during the Soviet era. In this manner, the role of the audience highlights another constraint which is the context. What was set in the speaker's location might be crucial in reconstructing the rhetorical situation. According to the records, these historical elements were the new flag, the new constitution, the type of music and decorations, and the presence of the most prominent representative of the Russian Orthodox Church. Even the presence of the former leader was physically significant considering that the Soviet leaders came to power when their predecessors were often deceased or debilitated. The physical factors in Yeltsin's direct environment affected the rhetorical situation. However, what is relevant to this comparison is the historical context and time of this speech. To understand this review, it is therefore necessary to review the topical shifts that the speaker followed in his inauguration speech. According to the English transcript, these include the appeal to emotions, uniqueness of the moment, shared and lived experience, failures of the past, virtues of the present, and faith in the future. As stated earlier, this shift work was coupled with rhetorical strategies such as elaboration, comparison and exemplification.

In short, elements such as speaker, audience, purpose, topic and context were all present in Yeltsin's speech and, rhetorically, the text corresponded to the situation. With these details, for comparison, one may proceed to a rhetorical analysis of Boris Yeltsin's resignation speech that appeared eight years later.

## 2. *Resignation speech (December 31, 1999)*

Due to immense domestic pressure, Boris Yeltsin announced his resignation in a televised speech on 31 December 1999. He opened his speech by saying "Dear Russians!" and addressed his mediated audience directly. As with his inauguration speech, he then indicated the historic significance of the moment and the timing of his speech at the end of the 20th century. In what followed, Yeltsin engaged his audiences by highlighting the uniqueness of the moment as something he shared with them. Thus, he mentioned that "we have all measured this date against ourselves", a date which he described in the opening line as "a momentous date in our history". With an emphasis on this shared moment, Yeltsin proceeded to the purpose of this speech, adding that he was addressing the Russians for the last time as the President of Russia. His next words conveyed his resignation about which he had, in his own words, "contemplated long and hard". Given the historical context and the sequence of events preceding this speech, one should note that the subject of Yeltsin's resignation had been debated widely before it finally came on that date. In fact, the Russian media, ordinary citizens and foreign observers had raised and debated the subject. Therefore, in his following utterances, Yeltsin touched upon these debates and added a defense of his own character:

"Many times I have heard it said: Yeltsin will try to hold on to power by any means, he won't hand it over to anyone. That is all lies. That is not the case".<sup>2</sup>

However, the historical context discussed previously gives several examples of Yeltsin's tenacity. Actions to consolidate his position, most notably shelling the parliament and staging an autocoup, had given his audience grounds to imagine that the president would "hold on to power by any means". In this case, what Yeltsin failed to mention was as important historically as what he mentioned deliberately. In a subtle way, Yeltsin intended to show his commitment to the Duma and Constitution.

<sup>2</sup> All the quotations in this section have been taken from the English transcript of Boris Yeltsin's resignation speech: *Boris Yeltsin Resignation Speech*. B. Yeltsin. BBC Transcript, (December 1999). URL: <http://news.bbc.co.uk/1/hi/world/monitoring/584845.stm>

The word 'constitution' has appeared four times in the resignation speech. However, the emphasis on this word could be seen in the context of Yeltsin's presidential politics. Following the constitutional crisis, which led to widespread controversy about the president's legitimacy, Yeltsin succeeded in developing and adopting a new constitution which expanded his authority as president. Accordingly, in his resignation speech, he insisted on the legitimacy of this new constitution which was largely his own product. He did so by asserting that "the Duma elections should take place within the constitutional timescale".

A vital aspect of any democracy and especially young democracies is the peaceful transfer of power from one government to another through elections. Yeltsin's next sentences highlighted this popular fact and emphasized its significance for Russia. The outgoing president described this political act as "a vital precedent of a civilized, voluntary handover of power". Amidst the socio-political pressure that the president had encountered, the rationale for his resignation may have seemed straightforward at that time. However, Yeltsin's utterances also offer additional grounds for, in his own words, "standing down earlier than scheduled". The citizens of Russia and international spectators noted the significance of this speech. By adding such a point, Yeltsin asserted that "Russia must enter the new millennium with new politicians, new faces, new intelligent, strong and energetic people". In this sense, he proceeded from announcing his resignation to the framework of transition and his likely replacement. Implicitly, Yeltsin hinted at his successor by describing him rather than mentioning his name. In that historical context, "intelligent, strong and energetic" could only describe very few figures in the Russian political landscape. However, Yeltsin also put this succession in the context of recent Duma elections and the emergence of "a new generation of politicians". The outgoing president then claimed that in his judgment, "Russia will never return to the past. Russia will now always be moving forward". Interestingly, he described this process as "progress". Yeltsin's utterances suggested that he saw recent developments positively and believed in a

better future for the Russian Federation. However, what seemed as a controversial process could not be simply classified as progress or what Yeltsin despaired as "natural progress of history" in his resignation speech. In fact, historians have debated, often negatively, whether Yeltsin's replacement paved the way for progress or betterment. But the speech demonstrated how he viewed this transition. In what followed, Yeltsin referred to this strong candidate without naming him:

"Why holding on to power for another six months, when the country has a strong person, fit to be president, with whom practically all Russians link their hopes for the future today? Why should I stand in his way?"

In August 1999, Yeltsin had signaled during another speech that he wished to see Vladimir Putin as his successor. As this speech demonstrates, Putin had established a strong enough status to be considered for presidency in 1999. After touching upon the question of succession, a topical shift brought Yeltsin's words to a climax for which the speech is remembered today. Yeltsin's words became apologetic as he asked for forgiveness. In words that seemed more intimate and personal, the Russian president asked for forgiveness because, admittedly, his government's plans had not succeeded and the radical transformation which appeared easy on his inauguration day "turned out to be painfully difficult". Somehow, Yeltsin confirmed in his speech what the international and domestic observers had concluded over the years. The jump from a totalitarian past into a rich future had not occurred during his presidency. The speech thus acknowledged the Russian government's failures and mistakes. The speaker gave his hard-earned conclusion in the end and famously stated that he was "too naïve" in some respects. But he also insisted that the task was never easy and that he appreciated the sufferings of the Russians during his radical experiments. His sincere apology was therefore coupled with a subtle defense of his own character and performance. During his presidency, Yeltsin attracted the attention of media for not only his presidential campaign and ambitions, but also his deteriorating health.

In his resignation speech, he denied that he was leaving for his health. Rather, he asserted that he was leaving "because of all the problems taken together". Having admitted his inability to address such problems, he reaffirmed his belief in the new generation of leaders. In his opinion, it was a generation that could "do more and do it better". Towards the end, Yeltsin referred directly to Vladimir Putin as the prime minister and, according to the Russian Constitution, the Acting President upon his resignation. He also referred to the presidential election which was to be held in three months. With regard to the question of succession, Yeltsin expressed his confidence in the "amazing wisdom of Russian citizens" and stated that he had no doubt about the choice that they would make at the end of March 2000. In all likelihood, the outgoing president signaled his preference for succession and, finally, in another appeal to his audience's emotions, he ended his resignation speech with the following words:

"In saying farewell, I wish to say to each of you the following. Be happy. You deserve happiness. You deserve happiness and peace. Happy new year, happy new century, my dear people".

Yeltsin's resignation speech contained references to the rhetorical situation and the historical circumstances that influenced him. As with the previous section, five key components will be considered (i.e. topic, purpose, audience, speaker and context). With respect to exigence or what initially motivated the speaker, one should note that political motivations are not always clear. Yet, they can be inferred through the words and actions of the political actor according to the context. It was mentioned earlier that Yeltsin's resignation put an end to an eight-year-long chapter of insurmountable events. Yeltsin's motivation in this regard could be an attempt to end his political career. Historians argue that, with his resignation, he secured immunity from legal investigations. They point to Vladimir Putin's first action as president which stopped corruption investigations against Yeltsin.

Yeltsin's motivation may remain a puzzle added to the historical ambiguities of his presidency, but the purpose of his speech was less ambiguous even though the president's resignation came as a surprise.

Rhetorically, the speaker's primary purpose was to inform. The speech informed the Russian audiences of the president's decision to step down. But as rhetoricians propound, how speech is structured can be also indicative of its secondary purposes. The tone of the televised speech was noticeably apologetic. It did not suggest what rhetoricians call 'symbolic restitution' by which rhetors try to avoid direct responsibility. Yeltsin appealed to his audience directly. However, the secondary purpose of the speech was to 'ask for forgiveness' and less explicitly provide a defense of the speaker's character against the detractors' accusations. In comparison, the identity of audiences has not changed in Yeltsin's second speech. However, if considered as a collective, their mentality, beliefs, expectations and evaluations may have changed during Yeltsin's controversial presidency. As with the previous speech, Yeltsin endeavored to establish a rhetorical connection with this audience based on commonalities. To do this, he emphasized what he shared with them. In his inauguration speech, Yeltsin had emphasized that "We" paid an enormous and unprecedented price for our present experience. Similarly, Yeltsin acknowledged the hardships of the Russian citizens during his two terms in office. This is considered an appeal to pathos by which rhetors dwell on the audience's sense of pity, regret and despair. Therefore, after admitting his mistakes and furnishing his apology, Yeltsin established a connection with his audience by using the following words in his resignation:

"Today, it is important for me to tell you the following. I also experienced the pain which each of you experienced. I experienced it in my heart, with sleepless nights, agonizing over what needed to be done to ensure that people lived more easily and better, if only a little. I did not have any objective more important than that".

In terms of topic, the shift in Boris Yeltsin's resignation almost mirrored the shift work in the inauguration speech delivered eight years earlier. In the resignation speech, he followed a procedure that began with an appeal to emotions, an expression of the uniqueness of the moment, and a defense of his own character and career.

These speech acts were followed by asking for forgiveness and more appeals to the audience's emotions. In terms of topic, then, the speech established a more direct link with its audiences and, in comparison, no philosophical or idealistic themes appeared in the underlying topics of the speech. But these topical shifts can only be discerned when put in the context of Yeltsin's long and controversial presidency. In what follows, a discussion of these similarities and differences will be given within that context.

## Discussion:

The current article is primarily an attempt to compare the inaugural and resignation speeches of Boris Yeltsin within the context of Russian post-Soviet history. In this regard, the above comparison demonstrated some similarities, contrasts or contradictions which will be reviewed briefly.

Historically, one may argue that some of Yeltsin's actions contradicted his words. For instance, in his augural speech, Yeltsin insisted that he was "no omnipotent miracle man" to demonstrate how he was different from the former leaders. Yet, his radical campaigns revealed such an inclination. Furthermore, he was once a vocal critic of Mikhail Gorbachev's slow-paced reforms and yet his fast-paced reforms caused more frustration and apathy among the citizens of Russia in the post-1991 period. When linking speech and visual cues, one can notice that Yeltsin's first inaugural speech was energetic and emotional. Eight years later, his televised resignation speech was still emotional but lacked energy. In comparison, upon his resignation in 1999, the aging and sickly president looked very different from his former self both physically and verbally. As a political actor, Yeltsin's popularity was partly due to his image and the nationalist agenda that captured the attention of Russians in 1991. However, by 1999, this image had been severely degraded. Therefore, this loss of prestige was perhaps the most noticeable contrast that occurred in the space between these speeches. In other words, public approval of Yeltsin's socio-economic plans suffered over the course of a decade (see, for further discussion, Breslauer, 2002; Huskey, 1999).

In his inaugural speech, Boris Yeltsin first expressed his feelings, claiming that he could not put them in words. By contrast, in his resignation speech, Yeltsin addressed his audience directly. However, in both cases, the speaker was under the influence of time or political environment. In his inauguration and resignation, he pointed out the uniqueness of the time in Russian history. In 1991, he addressed his Russian audience as the first democratically elected president of the country. Hence, his 1991 speech had historical significance for the Russian people. In the second speech, however, the uniqueness of time in December 1999 was its coincidence with the end of a century in which the world and Russia underwent tremendous change. Therefore, the uniqueness of time was not only related to the political atmosphere in Russia but was also related to the end of a century. That being said, Yeltsin took advantage of these occasions to strengthen the impact of his speech. Another difference was the emotional load of these speeches. In both cases, Yeltsin tried to arouse the emotions of his audience while his resignation speech was admittedly more personal and intimate.

However, the most striking difference between these two speeches was seen in expression, style and content. In his inaugural address, Yeltsin used an idealistic and philosophical discourse to describe his responsibility and the path that the Russian people had chosen. The speech created an epic moment in the contemporary history of Russia as the president's admonishing speech enumerated the shortcomings of the former regimes. Conversely, his resignation depicted a political tragedy. His words conveyed the speaker's realistic awareness of the status quo and his recognition of the government's failures. By comparing the content of these two speeches, it can be understood that the President of Russia had two radically different self-images in 1991 and 1999. Therefore, while the second speech was suitably apologetic, the outgoing president also offered a defense of his intentions and character. By comparison, in addition to the content and style, the atmospheric differences were also significant. Boris Yeltsin's inauguration speech was held during a unique ceremony with music, attendance and decorative

elements unlike what the Russian audience had seen in the Soviet era. However, in the 1999 televised speech, the audience could only see a Christmas tree behind the president. Boris Yeltsin was seen in two different physical atmospheres and the second one demonstrated his fatigue and despair at the end of a political marathon. Conceivably, both speeches engaged the whole nation, but in different ways.

On another level, the above rhetorical comparison highlights what remained philosophically unchanged in Boris Yeltsin's statements in 1991 and 1999. The historical background indicates the growing difficulty of the political situation in Russia during his presidency. However, the comparison suggests that Yeltsin had a linear image of Russian history and the political trajectory of the Russian Federation. In other words, he viewed the new Russia as a nation rising from an "uncivilized" past. In both speeches, Yeltsin demonstrated his faith in Russia's constructive potential and, especially in his resignation, he emphasized that "Russia will not return to the past, but will move forward". In comparison, this optimism or outlook remained unchanged. It suggests that the president of Russia saw the political and social history of his country on a path from backwardness, dictatorship and helplessness to betterment and progress. In fact, Yeltsin's utterances emphasized this worldview even before the fall of the Soviet Union. For instance, only a few weeks after the coup of August 1991, Yeltsin described Russia as a country "which wants to proceed along a civilized path" and, furthermore, he described this trajectory as a path along which Western democracies were proceeding (Breslauer, 2002, p. 144). More specifically, in his own inauguration, Yeltsin asserted that the citizens of Russia have chosen not only a personality "but first and foremost the path this country would follow". Through voluntary interdependence, Yeltsin claimed that Russia was inevitably progressing towards a better future. Likewise, in his resignation speech, Yeltsin reiterated his faith in this historical progress, even though he acknowledged the failures and mistakes of his government. In fact, Yeltsin justified his resignation partly by claiming that he did not want to block the

natural progress of history. In this sense, the rhetorical comparison may lead to the conclusion that Yeltsin considered the coming of Vladimir Putin and a new generation of Russian politicians as the embodiment of this progress. In his speeches, he did not describe this path as a process in which developments could take a regressive course. Furthermore, his utterances did not simply suggest naïve optimism. Rather, in their depth, these utterances seemed to suggest the view that the history and destiny of Russia is that of progress. In other words, the speech gave credence to a linear theory of history. Arguably, this was perhaps a theory that Marxism-Leninism had promoted and indoctrinated in the various generations of Soviet officials and politicians. As noted previously, Boris Yeltsin was an outspoken critic of communism. In simple terms, however, he may have believed that societies inevitably move forward, passing through primitive and advanced stages. Earlier, it was stated that what is shared between the speaker and audience is crucial in any rhetorical situation. In 1991, as with many Russians and perhaps foreign onlookers, Yeltsin believed that the past was evil and the future would be necessarily better. Eight years later, his resignation speech still promised a progressive future for Russia amidst public disillusionment.

What this textual comparison highlights as Yeltsin's determination during his presidency may corroborate what, in a larger context, some scholars have noted about Boris Yeltsin's character as a Russian leader. In this regard, Yeltsin's intellectual growth, charisma and presidential politics have been the subject of widespread research (see, for instance, Breslauer, 2002; Huskey, 1999). Beyond the context of these speeches, a review of literature may also suggest that Yeltsin's outlook on Russian history was consistent with his methods. More specifically, this consistency has been noted by scholars who approached Russian political culture in that timeline. For instance, Richard Sakwa conducted a critical review of this transitional post-communist period and concluded that "the first generation of democratic politicians in Russia came largely from the old system" (Sakwa, p. 166) suggesting that Yeltsin shared with his Soviet predecessors the same determination, optimism and tendency for "the

use of authoritarian methods" (Sakwa, p. 167). These scholars refer to the dominance of political elites in the post-Soviet government and the increasing employment of authoritarian methods in presidential politics. Although Yeltsin saw himself as the opposite of Gorbachev, he more or less followed Gorbachev's path in terms of planning and restructuring. In the 1980s, Gorbachev overestimated perestroika (restructuring) and what it could achieve. By 1991, perestroika ended with the demise of the Soviet Union. Similarly, Yeltsin's determination to end the Soviet command economy through radical reforms and his faith in the outcome could parallel the Soviet belief-systems.

The comparison and analysis of Yeltsin's speeches can be relevant to the understanding of contemporary politics in Russia in two ways. First, as stated previously, the utterances symbolize the beginning and end of a massive political process in post-Soviet Russia. In other words, the speeches reveal the course of presidential politics from democratic to authoritarian extremes. Therefore, the current presidential politics that some scholars (for instance, Gill & Markwick, 2000; Medvedev, 2002; Sakwa, 2002) regard as authoritarian and idealized leadership can be partly explained with reference to the transformations that characterized the Yeltsin era. Secondly, the analysis of these utterances and especially the president's farewell speech can describe the historical background for the emergence of a young, competent and reliable character in the Russian political landscape. With an emphasis on this historical context, the inaugural and resignation speeches can illustrate the transition to the current function of presidency in Russia.

## Conclusion:

This comparison was an attempt to link Yeltsin's speeches to historical context to ascertain recurring patterns, differences or cues that can be important to historical analysis. As stated above, such an undertaking is significant in that it provides contextual clues to Russia's transition from democratic to authoritarian rule during the Yeltsin era. Moreover, comparing the language of these speeches provides some clues to the influences of political environment. In this regard, the comparison suggested that the most salient

differences appeared in expression, style and content. Boris Yeltsin's words summarize the trajectory that the people of the Russian Federation experienced in a transition from the Soviet era to the Putin era. The general conclusion that can be drawn from these two speeches is that they correspond rhetorically to the historical context as they also present Boris Yeltsin's idiosyncratic attitudes. Historically, the difference between these two speeches can be viewed as the difference between two epochs in Russian history that punctuate a beginning and an end. The inauguration speech signals hope and vision for the future of Russia and the resignation speech conveys a chastening awareness of socio-political challenges in Russian government and political culture. These opposing signals were set to persist in the new century.

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# Impact of E-Governance on China's Agricultural Modernization: A Case Study of One Village One Product

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## Abstract

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This study investigates the impacts of electronic governance (e-governance) on the modernization of agricultural practices within China's One Village One Product (OVOP) initiative. The research is grounded in a qualitative analysis, drawing on in-depth interviews with diverse stakeholders including government officials, program operators, farmers, and agricultural experts. The paper explores how e-governance has been integrated into China's Rural Vitalization Strategy, focusing on its role in enhancing agricultural productivity, farmer incomes, and sustainable rural development. The findings reveal that e-governance facilitates improved administrative efficiency, access to market information, and collective action among small-scale farmers. It also underscores the pivotal role of e-governance in streamlining operations, providing real-time data, and opening larger markets for local agricultural products, thus fostering community resilience and market influence. However, the article also addresses the challenges posed by e-governance, such as the digital divide and the potential overreliance on technology, which could exacerbate disparities and introduce vulnerabilities. The study concludes that while e-governance has significantly influenced agricultural modernization and empowered rural communities, it necessitates a balanced approach to technology integration, ensuring equitable access and data security to maintain the trust and sustainability of the agricultural sector.

### Introduction:

The "Three Rural Issues" - focusing on agriculture, rural communities, and farmers - have long been pivotal in shaping China's development policies. These issues are so integral that they have consistently featured in the country's primary policy documents for several years. Addressing these concerns involves enhancing agricultural productivity, improving farmers' incomes,

and fostering sustainable development in rural areas. To achieve these goals, China has initiated the "Rural Vitalization Strategy." A key component of this strategy is the One Village One Product (OVOP) approach, mirroring the successful model from Japan. In the Chinese context, OVOP is envisioned as a pathway to blend agricultural industrialization with the traditionally small-scale nature of rural farming.

Concurrently, the rapid progression in communication technologies has catalyzed the adoption of electronic governance (e-governance) across China, significantly impacting agricultural modernization efforts. E-governance is increasingly influential in rural vitalization projects, prominently within the OVOP initiative. It brings a fusion of modern technology into rural agricultural practices, offering novel avenues for efficiency, information dissemination, and administrative management.

This study delves into the confluence of e-governance and agricultural modernization under the OVOP program in China. Utilizing a qualitative research approach, it explores the perceptions and experiences of various stakeholders involved in OVOP. The research employs in-depth interviews with a diverse group, including local government officials, program operators, farmers, and an expert in agricultural modernization. This methodological choice aims to capture a comprehensive view of the social dynamics and personal perspectives influenced by e-governance in the context of OVOP.

## Literature Review:

The agricultural landscape in China is predominantly characterized by small-scale family operations, deeply entrenched in its rural economy. The General Office of the Communist Party of China Central Committee and the General Office of the State Council (2019) acknowledge the persistence of this model into the foreseeable future. Despite its fundamental role in China's agriculture, it presents distinct challenges and opportunities amid modernization and development efforts. To address these, the Chinese government has initiated the Rural Vitalization Strategy (Long et al., 2019), which Liu et al. (2022) note, is designed to incorporate small-scale farmers within the ambit of agricultural modernization while maintaining traditional farming practices' essence (Jiao et al., 2019). A key principle of this strategy is 'moderate development,' aimed at managing the complexities of rural vitalization. Schneider (2015) contends that technological and economic advancements should be tempered by the

socio-cultural fabric of rural life. The Rural Vitalization Strategy acknowledges the constraints and potential of small-scale farming, advocating for a sustainable and inclusive approach (Huang et al., 2017). The One Village One Product (OVOP) policy is a manifestation of this moderate development principle, utilized as a primary instrument within the strategy to leverage rural communities' distinct capabilities and resources (Shen & Chou, 2022). Smith (2019) observes that this policy fosters specialization in local agricultural commodities, generating new market opportunities and promoting community-driven economic growth. The OVOP initiative not only aims to rejuvenate rural economies but also to ensure small-scale farmers' active engagement in modernization processes (Han et al., 2023). Such integration efforts have been increasingly supported by the adoption of electronic governance (e-governance) mechanisms (General Office of the CPC Central Committee & General Office of the State Council of China, 2019).

E-governance extends beyond mere digitization of government services, involving a multifaceted dynamic of 'push and pull' factors (Madon, 2004). It spans from structural and normative aspects of public service delivery to fostering inclusive citizen participation and stakeholder engagement in a digital context (Bannister & Connolly, 2012). As a component of e-governance, e-government focuses on improving service delivery through information and communication technologies (ICT), evolving from basic information dissemination to participatory decision-making (Olatokun & Adebayo, 2012; Palvia & Sharma, 2014). E-governance has been transformative in public administration, reshaping service delivery and citizen-government interactions (Vinod Kumar, 2015), with benefits in transparency, efficiency, and participatory governance being well-documented (Halachmi & Greiling, 2013). Furthermore, e-governance is pivotal for streamlining government operations and improving public service accessibility (Saxena, 2005). In rural governance, the Chinese government's approach to e-governance signifies a decentralization of power and simplification of administrative processes (Ma et al., 2005), crucial for service efficacy and rural accessibility, particularly for

small-scale farmers (Ren, 2023). E-governance tools have significantly improved communication and information flow between governmental entities and rural communities (Wang et al., 2023), providing farmers with immediate access to agricultural data, market insights, and innovative farming techniques that support informed decision-making and enhanced practices (Xia, 2010). These tools have also enabled farmers' integration into larger markets, financial services, and government programs (Wang & Chen, 2012), thereby bolstering their productivity and incomes.

In addition, e-governance in China's agricultural sector has effectively coordinated stakeholders-farmers, agribusinesses, and governmental agencies-into an integrated network (Huang, 2009), promoting collaboration and collective action (Gajendra et al., 2012), which is vital for modernizing agriculture within a small-scale farming context. E-governance allows for a more inclusive approach to agricultural governance (Ntaliani et al., 2010), potentially aligning stakeholder efforts with national agricultural development and rural vitalization goals. Nevertheless, the effective deployment of e-governance in rural areas faces challenges such as digital literacy among farmers, infrastructural deficits, and the digitization of governance processes (Qian & Zhang, 2022). Addressing these issues is essential to fully leverage e-governance in modernizing agriculture and integrating small-scale farmers into this evolving framework. Hence, this study focuses on the application of e-governance in OVOP initiatives, aiming to evaluate its impact on agricultural modernization through in-depth interviews with various stakeholders.

**Table 1**  
*Respondent Information Form*

Code	Position	Responsibilities	Information
G1	Grassroots civil servants in industry and information technology	Grassroots industry and information technology service work	Grassroots practice of helping small-scale farmers connect to agricultural modernization under the OVOP policy
G2	Grassroots civil servants in agricultural and rural departments	Grassroots "agriculture, rural areas and farmers" service work	Grassroots practice of helping small-scale farmers connect to agricultural modernization under the OVOP policy
G3	Grassroots civil servants in agricultural and rural departments	Grassroots poverty alleviation work services	Grassroots practice of helping small-scale farmers connect to agricultural modernization under the OVOP policy

## Methodology:

This study is situated within the interpretivist research paradigm, with the aim of unpacking the subjective experiences and perceptions of stakeholders engaged in China's One Village One Product (OVOP) program, particularly in the context of e-governance influence. An in-depth, qualitative case study design has been adopted. Primary data is gathered through in-depth interviews, which serve to probe the complex social dynamics and individual perspectives that e-governance introduces to agricultural modernization. This methodological choice allows for an exhaustive exploration of the nuances of e-governance within the OVOP framework.

The participant selection for this study was conducted using a purposive sampling approach, focusing on individuals who are significantly engaged in the OVOP initiative and the incorporation of e-governance within the agricultural sector. The research encompasses interviews with three grassroots-level civil servants (refer to Table 1, codes G1 to G3, for further details), who play essential roles in the implementation of relevant policies. Additionally, the study includes three OVOP operators, who are not only integral to the execution of the project but also serve as farmers, thereby acting as direct beneficiaries and agents of these initiatives (see Table 1, codes O1 to O3, for more information). Furthermore, the research involves insights from an expert in agricultural modernization (refer to Table 1, code E1), who contributes a comprehensive analysis of the topic at hand.

Code	Position	Responsibilities	Information
O1	OVOP industry operator (Flower growing farmer)	Operation of OVOP agricultural projects	The practice of e-governance initiatives in OVOP operations under the background of agricultural modernization development
O2	OVOP industry operator (Vegetable growing farmer)	Operation of OVOP agricultural projects	The practice of e-governance initiatives in OVOP operations under the background of agricultural modernization development
O3	OVOP industry operator (Fruit growing farmer)	Operation of OVOP agricultural projects	The practice of e-governance initiatives in OVOP operations under the background of agricultural modernization development
E1	Expert	Research on agricultural modernization	The role and influence of e-governance in many paths of rural vitalization strategy, especially OVOP projects

Data is collected via semi-structured interviews, utilizing an interview guide comprised of open-ended questions tailored to elicit detailed accounts of the participants' experiences, perceptions, and opinions on the impact of e-governance on agricultural practices. The interviews are conducted in a conversational manner, affording the necessary flexibility to explore emergent themes and to facilitate the open exchange of insights.

To bolster the study's methodological soundness, triangulation is employed. This is achieved by augmenting and corroborating the interview data with relevant secondary materials, such as policy documents and extant scholarly works. Further credibility is ensured through participant validation, a process in which participants are invited to review and comment on the findings, thus enhancing the veracity and credibility of the data reported.

## Findings:

With the enactment of "Several Opinions of The State Council of the People's Republic of China on Vigorously Promoting the Development of Informatization and Effectively Guaranteeing Information Security," China has embarked on an initiative to advance agricultural and rural informatization. This initiative aims to enhance the level of informatization in agricultural production and operations, as well as to improve the agricultural and rural information service system (State Council, PRC, 2012). The construction of this system spans various domains, including e-government, distance education, e-commerce, online marketing, and the Internet of Things. Its objective is to fully leverage

the supportive role of information technology in the development of agricultural sectors, encompassing production, management, and services (Ministry of Agriculture and Rural Affairs, PRC, 2011). China's path towards agricultural modernization and rural vitalization is characterized by two pivotal strategies: the integration of electronic governance (e-governance) and the adoption of the OVOP initiative. These strategies, emanating from the "Three Rural Issues" – agriculture, rural communities, and farmers – are at the heart of China's developmental policies. This study conducts a detailed examination of the influence of e-governance on agricultural methodologies and its contribution to the enhancement of the OVOP initiative. This analysis employs a qualitative approach, utilizing in-depth interviews with a diverse array of stakeholders.

### 1.1 China empowers OVOP small-scale farmers through e-government

In China, small-scale farmers are essential to the rural economy, but they often encounter significant challenges in accessing information and market opportunities. E-governance has emerged as a transformative solution, offering these farmers a direct connection to the broader agricultural ecosystem. This digital integration enhances the decision-making abilities of small-scale farmers, empowering them to utilize technology for optimized crop management, accessing real-time market prices, and establishing connections with larger supply chains. Such advancements in connectivity do not just elevate their productivity; they also contribute to improved living standards and increased income levels (G3, personal communication, September 15th, 2023).

A notable example of the impact of e-governance is its synergy with the Chinese government's strategy for streamlining administration and delegating powers. The implementation of the OVOP program highlights this synergy. E-governance has substantially increased the efficiency of processing project approvals, monitoring, and issuing financial support within the OVOP framework. This efficiency boost not only reduces the administrative burden at the grassroots level but also provides OVOP participants with more transparent and efficient service channels. In the context of the OVOP program, the creation and application of OVOP demonstration villages and towns have exemplified the comprehensive integration of e-governance. Here, all administrative processes, from project application to final approval, are managed more effectively and efficiently through digital platforms (G1, personal communication, September 15th, 2023). This approach has streamlined administrative procedures, enabling a smoother, faster, and more accountable process that aligns well with the needs and expectations of small-scale farmers.

Furthermore, the OVOP initiative has facilitated the industrialization and integration of local products into regional public brand plans (G2, personal communication, September 16th, 2023). Products under the OVOP program that have achieved industrialized operation benefit greatly from e-governance channels. These digital platforms provide broader marketing and sales opportunities, extending the reach of these products beyond local markets to regional and potentially global markets. This expansion is not just a win for the farmers and their communities but also contributes to the diversification and resilience of China's rural economy.

The role of e-governance in empowering China's small-scale farmers is multifaceted. It addresses the traditional challenges of information and market access, streamlines administrative processes, expands market reach. This holistic approach not only improves the livelihoods of small-scale farmers but also contributes significantly to the modernization and sustainability of China's vast rural landscape.

### **1.2 Enhancing OVOP agricultural practices through E-governance in China**

The implementation of e-governance in China marks a significant shift in the agricultural sector, effectively bridging the divide between traditional practices and modern techniques. This shift, primarily driven by technology, plays a crucial role in modernizing the agricultural framework, especially for small-scale farmers. E-governance, through the incorporation of advanced communication technologies, provides these farmers with access to a broad spectrum of information. This encompasses innovative farming methods, current market trends, and industry best practices. Such integration enables farmers to transition more seamlessly from traditional methods to more efficient, technologically driven approaches (E1, personal communication, August 25th, 2023).

A prime example of this is China's e-government platform extends its utility by providing an online portal for agricultural science and technology training. This feature enables small-scale farmers to partake in agricultural technology training remotely, and facilitates interaction with researchers from leading academic and scientific institutions. An illustrative case emerged during an interview where a farmer, facing pest and disease infestation in crops, uploaded videos and images of the affected plants online. This initiative drew the attention of agricultural experts, who subsequently visited to diagnose and address the specific issues (O2, personal communication, August 23th, 2023).

E-governance in China has revolutionized the agricultural sector, especially benefiting small-scale farmers by providing access to advanced farming knowledge and market insights. It bridges the gap between traditional methods and modern technology, facilitating a smoother transition to efficient, technology-based agriculture. This approach is exemplified in the implementation of the OVOP program, where e-governance has significantly streamlined administrative processes, improved efficiency, and offered more transparent services. Additionally, China's e-government platform extends its benefits by offering online agricultural training and expert consultation, exemplified by cases

where farmers receive direct assistance from agricultural experts through the "BEE DATA" platform (O1, personal communication, August 23th, 2023).

### 1.3 Community and Market Strength through E-Governance

In the realm of OVOP agriculture practice, the introduction of e-governance services has the potential to significantly bolster the sense of community and collaboration among farmers, particularly in overcoming adversities and enhancing market influence. This integration of technology into agricultural practices is pivotal, especially in times of hardship such as natural disasters or market fluctuations. The sense of belonging and mutual support fostered through e-governance is indispensable. It facilitates farmers in working collectively to navigate challenges, share resources, and extend mutual assistance, thereby strengthening the community fabric. This is also a major reason why scattered small-scale farmers can accept integrated management and enter the OVOP industrial operation model. Collaborative problem-solving is markedly enhanced through digital platforms. By leveraging collective intelligence and shared experiences, farmers can innovate and adopt more sustainable and efficient farming methods.

Another significant advantage of e-governance in OVOP agriculture practice is the amplification of market negotiation power for farmers, particularly those operating on a small scale (O3, personal communication, August 24th, 2023). When these farmers collaborate, they enhance their ability to negotiate better terms in the marketplace. This empowerment is crucial for securing more favorable prices for their produce, gaining access to high-value markets, and negotiating more effectively with suppliers and buyers. E-governance platforms can facilitate this process by enabling farmers to form cooperatives or alliances, thereby solidifying their presence and influence in the market.

Furthermore, access to collective resources is greatly streamlined through e-governance services. These platforms can offer farmers easier access to shared assets such as machinery, storage facilities, or marketing channels. This accessibility is especially beneficial for

small-scale farmers who might otherwise struggle to afford such resources independently. By pooling resources, farmers can reduce costs and increase operational efficiency, thus enhancing their overall productivity and sustainability (E1, personal communication, August 25th, 2023).

OVOP policy practice reflects how China's agricultural sector is transforming through information strategies. By adopting e-governance, small-scale farmers can gain direct access to the wider agro-ecosystem, thereby enhancing their decision-making and market positioning. Integration of e-Governance with the OVOP projects showcases streamlined administrative processes to the benefit of OVOP participants. This digital transformation not only improves the productivity and living standards of small-scale farmers, it also strengthens rural economies by integrating local products into wider markets.

The implementation of e-governance has facilitated a shift from traditional to modern agricultural practices, offering farmers access to information on innovative methods, market trends, and industry best practices. The e-government platform further aids farmers by providing online training in agricultural science and technology and enabling them to connect with experts for advice on specific agricultural challenges. This has enhanced community cohesion and market influence, allowing farmers to collaborate in overcoming challenges and negotiate better market terms. Collectively, these developments signify a crucial step towards modernizing China's rural landscape and ensuring the sustainability of its agricultural sector.

## Discussion and Conclusion:

Through detailed interviews with stakeholders engaged in the One Village One Product (OVOP) agricultural practices, this study examines the influence of electronic governance on the process of agricultural modernization. The impacts span several dimensions including the application of e-governance to agricultural practices, the empowerment of small-scale farmers, and community collaboration.

Undoubtedly, China's array of e-governance initiatives has positively influenced the agricultural modernization process. Firstly, it enhances the efficiency of administrative operations. E-governance restructures conventional administrative processes, facilitating more fluid operations. This improvement is especially apparent in the expedited processing of applications and distribution of resources within the OVOP initiative, particularly concerning various administrative approvals. Secondly, e-governance platforms supply real-time data, equipping small-scale farmers with the knowledge to make well-informed decisions regarding crop management, market timing, and pricing strategies, thus elevating agricultural outcomes. Thirdly, digital platforms grant local agricultural products entry into larger markets, augmenting the visibility and brand reputation of regional products. The implications of this extend beyond individual farmers to affect the broader rural economy. Fourthly, e-governance fosters community resilience and support: it cultivates a sense of unity among farmers and nurtures a cooperative atmosphere that proves invaluable in addressing collective challenges like market volatility or natural calamities.

However, the risks and challenges associated with electronic governance must also be acknowledged. Primarily, the technological divide persists, potentially aggravating existing disparities between regions and demographic groups. In the context of OVOP agricultural practices, the disparity in local conditions—particularly natural resource endowments—in rural areas is pronounced. This disparity can hinder farmers in less affluent areas from effectively accessing or leveraging e-governance services. Secondly, the danger of becoming excessively dependent on technology is ever-present. Such reliance can introduce vulnerabilities, particularly when faced with technical malfunctions or cybersecurity threats. Consequently, the agricultural sector's dependence on reliable digital infrastructure embodies a tangible risk. Thirdly, there are concerns regarding the privacy and data security of farmers. Security of data aggregation and management through e-government platforms must be ensured to maintain the trust of the farming community.

In conclusion, e-governance has had a positive and transformative impact on China's agricultural modernization, particularly within the OVOP initiative. The digitization of administrative processes through e-governance has streamlined operations, reducing the bureaucratic burden and enhancing transparency and efficiency. This has had the effect of simplifying the procedures for farmers and operators within the OVOP program, allowing for quicker and more effective decision-making and resource allocation.

Moreover, e-governance has facilitated the integration of small-scale farmers into the wider agricultural economy. It has provided them with access to essential information and services, such as real-time market data, agricultural best practices, and direct contact with experts for assistance with specific agricultural issues. The collaborative aspect of e-governance has also strengthened community ties and collective action within the OVOP framework. By fostering a cooperative environment, e-governance has enhanced farmers' abilities to tackle common challenges, thereby improving their market positioning and livelihoods.

However, this research also highlights the challenges and risks associated with the implementation of e-governance. The digital divide remains a concern, as it may exacerbate existing inequalities between different regions and demographic groups. Moreover, an overreliance on technology could introduce vulnerabilities, such as cybersecurity threats and technical malfunctions, which could disrupt the agricultural processes that are increasingly dependent on e-governance platforms. E-governance has significantly contributed to the modernization of agriculture under China's OVOP initiative, creating opportunities for increased efficiency, market access, and community empowerment. It also presents challenges that require careful management. To sustain the benefits and mitigate the risks, a balanced and inclusive approach to the deployment of e-governance is essential.

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## The Chieftaincy Stool Criteria in Eyumojock Ethnic Clan in Manyu Division: The Rotatory and Hereditary Chieftaincy Stools of Kembong Village as Actors in the Implementation of Decentralization Policy

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### Abstract

Chieftaincy succession battles are old time stories in many African countries like Cameroon. Eyumojock, also spelled Eyumojok or Eyumodjock is a town, a commune in the Manyu Division in Cameroon. It's remarkable that most of the causes of chieftaincy disputes as in Kembong village in Eyumojock sub division are said to have been caused by a multiplicity of factors e.g. colonialism brought independent people into common political or administrative unit as in Kembong; arbitrary borders created by the colonial powers now create division of same family members, hereditary issues, lack of clear unambiguous rules of succession, legibility to contest as a chief or the traditional ruler who are responsible for the implementation of decentralization policy are frequently judged matters in court. The paper reviewed literature, policy documents analysis, statistics, reports and archival records that offered useful information about the chieftaincy institutions criteria of transfer of power in the 66 villages in Eyumojock sub division are grouped up into 3 clans including the Ejagham Njemaya, Central Ejagham and Obang ethnic group. Further questions that are addressed in the study are the views of local villagers in Kembong about the ancient rotatory chieftaincy leadership are generously self-governing. The dominant hereditary form of governance has brought division among kembong people and a few other villages causing the implementation of the decentralization policy seems difficult. The case study drew upon several months of reviewing archival materials about Eyumojock Clan and Kembong chieftaincy stool in order to understand how chiefs in the division can be developed as actors for the implementation of decentralization plan. The findings of this study reveal three central issues: Firstly, the Criteria of transfer of the Chieftaincy Stool is under two headings: Social and Cultural Criteria of Transfer of the Chieftaincy Stool and the Economic and Political Criteria of Transfer of the Chieftaincy Stool. Secondly, the chieftaincy institution among the Eyumojock Clan in Manyu ethnic group was rotatory and not hereditary in nature as documented in a few literatures and explained by traditional rulers. The change of power from rotatory to hereditary mode of power had had considerable negative peaceful co-existence and instability in Kembong village and has made chieftaincy disputes obvious. Above all, the literature and archival records revealed that decentralization policy in Cameroon that has been operationalized since 1961 after independence can't be totally effective at grassroots level were chiefs are the major actors in the implementation of the policy in Kembong and other villages in Eyumojock Sub Division.

## Introduction:

The chieftaincy institutions in many African countries represent the eldest governmental establishments that existed before the colonial interference. These different types of chieftaincy institutions in the Eyumojock clan in Manyu Division, Cameroon in Africa were governed by a chief or say King or Queen (Takor, 2017; NAB. , File No. Id /1966/I, 1966, NAB., File No. C2 793, I /1960/11, 1960; Ayuk, 1979; Ranger, 2002; Abhor At' Akem Report, 1999; H. R. H Ntuifha Alfred Ayuk Ako (no date). Many of these chieftaincy institutions ruled by a Chief, King or Queen attached with the traditional system of governance were co-opted as collaborators by the colonial administrators. Nonetheless, at independence the interaction between both the chiefs and the local government in many African countries like those in Eyumojock Clan in Manyu Division, Cameroon were relegated by the new political elites because of conflicts in land administration, local governance, and development disputes (Germina, 2020; Kiye, 2021; NAB. , File No. Id /1966/I, 1966, NAB., File No. C2 793, I /1960/11, 1960; NAB., File No 1147, Ia 1960/1, 1960).

Local chiefs in many African countries like Cameroon are recognized for their roles in municipality growth and investment promotion through helping as caretakers between the central government and their local community, upholding peace and harmony, unity and paying their influence and expertise as a means for introducing sustainable development creativities in their constituency (Arthur & Dawda 2015; Takor, 2017; Jesse, 1999; Germina, 2020; NAB., File No 1147, Ia 1960/1, 1960). Most of our local chiefs in Cameroon are typically regarded as politician and also spiritual leaders of the society (Arthur & Dawda, 2015; Jesse, 1999; Kiye, 2021; Ebot Ashu, 2021b; NAB., File No. AB77/245, 1997). There have been also many dilemmas between the rotatory and the hereditary chieftaincy forms of governance in some African villages like in Kembong, Manyu Division. Chiefs in Eyumojock Clan in Manyu Division practicing the rotatory or hereditary forms of governance were not included in putting in place the decentralization policy despite their rich pre-colonial and colonial experience

(Ray, 2003; Ranger, 2002; Takor, 2017; Ngam & Saturnin, 2020).

This study aims to review literature, policy document analysis, statistics, reports and carry out extensive archival records analysis to understand the method of transfer of power among the Eyumojock Clan chieftaincy institutions in Manyu Division. With background in place, it analyses literature and archival evidence of the rotatory succession principles in Kembong that is democratic in nature with some shortcomings. The study similarly aims to offer some general and specific information about the hereditary form of governance in Kembong village that has brought division among its people despite Kembong is one (Kembong Arey Yet). Putting in practice the decentralization policy seems difficult. The findings of this study will help the local chieftaincy institution of the Eyumojock clan in Manyu Division, Southwest Region of Cameroon understand the criteria of transfer of the Chieftaincy Stool among the Eyumojock Sub Division. The study provides existing body of knowledge on the rotatory and hereditary mode of power transfer in Kembong village that has had considerable advantages and disadvantage in implementing the decentralization policy in the region. This study will enable policy makers in Eyumojock sub division know and understand how to incorporate local chiefs as implementors of the decentralization policy in local villages in the sub division.

## This study addresses three sets of research questions:

- What does the literature and archival records tell us about the criteria of transfer of power among the Eyumojock Clan chieftaincy institutions in Manyu Division, Cameroon?
- What are the literatures and archival records views about the rotatory and hereditary chieftaincy Stools in Kembong Village?
- What are the advantages and disadvantages of implementing of the decentralized policy in the rotatory or hereditary succession principles as perceived by traditional rulers in Eyumojock Sub Division?

## Historical Development of Decentralization in Cameroon:

**Table 1**

*Policy Evaluation of Decentralization in Cameroon*

Date	Policy Evaluation
1961	Song & Vevanje (2023) narrates the unification of British Southern Cameroons with French Cameroon in 1961 as a federal system of government. One among the goals was to put in place decentralization that failed because the country is administratively centralized (Song & Vevanje, 2023).
1972	Song & Vevanje (2023) drawing from Etonga (1989) discussed about Ahidjo's nationwide referendum that abolished the Federal Republic of Cameroon and created the United Republic of Cameroon. The creation of Cameroon as a Unitary state made President Ahmadou Ahidjo not only President of the Republic, Head of State, but also Head of Government, Commander-in-Chief of the Armed Forces, Head of the Judiciary, and National President of the single political party in the country (Etonga, 1980; Song & Vevanje, 2023).
1996	Constitution of Cameroon, Section 20 (1) created the Senate, Section 46 created the Constitutional Council and Section 57 (2) created the Regional Council, but in 2006, two presidential decrees promulgated into the rules on the elections of Regional Councilors and the rules on the election of senators to facilitate decentralization in the different 10 regions of Cameroon (Song & Vevanje, 2023).
1996	Song & Vevanje (2023) equally indicated that some of the important reasons for decentralization in Cameroon needed collaboration between Regional and Local Authorities (RLAs) remains a lapse for the decentralization process. Failure of regional and local authorities in the management of human, material and financial resources.
18/1/1996	Cameroon constitution adopted the decentralization Law is a specification of Cameroon Law No. 96-6 of January 18, 1996. This was to ensure the empowerment of local governmental authorities in order to reduce over centralize government created by the country first President Ahmadou Ahidjo.
2004	Laws No. 2004/017 on the Orientation of Decentralization, 2004/018 to lay down the Rules Applicable to Councils and 2004/019 to lay down the Rules Applicable to Regions. Thereof, policy implementation was lagging (Song & Vevanje, 2023).
2004	The decentralization laws of 2004 set the pattern for the exercise of powers by local authorities which represents the framework for governance and democratic practice to carry out our sports, educational, cultural and socio – economic development as a whole was delayed (Cosmas, 2020; Song & Vevanje, 2023)
2004	Law No. 2004/017 gives Regional and Local Authorities the right to freely recruit and manage staff. Section 19 (1) of the said law states that Regional and Local Authorities shall freely recruit and manage staff needed for the accomplishment of the mission, in accordance with the Laws and Regulations in force (Ndegwa, 2023).
24/12/2019	Sections 277 and 278 of Law No. 2019/024 of 24 December 2019 Bill to Institute the general code on the regional and local authorities, empowers the Regional Councils to work as deliberative organs. That is to deliberate on matters of regional interest, lay down its standing rules, the development plans and programmes, budget, administrative and management accounts, the management of areas of regional interest.
24/12/2019	Law No. 2019/024 of December 24, 2019 accords a special status to the people of the North West and South West Regions of Cameroon. The Special Status is highlighted in Section 3 and elaborated upon in Part V. Section 3 (1) states "The North West and South West Regions shall have a special status based on their language specificity and historical heritage.
2019	George Elanga Obam, in a circular ordered the non – recruitment of staff in the year 2019 by Mayors because of the anticipated holding of the legislative and municipal elections in Cameroon. But the order deprived councils from exercising their legal right to recruitment of staff as provided for in Section 19 (1) of Law No. 2004/017 on the Orientation of Decentralization.
2020	Scholars have warned government towards effective implementation of the decentralization agenda. The grassroots population in the Southwest and Northwest Region of Cameroon are speculating that the patrons in Yaoundé could not just let go power just like that.

Table one above elaborates that Cameroon's decentralization process from 1961 to 2020 has suffered lapses, among them is lack of collaboration between Regional and Local Authorities, capacity deficiencies, lack of political will, lack of texts of application, limited autonomy to locals councils, false/questionable autonomy of Regional and Local Authorities (RLAs), the (over –) centralization of the state which have not given room for effective decentralization, delays in policy implementation, the questionable autonomy of the Public Independent Conciliator.

In this introduction, the study is first placed in context, providing a justification for the research; Secondly, the purpose, aims and research questions are presented including policy evaluation of the historical development of decentralization in Cameroon. What will follow is the wider literature on the mode of transfer of power among the chieftaincy institutions in Eyumojock sub division. It is also hopes to contribute to the existing body of knowledge on the rotatory to hereditary mode of power transfer in Kembong village that has had considerable negative peaceful co-existence and instability in chieftaincy disputes obvious. This study will enable policy makers in Eyumojock know and understand how to incorporate chiefs as major actors in the implementation of the decentralization policy in local villages in Eyumojock sub division. Thirdly, the research design traditions are outlined the analysis of literature and archival records and the ethical considerations are presented. Finally, the findings and discussions of data are discussed.

## Literature Review:

This section reviewed theoretical and conceptual frameworks which have contributed to our knowledge and understanding about the different chieftaincy intuitions mode of transfer of power in Eyumojock Sub Division. This review further discusses about the rotatory and the hereditary form of governance have brought division among kembong people causing the implementation of the decentralization policy in Eyumojock is a cause of concerns. A systematic literature searches on the internet recorded in this study included

archival records, policy reports, academic papers, journals; conference papers etc. were reviewed to understand the different subject matter. The results of the search were categorised into subject area themes and uploaded into the repository.

## Theoretical Framework:

Modernization theory is well understood for the idea that problems like chieftaincy disputes in most developing nations could be solved by replicating features characterizing "advanced" or "modern" societies of the time (Reid, 1995; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985' Gunder 1981). These modern features explain how "traditional" countries can be brought to development in the same manner as developed countries. Some of these modernized futures include appointing a chief who can bring his or her community: high levels of industrialization and urbanization, technicalization of agriculture, rapid growth of material production and living standards, and the widespread adoption of modern education and cultural values (Rostow, 1960; Gunder, 1981; Reid, 1995; Arthur & Dawda. 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985). According to Rostow's model, chiefs in developing nation must strive to attain such things as industrial economy, scientific technology, liberal democratic politics, nuclear families, and secular worldviews would become universalized in the nearest future. In the process, poor countries or say communities would overcome their poverty, share in the prosperity of the "developed" world, and take their place as equals in a worldwide family of nations (Arthur & Dawda, 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985; Reid, 1995). The subjugation of African states to this conceptualization of modernity through the development industry creates a tension between the modernizing African state and the seemingly traditional institutions and structures present in many communities in African nations (Gunder, 1981; Arthur & Dawda, 2015; Takor, 2017; Langhëë, 1980; NAB. , File No. Id /1966/I, 1966, Ayuk, 1979; Ranger, 2002; Reid, 1995). Due to their understanding of modernity, international development institutions like the

United Nation (UN), United Nations Children's Fund, The United Nations Educational, Scientific and Cultural Organization (UNESCO), The United States Agency for International Development and these international NGOs, who support and reinforce the tenets of this modernity discourse, in a position of power over developing nations implicitly reject seemingly traditional institutions like chieftaincy (Gunder, 1981; Takor, 2017; NAB. , File No. Id /1966/I, 1966, Ayuk, 1979; Ranger, 2002). Due to their subjection to these international institutions and their ideology of modernity, African chieftaincy institutions in some African countries like Cameroon are often placed in a position of conflict with the traditions within their borders, and must grapple with their role in the modernizing state project.

Reyes (2006) and Mulgan (2000) view democracy and accountability are when a politician like a chief, parliamentarian or mayor choice on behalf of the people and the people have the ability to reward or sanction the politician. In representative democracies citizens delegate power to elected officials through periodic elections in order to represent or act in their interest of an organization or community (United Nations Development Programme, 2002; Wamba, 1990). In certain cases, and situations in different African communities the chief usually served by a key ethnic elite player in associations with the community. Some key functions of the chief for example include walking the corridors of power and resources seeking, providing political and economic empowerment and representation for their regions or peoples as cultural units, such an ethnic chief or their representatives have often been more active and fruitful in the name of ordinary citizens and subjects than most formal chiefs in many African countries (United Nations Development Programme, 2002; Wamba, 1990; World Bank, 2008). In some African countries as in Eyumojock in Manyu Division, Cameroon chiefs are individuals with agency like every other individual in society. There is nothing inherently dictatorial about them as people or chieftaincy as an institution, just as there is nothing inherently democratic about presidents as people or the institution of the state (Cheka, 2007; Ngam & Saturnin, 2020; Tangwa, 1998).

## Conceptual Framework:

The conceptual framework which informs this study is drawn from different topics namely: the Rotatory and Hereditary Chieftaincy Succession Criteria in Eyumojock Ethnic Clan in Manyu Division, and Traditional Rulers as Actors in Effective Implementation of Decentralization Policy in Kembong Village, Eyumojock Sub Division, Manyu Division

### *The Rotatory and the Hereditary Chieftaincy Succession Criteria's in Eyumojock Ethnic Clan in Manyu Division:*

The nature of the chieftaincy succession principles in Eyumojock sub division determines whether a community would generally be free from chieftaincy conflicts or not. In most African countries, precisely Cameroon there is generally different chieftaincy succession principles. This study will focus on the Rotatory and Hereditary Succession Principles popularly used in Eyumodjock Sub Division in Manyu Division (Takor, 2017; NAB. , File No. Id /1966/I, 1966, Ayuk, 1979; Abhor At'Akem Report, 1999; H. R. H Ntuifha Alfred Ayuk Ako (no date). The issue for most villages in Eyumojock sub division is not only about which chieftaincy succession principle to be upheld, but it is also about obeying the principle generally practiced. That is, sometimes people defy the principles in question in order to have continuous entitlement to the chieftaincy throne (Arthur & Dawda. 2015; NAB., File No. 77/245, 1977). This is true of the rotatory succession principle, upon the death of the chief of a particular quarter, family; the family in question may decide to cling to the throne, hence causing a crisis (Arthur & Dawda. 2015; Takor, 2017; Ayuk, 1979). It is worthy of note that according to the proponents of the elective principle of succession, the central idea is that there is an existing law and custom as to the making of a chief. This law is based on choice through unanimity in contradiction to hereditary, the one being diametrically opposed to the other. The pertinent fact is that the unanimity is equated with popularity, an unequivocal manifestation of support for any given candidate by all or the majority of quarters forming the entire

chiefdom composition (Arthur & Dawda, 2015). Moreover, proponents of the hereditary principle of succession argue that chieftaincy is the family affair of the one and only family whose ancestral lineage is traceable to the founder of the chiefdom before the German occupation (Ray, 2003; Ranger, 2002; Takor, 2017; Ngam & Saturnin 2020). Nevertheless, critics of the hereditary principle argue that the said founder was installed by his family members or the colonial elites; hence a mere factor situation is wholly unfounded for who has right for the chieftaincy in many villages in Eyumojock sub division. Therefore, leadership in some villages practicing the hereditary mode of power transfer was reserved within members of one family or particular quarter and excluded members of other families and quarters (Abhor At'Akem Report, 1999; Arthur & Dawda, 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985; Reid, 1995). More so, a clear-cut understanding as to who was genuine or not for leadership in the area was complicated in some villages in Eyumojock Sub Division in Manyu Division in Cameroon. It was not easy to determine the subjects of possible traditional authority in communities with a common ethnic background living in a limited geographical area. But geographical borders never corresponded to ethnic communities after migration. In this case, there is need for some clear understanding about who a traditional ruler was. Was he or she a leader of a particular family or quarter or for all the people living in one area? Restricting power to one family or quarter and excluding others is against human rights leading to chieftaincy conflicts in some villages such as Kembong and other neighboring villages in the past (Takor, 2017; Ayuk, 1979; NAB., File No. Id/1971/, 1971; NAB., File No. 1147, Id/1971/1, 1971). From another perspective, chieftaincy stool decisions must have arrived at in the running of a community and nations represent the majority of the population (H. R. H Ntuifha Alfred Ayuk Ako, no date).

***Traditional Rulers as Actors in Effective Implementation of Decentralization Policy in Kembong Village, Eyumojock Sub Division, Manyu Division:***

The term chieftaincy or traditional authority today is the relics of the multiple socio-political organizations or community that characterized

pre-colonial African states before the advent of colonial rule (Ngam & Saturnin, 2020). The word "traditional ruler" or say "chief (Ata Ntuiffa in Ejagham)" refers to historic roots of leadership, which legitimizes the execution of power in any given community (Takor, 2017; Ayuk, 1979; Rostow, 1960; Gunder, 1981; Reid, 1995; Arthur & Dawda, 2015). By these key considerations, traditional leaders can include kings, other aristocrats holding offices, heads of extended families, and office holders in decentralized polities, as long as their offices are rooted in pre-colonial states and other political entities (Takor, 2017; Ayuk, 1979; Rostow, 1960; Gunder, 1981; Reid, 1995; Arthur & Dawda, 2015; Cheka, 2007).

There are many existing forms of traditional leadership in Eyumojock Sub Division. Chieftaincy in any village in Eyumojock Sub Division is first and foremost a political unit created out of a multitude of kin groups all centered on a leader (Takor, 2017; Ayuk, 1979; Rostow, 1960; Gunder, 1981; Reid, 1995; Arthur & Dawda. 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985). It should be noted that before the advent of colonialism to Africa and Cameroon in particular, the socio-political, economic, cultural, social and administrative organization of the Cameroonian traditional societies was centered on a well-organized chieftaincy institution with the chief (Ntuiffar) at the helm (Ngam & Saturnin, 2020; United Nation Development Programme, 2002; Amaazee, 2002; Cheka, 2008).

In Eyumojock as in most Cameroon traditional societies, political power was organized in such a way that the chief who was at the apex of traditional administration delegated some powers and competences to other institutions that made up the administrative architecture of the village or town (Ngam & Saturnin, 2020; United Nation Development Programme, 2002; Amaazee, 2002; Cheka, 2007; 2008). Using the case of Eyumojock Sub Division in Manyu Division, Cameroon, power structure was organized from family lineage head which was the smallest political unit, passing through the quarter head that coordinated quarter activities, the village head managed activities and finally the chief was at the head of several villages that constituted any village (Ngam & Saturnin, 2020;

Cheka, 2007; 2008) in Eyumojock Sub Division in Manyu Division, Cameroon. In such architecture, instructions flew from the highest and largest institution which was from Mamfe Senior Divisional Officer to the smallest political unit known as the lineage. In this power structure each institution has its role to play and its specific responsibilities (Takor, 2017; Ayuk, 1979; Cheka, 2007; 2008; Jesse, 1999; Nyamnjoh, 2014).

Moudio & Amougou (2021) writes about the Ministry of Decentralization and Local Development in 2018, created the promulgation of Law No. 2019/024 of December 24, 2019, on the General Code of Decentralized Territorial Authorities, and the organization of elections for regional councilors on December 6, 2020, reflect the Cameroon government's desire to complete the decentralization process inaugurated with the constitutional revision of January 18, 1996. This paper analyzes the decentralization process in Cameroon and the issues it raises in relation to security. The indivisibility of the Republic, proclaimed by Article 1(2) §2 of the Constitutional Law of January 18, 1996, does not exclude the existence of decentralized territorial authorities that share its territory (Moudio & Amougou, 2021). This is why the Constitutional Council always provides for the intervention of the legislator to complete or clarify its work. Thus, with regard to the regional and local authorities, the Constituent of January 18, 1996, after having made the regions and local decentralized authorities, provides, in Article 55 (1) § 2, that "any other type of decentralized authority is created by law."

Within the perspective of decentralization and development, traditional authorities in Eyumojock Sub Division by their very historical nature possess a number of qualities capable of assisting the Minister of decentralization to effectively implement its policies on the regional, divisional and local territory. These leadership and management qualities vary from the personality and politico-administrative aptitude of

traditional leaders and their traditional legitimacy (Ngam & Saturnin, 2020; Cheka, 2007; 2008; World Bank, 2008). The charismatic, transformative personality and politico-administrative aptitude of the Chiefs in most villages in Eyumojock Sub Division enjoyed both sacred and secular authority. Traditional leaders in Eyumojock Sub Division inspired traditional patriotism and the desire of belonging within their subjects. That is why in some instances in Eyumojock, the local population respects orders from the traditional authorities than state authorities. In some circumstances, state authorities are obliged to always collaborate with traditional leaders to better exercise their duties, even though it has not always been an easy task (Ngam & Saturnin, 2020; Cheka, 2007; 2008; Fisiy & Goheen, 1998; Fisiy, 1995). The office of the traditional rulers in some traditional societies in Manyu Division and specifically in Eyumojock was a composite one having many duties, responsibilities and obligations. In Eyumojock as in many other local communities in Manyu Division traditional leaders were considered head of the traditional government. They incarnated the function of the chief executive, chief judge, army chief as well as high priest of his community. This was so because in the Manyu traditional societies, like in most African traditional societies, the power and authority of the chief were not considered separate or divisible (Ngam & Saturnin, 2020; Cheka, 2007; 2008; Takor, 2017; Ayuk, 1979).

#### ***Philosophical and Methodological Approaches:***

Here, we locate and justify the research approach and methodology used. Firstly, the research is located within wider African philosophy (AP). Secondly, the researcher will clarify the research methodology and give details of how they analysed documents and interview transcripts in accordance with issues of validity and ethics.

Table 2

African Philosophy as it 'fits' in today's Leadership criteria of a good Leader

African Union Philosophy	Leadership Criteria of a Chief
<i>Ubuntu</i> ( <i>Ochemabissi Ka Ore Ezume</i> ),	Ubuntu promotes the common good of society and includes humanness as an essential element of human growth. In African culture, the community always comes first. The individual is born out of and into the community, therefore will always be part of the community. Interdependence, communalism, sensitivity towards others and caring for others are all aspects of Ubuntu as a philosophy for chiefs in Africa
<i>Community</i> ( <i>Etek</i> )	Knowledgeable leaders will be able to transform their own community into authentic learning communities that prepare youths by using clear criteria that are aligned to philosophical purposes. They recognise that given the increasingly transparent organisational boundaries in a decolonised and postmodernist world there is a need to develop a vibrant and culturally affirming learning community and leadership network.
<i>Maat or Ma'at</i> ( <i>Moninkim</i> )	African leaders must be trained to acquire understanding about the African continent's representation of creation and truth. Maat was deity of truth, justice, harmony, equilibrium, cosmic law, and righteousness, incorporating a holistic blend of theory and practice. Maat represents order (of the social world and/or the cosmos), and ethical and moral righteousness or justice for the Egyptian or say African people and not to Westerners alone. The kind of leadership and teaching needed today requires leaders to have a high-level of moral and cultural orientation.
<i>The Teachings of the Vizier Ptahhotep</i> ( <i>Atah Obasinjom</i> )	The virtues within Ptahhotep's philosophy are not only necessary for a successful organisation or system but also for general good behaviour in God's order: morality, equity, altruism, modesty, justice, generosity, self-control, truthfulness, and moderation are regarded as the ideal of human action; whereas greed, fornication, injustice, bribery and corruption, cursing and defamation are condemned. Warlike virtues, such as courage or bravery, which we often see in sources from Greek antiquity, are completely absent in the African continent.
<i>Imhotep</i> ( <i>Atah Ntuifar</i> )	The image of Imhotep has fostered a world revolution in black education and leadership, focusing on the contemporary independent black movement that has stressed reading and learning as a way to become a fully realised leader. The medieval period produced the philosophical schools of Timbuktu and Egypt and Africans observed the development of great leaders. Imhotep, Socrates and many other Greek philosophers sum up the benefits of such education. Imhotep encourages Africans and the world to learn to embrace what matters, to learn to convene in dialogue about what matters, and to learn to express in writing to our peers what we think is important about what matters.
<i>As Above so Below</i> ( <i>Ossow yah Enssi</i> )	As in the macrocosm, so in the microcosm; 'as above, so below' tells us Isis, the goddesses of learning and culture is in the public mind, associated with theosophical leadership in the East" as a new "World Teacher," or as the Christ returned, are disclaimed by the Star in the East" as a new "World Teacher". The first thing we learned from "as above, so below" is that the leaders in high-performing systems control over, so leaders, teachers and students in low achieving system may be more likely to give up trying harder to become like them.

Source: Adapted from Ebot Ashu (2020; 2021c) and Ebot Ashu, &amp; Lavngwa, (2022).

This study emphasises that African Philosophies is important in the life of any leader and for decentralization of Policy and Practice will increasingly become a truly global phenomenon supporting decolonising of leadership practices in the African continent. African philosophers must do their utmost to make their discipline 'fit' today's community leadership world. Research, if it is to influence practice, must be incorporated into community life, especially for pre- and in-service training of chiefs. Given that leadership training remains in its infancy stage in most developing countries like Cameroon, there is a need for greater attention to advance scholarship that is based on empirical evidence that is grounded in perspectives from different regions and societies in Africa.

## Methodology:

Qualitative methodology was used to undertake this case study to review literature, policy document analysis, statistics, reports and carry out semi-structured interviews with policy-making elites (Ebot Ashu, 2021a) to understand the mode of transfer of power among the Eyumojock Clan chieftaincy institutions in Manyu Division, South West Region of Cameroon. This study analyse documents and transcript evidence to understand how rotatory and hereditary succession principles in Kembong village supports the implementation of the decentralization policy. Transcript outcome also explains how traditional rulers can act as actors in effective implementation of decentralization policy at Eyumojock Sub Division that is presented in this case study research.

## Research Approach:

The qualitative data review literature, policy document analysis, statistics, reports and carry out in-depth interviews semi-structured interviews with policy-making elites (Ebot Ashu, 2021a). Qualitative research was utilized in the study because the study sought to generate in-depth understanding of the criteria of power transfer in Eyumojock and the role of the rotatory and hereditary Chieftaincy stools in Kembong village have on decentralization of rural development in Eyumodjock Sub Division.

The respondents were purposively selected from the sixty-six communities in Eyumojock Sub Division. In all sixty-six respondents from the sixty-six villages were contacted for this study. The purposive sampling method was used primarily because respondents from 66 villages in Eyumodjock sub division were the key informants, and therefore had in-depth knowledge on the issue of study. Data gathered through document analysis and in-depth interviews with policy-making elites supplemented with the published and unpublished scholarly materials that were used in the analysis to arrive at the conclusions (Ebot Ashu, 2021a).

## Area of the Study:

This study was carried out in Eyumojock settlement is a town and commune in Cameroon. Eyumojock is a Sub Division in the Manyu Division. The Eyumojock Sub Division has a total surface area of 3,442 km<sup>2</sup>, with a total population of approximately 46,771 inhabitants and a population density of 13.58 persons/km<sup>2</sup>. Eyumojock is situated about 45 km from Mamfe, and approximately 300km from Buea the capital of South West. Eyumojock is composed of 66 villages (See Appendix 1) and 5 urban spaces and constitute one of the Ejagham ethnic groups that divided up into three (3) clans. These clans include the Ejagham Njemaya, Central Ejagham and Obang. Aside from these three clans, different groups of people are also resident in the area especially the North Westerners and the Nigerians splitting from the Efick ethnic group. Obang has 15 villages, Central Ejagham has 25 villages and Ejagham Njemaya has 26 villages. The entire Ejagham speak the same dialect except the four villages of Ntenako, Ossing, Talangaye and Ndekwai that speak an additional Keyang language and Nduap that speak the Boki languages. The Ejagham people migrated from Effick ethnic group in Nigeria, taking fishing and hunting as their occupation along the Cameroon-Nigeria border. The Central Ejagham dominates the area with the most populated and largest villages of Kembong and Ossing. It should be noted that the least most populated clan is the Obang clan, with Central Ejagham being the most populated

followed by Ejagham Njemaya. Thus, with an estimated population of 46,771 inhabitants, Kembong has the highest population with more than 6,350 inhabitants, followed by Ossing with a population of 4,650 inhabitants, the Abakpa village with the least population of about 25 inhabitants.

Data was also collected in Kembong is a village in Cameroon, located in the South West Region, Manyu Division. It is part of the commune of Eyumodjock (BUCREP) (2005). At the 2005 census, the township of Kembong had 19,308 inhabitants. The village lives from agricultural activity and the exploitation of the forest. Kembong is the ancient royal city of the Central Ejagham people in the Eastern Region (Cameroon) of the Ejagham nation straddling Nigeria and Southern Cameroon. The literature review explains that Chief Nchemti of Kembong sent some of his many sons to places quite far away to form a semi-circle around Kembong. They founded the villages of Oselle and Nkawkaw in Obang, to Ndekmai at the border to the Banyang ethnic group, and to Tali and

Mbinjong who have adopted Banyang ethnic identity, and to Talangaye near Manyemen who are now Bassossi. Kembong consists of originally 16 separate but related small settlements. During German colonial time a direct form of forced resettlement took place in many of the Ejagham villages who lived in small dispersed settlements. In order for the German administration to better access the villages, they forced small villages to move together and found bigger villages.

### **Sampling:**

The technique used is purposive sampling (Denscombe, 2003) which involves the selection of sixty six respondents from different villages in Eyumojock sub division. In purposive sampling, also known as judgmental, selective, or subjective sampling, enable the researcher form of non-probability sampling which researcher rely on his own judgment when choosing members of the population to participate in their surveys.

**Table 3**

*A detailed breakdown of the Interview Sample*

Gender		Age		Eyumojock Clan			
Male	Female	Under	30 yrs-	45 yrs +	Ejagham	Central	Obang
		30 Yrs	45 yrs		Njemaya	Ejagham	
40	26	21	23	22	26	25	15

The study interview both male and female respondents of different ages. The researcher was not personally acquainted with any of the respondents and their consent was sought. However, Table 3 above shows that the cross sections of respondents were chosen to add validity to the data generated by means of respondents' triangulation.

### **Research Methods:**

The researcher employed a combination of methods in obtaining information about Chieftaincy Succession Criteria's in Eyumojock Ethnic Clan in

Manyu Division and the rotatory and hereditary chieftaincy Stools in Kembong Village can take part as actors in the implementation of decentralization policy in Eyumojock Sub Division. First, the study used desk review literature, policy document analysis, statistics, reports on the criteria of power transfer in the sixty-six villages in Eyumojock Sub Division. The collation of information from the above sources facilitated the exploration of research question one, two and three the researcher carried out in-depth semi-structured interviews with policy-making elites in Kembong village and analysed transcript records to understand the rotatory and hereditary chieftaincy succession principles in Kembong. For the last research question,

the researcher analysed transcript records explaining the advantages and disadvantages of implementing of the decentralized policy in the rotatory or hereditary succession principles as perceived by traditional rulers in Eyumojock Sub Division?

## Field Notes Document and Interview

### Data Analysis:

Field document analysis concerning the criteria of power transfer in the sixty-six villages in Eyumojock sub division are presented thematically as recommended by Silverman (2000); for example, V1PD1M1utt22-Utt28 or V2AR2M2utt 59-Utt63 as coded by Ebot Ashu (2014; 2018). The first refers to field document analysis from the Village 1 (V1), Policy Document (PD1), the Meeting one (M1) took place which the quote was taken and Utterance 22 (Utt22) to Utterance 28 (Utt28) in the field document analysis. The second V2AR3Mutt 59-Utt63 refers to: Village 2 (V2), Archival Records (AR2), Meeting 2 (M2) took place and Utterance 59 (Utt59) to Utterance 63 (Utt63).

The transcribed interviews for research question two to four were similarly coded with numerical numbers to create data sets as recommended by Silverman (2000) and the analytical technique of pattern coding (Miles & Huberman, 1994) was used to interpret the interviews. For the interpretation of the results within philosophical and theoretical conceptual frameworks, interviews' alphabetical codes were assigned to each Chief 1 (C1) to chief 66 (C66) as a descriptor for where the interviews were collected; real names of respondents were not used but they were assigned an alpha-numerical code based on their numerical number (e.g. C1M1Utt10-Utt14 or C2M2Utt6-Utt8 (cf. Ebot Ashu, 2014). The first code C1M1Utt10-Utt14 identifies Chief 1 (C1), and Meeting 1 (M1), Utterance 10 (Utt10) to Utterance 14 (Utt14) or

C2M2Utt6-Utt8 refers to interview analysis from Chief (C1), the Meeting 2 (M2) took place and Utterance 6 (Utt6) to Utterance 8 (Utt8) in the interview transcript.

Ethical considerations were given the highest importance since informed consent was sought from all the samples and their gatekeeper; in this case of entering any chief palaces in Eyumojock sub division.

## Findings and Discussions:

In this finding, the researcher will now able to relate the findings of this study to the literature reviewed and to theorise that impact these findings are presented. The contribution of knowledge will help in identifying the criteria of transfer of the chieftaincy stool among the Eyumojock Clan in Manyu Division; The Rotatory and the hereditary chieftaincy succession stools in Kembong Village. This will enable the researcher develop a framework the government can work with traditional rulers as actors in effective implementation of decentralization policies at Eyumojock Sub Division, Manyu Division in Cameroon.

### *Criteria of Transfer of Power among the Chieftaincy Institutions in Eyumojock Sub Division:*

This study is based on empirical analysis of archival records and semi-structured interviews with traditional rulers and policy-making elites to understand the criteria of transfer of power among the 66 villages in Eyumojock Clan that spitted up into three (3) clans include the Ejagham Njemaya, the findings is considered under the following theme as Takor (2017) suggested: Social, Cultural criteria and Economic and Political Criteria.

**Table 4***Criteria of transfer of the Chieftaincy Stool among the Eyumojock Clan, Manyu Division*

Social and Cultural Criteria's of Transfer of the Chieftaincy Stool among the Eyumojock Clan	Number of Chiefs	Documental analysis data from specific information sources such as funeral booklets, letters to Minister Territorial Administration, archival records, policy reports, academic papers and journal papers
Understanding Chieftaincy Laws in Cameroon	40	Both the Chiefs and literature described the laws and customs governing chieftaincy institutions in Cameroon are generally unknown, anybody could obstruct the law and customs or could interpret them to suit his or her own desires (Ngam & Saturnin, 2020; NAB., File No. AB77/245, 1997). No matter the position which one adopts, a village or town member can rally the community to make his plead for chieftaincy to be known. Many respondents are on the point that for as long as one was socially or culturally affiliated to rally supporters, he could contest the throne (Takor, 2017; Ayuk, 1979; Rostow, 1960; Gunder, 1981).
Be associated with the House of Chiefs	43	Members of a House of Chiefs are selected neither by a universal suffrage process of those they represent nor by the state executive or legislature they advise: Their function is to express a cultural, historical and/or ethnic point of view on public policies. On December 22, 2020 in Cameroon during the statutory session of the Regional Assembly, the pioneer executive members of the assemblies were elected. The constitution stipulates that the President of the House of Chiefs is the Vice President of the Regional Assembly (Ngam & Saturnin, 2020).
Affiliated political elite	46	A well to do affiliated political elite in Eyumojock clan could look for documents to support his stance or position as the chief or king of any village or town in the Manyu clan. The findings agreed with (Takor, 2017) and (Ayuk, 1979) who explained that any prospect chief could try to make the administration of the region or country also give a listening ear to his explanations or course to become the chief of his village or town (Arthur & Dawda, 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985; Reid, 1995). However, it's right that prospect chief must be political incline in order to encourage and promote development of their region.
Socio- Cultural and Religious Criteria for Succession of a Chief	32	Both the literature and the chiefs agreed that a socio- cultural and religious criterion plays an important role in the process of choosing a traditional ruler (Arthur & Dawda, 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985; Reid, 1995; Ngam & Saturnin 2020). In Manyu politics, culture and tradition are the backbone of the society and must be taken very seriously in selecting a chief who must know his or her culture (Takor, 2017; Ayuk, 1979). It is right that the people of any villages in Eyumojock sub division paid much attention to their culture and traditions (Arthur & Dawda, 2015; Takor, 2017; Ayuk, 1979). So, it's right that prospect chief must be socially and culturally inclined and these attributes have been put in place for the selection of an authority in the land
Respect of elders	56	The findings of this study accepted with selected literature that Eyumojock chiefs must be someone who respected the elders (Rostow, 1960; Gunder, 1981; Reid, 1995; Arthur & Dawda. 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985).
Prospective chief must possess emotional intelligent qualities	43	Both the literature and findings agreed that a good Eyumojock chief had to possess magnetic qualities and wisdom as documented (At' Akem Report, 1999; H. R. H Ntuifha Alfred Ayuk Ako, no date).

Social and Cultural Criteria's of Transfer of the Chieftaincy Stool among the Eyumojock Clan	Number of Chiefs	Documental analysis data from specific information sources such as funeral booklets, letters to Minister Territorial Administration, archival records, policy reports, academic papers and journal papers
Prospective chief had to be kind, generous and selfless	35	Also, the findings and literature explained how prospective chief had to be kind, generous and selfless in a way that he or she has no interest to hold on the throne (H. R. H Ntuifha Alfred Ayuk Ako, no date). Much is expected when a person is made a Chief both in kind and in cash action are important (Fonlon, 1978; Reid, 1995; Knöbl, Wolfgang, 2003; Dibua, 2006).
Prospective chief to be a good orator and eloquent	54	Furthermore, the findings and literature explained how good chief influence the community to achieve planned targets (Takor, 2017). They are eloquent and good communicators since he or she was expected to be at the service of the people at all time (Arthur & Dawda, 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985).
Be one who is physically fit	48	Both the literature and findings agreed that any selected successor of a chief must be healthy to carry his or her duties diligently with love and joy (Fonlon, 1978; Reid, 1995; Knöbl).
Prospective chief has to be affiliated with Ekpe society	66	Takor, 2017 and Ayuk, 1979 explained how in the indigenous and pre-colonial era, the Ekpe society had to perform the functions of government and social control. Those functions were limited to members. Membership in the Ekpe society is exclusive for male, while females have their own Ekpa society. The society is well known for example, available to wealthy men and women who can meet the expense involved, confers high social status in community activities
Candidate must be educated	66	Many chiefs in Eyumojock clan are advocating that prospective chiefs should be abreast with current affairs of the chiefdom in order to flourish his or her people with government's information (Takor, 2017; Ayuk, 1979; At' Akem Report, 1999; H. R. H Ntuifha Alfred Ayuk Ako, no date).
Successor must or should be able to interconnect with the spirit world through the ancestral language	62	Is very important that the chief communicate with his or her ancestors to protect the community in time of trouble (Takor, 2017; Ayuk, 1979; At' Akem Report, 1999; H. R. H Ntuifha Alfred Ayuk Ako, no date). The findings and the literature approved that aspiring chiefs must be able to incarnates the tradition of his or her village (At' Akem Report, 1999) Both the findings and literature are saying local chiefs supporting the hereditary succession plan should be selected, and often do, take part in formal elections (Takor, 2017; Ayuk, 1979)
Its obligatory that an aspiring chief is necessary a native descendant of the ancestors of the land	61	Outcomes from different chiefs in Eyumojock explained that aspiring chief be chosen from families that have exercised traditional customary authority. At' Akem Report (1999) support how perspective chief must make a declaration that one is related to the ancestors of the village or town.
Perspective chief selected and not elected	25	Local chiefs supporting the hereditary succession plan are saying aspiring Eyumojock chiefs should be selected, thou often do, take part in formal elections (Takor, 2017; Ayuk, 1979).
Prospective chief must be wealthy and be able to manage resources	58	Takor (2017) and Ayuk (1979) among other Manyu scholars discussed about prospect chief must be a rich son of the soil with a track record of managing resources (Fonlon, 1978). In Eyumojock clan as in many other divisions in Cameroon, extravagant children were hardly ever chosen as successors of the throne (Takor, 2017; Ayuk, 1979).
Prospective chiefs must be hardworking and ambitious	63	The findings agreed with (Fonlon, 1978; Reid, 1995) that prospective chief ideally are hardworking, intelligent, and knowledgeable about his or her community

Social and Cultural Criteria's of Transfer of the Chieftaincy Stool among the Eyumojock Clan	Number of Chiefs	Documental analysis data from specific information sources such as funeral booklets, letters to Minister Territorial Administration, archival records, policy reports, academic papers and journal papers
Prospective chief must encourage development that promotes industrialization	65	The findings of this study congratulate how a good chief for any village in Eyumojock clan had to be able to encourage development that promotes industrialization and commerce (Rostow, 1960; Gunder, 1981; Reid, 1995; Arthur & Dawda. 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985).
Prospective chief or queen must know the history of the village and to keep village secrets	64	Eyumojock chiefs are boasting about their cultures, traditions and values are very important for spiritual and economic development. Prospective chief must be able to trace the history of the village from the beginning to the current stage of the line of succession (Takor, 2017; Ayuk, 1979).
Possess and exhibit good leadership skills and can manage conflicts effectively	65	An aspiring Prince or Princesses had to be someone who had demonstrated good leadership skills in terms of managing conflicts in his or her locality (Takor, 2017; Ayuk, 1979; Rostow, 1960; Gunder, 1981; Reid, 1995; Arthur & Dawda. 2015; Knöbl, Wolfgang, 2003; Dibua, 2006; Mayhew and Leon, 1985).
Brave, courageous, intelligent and wise and full of wisdom	55	Most of the chiefs in this great kingdom are saying a great chief had to be brave, courageous, intelligent and wise and full of wisdom (Takor, 2017; Ayuk, 1979; NAB., File No. AB77/245, 1997). God grant your chiefs the calmness to take the things I cannot change, courage to change that I can as the king of chiefs in Manyu division, Southwest Region of Cameroon.

### *Stakeholders' views about the Rotatory and Hereditary Chieftaincy Stools in Kembong Village in Eyumojock Sub Division, Manyu Division:*

The second research question analyze both documents and interviews with stakeholder's views about the rotatory and hereditary chieftaincy stools in Kembong village. This qualitative study gathered specific information sources from funeral booklet of chief Ako, letters to Minister Territorial Administration, archival records, policy reports, academic papers, journals, conference papers to understand the rotatory and hereditary chieftaincy stools in Kembong village.

### *The Rotatory Chieftaincy Stools in Kembong Village in Eyumojock Sub Division, Manyu Division:*

The documental analysis and interviews with respondents view the rotatory succession principle has been in most Manyu villages before the arrival of the Germans and British colonists. Takor (2017) described the rotatory principle concerned, the transfer of power in the village alternated from one quarter to another and from one ruling family to another.

The funeral book of H.R.H Ntuifa Alfred Ayuk Ako appointed as 2nd Class Chief of Kembong after consultative talks of 27th September 1996 Arrette No. 089/A/MINAT/DOT/SDOA/SCT/BE of 21st April 1997 and installed on the 20th September 1997 narrated that the founder of Kembong village was Ata Nchemti Betimi of Nyenya who begot as children: Nchemti Enow Offeng (1st son), Nfontem (2nd son). Ata Nchemty ruled the 16 quarters of Kembong until about 1867. After his death, his son Nfontem took as chief in about 1868 and ruled kembong until 1875. During his reign and on the advice of the German Colonial Administration he encouraged all the sixteen founding land owners (assedengehs) agreed to come together and the site linking Nyane, Okem-eh-Njem Ebah, Okem-eh-Benem and Ebarensi were chosen. Factors these locations were chosen for settlement include; accessibility of natural resources like drinking water and shelter. Economic factors include; Communications - settlements often located next to rivers that allowed. In every organised settlement, there were many functions of human settlements to be archived by the different 16 quarters. These include protection, pooled economics, shared natural resources, and socioemotional connections.

The sixteen land owners (Afor-Etem) have common ancestor (Ata Nchemti) form and ruled the sixteen quarters which constitute the present Kembong village. Ata Nfontem was the head of the Nchemti clan consists of Kembong, Mbinjong, Ndewai, Igbeakaw (Quarter of Ossing), Talagaye, Nkogho, Osele and Tali (H. R. H Ntuifha Alfred Ayuk Ako, no date; Rutherford, 1928; Swabey, 1937). Nfontem seems also to have extended his influences to Obang group and sons of his are said to have founded the villages of Okoroba, Mbinda, Tabo and Bakoko in that group (Swabey, 1937) report. The date of birth of Nfontem was uncertain but the Swabey report recorded that he was at his prime about 30 or 40 years before the missionaries and German occupation when continual warfare was waged between the Nchemti clan, then all situated in Kembong, and Banyangi who approached from South East of Manyu Division (Rutherford, 1928; Swabey, 1937) reports. Following this came the great Kebus war which lasted from about 1835-1875 with the Nchemti clan, and the salt group fearing attacks on themselves sought the protection of Nfontem, the chief of the Nchemti clan, and the latter in return persuades the salt group to do their trade in the Kembong market (Rutherford, 1928). The theory of migration, colonization by the missionaries, Germans, France and Britain are also recorded (At'Akem Report, 1999; H. R. H Ntuifha Alfred Ayuk Ako, no date) and in Rutherford (1928) and Swabey (1937) reports.

H.R.H Ntuifa Alfred Ayuk Ako (no date) funeral pamphlet reported about the migration of the different families and quarters in Kembong village: 1) Ndengane Quarter moved from Assenghe Ndangane; 2) Takpang quarter moved from Assenghe Takpang; 3) Mbifong quarter moved from Assenghe Mbifong; 4) Ngonghobe quarter moved from Assenge Konghobe. 5) Ebarensi (Original); 6) Okune quarter moved from Assenghe Okune; 7) Nchofang quarter moved from Assenghe Nchofang; 8) Okemoeh-Benem quarter (Original); 9) Nserung quarter moved from Assenghe Nserung; 10) Okem-eh-Njem Ebha quarter (Original); 11) Abho Tabe quarter moved from Assenghe Abho Tabe; 12) Okangku quarter moved from Assenghe Okangku; 13) Ayukabha quarter moved from Assenghe Agbor

Aya and Mbatop road; 14) Okonyenge quarter moved from Agbor Aya and Mbatop road; 15) Nyenya quarter moved from Elobi; 16) Nyane quarter (Original). It's important to note that Abiola quarter was formally part of Okoyengeh quarter before the village decided to give it the status of a quarter of its own.

The funeral book of H.R.H Ntuifa Alfred Ayuk Ako (no date) also recorded that the rotatory chieftaincy succession of Kembong village had rotated from the hands of the following chiefs:

- 1) Ata Nchemti, Nyenya; 2) Ata Nfontem, Nyenya;
- 3) Ata Mbandip nicknamed Achem-Otui, Nserug;
- 4) Ata Akem, Okem-eh-Benem; 5) Ata Tanyi Enow, Ebarensi; 6) Ata Awo Minta, Ebarensi, 7) Ata Achere Nchung Etta, Okune; 8) Ata Oben Anyang, Ayukaba;
- 9) Ata Nbenchang Ayukabang, Okemoeh-Benem;
- 10) Ata Ndip Ebob, Okonyenge; 11) Ata Nku Ayo Fang, Okonyenge; 12) Ata Tambe Ndip Arrah, Okonyenge; 13) Ata Tabe Nyang, Ndengane; 14) Ata Acho Okogobe, Ndekhai, 15) Ata Arrey Oneke, Okonyenge;
- 16) Ata Tabot Njab, Okonyenge; 17) Ata Obenson Bekecheng, Ayukaba; 18) Ata Denis Ebot Tabot, Okonyenge. This rotatory of chiefs from one quarter to another clearly explained 'Ottui Kembong eke falle falle' meaning the chieftaincy in Kembong village is rotatory from one quarter to another and from one ruling family to another. This statement is popularly known among Kembong sons and daughters that 'Ottui Kembong eke falle falle'. For instance, in case of the death of say the chief from "Okonyenge", the next chief automatically came from "Ndengane"; in case of the death of the chief of Ndengane the King makers", the next chief was chosen from "Nkonghobe" and so on and so forth, depending on the sixteen of ruling quarters or families that are found in Kembong village. Rotatory activists in Kembong are advocating that each quarter (assenghe or say Nfor-Etem) in Kembong is a third-class chiefdom and the right to select who to be chief is the exclusive right of each quarter (Nfor-Etem) following their specification. The third class 16 chiefs of quarter are the Kingmaker who selects the second-class chief who governs the whole village through the help of the third-class chiefs (Moh Ntui). In the rotatory movement the post of the second-class chief is not limited

to any particular family or quarters. The chieftaincy stool in kembong simply rotates among the 16 founding land owners (Nfor-eten) or say assesengehs as well-known traditionally.

***Stakeholders' views about the Hereditary Chieftaincy Stools in Kembong Village in Eyumojock Sub Division, Manyu Division:***

It's so vague in understanding early oral traditions, culture and the chieftaincy succession of the village. Kembong chieftaincy institutions appear to have been formed by a number of families and village groups crystalizing under external pressure since 1815. Archival records and interviews explained how during the German colonial administration, all the sixteen villages agreed to come together and the site linking Nyane, Okem-eh-Njeme Ebah, Okem-eh-Benem and Ebarensi was chosen as the best site for Kembong village. Sixteen villages form the sixteen quarters which constitute the present Kembong village (H. R. H Ntuifha Alfred Ayuk Ako, no date), Abhor At' Akem (1999) report promoter of the hereditary succession in kembong name Asangabe as their ancestral lineage and the first chief and founder of Kembong. At' Akem report name Akpang, son of Asangabe the second chief of Kembong. The rotatory worshippers are suggesting that Kembong did not exist during the reign of Asangabe but only in the years of Nchemti Betimi as the third chief of kembong followed by his son Nchemti Enowfeng, 4th chief of Kembong and then Nfontem, Okonyenge Quarter as the grandson of Asangabe (At' Akem, 1999). The Atakem family called themselves monarchs as written in Abhor At' Akem Report (1999) letter to His Excellency, the Minister of Territorial Administration, Yaounde, Cameroon on the 18th October 1999. This family described themselves as the ruling family of Kembong in a Memorandum about the Kembong Chieftaincy dispute. This letter or say report was in the care of Pa Ben Tanyi Tambe and written by top Kembong senior family elites namely: Mr. S. O. Besong, Dr, Moses B. Besong and Dr. Ben A. Agborbesong explained since time immemorial, oral tradition as confirmed from German and British colonial records, all the chiefs of Kembong have come from Abhor At' Akem family which is

spread through the quarters of Okonyenge, Ayukabha, Nyenya, Nyane and Njemebha with the centre around Okonyenge which originally today is made of Okonyenge and Ayukabha put together. Abhor At' Akem Report (1999) described Okonyenge had the biggest slave market in the whole of Manyu which put the quarter more in contact with other Kembong quarters, neighboring villages and foreigners alike. Discussions with some respondent in Kembong and the Swabey (1939) report about the prominent feature of pre-European times agreed about the slave trade. Slaves were bought in Kembong market and passed along in the direction of Calabar form village to village. This practice was stopped by the Germans and British missionaries. Descendants of slaves remain in a few in Kembong but are not numerous and are dying out (At' Akem Report, 1999; H. R. H Ntuifha Alfred Ayuk Ako, no date).

The Abhor At' Akem Report (1999) explained how the 1922 Rutherford document in a meeting called in Mamfe to recognized the Nchemti Clan as the custodian of Kembong Village. In the Abhor At' Akem Report named Tambe Ndip Arrah of Kembong village was recognized by the Germans as the legitimate head of Kembong and clan head of the Nchemti Clan. This appointment was designated by the Germans and not by the people of Kembong village.

This At' Akem report also put together oral citations and colonial records of successions of Kembong Chiefs that are all descendants of Tambe Ndip Arrah of Kembong village: 1. Asangabe (founder of Kembong Village), 2. Akpang (Son of Asangabe), 3. Nchemti Betimi, 4. Nchemti Enowfeng (Nyenza Quarter, Son of Nchemti Betimi); 5. Nfontem, Okonyenge Quarter, grand son of Asangabe; 6. At' Akem, Okonyenge Quarter, Son of Fontem; 7. Ndip Akem (Okonyenge Quarter, son of At Akem, 1835 to 1875); 8. Tambe (Ndip Mbole), Okonyenge Quarter, son of Ndip Akem; 9. Tanyi Tabe, Okonyenge Quarter, son of Ndip Akem; 10. Tanyi Oben, Okonyenge Quarter, Son of Tabe Ndip Mbole; 11. Ndip Ebob Okonyenge Quarter, son of Tanyi Oben; 12. Tambe Ndip Arrah (Okonyenge Quarter, Son of Tambe Ndip Mbole, they rule from 1890 to 1925); 13. Tabot Tambe (Okonyenge Quarter, son of Tambe Ndip Mbole, 1925-1947); 14. George Obenson (Ayukabha

Quarter, grandson of Bate Mmormford, great grandson of At' Akem, 1947-1963; Denis Enow Tabot (Okonyenge Quarter, Son of Tabot Tambe, 1963-1971; Alfred Egbe Besong (Okonyenge Quarter, grand son of Tambe Ndip Arrah, 1983-1985).

As of today, the Hereditary Chieftaincy Succession Principle in Kembong Village is not popular and the tyrant in the throne is Chief Bate Enow of Okonyenge quarter. The At' Akem community hereditary chieftaincy system of government where the role has been inherited by families in Kembong village spread through the quarters centre around Okonyenge, Ayukabha, Nyenya, Nyane and Njemebha in Kembong village, are monarch, who expects to bequeath chieftaincy of the village to their heir. This form of government in kembong village attributes is ruled by a king/emperor or a queen/empress who usually holds their position for life (Takor, 2017; Ayuk, 1979; Cheka, 2008; Fisiy & Goheen, 1998; Fisiy, 1995) as reported in the At' Akem report.

#### *Traditional Rulers as Actors in Effective Implementation of Decentralization Policy at Kembong Village in Eyumojock Sub Division:*

The implementation of decentralized policies as Ngam & Saturnin writes is "a system of government to promote democracy in which all the people of a state are involved in making decisions about its affairs, typically by voting to elect representatives as chief or to parliament or similar assembly (Ngam & Saturnin, 2020; United Nation Development Programme, 2002; Amaazee, 2002; Abubakari, 2008). As read about Rotatory Succession Principle in Kembong Village is very decentralize and it's a "government by the people made up of the sixteen quarters in kembong. The sons and daughters of kembong especially rule of the majority is " a government in which the supreme power is vested in the people and exercised by them directly or indirectly through a system of representation usually involving periodically held free elections (Cheka, 2007; Takor, 2017; Ayuk, 1979; Ngam & Saturnin, 2020; Abubakari, 2008).

Let's look at the advantages of implementing of decentralized policy in the Rotatory Succession Principle of Kembong Village:

The implementation of a decentralized policy in the Rotatory Succession Principle of Kembong Village and its surroundings comes with the following democratic benefits:

***Protects the Interest of Citizens:*** decentralized government in Kembong village encourage citizens of the village have the right to vote on political, social, and economical issues as well as the representatives that they want to be in charge of major decisions, like the chief, parliamentarian or even as president (Song & Vevanje, 2023; Ndulo, 2006; Ndegwa, 2023; Enowbachem, 2019). These aspects greatly protect the citizens from anything they disagree with occurring (Cheka, 2007; Ngam & Saturnin, 2020; United Nation Development Programme, 2002; Amaazee, 2002)

***Promotes Equality:*** Decentralized government is generally based on the rule of equality that can only be gotten through the Rotatory Succession Principle of Kembong Village. This means that all members of Kembong or a state are equal in the eyes of law to become chief or whoever they like to become. Every individual has the right to enjoy and experience equal economic, political and social rights and the state is not allowed to discriminate citizens on the standard of sex, caste, property and religion (Ngam & Saturnin, 2020; United Nation Development Programme, 2002; Amaazee, 2002; Abubakari, 2008)

***Responsibility and Stability in Administration:*** Decentralized form of government is recognized for its efficiency, firmness and stability (Cheka, 2007; Ngam & Saturnin, 2020; Tangwa, 1998; Ndulo, 2006; Enowbachem, 2019). When Kembong village continues to practice the Rotatory Succession Chieftaincy Principle that is fixed and elected representatives, a more stable and responsible government is formed. The administration in Kembong Rotatory Succession Principle is also conducted and ruled with sense of dedication and responsibility. Individual chiefs under a decentralized system discuss matters and issues thoroughly in order to come up with reasonable decisions (Kofele, 2011).

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***Helps Make Good Citizens:*** Decentralization policies in Kembong will aid in creating the ideal environment for the improvement of personality and cultivation of character and good habits. According to experts, the Rotatory Succession Principle in Kembong seems to be the very first ways to recruit chiefs for good citizenship. In the rotatory chieftaincy succession principle individual chiefs and their subjects learn about their duties and rights starting from their birth until the time of their death (Takor, 2017; Ayuk, 1979; Cheka, 2007; Fisiy & Goheen, 1998; Fisiy, 1995).

***Promotes Change:*** A decentralized form of government in Kembong village will paved the way for changes in the government without the use of any form of violence. This makes people feel great and provide them with ideal sense of involvement and participation (Ngam & Saturnin, 2020; Tangwa, 1998; Abubakari, 2008; Tangwa, 1998).

Let's look at the disadvantages of implementing of decentralized policy in the Rotatory Succession Principle of Kembong Village:

***Misuse of Time and Public Funds:*** Decentralized form of government in Kembong village can also lead to wasted resources and time as compared to the hereditary form of government. The rotatory chieftaincy succession principle takes huge time in law formulations and money is being spent during election. There is also the possibility of being ruled by irresponsible and incompetent leaders who just waste public funds for their recreations and tours (Ndulo, 2006; Etonga, 1980; Ndegwa, 2023; Enowbachem, 2019).

***Wrong Choice:*** Not all individuals under a decentralized system of government are aware of political and social circumstances in their country (Ngam & Saturnin, 2020; United Nation Development Program, 2002; Amaazee, 2002). Some chiefs in Manyu clan or Kembong village are not even acquainted with political issues. This may lead to erroneous decisions and selection in the event of elections.

***Give More Emphasis on Quantity instead of Quality:*** Another disadvantage of a decentralized form of government supported by the rotatory chieftaincy succession principle is that this gives more emphasis on quantity instead of quality in terms of services (Song & Vevanje, 2023; Ndulo, 2006; Etonga, 1980; Kofele, 2011). There is also the possibility of being governed by incompetent and irresponsible leaders. Some says that under this political system, there is no equality for only the rich are called as chiefs and the famous are prioritized and not the poor (Ngam & Saturnin, 2020; United Nation Development Program, 2002; Amaazee, 2002; Cheka, 2007).

***The Hereditary Chieftaincy Stool Relevance for Implementing of Decentralization Policies in Kembong Village:***

The findings and literature suggested that in Kembong village chieftaincy culture exhibits two types of monarchy absolute monarchy and constitutional monarchy. In an absolute monarchy, the ruler has no limits on their wishes or powers (Song & Vevanje, 2023; Ndulo, 2006; Ndegwa, 2023). In a constitutional monarchy a ruler's powers are limited by a document called a constitution. The constitution was put in place to put a check to these powers.

To begin with, a good example of pure hereditary can be traced in Kembong from the family of the founder of the village Ata Nchemti Betimi of Nyenya ruled the 16 groups of Kembong until about 1867. After his death, his son Nfontem of the same family from Nyenya took as chief in about 1868 and ruled kembong until 1875. This indicates that hereditary form of government failed in Kembong when the Germans administration encouraged Nfontem the King

of Kembong agreed to group with sixteen quarters of Kembong to settle in Nyane, Okem-eh-Njem Ebah, Okem-eh-Benem and Ebarensi. This story is not the same as reported in At' Akem report acknowledged the custodians of Kembong village spread out through the quarters of Okonyenge, Ayukabha, Nyenya, Nyane and Njemebha with the centre around Okonyege.

***The Advantages of Implementation of Decentralization Policy in the Hereditary Chieftaincy Succession Principle in Kembong Village:***

Let's look at the advantages and disadvantages of Implementation of Decentralization Policy in the Hereditary Chieftaincy Succession Principle in Kembong Village.

***Leadership Stability:*** the hereditary, monarchs or say the royal family in Okonyenge, Kembong village admit they have life tenure and are not subject to local elections, unlike the rotatory succession principles are more decentralized types of governments that has reign in the village for many many years.

***Leadership Suitability:*** The royal family in Okonyenge in Kembong village, which some of their family members originate from other quarters in Kembong village understands who are in line for the throne and should be taught how to implement decentralized policies from a very young age.

***Leadership Focus:*** Members of the royal family in Okonyenge in Kembong practicing the hereditary principle are not worried or bothered by losing elections, they tend to be more focused on running the village and concentrating on its overall development plan as designated by the government. They think about long term goals rather than short term or temporary ones (Cheka, 2008; Jesse, 1999; Fisiy & Goheen, 1998; Fisiy, 1995; Enowbachem, 2019).

***Non-partisan Leadership:*** Monarchs in Okonyenge in Kembong are born to rule and they are not answerable to anyone in the village. Politicians need to win the election and have to reach out to the crowd to get their votes; a thing that monarchs do not really experience (Takor, 2017; Ayuk, 1979; Cheka, 2008; Jesse, 1999; Tangwa, 1998; Enowbachem, 2019).

***Blames are Not Shared:*** Hereditary Chieftaincy Succession Principle in Okonyenge quarter in Kembong Village does not share blame or pass it on to others when they make bad decisions on decentralization policies concerning the village. This is completely different as compared to politicians who try to point fingers and let other people shoulder the mistakes they have actually committed (Cheka, 2008; Takor, 2017; Ayuk, 1979; Jesse, 1999; Tangwa, 1998).

***Limited Badness to Deal With:*** Hereditary Chieftaincy Succession Principle in Kembong village is currently lead by an irresponsible and incompetent monarch. The sons and daughters of Kembong have to deal with the badness of a single person or quarter in kembong unlike in the rotatory or elective chieftaincy system that citizens have to deal and suffer with the badness of all elected leaders whom they thought would implement decentralized policies that represent them (Ngam & Saturnin, 2020; United Nation Development Programe, 2002; Amaazee, 2002; Cheka, 2008).

***Let's look at the disadvantages of Implementing of Decentralized Policy in the Hereditary Succession Principle of Kembong Village:***

***Absence of Democratic Legitimacy:*** The chief in Kembong that gain power through the Hereditary Chieftaincy Succession Principle in Okonyenge was not chosen and elected by people unlike rotatory chief Ojongnsi was voted and selected by people, so the implementation of decentralized policies is a problem (Ngam & Saturnin, 2020; United Nation Development Programe, 2002; Amaazee, 2002; Cheka, 2008; Fisiy & Goheen, 1998; Fisiy,1995).

***Lack of Democratic Liability and Accountability:*** the Hereditary Chieftaincy Succession Principle in Okonyenge, Kembong village has become inefficient and bad leaders are unable to implement decentralized policies, they cannot be held liable by the people or even by the state as violence has crowded the village (Ngam & Saturnin, 2020; United Nation Development Programe, 2002; Amaazee, 2002; Cheka, 2008; Fisiy & Goheen, 1998; Fisiy,1995).

***Much Power and Fame is Invested to Single Person:***

Hereditary Chieftaincy Succession Principle in Okonyenge, Kembong village is recognized as supreme legislator, executor and judicator to implement the decentralized policy in Kembong and although they are assisted with their personal advisors, it is still them who have the final say and no one is allowed to break this.

***Monarchy is Difficult to Change Internally:***

In case the Hereditary Chieftaincy Succession Principle in Kembong village becomes ineffective and irresponsible leader to implement government decentralized policies, it is quite hard for people around to force this leader out or replace him with more effective leader (Ngam & Saturnin, 2020; United Nation Development Programme, 2002; Amaazee, 2002; Cheka, 2008; Enowbachem, 2019). The hereditary Chieftaincy Succession Principle in Okenyenge quarter in Kembong village is an ideal type of government or leadership and many brothers and sisters would probably agree to this; however it is undeniable that majority of the inhabitants dislike this

type of government (Fisiy & Goheen, 1998; Fisiy, 1995; Nyamnjoh, 2014; Tangwa, 1998). The advantages and disadvantages of the Hereditary Chieftaincy Succession Principle in Kembong village are things that individuals need to be aware of.

**Conclusion:**

This paper has captured documental analysis and respondents from Eyumojock views on the criteria of transfer of power among the different chieftaincy institutions in Manyu division and demonstrated that they have always been political actors in their own right. It has also examined Stakeholders views about the Rotatory and Hereditary Chieftaincy Stools in Kembong Village and suggests the views of traditional rulers as actors in effective implementation of decentralization policy at Kembong Village in Eyumojock Sub Division

**Contributions to Knowledge and Understanding**

**Table 4**

Criteria of transfer of the Chieftaincy Stool

Social and Cultural Criteria of Transfer of the Chieftaincy	
Understanding Chieftaincy Laws in Cameroon	
Be Associated with the House of Chiefs	
Affiliated Political Elite	
Socio- Cultural and Religious Criteria for Succession of a Chief Culture	
Good ruler interacts with all the classes of people in his or her society and that of others.	
Have a convincing moral background and related to the founder of the village	
Respects Elders	
Possess the necessary psychological attribute like an upright character, charismatic qualities and wisdom	
Prospective chief has to be kind, generous and selfless	
Prospective chief has to be a good orator and eloquent	
Be one who is physically fit	
One who is obedient, respectful and commanded the confidence	
Prospective chief must be tolerant and friendly.	
Candidate has to be a member of Ekpe society	
Candidate must be educated	
Successor be able to communicate with the gods of the village through the ancestral language which is important	
It's obligatory that an aspiring chief is necessarily a native descendant of the ancestors of the land	

Economic and Political Criteria of Transfer of the Chieftaincy Stool	
Perspective chief selected and not elected	
Prospective chief must be wealthy and be able to manage resources	
Prospective chiefs must be hardworking and ambitious	
Prospective chief must encourage development that promotes industrialization	
Command or know the history of the village and to keep village secrets	
Command and provide good leadership and good knowledge of managing conflicts	
Brave, courageous, intelligent and wise and full of wisdom	

Table 4 outlined the Criteria of transfer of the Chieftaincy Stool is under two headings: Social and Cultural Criteria of Transfer of the Chieftaincy Stool

and the Economic and Political Criteria of Transfer of the Chieftaincy Stool

**Figure 1**  
*Rotatory Chieftaincy Form of Governance in Kembong Village*

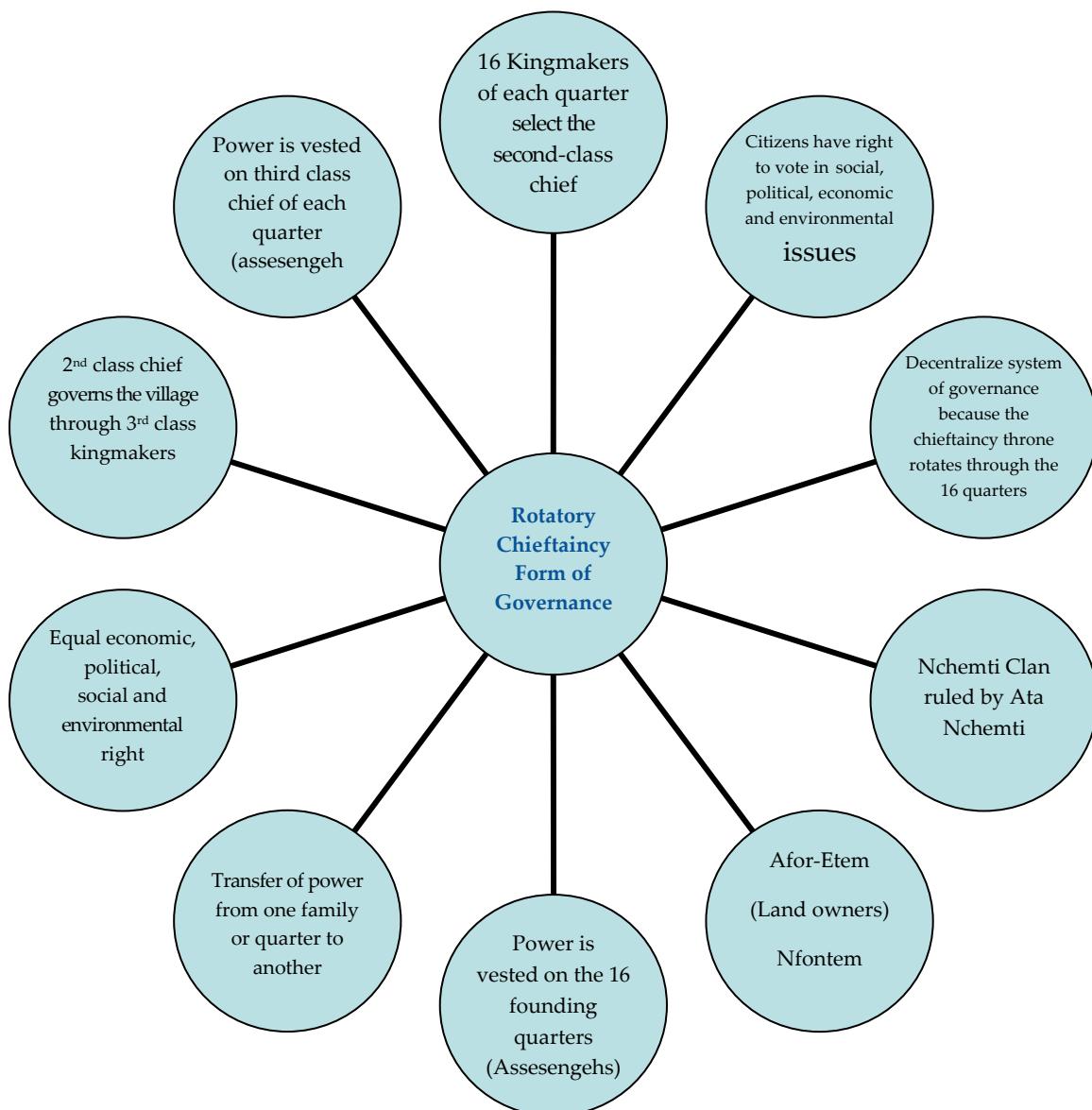


Figure 1 explains the rotatory chieftaincy form of governance that is a more elaborate overview of a declined democratic political system of governance in Kembong. The village had the rotatory form of governance system practices in the years of Ata Nchemti and Ata Nfontem and Ata Mbandip (same as

Abandep of Nseron), The rotatory system of governance in Kembong are appealing for the village name to be changed back to NFONTEM and an elected chief assigned with specific responsibilities which converge to promote development and growth of the Nchemti clan.

**Figure 2**  
Hereditary Chieftaincy form of Governance in Kembong Village

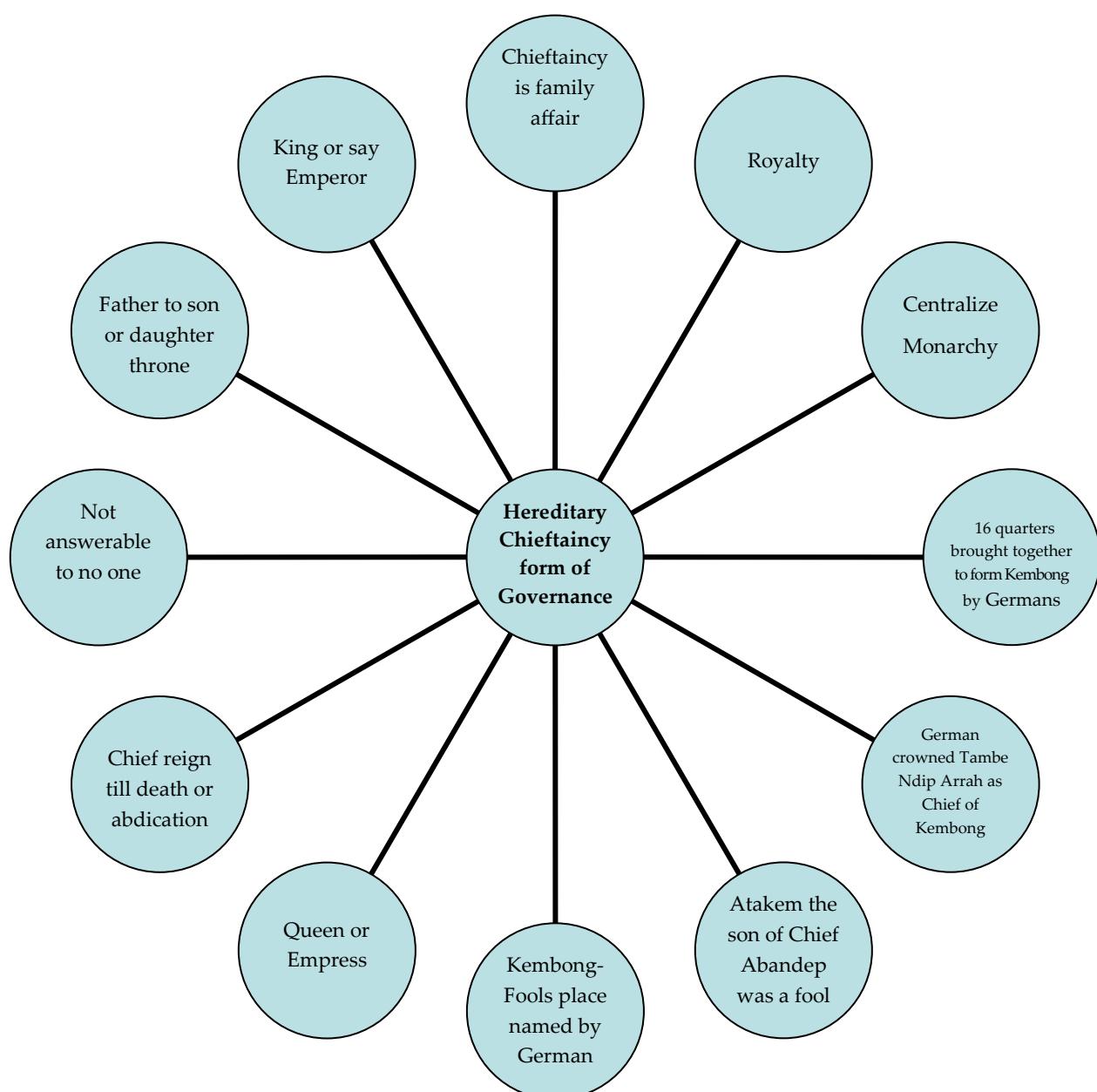


Figure 2 explains how the hereditary chieftaincy form of governance is a centralised administrative governing system with a customary defined hierarchical system from top-to-down. This system of governance was designed in the colonial arras by the German who

changed the name of the village from Aforetem meaning land owners spelled as Nfontem to kembong. The German colonist was describing the area by making illusion of a fool called Atakem, the son of Chief Abandep (also spelled as Ata Mbandip of Nseron).

**Figure 3**

*Advantages and Disadvantages of implementing of Decentralized Policy in the Rotatory Succession Principle*

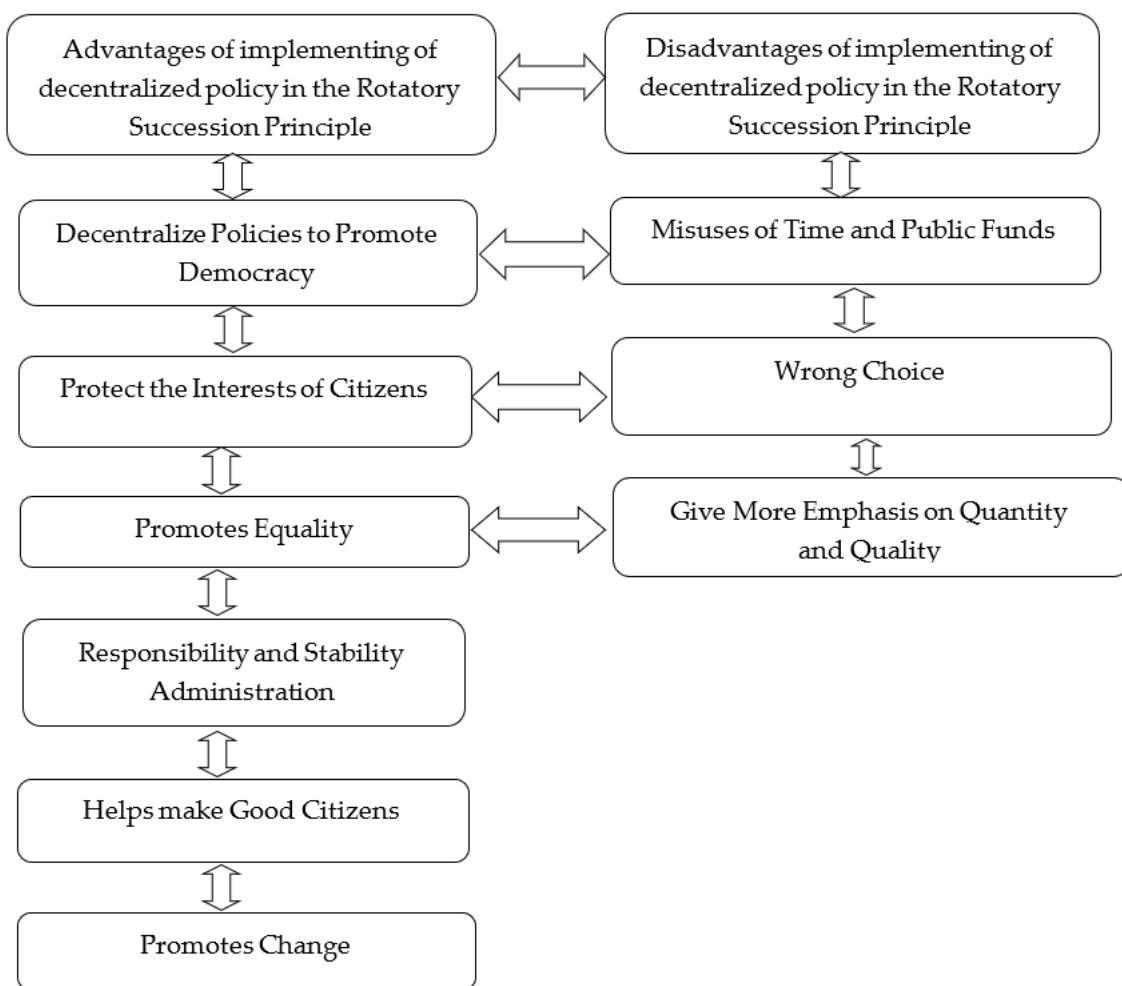


Figure 3 explains the Advantages and Disadvantages of implementing of Decentralized Policy in the Rotatory Succession Principle in the structure of

Cameroon's decentralized local governance system which appear to exclude the traditional authorities thereby affecting the smooth running of that system.

**Figure 4:**

Advantages and Disadvantages of Implementing of Decentralized Policy in the Hereditary Succession Principle

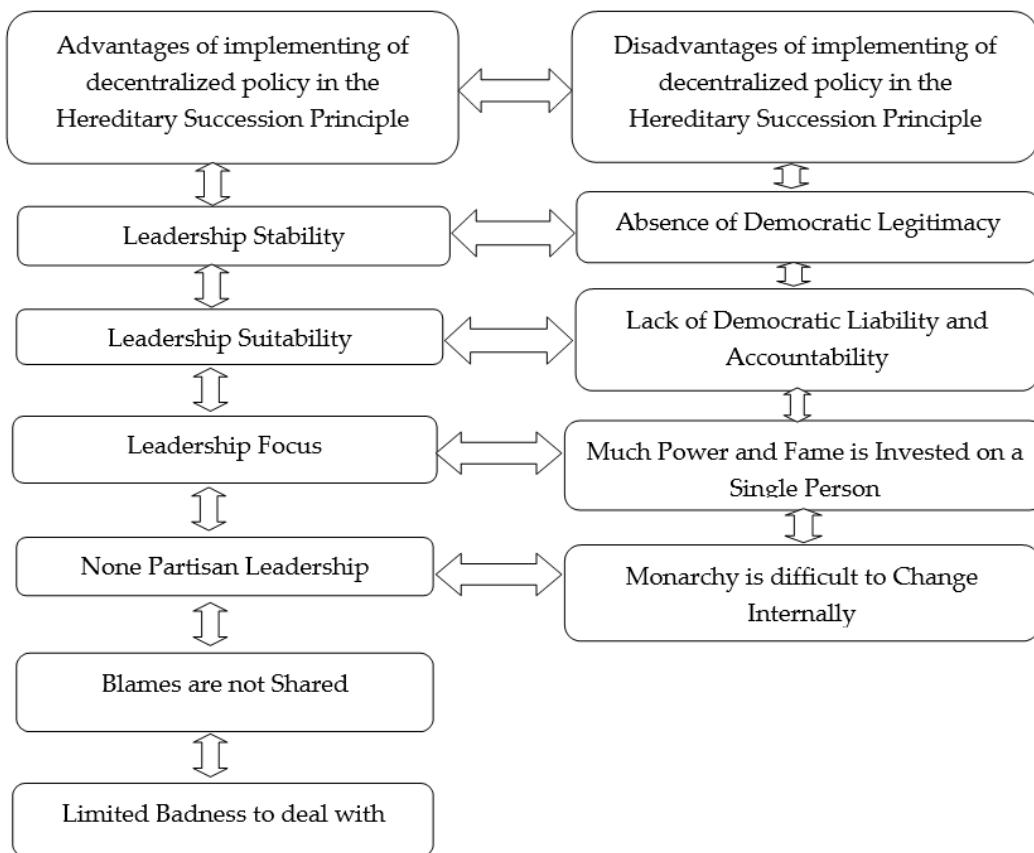


Figure 4 illustrates the modalities of Implementing of Decentralized Policy in the Hereditary Succession Principle

### Research limitations/ implications:

Though the study is limited with respect to its scope, it opens up the debate regarding the criteria of transfer of power among the chieftaincy institutions in Eyumojock Sub Division. The case study examined the rotatory and hereditary chieftaincy stools in Kembong Village as actors in the implementation of decentralization policies in Eyumojock Sub Division, Manyu Division, South West Region of Cameroon

### Suggestions for Further Research:

The paper therefore recommends for the formalization of the rotatory system in the selection of chiefs to help curb chieftaincy disputes in Kembong in Eyumojock sub division, Manyu division and other areas in Cameroon and Africa. It's important for local

citizens to understand the position of Chiefs in Cameroon's decentralized local governance system and also serves as a useful point of reference for future research in the decentralization process and the Chieftaincy institution

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# Public Policy Network in Governance: German School's Argumentative Stance

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## Abstract

The study of network policy presents a significant challenge in academic literature. This is due to the diverse conceptual frameworks employed, encompassing disparate concepts, methodologies, analytical tools, and theoretical underpinnings. This lack of consensus extends to fundamental aspects of network policy, necessitating a critical examination of the knowledge base through the lens of scholars. This article aims to synthesize insights from academic literature, with a particular focus on the German governance school of thought in contrast to the dominant Anglo-Saxon school of thought. While Anglo-Saxon scholars prioritize the traditional framework of state-private sector interactions, the German governance school of thought offers a contrasting perspective that emphasizes the governance dimension of network policy. This leads to the identification of distinct patterns, such as command-and-control models and market-oriented models, within network policy analysis. However, the article also raises objections, suggesting that the content of network policies proposed by the German-style school of thought transcends mere analytical tools, diverging from the emphasis of their Anglo-Saxon counterparts.

## Introduction:

The term "network" is currently regarded in a general sense. It is not only widely recognized in the fields of public administration and political science. Other fields of education are also well known. Microbiologists use the term network to describe the environment of living organisms as network systems, while computer engineers use the term network in terms of neuronal networks to study the management and self-learning capabilities of computer systems. In the contemporary social sciences, the study of networks is considered a new form of social organization, both in sociology and technology (Callon, 1986), in the economics of industrial networks and technological networks (Katz & Shapiro, 1985), in business

administration (Thorelli, 1986) As far as complicated designs go, it appears that the word "network" is practically becoming the new paradigm. (Kenis and Schneider, 1991, p. 25)

However, the concepts of networks used are varied in both the same and different disciplines, but they all have a point of mutual understanding that "a network is a set of certain interrelationships without hierarchical characteristics and has a multi-acting interdependent nature in which they have mutual interests and exchange resources between them." Moreover, in order to make the most of this shared resource, "cooperation" is the best way to achieve such mutual benefits. As mentioned, it can be considered the most basic meaning of the network on which the term "policy network" is based.

Nevertheless, when it comes to "policy network concepts," it doesn't seem easy to find the perfect balance of common meaning. Often, vague, unclear, and differing explanations are given, and it seems that the concept of policy network will be difficult to achieve common clarity. Some scholars see policy networks as metaphors in order to illustrate the fact that policymaking involves a large and diverse number of actors. Another group of scholars considers policy networks to be useful analytical tools that help point out interactions between actors in a particular policy sector. While others view policy networks as tools to help analyze social structures, it is worth noting that most scholars are not interested in debating the analytical toolbox as to whether this is the core of the concept of policy networks. Only secondary scholars are interested in studying, exchanging ideas, and debating such issues. The German network of policy thinkers is classified as this secondary current. Incidentally, this article aims to present the concepts and synthesis of the different content of policy networks. It focuses on the German governance school of thought in the sense that it is a new governance, which is an alternative to the chain of command and market models. (Bevir & Rhodes, 2003, p. 53) It also has content that goes far beyond being just an analytical toolbox.

## Two Schools Clash: Policy Networks as New Governance:

Currently, the concept of policy networks in academic textbooks is so diverse that it seems difficult to create a unified understanding of policy networks. It's not just about understanding the concept. Even in the matter of metaphors. Methods of study, analysis tools, and even the appropriateness of the theory itself have not yet reached a consensus on such matters. Some scholars consider policy networks as independent variables, while others consider them as dependent variables as a result of the interaction of diverse actors (Kenis & Knoke, 2002). The dominant viewpoint in this context is the Anglo-Saxon thought, which focuses on policy networks as a type of interest intermediation typology, stressing that the term is general and can be used to describe a wide range of public-private actor

relationships. While the alternative school of thought that will be presented in this article are German thought that study policy networks as a specific form of governance, it is noteworthy that the initial kind of research, known as the "interest intermediation school," is accorded precedence in policy network textbooks in both the United States and the United Kingdom. The former, which is linked to the German "governance school," highlights non-hierarchical cooperation, whereas the latter school also addresses the essence of the disagreement (Compston, 2009, pp. 7-8).

### Interest Intermediation School

Research on the relationship between the state and social interest groups or interest intermediations of the Anglo-Saxon interest intermediation school can be said to have been studied on this subject for a long time. The study focuses on the various forms of public-private relations in a generic term at the macro level (Kavanagh et al., 2006, p. 426). The pluralistic studies have faced challenges from a new method known as corporatism (Schmitter & Lehmbruch, 1979). In subsequent eras, better than the two subjects that were originally based. New models have emerged such as pressure pluralism, state corporatism, societal corporatism, group subgovernment, corporate pluralism, iron triangles, clientelism, and meso corporatism (Jordan & Schubert, 1992).

However, newly developed subjects belonging to the aforementioned Anglo-Saxon think group are still problematic because they are often the same subject describing different phenomena, or they are different but refer to phenomena in the same way. It often leads to confusion and misunderstanding in describing the relationship between public and private actors. Some Anglo-Saxon scholars reject the traditional "bipolar opposite" framework for understanding the relationship between the social state and pluralism. They advocate for a new, network-based approach that better explains the diverse patterns of interaction between public and private actors. This network approach, they argue, offers an alternative to both non-pluralistic and partisan-state models (Rhodes & Marsh, 1992a, p. 4; Jordan & Schubert, 1992; Waarden, 1992).

Within the Anglo-Saxon scholarly discourse on network studies, a common understanding emerges concerning the key features of policy networks. These networks are characterized by interdependent power relationships between public and private actors, including interest groups and pressure groups, facilitated by resource exchange. However, the specifics of these characteristics vary depending on the criteria employed to differentiate network types.

For instance, Atkinson and Coleman (1989) propose a six-category network typology based on two dimensions: (1) state structure (independent vs. centralized power), (2) resource mobilization capacity, (3) policy scope (sector-specific vs. cross-sectoral),

and (4) participation threshold (restricted vs. open). Alternatively, Frans Van Varden (1992, pp. 33-38) utilizes seven criteria: actor characteristics, functional aspects, network structure, institutional settings, regulatory frameworks, power dynamics, and the strategic behavior of actors. These criteria serve to distinguish networks based on factors such as membership size and internal resource distribution.

Rhodes' network classification is based on Benson's (1982, p. 148) characterization of a policy network as a "complex and interconnected grouping of organizations dependent on resources." This definition emphasizes the intricate web of relationships and resource dependence that underpins these networks.

**Table 1**  
*Policy communities and policy networks: the Rhodes model.*

Type of network	Characteristic of networks
Policy community/ Territorial community	High levels of membership restriction, vertical dependency, stability, and minimal horizontal articulation
Professional network	Stability, highly limited membership, vertical interdependence, restricted horizontal articulation, and profession-serving interest
Intergovernmental network	Limited membership, limited vertical interdependence, extensive horizontal articulation
Producer network	Fluctuating membership, limited vertical interdependence, serves interest of producer
Issue network	Unstable, large number of members, limited vertical interdependence

Source: Rhodes & Marsh, 1992b, p. 14; Rhodes, 1997, p. 38

Among all the aforementioned academic works on the issue of relations between states and social interest groups or policy actors at the intermediate level of the Anglo-Saxon scholars. Only Rhodes' study used a policy network model to describe the interrelation of actors at the government level. Rhodes was the only Anglo-Saxon scholar to propose the concept of policy networks as governance and the same ideas that the German school of thought presented on the concept of policy networks as a new form of governance. (Compston, 2009, p. 8)

However, in principle, the classification of all of the aforementioned networks of this Anglo-Saxon think

tank. It can be broadly summarized into two types (Börzel, 1998, pp. 257-258): (1) heterogeneous and (2) homogenous. In other words, actors relate to differences in interests and resources. Interests and resources create a state of interdependence of actors by linking them together in a policy network, and those actors interact with each other in exchange of resources. While not many studies are interested in studying networks with the same properties. This behavior will have the same or similar resources and benefits. These include professional networks, epistemic communities, principled issue networks (Burkey & Mattli, 1993).

In short, the concept of a policy network that emphasizes relations between states and interest groups at the intermediate level has evolved quite a long time since the early stages of research. This type of policy network is generally used as an "analytical tool", and most studies of Anglo-Saxon policy networks are aimed at this aspect to become the main tradition known as the Anglo-Saxon interest intermediation school.

### ***German Governance School***

The German governance school of thought is a think tank that focuses on the study of policy networks as a specific form of governance. (Rhodes, 2006, pp. 427-430; Marsh & Smith, 2000). In other words, today there is a single Anglo-Saxon scholar of Rhodes who aims to describe policy networks as a form of governance as the German school of thought (Compston, 2009, p. 8). German scholars have criticized it for focusing only on structural relationships, which focus on the relationship between political actors and policymaking, which is merely a toolbox for analysis. In fact, the study of policy networks goes far beyond just using policy networks as a toolbox. Scholars in the German think tank have further argued that it is not possible to adequately understand the behavior of any actor as a product of the interrelation of that actor in the network. To put it simply, this group of scholars proposes to elevate the unit of analysis from an individual actor to a set of interrelated relationships of organizational actor networks (Kenis & Schneider, 1991, p. 44).

The German governance school of thought also suggested that the Anglo-Saxon thinker often focused on context. Factors and interactions of actors in certain structures and processes lead to macro-policy cooperation. Meanwhile, the German camp argued that the study of policy networks is a specific form of governance. This particular model is in modern political systems where policy decision-making systems are functional differentiation, while environmental conditions are uncertainty, complexity, dynamic, diversity, and there is overlap in functions of various sectors at all levels, both sub-social and international. This led to the emergence of the concept of policy networks as a new form of governance with characteristics that are very

different from the two traditional forms of governance: (1) the bureaucratic chain of command and (2) particularly during the Thatcher era in the UK, primarily dominated the 1980s. It can be said that the core of the German school's policy network concept is mutual trust. This trust acts as a key mechanism for network coordination, while the command-and-control model relies on commands and the market model emphasizes price competition. (Frances et al., 1991, p. 15; Bevir & Rhodes, 2003, pp. 55-56).

In light of the aforementioned perspective, the definition of "a spiderweb network in which relationships progress, where such relationships can mobilize and extract scattered resources through harmonious collaboration towards joint policy solutions" (Kenis & Schneider, 1991, p. 36) provides the best understanding of the concept of policy networks as a new form of governance.

Policy networks as a specific form of governance are evidenced by the work of German policy scholars such as Renate Mayntz, Fritz Scharpf, Patrick Kenis Volker, Schneider and Edgar Grande, often known as the Max Planck school (Bevir & Rhodes, 2003, pp. 53-54). Explain that a policy network is characterized by an aggregate of all actors involved in policy making and policy implementation. The actors are unique in that they interact informally between public and private actors based on mutual trust. This kind of policy network reflects that there has been a shift in relations between states and societies and that unlike Anglo-Saxon thinkers, there can no longer be a clear rigid separation between states and societies. In this sense, policy is not born from the center of power.

However, processes connected to the pluralistic nature of organizations in the public and private sectors result in policy. And for that reason, it clarifies the reason. Thus, the idea of a policy network as presented here is not a paradigmatic example of the novel analytical instrument that Anglo-Saxon scholars want to integrate into their own paradigm. Still, the Max Planck institute's policy network notion. As Anglo-Saxon intellectuals frequently point out, it has a deeper and more significant subject matter than simply being a toolbox. Another indication of a genuine shift in the

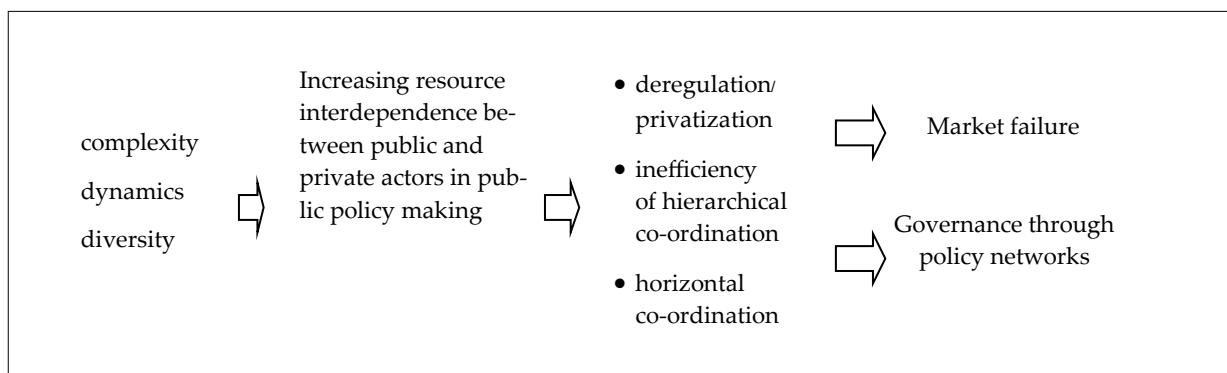
composition of the political regime is the policy network concept put forth by the German think tank (Börzel, 1998, p. 260).

Despite being presented as a novel governance model, the concept of policy networks lacks a clear theoretical foundation. Its primary purpose is not to establish a comprehensive theory, but rather to analyze specific governance situations. Developed by Renate Mayntz and Fritz Scharp in 1995, the "actor-centered institutionalism" model incorporates elements from various other theories, including game theory, exchange theory, and resource dependency theory (Kenis & Schneider, 1991). However, this model faces limitations in terms of its resistance to change, its lack of openness to democratic control, and its tendency to function effectively only within specific contexts. These limitations raise concerns regarding the legitimacy of policy networks (Börzel, 1998, p. 263).

The most important part of the concept of policy networks as a new form of governance of the German school of thought is perhaps the most easily considered in terms of evolution. In other words, the concept of policy networks as a new form of governance is the result of an increase in complexity. The policy

environment itself is very dynamic. The actors are diverse as well. This creates a strong need for interdependence between public and private actors. Because there are shared resources that need to be used by those resources tend to increase. Make in a sense the original model (chain of command and market model). And on the other hand, a new pattern has emerged. In terms of adaptation of the old model, the market model has adjusted itself by pressuring the state to reduce regulations. There is a transformation of public activities into private ones. However, this market model itself has the potential to face a situation of market system failure as well. While chain-of-command patterns may be adaptable in terms of increasing the efficiency of chain-of-command cooperation, they are not independent and remain subject to rules and orders. Meanwhile, a new model has emerged as a policy network of governance, which is characterized by non-hierarchical coordination and is a model proposed by the German governance school of thought that seems to be in line with the current situation (see Figure 1 and Table 2).

**Figure 1**  
*The evolution of policy networks as a new form of governance*



Source: Börzel, 1998, p. 264

**Table 2***Hierarchies, markets and networks*

Main characteristics	Tradition of Governance			Network policy as a new model of governance
	Hierarchies	Markets	Networks	
Basic relationships	Employment relationship	Contract and property rights	Resource exchange	
Degree of dependence	Dependent	Independent	Interdependence	
Medium of exchange	Authority	Prices	Trust	
Means of conflict resolution and co-ordination	Rules and commands	Haggling and the courts	Diplomacy	
culture	Subordination	Competition	Reciprocity	

Source: Bevir & Rhodes, 2003, p. 55.

## Thailand as a Case Study:

The traditional governance models, characterized by hierarchical structures and market-driven interactions, are increasingly acknowledged as inadequate for addressing the complexities of the modern policy landscape. The policy environment is becoming more complex and interconnected, including a diverse range of participants. Due to the complexity of the situation, it is crucial to select a governance structure that is flexible and encourages cooperation. Policy networks have arisen in response to this demand. They may be described as long-lasting groupings of people, including both government and non-government organizations, that regularly interact to address common issues together. These networks demonstrate interdependence, the sharing of resources, and collaboration without a hierarchical structure.

### *The case of Thailand*

Thailand is an interesting case study for examining the concept of policy networks. The country has a long history of centralized governance, with a strong emphasis on hierarchy and bureaucratic control of the elites (Riggs, 1966; Poocharoen & Boossabong, 2023). However, in recent decades, Thailand has also witnessed a growing role for non-state actors in policymaking. This includes businesses, civil society organizations,

and international institutions. (Ungsuchaval & Ariyavirachot, 2023, pp. 230-247)

The rise of policy networks in Thailand can be attributed to a number of factors, including:

The increasing complexity of policy challenges: Thailand faces a range of complex policy challenges, such as climate change, economic inequality, and social conflict. These challenges cannot be effectively addressed through traditional top-down approaches.

The need for greater participation and legitimacy: The Thai public has become increasingly vocal in demanding a greater say in policymaking. Policy networks can provide a platform for more inclusive and participatory governance.

The limitations of the state: The Thai state has limited resources and capacity to address all policy challenges on its own. Policy networks can help to leverage the resources and expertise of non-state actors.

There are at least two examples of policy networks in Thailand, including:

The first, the National Economic and Social Development Council (NESDC), is a government agency that brings together public, private, and civil society actors to develop and implement Thailand's national development plans (Ubonloet, 2020).

The National Economic and Social Development Council (NESDC) serves as a fascinating example of the concepts discussed earlier. It embodies the network policy, governance, and actor-centered institutionalism approach championed by the Max-Planck School. Acting as a key node in a vast network, NESDC brings together diverse stakeholders: government agencies, businesses, and civil society groups. Through extensive consultations and collaborative planning, they craft Thailand's National Economic and Social Development Plans (NESDP) – the guiding frameworks for the nation's development journey. (Santhitiwanich, 2023, p. 30)

This network approach fosters inclusivity and leverages diverse expertise. However, navigating conflicting interests, ensuring equitable participation, and achieving sustainable development goals remain ongoing challenges. Understanding the interplay of formal institutions like the NESDP with informal power dynamics becomes crucial for effective policy implementation.

By analyzing specific policies or projects spearheaded by NESDC, we can delve deeper into these dynamics. Whether focusing on regional disparities, environmental initiatives, or inclusive growth strategies, exploring NESDC through this lens unveils valuable insights into Thailand's development landscape and the intricacies of network governance.

This condensed explanation merges the strengths of both previous responses, providing a clear and concise overview of NESDC while maintaining the key points about network policy, governance, and actor-centered institutionalism.

The second, the Mekong River Commission is an intergovernmental organization that coordinates water resource management in the Mekong River basin. The commission includes representatives from Thailand, Cambodia, Laos, Vietnam, Myanmar, and China.

The Mekong River Commission (MRC) embodies the intricate dance of network policy, governance, and actor-centered institutionalism across international borders. Spanning six nations – Thailand, Cambodia, Laos, Vietnam, Myanmar, and China – this intergovernmental

organization orchestrates the critical task of managing the Mekong River's water resources. (Campbell, 2017)

Examining the MRC through this lens illuminates the complexities of transboundary water governance. It reveals the delicate interplay between national priorities, regional collaboration, and the need for sustainable water management for millions who depend on the Mekong River. (Offerdal, 2019; Campbell, 2017, pp. 724-740)

By delving deeper into specific projects and challenges faced by the MRC, we gain valuable insights into the effectiveness of this network approach. Analyzing how they navigate competing interests, manage data sharing, and address environmental concerns can illuminate the future of water cooperation in the Mekong basin and inform similar international endeavors.

### ***Challenges and Opportunities***

While policy networks offer a promising approach to governance in Thailand, they also face a number of challenges. These include:

**The lack of clear legal frameworks:** There is a lack of clear legal frameworks governing the operation of policy networks in Thailand. This can lead to uncertainty and ambiguity about the roles and responsibilities of different actors.

**The risk of capture by powerful interests:** There is a risk that policy networks can be captured by powerful interests, such as businesses or government agencies. This can lead to policies that are not in the best interests of the public.

**The need for capacity building:** Many actors in Thailand lack the capacity to effectively participate in policy networks. This includes a need for training in negotiation, communication, and conflict resolution.

Despite these challenges, policy networks offer a valuable tool for addressing complex policy challenges in Thailand. By promoting collaboration, participation, and knowledge sharing, policy networks can help to develop more effective and legitimate policies.

## Public Policy Network's Camp Differences:

In light of the foregoing analysis, we can discern substantial differences between the Anglo-Saxon and German schools of public policy thought, as detailed below.

1. The German school of thought emphasizes the governance dimension of network policy, while the Anglo-Saxon school of thought prioritizes the traditional framework of state-private sector interactions.

2. The German school of thought proposes the concept of policy networks as a specific form of governance, while the Anglo-Saxon school of thought views policy networks as a generic term that can be applied to all kinds of public-private actor relationships.

3. The German school of thought argues that the study of policy networks goes beyond just using policy networks as a toolbox, while the Anglo-Saxon school of thought focuses on using policy networks as an analytical tool.

4. The German school of thought proposes to elevate the unit of analysis from an individual actor to a set of interrelated relationships of organizational actor networks, while the Anglo-Saxon school of thought focuses on the power-interdependent relationship between the public and private sectors.

As a whole, the Anglo-Saxon school of thinking adopts a more general approach to network policy analysis, whereas the German school of thought provides a more detailed and focused viewpoint.

Moreover, the German school of thought's emphasis on governance profoundly impacts the methodology of network policy analysis, as outlined below.

1. Specific Focus: The German school of thought focuses on studying policy networks as a specific form of governance, highlighting the unique characteristics and dynamics of these networks within the governance framework.

2. Organizational Relationships: It proposes to elevate the unit of analysis from an individual actor to a set of interrelated relationships of organizational

actor networks, emphasizing the interconnectedness and interdependence of actors within the governance structure.

3. Beyond Analytical Tool: The German school argues that the study of policy networks goes beyond just using policy networks as a toolbox, indicating a deeper and more comprehensive approach to understanding the complexities of governance and policy implementation.

4. Non-Hierarchical Coordination: The German school emphasizes non-hierarchical coordination within policy networks, suggesting a departure from traditional hierarchical models of governance and highlighting the importance of collaborative and cooperative relationships among actors.

Ultimately, the German school of thought's emphasis on governance enriches network policy analysis by fostering a more nuanced understanding of the intricate organizational dynamics and administrative processes within policy networks.

## Conclusion and Recommendations:

The policy network landscape exhibits a diverse array of types, with this study exploring the knowledge status division based on different schools of thought in policy network analysis. Two primary perspectives emerge: the mainstream and the alternative school. The Anglo-Saxon approach adopts a toolbox strategy, emphasizing broad terms applicable to public-private actor relationships at a macro level. In contrast, the German governance school views policy networks as transcending mere analytical tools, advocating for their recognition as a distinct form of governance separate from traditional hierarchical and market models. This model is particularly relevant in contemporary political systems characterized by functionally differentiated policy decision-making structures, where unique actors engage in informal interactions across public-private spheres, fostering trust and collaborative approaches devoid of hierarchy amidst an environment of uncertainty, complexity, and dynamism.

This article has provided an in-depth exploration of public policy networks in governance, specifically contrasting the perspectives of the German School with the dominant Anglo-Saxon school of thought. By synthesizing insights from academic literature and critically analyzing diverse conceptual frameworks, this study has illuminated the nuanced dynamics of policy networks and their implications for governance structures. Future research in this area should continue to investigate the evolving landscape of policy networks, examining the interplay between public and private actors, the influence of governance models, and the efficacy of network-based policy approaches. Furthermore, scholars are encouraged to conduct in-depth case studies and empirical research to validate theoretical frameworks and enhance the practical significance of policy network analysis. By offering a fresh perspective on the governance dimension of policy networks and challenging traditional analytical models, this article contributes to existing knowledge, enriching the discourse on public policy networks and paving the way for further research and debate in the field of governance studies. Embracing the complexities of network policy analysis is crucial for advancing our understanding of governance practices and facilitating informed decision-making in the ever-evolving policy landscape.

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