# COMPONENTS OF NATIONAL STABILITY EXPECTATION IN RESPONDING PUBLIC MANAGEMENT, A STRUCTURAL EQUATION ANALYSIS

# Supit B., Pattama P.<sup>\*</sup>

Abstract: National stability expectations (NSE) were what people expected they would be served from the public organization. It was a set of policies that every public sector had to implement. The purposes of the research were to investigate national stability expectations and to analyze components from empirical data based on the role played by local organization administration via the structural equation model to confirm measurement model. The total participants were 450 individuals who live in Rangsit Municipality, Pathum Thani Province area, Thailand. The results exhibited three components influence to national stability, i.e., enforcement equally (EE), welfare system (WS), and government service upgrades (GSU). Two structural models which were analyzed fit the indices and most of the indicator correlation was significantly positive with the highest component variation of GSU 89 percent. EE and GSU were co-relationship highest. Moreover, Measurement model identified highest influence GSU while lowest EE to NSE. Slack laws were modified and developed a stronger was the most influence to GSU. Measurement model of national stability can be an appropriate assessment model to measure and to explain how local implementation going under central policy goal. Confirmation and conflict were described through the empirical findings.

Key words: national stability expectations, structural equation analysis, public policy reform

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### Introduction

National stability expectations (NSE) were people's expectations of how organizations implement particular responses to government policy. Central and regional administrations were the mechanism to control local administration activities in order to implement (Brusca and Motesino, 2016). Moreover, performance monitoring was observed to make better-informed decisions. Democracy and good governance building were responses to the preference of people who considered it as equality of politics. People must have the chance to determine their own satisfaction to insure they have the freedom to get together and express their independence (Dahl, 2000; Obodo and Anigbata, 2018). Thailand policy currently includes a national strategy to develop all dimensions in the

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country by the military government. A part of the national strategy is a stability development response from local administrations via providing a strategic plan (2017-2027).

Stability is related to state ability and legal public service of the state, righteousness, good governance and corruption, income, democracy and human rights (Karl and Goldfinch, 2012). As a finding, bad governance is a weakness causing underdevelopment and poverty in Nigeria (Arisi and Ukadike, 2013; Ozturk and Ozturk 2018). They found that governance was the process of making decisions and processes, some of which are not implemented. It can be utilized in various contexts including good governance for international, national, or local government. National governance is guideline or perspective that focuses on government institutions, society, and relationship as well as methods and rules. They are established in a society that is recognized as legitimate and adds value by individuals and groups within society to create national stability and a stable political system.

Further, good governance has certain criteria for determining objectives, e.g., political stability, rule of law, regulation, formulation, management, policy corruption control, and responsibility (Nanda, 2006). In addition, high levels of domestic poverty and weak governance are linked. As a result, it is difficult to choose to practice local governance. In the globalization context, democratic concept and the concept of decentralization are important factors that affect policy formulation, participation and implementation of policy. On the other hand, forms of good governance are associated with democracy which is consistent with the elements of the management model of government organization in terms of participation and legitimacy (Bevir, 2010). The administration in public organizations needs to modify their management policy from central government. As the security case, a country remains exposed to threats and vulnerable if it has insecurity (Iregbenu and Uzonwanne, 2015). Government machinery slows down with political instability (Purwanto et al., 2018; Jermsittiparsert and Sriyakul, 2019a) and also higher values of political instability influences reliability in minimal short-term policy making (Phonwattana et al., 2019).

Public policy from government administration is used by public organizations. National stability also is a policy which people expect to see effective actions. Therefore, this paper aims to investigate national stability expectation and to analyze components from empirical data on the role played by local organization administration that implement public policy. Furthermore, some problems occurring in public administrations even though those public officials tried to adjust the performance. But it remained unsatisfied via people perspective. That is why components of national stability expectations were interesting to figure out based on new knowledge on public organization as a local term.

### **Literature Review**

Thai administration is divided into three forms (i.e., central administration, regional administration, and local administration). National stability was an issue that every government must implement to be effective via policy, rule, or law. Local organization was between people and government which served public goods and was subsidized from central government. According to Thailand policy, it focused on reducing inequality, equality, and reducing conflict among political interest groups. Public officers also were reformed in terms of implementation response to the policy such as national stability reform to evaluate their performance. In addition, the government sector must reform the roles, duties, structures and work processes of government agencies to be transparent, honest, efficient and effective. Consequently changing attitudes, i.e., open mind is needed to accept changes that are developed (Chinachoti, 2018). The ultimate goal of the work was that people in the public sector can work seamlessly with the private sector smoothly. The role of good governance depends on the nation's income level (Ngobo and Fouda, 2012). When the income was lower, improvement of public governance tended to affect the company's performance more than when revenue was high (Ngobo and Fouda, 2012). On the other hand, there was a tension between administration reform and the stability of the regime, especially in the Middle East as promoting democracy and good governance (Pal, 2018; Rafindadi and Ogidan, 2018). Stability was impacted directly to foreign investment as well particular in ASEAN countries in term of business environment (Jermsittiparsert and Srivakul, 2019b). Besides, public sector at the local level needs to provide satisfaction including goods, service to people along government policies, and sometimes they can decide their own activities as long as they follow the regulations.

Corruption and dark influences (i.e. mafia) in local administration reform were big issues that needed addressing, e.g., Indonesia case, it found that a key successful reform that is generally accepted was property compensation through improved social policy when the prices of fuel increase (Kyle, 2018). If people trust and support reform particularly in local administration rather than national administration, the trust is necessary to accept more expectations that will result. Moreover, less corruption and political instability would be achieved because of good governance (Meyer, 2018; Razak et al., 2018). Otherwise, mafia as politicians power involved strong corruption, e.g., government revenue reduced because of corruption among government officials and political appointees (Jermsittiparsert and Sriyakul, 2019a), giving empowerment to local officials via policy areas (Kyle, 2018). Therefore, how Thai policies are designed by local organizations should examine this when government is trying to reform.

People expectations are important to run public activities consequence in local organization which is close and direct service to people. Trust is a thing that public officials should be received namely national trust and local trust especially in East Asian countries, it exhibited local trust in democracies (Tang and Huhe, 2014; Haseeb et al., 2018) but reduced in autocracies. Due to previous evidence, eighteen

statements are designed by researchers to examine current Thailand policy environment through people expectation.

# Methodology

The survey used quantitative method with questionnaire for 450 participants based on Tabachnick and Fidell (2007) and should have at least 300 respondents. The sample included the people who live in Rangsit municipality area, Pathum thani Province, Thailand. This area connected among Bangkok, Northeast, and East part of Thailand and the most of population live here Rangsit municipality, diversity in occupation, education, industry and agriculture, the logistics center to the North, Northeast and East.

The random sampling used stratified random sampling from three villages. The percentage of questionnaires returned was 93.2% (450 respondents). Statistical analyses used to examine the hypothesis were exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The questionnaire comprised of two parts including individual information (gender, age, education, occupation, and income), and expectation of public officer performance, i.e., nation stability (17 items), reductional inequality-create equality (15 items), and promote participation (18 items). The scale was five levels, i.e., most, much, moderate, little, and least. Cronbach's Alpha for reliability value is 0.976 through SPSS for Window version 24.0.

Data analysis techniques were exploratory factor analysis to investigate latent variables that related to factors. Second, confirmatory factor analysis to test the goodness of fit indices of consistency of model via first and second order confirmatory factor analysis. Last, structural equation modeling analyzed the influence of three components of NSE. According to Tedeschi and Calhourn (2004) referred that if the studies have designed statements from original questions, they would insert any questions that are appropriate to study the original context. The researcher should use analysis via EFA to inspect all statements that uncover complex patterns. Next, using CFA analyzes to confirm theoretical analysis the model.

Participants of this study were male (55%) with 41-50 years old (37.42%) and less than Bachelor degree (99.1%). Their occupation was merchant / business owner (48.4%) and income was 10,001-20,000 Baht (60.5%) as table 1.

### Result

The result revealed factors which are related to national stability (NS) comprised Enforcement Equally (EE), Welfare System (WS), and Government Service Upgrades (GSU) with factor loading 0.43-0.81, 0.51-0.57, and 0.52-0.60 respectively via exploratory factor analysis (EFA) to uncover complex patterns by exploring the dataset (Hair et al., 2010; Hussain et al., 2019) as table 3. Standard errors of three factors were ranges 0.04. Single factor was cut-off range from 17

indicators to 13 indicators with factor loading range 0.43-0.81 (p<0.05) and standard errors range (Hair et al., 2010) as detail in Table 2. Moreover, all correlation of indicators has not multicollinearity (lower than 0.7).

Next, the cause model was analyzed by first order CFA and second order CFA to confirm the consistency of causal factors as the Figure 1. They were consistency with fit indices (Hair et al., 2010) as Table 3. Variable indexes displayed acceptable correlation for three factors whereas GSU and NSE were highest correlation (r=0.89) and EE and WS were lowest (r=0.72) with significant (p<0.05). In the model displayed in Figure 1, all co-relationships were significant from beta positive ( $\beta$ =0.77) between EE and WS to a highest positive ( $\beta$ =0.78) co-relationship between EE and GSU and WS and GSU. The second order CFA of NSE; all regressions from NSE to its variables were significant. Variation from  $\beta$  = 0.89 for GSU to  $\beta$  = 0.87 for EE were given. In addition, due to the reliability and validity criteria as table 2: 1) standardized loadings accepted, 2) R<sup>2</sup> unaccepted, 3) Cronbach's alpha and AVE unaccepted while composite reliability accepted (Hair et al., 2010).

Due to structural equation model (SEM) results, the SEM was good fit of the empirical data. Direct effects and indirect effects indicated that EE has positive influence to WS and GSU 59 percent ( $R^2$ =0.59) while WS has influence to GSU 69 percent ( $R^2$ =0.69) as Table 3.

Overview, EFA and CFA demonstrated that first order and second order CFA model provided a good fit for the observed NSE data among a sample of people who receive services from local government. According to Tedeschi and Calhourn (2004) referred that if the studies have designed statements from original questions, they would insert any questions that appropriate to study the original context. The researcher should use analysis via EFA to inspect all statements that uncover complex patterns.

Characteristics	n	%	Characteristics		%
<b>Gender</b> Male Female	246 201	55 45	<b>Education</b> Lower than bachelor/bachelor Higher than bachelor		99.1 0.9
Age 22-30 years old 31- 40 years old 40-50 years old 51-60 years old 60 years old up	14 102 143 91 34	3.65 26.56 37.24 23.70 8.85	Occupation Employee Merchant/business owner Public officer Employee Private company officer Others	207 217 7 2 13 2	46.2 48.4 1.6 0.4 2.9 0.4
			Monthly income Lower than 320 USD	169	37.9

 Table 1. Demographic characteristics of the participants

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320 – 639 USD	270	60.5
640 – 959 USD	2	0.4
960 – 1,278 USD	3	0.7
960 – 1,278 USD Higher than 1,278 USD	2 3	

#### Table 2. Reliability and validity analysis of measurement model

Constructs	Items	Standardized loadings	$\mathbf{R}^2$	Cronbach's alpha	Composite reliability	AVE
Enforcement	EE_1	0.69**	0.48			
equally	EE_2	0.60**	0.36			
	EE_3	0.64**	0.40	0.78	0.76	0.40
	EE_4	0.64**	0.40			
	EE_5	0.56**	0.32			
Welfare	WS_1	0.51**	0.26			
system	WS_2	0.54**	0.30	0.71	0.64	0.25
	WS_3	0.67**	0.44	0.71	0.64	0.35
	Ws_4	0.62**	0.38			
Government	GSU_1	0.71**	0.51			
system	GSU_2	0.64**	0.41	0.74	0.76	0.44
upgrades	GSU_3	0.62**	0.38	0.74	0.70	0.44
	GSU_4	0.67**	0.45			

 Table 3. Results of effects of structural equation model

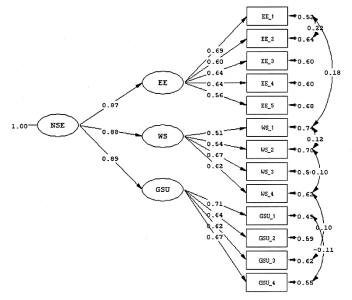
EE			WS		
DE	IE	TE	DE	IE	TE
-	-	0.35**	-	-	-
0.27**	0.22**	0.49**	0.62**	-	0.62**
0.59			0.69		
	-	DE         IE           -         -           0.27**         0.22**	DE         IE         TE           -         -         0.35**           0.27**         0.22**         0.49**	DE         IE         TE         DE           -         -         0.35**         -           0.27**         0.22**         0.49**         0.62**	DE         IE         TE         DE         IE           -         -         0.35**         -         -           0.27**         0.22**         0.49**         0.62**         -

*Note:*  $\chi^2 = 72.75$ ,  $\chi^2/df = 1.29$ , *GFI* = 0.98, *AGFI* = 0.96, *CFI* = 1.00, *RMSEA* = 0.026, *RMR*=0.023, *p*=0.066, *DE*= *Direct effect*, *IE*=*Indirect effect*, *TE*=*Total effect* 

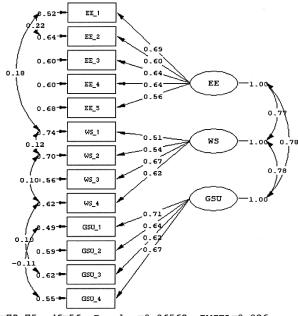
Next, using CFA analyzes to confirm theoretical analysis the model. There were three component factors that are examined fit index of NSE model, i.e., EE, WS, and GSU which indicated factor loading (0.46-0.81, 0.51-0.57, and 0.52-0.60 respectively). EE and GSU have highest co-relationship ( $\beta = 0.80$ ), WS and GSU ( $\beta=0.78$ ), and EE and WS lowest ( $\beta=0.77$ ). Second, the CFA identified good fit as well while if model was inconsistent with empirical data, it must be adjusted accordingly (Jöreskog & Sörbom, 1989).

Further, the first order CFA was modification that exhibited good fit indices  $\chi^2 =$  72.75,  $\chi^2/df =$ 1.29, GFI = 0.98, AGFI = 0.96, CFI = 1.00, RMSEA = 0.026, RMR=0.023, p=0.066 while EE and GSU have highest co-relationship ( $\beta = 0.80$ ), WS and GSU ( $\beta$ =0.77), and EE and WS lowest ( $\beta$ =0.74). Theoretically, first order can identify that NSE has structural accuracy of the observed variables that related into three factors (Kenny and McCoach, 2003).

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Chi-Square=72.75, df=56, P-value=0.06562, RMSEA=0.026



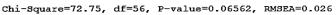


Figure 1. Second order CFA and first order CFA fit indices of NSE model Note:  $\chi^2 = 72.75$ ,  $\chi^2/df = 1.29$ , GFI = 0.98, AGFI = 0.96, CFI = 1.00, RMSEA = 0.026, RMR=0.23, p=0.066

Moreover, while first order CFA was fit model with structural accuracy, the second order CFA displayed also good fit to confirm the NSE model. Comparatively, three factors weight and observed variables weight to empirical data revealed that GSU weight increased two indicators (i.e., GSU\_2, from 0.50 to 0.53, GSU\_4 from 0.49 to 0.52) and standard residuals also were changed reducing except GSU\_3 (Kenny & McCoach, 2003). However, GSU was highest factor weight. There were three indicators reducing for EE as well for standard residuals (i.e., EE\_2, EE\_4, EE\_5) while EE\_1 and EE\_3 increasing. On the other hand, WS\_3 and WS\_4 were changed reducing standard residuals. Therefore, second order CFA indicated that three factors have important to NSE with variation 89 percent, 88 percent and 87 percent respectively.

In terms of internal consistency of factor and indicator, the NSE total score exhibited positive significantly (p<0.01). That meant those indicators appropriated to analyze via CFA and SEM (r<0.85) (Kline, 2011). Next, structural equation model revealed both direct and indirect effects of NSE model that it was fit indices with the same index to CFA (Hair et al., 2010).

### Discussion

The aim was to investigate the components of the NSE on the role played by public officer performance in local organization to response public policy via empirical data. The findings exhibited that there were three components, i.e., enforcement equally, welfare system, and government service upgrades.

First, enforcement equally comprised local resource allocation, all sectors income tax, government officials take responsibility with their misconduct, regulation/local ordinances for all classes, and more clear corruption suppression. According to Ngobo and Fouda (2012) purposes that how income level influenced to public official improvement for governance and making people feel insecurity (Iregbernu and Uzonwanne, 2015) so those evidences in this point identified public policy in term of local ordinances have not been reliability enough when they ran implementation. Additionally, it is proved that corruption suppression level remained uncertain so it needs more strong reform as searching for any properly way as social program can work well in Indonesia case and focusing on participation and legitimacy (Kyle, 2018; Bevir, 2010) to spread management over both regional and national levels (Malkina, 2019). Overview of enforcement equally component has reflected in accordance with political instability that influenced to reliability of policy making (Phonwattana et al., 2019).

Second, welfare system included education opportunity, legal and dark influence, control cheating behavior, and strong service the need. Due to Pal (2018) and Meyer (2018) found that organization achievement would success because of less corruption, trust (Tang and Huhe, 2014), open mind for changing and developing (Chinachoti, 2018). Moreover, stability also related the ability of public officials who can determine public goods legally and equality (Karl and Goldfinch, 2012) and particular political instability term (Phonwattana et al., 2019; Nanda, 2006).

Therefore, welfare system was a factor people expected when govern implementation reform.

Third, government service upgrades consisted modifies law/ local ordinances stronger, develop efficiency of service as private, income differences, and living for unemployed. Hong et al. (2019) argued that strong regulatory policy impacted to activities as environment area to people, it was associated to this case that assumed public official performance should be stronger than previous to reach organization goal as suggestion by, e.g., policies advice upgrades should be developed continue by taking into consideration lessons learned (Muchadenyika and Waiswa, 2018). In addition, how performance achievement be, it depends on income level (Ngobo and Fouda, 2012) so if government can concrete it more to reduce inequality especially unemployed, it would help satisfaction and people getting better life and career.

As summary, those three factors showed people expectations of public policy administration influence to each other, i.e., enforcement equally influences direct to welfare system and government service upgrades while indirect influence among them identifies enforcement equally value lowest to welfare system. It means enforcement equally the highest influence both direct effect and total effect while lowest indirect effect to welfare system. The finding corresponds to Jersittiparsert and Sriyakul (2019a) they argued that direct impact of stability to an activity as business investment term. Besides, most of people who live in area case hold employee and merchant / business owner occupation trends low income so that can assume they trust in equality and it can achieve (Tang and Huhe, 2014), if welfare system is improved. At the same to findings that good governance will be strong and efficient, it should be promoted democracy and limited empower of public official reduce corruption and cheating (Kyle, 2018; Pal, 2018).

### Conclusion

The study of the national stability expectations (NSE) by the structural equation model for the confirmatory factor analysis in initial data in the current sample revealed a good reliability index and co-relationship between the scales, consistent with the theory. Enforcement equality, welfare system, and government service upgrades had a significant positive association.

The modification of work forms in local organization displayed three factors which influence to NSE both direct and indirect effects among themselves scales. Those factors are found by analysis (i.e., enforcement equally, welfare system, and government service upgrade) explained what people in the area expected from public policy reform nowadays. This evidence signalizes how public organization has performed and should be improve base on people satisfaction levels that related to each factor. Moreover, national stability from public administration perspective in order to policies was a key successful of responding which reflect via who receive interests and pay tax. Besides, some of index of the measurement model were rejected, it could be cause from the education, career, and monthly income

of sample group. Therefore, if others would like to use the NSE model to any other situation, they should realize neither any moderator variable or all. Otherwise, it may be better result to utilize this measurement model into the people who have different demographic, e.g., high education, high income, or good career to see what is going on.

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# SKŁADNIKI OCZEKIWANEJ STABILNOŚCI NARODOWEJ W REAGUJĄCYM ZARZĄDZANIU PUBLICZNYM, ANALIZA RÓWNAŃ STRUKTURALNYCH

**Streszczenie:** Oczekiwania narodowej stabilności (NSE) były tym, czego ludzie oczekiwali od organizacji publicznej. Był zbiór polityk, które każdy sektor publiczny musiał wdrożyć. Celem przeprowadzonych badań było zbadanie krajowych oczekiwań dotyczących stabilności i przeanalizowanie komponentów z danych empirycznych na podstawie roli,

jaką odgrywa administracja organizacji lokalnej za pomocą modelu równania strukturalnego w celu potwierdzenia modelu pomiaru. Uczestnikami badania było 450 repondentów mieszkających w gminie Rangsit, w prowincji Pathum Thani w Tajlandii. Wyniki wykazały trzy czynniki wpływające na stabilność narodową, tj. równe egzekwowanie (EE), system opieki społecznej (WS) i ulepszenia usług rządowych (GSU). Dwa modele strukturalne, które poddano analizie, pasowały do wskaźników, a większość korelacji wskaźnika była istotnie dodatnia, przy najwyższej zmienności składowej wynoszącej 89 procent GSU. Czynniki EE i GSU były ze sobą najbardziej powiązane. Ponadto model pomiarowy zidentyfikował najwyższy wpływ GSU przy najniższym EE na NSE. Model pomiaru stabilności narodowej może być odpowiednim modelem oceny do pomiaru i wyjaśnienia, w jaki sposób wdrażanie lokalne podlega celowi polityki centralnej. Potwierdzenie powyższego stwierdzenia oraz sprzeczności zostały opisane poprzez rezultaty empiryczne.

Słowa kluczowe: krajowe oczekiwania dotyczące stabilności, analiza równania strukturalnego, reforma polityki publicznej

# 反映公共管理中国家稳定期望的构成要素 - 结构方程分析

摘要:国家稳定期望(NSE)是人们期望从公共组织获得的服务。这是每个公共部门 必须实施的一系列政策。该研究的目的是调查国家稳定性预期,并根据地方组织管 理层通过结构方程模型确定测量模型所起的作用,从实证数据中分析组成部分。参 与者总数为450人,他们居住在泰国巴吞他尼府Rangsit市。结果显示出三个组成部 分对国家稳定性的影响,即平等执法(EE),福利制度(WS)和政府服务升级(GSU )。分析的两个结构模型符合指数,大多数指标相关性显着为正,GSU的最高成分变 异为89%。

EE和GSU是最高的共同关系。此外,测量模型确定了最高影响GSU,而最低EE对NSE。 松弛法律被修改并发展得更强,对GSU影响最大。国家稳定性的测量模型可以是一种 适当的评估模型,用于衡量和解释当地实施如何在中央政策目标下进行。通过实证 研究结果描述了确认和冲突。

**关键词:**国家稳定期望,结构方程分析,公共政策改革。