Factors Influencing the Service Innovation Performance of the Government Agencies in Thailand

[1]Sujitra Phromlert, [2]Amnuay Saengnoree and [3]Thapong Teerawatananond

Department of Research and Development Innovation, College of Innovation and Industrial Management,

King Mongkut's Institute of Technology Ladkrabang, Thailand

Email: [1]Ployphromlert1@hotmail.com

Abstract

The Ministry of Interior, which is a central government agency in the category of ministries in Thailand, has the authority to deal with suffering, nourish happiness, maintain public order, and pay attention to service innovation performance and the application of innovation in the operation of the Ministry of Interior. This research aimed to 1) study the influence of the Ministry of Interior on service innovation performance and 2) develop a linear structural equation model. The sample group was composed of 340 executives of the Ministry of Interior. Sampling was done in 2 steps: specific and quota random sampling. This study was quantitative, and the research tool was a structured questionnaire. The data were analyzed by percentage, mean, standard deviation, skewness, kurtosis, confirmatory component analysis, and structural equation model analysis. The research findings revealed that Organizational Culture, Knowledge Management, and innovation activities influenced the Innovation Performance of government agencies in Thailand through Innovation Capacity variables at the statistical significance level (p<.01) and Innovation Capability directly influenced the Innovation Performance of government agencies in Thailand at the level of statistical significance (p<.01). The results of the development of the structural equation model revealed that the variable that had the highest overall influence on the service innovation performance of the Ministry of Interior was Innovation Activities. It was concluded that 1) Organizational culture level knowledge management innovation activities all aspects of innovation ability are at the highest level 2) The model of measuring variables is consistent with theory. The

observed variables had component weights between 0.25 – 0.46, and 3) structural equation analysis (p=0.00, X2/df= 2.33, RMSER= 0.00, RMR= 0.04, GIF=0.92, AGIF=0.84).

Keywords: Influencing; Service Innovation; Performance; Government Agencies

Introduction

Innovation in the organization, it is a fundamental factor that helps organizations survive from global society today's business competition and the rapidly changing business environment. This drives organizations to adapt more quickly than in the past to be competitive have more profits and grow through innovation. A well-managed innovation organization will greatly contribute to the achievement of the organization's objectives. Responding to customer needs with service products and new processes need to develop organizational innovation and potential in various areas with a lot of effort the key element of the organization is innovation. In which innovation is important to the prosperity of the nation by using resources to the maximum benefit Creating a joint strategy with an organizational structure and appropriate organizational culture to develop innovative skills and by managing the innovation process effectively (Daniel et al., 2017). In addition, the organization in the government should also focus on adaptation as well especially innovation strategy both policy innovation and service innovation to be able to fix the problem and conducive to the needs of the people (Teerawattanakul & Rattanarumitsorn, 2019).

Administration of government organizations in the old way is not possible. Because the world has changed a lot. Therefore, it must be ready to cope at all times in which innovation or invention of new things cannot be avoided in solving both new and old problems that arise in addition to solving the problems, we must deal with the increasing development to catch up with other countries efficiently. Therefore, continuous innovation must be created to help drive the country's policy to be successful (Malee, 2007). In which service innovation is very necessary for the efficient management of government organizations. Because it uses new knowledge or skills to create and development of services to achieve service performance (Zaied, 2012) and affect service satisfaction. This creates value in the service of government organizations (Ramli, 2013).

Innovation has become critical for the government's adaptation to prepare for today's changes Government innovations include policy innovations, service innovation, delivery innovation and management/organizational innovation. Service innovative idea and systematic innovation public sector innovation requires cooperation from all sectors involved. Be it executives,

government officials or government personnel which is an important mechanism as a service provider as well as the people as service recipients (Teerawattanakul & Rattanarumitsorn, 2019).

Under the National Strategic Master Plan, issue number 20 in public service and government efficiency. Its objective is to improve the efficiency of government and public services. Balancing the government management system and developing personnel systems under the principle public government for the people and their shared interests to be able to meet the needs of the people directly with two goals: efficient government services; and the quality is accepted by the people and the government has implemented efficient operations by applying technology (Office of the Permanent Secretary, Ministry of Interior, 2019).

Ministry of Interior, which is a central government agency in the category of ministries of Thailand has the authority to deal with suffering and nourish happiness maintaining public order pay attention to service innovation performance and the application of innovation in the operation of the Ministry of Interior. For example, a Linkage Center system for citizens to use a single ID card to contact various government jobs operated by the Department of Provincial Administration, SMART Land, an application for information inquiry services. Search for information and make an appointment in advance for obtaining the services of the Department of Lands. Thai Disaster Alert is an application provided by the Department of Disaster Prevention and Mitigation (PDP) Has developed and brought to the public to use the service to notify about disaster news. Real-time location-based insights so that those in the risky area can be prepared Prevent disasters before disasters arrive, including the Department of Public Works and Town & Country Planning (YorPor). Developing applications for public services in 3 digital formats, consisting of Website (www.dpt.go.th), Mobile Application (Landuse PLAN), and Line OA (DPT Information) to be a service channel, to search for information, to check the land utilization according to the city plan publicize news information online library house for people E-Book knowledge documents and Q&A of the people and try to make agencies under the Ministry of Interior be able to connect and can use the system to serve the public completely (Office of the Permanent Secretary, Ministry of Interior, 2019).

According to the review of the literature related to the study of factors that are related or can be linked to the innovation performance, there are 4 factors were 1) organizational culture consisting of organizational culture of learning smart corporate culture changeable culture and chain-of-command culture, for example, research by Naranjo – Valencia et al. examined the link between organizational culture, innovation, and performance in Spanish organizations (Naranjo-

Valencia et al., 2016). It was found that innovation is the factor that enables organizations in Spain to grow sustainably and organizational culture are factors related to innovation production. Therefore, there is a relationship between organizational culture and performance and Shahzad et al.'s research looked at organizational culture and innovation performance in Pakistan's software industry. It was found that corporate innovation performance is supported and affected by corporate culture. Flexibility/support to change and organizational climate are comparatively significant factors for creativity and innovation performance (Shahzad et al., 2017). 2) Innovation activities include R&D, design and engineering, software management software and database and personnel training. For example, Ramli et al.'s research has studied factors affecting the innovation performance of university systems in Malaysia. In addition, innovation capability was found to have an effect on the innovation performance of universities in Malaysia (Ramli, 2013). 3) Knowledge management consists of knowledge creation access to knowledge knowledge sharing for example, Zaied et al.'s research looked at the role of knowledge management in increasing organizational performance. It found that all components of knowledge management competency were related to performance measures all jobs and the ability to manage knowledge is correlated with organizational performance (Zaied, 2012) and 4) innovation capability, consisting of personnel management Innovation Management, Leadership and Strategy. For example, Azmia and Suradi's research examining the innovation capacity and efficiency of organizations in the Malaysian public sector found that organizational performance depends on organizational innovation capability. Innovation capability refers to the ability to create new products, processes, and systems and is critical to the growth of an organization. Government organizations must be able to innovate in implementing government policies Malaysian government organizations strengthen innovation capacity to improve efficiency (Azmi, 2019). Shows the relationship of factors that are related and linked to the performance of government innovation in many dimensions. However, education in the dimension of government agencies in particular, the innovation implementation of the Ministry of Interior, both domestically and internationally, has not yet been studied. In addition Niyomves et al. (2022) found that the business owners should adopt service innovation to use in online food ordering services through applications. To make customers satisfied with the business and then come back to use the service next time and make the business successful and sustainable in the future.

For the reasons mentioned above the researcher is therefore interested in studying factors influencing the performance of service innovation of Thai government agencies especially. The

Ministry of the Interior so that the results can be used as guidelines for the Ministry of Interior Know the factors that affect the performance of service innovation of government agencies and apply in order to make the performance of service innovation of other government agencies to be more efficient.

Research Objectives

1. To study the influence on service innovation performance of the Ministry of Interior from organizational culture variables innovation activities knowledge management and innovation capabilities.

2. To develop a model of the linear structural equation of the influence of organizational culture innovation activities knowledge management and innovation capability on service innovation performance of the Ministry of Interior.

Literature Review

Concepts and theories about organizational culture

Robbins' research found that a culture of change develops. Relationship to innovation performance and hierarchical culture is associated with empowerment and empowerment and correlated with innovation performance (Robbins, 2016). When studying the relationship path of organizational culture, it was found that the intelligent organizational culture has a direct correlation with innovation performance Whereas other cultures have no direct correlation with innovation performance whereas other cultures have no direct correlation with innovation performance. But when checking the variable path hierarchical culture Instead, it was found to be correlated with empowerment and empowerment. It has a correlation with innovation performance and Shahzad's research studying corporate culture and innovation performance in Pakistan's software industry (Shahzad et al., 2017). From various literature reviews, the researcher can conclude that organizational culture is related to the government sector namely 1) Intelligent Organizational Culture 2) Adhocracy Culture 3) Hierarchy Culture 4) Clan Culture.

Concepts and theories about innovation activities.

Innovation activities consist of three areas (Organization for Economic Cooperation and Development (OECD), 2018; EuroStat, 2013; Euskal Estatistika Erakundea, 2017) namely 1) research and development (R&D) comprises creative and systematic work undertaken to increase the knowledge base and invent new applications of existing knowledge; 2) design and engineering

activities (Design & Engineering) covers experimentation and creativity. It is an activity that may be closely related to research and development 3) Software and database development activities, including internal development and purchase of computer software. Program descriptions and support materials for both the system and the application software (including standard software packages custom software solutions and embedded software in the product or device) acquisition, internal development and analysis of computer databases and other computer data, including the compilation and analysis of data in proprietary computer databases and data obtained from publicly available reports or the Internet.

Knowledge management concepts and theories.

The four best components of Knowledge Management (KM) are People, Process, Content/IT, and Strategy. Regardless of industry, size or knowledge needs, organizations always want to lead and support knowledge sharing. Need a process to manage and measure knowledge flow. They need knowledgeable content and information technology tools that can connect the right people to the right content at the right time and ultimately requires a clear and documented strategy to apply knowledge management to the most pressing and critical needs of the business. (KPMG, 2022; Anand and Saraswati, 2014; Ramli, 2013; Sahoo, 2019) include 1) People as the most important element, 2) Information Technology (IT), 3) APQC (American Productivity and Quality Center) processes. 4) The knowledge management strategy shows the relationship between tacit knowledge and explicit knowledge in the organization.

Concepts and theories about innovation capability.

Innovation capacity consists of six areas (Anand & Saraswati, 2014; Wutthirong, 2014; Boonthong, 2018), namely 1) Personnel Management 2) Innovation Management 3) Leadership 4) Strategy Be an innovative organization 5) Organizational structure 6) Creativity management (Piteira, 2013).

Concepts and theories about innovation capability

There have been studies on innovation capabilities that affect innovation implementation, such as the research of Razul Ikmal Ramli et al. (2017) who studied factors influencing government innovation performance in Malaysia: The structural equation model approach found that innovation performance was influenced by innovation capability and in accordance with the research of Serrat (2012) was found that innovation ability factor. This combined with innovation activity factors, will affect innovation performance. The factor of innovation competence consists of 1) Leadership such as vision and spirit of top executives. 2) Innovation management, such as

innovation objectives linked to performance priorities investment concentration Innovation Governance professional involvement and risk management 3) Strategies such as data management Links, incentives, activities, information and communication technology infrastructure and access to support and skills 4) personnel management 5) organizational structure and 6) creative management.

Concepts and theories about service innovation performance

Evaluation is an important step in the project management process which after going through the planning process implementation of the plan and evaluation It is an important tool to measure the success of performance (Chansorn & Phatranarakul, 2009) which the Office of the Civil Service Commission (2010) has a performance management system. It is a systematic process namely (1) goal achievement, (2) operator participation, (3) performance within the budget framework, and (4) standardization of work. Vignieri (2018) has set important objectives. In implementing a performance management system is the involvement of the operator and having standards for work as well as efficient use of resources both financially and timely.
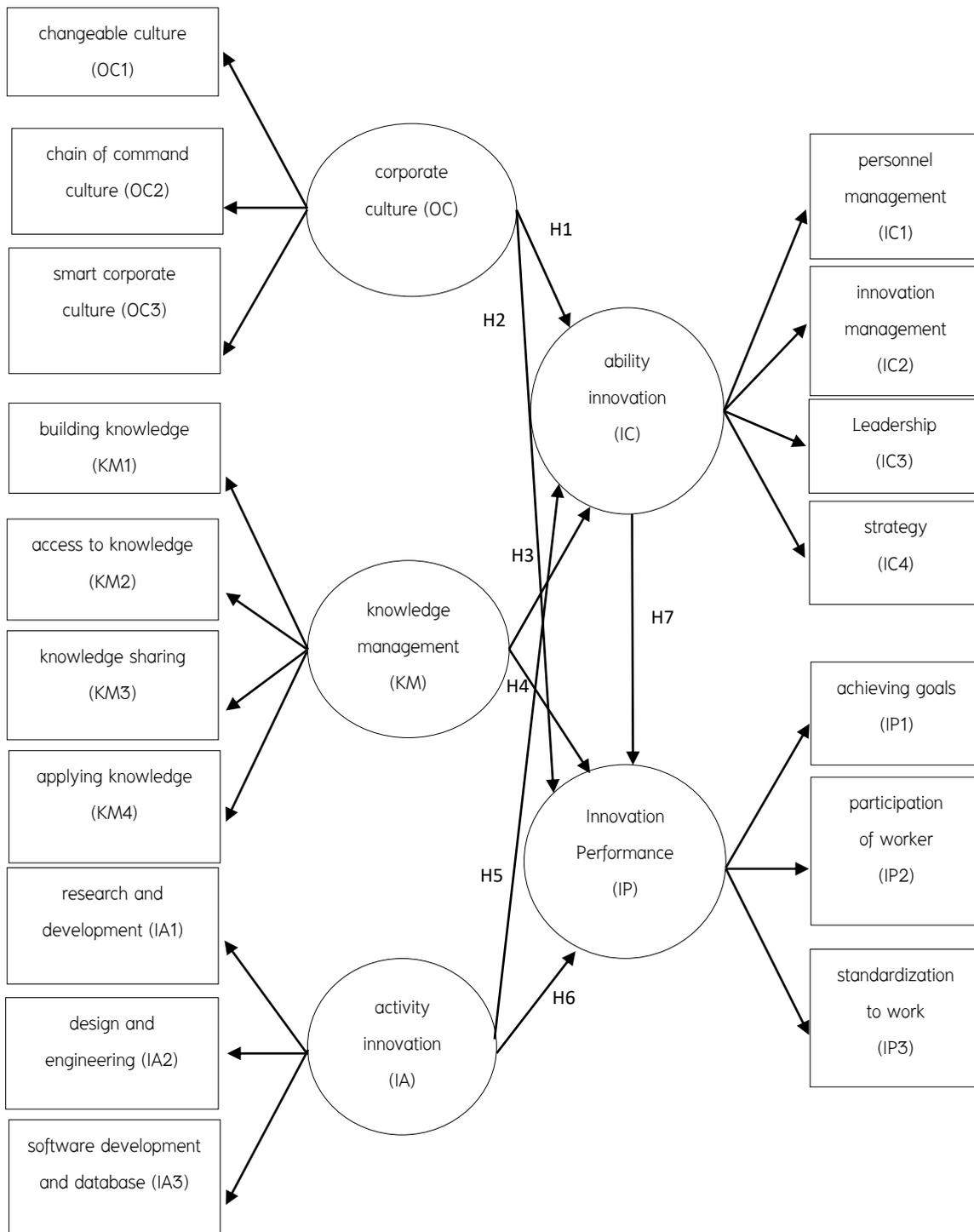
Conceptual Framework for research

Figure 1. Conceptual framework for research

Research methodology

The researcher starts from studying and reviewing relevant documents and research to collect elements and variables that will be used in the research. The researcher started by studying primary data that are secondary data such as thesis database. Full research of Thai universities Including relevant articles and research both domestically and internationally. News and media electronic media used to filter concepts, theories, and apply the knowledge that has been grouped into variables Until becoming a factor influencing the performance of service innovation of the Ministry of Interior and create a framework for research concepts and create tools used in research, namely questionnaire with estimating scale characteristics Once the tools have been created, they will be consulted with the dissertation advisors to verify their accuracy. And deliver to experts to verify the content validity (Content Validity) to check the consistency of the questionnaire with the definition of terminology by calculating the IOC value, which must have a value of 0.60 or more after that, the questionnaire was examined by a qualified person to try it on a group similar to the sample but not the sample group, 30 people to check the quality of each item of the questionnaire. and find the confidence value (Reliability) of the questionnaire using Cronbach's Alpha Coefficient method (Cronbach's Alpha Coefficient) to achieve accuracy and reliability for the confidence of the questionnaire within the criteria The acceptable confidence value is the alpha coefficient (α) must have an alpha (α) value not lower than 0.70 to be considered a reliable questionnaire. Then a complete questionnaire was prepared. and used to collect data from the samples for confirmatory component analysis. (Confirmatory Factor Analysis) and Structural Equation Model analysis. and publish research results and preparing a dissertation book

Research results

Research Questions and Research Objectives No. 1

The results of the research question and research objective No. 1 were to study the influence on service innovation performance of the Ministry of Interior from organizational culture variables innovation activities knowledge management and innovation capability. From the results of the development of the structural equation model of innovation performance of the Ministry of Interior It was found that the innovation activity variable (IA) most affected the innovation operation of the

Ministry of Interior, followed by organizational culture variable (OC), innovation capability variable (IC), and knowledge management variable (KM).
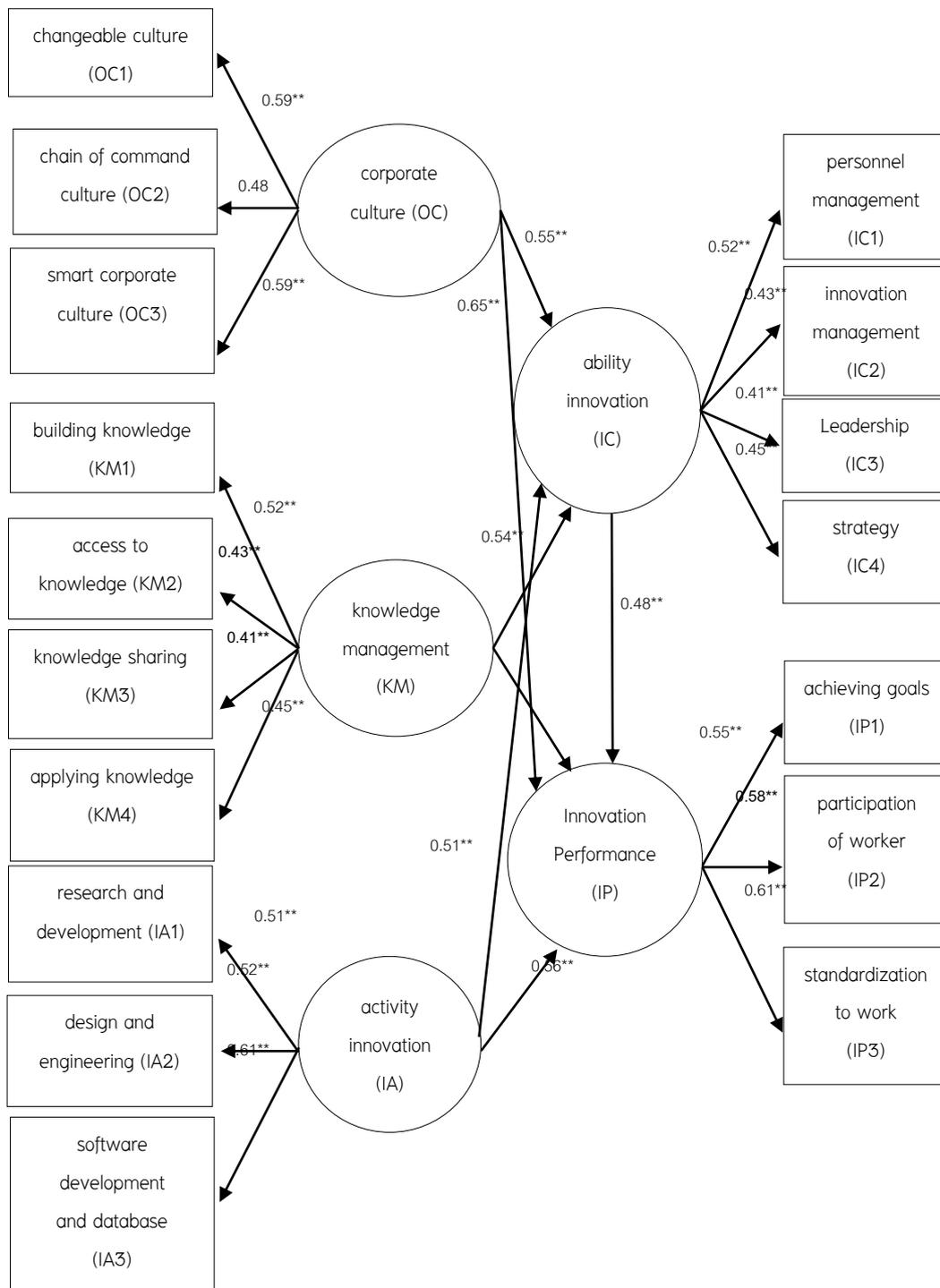

Figure 2. Verification of the validity of the performance structural equation model

1) Organizational culture directly influenced innovation capability (p<.01) and organizational culture directly influenced innovation performance of the Ministry of Interior through innovation capacity variables (p<.01).

2) Knowledge management directly influenced innovation capability (p<.01) and knowledge management directly influenced innovation performance of the Ministry of Interior through innovation capacity variables (p<.01).

3) Innovation activities directly influenced innovation capability of government agencies in Thailand (p<.01), and innovation activities directly influenced innovation performance of the Ministry of Interior through innovation capacity variables (p<.01).

4) Innovation capability directly influenced the innovation performance of the Ministry of Interior (p<.01).

Research Questions and Research Objectives Part 2

The results of the research question and the second research objective were to apply the study results according to item to develop a linear structural equation model of organizational culture influence innovation activities knowledge management and innovation capability on service innovation performance of the Ministry of Interior It was found that the structural equation model of service innovation performance of the Ministry of Interior was consistent with the theory. The observed variable had a component weight between 0.25 – 0.46 and a precision value of a latent variable between 0.25 – 0.37 and 3) structural equation analysis (Chi – Square = 95.326, df = 91, p = 0.00., X2/df= 2.33, RMSER= 0.00, RMR= 0.04, GIF=0.92, AGIF=0.84)

Discussion

From the test results of research hypothesis consistency between variables. It was found that there was a consensus of the research hypotheses between the 7 variables as follows

Hypothesis 1 Organizational culture has a direct influence on the innovation capabilities of government agencies in Thailand. The study found that Organizational culture has a direct influence on innovation capability (p<.01), which is consistent with Hypothesis 1 and Humphrey's research (2021), It was found that corporate culture directly influenced the innovation capability of government agencies in the Taoyuan area. Consistent with the research of Yeşil and Kaya (2012) It was found that the transformational culture and innovation capacity have significant correlation and it is also consistent with research by Azmia and Suradi (2019) found that organizational culture has a direct influence on innovation capability.

Hypothesis 2 Organizational culture influences the innovation performance of government agencies in Thailand. Thailand through the variables of innovation capability. The study found that Organizational culture has a direct influence on innovation capacity (p<.01), which is consistent with Hypothesis 2 and the research of Naranjo – Valencia et al. (2015) Organizational culture was found to positively influence organizational innovation performance through organizational innovation and consistent with research by Azmia and Suradi (2019), it was found that organizational culture positively influences organizational innovation performance through organizational innovation capability.

Hypothesis 3: Knowledge management has a direct influence on the innovation capacity of government agencies in Thailand. The study found that Knowledge management has a direct influence on innovation ability (p<.01), which is consistent with Hypothesis 3 and is consistent with the research of Anand & Saraswati (2014). Innovation of government agencies and consistent with Asgarian and McClure research (2012), It was found that knowledge management can improve innovation capacity in terms of organizational structure, authority, and change in management innovation.

Hypothesis 4 Knowledge management influences innovation performance of government agencies in Thailand. Innovation capacity variables the study found that Knowledge management has a direct influence on innovation capability (p<.01), which is consistent with Hypothesis 4 and Thipawan's research. Handsome Lorsuwannarat (2009) Knowledge management was found to have a direct influence on organizational innovation capability and in accordance with the research of Kammani and Date (2009) found that knowledge management in government agencies. It will result in efficient public sector innovation performance.

Hypothesis 5: Innovation activities have a direct influence on the innovation capabilities of government agencies in Thailand. The study found that Innovation activities have a direct influence on innovation capability (p<.01), which is consistent with hypothesis 5 and is consistent with the research of Euskal Estatistika Erakundea (2017), which found that innovation activities influence organizational innovation capabilities and in accordance with the research of Kim et al. (2020) found that innovation activities influence the innovation capability of the organization and in accordance with the research of Kim et al. (2020). It was found that innovation capability and innovation activities were significantly correlated and also in line with research by Serrat (2012). It was found that innovation activities consisted of 4 generation of new ideas, idea selection, putting ideas into practice idea spread. It is related to the ability to perform tasks.

Hypothesis 6 Innovation Activities Influencing the innovation performance of government agencies in Thailand. Through innovation capacity variables. The study found that Innovation activity has a direct influence on innovation capacity (p<.01), which is consistent with Hypothesis 6 and Sahoo research (2019). It was found that innovation activities had a positive influence on the organization's innovation performance and in accordance with the research of Serrat (2012) It was found that innovation activities consisted of 4 Generation of new ideas, selection of ideas putting ideas into practice idea spread which in relation to the ability to operate. It can affect the performance of government innovation.

Hypothesis 7: Innovation capability has a direct influence on the innovation performance of government agencies in Thailand. The study found that Innovation capability has a direct influence on innovation performance (p<.01), which is consistent with Hypothesis 7 and the research of Boonthong (2018). It was found that innovation capability directly influenced innovation performance. Consistent with Asgarian and McClure research (2012). It was found that innovation capability can improve innovation performance in terms of goal achievement. Worker participation and having a standard in operation. This is also consistent with Hassan, Bashir and Abbas (2017) research showing that innovation capability has a positive effect on company performance and help promote innovation activities as well.

Knowledge from research

The results of this study Got new academic findings from this research. are as follows

1) Relationship of organizational culture variables knowledge management innovation activities innovation ability and innovation performance at 46 percent (p<0.01). These findings can be used for academic development, such as developing various government agencies into organizations that focus on change and development. Focus on creating creativity by allowing personnel to have the freedom to make decisions to focus on adaptation in the work process. Including the development of the organization to have an intelligent corporate culture by focusing on working without borders in internal communication channels by using the ICT system, which is consistent with the research of Top (2020) that found that intelligent organizations should have a strategic plan knowledge management and the plan was implemented seriously. There are tools that help to create powerful learning. There is a knowledge recording system in the organization and Robbins Research (2016) found that having a good leader and having leadership that can make everyone a leader. Bring change where you are responsible find new ways to innovate

Create change with colleagues. CQI (Continuous Quality Improvement) is done jointly create organizational knowledge from personal knowledge Manage the relationship between people, intelligent enterprises are born from the relationship between people. Because the relationship between people will make the organization more powerful and Daniel's research (2017) found that the development of basic skills of personnel to have skills at the level of thinking and value. It is practice, thinking, exchanging knowledge. The most important skill is listening skill. Skills in understanding one's own and others' mental models. It is the development of an organization with Talent Management for people to work as small leaders who dare to think about changing their ways of working all the time. There is a talent management system intellectual property management at its heart is the acquisition of resources, that is, intellectual resources. Intellectual Capital (IC) is tangible and intangible.

2) From the research results, it was found that the innovation activity variable had the total influence on service innovation performance of the Ministry of Interior equal to 0.56, which had the greatest total influence and the innovation activity variable also had a direct influence on innovation capability with an effect size of 0.52. Consistent with research by Sahoo (2019) that studied innovation in government agencies, found that innovation activity factors will affect innovation performance. It said that the innovation activity factors consisted of research and development Concept novelty and sourcing (frontline workers, consumers, senior management, research, competitors, sector scans, partners/collaborators in delivery, suppliers, intermediaries) 2) design and engineering activities innovative design Choosing the best ideas resource allocation (skills and investments) concept development as a multidisciplinary team and pilot/test activities. 3) Software and database development Internal development and purchase of computer software Program descriptions and support materials for both the system and the application software. and concluded that innovation activities and innovation capability affects the innovation performance of the government sector in Malaysia. From new academic findings from research the researcher can write diagram 5.1 which can be summarized as follows.
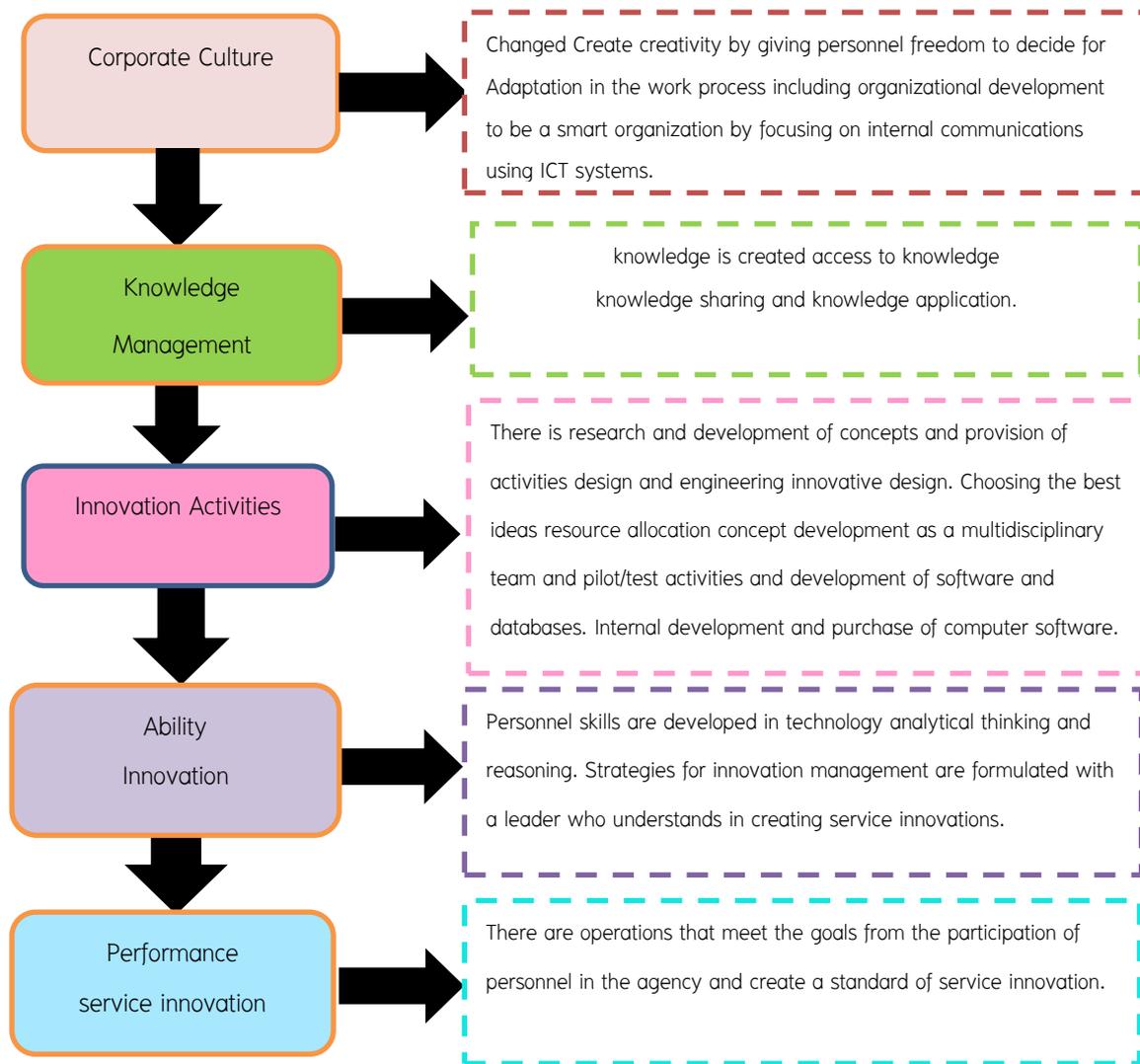
Figure 3. Findings of the performance structural equation model Innovation of the Ministry of the Interior

Conclusion

In analyzing the data of this study a total of 340 questionnaires were returned, representing 100%, which was a suitable sample size for structural equation analysis and check the correctness Data Precision. The details can be shown as follows 1) The discriminant power and the reliability of each group of variables were used by Cronbach's Alpha 2) The basic statistics showed the general characteristics of the samples 3) The basic statistics of the variables were mean, standard deviation, skewness and kurtosis. 4) Correlation between observed variables 5) Phase 1 Confirmatory Component Analysis (First – order CFA) including the testing of tools used in the study by elemental analysis (Factor Analysis) to bring variables with a weight greater than 0.5 into the step Factor Model by presenting the analysis results with statistical values that show the

accuracy which can be used for consideration as follows Regression Weighs (Factor Loading), Squared Multiple Correlations or R2 , Chi – Square, Degree of Freedom, X2/df, GFI, AFGI, RMR and RMSEA and 6) hypothesis testing results.

This study found Phase 1 Confirmatory Component Analysis (First – order CFA) In the AMOS program, when the data has been analyzed in the First – order CFA analysis process already. The researcher must adjust the variables in the model to make Model Fit by the following methods: 1) Consider the value Modification Indices (MI) in the AMOS program if the correlation between 2 observed variables has a high MI value, then the pairs of variables are correlated. The correlation arrows must be connected by considering the highest MI value first and modify the model until the program does not report any further problems 2) consider the Standardized Residual Covariance in AMOS program, if the value is between –2 to 2, which variable should be excluded from the analysis because there is a problem in the analysis overview; and 3) consider the value Regression Weights Combined with the MI method and Standardized Residual Covariance in the AMOS program.

In the next part, all variables were subjected to confirmatory factor analysis (CFA Measurement Model) with AMOS program to get accurate research tools for structural equation analysis. The study found that 1) Organizational culture level knowledge management innovation activities all aspects of innovation ability are at the highest level 2) The model of measuring variables is consistent with theory. The observed variables had component weights between 0.25 – 0.46 and the reliability of latent variables were between 0.25 – 0.37 and 3) structural equation analysis (Chi – Square = 95.326, df = 9, p=0.00, X2/df= 2.33, RMSER= 0.00, RMR= 0.04, GIF=0.92, AGIF=0.84)

Suggestion

It was founded that Organizational culture level knowledge management innovation activities all aspects of innovation ability are at the highest level and the model of measuring variables is consistent with theory.

1) Organizational culture The Ministry of Interior should have a policy to develop the organization to be a smart organization. Emphasize development and communication with ICT system and encourage personnel to be free to express their opinions in order to always develop the organization.

2) Knowledge management ministry of interior the organization should be established as a community of knowledge sharing community. There are always activities to create and share knowledge to encourage personnel jointly create new knowledge in service innovation and brought to share exchange with other personnel to contribute to the development of innovative services for the Ministry of Interior.

3) In terms of innovation activities. The Ministry of Interior should promote research and development in service innovation. The creation of applications or the use of various technologies in public services. Including should promote activities in engineering technology and the preparation of various databases and software programs.

4) In terms of innovation capability. The Ministry of Interior should provide strategic management for innovation management.

References

Anand, P., & Saraswati, A. K. (2014). Innovative Leadership: A Paradigm in Modern HR Practices. *Global Journal of Finance and Management, 6,* 497–502. http://ripublication.com/gjfm–spl/gjfmv6n6_02.pdf

Asgarian, A., & McClure, G. (2012). *Impact of seismic retrofit and presence of terra cotta masonry walls on the dynamic properties of a hospital building in Montreal, Canada*(Master of Engineering). Department of Civil Engineering and Applied Mechanics, McGill University.

Azmi, K.R. (2019). *The Hoping Thinking Skill Model for Parents in Islamic Counseling Through Experiential Learning to Improve Children's Optimistic Attitude. Konseling Religi: Jurnal Bimbingan dan Konseling Islam, 10*(1), 156. DOI:10.21043/kr.v10i1.5591

Boonthong, P. (2018). The Sanggha Administration of the Sanggha in Southern Thailand. *Journal of MCU Nakhondhat, 5*(1), 30–44. Retrieved from https://so03.tci–thaijo.org /index.php /JMND/article/view/153391

Chansorn, W., & Phatranarakun, P. (2009). *Evaluation in an open system*. (11th ed.). Bangkok: National Institute of Development Administration.

Daniel, V.M., de Lima, M.P., & Dambros, A. (2017). Innovation capabilities in services: A multi–cases approach. *Academia Revista Latinoamericana de Administración, 30*(4), 490–507. DOI:10.1108/ARLA–06–2016–0161

Euskal Estatistika Erakundea. (2017). *Metodo Bayestarrak Estatistika Ofialean 2017*. Instituto Vasco de Estadística.

Hassan, M. M., Bashir, S., & Abbas, S. M. (2017). The Impact of Project Managers' Personality on Project Success in NGOs: The Mediating Role of Transformational Leadership. *Project Management Journal, 48,* 74–87. https://doi.org/10.1177/875697281704800206

Humphrey, C. (2021). *New shareholders for multilateral development banks: a viable approach to increase development finance?.* ODI Emerging Analysis. Retrieved from https://odi.org/en/publications/new-shareholders-for-multilateral-banks-a-viable-approach-to-increase-development-finance/

Kammani, A., & Date, H. (2009). Public sector knowledge management: A generic framework. *Public Sector ICT Management Review, 3*(1), 1–14.

Kim, D.H., Lee, J., Kim, J., & Yoo, S. (2020). The meaning of neighborhood and perceived healthy lifestyle of young single-person households experiencing housing poverty. *Korean Journal of Health Education and Promotion, 39*(5), 1–13. DOI: https://doi.org/10.14367/kjhep.2022.39.5.1

Lorsuwannarat, T. (2009). *Organization of knowledge: from idea to practice.* Bangkok: Sat Four Printing.

Malee, S. (2007). Knowledge Management: Innovation and Human Resource Management. *Civil Service e-Journal, 53*(4), 40–45.

Naranjo-Valencia, J.C., Jiménez-Jiménez, D., Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología, 48*(1), 30–41. https://doi.org/10.1016/j.rlp.2015.09.009

Niyomves, B., Songsraboon, R., Thongtao, J., Chaijariyavet, S., & Opaspong, P. (2022). Service Innovation Affecting the Success of Using the Food Ordering Application During the COVID-19 Pandemic. *Interdisciplinary Academic and Research Journal, 2*(4), 433–446. https://doi.org/10.14456/iarj.2022.68

Piteira, M. (2013). "Professions in a changing world: The role of creativity." In *International Sociological Association. ISA RC52 Interim Conference*, Technical University of Lisbon, Protugal, 28–30.

Ramli. (2013). The Influence of School Culture on Productive Competencies of Students in West Sumatra State Vocational Schools. *UNY: Journal of Educational Horizon Th, XXXII*(2), 307–314.

Razul Ikmal Ramli., Norihan A. Hassan., Aini Suzana Arifin., & Aini Suzana Arifin. (2017). Factors Influencing Public Sector Innovation Performance in Malaysia: Structural Equation Modelling Approach. *International Journal of Academic Research in Business and Social Sciences, 7*(2), 629–645.

Robbins, B.G. (2016). What is Trust? A Multidisciplinary Review, Critique, and Synthesis. *Sociology Compass, 10,* 972– 986. DOI:10.1111/soc4.12391

Sahoo, S. (2019). *Quality management, innovation capability and firm performance: Empirical insights from Indian manufacturing SMEs. The TQM Journal, 31*(6), 1003–1027. https://doi.org/10.1108/TQM–04–2019–0092

Serrat, J.M.B. (2012). The role of the DCFR in travel contracts: toward an optional instrument? *Journal of European Consumer and Market Law, 2,* 95–103.

Shahzad, F., Xiu, G.Y., & Shahbaz, M. (2017). Organizational Culture and Innovation Performance in Pakistan's Software Industry. *Technology in Society, 51,* 66–73. https://doi.org/10.1016/j.techsoc.2017.08.002

Teerawattanakul, P., & Rattanarumitsorn, T. (2019, February 27). *"Government Innovation": Flipping levers Makeover Thailand.* Bangkokbiznews. Retrieved from https://www.bangkokbiznews.com/blogs/columnist/121579

Wutthirong, P. (2014). *Innovation Management: Resources, Organization of Learning and Innovation.* Bangkok: Chulalongkorn University Press.

Yeşil, S., & Kaya, A. (2012). The Effect of Organizational Culture on Firm Financial Performance: Evidence from a Developing Country. *Procedia–Social and Behavioral Sciences, 81*(28), 428–437. http://dx.doi.org/10.1016/j.sbspro.2013.06.455

Zaied, A. (2012). An Integrated Knowledge Management Capabilities Framework for Assessing Organizational Performance. *International Journal of Information Technology and Computer Science, 4,* 1–10. http://dx.doi.org/10.5815/ijitcs.2012.02.01