

กิตติกรรมประกาศ

โครงการวิจัยนี้ใคร่ขอขอบคุณฝ่ายวิชาการ สำนักงานกองทุนสนับสนุนการวิจัย และมหาวิทยาลัยขอนแก่นที่ให้การสนับสนุนทุนวิจัย และบุคลากรช่วยเหลือการดำเนินโครงการวิจัยนี้เป็นอย่างดีและต่อเนื่อง จนทำให้โครงการวิจัยนี้บรรลุวัตถุประสงค์ตามที่กำหนดไว้ทุกประการ และสามารถนำเอาผลการวิจัยไปใช้ประโยชน์ในการตีพิมพ์ในวารสารวิชาการระดับนานาชาติที่มีคุณภาพสูง ตลอดจนนำไปใช้ในการนำเสนอผลงานในการประชุมวิชาการระดับนานาชาติได้ตามที่กำหนด

ผู้วิจัยขอขอบคุณนายกเทศมนตรี ข้าราชการและเจ้าหน้าที่ของเทศบาลนครขอนแก่น เทศบาลเมืองยโสธร และเทศบาลตำบลเปือย จังหวัดอำนาจเจริญที่ได้ให้ความร่วมมือเป็นอย่างดียิ่งในการให้ข้อมูลที่เป็นประโยชน์ต่อการนำมาศึกษาเพื่อการพัฒนากระบวนการใช้งาน Social Media ขององค์กรปกครองส่วนท้องถิ่น

ผู้วิจัยขอขอบคุณ Mr. Gang Yoto นายกเทศมนตรี รวมถึงคณะข้าราชการและเจ้าหน้าที่ของ Bojonogoro Regency จังหวัดชาวตะวันออก ประเทศอินโดนีเซีย ที่ให้ความอนุเคราะห์ข้อมูลเกี่ยวกับการใช้งาน Social Media และการส่งเสริมการมีส่วนร่วมของประชาชน ซึ่งนับว่ามีประโยชน์อย่างยิ่งต่อการนำมาพัฒนาผลงานวิจัยให้มีความสมบูรณ์มากขึ้น

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ผู้วิจัยขอขอบคุณคณาจารย์ประจำกลุ่มวิชารัฐประศาสนศาสตร์ และคณะเจ้าหน้าที่ของคณะมนุษยศาสตร์และสังคมศาสตร์ทุกท่าน รวมถึงนางสาวอัญชญา แสงแก้ว ผู้ช่วยวิจัยที่ช่วยเหลือสนับสนุนผู้วิจัยในทุกๆ ด้าน ซึ่งมีส่วนสำคัญมากที่ทำให้การดำเนินโครงการวิจัยมีความสะดวกราบรื่น

สุดท้ายนี้ ผู้วิจัยขอกราบขอบพระคุณคุณแม่ และขอขอบใจน้องชายของผู้วิจัยที่เป็นผู้เสียสละอย่างสูงในการผลักดันให้ผู้วิจัยสามารถดำเนินโครงการวิจัยนี้ จนทำให้สามารถดำเนินโครงการนี้จนประสบความสำเร็จจุล่งไปได้ด้วยดีในที่สุด

ขอแสดงความนับถือ

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หัวหน้าโครงการวิจัย

Abstract

Project Code : RSA6080081

Project Title : Social Media Using for Citizen Engagement and Local Governance Development

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The objectives are to study situations and contributions of social media using in local government administrations including the appropriated approaches for promoting social media using to develop citizen engagement and local governance. The qualitative research methodology will be applied. The results indicate that although social media use can be applied through various formats, they can generally only facilitate communication activities. There are no obvious activities to promote interaction and engagement. There are 5 factors can be Several limitations. Those are involved regulations, organizations, acceptance of personnel, confidence, and also include the cost of social media for people. An 'easy-to-use' approach is the required solution in the context of government officials and the people. Guidelines for the development of social media use must be a feature of the use that is consistent with the four important principles that is can be shared (S), easy to use (Open), appropriate for the area (Uniqueness), enhancing working partnerships (Partnership), also known as SOUP model.

This study proposes that the research and Development (R&D) should be applied in order to find the format and method of using Social Media that is suitable for the use in the management of complaints and promotion of citizen engagement in policies making of local government. The researcher should apply this model to create the application and operating system. This will increase the knowledge of the application of digital technology in public administration which will lead to the use of the paradigm shift and the development of knowledge in this field in the future.

Keywords : Social Media; Local Governance; Citizen Engagement;

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วัตถุประสงค์ของการศึกษานี้คือ เพื่อศึกษาถึงสถานการณ์การใช้งาน ประโยชน์ที่เกิดขึ้นจากการใช้ และปัจจัยที่เป็นอุปสรรคต่อการใช้งานโซเชียลมีเดียขององค์กรปกครองส่วนท้องถิ่น นอกจากนี้ยังต้องการศึกษาถึงแนวทางที่เหมาะสมที่สุดในการสนับสนุนการใช้งานโซเชียลมีเดียเพื่อส่งเสริมการเข้าร่วมรับผิชอบของพลเมือง และการบริหารการปกครองท้องถิ่น โดยใช้ระเบียบวิธีวิจัยเชิงคุณภาพในการดำเนินการวิจัย จากการศึกษาพบว่า ถึงแม้้องค์กรปกครองส่วนท้องถิ่นจะมีการใช้โซเชียลมีเดียอย่างแพร่หลายก็ตาม แต่ก็ยังเป็นเพียงเครื่องมือสนับสนุนการติดต่อสื่อสารกับประชาชนในพื้นที่ขององค์กรปกครองส่วนท้องถิ่นแต่เพียงอย่างเดียว ไม่ได้ถูกใช้เพื่อสร้างปฏิสัมพันธ์ระหว่างกันและไม่ได้ถูกใช้เพื่อส่งเสริมให้ประชาชนได้เข้าร่วมรับผิชอบในการบริหารงานแต่อย่างใด โดยพบว่ามีข้อจำกัดในการใช้งาน 5 ประการ ได้แก่ กฎระเบียบที่เกี่ยวข้อง โครงสร้างการบริหารงานภายในองค์กร การยอมรับการใช้งานของบุคลากร ความเชื่อมั่นในผลของการใช้งาน และต้นทุนค่าใช้จ่ายในการงานโซเชียลมีเดีย การศึกษานี้เสนอว่า การพัฒนาการใช้งานโซเชียลมีเดียจะต้องอยู่บนแนวทางการ “ใช้งานได้ง่าย” (easy-to-use) สำหรับทั้งเจ้าหน้าที่ขององค์กรปกครองส่วนท้องถิ่นและประชาชน การศึกษาเสนอว่า การพัฒนาตามแนวทางดังกล่าวจะประกอบด้วยองค์ประกอบสำคัญ 4 ประการคือ ต้องสามารถใช้ในการแบ่งปันข้อมูลข่าวสารได้ง่าย(Sharing: S) ต้องทำให้ง่ายต่อการใช้งาน (Open: O) ต้องสามารถปรับใช้ได้อย่างเหมาะสมกับสภาพการทำงาน (Uniqueness: U) และต้องสามารถใช้เสริมสร้างความเป็นหุ้นส่วนในการทำงานร่วมกันได้ (Partnership: P) ซึ่งอาจจะเรียกแนวทางการพัฒนาตามองค์ประกอบดังกล่าวนี้ว่า SOUP model

การศึกษานี้เสนอว่า การวิจัยในระยะต่อไปควรจะเป็นการศึกษาในรูปแบบ “การวิจัยและพัฒนา” (R&D) โดยจะนำมาทดลองใช้ในกรณีของการจัดการกับเรื่องร้องเรียนที่มาจากประชาชน และการส่งเสริมการมีส่วนร่วมของประชาชนในการกำหนดนโยบายสาธารณะ โดยการศึกษาดังกล่าวจะนำเอาตัวแบบดังกล่าวมาพัฒนาต่อยอด โดยนำมาใช้เป็นกรอบแนวทางในการจัดทำเป็นแอปพลิเคชันและแนวทางการใช้งานระบบที่สนับสนุนการใช้งานแอปพลิเคชัน ซึ่งผลที่เกิดขึ้นจะก่อให้เกิดการเพิ่มพูนความรู้ทางด้านการประยุกต์ใช้เทคโนโลยีดิจิทัลในการบริหารงานภาครัฐ ซึ่งจะนำไปสู่การนำไปใช้ปรับเปลี่ยนกระบวนทัศน์และพัฒนาองค์ความรู้ของศาสตร์ทางด้านวิชาการทางด้านนี้ต่อไปในอนาคต

คำหลัก : โซเชียลมีเดีย; การเข้าร่วมรับผิชอบของพลเมือง; การบริหารการปกครองท้องถิ่น

Contents

Chapter	Content	Page
	ABSTRACT	I
	Table of Contents	II
	List of Table	IV
	Table of Figure	V
1	Introduction	
	Rational	1
	Research Objective	7
	Research Question	7
	Methodology	7
2	Literature Review	
	Concept of Social Media	11
	Beneficial of Social Media	15
	S-Government and Local Governance	17
	Social Media and Citizen Engagement	25
3	Situations of Social Media use for Citizen Engagement and Local Government Development	
	Part 1: Situations of Social Media use for Citizen Engagement and Local Government Development	30
	Part 2: Applying social media to public complaints management	45
	Part 3: Social media is used to promote public participation in policy making and the local development plan	54
4	The Effectiveness of Social Media Use for Citizen Engagement and Local Governance Development	
	Finding	59
	Discussion	69
5	Case study of using social media to develop management of local government organizations in foreign country	
	Introduction	74
	Overview	75
	Case study: Social application Media of Bojonogoro Regency	85

6 Conclusion, Discussion and Recommendation

Conclusion 114

Discussion 119

Recommendation 127

Reference 130

List of Table

No.	Table	Page
1	the area of study	8
2	Details of Key Informants	10
3	The benefits of social media to local governance development	15
4	Functions of social media use for local governance in practice	64
5	Limitations of social media use	68
6	The roles and responsibilities of various groups in using social media	105
7	The roles and responsibilities of various agencies in social media use	107
8	comparative data analysis between the use of social media and the SOUP principle	110
9	Comparison between concept of local governance and result of social media use	121

Table of Figure

No.	Figure	Page
1	Conceptual Framework	29
2	The real practice of social media use	63
3	Remarks for improving social media use	72
4	The location of the Bojonogoro Regency	75
5	The results of the administration of the municipality before applying the open management concept	76
6	The budget management of the municipality that has been revamped	77
7	The development plan of Bojonogoro Regency achieving the goal of open government	77
8	The concept of developing local governance in order to achieve the open management goals of Bojonogoro Regency	80
9	The way to bring information technology to support the open operation of the municipality	81
10	How to use information technology and social media to promote citizens engagement and the local governance of the municipality	82
11	Overview of the process of using municipal and social media technology	84
12	The structure of agencies within the municipality related to the use of LAPOR	90
13	Preview of the color bar displaying the situation of the progress of the solution	91
14	The LAPOR application operating system in handling public complaints	93
15	The operating system using LAPOR application	95
16	Examples of using LAPOR in the management of municipal complaints	96
17	Overview of the workflow of using LAPOR	98
18	The use of social media to develop the participation in local administration	101
19	The use of social media as a tool to create public partnerships in the administration of the municipality	102
20	A model to promote social media use for citizen engagement and local management development	104
21	Limitations of social media use	123
22	Model of the 'Missing Link' of social media use	126

The Missing Links of Social Media Use for Local Governance Development

Abstract: Social media use in local government administrations is increasingly being applied. There are many benefits of the use especially for local governance development. This research aims to clarify about the use of social media and the results. The main objective is to know about the impacts of social media use on local governance development. This study found that although social media use can well support management activities, but the local governance still has not been developed. This study found that there are 5 factors which would be the relatively missing links. These missing links have to be seriously concerned because they can prominently create limitations of social media use of local government.

Key Words: Social Media, Local Government, Digitalization, Local Governance, Digitalized Local Governance, Citizen Engagement, Area Based Development, Public Policy, Civil Society Organization, Sustainable Development.

Introduction

The notion of local governance can be regarded as an attempt to come to grips with the limitations of state-centered local management, and leads to a move away from statist perspectives which tend to concentrate on such factors as administration, management and even local government in its bureaucratic form. In other words, local governance includes not only the activities of governments but also the many other channels outside local government (Evertzen 2001; Ikeanyibe 2018).

As the important of local governance, there are several tools can be used for promotion. Social media is one of those tools that can be applied for empowering the process of local governance development (Arribas 2016). Theoretically, social media has decentralized communication by allowing each individual to be not only an information consumer but a producer as well. This process is a unique development in terms of information processing with regard to the history of communication and has incredible transformative impacts on public, private, and governmental processes (Gould 1989; Scott 2007; Graham, Avery & Park 2015). Its perspective promotes a vision of powerful government systems empowering citizens through an emphasis on traditional top-down governance relying on instrumental rationality and a minimization of differences. Local government's proclivity ensures that a humanistic perspective remains underutilized (Carpini & Cook et al. 2004).

The rationale for undertaking social media is based on the need for public sector organizations to understand the requirements, reasoning and preferences. Besides appealing to democratic principles, social media will fundamentally change the relationship between residents and government by putting power in the hands of citizens. Local government has been taken to task concerning bureaucratic and administrative practices that have defined the power dynamic between administrators and citizens (Jones, Hackney & Irani 2007; Albarran, 2013).

Social media provides a forum for exchange between residents and government, as well as between resident and resident. It can offer an understanding on both sides (Osmani & Weerakkody et al. 2014; Sinclair & Peirson-Smith et al. 2017). Social media provides a forum for exchange between residents and government, as well as between resident and resident. The use of a forum for discussion among citizen and local government can provide a locus for social change and a counter to hegemonic discourse that equates a lack of participation with an individual's apathy or uncaring and uninterested nature (Ellison & Hardey 2014).

Thus, Social media can include residents in governance decision making, planning for the future and other types of formal political bodies. Social media will be able to assess the degree to which those normally excluded from the political and governance process are included. This is the valuable benefit of social media in local governance development (OECD 2007).

As the productive tool for creating local governance of social media, this study would like to find out the impacts of social media use, which has been applying in local government of Thailand, in local governance development. This study would like to present about the impacts of social media use and recommendations for accumulating capacity of social media use for local governance development.

Theory

Social media has very benefits for local administration because that is easy use for every ones both officers in local government and people in communities to share knowledge about common interests. Everyone can use for offering and exchanging information or asking questions in various matters (O'Reilly 2007; Boyd 2012; Mergel & Bretschneider, 2013). It can allows users to communicate easily and broadly because it has a variety of forms of communication, which can support the general usages like exchanging or gathering ideas

together among partners for useful activities of local administrations (Bryer & Zavattaro 2011; Montalvo 2011; Chen & Xu et al. 2016).

Although the terms “social media” and “social networking” are often used interchangeably and have some overlaps, they are not really the same. Social media functions as a communication channel that delivers a message, which involves asking for something. Social networking is two-way and direct communication that includes sharing of information between several parties (Dabbagh & Kitsantas 2013). Their goal is to increase government's visibility by sharing data and insights into decision-making processes in order to become more transparent, to become more engaging and participatory by reaching previously underrepresented segments of the population, and to include all stakeholders in collaborative processes (O’Keeffe & Clarke-Pearson 2011; Janowski 2015; Gagliardi & Schina et al. 2017).

According to Coleman (2005), the purpose of using and the role of social media, it might able to be classified into 3 major areas: information function, communication function, and the function of the action. Using three criteria for analysis, classified by function of social media to local governance development such as the quality of the information, the efficiency of two-way communication and the facilities for citizen actions. The summarized details of these function as follows.

1. Information Function, social media is a continuous channel of information in an unlimited amount, as social media has more channels of communication. And they can be sent and shared at any time. The price is cheaper compared to other channels. Opportunities and equality in accessing information are more important. This is an important condition for a well-informed citizen for local governance (Dabbagh & Reo, 2011).

2. Communication function, the features of social media are: The interaction is fast response. It is a parallel communication network and is widely networked. This will facilitate

communication between the people and the local government. Or between people and local delegates are transparent. Both the government and the people can effectively communicate with the public at the same time as they can communicate with the public immediately. This is an easier and faster way of communicating with each other. Citizens will be able to interact in new ways with the local government, interest group and new ideas that happen in society. Social media helps to encourage participation, consultation and debate of citizens. In addition, participation in local decision making, online discussion allows people to express their opinions freely and sincerely. It is believed that the social media will become a new public sphere. Predicted local governance is emerged by the form of a new digital local government and digital citizens which citizens can participate in decision-makings through social media (Lee & Kwak 2012; Mergel 2016).

3. Action function, social media can encourages citizens to participate in more local government activities, such as e-voting, online publicity and online referendums, because social media is a low cost channel of operations compared to other approaches In addition, the social media can reduces the cost, space and time constraints to participate in the activities and gatherings of the people. Citizens can more access new social networks to join in. local administration. Communication and interaction through social media. It enhances the power of social networks and extends social networks to the wider community. Because social media is a powerful tool to mobilize citizen who are members of multiple networks to help bridge the gap between local government and people including social networks. This will create a stronger network of partnerships. Social media allow members to trust each other. (Mossberger, Wu & Crawford 2013; Lachlan et al. 2016).

All functions characteristics and benefits of social media can be summarized by the table 1

Table 1 the benefits of social media to local governance development

Functions of social media	Characteristics	Benefits to local governance development
1.Information Function	1.the quality of the information	1.access to sources of information
2. Communication function	2.the efficiency of two-way communication	2interaction with other actors
3. Action function	3.the facilities for citizen actions	3.create collective action

Method

The qualitative methodology would be applied since this research need to get the direct perspectives from someone who really continuously participate and have expertise in working in the local public administration for long time. This study would like to make confidence that all information would be validated and rightness and can be studied to respond to all research objectives very well and enough for explaining all expected results which this research need.

Data collection and analysis are interview and focus group. Key informants are selected from 3 selected local governments in 3 provinces which are the best practice in people participation promotion in the northeast of Thailand.

Key informants are representatives of executives and officers in local governments and leaders of civil society organizations (CSO) including other representatives of social media groups who have a great experiences in working in local administration.

There are 2 steps of data analysis. That is started from to know the situations of social media use in local administration of Thailand. The next one is the analysis for finding the success or failures of

social media use. This analysis would like to present how social media use can make changes of local government administrations and, compared by the concepts of local governance, whether those changes can promote local governance development and why?

The second step is an analysis presenting why the results of social media use are happened. This would like to identify issues which promote or obstruct that use for local governance development and to propose suggestions for applying or solving those ones.

Findings

1. Overview of social media use, the study found that every municipalities use social media as a tool for communication with the public. The most popular use of social media is application 'Line' and 'Facebook' is the second. However, these applications are used as a tool to work with people in the official and unofficial manner only. That means all groups are made by their members and municipalities themselves. They will use social media for personnel, group and organization purposes following the objectives of each ones. Almost of social media will be used by the members following missions of divisions. Some will be used on behalf of the municipalities. All works of social media groups will aim to support the goals of local government. All municipalities use the application to communicate and work with the people in 3 manners. Those are (1) as private working group (2) as Personal use (3) as organization use

2. Impact to administrations of municipalities

2.1 Easier updating news and information to public, after applying social media, municipalities can use these tools for creating communication networks to enhance the efficiency of their public works which target to improve their public services to the people. Social media can be used to increase the potential of municipalities to spread information of public services of the municipalities and, at the same time, they can increase opportunities of people to assess news and information about public works of the municipalities as well.

Thus, all of this can create efficiency of public relation activities of municipalities. Municipalities always use these tools with 3 main purposes;

- to serve as a channel for dissemination of the activities and performance of various municipalities
- to inform the public about the public services that the municipality will provide and
- to make appointments with people and to inform them how to prepare for participation in that activities or services.

However, mostly it is used in the form of one-way communication of the municipalities, i.e., the use for publicizing the activities and works of the municipalities. The majority of the municipalities' information can publicly be available. There are rarely have opportunities for people to comment or provide information on who they want to share about activities and works of municipalities. And the other benefit is social media can make more channels for receiving public complaints. It can help to open channels for people to contact the municipalities in the event of problems arising from the operations, e.g., damaged roads and waste management in the community.

2.2 Lack of motivating people participation, from the study found that, even social media will be able to support people participation quite well. But there are some cases show that social media use activities cannot make incentive for people participation, if municipalities do not concern about the process of using. There are several cases which can show about the negative effects of social media use of municipalities. One of these cases is the unfitted of official working hour of municipalities and some groups of people.

By concept, social media use is the communication and interaction in the online social network can be done at any time. But this study found that there is no full attentions of municipalities to response to the public opinion in order to create a network of

people. This study found that, because of the official office hours of municipalities, the municipalities always post or send information via social media to public in that time period. But, some groups of people cannot access or get those information because they have to work in the fields or out of offices e.g. farmers and laborers. They have no lifestyle and working time the same as company officer or businessmen or middle class people in the city. They often have not time to use social media when information is sent by municipalities. Sometimes, after work, they might use social media to follow those information. By this reason, these groups might miss some important information, which municipalities attain to deliver. This will make them loss chances to participate in public activities. When the missing like this often is happened, that will make these groups of people might be bored to follow information disseminated by municipalities. And they might be not to interest in using social media anymore. In this reason, the municipalities may be often lost communicate with people. This happening will lead to the failures of social media use for communication with some groups of people.

2.3 Create the other centralized hubs, the effectiveness of social media cannot be arisen. The study found that social although social media can help to communicate between the municipalities and people. And this use can rapidly increase interaction of people, especially complaints from the public. But in the meantime, later consequences of that interactions often may be delayed and cannot cope with complains of people as their expectations. This obstacle is due to 4 factors such as,

2.3.1 The regulations of the authorities that oversee the municipalities, which is some complains cannot be responded because in some duties, municipalities have to get approvals from these organizations beforehand. So, this can delay procedures of municipalities to deal with complains.

The other case is the participation in local development plan. This is because regulations of Thailand government that do not allow people to use social media as a way to send information as a feedback to the policies or the development plan. Because of the regulations, municipalities have to use data collected by the community meeting only for determining local development policies and plans. Information is submitted by people through social media is not allowed. Social media then cannot be supported. People cannot use these tool for directed sending their needs and problems including complains to the municipalities. This is a case that obstruct social media use for creating interaction, participation and engagement among parties and municipalities.

2.3.2 The implementation of external agencies which are directly responsible organizations of the cases, there are some cases that municipalities themselves have not direct responsibility to deal with. They need to refer the cases to other organizations which are in charge to deal with instead. It results in complex and complicated tasks. The municipalities need time and a lot of efforts in performing coordination because the complex procedures, along with some complaints, may not allow them to manage process of coordination easily. In some cases, this process spend a lot of time till those offices will accept and to deal with these ones.

2.3.3 Internal cooperation of municipalities, there are some complains management which the attitude of government officials is the big burden. Within internal structure of administration, the procedures, the rules, the relevant laws, the work and the management structure are divided into departments or agencies. There are so many in the daily routine already in each department. The communication system within the municipality is also a bureaucratic system. All of these have established the organization culture as ‘bureaucratization’. Almost officers have been instructed by this culture to think and practice as bureaucracy. They often do not want to change the working styles which have been settle

completely. They do not want to take responsibilities else out of their current duties. This attitude is the major burden for applying social media use of the municipalities because the more people interactions with municipalities the more tasks will be increase automatically. These tasks will increase the number of missions in charge of their work also. Because this ones will harm their attitude, the officers always, at the beginning, reject to cooperate. And this might lead to delaying of dealing with complains and failing other tasks created by interaction between municipalities and people for local developments.

2.3.4 Communication only to specific groups, missions, and individuals, because the municipalities have not used social media in the form of fully official, the municipalities are not able to use social media with people in the area thoroughly. Even though, social media is such a good way to communicate between people. But, with the limitation of using a social media applications such as Line, which allows only members within the group can communicate and interact each other, it is impossible for people who are not members of a particular Line groups can do any activities with the members of those. So, some people lack of opportunity to communicate and interact with the municipalities to express their complaints or show ideas that would be useful to local development and they are interested to participate. This limit of use then will not support management of the municipalities to create fully co-production for everyone who would like to willingly interactive engagement in local public service deliveries.

Discussion

1. Social media use for 'Local Government' not 'Local Governance', however, the use of all social media of municipalities is often intended only to disseminate information and to communicate with the public on the municipality's events. It is not used for co-productions anyway. This study found that social media is purposively used for one-way communication from the local governments to merely provide information to the public. The municipalities

always use in order to provide information, for example, laws, rules, regulations, budgets, services, and other relevant information. The objectives of this information are not to create engaging activities with the people. Its objective is just to update and share information between municipalities and people via social media. All uses of municipalities totally are not purposively to create the two-way communication between the government and the public. They do not want to draw public and business sectors to work together. They just want to provide input and feedback on issues that the government needs to acknowledge and respond (Norris, D.F. & Diana C. 2002)

The purpose is to publicize the agency only is not consistent the direction of using social media for local governance development. Even the municipalities would use social media in various applications. But, conversely, the use is benefit for the local government management since it can support public relation activities of municipalities only. It is still only possible to communicate with people. It is not mainly aim to support other activities which support interaction among municipalities and other parties at all. It still cannot be used to allow people to participate in the presentation of useful information for the policy setting, policy decision making or any local development plans (Yetano & Royo 2017).

In these manners, impact on the operations will not be to respond to the real concept of social media use. Since, the properties of social media are two-way communication as it should be the opportunity to strengthen communicate with the people and municipalities. But, from case studies, those agencies have provided another way to communicate together with people. In effect, the results became just communication which can support only information of the agencies is disseminated and receive feedback or complaints from the public. This may cause to become the only communication that the agency provides. The content may not meet the needs of the user actually (Norris & Reddick, 2013).

Theoretically, social media is constructed by concept of Web 2.0 technology (Chun, Shulman, Sandoval & Hovy 2010). The goal of this technology is that would like to improve working conditions among administrators and users. That aim to enhance interactive activities among those which will be benefits for anyone in using social media for creating more productive activities together. This technology aims to enhance roles of the both side equally through several methods. The both can send and share data and information including commend in order to create and disseminate knowledge to others and public. This concept would increase engagement among parties to co-produce anything that they prefer (Bonson & Torres et al. 2012; Ellison & Hardey 2014; Djerf-Pierre & Pierre 2016).

But when social media has been applied in local governments of this study. The results are almost different. The aims of use do not want to create consultations among municipalities and other parties. That do not want to make the spaces of negotiations with the public. People cannot use this tools to engage with municipalities. Actually, people can use social as a matter of negotiation with the local government to adopt the policy. All kinds of social media use of these case studies would not reach to the goal that is the co-decision making and co-production in local administration because the two-way communication between the state and the people is not truly happened (Eisenberg 2008; Olmsted 2013). All municipalities do not want to give effect to their decision-makings on the basis of the process. On-line activities which can make co-consultations via social media rarely be happened. These results happened as finding of this study therefor cannot originate the local governance development to be on. Because those cannot establish the active interactions among all parties and municipalities (Zhang & Han 2015; Grydehoj & Nurdin 2016). The conclusion of analysis is as table 2

Table 2 Comparison between concept of local governance and result of social media use

Functions of social media	Concepts of local governance	Real Results of the use
1.Information		
1.1 Objective	Sharing	Public relations about missions of offices
1.2 Method	Two-ways communication	One-way communication
1.3 Content	Exchange based	Office based
2.Interaction		
2.1 Information management	Feedback	Dissemination
2.2 Consultation	Co-production	Monopolized by office
2.3 Decision making	Decentralization	Centralization
3.Action		
3.1 Implementation	Co-production	Monopolized by office
3.2 Monitoring	Co-production	Monopolized by office
3.3 Evaluation	Co-production	Monopolized by office

The reasons why social media use of these case studies cannot allow local governance development can be analyzed from 3 sides involved in the process of social media use as follow.

From the municipalities' side, there are not change in working style. That is municipalities still have hold the organization culture as bureaucracy system. Practices of local officers still have been the same. And the operations and procedures also still have been unchanged because they have not determined alternatives of operation to support the uses. Social media is principally used by them for support communication and public relation of

municipalities. They have not full intention to use social media for raising to engagement of people and other sectors in their public administration.

From social media side, there a limit of making social networks. The limit is the 'One-To-One Connection Approach' (OTOCA). This mean the connection can be made between the same types of social media only, e.g. Facebook to Facebook or Line group. Municipalities and people can use social media to make contacts by this approach. There is a problem of 'accessibility of others'. That is both sides cannot use social media across the applications. For example, if people would like to contact municipalities via Facebook, they have to use Facebook too. Or, if they would like to contact via Line group, they have to use the same as Line group also. This is an important limit of use because all users cannot make contact by the different applications. It might be uncomfortable for users, especially people, to apply these ones.

From people's side, they do not want to use social media to make interactions with municipalities because of the boredom. These are impacts of some results such as methods of information dissemination approaches, the mismatch of working hours, delays in resolving complaints about public utilities and their information cannot be necessary for the determining public policy and local development plan of the municipalities. These results would make people not be interested in engaging with municipalities because they often think that waste the time and efforts (Welch, Hinnant & Moon 2005).

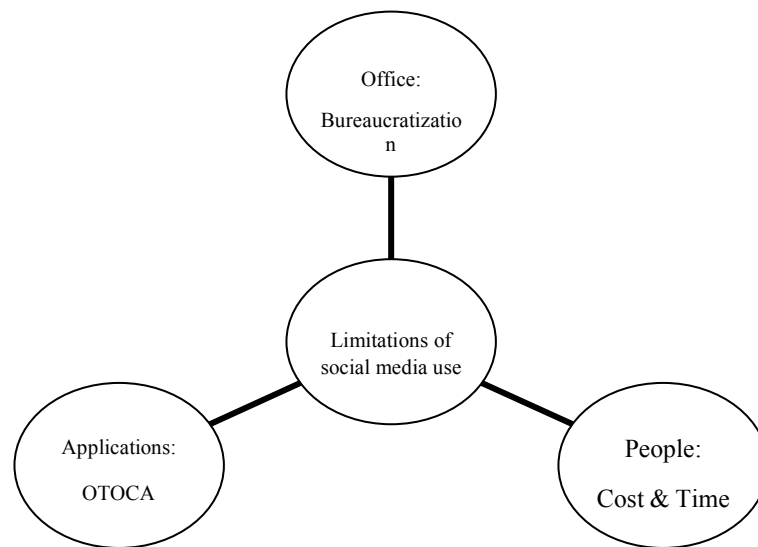
For examples, although it is easy to use, that is complaints can be submitted directly to the municipality and are more convenient when compared to complaints through other channels, such as using the website, telephone and self-filing. This is because it is possible to send information in various forms at the same time to operate through the social media channels only. There is no need to waste time gathering information in the form of a document or picture or tape recorder. They can send documents and evidences to the

municipalities immediately, which is more convenient than other communication channels. But as the study suggests, the delays in solving the complaints of the municipalities as results of internal factors and outside of the municipalities themselves have resulted in the people. They will have lessons and negative attitude to using social media because the delays makes people believe that these tools have not different from the former conventional tools.

The other example is, practically, listening to public opinions through the use of social media is another channel that people can do. However, people do not want to participate in municipalities due to their inattentive information. That means their information were not utilized in the local policies and planning or any development projects. The major obstacle is the rules of the relevant government, especially, the regulation of the Ministry of Interior of Thailand on the development plan of the local government organization has not allowed the use of data collection methods. These do not allow legitimate use of information that is submitted by people through social media applications. Although, these information may be necessary for formulation and implementation of public policy or the local development plans of the municipalities.

These analysis can indicates that all 3 sectors are the crucial burdens of social media use for local governance development. These burdens will not permit for every sector to co-develop the ‘public sphere of local administration’. Even though, municipalities will plentifully attempt to apply social media use to create that. If municipalities have full attention to mobilize social media use, they have to concern about these burdens.

Figure 1 the limitations of social media use



By conclusion, social media use of these municipalities cannot be the supportive tools of local administration to facilitate local governance development. The results have not been different between the use of social media and the use of traditional methods. From these cases, social media can just only be tools of local government development which mainly focus on improving some missions of municipalities. Since the both, municipalities and people including others, cannot use social media for conduct co-production that is the crucial principle of local governance at all. These are some difficulties in the development the use of social media to improve civic and public engagement with municipalities. These will lead local governance development to face significant barriers to achieve the goal.

2. The Missing Links of Social Media Use, from the analysis as above found that the results which are burdens of social media use of municipalities cannot be happened independently. They must have some causes which are the originate factors. These ones would be the ‘Missing Links’ that local governments, municipalities of this study, should be

concerned if they would like to promote social media use more success. This study will present these missing links are as follow.

2.1 Trust: Confidences, this factor is a missing link because it will be able to make a risk if the municipalities cannot well manage. The risk is that the lack of confident of local offices and people. The study indicate that because of the both cannot have confidences. From the officers' side, due to the very strong established bureaucratization, they are not sure that social media use will not disrupt their everyday working style and not increase missions. And from people's side, they are not sure that the social media can help them to get better responds from the municipalities. So, when all of them cannot be assure that the social media use will not harm their missions and works, social media use will have never been successfully implemented (Porumbescu 2017).

2.2 Regulations/Laws: Prohibitions, this factor is a crucial burden on implementation. Because they are the factor that can prohibit or facilitate social media use. That mean even municipalities will intend to make policy aiming to grate support this use and considerably try to implement but it is prohibited by the regulations as the results of this study (Mcnamara. 2011; Bertot, Jaeger & Hansen 2012). That is waste the time and efforts to push forward this policy anymore. This factor should be a remark which municipalities must have good managements before implement the social media use.

2.3 Cost of the use: Economic Impact, This factor is an indirect effect but it is an important one that can support or obstruct achievement of social media use. If the use will not make high cost of investment and operations of people, it would have more chances for acceptances (Park et al. 2015). This study show that the cost of operation will make people feel negative for using social media. This cost include money and time which are spent for use. If people think that use will increase their charges, they will simply reject this one. Since, comparatively, they can think there might be cheaper channels to contact with municipalities

than use social media. If municipalities firmly believe and would like to establish this use, they have to be concern about this factor.

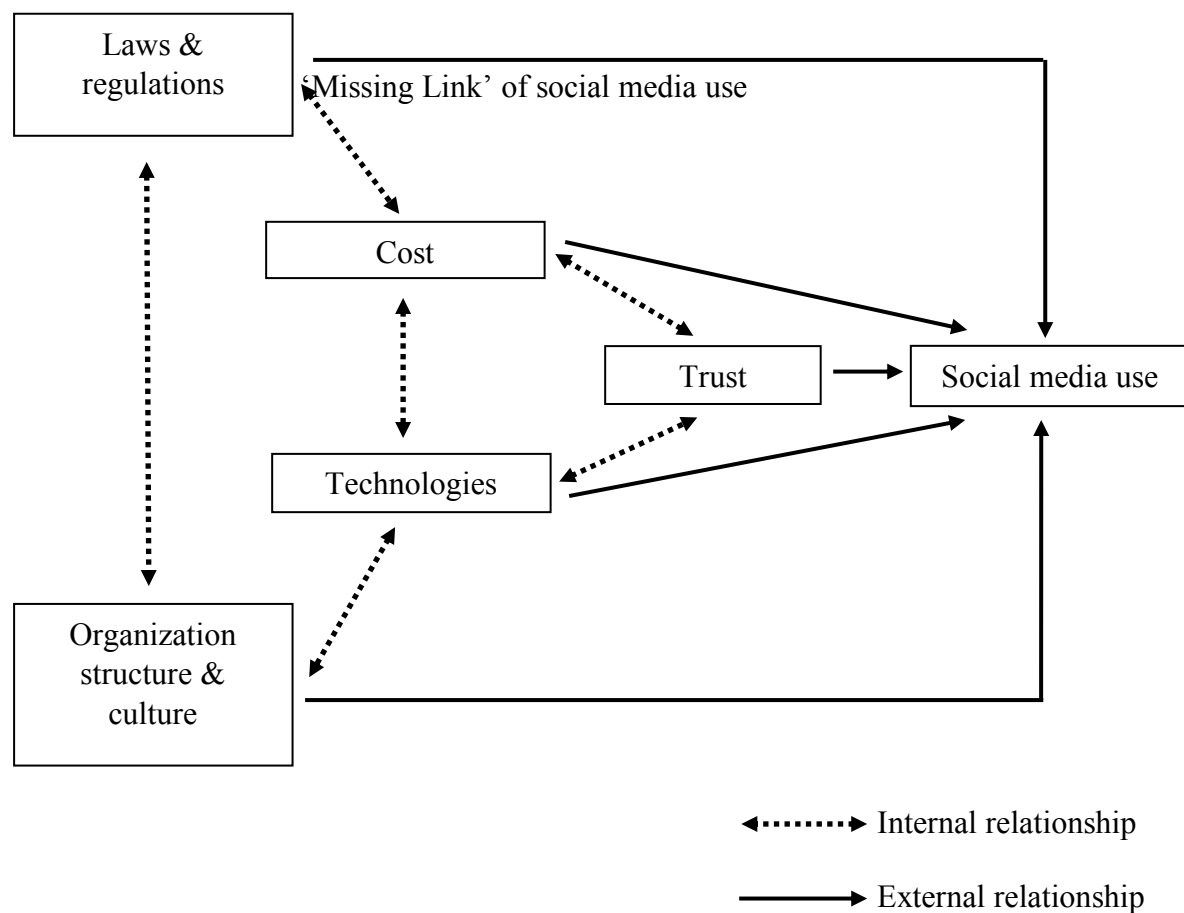
2.4 Inappropriate technology: Accessibility, this factor is another indirect effect. It is an important because it has influences to decisions making of people about social media use. If social media technologies or applications can be used as easy as people can do, they will be another factor which can raise popularity of the use. If they are so hard using or more difficult for general people to use, that will be quite sure about rejection from the people (Firmstone & Coleman 2015). This study indicates that social media use cannot create chances for interactions because it is too difficult to use. For example, the use for sending complains, some people are not confident to use application of municipalities. Some of them think those are harder and more complicated than they can use. Since they do not sure how they can do, they are reluctant and they always find the easier ones than those. Finally, they choose other channels for making contacts. So, this factor need to be reviewed before applying.

2.5 Organization structure and their procedures: Coordination, these factors are one of the priority because they are directly involved in the implementations of social media use. These factors can dominate or facilitate the use effectively. Whenever social media will be applied these factors will be the responsible offices and the use have to follow their prior procedures. If social media use will really not affect to those ones, it would be smoothly implemented. If it is not, the aftermaths are the huge problems will be happened. Because they are totally cling onto the organization behaviors, if the use of social media will not be designed conforming to these factors (Roshan, Warren, & Carr 2016). For example, this study found that social media applications always are used following the patterns of working of municipalities. Besides, they are always applied following the demands of departments also. These uses all are mainly practiced by these factors. There are no ways to

design the uses out of these tracks because the new designs might lead to altering of the structure and working processes which are so strong established in the municipalities. So, the changes of organization structure and procedures will not be easy accepted by these organizations. And then they will not able to be implemented. Finally, social media use must follow these factors and will lead to the failures of the use as all are displayed by this study.

All factors can be displayed in the form of ‘Model of the Missing link’ of social media use. This model will show internal relationships among those factors themselves and external relationships among them and the results of social media use.

Figure 2 Model of the ‘Missing Link’ of social media use



Conclusion

The development goal of the public sector such as municipality aims to improve responses to the needs of the people and society. Local governance-the concept of area based and co-production administration among local government and people including other parties-is currently the crucial public administration practices because that can create inclusiveness and sustainable development. There are many approaches and social media is one of the tools that can be used for support local governance because it can produce the virtual public spheres for supporting and making collaborations among those. The use of social media will lead to the development of databases of government agencies at all levels to manage their works effectively and efficiently. And importantly, it can expand the capabilities of government agencies to serve the public. The use of social media is as a tool to serve the public through the use of electronic systems (Sinclair & Peirson-Smith et al. 2017).

But there are some factors needed to be concerned when local government are trying to use this tool because that will lead to be the adverse effects. From this study, social media use of municipalities mainly are not really concern to benefits of public. It is just tools of internal management but claim to the public interests. Municipalities use social media in order to communicate their specific programmatic and policy interests. People just be users following the services conducted by municipalities. People's role is just participate following the demands of government offices only. Mostly, they are discarded from participate in the higher level of participation by the municipalities.

Success of social media use cannot be sustained under the current structures of local governments because they cannot support the interactive results as expectations (Charalabis & Loukis 2011). Instead, the use is mainly about delivering information and services online, followed by a few limited interactivities. Social media use of local government do not likely to create conditions of reform which will be able to make changes for developing local

governance. Current social media uses in local government are mostly focused on broadcasting its contents, but rarely on full engagement or on networking purposes.

The development of the social media of the municipalities need to improve the missions and the responsibilities of government officials who work in the municipalities to be consistent with the design. Besides, that need to improve the administration structures including regulations within and relevant to municipalities to facilitate the performance of government officials to change results of the use of social media. In this principle, that must not to increase missions of municipalities or make duplications in working. But it must be able to apply social media as a tool to lighten works (Mergel 2013; Criado, Sandoval-Almazan, & Gil-Garcia 2013). Social media has to be a tool can assist in the works of government officials and people. And it will make the works more effective in creating collaboration and coordination among municipalities and people. If social media can be applied in the municipalities following this guideline. It will be good for the result in acceptance of the use of government officials that will increase the efficiency and effectiveness of performances of the municipalities quite well (McQuails 2005; Margo 2012 & Sobaci 2016).

Stepping into the 'local digitalized governance', social media must be used for enhancing opportunities for people and all sectors to engage in the process of consultation, exploration, public decision making, implementation, monitor the progress of the implementation to lead the administrations of the municipalities to the most focuses on public interests. To drive the digital governance like these, that will accumulate potential of public service deliveries in meeting the needs and appropriateness of the people more and more (Wukich & Mergel 2016).

The design of social media raising local digital governance development, needs to take into account of increasing the ability to use it 'easier at lower cost'. In the past, the state has often adopted new technologies. It has always been used by the public, but some technologies may

be difficult to be used. Some of them have so complicated system and processes for the use of public and general people. These limitations can make people do not care to use. In many cases, these would quite often lead to failures. And these would lost a great amount of budget to apply new technologies in the societies, often developing countries throughout world.

Bringing the technologies or applications of social media to the effective use of the public and people, it is imperative to design an 'easy-to-use solution' in the context of government officials and people's using. This is the vital factor that will result in the use of social media in order to develop and establish digital governance in local public administration (Campillo-Alhama & Martinez-Sala 2017). Because this will be the really right strategy when that is beginning with strengthening the people in the area, not with the tools or applications. This will be the truly right target when it is aiming to the result of acceptance.

Thus, well preparations are the most important to protect these effects. Local government need no use social media carefully not fashionably. They have to think in term of designing the appropriated approaches to counter these missing links and can create digitalized local governance to be utmost effectiveness. This will make the ultimate outcome or impact when it is focusing to create the full intention of social media use in local government and the society.

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Chapter 1

Introduction

1.Rational

Local governance combines the form of decentralization and democracy at the local level. It can be defined as authority devolved to local organization and citizen. It is different from of former decentralizations. Because it is the inclusion of participation and accountability, the participation is to promote roles of citizen in local government decisions that affect them. The accountability is to hold local government responsible for how it is affecting them. Local governance tries to increase people participation into local public services deliveries and other local administrations. The output of local governance is the quality of public services (Blair, 2000).

Local governance involves a transfer of power away from elected local authorities towards other organizations. Increasingly important among these are voluntary organizations which may provide services under contract to local authorities, in partnership with them, or by means of direct, central-government funding. The voluntary sector is, of course, one where a great many citizens are already active. Local governance provides openings for the active citizen to exercise power and influence within a pluralist system for devising collective strategies and providing public services (Kearns, 1995).

Local governance sets as its over-arching goal the meeting of community needs as defined by the community, within the context of the demands of a complex system of multi-level governance. In this complex world of multiple demands and networks the most powerful and effective role for elected local government is that of network coordinator. To undertake this task of community governance demands a diverse set of relationships with 'higher' tier government, local organizations and stakeholders and citizens. The relationships are intertwined and the systems of accountability are multiple. The political process is about identifying problems, designing solutions and assessing their impact. Success is not a simple matter of efficient service delivery but rather judging whether an outcome favorable to the community has been achieved (Stoker, 2011).

Local governance is the construction of new relationships between ordinary people and the institutions - especially those of government - which affect their lives. It is the rebuilding relationships between citizens and their local governments means working both sides of the equation - that is, going beyond 'civil society' or 'state-based' approaches, to focus on their intersection, through new forms of participation, responsiveness and accountability. It calls for new forms of engagement between citizens and the state involves a re-thinking about the ways in which citizens' voices are represented in the political process, and a re-conceptualization of the meanings of participation and citizenship in relationship to local governance (Gaventa, 2002).

The notion of local governance can be regarded as an attempt to come to grips with the limitations of state-centered local management, and leads to a move away from statist perspectives which tend to concentrate on such factors as administration, management and even local government in its bureaucratic form. In other words, local governance includes not only the activities of governments but also the many other channels outside local government.

Local governance hence refers not only to the role and functions of local government, but rather the manifold interactions between local government, local citizens and other groups. These interactions give rise to crucial aspects of sustainable development, such as service delivery, infrastructure development and spatial planning. The emphasis on governance relationships, rather than just the role of government organizations, is also based on the prevalent policy incentive to increase citizen or stakeholder participation in decision-making and planning.

The scope of local governance includes civil society empowerment, processes of collective action, collective bargaining and social expression and bottom-up process of participation in decision making. It becomes meaningful as a system operating on democratic principles with values and practices that stress people's empowerment and participation, gender equality, legitimacy, transparency, accountability and effectiveness. It gives citizens more and better opportunities to influence decision making. It is also easier for local government officials to hear and respond to the demands of local people in order to deliver services that addresses the specific needs and interests of the community, which requires engendered economic development, development planning and resources allocation (Evertzen, 2001).

Finally, Local governance is the process of policy process through active and cohesive discussion among policy makers who are interconnected through a broad range of networks. Local governance is a multiple-stakeholder process and a function of the many ways that individuals and institutions, both public and private, manage their common affairs. This process includes actors beyond government, including market and civil society institutions. What is not in doubt is that the focus on government has broadened with the diffusion of responsibilities and capacities for action within society (Kim et.al, 2005).

Hand and Ching (2014) propose that citizen engagement is seen as a way to shift power from the policy experts, out-of-touch politicians, and distant bureaucrats to the public. It fundamentally changes the relationship between residents and government by putting power in the hands of citizen. Local government has been taken to task concerning bureaucratic and administrative practices that have defined the power dynamic between administrators and citizens. The concept is to leaving direct involvement with citizens on the periphery in local governance decision making, planning for the future. It can offer an understanding on both sides of the equation: citizens may view government as something that is separate and remote from their everyday lives, and public administrators may view citizens as an abstract representation of a group of disparate and distant voices rather than having direct knowledge.

Citizen engagement has been defined as strengthening the relationship between local government and the citizen. This is undertaken by consultation activities and by encouraging and supporting citizens to enter into dialogue. Successful consultation has the potential to engage citizens about issues that matter to the individual and the community. This will help improve and strengthen the relationship between the citizen and the local authority by focusing on the concerns and requirements of the citizen and by informing citizens of developments. It is important that citizens are engaged on subjects that matter to them, which are both local and relevant. Citizen engagement can develop a knowledge domain and inaugurate a shared sense of identity between authorities and citizens. Local government should have to engage with these citizens to understand their requirements and meet expectations.

Citizen engagement can create 'Communities of Practice', which an activity system in which participants share understandings is concerning what they are doing

and what that means in their lives and for their community. It can help public services of local government to meet public need. There is no 'one-size fits all' approach to service delivery. Citizens will be able to access services and to know that their needs can be met quickly and effectively. Services have been departmentalized for too long, with traditional approaches to efficiency taking priority over the changing needs and demands of citizen. Insufficient thought is given to considering the impact of new technology on members of the public. There is a need to understand how citizens articulate their needs. Citizen engagement will be able to help local government to understand how citizens want to engage with the council, what are their needs and what are their perceptions about the council supporting local government can design holistic and tailored services that address individual and local community priorities. The emphasis must be on the notions of the citizen, community and neighborhood. An important issue is that of social inclusion. Citizen experiences and evaluation need to be fed back to an organization as part of citizen engagement process. A useful starting point is for citizens to be made aware of service delivery channels and options, to indicate their preferences and to evaluate the systems in place that purport to improve a specific service area. It is, therefore, important to gain citizen involvement both prior and subsequent to local government implementation. A strategic focus of citizen engagement is on the real needs of the citizen, together with some initial proactive action from the local government to establish links and connections with its citizen. Citizen activity is driven by identified motivations and recognized goals that are based on the perceived need, relevance and quality of the public sector services offered.

Currently, People participation in public policy processes in local administration of Thailand is minimal possibility. Mostly, all of that processes are always controlled by government and state offices. Though, there are laws and regulations shown that people have right to engagement. In fact, government often has not concerned to strictly follow those. Generally, they might invite people to participate for giving information about their problems and demands. Then the state offices will gather that information to mutual consider with their data for making public policies. So, people engagement in this process is just a little. People can engage into the beginning of the process only. After that they cannot get involve anymore. They hardly can participate into the other processes such as policy decision making and formulation, implementation and

evaluation. If they can, they just are invited to be a committee led by the officers and they rarely have authorities to make decisions together with.

The result of this process is all of public policies are conducted by intentions of government and state offices more than the people. All of their processes are centralized by the government side only. However, there are at least 3 problems happened when the policies are made by the government without people engagement.

Firstly, the problem of limited information for decision making would be happened. Even though the government would be able to collect a lot of data and information, but there are not still enough for making decision to formulate public policies, because situations in the fields are changed all the time. But the information can be applied at the period of making policy only. They cannot represent the true situation in the fields at all. This problem would take the policy makers to formulate policies which cannot respond to the real situations when they are implemented.

Secondly, the problem of inconsistency of the policy would be happened. This problem could be seen when the policies are implemented by state offices in the areas. Since those policies often conducted the strictly working procedures for implementations. When they are implemented, they always have problems of adjustment to fit for the areas of implementation. Because the procedures are fixed then the responsible state officers cannot adjust those ones to be fitted with the areas. So, when they are confronted with some different situations among several areas of implementation. They usually cannot work following to that procedures. However, if people can engage into the public policy implementation process, so they can know that well and better than the state officers. Then they can give some advices to the officers for adjust the procedures to be more appropriate to the areas of working quite well. Finally, when the public policies cannot be completely implemented as planning, they might not be able to produce the expected results of the policies. This is another negative impact occurred when people are not be engaged.

Thirdly, the problem of unacceptable of people would be happened, because people are not participated into the public policy processes at the beginning. They might have no willing to accept that policies also. Then the policies are implemented, some of them often get some of anti or incorporated behaviors from people or stake holders in

the areas of working too. So, when the policies cannot be implemented, because of anti-activities of people, then they would not be able to be accomplished as expectations.

The problems of public policy, as above, can be resolved by increasing roles and authorities of people within all of public policies processes. So, this study is interested to discover supportive approaches to increase power of people within public policy processes which will be enhance efficiency of public policy processes and effectiveness of outcomes of public policies in Thailand in the future.

Social media has decentralized communication by allowing each individual to be not only an information consumer but a producer as well. This process is a unique development in terms of information processing with regard to the history of communication and has incredible transformative impacts on public, private, and governmental processes. Technology has also allowed for the creation of complex and dynamic social networks. Decentralized networks are represented on the Internet as virtual spaces like Facebook and Twitter. These platforms are quickly becoming one of the primary mediums by which the world now communicates. Fortunately, these advances in Internet technology have allowed for the evolution of new modes of communication. Participatory cultures form the backbone of the success of social media. Each of these forms contributes to the dynamic, many-to-many communication model of social media and thus can serve as a guide for governments to engage the public like never before. Traditional local government operates from an approach that not only privileges and legitimizes a top-down approach to communication and decision making but also reinforces traditional power relationships. Its perspective promotes a vision of powerful government systems empowering citizens through an emphasis on traditional top-down governance relying on instrumental rationality and a minimization of differences. Local government's proclivity ensures that a humanistic perspective remains underutilized.

As addressed earlier, the many-to-many communication model of social media dramatically levels any information hierarchies. This democratization of information is the central factor in enabling a speaking between citizens and government in the information age. However, there is not a possibility that the original purpose of many-to-many technologies can be negated if the technologies are used within a speaking-

from power framework, or if the speaking-to power components of the technologies are underutilized or restricted.

2. Research Objective

1.To study about situation of social media use for citizen engagement and local governance development of local government

2.To study about the factors impacted to the unsuccess of the use of social media to promote citizen engagement and local governance

3. Research Question

1.How social media can be used for citizen engagement and local governance development of local government?

2.what are the factors that can be obstacles to the success of social media to promote citizen engagement and local governance

4. Expected Output

The conclusions of this study will be able to present the efficiency of social media use for citizen engagement and local governance development. These will be present from the viewpoints of local government and people. The benefit is these details can make fundamental understanding and leading to be data base for studying the approaches for enhancing contributions of social media in citizen engagement and local governance development.

5. Methodology

5.1 Overview

Qualitative research methodology will be implemented through the process of data collection, data analysis and synthesis. There are 3 steps of doing research as follows;

The first, in orders to collect data, this research will use the interview and focus group methods for the selected key informants following the issues determined by the researcher as the objective number 1.

The second, about data analysis this research will use the content analysis method for comparing all collected data between before and after using social media in

local government administrations. Then interpreting data followed by theories and concepts for describing research results as the objective number 2.

The third, data synthesis will be conducted by gathering all analyzed data to be reorganized in order to propose the synthesized finding of this research.

This study will use several methods for finding in 3 expected results which will respond to the research output. There are 2 activities which will be selected to be studied such as voicing of people about public service delivery and engagement of people in public policy formulation of local government. Social media uses will be selected and applied in these activities of the local government. Case studies will be purposive chosen depended on diversified contexts of the area studies. The aiming is to find out the most appropriated methods of social media using for developing efficiency and effectiveness of these activities which will be a part of raising citizen engagement and local governance development. The main data collection methods are documentary research, interview and focus group. There are 3 analyzing methods that are describing, comparing and constructing. These methods can produce the applied knowledge in methods of social media using for citizen engagement and local governance building. Finally, all of these ones will be synthesized to create a viable approach or other applications which can be raise understanding of social media using in order to develop citizen engagement and local governance including properly be applied in Thai context.

6.2 Area of study

This research will be applied in 3 municipalities in the Northeast region. Those are City Municipality, Municipality and Municipal District. The local government which are the best practice in people participation promotion will be selected. Details of local governments will be chosen are displayed as Table 1.

Table 1 the area of study

Type of municipality	Case study	Province
City Municipality	Khon Kaen City Municipality	Khon Kaen
Municipality	Moung Yasothorn Municipality	Yasothorn
Municipal District	Pueai Municipal District	Amnaj Charoen

6.2 Key informants

As the research methodology is qualitative method. So, the purposive sampling for selecting key informants will be applied. These selected ones will be persons who are authorized officers, civil society organization (CSO) groups and representatives of social media groups got involve in the social medial using activities. Number of those as follow;

(1) The authorized officers of every selected province are comprised of 3 persons at the top level of executive body or someone assigned each selected local government. So, the total numbers of key informants are 9 persons. This group will be the key informants in term of public service providers. They will be interviewed about roles, authorities, policies and practices of social media using promotions of local government.

(2) The civil society organization (CSO) groups of every selected province are comprised of 3 groups each selected local government and 3 members of each group will be purposive selected. So, the total numbers of key informants are 9 persons. This group will be the key informants in term of the representatives of customers of public services. They will be interviewed about roles and activities of using social media to interact with local government.

(3) The representatives of social media groups of every selected province are comprised of 3 groups of each selected local government and 3 members of each group will be purposive selected. So, the total numbers of key informants are 9 persons. This group will be the key informants in term of the mediators between CSO and local government. They will be interviewed about facilitated roles and obstacles of social media using in local government administrations.

(4) The head of provincial office for local administration of each selected province. So, the total numbers of key informants are 3 persons. This group will be the key informants in term of the supervisors of local government administrations. They will be interviewed about roles, authorities and policies of the supervision organization in social media using in local government administration.

Details of key informants of this study can be displayed by Table 2

Table 2 Details of key informants

Types	Amount (persons)
1. The authorized officers	9
2. The CSO groups	9
3. The representatives of social media groups	9
4. The head of provincial office for local administration	3
Total	30

Chapter 2

Literature Review

1. Concept of Social Media

The growing social media use in government and interaction citizen and government via government website encourage the change of internal government bureaucracy. Citizen involvement in governance is a focal point to ensure better governance accountability through broad space of social media for public participation. Social media is defined as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content (Kaplan & Michael Haenlei, 2010) “Web 2.0” refers to Internet platforms that allow for interactive participation by users. “User generated content” is the name for all of the ways in which people may use social media. The Organization for Economic Cooperation and Development (OECD) specifies three criteria for content to be classified as “user generated:” (1) it should be available on a publicly accessible website or on a social networking site that is available to a select group, (2) it entails a minimum amount of creative effort, and (3) it is “created outside of professional routines and practices.” (Kaplan & Haenlein, 2010: 61)

Figenschou, et al (2015) note that recent scholarship on media-government negotiation that in the wake of intensified media pressure and critical news stories featuring failed policies, dysfunctional systems, and incompetent civil servants, governments have had little choice but to adapt to and even adopt a media logic. The theory of medialization emphasizes how the news media influence other political elites and institutions, defining the constitutive rules of communication. Lazer, et al (2009) found digital government data need to be analyzed and interpreted to understand to what extent they support government's mission. Many agencies are however reluctant to measure their online interactions, or are even prevented by their interpretation of existing laws and regulations (Mergel, 2013). Social media improve communication between citizen and government better than e-government sites with a sense of personalization or community may hinder rather than facilitate the delivery of services (Mirchandani, et al, 2008). In Korea, social media connections had considerable

influence on citizen engagement via Twitter that serving as a source of public information on important topics such as safety and health, but the government's efforts to connect with citizens are less effective than those to communicate with citizens and respond to their needs. (Khan, et al. 2014)

The application of ICT means profound organizational challenges to government agencies especially in two crucial respects: (1) restructuring of administrative functions and processes, and (2) coordination and cooperation between different departments and different levels of government (Aichholzer, Rupert Schmutzer, 2000). However, in many e-government projects are not always good stories, not only in developing countries, but also in developed country. Chadwick (2011) found in the failure of the online citizen project in US, "Tech County" due to the institutional variables: the e-government team was free-floating rather than embedded in the county executive's office and was therefore unable to drive change; departmental rivalry and different decision-making cultures; ambivalence on the of elected representatives; technologically aware leadership was lacking and an eagerness to avoid bad publicity. The other researchers call the concept of transformation in using ICT, including social media for government. They concluded that transformation is a complex problem to which no universal approach exists and for which different types of models can be used. Managers want models that help them realize the transformation, whereas policymakers are more interested in models that help them shape the right direction and identify relevant elements (Klievink and Janssen, 2009)

Meanwhile, there are very limited number of researches on the relationship between technology and organizational form and function. Between 1996 and 2005, only 2.8% of 1,187 the research published in these four leading journals focused on the relationship between technology and organizational form and function (Zammuto, et, al, 2007). In their research article, Zammuto, et. al (2007) concluded that it is very important to study how information is socially and organizationally made sense of because organizing takes place around those understandings and subsequent actions, not only around information acquisition and transmission and to study how affordances emerge and evolve with changing technological and organizational features, and to understand the impact of affordances on boundary conditions. Zammuto, et al (2007) use the affordance term that refer to as affordances form organizing depend not only on

the functionality characterizing the information technology, but also on the expertise, organizational processes and procedures, controls, boundary-spanning approaches, and other social capacities present in the organization.

Social media has very benefits for local administration because that is easy use for everyone both officers in local government and people in communities to share knowledge about common interests. Everyone can use for offering and exchanging information or asking questions in various matters (Mergel & Bretschneider, 2013). It can allow users to communicate easily and broadly because it has a variety of forms of communication, which can support the general usages like exchanging or gathering ideas together among partners for useful activities of local administrations (Chen & Xu et al. 2016).

Although the terms “social media” and “social networking” are often used interchangeably and have some overlaps, they are not really the same. Social media functions as a communication channel that delivers a message, which involves asking for something. Social networking is two-way and direct communication that includes sharing of information between several parties (Dabbagh & Kitsantas 2013). Their goal is to increase government's visibility by sharing data and insights into decision-making processes in order to become more transparent, to become more engaging and participatory by reaching previously underrepresented segments of the population, and to include all stakeholders in collaborative processes (O’Keeffe & Clarke-Pearson 2011; Janowski 2015; Gagliardi & Schina et al. 2017).

According to Coleman (2005), the purpose of using and the role of social media, it might able to be classified into 3 major areas: information function, communication function, and the function of the action. Using three criteria for analysis, classified by function of social media to local governance development such as the quality of the information, the efficiency of two-way communication and the facilities for citizen actions. The summarized details of these function as follows.

1. Information Function, social media is a continuous channel of information in an unlimited amount, as social media has more channels of communication. And they can be sent and shared at any time. The price is cheaper compared to other channels. Opportunities and equality in accessing information are more important. This is an

important condition for a well-informed citizen for local governance (Dabbagh & Reo, 2011).

2. Communication function, the features of social media are: The interaction is fast response. It is a parallel communication network and is widely networked. This will facilitate communication between the people and the local government. Or between people and local delegates are transparent. Both the government and the people can effectively communicate with the public at the same time as they can communicate with the public immediately. This is an easier and faster way of communicating with each other. Citizens will be able to interact in new ways with the local government, interest group and new ideas that happen in society. Social media helps to encourage participation, consultation and debate of citizens. In addition, participation in local decision making, online discussion allows people to express their opinions freely and sincerely. It is believed that the social media will become a new public sphere. Predicted local governance is emerged by the form of a new digital local government and digital citizens which citizens can participate in decision-makings through social media (Lee & Kwak 2012; Mergel 2016).

3. Action function, social media can encourage citizens to participate in more local government activities, such as e-voting, online publicity and online referendums, because social media is a low cost channel of operations compared to other approaches. In addition, the social media can reduce the cost, space and time constraints to participate in the activities and gatherings of the people. Citizens can more access new social networks to join in. local administration. Communication and interaction through social media. It enhances the power of social networks and extends social networks to the wider community. Because social media is a powerful tool to mobilize citizen who are members of multiple networks to help bridge the gap between local government and people including social networks. This will create a stronger network of partnerships. Social media allow members to trust each other. (Mossberger, Wu & Crawford 2013; Lachlan et al. 2016).

All functions characteristics and benefits of social media can be summarized by the table 3

Table 3 the benefits of social media to local governance development

Functions of social media	Characteristics	Benefits to local governance development
1.Information Function	1.the quality of the information	1.access to sources of information
2. Communication function	2.the efficiency of two-way communication	2interaction with other actors
3. Action function	3.the facilities for citizen actions	3.create collective action

2.Benefits of Social Media

Jones, Hackney and Irani (2007) propose that the rationale for undertaking social media is based on the need for public sector organizations to understand the requirements, reasoning and preferences. Besides appealing to democratic principles, social media will fundamentally change the relationship between residents and government by putting power in the hands of citizens. Local government has been taken to task concerning bureaucratic and administrative practices that have defined the power dynamic between administrators and citizens.

Social media can include residents in governance decision making, planning for the future and other types of formal political bodies. Social media will be able to assess the degree to which those normally excluded from the political and governance process are included.

Dialogue and deliberation among residents is considered a form of citizen engagement. Social media provides a forum for exchange between residents and government, as well as between resident and resident. Campbell (2005) define that

“Social media can provide a locus for social change and a counter to hegemonic discourse that equates a lack of participation with an individual’s apathy or uncaring and uninterested nature”.

It can offer an understanding on both sides of the equation: citizens may view government as something that is separate and remote from their everyday lives, and public administrators may view citizens as an abstract representation of a group of disparate and distant voices rather than having direct knowledge.

Campbell (2005) conclude that social media provides a forum for exchange between residents and government, as well as between resident and resident. The use of a forum for discussion among citizen and local government can provide a locus for social change and a counter to hegemonic discourse that equates a lack of participation with an individual's apathy or uncaring and uninterested nature.

Successful and transformational social media is rooted in the services detailed knowledge of the communities they serve. If public services are to be transformed then organizations must adapt to demands from individual citizens and communities. There is a need to be more responsive to their requirements and changing expectations.

Successful and transformational social media is rooted in the services detailed knowledge of the communities they serve. If public services are to be transformed then local government must adapt to demands from individual citizens and communities. There is a need to be more responsive to their requirements and changing expectations.

At the same time individuals will receive feedback from the authority. When local government delivers electronic information, in many ways it is delivering the government service itself. This new interactive medium allows local government to relate to individual constituents with depth and frequency. It can add an entirely new dimension to local government's relationship to its stakeholders. These stakeholders now have far greater access to information. They are also far more knowledgeable and assertive and are increasingly demanding personalized experiences when interacting with public sector services.

A major challenge is to undertake successful citizens' engagement to develop social media systems that provide efficient, effective and transformational service delivery. One view of the use of social media technologies by local governments is to emphasize services the city offers, as well as creating additional benefits through targeted information dissemination. The notion that social media can create an opportunity for dialogue is seen as a side benefit rather than a primary reason to use the technology.

Citizen engagement does not occur because people are fully knowledgeable and aware, but rather involves such initial steps towards participation which can serve to create deeper awareness. This awareness may be of one's rights and responsibilities or of technical issues important to more effective engagement

3. S-Government and Local Governance

Social media government or S-Government means that the government applying social media as an important administrative tool. Simon Oyewole Oginni (2015) said that the development of social media tools over the last decade has altered modes of communications between governments and citizens. Social media has opened ways for greater political participation, thereby creating a new social dynamic. It is an internet-based tool that unifies geographically dispersed individuals on virtual platforms through user-generated content. Leavey (2013) defines social media as a social structure made of nodes comprised of individuals or organizations tied by one or more specific types of interdependencies, such as values, ideas, financial exchange, friendship, kinship, dislike, conflict, or trade. In reality, the innovative tool brings together people of common value systems, visions, and aspirations to collaboratively form opinions on issues of concerns in virtually-connected environments. Pinzón (2013) posits that social media is part of a wider trend in a communication landscape that is characterized by mass collaboration; it is responsible for a significant portion of time expended online. In the context of this study, social media refers to the online tools that permit real-time interactions and feedbacks (for instance, Web 2.0); it is a broad term that extends beyond Facebook, Twitter, and LinkedIn to include e-government.

Social media can also be seen as a productive tool that relives social struggle and policy making. The concept of public policy was developed in response to heightened social struggle and duties of governments to ensure citizens' welfare (Nyong'o, 1998). Public policy is concerned with how societal issues are defined, constructed, and approached on a political level, and is used to examine the effects of a government's actions or inactions. Although the inclusion of inaction may seem counterintuitive, public policy encompasses all aspects of a government's decision-making process. Social media can transform government organization into s-government. Transformation is capabilities to enable organizational change, which requires the management of projects or programs to develop or integrate systems, leadership and change in culture or organizational factor (Klievink and Janssen, 2009; Kavanaugh, A. L, et al ,2012).

3.1 Organizational Factor

Government organization is a one unit of social system and strongly affected by it. By a social system, organization conducting experiments that it concurs with our everyday experience. (Achterbergh and Vriens, 2009). According to Luhmann, organization belong to the class of autopoietic system is a result from decisions and function as decision premises for follow up decisions and quite different from definition of the normal textbook defined “goal searching systems, goal realizing system, goal directed combination of capital, people, and information (Achterbergh and Vriens, 2009). Furthermore, Luhmann argued organizations consist of goals and/or means to realize them is to mistake results of organizing for organizing itself (Achterbergh and Vriens, 2009). The theory of autopoiesis was developed by the two Chilean cognitive biologists Humberto Maturana and Francisco Varela in the sixties and early seventies. We abstract from life and define autopoiesis as a general form of system building using self-referential closure. We would have to admit that there are non-living autopoietic systems, different modes of autopoietic reproduction and general principles of autopoietic organization which materialize as life, but also in other modes of circularity and self-reproduction. In other words, if we find non-living autopoietic systems in our world, then and only then will we need a truly general theory of autopoiesis which carefully avoids references which hold true only for living systems. (Luhmann 1986) The basic building block of social systems is communication. Communication consists of information, utterance and understanding, and is that which allows for a system’s self-constitution. Luhmann defines social systems as being principally boundary-maintaining systems (Hernes, T., & Bakken, T. (2003). Luhmann conceives of communication as a combination of three components: (1) information (2) utterance and (3) understanding, each of which Luhmann conceptualized as selection.

He defined information as a selection from a repertoire of possibilities. Every communication selects what is being communicated from everything that could have been communicated. With utterance Luhmann (2003) refers to the form of and reason for a communication: how and why something is being said. One can say, the utterance is the selection of a particular form and reason from all possible forms and reasons. Understanding is conceptualized as the distinction between information and utterance (Seidl, D., 2004).

Organized social systems can be understood as systems made up of decisions. That is not understood as a psychological mechanism, but as a matter of communication, not as a psychological event in the form of an internally conscious definition of the self, but as a social event. That makes it impossible to state that decisions already taken still have to be communicated. Decisions are communications; something that clearly does not preclude that one can communicate about decisions. (Luhmann, 2003, p. 32)

What are the elements of organizations? Elements of organizations are communications that communicate a selection as a selection (Achterbergh and Vriens, 2009). Communication has inner structure as a selection of a set selectable options, it can be recognized as a decision and connected to prior decisions and thereby contribute to the self-production of the organization (Luhmann, 2000). Organization needs a structure to support the production of elements by elements, namely decision premises. Decision premises involves three aspects: normative points of reference providing a focus for the production of follow-up decisions; decision premises contribute to the regulation of the production of decisions by decision by marking decisions from them; and new decision consider existing decision premises as presuppositions (Achterbergh and Vriens, 2009).

3.2 Membership

How do decision premises work in organization? There are eight types of decision premises, namely membership, communication pathway, decision programs, personnel, positions, planning, self-description, organization culture and cognitive routine (Achterbergh and Vriens, 2009). In organization, only members can contribute to the generation of decisions. However, using social media, citizens influence direction and outcomes of government, improve the government's situational awareness, and may even help execute government services on a day-to-day (Linders, 2012). In other words, citizens are member of government organization who can contribute to the generation of government decision on a day-to-day.

3.3 Organizational Culture and Cognitive Routine

Like other organization scholars, Luhman (2006) argues that organization has undecided decision premises, namely organizational culture and cognitive routine. Organizational culture is basic values woven into the fabric of the organization as well as undecided rules for decent behavior or for the attribution of

blame or praise are also examples of cultural decision premises (Achterbergh and Vriens, 2009). Cognitive routines are a by-product of ongoing practices in the organization's relation to its social and nonsocial environments. One character of the government is a joined-up or integrated government service delivery, governments have to deal with the problem of fragmentation of government within the constitutional, legal, and jurisdictional limits (Scholl & Klischewski, 2007).

3.4 Communication and Organizational Structure

The second type of decision premise is communication pathway prescribing the "route" that should be followed in operations being to count as decision in an organization (Achterbergh and Vriens, 2009). Luhmann (2000) argued that communication pathway does not necessarily involve "hierarchy, but also lateral communication one. Luhmann's (2005) fundamental idea was that organizations decide by themselves, which is considered as a decision. This applies to decision communication as well. Personnel and position in public administration are organizational structuring variables (Weerakkody, 2011). Luhmann argues that competencies and experience are very important for decision premises. Luhmann (2005) also states that the nature of decision communication changes when the time to decide occurs. If decision communication is seen as communication, which leads to a decision, then the post-decisional information of decision communication differs from pre-decisional communication. Communication mediated by ICT (or social media) provides the virtual platform for an informal and open sharing of thoughts, expectations, assumptions, and values which offers an opportunity to form alliances of collective responsibility may be different from the formal hierarchies of management relationships within the parent organization (Mezgar, 2006). The another research found the government organization should implement its networking strategy by mobilizing Twitter accounts of various government institutions and promoting their cooperation instead of following Twitter accounts of citizens or networking with them (Khan, et al., 2013). In other word, Klievink, B., & Janssen (2009) proposed the integration of ICT integration into government organization. Integration in government can be defined as the "forming of a larger unit of government entities, temporary or permanent, for the purpose of merging processes and/or sharing information" (Scholl & Klischewski, 2007). Hence integration extends to both process integration and information integration

(sharing) (Klischewski, 2004) and pertains to the institutional dimension and in part to the high-level functional dimension (Kubicek & Cimander, 2009).

In other words, as opposed to interoperation or interoperability, which alludes to the technical and lower-level functional aspects, integration refers to the non-technical and governance aspects of intra- and inter-government collaboration. Further following Scholl and Klischewski's set of definitions, interoperation "occurs whenever independent or heterogeneous information systems or their components controlled by different jurisdictions/administrations or by external partners smoothly and effectively work together in a predefined and agreed upon fashion" (Scholl & Klischewski, 2007) whereas interoperability "is the technical capability for e-Government interoperation" (Scholl & Klischewski, 2007). In a functional perspective, IT-based interoperation encompasses layers such as technical (signal-level) interoperation, syntactic (data-level) interoperation, semantic (information/meaning level) interoperation, and finally business process interoperation (Kubicek & Cimander, 2009). Others propose to distinguish further between technology ("computer"), business process, information, values and goals when analyzing government integration and inter operation projects.

3.5 Personnel and Position

Personnel and position in public administration are organizational structuring variables (Weerakkody, 2011). Luhmann argues that competencies and experience are very important for decision premises. Luhmann (2005) also states that the nature of decision communication changes when the time to decide occurs. If decision communication is seen as communication, which leads to a decision, then the post-decisional information of decision communication differs from pre-decisional communication. Communication mediated by social media provides the virtual platform for an informal and open sharing of thoughts, expectations, assumptions, and values which offers an opportunity to form alliances of collective responsibility may be different from the formal hierarchies of management relationships within the parent organization (Mezgar, 2006). Information factors consist of communications, Information and Technology (Kavanaugh, A. L. et al., 2012). Those aspects are important variables regarding to relationship between government organization and citizen used to study Arlington County. The influence of ICT use on organization

transformation process in Netherland is confirmed this previous finding (Klievink, B., & Janssen, 2009). However, bureaucrat behaviors are also undeniably linked to the culture and structure of the organization within which they work, and the managers from whom they receive direction. Moreover, the relationship between citizen and bureaucrat continues to be based on public service. As a result, any model of interaction between citizen and government must explicitly include the broader social contexts from which they originate.

Meanwhile the response level is depending on the performance of virtual team in certain organization linking between virtual team member more social and psychological in nature (Mezgar, 2006). The virtual team is run on trust rather than on control (Handy in Mezgar, 2006) which requires lateral communication and active involvement from each individuals under flat organizational structure, participatory management practices and novel schemes of shared responsibility (Mezgar, 2006). The Luhmannian perspective developed here helps us to address the relatively neglected questions of how the operating and strategy routines of an organization are related to each other, and how both are related to the generation of strategic change Hendry, J., & Seidl, D. (2003). Social systems for Luhmann are not, therefore, systems of action, structured in terms of the thoughts and behaviors of individual actors, but systems of communications in which the communications themselves determine what further communications occur. Luhmann introduces his concept of episode in the context of societal change, and it does not feature explicitly in his accounts of organizations.

From a social systems perspective, the routine suspension of normal operating structures (the routine suspension of normal routines) is essential to the long-term survival of an organization and an integral part of its structure. The second insight is that strategic episodes are important not just for changing strategies but also for confirming and reinforcing them. The third insight, which again challenges the exceptional view, is that for the line management of an organization, strategic episodes are the routine focus of strategic practice. The fourth insight concerns the relationship between organizational strategy and the practices of 'strategists. Government organization culture in the emerging "Digital Era Governance" (DEG) and "Transformational Government" (T-Gov) paradigms are "citizens and businesses will increasingly co-produce must individual outputs using electronic processes, leaving

agencies to provide only a facilitating framework” and citizen empowerment (Dunleavy, Margetts, Bastow, & Tickler, 2005).

3.6 Public Policy Innovativeness

Luhmann (2005) emphasizes that decision communications are not produced by human beings but by the social system, the organization. Luhmann sees decisions as the elements of organization and “compact communications”, which communicate their own contingency. Luhmann also theorizes (2005) that decision communication is the only form of communication that contributes to the autopoiesis of organization. Decision programs are regulative conditions for correct or incorrect decision behavior, namely goal programs and conditional programs (Achterbergh and Vriens, 2009). Goal programs specify goals (desired) that should be pursued, depend on the circumstances or expected side effect and conditional programs have a general form that allows for different levels of specification (Achterbergh and Vriens, 2009).

When government organization managers face the growing demand from netizens via social media, they are not producing sequential decisions, producing one decision after the other, but they can produce multiple coherent decisions at the same moment in time and at different moments in time (Achterbergh and Vriens, 2009). Luhmann defines those decisions as a planning. However, organizations have other means of integrating decision premises, namely self-description. Self-description functions as a means to bring the multitude of decision premises to a unity (Achterbergh and Vriens, 2009). IT was primarily used to automate existing operations and to increase the speed of communication. Automation within organizational functions meant that routine information collection and storage tasks were taken over by IT, replacing paper and people with electronics, without fundamentally changing the way work was done as “automated plumbing”. (Zammuto, et al, 2007). This means organizations are not “sequential mechanisms” producing one decision after the other, but at the same time organizations must coordinate “event like” (via social media) character of decisions, called planning (Luhmann, 2006; Achterbergh and Vriens, 2009). Organizations have to decide what to observe in the environment, how to observe it, and which conclusions to draw from their observations (Kieser, A., & Leiner, L. 2009). Decisions are the basic elements of organizations. When making decisions managers refer to earlier decisions,

including decisions on how to observe and interpret the environment, and thus establish self-preferentiality (Seidl, 2005).

Public policy covers a wide range of issues which affect the public; it includes economic, social, and political issues that are subdivided into strata such as education, health, environment, security, agriculture, finance, etc. Policy moves through six steps: agenda setting, policy formulation, decision making, implementation, evaluations and termination. However, policy process is not restricted to a linear timeline: it can be improvised or tailored in a predefined manner by actors or the dictates of some set objectives. Research into the policy process is designed to ask how problems and policy solutions come to be defined, by whom, and with what effect. Characteristics of policy process are as follow.

- Policy-making should be understood as an analytical or problem-solving process;
- Policy-making is incremental, complex, and messy—it is iterative and often based on experimentation, learning from mistakes, and taking corrective measures. Therefore, there is no optimal policy decision;
- Policy process involves overlapping and competing agendas which may not allow total consensus among concerned parties over what the essential policy problem is policy process includes some perspective at the expense of others.

In each stage of policy processes, technology has an important role to play in the digital age. The policy process requires quality inputs, decision making and feedback mechanisms to be successful. One important quality of enhanced policy is wide participation in the policy process. Social media thereby presents an opportunity to incorporate a multitude of opinions or alternatives during policy processes. Citizen engagement is crucial in directing policy to the most pertinent issues within the receiving locality (Imurana, 2014).

A recent study on online activity in social media for public policy, social, and political issues of some selected countries reveals that developing countries seem to have the highest proportion of engagement in online public policy and social and political issues. The argument was based on the assertion that the democratic history and experience of a country play a role on the magnitude of online engagements and

extent of social media use. That is, a grown-up democratic country tends to have a more organized system of channels for citizen to air their views than do emerging economies.

4. Social Media and Citizen Engagement

Social media is a representation of the technology or applications that people use to create or maintain their social network sites (Albarran, 2013). It can be defined as a group of internet-based applications, built on the ideology and foundation of technology from Web 2.0, that allows content exchange between its users (Slumkoski 2017). In the government context, it is not specially about social networking or technology; however, it represents a fundamental shift in the implementation of government towards local governance. The aim is to create an open, collaborative, cooperative arrangement where there is open consultation, open data, shared knowledge, mutual acknowledgement of expertise, mutual respect for shared values, and an understanding of how to agree to disagree (Ellison & Hardey. 2014; Unceta, Castro-spila & Fronti. 2017). Technology and social tools are an important part of this change. Furthermore, the government can take advantage of the new social transformation in the use of social media. That is, developing as many citizens as possible to engage with the government in local public decision making and to improve the government to citizen relationship, as a new, participative culture (Olmsted & Chan. 2013).

The presence of social media has also changed the way people interact with local government. The benefit of communication and socialization via social media could create opportunities for community engagement regarding political and public administration activities. It can enhance people's participation and collective creativity through the development and sharing of ideas and interests to include others from local government (Reddick, Chatfield & Ojo. 2017).

Social media is being regarded as an effective tool for active citizen participation, information sharing, communication, and online relationships among parties. As for government, due to the need to continuously communicate with their citizens, many governments now employ social media tools to communicate, and use it for assessing public aspirations (Berthon, Pitt, Plangger & Shapiro 2012). However, in responding to the advance of technology, a lack of understanding and readiness to use social media is a challenge for the government, therefore, not only should the benefits

of social media use be considered, but also how social media can increase the public trust. The government should create a policy direction that ensures trust, gains participation, and links trust to development (Park et al. 2015).

Moreover, social media also encourages governments using this development to include categories such as openness, transparency, citizen participation, policy effectiveness, managerial efficiency, cost saving, good governance, public employee and citizen satisfaction (Criado, Sandoval-Almazan & Gil-Garcia 2013). Meanwhile, the government can also use social media tools to communicate with the public in order to restore public trust towards government. Public trust in the government can be a factor that facilitates participation in the social media provided by the government, through the outcomes resulting from such social media use (Han & Jia 2018). It may be that usage of social media, for the purpose of gaining government trust, can increase their understanding of its characteristics (Hunt & Gentzkow 2017).

By using social media tools, government can gain feedback from the public via their information. However, social media, as it is, may be controlling government activities by the public. Lee and Kwak (2012) proposed a 'stages of maturity' model for open government as one of the impacts to come from the development of social media. Moreover, social media would specifically assist in engaging with some segments of the community. (Roshan, Warren & Carr 2016). Nowadays, the emergence of social media can offer both opportunities and challenges to local government, the opportunities being in enhanced communication and community engagement for local government. It can lead to communicating with the citizens, involvement of stakeholders, improvements in planning, and the delivery of local government services. The challenges are the difficulties of how to really, effectively use social media (Avery & Graham 2013).

Thus, social media use can be one of the best choices for reinforcing local governance by engagement between the municipalities and the people in local administrations, because social media itself has a major characteristic of promoting in a collaborative and participative manner (Bertot, Jaeger & Grimes 2010; Korthagen & Van Meerkerk 2015). Social media has the potential to provide a bridge from the people, directly to the government, in real time (Mergel 2016). It rapidly develops the spreading of information while also pushing transparency and accountability (da Cruz et al. 2016). Moreover, it can strengthen citizens to become partners in improving policy making,

encouraging cooperation and collaboration. Furthermore, social media use can support local governance development since it can be used for mobilizing the public, opening and increasing public engagement in local administrations (Waheduzzaman & As-Saber 2015).

As governments adopt social media tools, this might increase their capacity for engagement (Zavattaro & Sementelli 2014). Furthermore, social media is able to build interactive features, and increase citizen collaboration with the government. These changes mean that citizens are empowered by social media tools, especially as the local government is encouraged to listen to public demands (Kirkpatrick 2011). Further, social media takes a role in engagement in public action, it influences citizen engagement such as in increasing public trust (Warren, Sulaiman & Jaafar 2014). Social media includes communication platforms such as Facebook, Twitter, and YouTube which are intensively used by the government. The adoption of social media use introduces a collaborative nature between government and citizen (Panagiotopoulos, Bigdeli & Sams 2014; Henman 2013).

For the citizens, the use of social media might increase collaboration among stakeholders. Social media can engage them in participating in government programs and bridge the gap between the government and society (Hepburn 2015). For the government, social media is able to engage public participation and collaboration. There are various areas of citizen engagement through social media. That means interaction will evolve, where social media might be used for engagement by the government, organization, citizen and community (Verma, Kumar & Ilavarasan 2017). But the challenge is for the professional management of social media interaction used for communication. For instance, a lack of capacity or skill in initiating such engagement requires technological and professional media skill development. The movement towards social media use requires people's positive attitude, staff preparedness, time availability and skill (Tursunbayeva, Franco & Pagliari 2017). Further, Dobos & Jenei (2013) argued on the changing participation in engagement; there are two types of citizen engagement through instrumental and normative activities. The aim is to inform or to receive responses from the governance process. A more efficient way of engagement should be used among normative activities (King 2000). The form of engagement in local government has to find new ways and techniques through dialogue

and interaction in social media. These are ways that can provide conditions for listening and engagement in activities within the government-citizen relationship.

The use of social media in a public organization provides benefits including improved financial performance, participation, and group decision-making capabilities (Nagle and Pope 2014). However, the practical use of social media in local government is to improve public trust through transparency (Mazali 2011). Social media can provide the government with a public relationship and the ability to inform and seek the public's opinion. As a group of technologies, social media allows public organizations to engage with citizens, other elements of its organization, and groups. Social media refers to a collection of active participants in creating, organizing, editing, combining, sharing, commenting, rating, and forming a social network through interacting and linking to each other (Criado, Sandoval-Almazan & Gil-Garcia 2013). The terms linkable, collaborative, traceable, searchable, and open administration can be understood as the main features of the utilization of social media tools in a public organization (Chun et al. 2010). It can enable the government to achieve productivity through social networks development.

Sobaci (2016) concluded on the relationship between local government and social media that there are five main areas; a) social media can affect the organization, functions, performance, and relationship with stakeholders of local government. b) Social media may be adopted by local government and local politicians. c) Social media has benefits and risks for both local government and the public. d) Social media can contribute to the improvement of public services, participation, and strengthen transparency. e) Social media transforms local politicians and local leadership. Therefore, local government can take advantage of this development to engage with the people to participate in local government. The participation in social media has been increasing on a daily basis (Hall 2013).

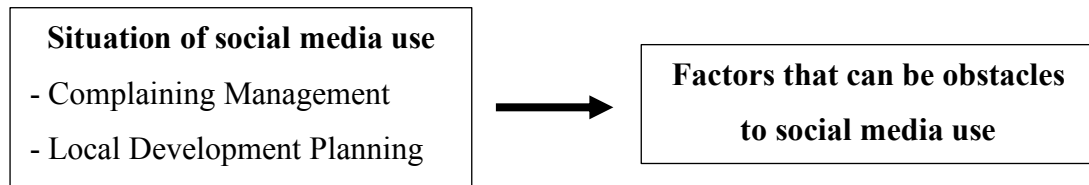
Figure 1 Conceptual Framework

Figure 1 display that this study will start from reviewing situation of social media use. This review will be done by data collecting and analyzing in 2 activities of municipalities which are the area of study, such as complaining management and local development planning. This stage will present the success of social media use. The next step will bring data from the first step to be analyzed for identifying about the major factors that can be obstacles of social media use. This study expect that the results will be able to present information that would be benefits for the other studies that would like to propose the ideas about development ideas of social media use for citizen engagement and local governance promotion.

Chapter 3

Situations of Social Media use for Citizen Engagement and Local Government Development

This chapter would like to demonstrate the conditions of bringing social media to use in the operations of the municipalities and people. This study would like to present that. By now, the municipality and the people have learned how to use social media in their work. How does social media work? What is the attitude toward using social media in the workplace? The study will focus on these issues through the use of social media to use two issues. Firstly, that is the issue of adoption to deal with complaints. And secondly it is also used to promote the participation of citizens in policy formulation or the local development plan of the municipality.

To present the results, all information is divided into 3 parts:

Part 1: Social media is used to communicate to the public between the municipality and the public.

Part 2: Putting social media into action and deal with the complaints of the people.

Part 3: Social media is used to promote public participation in policy making or the local development plan of the municipality.

The results of the study can be presented in 3 sections.

Part 1 Overview of the use of social media to communicate for the joint operation between the municipality and the people

This section would like to demonstrate the attitude, practical guidelines and the results of the use of social media as a tool for communication between the municipality and people in the area. It will indicate what are the details of using social media? What are the benefits of using social media? This will be beneficial to the development of social media applications to citizen engagement and local governance of case studies.

To present the results, it will show the details of the use of social media in the municipal. The details of the findings are as follows.

1.1 The use of social media in the municipality is a tool to work together with people in the area.

1.1.1 Officially Use

The study found that every municipality in the research area use social media to communicate. Officially, all municipalities have announced to the general public that they have made and used social media as a way to communicate with people in various channels. It was incorporated into the municipality's operational structure as a means by which people could communicate or can be used as a way to get involved in cooperation with the municipality directly. There may be differences in format and how to use. There are 2 main approaches of the use of the municipalities.

(1) Use for public relations

All municipalities are using this method. There are two main objectives, first, to serve as a channel for public relations activities of the municipalities and second, to inform the public about the public services which municipalities will arrange. This action is used for making an appointment and informing people how to prepare people to participate in activities or to receive such services.

(2) Use for public complaints

The important purpose is to open a channel for people to contact the municipality in case of problems as results of the performance of the municipalities, such as damaged roads, electricity, light. It is found that only Khon Kaen municipality has used the website in this way.

However, there are two main limitations of using the social media as a channel to communicate with the people of the municipality.

(1) Most of them are used in the form of one-way communication of the municipality such as using for public relations activities. The result is that people cannot communicate or respond to the information published by the municipality on the site a lot. Mostly, they are only the recipient of information. they often do not have the opportunity to comment or provide information as they want to exchange with the municipality.

(2) People still have the opinion that the use of social media is difficult because there are several steps in the process, and in some cases

requires specialized techniques or knowledge to use. This has led some people to not use because it is not convenient compared to communication with the municipalities directly or through the community leaders.

1.1.2 Unofficially Use

According to studies, it has been found that although all municipalities do not have the use of social media as means of communication and working with the public officially, but found that all municipalities have used the application Line and Facebook as tools to work with people in the area unofficially. This study found that all municipalities use of various applications to communicate and work with people in the area. There are 3 ways as follows.

(1) Use in the form of working group.

According to studies, it has been found that all municipalities use the Line application to communicate and work with the people, both in terms of sending complaints and suggestions for municipalities to work in various areas. It will be used in the form of working groups of lines, both the group set up by the municipalities and groups set up by the departments of the municipalities.

The applications are used for sending and receiving information and images as well as video clips that the municipalities wants to communicate or notify the public including information from the public on the issue of complaints and suggestions It will be the exchange of information between groups of members using the application. When the municipalities have information about the activities, it can use the application line groups in the message to the people who are the member of the group i directly. Meanwhile It can be used as a channel to receive complaints and suggestions directly from the people also.

(2) Personal use

All municipalities use the Facebook as a means of communication and personal collaboration with individuals. Facebook is used by administrators, government officials and municipal officials to connect with people who are friends on Facebook. With the use of Line, it is used in the form of various types of information to the public and the use of public relations activities. The objective of this use is not to receive complaint or suggestions from the public in any way.

(3) Use on behalf of the organization.

All municipalities use the Facebook as a tool to communicate with the public. It is used on behalf of the municipality, that is, the official Facebook of municipality. And it was announced to the public. The main objective is to use as a tool to disseminate information. The municipality would like to publish general information as well as various works. The Facebook has given people the opportunity to ask and especially comments on the activities. The municipality will be held to provide a corresponding understanding of the public participation.

However, the use of Facebook is often intended only for the purpose of disseminating information. In the event that the municipality is organized, it will only be communicated to the public. Facebook is not a channel or tool to receive and handle complaints of the people in any way.

1.2 Using Social Media to Communicate And work with the municipality of the people.

This study found that people use social media in their daily lives in 2 ways:

1.2.1 General usage

According to studies, it has been found that in the public sector, there is a widespread use of social media. It is found that people use the most popular social media application is Line followed by Facebook. There are 3 main reasons.

(1) Easy

This study found that people who use social media can buy and access that technology easily. It does not require complex technical knowledge. It is easy to use in all age groups. People just have their smart phone as a device to access. They use these applications to communicate between them.

(2) Widely use

Social media can make communication between people quickly and conveniently. Currently, people in the area of study about 99% can use smart phone as a tool to make communication by using these applications. So people can use the application to communicate widely.

(3) Reduce the cost of communication and transactions

It is found that the use of social media can help people. They do not need to travel to make contact and transaction. People can use social media applications to exchange information in various ways. It can be displayed in the form of texts, pictures and audio, including video clips. It allows people to decide, to agree and to joint transaction quickly. This will help reduce the cost of the transaction compared to the past practice, both in the form of self-travel or phone or use other technologies such as email, etc., which the cost is higher and more difficult to implement than using social media.

1.1.2 In dealing with municipalities

According to studies, it has been found that people in the research area are using social media to make communication. The majority of people use the Line application, followed by Facebook, as well as the Municipality. There are 2 main types of social media use.

(1) To Communicate and to get information

Almost people, or 95%, use social media in this way. using both the Line and Facebook applications. They use for getting some advice on how to prepare documents and other related actions before going to contact and work with the municipal office.

(2) To Complaint and to advise on the operation of the municipality

It was found that only about 5 percent of the people have experienced for using social media in their complaints or petition or provide suggestions to the municipal. About 100% of these people use of the Line application. There is not being used through Facebook in this way. It is used to communicate through various groups. The reason people do not often use social media in making their complaints or petition are as follows.

(2.1) Elderly users are less likely to use because they need to type the text of the complaint. Sometimes it takes official language. There is no confidence in using social media, which sometimes requires their children to do that. So, it is not easy to use for this group.

(2.2) People have no knowledge about the use of social media in dealing with municipalities. This makes people do not have confidence, when they would like to file a complaint through social media. Sometime, they must complete the form required by the municipality prior to file the complains. As a result, people have no confidence in using social media to submit complaints or complaints to the municipal government.

1.3 Limitations and precautions for using social media

This study found that there are 3 causes of unsuccess of social media use to strengthen citizen participation in local administration. Details of these causes are presented as follows.

1.3.1 Restrictions on use of municipality

(1) Social media cannot be implemented in the local development plan and policy for local development.

According to studies, it has been found that even s Social media will be used through various applications as mentioned above. However, it is still only possible to communicate with each other. But that still cannot be used in the opportunity for people to participate in the presentation of useful information in policy formulation and decision making in policy setting or any local development plan. This is because state regulations do not allow people to use social media as a way to send information as a feedback to the policy or the development plan of the municipality. The use of information from the village and community public meeting is still used in policy setting or a local development plan.

(2) The effectiveness of communication has not been happened.

The study found that although social media can help to communicate between the municipality with the people increasingly, especially complaints from the public. But in the meantime, later consequences of communication may be delayed and inefficient. This is due to the regulations of the regulatory agencies of the municipality. Or it may come from the corrective action required by the authority of the outside agency to operate. As a result, the problem solving of the municipality is not able to respond to the needs of the people.

(3) The resulting restrictions on the use

That is where the municipalities cannot use social media to share with the public in areas thoroughly. This problem is caused by the limitations of the application because it can allow members within a group to communicate each other. So, it is not possible for people who are not members of a particular group to make a contact with any member of that group. By this limitation, general people cannot convenience use the application to communicate with the municipality. This will make public to lack of opportunity to communicate and express their complaints and other proposal ideas that will be beneficial to local development to the municipality.

In addition, although the application is used by the municipality, but it is mainly used for the purpose of disseminating information. As a result, municipalities are less likely to be interested in communicating with the public on other issues.

(4) The attitude of the government officials

These group may afraid of the increasing of duty and responsibility come from the use of social media. Because of the relevant laws/regulations and the management structure that divides the municipality work into divisions or agencies, the communication system within the municipality is also a bureaucratic system. It results in complex and complicated tasks. The government officials need time and a lot of effort in performing various tasks. There are so many in the daily routine already. If the public has the opportunity to send complaint more convenient. It will make the municipal officials have more duty to deal with. Due to the complicated and complex internal procedures, some complaints may not be able to use the authority of the municipality. It is necessary that the external agency responsible for implementing it. As a result, the municipal officials need to have another mission to work in coordination with agencies. This will increase the number of missions in charge of their work. This is why the municipal officials might have negative attitude about the use of social media in the administration of the municipal. And they may not cooperate in bringing social media to use the municipality.

1.3.2 Limitations of public use

(1) It is difficult to use social media to communicate with the municipality directly

This limitation is as a result of personal factors of the people themselves and external factors.

The personal factors of the people are 4 factors.

(1.1) People do not use social media regularly following the mission of the people in some occupations, especially the farmer group and laborers in the farm sector, who often live in rural areas including the laborer living in urban areas. They have to work outside the home or offices on a regular basis. This will result in the very rarely use social media because they have to work in the outdoors almost all day. There is no time to use social media compared to people living in urban areas or working in government agencies and company stores. These group of people will have more time to use social media.

With the restrictions of the occupation of rural farmers and urban workers, they will have time to use social media only during leisure time or after leaving the day job only. With the limitations of the time to use social media, so this group just can use social media to get information of the municipality rather than to use for exchange their own information with the municipality, especially to file complaints in various matters and to provide advices to the municipality to improve the work to develop their own communities. It is a very important to be aware of what is going on about social media use in the community.

(1.2) Boredom of the people, as a result of the delay in resolving complaints about public utilities and roads, it has caused people to be bored. Although social media use is relatively easy to use, it is possible to submit complaints directly to the municipality. And it is more convenient when compared to other complaints such as using the website, telephone and self-filing. This is because it is possible to send information in various forms through the social media channels. People do no need to waste time gathering information in the form of a document or picture or tape recorder. They can send documents and the evidence to the municipality immediately. This is more convenient than other communication channels which ever have been a lot.

However, study found that the delays in solving the complaints of the municipality as a result of internal factors and outside of the municipality itself can make bad attitude in using social media because it makes people believe that the results have not been different between the use of social media and the use of traditional methods. This may result in the development of social media use to improve civic engagement. Local administrations may face significant barriers to implementation.

(1.3) Inability to use in public policy process and the local development plan, as a result of the study presented above shows that even with the use of social media, there are many advantages. But the major obstacle is the rules of the relevant government offices. The regulations of the Ministry of Interior on the development plan of the local government organization, No. 2, 2016, does not allow the use of data getting from social media methods which collecting from public opinions through the use of social media is another channel that people can do. However, it still requires a way to listen through the regular community public meeting is the only legalized way to do that.

(1.4) Not understand how to use social media to communicate with the municipality of the people, that most people do not understand how to use social media to send complaints to the municipal. It is still based on the traditional complaint method, especially how to use the form to complete the complaint before sending it to the municipality. This activity has a great impact on the use of social media, because this activity makes the lack of confidence in sending the complaints of people. This issue is another important factor that will make people no longer interest in using social media. Because, compared to the old ways, people are more confident in their uses.

In terms of external factors such as restrictions on the use of Internet to use social media, it is found that most people using the Internet have to pay fees to companies that provide mobile services. Even though, there are some free WIFI hotspot in the community but those ones can deliver Wifi signal to be available around the distribution points.

However, considering the use of social media of people to contact with the municipality. There are 3 types of internet users:

(1) Most people use the public Wifi signal mainly to support social media use to report complaints or contact the municipality because it does not cost anything.

(2) Some people who cannot use public Wifi signals will inform community leaders to gather information before sending those complaints to the municipality.

(3) Only a minority of people use private internet or use Wifi signals installed in their home for communicating and reporting complaint to municipality.

Considering the amount of Internet signal for using social media to communicate with the municipal, it is found that most people will use the Wifi signal the most. But in fact, all municipalities where the research area is located have not enough Wifi distribution points for the use of the public. in each community. The result is that people do not get convenient. Because when they want to file complaints or contact with the municipality, they need to come to the point where the public Wifi hotspot located. So, the cost of the people and the amount of the free Wifi hotspots are causes of problem that limit efficiency of social media use of people. These causes can make impact to encourage people to develop civic engagement because these do not encourage the people to have the opportunity to develop themselves directly through the use of social media as a tool, so it is unlikely to be a suitable promotion path leading to the development.

The fact that there are not enough local Wifi distribution points in the local community is another important factor that makes people unpopular to use social media to communicate. Because the public does not want to spend more on social media because people see that. There are still other channels. Can submit a complaint Or offer opinions To the municipalities used to determine the policy. And the local development plan is the same. Include to inform community leaders. And send it through social media of community leaders instead. There is no need. In addition to the cost of using a private internet connection.

1.4 Recommendations for the development of the social media of the municipality and the people.

1.4.1 At present, the municipality and most people in the research area can access and use social media very well. Both parties have and use social media through the use of Line and Facebook applications as tools or the channel to use in the operation as well as use in the daily life. At the same time, it was found that using social media for communication is a common practice to work in an informal manner so that it is normal to use it to promote interoperability between the municipality and people. This is what can be used to improve the performance of the municipality as well as the adoption of the normal use. This is positive effect to develop social media as part of civic engagement in the administration of local government.

1.4.2 At the same time, even though, municipality and people are ready to develop and use social media, this study found that both sides accept the lack of knowledge and understanding enough to improve communication and work together more effective.

There is need to develop social media as a tool that people can use easily. It can be used to develop the work within the organization to work effectively to respond to the complaints of people increased. Meanwhile there is a need to develop a public meeting process. The data collected from social media should be used as a database for policy decision making to respond to the needs of people in each fiscal year.

However, the development of the social media of the municipality needs to consider the improvement of the mission and the responsibilities of government officials who work in the municipality to be consistent with the design. The improvement of the administration within the municipality and regulations are the major conditions to facilitate and change result of the use of social media. On the principle, social media must not be used to make the government officials have more missions. But it must be able to apply as a tool to ease the work. This is a tool that allows government officials to see that can assist their works. and make the work more effective. If municipality can apply social media use strategies following the above guidelines, that will result in government officials to accept the use. And this will help to improve the performance of the municipality.

The public needs to improve their knowledge and ability to use social media, especially used for direct communication with the municipality as well as for use in various functions. For example, to upload an image, making a video and formatting, text typing that facilitates submission of complaints and suggestions for municipalities, etc. These activities may be required developmental guidelines appropriated to the age range of the people. It may be divided into 3 age groups, including the elderly, working groups and youth groups were found.

The elderly group need to develop the functional knowledge to use the functions of the application to be able to use social media as much as possible.

The working group need to have a proper understanding of the channel. and how to use social media to communicate with the municipality. It also needs to be aware of the procedures for monitoring the performance of the municipality when a complaint and suggestions from the public are received. These activities will help the use of social media to work with the municipality more effectively.

The youth group need to gain a better understanding of how to use social media legally and use it appropriately for social and cultural conditions, as well as how to use it to promote student participation in local community development.

1.4.3. The design of using social media requires the ability to use it easily. In the past, the state has often adopted new technologies. It has always been used by the public and the public, but some technologies may be difficult and complicate to use. This will lead people do not care to use and often leads to failure of bringing new technologies to apply in the bureaucracy and Thai society.

To bring the technology of social media to use with the municipality. and people in that area, it is imperative to design an easy-to-use solution in the context of the working context of government officials and people in each municipality. This is the important factor that will result in the successful use of social media in the development of local government organizations and strengthening the people in the area. Therefore, the development of social media needs to adhere to the principle that it may be called "3E Principle" such as Easy-Expedient-Empowerment. That is to be able to create "comfort and strength" for users. The features of the 3E are as follows.

(1) Easy means social media must be easy to use. It must be an application that has a simple procedure. And not complicated. This will allow both parties to share easily, without any confusion or conflict in working together. It has to be compatibly designed with all municipal applications. It may not be necessary to change the application currently be used by municipality and people. But it must design approach that allows the use of existing applications to be easier to use. And the use of social media under this feature must bring about changes that affect adaptation of the both users to a minimum. And it must be a design that does not burden the user to use increasingly.

(2) Expedient means the use of social media must be able to use it conveniently and flexibly for both parties. It means that users will be able to use social media anytime and anywhere as they desire. Both parties must be able to work with municipality at anywhere and no time limit for use. The features of this application will allow people and municipalities to communicate with each other. The concept is municipal administration and people can access the internet to cover all areas and all the time. It must be free of charge. The government must be investor in the spread of internet to cover the use in the area, if it is difficult to distribute the internet to all municipalities and governments. It is necessary to invest more in the Wifi antennas that should be installed at least one village or community each. This is to facilitate people to be able to use of social media for communication and work with the municipality.

(3) Empowerment means the use of social media must be used for improving efficiency and the effectiveness of the work of both the municipality and the people. The main purpose is to eliminate problems in the operation of the municipality that do not allow people to participate in its administrations as much as possible. So, using social media of this feature must be used under the principle of "Share, Openness and Partnership" (SOP). Details of this principle are as follows.

(3.1) Share; social media use by this feature has to be used to promote sharing information within the municipality and between the municipality and the public. All parties will have to be able to access the accurate and timely information that will make communication among inter-departmental operations and between the municipality and the people as smooth as possible. The use of social media under this feature will not make duplication or cause of conflict. That will contribute to

the work of the municipality more effective. This is to promote the flow of information between the parties to occur thoroughly and equally. All parties can use the data to work together very well.

(3.2) Openness; the use of social media based on this feature has to be able to create the "public space" in the local community. Social media use should be able to create as "Middle Space" that the municipality and people can use as the area of make dialogue, discussion in order to exchange information and working together. There is no need to use the area within the municipality anymore. This means using social media as an alternative area that can facilitates both parties to cooperate in decision making. The use of social media can create a form collaborative virtual space, which can be used to support communication at any time. This will be an approach to optimize the effectiveness of co-working.

(4) Partnership; social media adoption based on this feature would like to close the gap between the municipality and the public. Social media has ability to make both parties to communicate with each other. It will help both sides to "Trust" each other more. It can help creating opportunities for both parties to take mutual responsibility from co-thinking to co-decision and share the results of the work together very well. Social media under this feature would like to creating "Mutual Acceptance" and "Co-working". These are key factors that will help to bridge the gap between the municipality and people. If social media use can make the gap between the two parties work down. It will ensure that the development of citizen engagement and local governance, which is a key factor in making local public administration in the country successful as expected, will be happened effectively.

1.4.4 Policy of government on the promotion of digital technology in public administration has not been fully implemented in the area, although the government has set a policy to promote the use of digital technology. The use of digital technology in the development of state administration, economic propulsion and the society in particular, especially the Thailand 4.0 was set up to bring these policies into practice in various areas around the country, such as building the public Internet. The policy is a good if it can be implemented in various areas nationwide.

However, the study found that the implementation of these policy in the area has not been happened extensively. In the municipality, the research found

that there are also installed public internet poles at some point in each area. It is not enough to provide services to the people. Or the municipality tries to establish a digital community center but that have not been started to do so in any way. If this policy can be fully implemented in accordance with the goals. It is likely to be a major contributor to the development of social media in the development of efficiency and the effectiveness of public administration at the local level. However, because of the limited budget of the municipality, as a result, the municipality is unable to complete the installation of an internet distribution center in the form of a Wifi antenna. If the government can support the work of the municipality, that would be the important for the development of the municipal administration. Meanwhile It will empower people in order to get involved with the municipality to develop a local community in a concrete way as well.

1.4.5 That should not use social media only and neglecting the dimension of the relationship of the people in the community. According to studies, it has been found that even though social media is a very useful tool in developing strengths in the workplace and communicate with people in the community. It is important to focus on the use of social media as a substitute for traditional management. It may have the effect of destroying the strength of the people in the community. Therefore, it should be cautious of promoting the use of social media in the communication and the collaboration between the municipality and people in the area. It may be necessary to define a scope of use that will not affect the destructive relationship of people in the community. This may affect the existence of the community of people in the municipality because it may result in the public noticing the importance of having to interact with each other and. This will lead to new forms of social problems or the form of unwanted society occurs. This will harm the people living in the area in the future.

Part 2: Applying social media to public complaints management

This section will demonstrate the details of complain management of municipality those are the research areas of this study. The results of the study can be presented as follows.

2.1 The operation of the municipality

The presentation is divided into two main areas. First is presentation of the general condition of bringing social media to use in all complaints of municipalities. Second is the presentation of the attitude of social media use in this field. These Presentations would like to show how each municipality has practiced and how does the attitude about bringing social media to work in dealing with complaints from people in the area. The details of the study are as follows.

2.1.1 General conditions of social media use

(1) Puey Tambon Municipality

According to studies, it has been found that this municipality uses social media to implement its operations through the use of specific Line applications. Every sub-division of the municipality has used under the purpose of each agency. It is used as a communication channel and information about activities. The members of the group can use for explaining the works of the agency and has used this application to receive complaints from people who are members of the group. The complaints will different depending on what are the purpose of the agency. For example, if it is a Line group of division of construction, it is about a damaged street and public power outage. If it belongs to the health department and environment, the complaint is about nuisance and waste storage.

For the operation process, when the people who are members of the group send their complaints to the group. Then the officials in the group will take the complaint to continue in accordance with the regulations of the municipal. The complaint will be divided into 3 categories.

(1) Complaints that are in the municipality's authorities and responsibility, for example garbage collection in the community and damaged roads, which are the road under the responsibility of the municipality. When the government officials in the Line group received this kind of petition, then the matter will be notified to the mayor and send to the relevant agencies to know and work in accordance with the

authority. In cases where the mayor is the member of the Line group that complain is sent into. It will be notified to the relevant agencies directly.

(2) The matters are beyond the municipality's responsibility shall be notified to other competent authorities for the resolution of problems, for example roads under the responsibility of the Department of Rural Roads, Ministry of Transport. The complaint will be referred by municipality to that organization.

(3) The matters in the responsibility of the municipality. However, it is necessary to rely on experts from other agencies to take corrective actions. For example, The problem of water pollution, which may have to ask for cooperation from the public health department to participate in the municipal. The authorities will make a letter to the relevant agencies to send staff to participate in the operation of the municipality.

(2) Yasothon Municipality

According to studies, it has been found that Yasothon Municipality has brought social media to handle the complaints of people. It is the same way as the Tambol municipality, that is, the Application Line of the department within the municipality is used as a tool as well. The operational process is as follows.

After receiving a complaint from the public, the complaint is divided into three categories as well. There is a slightly different way to handle complaints. That is, within the scope of their responsibilities., any department will be able to resolve the matter immediately without informing the mayor. If it is related to other internal departments, the responsible department for handling the complaint has to inform the mayor together with related authorities.

If that is the case outside the responsibility of the municipality. The department itself handling complaints has to report to the mayor in order to make official report to the relevant authorities that have the authority to do or further consideration.

(3) Khon Kaen City Municipal

According to studies, it has been found that Khon Kaen city municipal has dealt with complaints that are similar and different from the operation of the two municipalities passed as follows.

The same applies to the use of social media to deal with complaints of the people by using the Line application of the municipality's internal divisions. Each division will be set up Line group for supporting its communication and get complaints from the people directly through the use of this particular line. To use the Line application to handle complaints of Khon Kaen city municipality. The procedure is similar to the operation of Yasothon Municipality.

However, Khon Kaen Municipality has developed a different method of complaint handling from the two municipalities. In addition to using the Line application to handle complaints, the Khon Kaen Municipality It also provides a website for subjecting and dealing with complaints especially. The site is called 'YouPhee' or may be referred to in a word in Isan that translates into Thai as "Here"

Khon Kaen city Municipal has used the website to mediate the complaint directly from the people. There is an internal agency which has responsibility for receiving complaints. The agency will be responsible for managing complaints through this website and other complaint channels that the municipality provide.

The process of dealing with complaints through the 'YouPhee' website starts when the agency receives the complaint directly through the website. The responsible officer will issue a complaint number on the website. Then the matter will be forwarded to the agency responsible for dealing directly with the issue by online or intranet system immediately. The matter forwarded from the website to the relevant authorities will be forwarded directly to the mayor's office as well. When the mayor's office has received complaints online, it will be stored in a database for presentation to the mayor. It is also used for tracking complaints with the responsible office for solving the problem.

The next step after the complaint has been numbered and send to the responsible agency. The website displays the status on the screen. Is the agency responsible? Has the order been made to resolve it? Has the complaint been resolved or not? This method will support which the public as well as the municipality's staff and the mayor will also be able to track the performance of the complaining management through on-screen presence of the website at any time. The website can be used to monitor the performance of the municipality real time.

2.1.2 Attitude of the municipality about the use of social media in the handling of complaints.

(1) Puey Tambon Municipality

The study found that using social media can help the work of communication with the people. It can help to know the complaint. It also can be used as a tool to communicate with the people faster. Besides, municipality still has the opinion that although using social media will help to communicate between people and the municipal. It can also help municipality to solve the problem of public complaints more effectively.

However, in case of complaints that are out of the scope of responsibility of the municipality. And those ones need to coordinate with other agencies. Social media cannot be used to improve performance in this area. Because this is also attached to the procedures of the internal operation of that agencies. The municipality cannot intervene. The municipality can do just keep tracking of the message sent to the responsible agency. It cannot accelerate the operation of the agencies to meet the needs of the people.

So, even the social media will be able to handle the complaints of the municipality. The use of social media is still not able to help solving the public complaints. If the complaint is out of the area of responsibility of the municipality. In some cases, this makes people misunderstand about the effectiveness of social media use because of the delayed implementation. Or some of them have not been resolved in any way. That cannot be done because it has to wait for operations from outside agencies. It often causes problems with the municipal itself because sometimes leads to the complaint that the municipality is not effective in resolving the problem.

The limit of dealing with complaints of citizens come from the out of the responsibility of the municipality is one of the major obstacles that make the social media use for dealing with public complaints may not be possible to increase the efficiency of this operation as much as it should.

(2) Yasothon Municipality

The study found that the municipality has a positive attitude toward using social media because it is a good idea. It will help the municipality

a lot. However, municipality is still concerned about the workload will be even more. This is because the public can submit complaints through social media more convenient and faster. It may be increase mission of the officials. While troubleshooting, it may take some time to complete. This is because some complaints may be related to several laws. This may cause concerning that the use of social media may have a negative impact on the municipality if the problem cannot be resolved as expectations of the people.

There is another issue that the Yasothon municipality is concerned about, while is using social media as a way to get complaints. There are some complaints may not be very important to the municipality because they are minor issues which may be addressed by the community committee. This may result in reduced performance in dealing with critical complaints. This may result in the loss of the ability of the municipality to deal with major complaints and possibly the loss of opportunity to resolve complaints that are a major problem affecting people in the municipality.

(3) Khon Kaen City Municipal

The study found that the municipality has a positive attitude towards using social media to deal with public complaints. It has given importance to the development of tools such as an online communication channel through the use of the website in dealing with complaints.

However, the municipality still found that the use of the website still has not been very successful. The number of people using the complaint through this channel is not much. But it is likely to increase. The municipality has monitored the use of the website by crawling and found that the issue that is causing people to use the site is not very popular is the difficulty in monitoring the results of the municipal problems. As a consequence of the internal administration of the municipality, it is not easy to use the website to report the progress in the resolution of the problem of the people. Sometimes people do not pay attention. But use other methods to monitor the performance, such as telephone inquiries, contact through community leaders or follow the progress by themselves, etc., These methods can make conflicts with the needs of the municipality to use the complaint channel through the website to reduce the burden on people to contact the municipality. And these ones may

have significant impact on the public not to focus on using social media to communicate with the municipality.

So, the municipality is aware that there is a need to increase the efficiency of use to coordinate within the municipality, in response to complaints and to develop effective coordination with the people. It is evident that the development of social media will be an important tool to help dealing with complaints and to assist the municipality in addressing those issues better. And it will help the municipality to be upgraded to better serve the public as well.

2.2 The operation of people

To present the results in this section. The presentation will be divided into 2 main areas. First is presentation of the general condition of bringing social media to the people's complaints to all municipalities. And second is the presentation of the attitude of bringing social media use in this field. In order to show how people in the municipality does each practice? How do you think about bringing social media to use in the work of the notification? And the outcome of the resolution of complaints that people have notified to the municipality. The details of the study are as follows.

2.2.1 General conditions of use of social media

(1) People in Puey Tambon Municipality

According to studies, it has been found that social media is not used for submitting complaints direct to the municipality through the use of specific line applications of the local departments or municipals. But there are ways to report the complaint through social media indirectly. Those ones can be divided into 3 ways.

(1.1) Send complaints to the village headman, this method is to indirectly send the complaint to the municipality. People will send the complaint to the village headman then he will forward the complaint through the application Line group of the municipality made for communication with the village headman.

(1.2) Reporting complaints through other community leaders, when the community leader was informed about the complaint from the people. This will be sent to the municipality through the use of specific application Line group developed by various divisions of municipality that community leaders are members of that group.

(1.3) Use of application Line groups that people and municipal officials including Mayor are members together. By this method, people will be able to report the complaint directly to the members of the group and acknowledge the process of operation in solving this complaint of the municipality continuously.

(2) People in Yasothon Municipality

According to studies, it has been found that there are 2 ways of social media use for reporting complaint people to the municipality.

(2.1) Implemented through the use of various line applications that they are members together with the municipal officials in the group. This method is similar to Tambon Municipality

(2.2) The same method as the people in Tambon Municipality. That is, they will send complaints through community leaders in the municipality, then the community leader will collect the complaint and send through application Line group of each department within the municipality.

(3) People in Khon Kaen Municipality

According to studies, it has been found that people in the municipality have 3 ways to use social media to report the complaint to the municipality.

(3.1) Self-complaint, there are 2 ways to do this.

(3.1.1) Performing through the use of various applications Line group that they are a member together with the municipal officials or Mayor. This way is the same method of operation of Puey Tambon Municipality and Yasothon Municipality.

(3.1.2) Performing through application Line groups of responsible agencies or departments directly. People who want to file a complaint must be a member of the group. Then they can send complaints directly to the group.

(3.2) Complaining through community leaders. They will use the same method as Yasothon Municipality, that is, people will bring their complaints to the leaders of the community. And then the leaders will send the to the municipality through the use of the application Line groups of the various divisions who are responsible for handling the complaint.

(3.3) People in Khon Kaen Municipality will be able to use a website for submitting their complaints to the municipality. That website's name is 'YouPhee'. This is another channel as an online complaint channel through the use of the website for sending complaints by themselves directly.

2.2.2. Attitude of people in Municipality for the use of social media in the handling of complaints.

(1) People in Puey Tambon Municipality

According to studies, it has been found that, even though, people do not use social media to submit complaints by themselves to the municipality. But they still have the confidence that social media is a tool to help people communicate with the municipality quickly and easily compared to the traditional complaint method. This is because they have experience in sending complaints through the government officials through using the application Line group by themselves.

However, some people have experienced in the delay of complaints resolving. This is because of the work performed within the municipality itself or from delays due to the operation of outside agency. It reflects the bad attitude toward using social media, which is not easy compared to the complaint through community leaders to contact the municipality indirectly.

In addition, some people thought that they have to spend more when they use social media if they cannot use public internet because there are very few Wifi antennas in the village and there are often insufficient internet signals for public use. This cause has resulted in people even having a positive attitude about the outcome of the job, in term of personal expenses. This use has increased the cost of living of people. Some people find it unprofitable to invest and see that using the method of reporting complaints in other ways is available and costs are cheaper. This is a major factor that can make unpopularity in social media use to contact the municipality of the people.

Lastly, some people also see that using social media to contact the complaint with the municipal is very difficult because they do not understand how to write a complaint? What information must be included? What are the steps to follow? And sometimes people do not dare use social media because of concerns about

the identity of the complainant. The results are the lack of confidence in the use of people and push them to choose the method of complaint through other means.

(2) People in Yasothon Municipality

Some people in the municipality have experiences in reporting their complaints to the government officials as a member of a group of application Line. They have the opinion that the use of social media in the complaint to the municipality is convenient channel.

However, the public still prefers to complain through community leaders. Or the president of the community. There is a similar reason for the people in Mueang Municipality, because they do not understand about the use of social media to contact directly to the municipality directly. Contact through President And the community committee. It is more convenient. It does not have to be complicated to print a complaint message. And to be a member of the specific line of the Division. Which may be viewed. I do not have the peace of mind to join that group. But to inform the president of the community to notify the municipality. It is a convenient way to contact the municipality.

It is important that people do not pay attention to the use of social media to hammering complaints against the municipal if they have to spend more on personal expenses in the Internet, even though there are some public internet access points in the community. But it is not enough to serve the public thoroughly. And sometimes, the signal quality is not as good as it should be. These factors make the difficulty of the use. As a result, these can make negative impact public to the people. That is, they might choose to use other channel to contact with the municipality instead of use social media.

(3) People in Khon Kaen Municipality.

In the view of social media use, it is useful to help send complaints to the municipality quickly and easily. People in Khon Kaen city municipal strongly agree that some people still continuously use for contacting the municipality directly. it is not more difficult through the application Line group that they are a member the same as of the municipal executives and officials of that group. They can use the group to submit their complaint that they want to present to the municipal directly. It's easier to do that through Line members.

However, some people are also very disappointed with the use of social media because of delays in responding to complaints from the municipality and related organizations. Even though, people can use social media to report the complaint to the municipal quickly. As a result, people have the same expectations. The problem of desertion can be solved by the municipality as quickly as possible. But with restrictions on regulation and internal procedures including to coordinate with external agencies. As a result, the resolution of the problems that people complain to the municipality cannot be done quickly according to expectations of the people. If municipality would like to encourage people to use social media to communicate with the municipality increasingly. It is necessary to have a working design that can reduce delays in response to public complaints.

Finally, attitude of people in Khon Kaen city municipal towards using social media is the same as the public in the two municipalities above. that is, it is inconvenient to use because it requires more cost because of the Internet. The installation of Wifi antennas in the community is not sufficient to facilitate the use of social media to communicate and file the complaint to the local authority.

Part 3: Social media is used to promote public participation in policy making and the local development plan of the municipality

This section will demonstrate the implementation of social media use in local development planning and public policy process in the research areas. The results of the study can be presented as follows.

3.1 The operation of the municipality

The presentation is divided into 2 main areas. First is presentation of the general condition of bringing social media to promote public participation in public policy and the local development plan of the municipality. Second is presentation of bringing social media to use in this field. In order to show how each municipality has a guideline? and how to use it to implement social media in the promotion of public participation in public policy making and local development planning in the area. The details of the study are as follows.

3.1.1 General conditions of use of social media

(1) Puey Tambon Municipality

According to studies, it has been found that in general, the municipality continues to use the form of a local community forum as the main mechanism for public policy and the local development planning. The municipality has not used the official social media in this regard. But there are personal relationships in the Line groups for supporting social media use in local development planning. In general, the municipality cannot use the information received from social media to make the policy and development plans. There is only the information received from the public hearing or meeting can be used. The use of information that come from application Line in groups is not guaranteed. The information like that cannot be used to determine the policy and the local development plan legally, but the municipality may only be used as part of the decision making.

(2) Yasothon Municipality

The study found that the municipality still used the public meeting of community and other public stage to be the main mechanism for policy making and local development planning. In general, Yasothon municipality will use social media to operate in this field in the unofficial form. It is still used to receive comments and the suggestions from the people who are members of the Line groups that the municipal officials are members of the group. Then take them to use in policy decision making. In addition, the local government's development planning, will be followed by observations on the use of information received from public hearings. And the local development plan, as well as the use of these data, is the same as that of the municipal district. That is, the information is not legally valid to be used in public policy and the local development planning comparing to information received from the local community.

(3) Khon Kaen Municipality

According to studies, it has been found that there is no official social media in this manner in the same way as the two municipalities. In general, it is also used in an informal manner as well. There is another way to add to this work is to use the website that is responsible for complaints from the people of the municipality, YouPhee (Be Here), to use as a tool to collect additional information.

How to bring YouPhee website to use in this field. It is the result of the Mayor's office. The data collected from the complaint. That was sent from the site's automated system. It is a statistical database that will be presented to the mayor to decide on some important issues or have a high record of complaints. It is used to determine the policy of the mayor. The policy will be implemented in the current year or be included in the local development plan to be implemented next year.

3.2 Operations of people

The presentation of this section is divided into two main areas. First is presentation of the general condition of bringing social media to support the participation of people in policy making. Second will present the attitude of bringing social media to use in this field. In order to show that. How people in the municipality. do each practice? What are the implications for using social media to support citizen engagement in policy making and the local development plan of the municipality? The details of the study are as follows.

3.2.1 General conditions of social media use

(1) People in Puey Tambon Municipality

According to studies, it has been found that almost people have never used social media to present their ideas for policy purposes. But, they are experienced in presenting ideas and suggestions to the municipalities in the Line groups that they and the municipal official and Mayer are members together. And they see the use of social media is a means of enhancing citizen engagement. This will allow local planning to be better respond to the needs of the people. However, some people are not definitely confidence that social media can be used to promote citizen engagement in policy making as well.

(2) People in Yasothon Municipality

According to studies, it has been found that people have never used social media in this manner. It has the same experience as the Puey Tambol Municipality. They have used it in term of informality through application Line group that there are members of the municipal administration as well. People are taking this opportunity to present or pass on ideas and suggestions to the municipal administration to implement the policy and the local development plan.

(3) People in Khon Kaen City Municipal.

The study found that the characteristics and methods of social media use for people participation in policy making and local development planning is unofficial. People give recommendations to the municipality through the use of application Line which the and municipality official and Mayer are also members of that group. And yet, there is no officially use social media to promote people's participation in this field.

3.3 Attitude of the Municipality of social media use to promote citizen engagement in public policy making and local development plan

To present the results in this section, the presentation is divided into 2 main areas. First is presentation of the general condition of bringing social media to support the participation of people in policy making. Second will present the attitude of bringing social media to use in this field. In order to show how each municipality has an opinion on? How to use social media to support citizen engagement in policy making and the local development planning of the municipality. The details of the study are as follows.

(1) Tambon Municipality

This study found that the municipality is ready and needed to develop the use of social media to promote participation in this field. But there are concerns about the laws and regulations of the government relating to data and information about public opinion submitted through social media. Because the regulations of the government still have not allowed the information obtained from the use of social media to be used in public policy making and the development planning, there are only the information obtained from the local community meeting to be legalized applied.

(2) Yasothon Municipality

The study found that the municipality is concerned about the use of social media as a tool to gather information for use in public policy making and local development plans. Because the legalized data and information for using in the public policy making and the local development planning must be approved by the relevant law and regulations of the municipality and the supervising government agencies. So

this lead to be confidence whether social media can be used to promote citizen engagement in this field.

(3) Khon Kaen City Municipal

This study found that the municipality would like to develop a system for using social media to create public participation in policy making and the local development plan very much. And the website 'YouPhee' is an attempt that try to promote citizen engagement in this field even more.

However, the municipality still has concerned about the successful apply of the website. Whether people will turn to acceptance se the application to participate in public policy and the local development plan? Because of the observation of the people participation in the local community, there have been a few people in the community to participate in that process. Therefore, it must be noted that the implementation guidelines of social media use have to be designed carefully in order to support citizen engagement in this field more successful.

3 . 4 Attitudes of people towards using social media to promote citizen engagement in public policy making and local development planning

The presentation of the results in this section is divided into 2 main areas. First is presentation of the general condition of bringing social media to support the participation of people in policy making. Second will present the attitude of bringing social media to use in this field in order to show what are the implications for social media?

Chapter 4

The Effectiveness of Social Media Use for Citizen Engagement and Local Governance Development

Finding

The result will show the details of the use of social media, support, and restrictions, regarding performance and important awareness, which may have impacts on other areas. The details of the findings are as follows.

1. Social media use in the municipality is a tool to work with the people in the area.

(1) Official use

The study found that every municipality in the research area uses social media to communicate and work with the public "officially". That is, all municipalities have announced to the public that they have, and use, social media as a way of communicating with people via various channels. It has been incorporated into the municipality's operational structure as a means by which people are able to communicate or as a way to get involved and join in the work of the municipality.

In addition, all municipalities offer official websites as an alternative way to communicate with the public. There may be differences in format and methods of use. The use of social media can be divided into 2 main approaches as follows:

(1.1) Use for public relations

All municipalities use this method with two main objectives. Firstly, to serve as a channel for public relations activities and to display the results of the various activities of the municipality. And secondly, to inform citizens about the public services that the municipality arranges, to facilitate making an appointment, and to prepare people to participate in activities or to receive services.

(1.2) Use for public complaints

Fulfilling the important purpose of opening an alternative channel for people to contact the municipality, in the case of problems connected to the performance of the municipality, e.g. damage to roads or power failures. However, it

was found that not all municipalities use social media in this manner, meaning the only channel available would be through the municipal website.

However, when using the website as a channel to communicate with people in the municipality, there are 2 main limitations.

(1.3) Most of the information is ‘one-way’ communication regarding the work of the municipality. This results in the people being unable to communicate or respond to the information published by the municipality on their site. Most often, the citizens are merely recipients of information, unable to have the opportunity to express their opinions or to provide the information they wish to exchange with the municipality.

(1.4) People retain the opinion that the use of the website is difficult due to the multi-step process that, in some cases, requires specialized techniques or knowledge to use. That is considered an inconvenience when compared to the ‘old style’ communication, such as direct contact with the municipality or via community leaders.

(2) Unofficial use

This study found that, all municipalities use the Line and Facebook applications as tools to work with people in the area, ‘unofficially’. The municipalities use various applications to communicate and work with people in 2 approaches.

(2.1) Use in the form of group work.

All municipalities use the ‘Line’ application to communicate and work with the people, both in terms of sending complaints, and for offering suggestions to the municipalities in various aspects. It is generally used in the form of a ‘Line Group’. There are three groups, the official group of the municipality, the Line group of the departments within the municipality, and a special group of which officers of the municipality are members.

The use of Line is to send, receive, or share information and images, as well as video clips which the municipality wants to use to communicate or notify the public. This group also includes a way for the public to make complaints and suggestions; it facilitates the exchange of information between members of groups. When the municipality has information about its activities, it can use this type of social

media to, instantly and directly, send a message to all the people within the membership, while, it can also be used as a channel to directly receive complaints and suggestions from the members.

(2.2) Personal use

All municipalities use Facebook as a means of communication and work with people in an individualized way. Personal Facebook is used by administrators, civil servants, and municipal officials to communicate with other people who also have their Facebook 'friends'. The same applies to the use of Line, which is in the form of data transmission. Social media applications have been used for dissemination of news to the public and for the public relations activities of the municipalities. Facebook is not used to receive complaints or suggestions from the public, in any way.

2. The study found that people use social media in their daily lives in 2 ways.

(1) General usage

According to studies, it has been found that, within the public, there is widespread use of social media. It was found that Line is the most popular, followed by Facebook. There are 3 main reasons for social media use.

(1.1) It's easy to use, social media is a technology that has easy access. It does not require complex technical knowledge, and it is easily used by all age groups. People just need a Smartphone and then they can access and use the social media applications and communicate with them.

(1.2) People are already widely used to communicating with each other, so it is quick and easy to accept using them. The study found that currently, regarding the people in the study area, about 99% have a smartphone for communication purposes, so almost everyone can use such applications to communicate widely and quickly.

(1.3) Social media can reduce the cost of communication and transactions. It was found that the use of social media helped people by removing the need to travel when contacting people and making transactions. People can use social media applications to exchange information in various ways. It can be displayed in the form of letters, pictures, and audio including video clips. It allows people to make a decision and complete a transaction quickly, reducing the cost of the transaction when

compared to the former practices of travelling to pay, make a phone call, or using other technologies, e.g. email, etc. People commented that these costs are higher, and more difficult to implement, than using social media.

(2) To contact the municipal office

People in the research area use social media to contact the municipalities, but not very often. The majority of people, and the municipality, use Line, followed by Facebook. There are two main types of social media use.

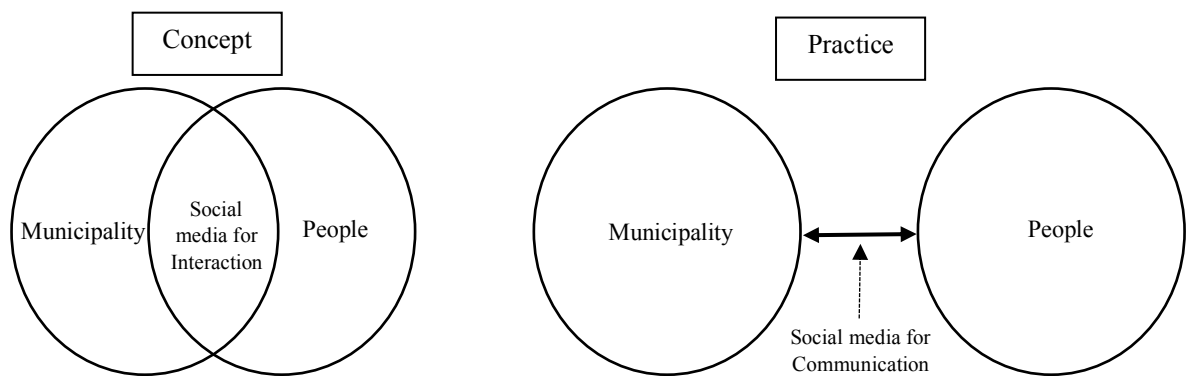
(2.1) Communication with the municipality to get information, most people, (95%), use social media in this way, via both Line and Facebook. There are various purposes for this communication, for example, when they require services from the municipality, they can use social media to get information and advice in order to prepare any documents, prior to submitting them to the municipality.

(2.2) Make complaints and offer advice about the operations of the municipality; it was found that only about 5 percent of people had experienced using social media for making their complaints or to provide suggestions to the municipalities. All the people, that is 100%, use Line. They did not use Facebook in this way, Line was used to communicate through various groups, especially the groups of the executives and officials. The reason people did not use social media in their complaints, petitions, or recommendations to the municipalities was due to having no knowledge about the use of social media in dealing with municipalities. Some did not know how to use social media, in the correct way, to contact the municipality. For example, when they would like to make their complaint, they must follow several official steps. Sometimes it required official language; most users found this very difficult, in everyday life, as they had no confidence in using social media. They often were not sure what to do, so, it was not easy to join this group of people. Consequently, many people lacked confidence in submitting complaints to the municipality, through social media.

In conclusion, the social media use of this study cannot facilitate local governance development due to the way it is being applied by the local governments; the result cannot create consultation and interaction between the municipalities and other parties. It cannot make a space for negotiations with the public (Andersson 2013). Furthermore, people also cannot use these tools to engage with the municipalities, as many kinds of social media are unable to reach their goal. The goal of co-decision

making and co-production in the local administration is not achieved because two-way communication between the state and the people does not occur. (Eisenberg 2008 and Olmsted & Chan 2013). On-line activities, which can develop co-consultations via social media, rarely happen. The results of this study indicate that local governance development can facilitate only communications, but cannot establish active interactions among all parties and the municipalities (Zhang and Han 2015, Grydehoj and Nurdin 2016, Yetano and Royo 2017). The conclusion of analysis is as figure 2.

Figure 2 the real practice of social media use



According to Coleman (2005), the purpose of use and the role of social media might be classified into three major areas: information function, communication function, and the function of co-action. This study compares the concept of social media's functions and the real-life practices of the municipality. The main criterion of analysis regards the quality of the communication, the efficiency of two-way communication, and the facilities for citizen actions. This analysis will present the results of the ineffectiveness of social media use for local governance development. The summarized details of this analysis are as follows.

Table 4 functions of social media use for local governance in practice

Function	Practice	
	Concept	The results
Creating communication	Social media can be ‘the bridge’ able to support and share information, among parties, more effectively	Social media can be ‘the bridge’ effectively
Creating interaction	Social media can be the channel for supporting all parties to consult and exchange ideas with each other, effectively	Social media cannot be used to construct any channels for supporting this criterion
Creating co-action	Social media can be public spaces for all parties to work together as partners of administration	Social media cannot be used to produce any public spaces for everyone to use as partners of administration

2. Limitations and considerations in using social media

This section shows the limitations of using social media in the work of the municipality and the people. It will attempt to point out that there are considerable issues, or factors, facing social media for it to be considered as a development tool for strengthening citizen engagement and local governance. This study divides presentation of the limitations and the causes of social media use, into three parts as follows.

(1) Limitations of the municipality

(1.1) Data collected from social media cannot be implemented in the local development plan or in public policies for local development. Even if the municipality has used social media through the various applications as mentioned above it is still only possible to use it for communicating with people. It still cannot be used to allow people to participate in the presentation of useful information, in policy formulation, decision making, in policy setting, or in any local development planning. This is because the regulations of central government do not allow a municipality to use

data and information, sent by people through social media, for conducting policies and plans. The municipality must still use data and information obtained from community and village meetings only.

(1.2) The effectiveness of communication has not been in doubt. The study found that, although social media can help to increasingly rapid communication between the municipality and the people, especially complaint management, later consequences of that communication may be delayed. This is due to the regulations of the regulatory agencies of the municipality and the monitoring organizations. It requires both the authority of the internal and external agency to operate and, as a result, the municipalities problem solving is not able to respond to the needs as quickly as the people expect.

(1.3) Communication is only available between specific groups, missions, and individuals only. The municipality cannot use social media with people in the area, thoroughly. The limitation of using a line application is that it allows communication only between members within a group. This provides a good way to communicate between people in the same group, but it is not possible for people who are not members of a particular group, or that has government officials as members. The management of the municipality are members of a group, as a result, many people will lack the opportunity to communicate, to express their complaints or needs, or propose ideas that will be beneficial to create local development within the municipality.

(1.4) The attitude of government officials. Officially, the procedures, the rules, relevant laws and the management structure of the municipality are divided into departments or agencies. The communication system within the municipality is also a bureaucratic system that results in complicated steps and tasks. The result is officials have to spend a lot of time and effort in performing general tasks, as part of the daily routine. If social media can open up opportunities for people to submit complaints more conveniently, then it will allow the municipal officials to have more time to undertake their duties. These results will increase the number of missions able to be undertaken by officials, which have to be dealt with every working day, in the same way.

The complicated and complex internal procedures may also affect the efficiency of the municipal administration. Some complaints may not be the

responsibility of the authority of the municipality, there are some responsibilities that are undertaken and implemented by external agencies. As a result, the municipal officials need to undertake the additional mission of coordinating with the external agencies. This will increase the range of the scope of their work and impact upon their attitudes regarding social media use in the administration of the municipality. Consequently, officials may not cooperate in bringing social media use into the municipality.

(2) Limitations of people

For most people, the use of social media in dealing with the municipalities is difficult and rarely convenient. The public cannot use social media to communicate with the municipality directly, as compared to communication using other platforms. This is the result of personal and external factors.

(2.1) Personal factors

(2.1.1) Some people do not use social media regularly, it may depend on their jobs or occupations, and this is especially the case with farmers who mostly live in rural areas. Another group is laborers who are working in urban areas. It is necessary for them to go to work away from home on a regular basis. This may result in the use of social media, but it is very rarely used because they have to work outdoors, without internet access, almost all day. They have no time to use social media when compared to people living and working in urban areas, or people who work in government agencies or private company offices in the city. They will have more time and access to use social media.

Due to the limitations of some occupations, they will have time to use social media only during their leisure time, after work. Due to the limitations of time to use social media, the majority may be used to just monitoring the information from the municipality, rather than sharing or exchanging their own information with the municipality. This is detrimental, especially for making complaints or in providing proposals to the municipality for developing local plans and policies.

(2.1.2) Boredom of the people, as a result of delays in resolving complaints about public utilities, people may become disinterested. They may not believe in using social media to contact government agencies, even when it is easy to use. However, as the study suggests, the delays in solving the complaints made to

the municipality are the result of both internal and external factors concerning the municipality itself. These factors have resulted in bad experiences in using social media, due to the people believing that the results are no different when employing social media or traditional methods. As a result, the development of social media, to improve civic engagement, may face significant barriers to implementation.

(2.1.3) People do not want to participate in municipal administration due to the lack of interest in their information and it not being utilized in the planning. A major obstacle is regarding the rules of the relevant government agencies, especially those that do not allow legitimate use of data and information sourced from social media. This may be despite the information being necessary for the implementation of public policy or the local development plan of the municipality. Regulation by central government does not allow the use of data collected by this method. The only legitimate way is through community meetings.

(2.1.4) People do not understand how to use social media to communicate with the municipality so they do not understand how to use it for sending complaints. They still depend on the traditional complaint method, especially if they do not know how to use social media as a platform for sending complaints to the municipality. This has a great impact on the use of social media, because people lack confidence in the complaint making method. The public cannot write detailed descriptions of their complaints because they are afraid to fill in incorrect information. This issue is another important factor that will cause people to be no longer interested in using social media because they are more confident in using the old way.

(2.2) External factors

The study found that when most people use social media to communicate with the municipality, they do so through Wi-Fi signals as it is the cheapest way. However, although there are some free Wi-Fi hot spots in each community or small parish, there are insufficient for the use of the general public. The result is that people cannot comfortably use the internet, because when they need to complain or contact the municipality they cannot access free Wi-Fi, or sometimes the free Wi-Fi signal is not strong enough to use. Consequently, they have to use their own, private internet signal at their own cost.

The fact is that there are not enough free Wi-Fi hotspots in the local community. This is another important factor that makes the use of social media unpopular because people do not want to spend money to communicate with the municipality on social media. They can see that there are still other channels which they can use for submitting complaints or offering opinions, e.g. through community leaders. They realize that there is no need to pay to use social media when it is in the ‘public interest’ as these services must be provided by the municipality, inclusively.

Table 5 Limitations of social media use

Users	Limits	Impacts
Municipalities	Regulation	1. Cannot use social media in local public policies and planning processes
		2. Delays of responding to complaints sent through social media
	Organization	1. Limits of accessibility by people and members of other groups
	Personnel	1. Negative attitude of officials on social media use
	Coordination	1. Complexity of administration within organization and among other external organizations
People	Effectiveness of the use	1. Cannot support use by some groups of people who have different working areas
		2. The results in response to complaints are not different when compared to other methods
		3. People do not want to engage in the public policy process since their demands cannot be approved when submitted through social media

Users	Limits	Impacts
	Confidence in the use	1. Lack of understanding of use in making interactions with the municipality
	Cost of use	1. People do not want to use social media for the purpose of public interest

Discussion

At present, the municipality, and most people in the research area can access and use social media very well. Both parties have, and use, social media applications in both official and unofficial ways. They are considered as normal for use in promoting interoperability between the municipality and the people. Social media can be used to increase the performance of the municipality (Mergel 2013; Wukich & Mergel. 2016). The adoption of ‘normal use’ and having a good attitude towards implementation are the important factors that have a positive impact on the development of social media as part of civic engagement and local governance (Graham, Avery & Park. 2015; Sharif, 2015).

However, the social media use of this study cannot fully promote local governance development because it is not fully used as in the theoretical expectations. Even though it can support communication between the people and the municipality very well, it is not used as a tool for increasing interaction and engagement for local administration, together with the municipality, at all (Boyd 2012; Fredericks & Foth 2013). There are several weaknesses which are obstructions to its purposive use as follows.

(1) some can and some cannot, there are some people who can communicate with the municipality effectively because they know the methods to use these tools. While for some individuals, things may not be as good as they should be, for example, the elderly, the farmers, and the laborers. There are reasons, e.g. the limitations of their careers, the complexity of use etc. There are groups who still have no confidence in its use, so they avoid contacting or chose to use another tool instead. Therefore, they cannot access the benefits of social media use and, at the same time, the municipality is unable to have interactions with these groups. These cases present the inefficiencies of coverage and use, indicating that there are some issues of social media use which require

development to ensure that all people in society can access and get the benefits from interactions with the municipality through social media use (King, Pan & Roberts. 2017).

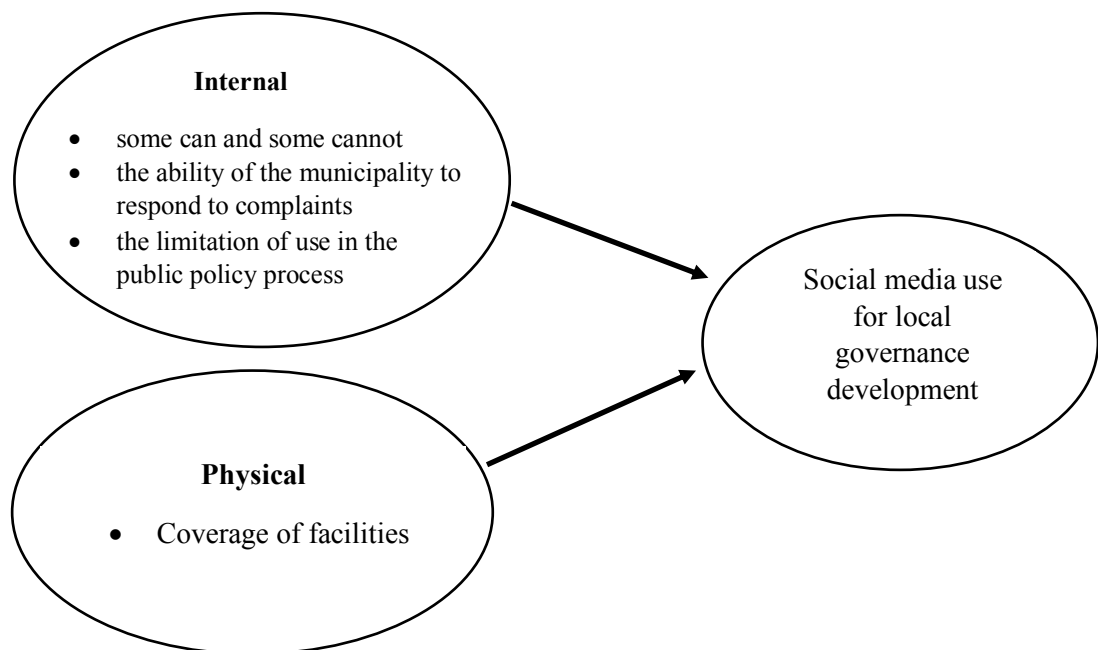
(2) the ability of the municipality to respond to complaints, sometimes this does not resolve the problem as expected by the public as, in some cases, the complaints are not the direct responsibility of the municipality but are the responsibility of external agencies. These cases will expend a lot of time and require official coordination, depending on the discretion of the external organizations. The municipality cannot control and intervene in the decision making processes of these organizations. These cases are often delayed; consequently, people misunderstand the efficiency of social media use because it did not help them to achieve more rapid services and complaint management than other forms of contact with the municipality. This can decrease people's confidence in social media use (Warren, Sulaiman & Jaafar. 2014). The desire to use this tool is reduced because, compared to other forms of contact, social media cannot improve the results and, sometimes this will cause them to stop contacting the municipality. This issue can be a limitation in using social media to improve local governance (Gao & Lee. 2017).

(3) the ability to access and use social media, because public internet access is not sufficient for public use, the result is some people being unable to use social media to communicate their complaints and it being necessary to rely on the community leader to be the complainant, or use other complaint channels provided by the municipality. This will impact on a person's cost of use and will lead to their decision to choose to use this tool. If the use of social media will raise their costs, some will always reject its use. This is another limitation that can reduce people's interest in using social media to interact with the municipality and this will impact on the results of local governance development, also (Chong, et al 2016).

(4) the limitation of use in the public policy process, this is the other limitation of social media use for local governance development. The study found that although social media can support people by providing a channel to create public participation in policy and local development planning, it will not allow them to participate or engage in the decision-making process of the municipality (Mossberger, Wu & Crawford 2013). Therefore, they lack confidence in whether their demands will be considered in the

policies and plans of the municipality. They can use social media as a tool for expressing their ideas or needs to the municipality, but after that, they have no further role or authority and depend on the municipality to make decisions (Cook, Wright & Andersson. 2017). This is a further factor that limits the effectiveness of social media use in local governance. Even though people can express their ideas or needs to the municipality via social media, they have insufficient power to push their proposals forward to the decision makers. There are several cases that highlight people's suggestions being rejected or not made to be policies and plans by the municipality. This indicates that social media can only support an increase in the interaction, it cannot be used as a tool to promote interactions and engagements between municipalities and the people, which is the most crucial characteristic of local governance (Kim, Keane & Bernard. 2015). The truth is, when people wish to make their requirements known to the management of the municipality, they have to make sure that they will have enough power to push these proposals into the policy and planning process (Cruz & Marques. 2017). They cannot use social media for following and engaging in decision making about their desired policies. This is a factor that obstructs the interest in using social media to develop local governance, because people can only use this tool for submitting their desires to the municipality. Social media cannot be used to engage in the decision-making process, all such activities are still in the domain of the authorities of the municipality. This is considered as a limitation because, theoretically, people should use social media for engaging in the decision-making processes of the municipality. This concept would promote the role of people in public administration as a partnership (Virtudes, 2016; Yin, Olsson, and Maria Hakansson. 2016; Mazali 2017). This will be an important factor in truly establishing local governance.

Figure 3 remarks for improving social media use



Recommendation

1. The design for using social media needs to consider its ease of use and it being appropriate to the local context. In the past, the state has often adopted new technologies. They have always been used by the public, but some technologies may be complicated and difficult to use, causing the officials and the people to not bother using them. This has often led to failures and loss of budget in bringing new technologies to be applied in the bureaucracy and in society (Iazzolino & Stremlau 2017).

Development of social media use by the municipality needs to consider constant improvement of the mission, and the responsibilities of the government officials who work in the municipality. The process needs to be designed to improve the administration and regulations within the municipality to facilitate the performance of government officials to change, as a result of the use of social media (Dabbagh & Kitsantas 2013). It must not be used to make the government officials have more missions, rather, it must be able to apply social media as a tool to lighten the work. Social media use has to be a tool that allows government officials to see that it can facilitate their work and make it more effective. If social media can be applied in the municipality, following the above guidelines, it will result in the government officials

accepting its use, it will help to increase their morale, and ultimately, it will increase the efficiency of the municipality (Lachlan, et al 2016).

So, in order to bring the technology of social media for use by the municipality and the people in the area, it is imperative to design an 'easy-to-use' solution, in the context of the work of government officials and the people in each municipality. This is the important factor that will result in the use of social media in the development of local government organizations, and strengthen the people in the area. The success of social media use does not come from the tool, technology or applications, the most important factor is the acceptance and the intention of the use by the municipal officials and people in the area (Medaglia & and Zheng. 2017; Sinclair, Peirson-Smith & Boerchers. 2017).

2. social media use should not neglect the dimension of the relationships of people in the community. The study found that even though social media is a very useful tool in developing strengths in the workplace and in communicating with people in the community, it is important to focus on its use as a substitute for traditional management, as it may have the effect of destroying the strength of the people in the community. Therefore, caution should be shown in promoting the use of social media for communication and collaboration between the municipality and the people. It may be necessary to define a 'scope of use' that will not create a destructive relationship for the people in the community (Omar, Stockdale & Scheepers 2015). This may affect the existence of the community of the people in the municipality, because it may result in the public having to interact with each other and lead to new forms of social problems, or the formation of unwanted societies (Hokayem & Kairouz. 2015). This will harm the people living in the area in the future.

Chapter 5

Case study of using social media to develop management of local government organizations in foreign country

Introduction

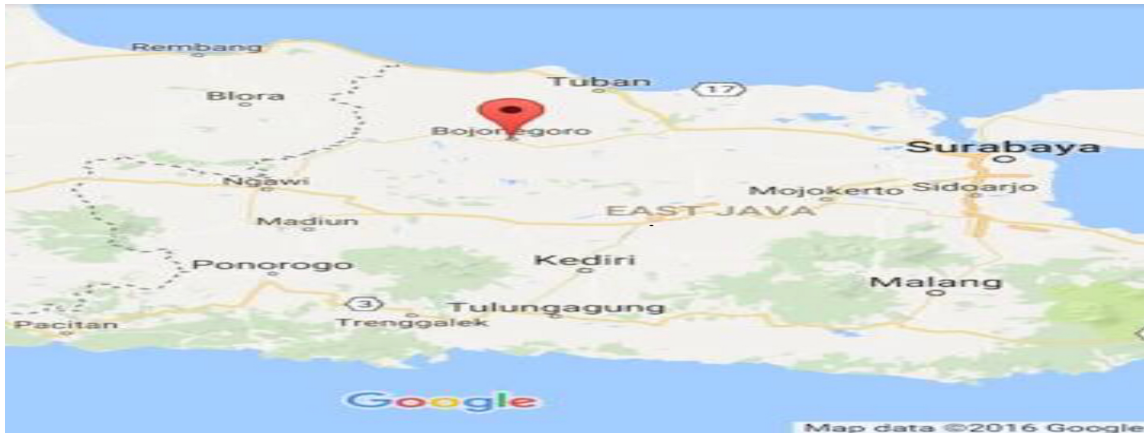
This chapter presents the best practice in applying social media for promotion, citizens engagement, and the development of local governance. A case study from abroad is purposively selected. The results of reviewing the case study would be used as a conceptual framework and guidelines for further development of citizen engagement and local governance in Thailand.

The case selected for this study will have the following important features:

1. That must be a local government organization in a foreign country
2. That must be an example in a country which has development context and the political and administrative aspects close to Thailand
3. That must be a local government organization with the same size or similar to the municipality of Thailand
4. That must be a local government organization which has excellent performance in relation to this research issue and getting international recognition

From the qualification criteria, the researcher selected the "Bojonegara Regency" that is a kind of local government located in East Java Province, Java Island, Indonesia to be the case study. Comparing to the selecting criteria, this one is a local government organization located in foreign countries. Today, it is well known that Indonesia is a country in a group of developing countries which has economic, social and political progress at a similar level to Thailand. And this is a country located in Southeast Asia countries as well as Thailand. Although there are some different cultural features, especially religious, considering the historical foundation, it will be found that both countries have similar history from the past. Therefore, this should not be a major obstacle to comparative study in order to develop guideline for Thailand. Regarding to the size of the local government organization, that is the municipal level which can be compared to the research area of this study.

Figure 4 the location of the Bojonogoro Regency.



Another important reason, Bojonogoro Regency is a local government organization that has been selected to be 1 in 15 local government organizations around the world participating in the Open Government Partnership Program (OGP), which is a global project that has started since 2011 with the objective of presenting innovative development guidelines for applying modern technology to develop government administration in various countries to be open with responsibility to citizens. This evidence clearly shows that the municipality has outstanding performance in this area internationally.

When considering the comparison between the criteria for selecting a local government organization, researcher considered that Bojonogoro Regency has complete qualifications and appropriate in accordance with the criteria for selection of local administrative organizations that will conduct all studies. Therefore, this study decided to select the municipality as used as an organization that will continue to be studied under the objectives set forth above

Overview

From the study found that before the local administration reform under the concept of open administration or Open Government Partnership (OGP) in 2008, the public administration was not very effective which can show the results of such inefficiencies as shown in Figure 5

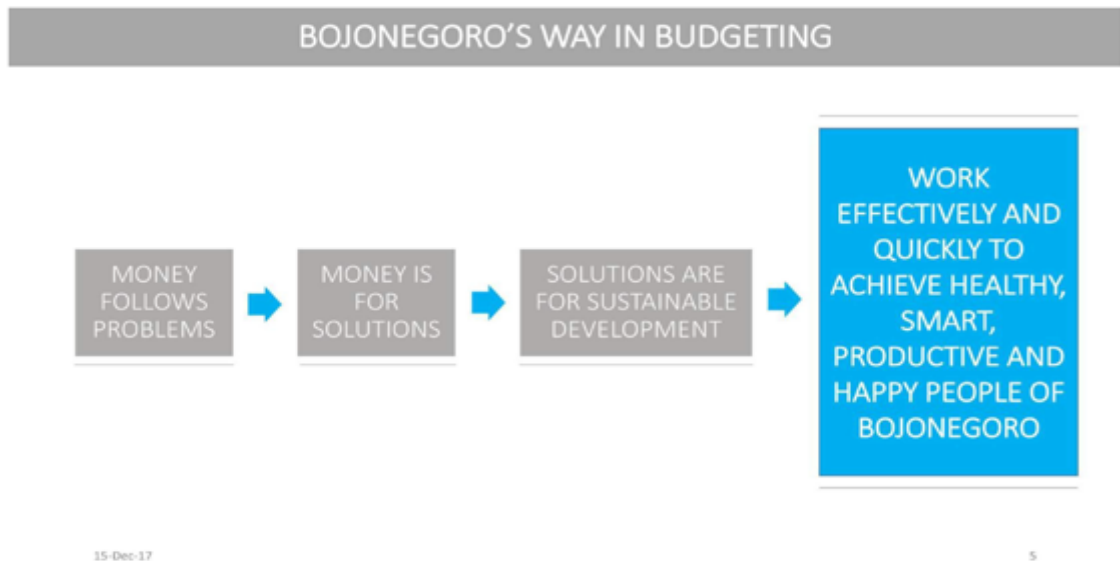
Figure 5 shows the results of the administration of the municipality before applying the open management concept



Figure 5 shows that the inefficiency of the municipal administration has affected most poor people and lack the opportunity to raise their own education. And families still have to face natural disasters such as floods or droughts on a regular basis and have not yet established the necessary infrastructure for example, roads etc. The result is a consequence of the lack of local governance, which is the result of the municipality did not give priority to the people participation in the administration of the municipality as it should, which resulted in the inefficiency of the administration both in the budget management and not being trusted as well as rarely receiving cooperation from people in the area.

After Bojonogoro Regency has had a new mayor named Mr.Kang Yoto, has initiated the reform of the municipal administration which has a policy of managing the work that needs to be changed from "receiving" (Passive), ie administration according to the problems that occur each time to be active in "proactive" (Active) that is the service for finding solutions to problems In order to achieve successful management that creates better living for people in the area. This concept proposes a model of budget management guidelines of the Bojonogoro Regency as shown in Figure 6

Figure 6 The budget management of the municipality that has been revamped



From figure 2 shows that the budget management of the municipality has changed from the original, aimed at using the budget according to the problems that arise short-term solution to use the budget to find sustainable solutions Which is a budget for planning long-term solutions. The concept is an important starting point for the development plan of local government which has been started since 2008. The details are as figure 7 as follows

Figure 7 shows the development plan of Bojonogoro Regency achieving the goal of open government

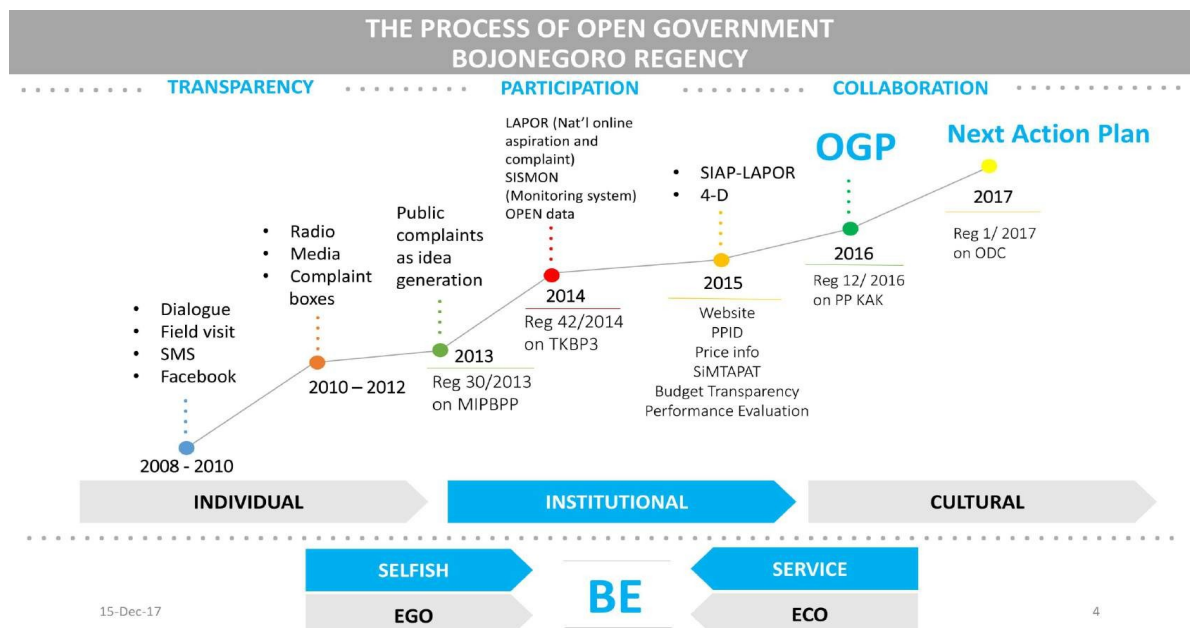


Figure 7 shows that the municipality has the idea of reforming administration. The aiming is to change both at the individual and organization levels. At the individual level, the municipality wants to make a change of people and government officials to have ideas and practices aimed at abandoning selfish thinking to be a service-minded. And at the organizational level, the municipality wants to change practices of government agencies from office-based (EGO) to be a space-based management (ECO). The targets aim to change in 3 levels from individual level, institute level and culture level. Each level can be divided into 3 periods of development as follows:

Phase 1 Individual Development

In 2008-2010, the municipality began to adopt a public dialogue every Friday in the afternoon and visiting the area to meet people in the area continuously. As well as bringing new tools to develop communication between the municipalities with people closer such as using Short Message Service (SMS) and using Facebook applications which are a kind of social media to develop direct communication between the mayor and the people in the area. Such development has helped the people to send information that shows their own problems and needs directly to the mayor. It is not necessary to go through the normal bureaucratic mechanisms or channels of the municipality. This can create opportunities for people to participate directly in the administration of the municipality.

During 2010-2012, the municipality has added another means of communication with the public. That is the use of community radio channels, "Malowapati FM" channel for receiving complaints or listen to suggestions from the public about the need to develop their local communities

Phase 2 Development at the institutional level

In 2013, the Indonesian government developed an application system called LAPOR. This one was prepared for use as a tool to support the management of information and documents related to public complaints and used to listen to various offers from people who wish to have government agencies make public policies. For use in social development in various areas, LAPOR will be under the management of the PPID or Executive Committee of Information and Document, which is under the supervision of the Department of Information and Communication Technology. Since

2013, the Indonesian government has set up such a committee on all departments throughout the country.

Besides, the municipality issued a local regulation called MIPBPP, which is a regulation that promote the use of innovation for public participation in the administration of the municipality. This regulation is issued to support the implementation of the LAPOR application in the administration of the municipality in particular. In 2014, the municipality also issued regulations on the formulation of agencies and personnel responsible for managing LAPOR application systems in particular. In 2016, the municipality joined the Open Government Partnership Program (OGP), a local government organization network for social development. This is a network of local government organizations that allows the municipality can increase knowledge and more experience in this field Including issuing local regulations to be used as a monitoring mechanism, evaluate the planning of operational activities and budget management. LAPOR application is a tool to control the operation to meet the minimum standards.

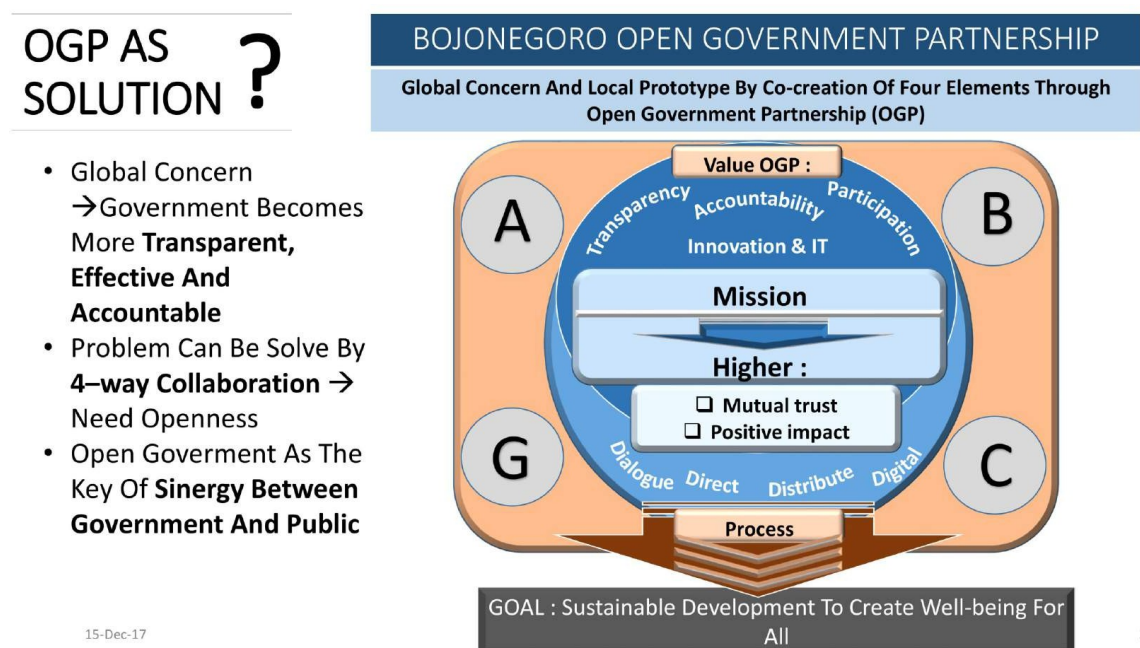
Phase 3 Development at the cultural level

In 2017, the municipality issued regulations regarding the disclosure of information that helps public can access the various administrative processes of the municipality which will create transparency. This work will operate in the form of using the website of the municipality as a tool, that is the administration of various projects of the municipality will be presented on this website. This operation supports the public to acknowledge, especially to prevent corruption in operations, such as in procurement or the contract of the municipality etc. In addition, people can also request to receive such information directly by themselves through contacting for information at the PPID department of the municipality.

Plan implementation and the development process of Bojonogora Regency will be subject to 3 important principles: Transparency, Effectiveness and Accountability. These principles are mobilized by trying to bring innovation and new information technology to create cooperation between the municipality and the people in 4 mechanisms (4 Ds) together, namely the Dialogue mechanism, Direct communication, information distribution (Distribute) and the use of digital technology (Digital). All these mechanisms are considered as fundamental factors in driving the development of

the municipal administration. There are more features of open administration or Open Government that can help the municipality develop the success of the administration that will lead to better well-being of people in the area. The relationship between principles and important mechanisms that the municipality can use to develop local governance can be shown by figure 8

Figure 8 the concept of developing local governance in order to achieve the open management goals of Bojonogora Regency



Under the aforementioned conceptual framework, the municipality has adopted a guideline to apply information technology to work in driving to achieve the goal set including receiving support from the central government of Indonesia to provide tools that use information technology and various guidelines in helping to increase operational efficiency as well. The municipality has implemented various information technology to achieve three important goals: Open Data, Opportunity to access management of the municipality (Open Access) and the opportunity to submit complaints and the participation. Operations will be the collaboration between 4 groups of organizations, including academic units (Academic: A), business organizations (Business: B), community organizations (C) and governments (Government: G).

It has been used to drive the adoption of information technology and social media to support the development of the local governance of the municipality. All of these operations can be displayed as figure 9

Figure 9 shows the way to bring information technology to support the open operation of the municipality

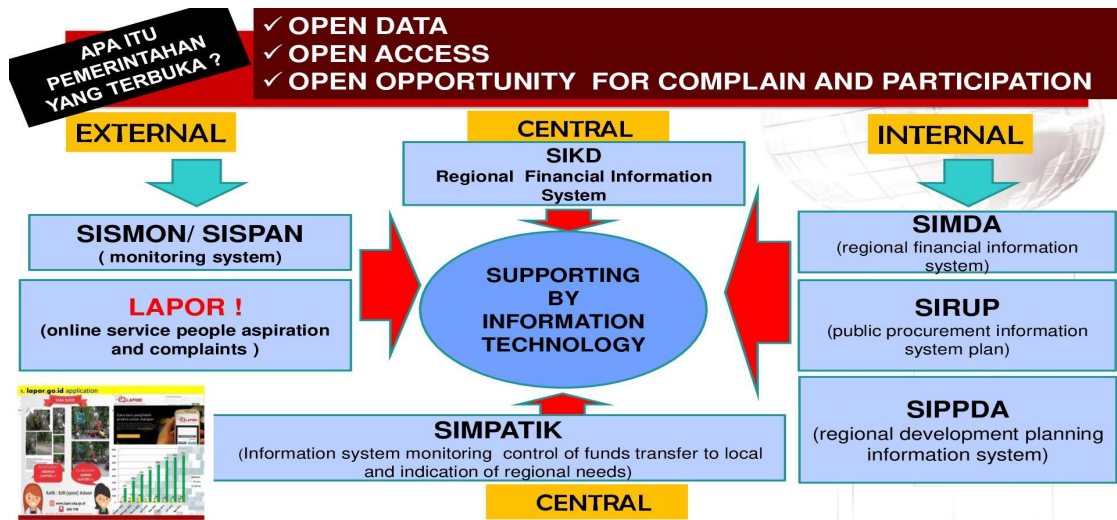


Figure 9 shows that operation that is designated by the central government of Indonesia will consist of

(1) SIKD is a system to support budget planning by linking to the federal government database system through an online reporting system to the Ministry of Finance

(2) SIMPATIK is an application used to support the presentation of comments, and the needs of the people about the development of their own local community of the central government. This one will act to collect various offers to compare with the prioritizing policy issues that the government has set in order to contribute to the decision-making of the country's public policy.

(3) LAPOR is an application developed by the central government and delivered to the municipality. This tool is used to support the management of local complaints Including helping to support the collection of suggestions of people importing into the municipality's public policy formulation. This application help to promote the participation of people in the implementation of various municipal

complaints and promote participation in policy formulation, supervision and evaluation of public policy.

For the use of information technology and social media as a tool to support operations to achieve the goals of local governance, there are 4 tools used as follows.

(1) SISMON / SISPAN Is a tool used to evaluate the performance of the municipality by requiring the results to be displayed on the website, including the signboard of the municipality every time

(2) SIMDA is a system for controlling the use of municipal budgets through the development of information management systems. This will identify spending that budget can cause success according to the specified indicators or not

(3) SIRUP is a website that serves to report auction results and procurement in various projects of the municipality. This on will show the results of the municipality's budget management on the website, which will help people to be able to follow the municipal administration's budget at any time.

(4) SIPPDA is an application that supports the introduction of various offers of communities related to development needs by comparing with policy priorities Including the goals of the municipality which will lead to the creation of policies and various municipal projects.

The result of using information technology and social media to promote citizen engagement to be achieved the important goal, which is to develop the local governance of Bojonegoro Regency can be demonstrated the overall picture as shown in figure 10

Figure 10 shows how to use information technology and social media to promote citizens engagement and the local governance of the municipality.

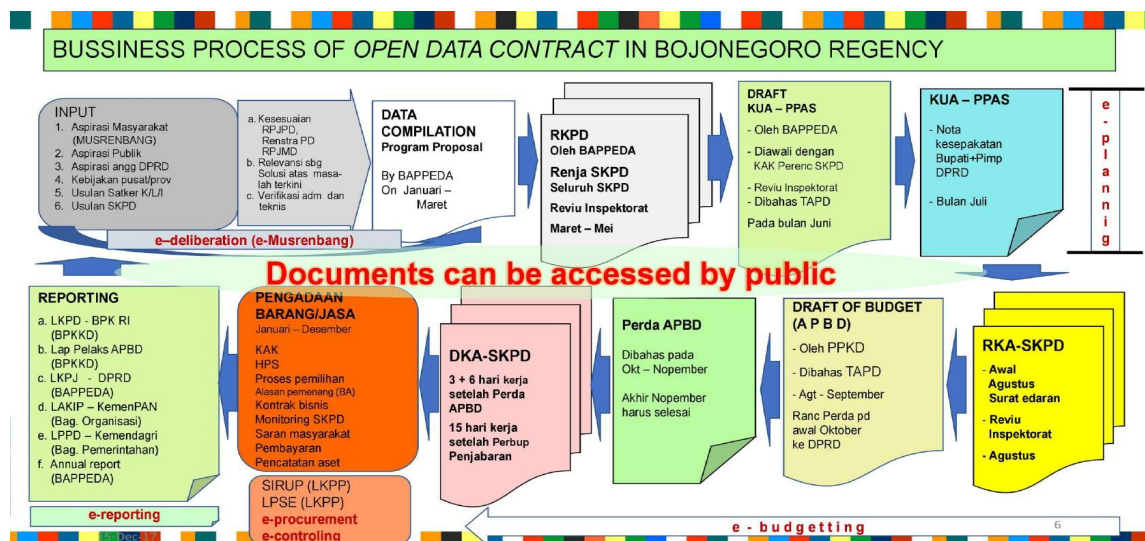


Figure 10 shows that the municipality use of information technology and social media to develop the process of participation of citizens and local governance from the beginning of the administration (Input) to the reporting process by dividing the steps of the implementation of the work process of the municipality into 3 phases:

Initially, information technology and social media will be used to support operations in the form of E-Planning, which will be used to support data collection operations, policy making and the operation plan of the municipality. This work start from receiving complaints and suggestions from the public, using such suggestions to analyze with the municipal priorities, comparing with the objectives of the municipality, preparation (draft) policies and development plans of the municipality to be imported into the local council for approval and continue to allocate budget support. In these steps, the municipality will have to show the performance at every step on the website to allow people to know the progress and the results of the policy decision making and the development planning as well.

The second phase of this technology will be used to support the operation in the form of E-Budgeting and various development plans by allowing people to come to monitor every step of the budget allocation of the council. This will help people to know that the policy and various development plans will be supported? This will allow people to monitor the budget of the municipality better than.

The third phase of this technology will be used in the form of E-Reporting. That is, the municipality will use technology to support access to information related to the operation of the municipality in 2 types, which is in the form of E-Procurement which will help the public to know that the procurement of the municipality is at any stage of the process including being aware about the budget spending of municipality These will help the municipal budget management be transparent.

In addition, the use of technology to support public complaints about problems that can occur from the implementation of the policies and plans of the municipality as well. This use will allow the municipality to be able to access the information necessary for improving the operation to meet the goals and meet the needs of the people more. This manner will be used to facilitate the people to report problems or complaints directly to the municipality. Meanwhile that will help the public and the municipality to interact and cooperate to develop the quality in the implementation of the policy and the

development plan of the municipality. This one will help strengthen the participation process of the citizens' responsibility in local management as well

However, the municipality is aware of the limitations of certain groups of people, for example, the elderly or those without aptitude or lack of opportunity to use information technology and social media that still exist in society. Therefore, it opened another channel for service for this group of people, which is a channel that allows people to access and obtain information which can be found on the website at the PPID of the municipality. People can come to request directly by themselves. This will facilitate the people in getting involved in the local administration in accordance with the goals of the development of Bojonogora Regency. This one can be summarized as the overall picture of the process using technology and social media for promoting citizen engagement and local governance as shown in figure 11

Figure 11 overview of the process of using municipal and social media technology.



From figure 11 shows that the municipality has implemented various measures to enhance capacity in the operation according to the guidelines "Open Government" with the use of Institution measures, including the establishment of local regulations to be used as a framework for operations along with using methods to promote public participation through the creation of public discussion forums both in the municipality

and in various. As well as the application of information technology and social media are used as tools to improve and develop the operation to meet the goals. The municipality has issued 3 regulations and rules for managing the work including

(1) Regulation No. 17/2007 on the creation of transparency of information of the municipality

(2) Regulation No. 30/2013 on strengthening the use of innovation for the development of municipal administration

(3) Regulation No. 12/2016 on the guidelines for managing the performance of the municipality

Bojonogora Regency use information technology and social media for support data collection and data management for policy formulation including monitoring, controlling, directing and evaluating the performance of the municipality. These ones aim to support the public to be accessible the administration of the municipality as much as possible.

Case study: Social application Media of Bojonogoro Regency

This study would like to systematically show details of how Bojonogoro Regency can apply social media for the development of citizens engagement and local governance. This study will classify details of the procedure and the consequences as follows

1. Overview of using social media

Bojonogoro Regency is well known in Indonesia as a local administrative organization with an advanced management style and one of the pilot areas of the local government organization which has promoted the development of democratic approaches in a new way. In particular, the use of social media is an important tool in creating such development which will be used as a bridge for linking the connection between the municipality and the people. At present, the number of Indonesian social media users is increasing every year. This condition shows that social media has become an important channel in increasing the efficiency of government administration

In 2012, the Indonesian government developed an application called LAPOR, which is used to handle complaints and proposals about the needs of the people. That requests the government to use it in policy formulation and development

plans in various areas. This is considered to be the use of social media as a tool to support the operation in this area for the first time in the country by selecting only a few local administrative organizations is a pilot unit in bringing this LAPOR application to trial.

LAPOR is an application to promote public participation and to improve interaction between people and local administrative organizations Including the central government. This one supports the people and various local communities to present complaints and issues that need to be developed to the local government organization and the central government directly and more convenient. By using the LAPOR application, there are two important objectives:

(1) To develop a reliable public service system and suitable for use by people and communities

(2) To develop a method of organizing the government management system and local administrative organizations to be able to work in an integrated manner

Bojonogoro Regency has important principles in applying LAPOR application in the development of management as follows

(1) Problematic information and the needs of the people are at the heart of the municipal administration. LAPOR application is a channel to receive information as much as possible to be used as a data base for public policy making and the local development plan of the municipality

(2) To ensure the most efficient use of the LAPOR application, the municipality will allow the use of tools and various methods are channels along with using social media to facilitate the delivery of information about the complaint and the needs of the people as much as possible, for example, using community radio media, using SMS and using a weekly discussion forum etc.

(3) The municipality has established local rules and regulations to support the role of people in local management by promoting the development of innovation to promote the management of public participation in the public policy process of the municipality.

From important principles, social media has become an important tool in the development of the municipal administration system. That had been a major obstacle to local development before the introduction of applications to the municipality. There

were many problems that could not be solved effectively and created satisfaction for people such as poverty, corruption, quality of infrastructure and public services, lack of communication with the public office, Inefficiency in allocation and budget management. Due to lack of public participation, as a result of this situation, the municipality has tried to improve management and good governance by changing, in 2008, under the 4 guidelines (4 Ds) together, such as direct communication (Direct), Dialog, Distribution (Distribute), use of digital technology (Digital). These ones will be important factors in creating public participation and more trust of the public office.

The LAPOR application is an operating system that is a form of social media that is designed to be used both at the local and national level. This one is used to support the handling of complaints and promote public participation in the public policy process. This application will facilitate the exchange of information between government agencies and society. LAPOR will collect reports and complaints and manage the data systematically. To prevent duplication of work between the local government and the central government, data collected from the local area will be forwarded to the central government as well that will prevent data duplication problems and duplication of solutions, this application can facilitate the local government organization and the central government to share operations that can solve various problems of the agency at both levels. This application will be able to support work together in a consistent and well-coordinated manner which will help to create more efficient work and can use the budget to manage more effectively as well. Currently, the LAPOR application is used to connect data between 80 local administration organizations and together with 5 central governments.

Currently, Bojonogora Regency has adopted LAPOR to support the implementation of various social media that the municipality has registered as members in many applications, such as Facebook which has been registered in the account. name @pemerintahkabbin, on Twitter, registered in the account name pemkab_bjn etc. In addition, the municipality has also created a website and a blog which is another type of social media to be used in conjunction with the LAPOR application.

The presence of the LAPOR application is a new thing for the administration of the municipality. In order for the application to be able to achieve the

specified objectives, the municipality has defined the important principles of using such applications as follows:

- (1) Must be able to create fairness in dealing with complaints, which must be fair and unbiased and have transparent operations.
- (2) The use mechanism must be independent from all stakeholders.
- (3) Must be simple and convenient to use by step And the method of use. And It must be simple so that the general public can understand and can be used easily.
- (4) Must have a system to respond to complaints and suggestions received from the public efficiently and quickly.
- (5) There must be a corrective action that takes time to operate properly and as fast as possible
- (6) Must provide opportunities for people to be able to participate in a variety of methods and channels. And it must allow all general public Including various disadvantaged groups in society. There is an opportunity to use it equally.

2. Steps for using LAPOR applications

The study found that Bojonogoro Regency has clearly defined the steps of using the application. This system can be divided the operating procedures by 3 groups of users, namely people, officers responsible for overseeing the use of applications within the municipality and the mayor. Details of applications of various group are in the following steps.

Step 1 Importing data

Those who act at this stage are people who want to bring the morning data to the LAPOR application. The information is divided into 2 types are

- (1) Information that is a complaint (Voice) which is information about various problems. That people want the municipality to make corrective actions.
- (2) Information that is a recommendation (Desire), which is information that people need to propose for making policies and other local development plans

At this stage, people who want to present both types of information will prepare the information to be imported into the system and then decide to choose the method to send information to applications. The way to send information in 4 main ways:

(1) Using various types of social media as people want to send information such as Facebook, Twitter and YouTube etc.

(2) SMS messaging

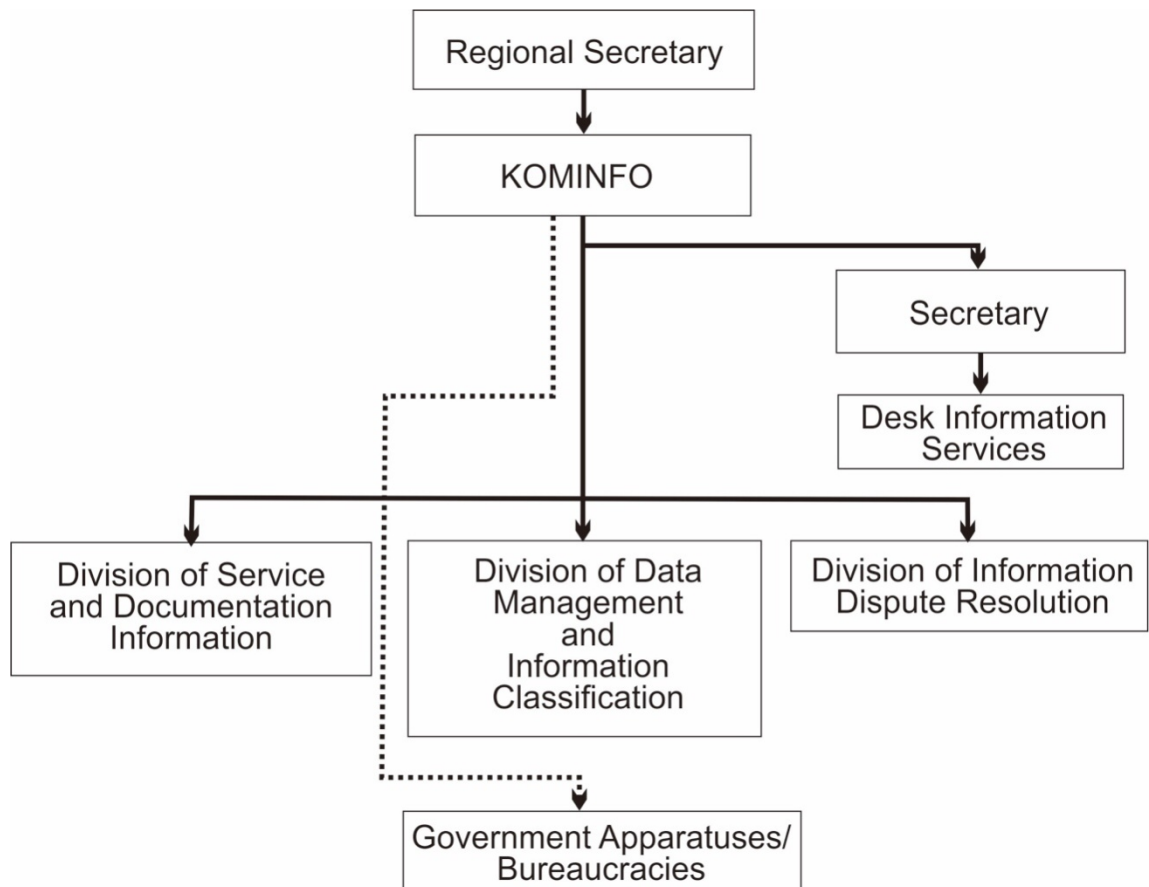
(3) Transmission of information through a list in community radio

(4) Self-notification of the municipality through a presentation on weekly public forum at the municipality and other public meetings organized by municipality in various communities.

Step 2 Verifying the accuracy of the data

At this stage, those who do the main function are officials whom are set up by the municipality to take charge of LAPOR applications. Specifically, this municipality has set up an internal unit to perform this particular function, namely the Department of Communication and Information or KOMINFO. The staff of this agency will be the recipient of the complaint that has been sent from the public through various channels, then will check the correctness of the language. If the error message is found, those will be corrected by not going to edit in the content that is the essence of the complaint. These ones will just modify the format and how to use the language officially only. That can show the structure of the municipality's agencies related to the implementation of the LAPOR application in the development of municipal operations as figure 12

Figure 12 the structure of agencies within the municipality related to the use of LAPOR



Step 3 Importing data into the application and coordination with agencies

After the information is completed by the responsible officer, that will be brought into the application. Then will operate in 2 types, classified according to the nature of the data as follows

(1) Complaint information, the system administrator will contact and coordinate with the authorities involved in the problem solving in according to the regulations of the municipality.

(2) Suggestions or the needs of the people: system administrators will collect data in the application then propose to the mayor for further consideration.

Step 4 Using LAPOR as a medium of communication

In the event of a complaint, when the data is imported into the system, the LAPOR application will act as a medium for interaction between the public, the owner of the matter, the responsible agency and the mayor with the sequence of steps for creating interactions as follows

(1) The application will report the results of the complaint to the people and the mayor automatically in order to know that the municipality has received such complaints into the system.

(2) The responsible agency will report the progress of the solution to the application. Then the application will report the progress status of the problem resolution according to the regulations of the municipality defined as the standard of operation to the public, the subject owner and the mayor, as well as showing the status in the system so that the public can access, follow and acknowledge the progress of the municipality's operations. The report status will be displayed in the form of 3 colored strips. Those are;

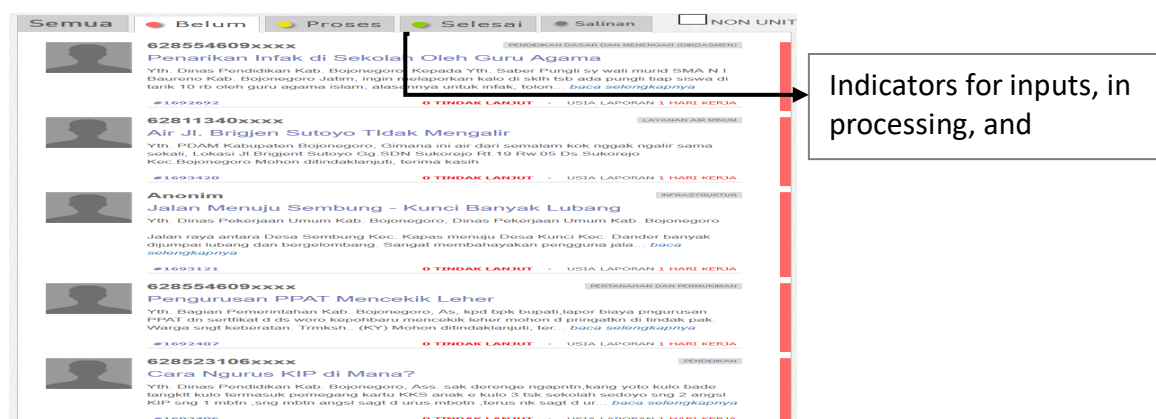
Red bar means still has not been operated

The yellow bar means that is being in operation.

The green bar indicates the process has been completed.

Which can show a preview of the color bar displaying the situation to alert the progress of the problem solving of the LAPOR application as shown in figure 13.

Figure 13 preview of the color bar displaying the situation of the progress of the solution.



(3) In the event that the responsible agency cannot proceed according to the rules set by the municipality. The application will display the notification status in the system which the mayor, the owner of the complaint, the responsible agency Including public can be acknowledged. The notification of such status will be a tool to support the administration of the mayor in monitoring, supervising the operations of various departments to follow the standard procedures.

Step 5 Processing operations

At this stage, the LAPOR application will be used to support the work of the municipality in 3 periods as follows

The first period is the period of bringing information, showing the progress status in the operation of solving complaints of various agencies, to present at the weekly meeting with the mayor. The meeting will take the situation of each unit comes to present and discussion together in order to monitor the operation to be in accordance with the standards set by the municipality as well as to acknowledge the obstacles and the need to request the support of the responsible agencies.

The second period is the application will be processed after the problem has been resolved. By acting in the notification to the public, the owner of the complaint and the mayor will be acknowledged to the success status that has been occurred in the application for public acknowledgment.

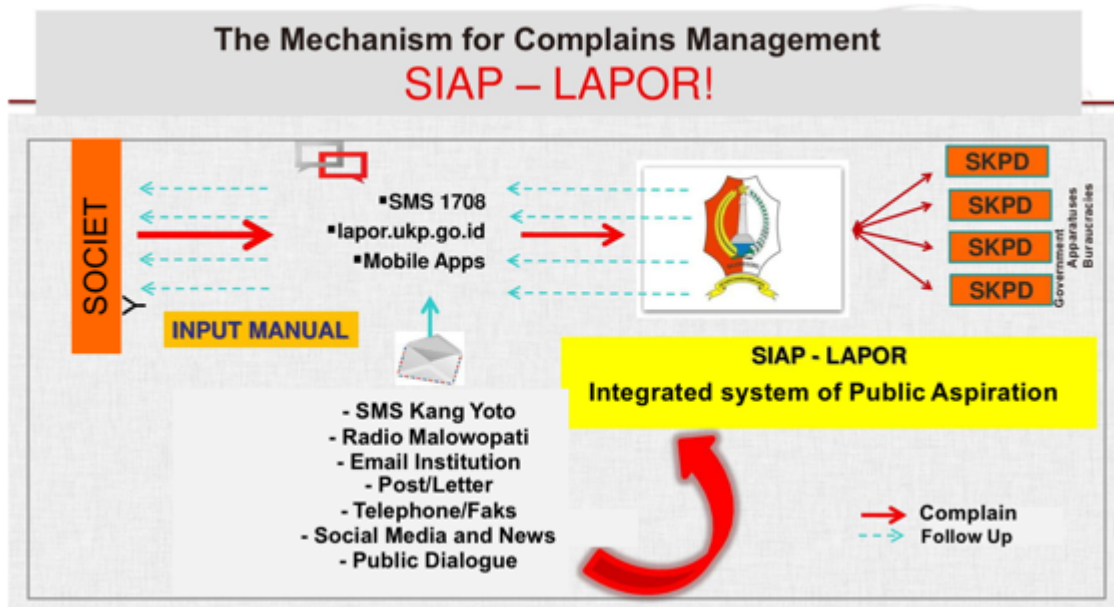
The third period is the responsible person will collect various suggestions of the people who want the municipality to make policies and local development plans and present to the mayor every week.

3. Key features of adoption of social media use

According to studies, it has been found that the municipality has used LAPOR as a channel for communication between people and the municipality. This application will be used to be a channel to send complaints which people in the area want to be corrected or presenting information on various issues that the community wants to be developed from the municipality. So, people will be able to use the social media that they are currently using in sending such information to the municipality directly by themselves. When the municipality collect those data, it can use this application to inform the relevant internal authorities to handle the proposed complaint with regulations regarding standardized internal operations of the municipality. There

is a multi-reporting system which reports directly to the Mayor. Meanwhile will report the progress in solving problems return to the people who send the complaint as well. So that all parties involved can join together in monitoring and check the implementation of the problem-solving process of the municipality. This study can light the use of LAPOR applications for dealing with public complaints as shown in figure 14

Figure 14 the LAPOR application operating system in handling public complaints



From figure 10 shows that the LAPOR application will be a medium of communication between people and the municipality in the event that people have complaints and want the municipality to solve the problem. By which, people can use various methods such as in the form of self-submission, using a telephone or fax to notify the subject directly, participation in the public forum provided by the municipality, sending SMS messages to municipal telephone numbers and reporting complaints through community radio programs. In addition, people can send complaints about complaints by using various social media applications as a tool. There is not limited to use social media for sending messages. That is, people can use any type of application, such as Twitter, Facebook, WhatsApp or Youtube etc. for sending messages to the municipality. Then the municipality will have a system to receive complaints to

support the use of the LAPOR application in handling complaints by forwarding them to the internal units of the municipality that is related to the next solution.

In order for the LAPOR application to be most effective, the municipality has designed an agency and the staff responsible for overseeing and managing this particular application. The staff of the agency will act to receive messages sent from various channels, including from social media to the LAPOR operating system. The staff will then send the complaint to the municipal authority relevant to take responsibility for further corrective actions. LAPOR application will act as a medium for reporting the progress of the operations of various agencies to the mayor and the owner of the complaint to be informed periodically. According to the conditions of work performance, the municipality has been defined a standard procedure of operations of internal departments and has been defined in the application operating system for all parties involved. This system will be able to recognize the results, progress and achievement in resolving various complaints of people immediately. These operations can access such information at any time and equally can display the operating system using LAPOR application as figure 15

Figure 15 shows the process of managing the LAPOR application of the municipality. When the person in charge of the LAPOR application (number 1) has received the story of the people, he will send those data to various related agencies (number 2), which each agency will have staff to follow the matter that is forwarded in the LAPOR application. Meanwhile the agency will report the progress of the solution to the application to show progress status and the success of the operation to resolve various complaints according to the period that the municipality has determined. When such information is imported into the system, the LAPOR application will process and report the status of such operations back to the public and the owner of the complaint and report directly to the mayor Including showing the status of such progress in the system for other organizations or individuals In the local area to receive information and can track such information at the same time Together with direct stakeholders as well. Which can show examples of using LAPOR applications in the management of municipal as figure 16

Figure 16 examples of using LAPOR In the management of municipal complaints

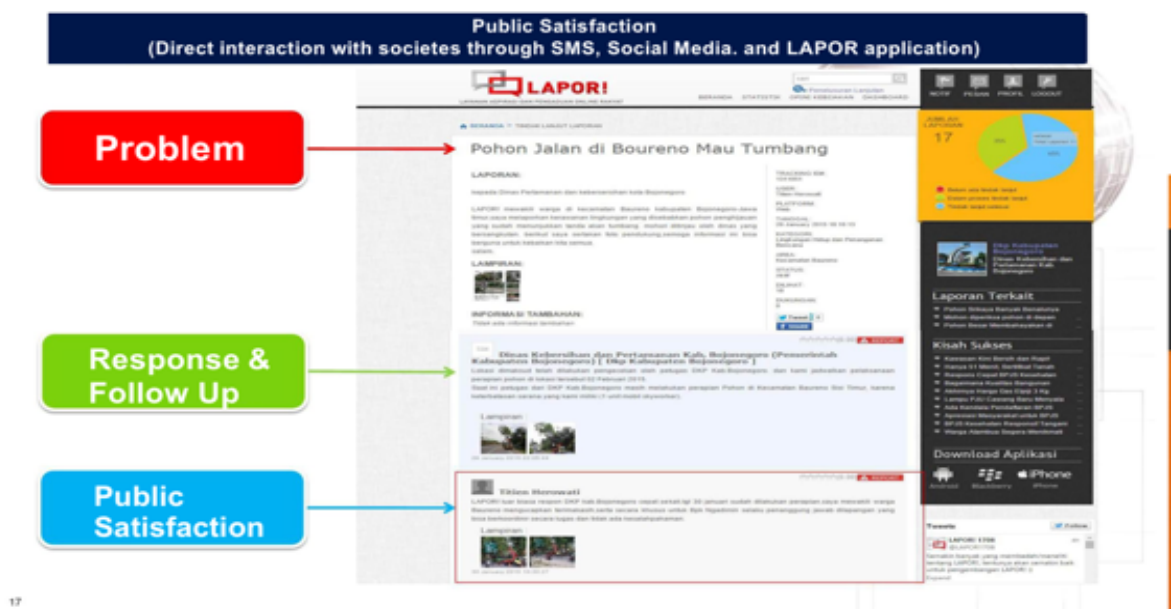


Figure 16 shows the implementation of the LAPOR application to support the handling of complaints from Bojonegoro Regency. Which shows the bar at the top of the chart shows the complaints that people have submitted. When the matter

is sent to the responsible agency, the agency staff that oversees the use of the application, will coordinate with those involved and contacted to the owner of the complaint to report the progress of the operation and listen to additional comments from them. This operation can be seen from the dialog box between the authorities and the people, as shown in the Respond & Follow Up and Public Satisfaction boxes. This process will report the progress of the application to the mayor and the people who own the matter Through the application's reporting system as well.

The LAPOR application is therefore an important tool to drive innovation in the development of participatory management of the municipality. The objective is to be used as a tool to improve the quality of public participation in the municipal administration and to encourage people through the use of information technology and social media to have a greater chance. Bojonogoro Regency has established guidelines for various areas of work varied and covering since the establishment of a new agency. It is responsible for overseeing the use of LAPOR application, specifically, rules for the dissemination of information on the municipal website. This action can encourage people to use various types of social media such as Facebook, Twitter, WhatApps and YouTube, etc. as a way to send information to the application. This one allows people to use other channels that uses simple technology. They can expand access to information of people sending information to the municipality, such as SMS, community radio use and organizing public forums every Friday afternoon, etc. This one can facilitate the people to be able to participate in the administration of the municipality as much as possible.

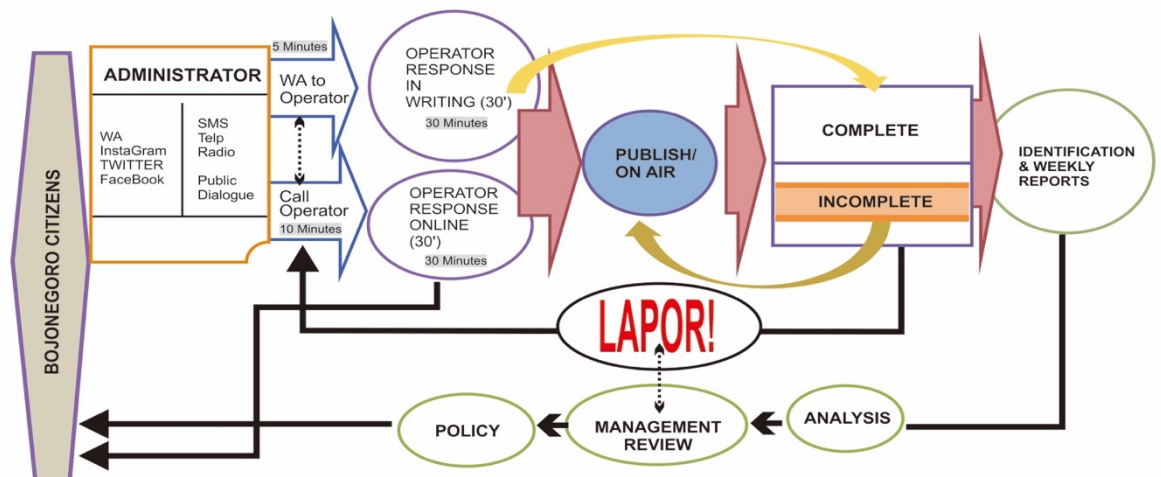
The municipality has designed ways to use LAPOR applications for submitting complaint information and the needs of people through the use of different types of social media applications, starting with the public sending information through the use of applications that they use to the same type of application of the of municipality. For example, If people want to send information via Facebook, they can send it directly to the official Facebook account of the municipality. Or using Twitter or WhatApps or YouTube, they can do the same. Which when the information is sent to the municipal application. The administrator will check the accuracy of the data and forward the matter to the agencies involved in the implementation of the said problem. The municipality has set the operating period for no more than 3 working days. At this

stage, the LAPOR application will be responsible for monitoring performance according to the specified period by notifying the situation to the public and the mayor directly. In which period of operation, for example, if in the process of operation, it will alert the progress of the operation to "Yellow bar". If the responsible agency shows the status notification as a "green bar" which indicates that the operation in this step has been completed. But if within 3 working days, the operation cannot be completed, LAPOR will notify the status of the operation as "Red band" which the owner of the complaint and the mayor will be informed and follow up to the staff and related agencies to expedite the operation to be completed as soon as possible. The color bar showing the status of the notification will appear in the system so that the public can access and acknowledge the results of operations through the use of applications Including tracking such information by the people themselves.

The next step is notification of the progress of the solution to the public and the mayor. This must be completed within 5 working days and must report the result back to LAPOR in order to use the status to alert the progress of the operation to the owner of the matter and the mayor Including the public acknowledged the same as the previous steps.

Then the responsible agency must report the progress of the week to the public. It must be reported continuously until the resolution of the complaint being processed has been completed. LAPOR will act to monitor the progress of monitoring and success through the notification system which is the same color band status. The overall picture of the workflow of all LAPOR applications as shown in Figure 17

Figure 17 overview of the workflow of using LAPOR.



Proposal for developing social media use in handling complaints and participation in public policy process

From the study of the guidelines for applying social media to develop the complaint management process and public participation in policy formulation and local development planning of Bojonogoro Regency, Indonesia as presented above, this study can determine the development model that is suitable for the context of the municipality in Thailand that is called the 'SOUP model'. The results can be presented as follows:

1. Using social media must be designed to help "Sharing" (S) information between people and responsible agency easily and thoroughly. This must be able to be used as a tool to help all parties to share benefits and follow-up of the progress of solving the problems that the people complained to the municipality. This one can use as a tool to create awareness and understanding of municipality about the needs of the people. Meanwhile, It can be used to show to the public in various aspects of the municipality's performance as well.

For example, Bojonogoro Regency has implemented the LAPOR application as a medium for sharing and exchange news and information about the complaints that the public sent to the municipality together with the use of various tools to send information to the application easily. This depends on the ease of use of various tools of the people. In addition, the municipality has also set up internal regulations that will help support all sectors both inside and outside the municipality to have the opportunities to exchange information between each other all the time and systematically. That mean every sector will be able to receive information about the performance of the municipality according to the criteria and also allows all sectors to use the criteria to jointly develop and monitor the performance of the municipality.

2. The use of social media must be designed in order to help reach and use it "Openly" (O). For example, in the case of Bojonogoro Regency, people are allowed to use the channel or tools in reporting complaints and informing their own suggestions for the municipality to be used as policies for local development by facilitating the use of social media channels and other non-social media channels. Openness has increased the general population of all groups in the use of the LAPOR application. There are many ways to get information that will be useful in response to problems and the needs of the local people more effectiveness.

3. The use of social media must be designed in order to be used appropriately in the context of the use of space (Uniqueness). That is, the use must be able to adapt to the way of living of people in the area. It must not be a burden to the people in the area too much until that people do not have the interest to use. In addition, it will have to be applied to local government organizations, which does not affect the normal working practices of civil servants as well. That may result in not being accepted in the practice of government officials in the organization.

For example, Bojonogoro Regency has implemented the promotion of LAPOR applications in the public part by recognizing the differences of various groups of people in the area. Due to, there are still some people who do not have the aptitude to use social media to send information directly to LAPOR but they do familiar with using regular communication channels such as self-contact, submit proposals in the meeting that the municipality Held both in And outside locations, etc. The municipality will facilitate the use of LAPOR applications for various groups of people by setting up a unit that is responsible for handling complaints and various suggestions from the people in particular to facilitate the use of information received from the public into the application in order to continue to operate according to the specified system.

In addition, the municipality has set up a new unit to take responsibility. In particular. This organization will not cause an impact on the normal workload of the municipality's staff because the newly established agency will act as the central coordination center of the municipality. This will facilitate the use of applications for various agencies to contact and coordinate between the staff in the municipality's internal work with the people and the administrators of the municipality, especially the mayor. The various departments within the municipality will report the progress of the operation to solve the problem into the application only.

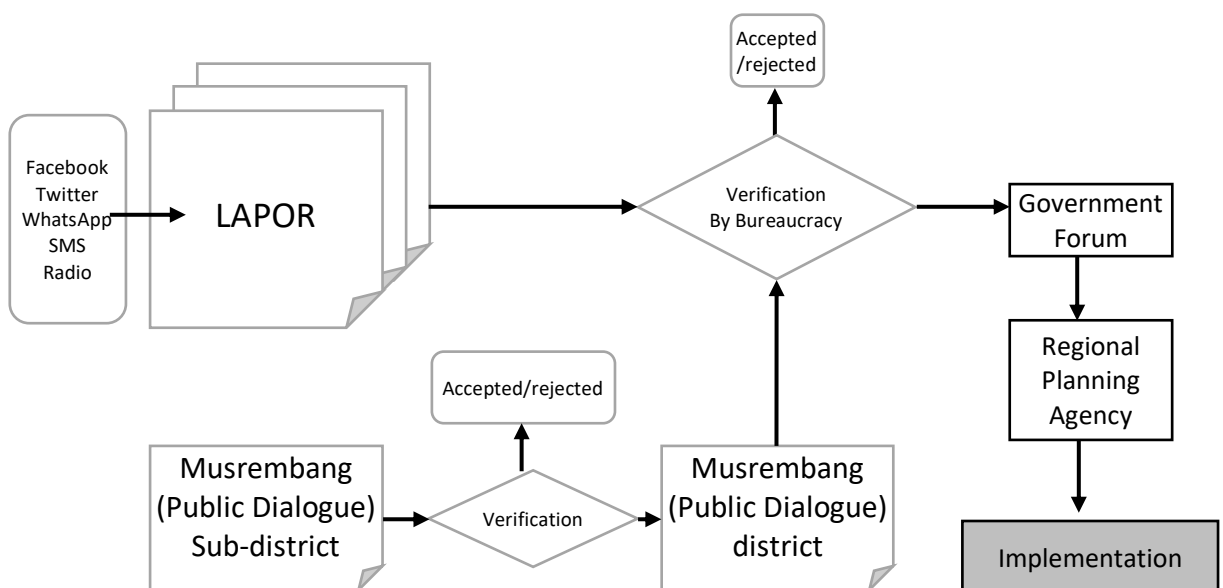
4. The use of social media must be designed in order to support the municipality and the public to cooperate as partnership (P). That is to use social media to promote more opportunities for people in dealing with complaints and policy making. This will support people to participate in monitoring and decide with the municipality covering every step in the operation.

For example, Bojonogoro Regency has used the LAPOR application to encourage people to take responsibility through the use of applications to display

progress in solving various complaints. It is the operating system that facilitate the people to follow up on the performance in solving problems. Nevertheless, municipality can use this one to be able to access such information as needed at all times and also use it as a channel for people to express their satisfaction with the results of such operations as well. The public can deliver the results of satisfaction in solving problems directly to the social media of the municipality in which the staff responsible for the application will send such information to the responsible agencies and the mayor know to improve operations to respond to the needs of the people further.

As for the promotion of public responsibility in the public policy process, the municipality has introduced the LAPOR application as a tool to collect various needs of people in the system. Then, the administrative staff will present that information to the mayor and clarify to the public on various occasions, for example, in public discussion meeting held by the municipality on a Friday afternoon on weekly basis, These information will help the mayor in making development projects those will be used in the fiscal year or considering policy formulation and local development plans in the next fiscal year. The use of LAPOR for the development of participatory public policy processes can be shown in figure 18

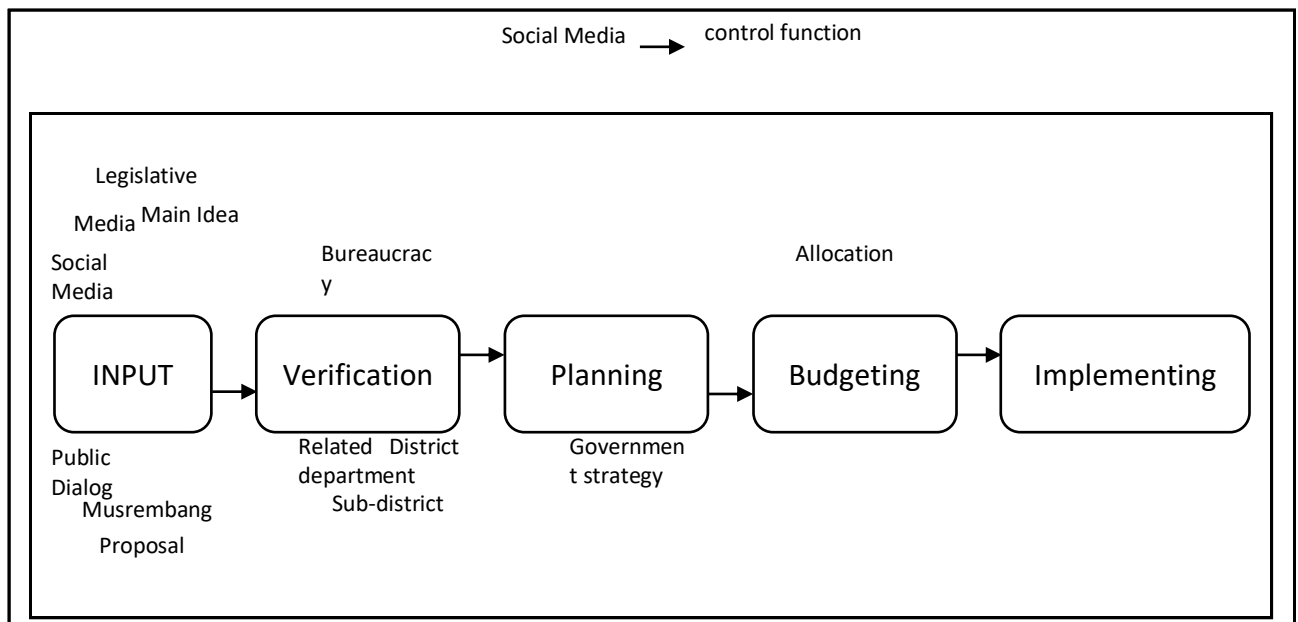
Figure 18 the use of social media to develop the participation in local administration



From figure 18, people will be able to use social media together with other methods. That is a tool to send feedback and various needs to the LAPOR application, including the use of a public forum organized by the municipality as a way to present the needs of people directly to the municipality. These will help the municipality to receive various information used in policy formulation and local development plans for better respond to social needs.

Social media use will help people working together closer. It also supports people to raise themselves up as partners in the administration in establishing their own local public policy because it helps people to have equal access to information with the municipality. This one will help people to follow the municipality work in accordance with the problems and needs of the area as much as possible. The consequence contributes to the public participation in the administration of the municipality. The use of social media as a tool to create public partnerships in the administration of the municipality can be demonstrated in figure 19

Figure 19 the use of social media as a tool to create public partnerships in the administration of the municipality



Based on the guidelines for promoting the use of social media as mentioned above, the researcher has synthesized all data to create a model in promoting the adoption of social media use in developing citizen engagement and local governance. The model can be displayed as figure 20

Figure 20 A model to promote social media use for citizen engagement and local management development

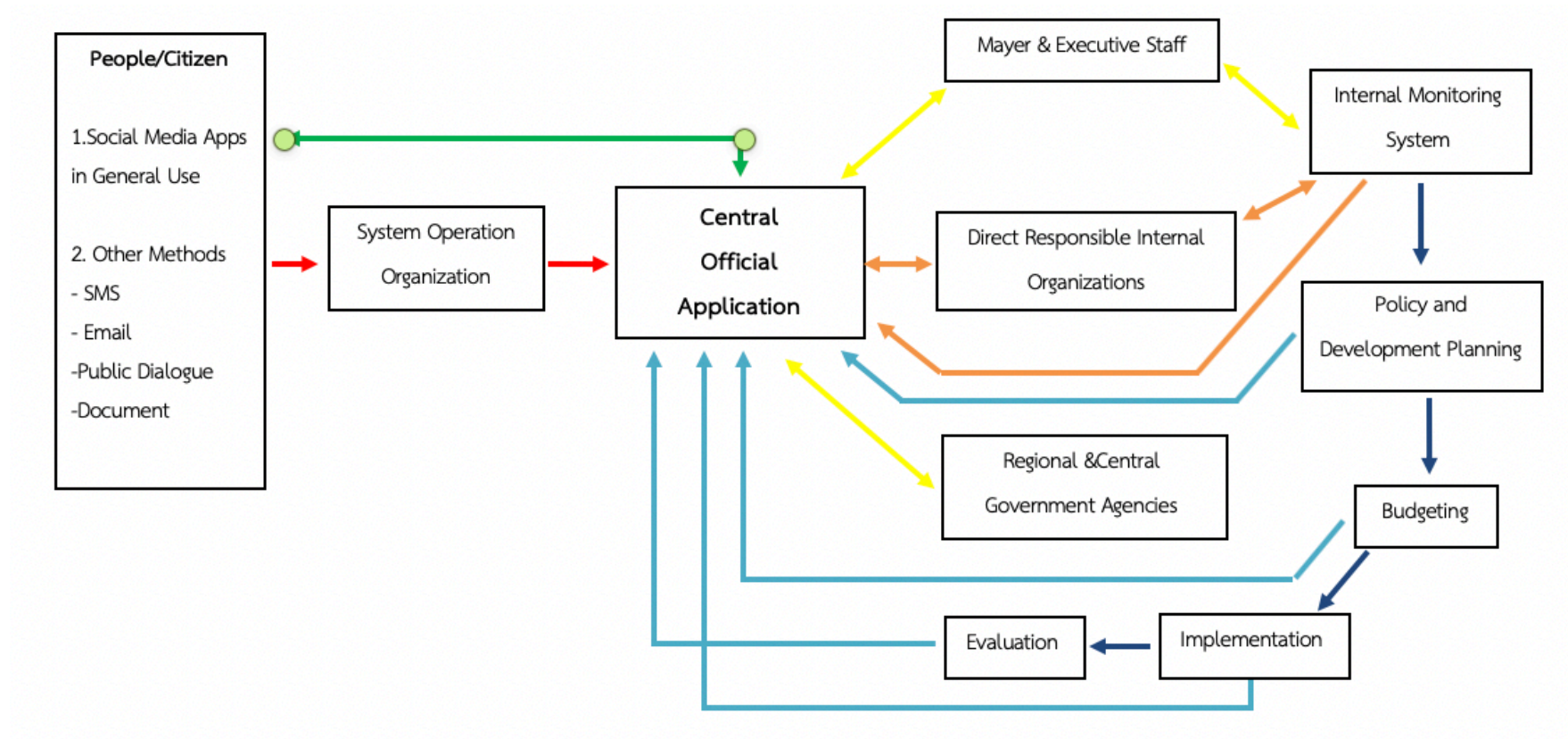


Figure 20 shows that the model that be created is a proposal for the development of operations of the local government organization that is the result of data synthesis from the case study which is the best practice from Bojonogoro Regency, Indonesia. This model presents how the municipality in Thailand to use social media successfully. The model proposes that there are elements needed working together. Those ones are as follows

- (1) Person
- (2) Organization/Agency
- (3) Applications and work processes

This study can present the details of the models classified by the 3elements as follows

- (1) Person

From figure 17 shows that Individuals directly involved in the use of models such as citizens, officials in the responsible departments for the operating system of the central application and the mayor Including the municipal administration. These groups will have a role and responsibility for using social media for development as shown in Table 6

Table 6 the roles and responsibilities of various groups in using social media

Groups	Roles	Responsibilities
People & Citizen	Report a complaint and suggestions to local development	Follow up the results of the complaint notification and their suggestions through the application or other channels That the municipality provided
Staff in the agency maintaining the operation system of the application	<ul style="list-style-type: none"> - Check the accuracy of the information sent from the public - Entering complaint information and suggestions of people into the application - A center for communication between people and municipal authority 	<ul style="list-style-type: none"> - Consider and improve the language of complaints - Forwarding information that has been imported into the application and the agency directly responsible and related agencies - As a medium for providing information and services to both the public and the municipality in order to help people recognize information related to the progress

Groups	Roles	Responsibilities
		of management. At the same time, it will help the municipality to acknowledge the satisfaction and opinions about the performance of people as well
Mayor	<ul style="list-style-type: none"> - Follow the results of the problem solving according to the complaint received from the public - Consideration of making a policy and local development plans 	<ul style="list-style-type: none"> - Control and direct the operations of the agencies that are directly responsible and involved in problem solving by using the notification status of operational progress sent from the central application - Control and supervise operations by meetings relevant government agencies on order to jointly improve operations, resolve problems to be in accordance with the criteria - Take suggestions to consider together with various related departments in order to compare the need of people with the need for development in which the municipality has prioritized to select recommendations that are consistent with the issues to formulate policy and local development plans

From Table 6, this model has been assigned to various groups of people related to role in social media use as a recipient and sender of information. The staff of agencies that were set up to do this particular job is the center of communication and coordination. The people will act as the sender of the information that is the complaint and recommendations to the municipality. The municipality will act as the receiver and take that information to proceed. At the same time, the municipality itself will act as the sender of information, which contact the public to report progress in resolving the issues that are being complained or various policies set up. For the people will be in the receiver status to be acknowledged. Social media will help all parties to get information and news equally. This result will ensure that the municipality and people can work closer as "Partnership" which is an important feature of local governance.

(2) Organization / Agency

Based on the model that this study presents, it is found that there will be 3 main agencies involved in bringing social media use. Those are the agency

overseeing the use of the central application (System Operation Organization). The agency that has direct responsibility in solving problems (Direct Responsible Organizations) and the central government agencies. This study can present role and responsibility for using social media of all agencies in Table 7

Table 7 roles and responsibilities of various agencies in social media use

Organizations	Roles	Responsibilities
Agency (new?) That oversees the use of central applications	<ul style="list-style-type: none"> - Manage applications - Coordination Center 	<ul style="list-style-type: none"> - Maintain the application to run the operating system efficiency. - Manage the database for supporting information exchange between people and the municipality
Various agencies That is directly responsible for solving problems	<ul style="list-style-type: none"> - Solving problems according to the complaint - Communication with the public and the owner of the complaint - Participation in determining policy and local development plans 	<ul style="list-style-type: none"> - Preparation of the project for solving problems within the time specified by the municipality - Notification of the result of receiving the complaint according to the specified period and report the progress of the operation to the public and the owner of the matter - Listen to public opinion for improvement of operations, solving problems for people to achieve maximum satisfaction - Meeting with the mayor and the management team on a regular basis to report the progress in solving problems and jointly set guidelines to improve the operation including jointly consider the recommendations of the people in order to make policy formulation and local development plans
Various agencies of central government	<ul style="list-style-type: none"> - Collect information about complaints And suggestions for local development of people - Follow up the performance of the municipality 	<ul style="list-style-type: none"> - Collection of complaints And suggestions for various developments To create a database for use, together with the information that each agency has for making decisions in formulating policies, plans and projects for national development - Follow up and support the operation of the municipality in a systematic way to reduce the

Organizations	Roles	Responsibilities
		duplication of operations between the central government and local governments to solve problems for people in the area

From Table 7, this model allows to use social media in making coordination among 3 agencies in the form of systematic empowerment. That is, the agency (new?) that oversees the use of the central application will act as a point of linking the operations of the other two organizations to be able to work together without being duplicated, both in the operation to solve the problems of people in the area and policy formulation including development plans. This one aim to create work that will allow the central government to set policies that can support the policy of the municipality. (Partnership)

(3) Applications and work processes related to social media use.

From the model, it is found that social media use can increase the efficiency of the administration of the municipality by promotion of participation in the responsibility of citizens. And that can create effective local management as well. In order to do that, the central government and municipalities should collaborate to create a central application that have special characteristics. Namely, that one should be able to support the use of public at all times whether using YouTube, LINE, Twitter or Facebook etc. The central application must be compatible with all types of social media in receiving complaints and suggestions for the development. That application should have to convert data from every social media into a central data and send this information directly to the mayor and the relevant government combined with the complaint and various suggestions Including sending information back to the public and the owner of the complaint and those suggestions. There is no need to switch to other applications or social media but can use social media that they use regularly as a tool to communicate with the municipality (Uniqueness) by this central application. The application should act in the management of information in order to facilitate all parties to work together without creating additional burdens for all parties involved, including civil servants of the municipality and the public (Openness)

For example, when people experience problems that need to be resolved by the municipality, they just use mobile phones or computers that are used regularly to send data through the use of social media that they are most convenient to use to send

such information to the municipality. Then the municipality will bring that information into the central application in order to connect that information to the mayor and the head of the department directly related to those problems. And immediately, people will be able to use that applications to track news and information related to solving problems from municipalities. The central application will send information about the progress of the operation back to the social media that people use to send information directly. In addition, such central applications will link between the municipality, regional government agencies and central government as well (Sharing).

Another benefit of using a central application that this study offers is central government agencies and the regional office will be able to use the information that collected by the application in monitoring the performance of the municipality as well. (Sharing) Because of the data linking system between the central application of the municipality with the federal government, that can support central and regional government agencies to know the performance of the municipality. in addition, these various agencies will be able to use the information that appears in this central application in consultation or co-ordination for support the performance of municipality appropriately without the need to wait for the municipality to propose a request in any way. The use of social media in this manner will be able to reduce time wasting and budget for the operation of government agencies and the municipality very well.

Using central application is that can adjust the use of social media with different features which will facilitate the people to use as well. Because the use of such features will help to make the people feel easy to use. People can use social media in the way that they are already familiar with no need to adjust their method or have to change to new application in any way. In addition, this feature also helps to reduce the impact that civil servants and officials of the municipality do not accept to be used as well. This system does not create these additional functions because there will be a government agency responsible for overseeing this system as an assistant to facilitate the use of applications. This office is an agency that facilitates communication with the owner of information and will help officials of various agencies within the municipality to be able to work according to the mission. This will come as a benefit to promote the performance of municipal officials to respond the needs of people more effectively as well.

The use of such applications allows people to use in addition to using various social media applications to send complaints or various suggestions for their local development (Openness) directly to the central application. There will be a staff of the municipality responsible for bringing that information enter into the application. After that, the application will show the progress of the problem solving of the municipality letting the public know so that people can follow and watch at any time Including the public requesting to acknowledge the results of the operation. This will open opportunities to increase the acceptance of the social media use of the people. By this method, it can help to adjust the method of social media use to be suitable for the way of use of people in the area better (Uniqueness).

Summary: Guidelines for using Social Media for citizen engagement and local governance development

Based on all of the above studies, Guidelines for the development of social media use must be a feature of the use that is consistent with the four important principles that is can be shared (S), easy to use (Open), appropriate for the area (Uniqueness), enhancing working partnerships (Partnership), also known as SOUP model. This on will be able to demonstrate the applying of various key principles of the central application that this study offers as table 8

Table 8 comparative data analysis between the use of social media and the SOUP principle.

Principles	Matters	Approaches
Sharing (S):	Social media is the center of information link among municipality, regional offices and central government.	The duty as a center to collect information about the complaint and various suggestions of the people for government agencies. It can be used to create policies, plans and projects for are and national development
	Central government agencies and the region will be able to use the information that the application has collected in monitoring the performance of the municipality	It will be as a tool to inform the performance of the municipality in addition to use the usual operational supervision system. The central and region agencies will be able to use the information for consultation, co-ordinate,

Principles	Matters	Approaches
		follow up and promote the performance of the municipality appropriately
Openness (O):	Designed applications is able to support social media that the general use whether are YouTube, LINE, Twitter or Facebook etc. The central application must be compatible with all types of social media in receiving delivered complaints and suggestions for development.	This will manage information in order to facilitate all parties to work together without creating additional burdens for all parties involved, including civil servants of the municipality and the public
	The use of applications allows people to use various social media applications for sending complaints and suggestions.	The application will show the progress of the problem solving of the municipality. So that people can follow and watch at any time.
Uniqueness (U):	People do not need to switch to other applications or social media. They can use application used regularly as a tool to communicate with the municipality. This one can facilitate the people to feel easy of the use	This will act as a central processing unit that can convert data from all types of social media to become central data for mutual benefits immediately
		This can adjust the use of social media that has different features to be able to work together with a central application.
	Reduce the impact that can make municipal officials not accepting to use.	There will be a unit within the municipality responsible for overseeing this system as an assistant to facilitate the use of the application. This unit will facilitates communication with the owner of the information and staff of various agencies within the municipality
Partnership (P):	Social media Will help all parties to get information and news equally.	Social Media can support recipient and sender to work together in every particular job
	Social media can make a link to the operations of various organizations to be able to work together without being duplicated.	Social media can support different groups working together well. Because organizations can know the information from the application report. That information will help other organizations setting policies for solving problems and local development plan appropriately and efficiently

From the table show that, There are many features that encourage the municipality to increase the potential for promotion of participation in the responsibility of citizens and local administration because the municipality can increase channels for promoting citizens in the area to access management of various public affairs. The municipality has used social media to manage various data that people offer to the municipality. The municipality's application is applied as an intermediary to convert all sub-data. This application is widely used for support administrations of municipality. Namely, people do not need to change any methods of use at all. They just use the social media that they use regularly for sending to social media that is officially registered by the municipality. Then there will be a municipality officer, who will directly take care of this application, to deliver this information to the central application. The central application acts as a data supply to internal departments which will create collaboration between people and the municipality better because people can use social media whatever and whenever they want to contact and send information to municipality. This application is a central processing engine acting to send information of people directly to various government agencies within the municipality and at the same time it will send such information directly to the mayor. that is, when the data is submitted into the application's operating system, it will send the matter to the responsible agency and sent to the mayor which will help to use all connected data and all parties are able to track progress. The result of all actions means that when information has been sent to the central application It will report the results to the stakeholders at least 4 parts: (1) to the responsible agency (2) to the mayor (3) to the central government (4) sent back to the owner. Therefore, all things are linked together. This system will help people ensure what he offered will be brought to work later, when the government agency and the mayor received the matter. The central application will report the results back to the people who send the information directly. So, they will immediately recognize that what he proposed has received a response from the municipality to a certain extent. After that, people are able to use this application in monitoring the progress of the municipality's operations. The central application will present the results of progress in various matters. This operation system will facilitate people and municipality can work together easily and closely. Because it will facilitate people do not need to travel to contact the government anymore. They can view from mobile phones or personal communication

tools. This central application will be the entire data manager which means that the central application can be used to develop or adapt to municipalities' work in a better way.

Chapter 6

Conclusion, Discussion and Recommendation

Conclusion

The notion of local governance can be regarded as an attempt to come to grips with the limitations of state-centered local management, and leads to a move away from statist perspectives which tend to concentrate on such factors as administration, management and even local government in its bureaucratic form. In other words, local governance includes not only the activities of governments but also the many other channels outside local government (Evertzen 2001; Ikeanyibe 2018).

As the important of local governance, there are several tools can be used for promotion. Social media is one of those tools that can be applied for empowering the process of local governance development (Arribas 2016). Theoretically, social media has decentralized communication by allowing each individual to be not only an information consumer but a producer as well. This process is a unique development in terms of information processing with regard to the history of communication and has incredible transformative impacts on public, private, and governmental processes (Gould 1989; Scott 2007; Graham, Avery & Park 2015). Its perspective promotes a vision of powerful government systems empowering citizens through an emphasis on traditional top-down governance relying on instrumental rationality and a minimization of differences. Local government's proclivity ensures that a humanistic perspective remains underutilized (Carpini & Cook et al. 2004).

The rationale for undertaking social media is based on the need for public sector organizations to understand the requirements, reasoning and preferences. Besides appealing to democratic principles, social media will fundamentally change the relationship between residents and government by putting power in the hands of citizens. Local government has been taken to task concerning bureaucratic and administrative practices that have defined the power dynamic between administrators and citizens (Jones, Hackney & Irani 2007; Albarran, 2013).

Social media provides a forum for exchange between residents and government, as well as between resident and resident. It can offer an understanding on both sides

(Osmani & Weerakkody et al. 2014; Sinclair & Peirson-Smith et al. 2017). Social media provides a forum for exchange between residents and government, as well as between resident and resident. The use of a forum for discussion among citizen and local government can provide a locus for social change and a counter to hegemonic discourse that equates a lack of participation with an individual's apathy or uncaring and uninterested nature (Ellison & Hardey 2014).

Thus, social media can include residents in governance decision making, planning for the future and other types of formal political bodies. Social media will be able to assess the degree to which those normally excluded from the political and governance process are included. This is the valuable benefit of social media in local governance development (OECD 2007).

As the productive tool for creating local governance of social media, this study would like to find out the impacts of social media use, which has been applying in local government of Thailand, in local governance development. This study would like to present about the impacts of social media use and recommendations for accumulating capacity of social media use for local governance development.

1. Overview of social media use

the study found that every municipalities use social media as a tool for communication with the public. The most popular use of social media is application 'Line' and 'Facebook' is the second. However, these applications are used as a tool to work with people in the official and unofficial manner only. That means all groups are made by their members and municipalities themselves. They will use social media for personnel, group and organization purposes following the objectives of each ones. Almost of social media will be used by the members following missions of divisions. Some will be used on behalf of the municipalities. All works of social media groups will aim to support the goals of local government. All municipalities use the application to communicate and work with the people in 3 manners. Those are (1) as private working group (2) as Personal use (3) as organization use

2. Impact to administrations of municipalities

2.1 Easier updating news and information to public, after applying social media, municipalities can use these tools for creating communication networks to enhance the efficiency of their public works which target to improve their public

services to the people. Social media can be used to increase the potential of municipalities to spread information of public services of the municipalities and, at the same time, they can increase opportunities of people to assess news and information about public works of the municipalities as well.

Thus, all of this can create efficiency of public relation activities of municipalities. Municipalities always use these tools with 3 main purposes;

- to serve as a channel for dissemination of the activities and performance of various municipalities
- to inform the public about the public services that the municipality will provide and
- to make appointments with people and to inform them how to prepare for participation in that activities or services.

However, mostly it is used in the form of one-way communication of the municipalities, i.e., the use for publicizing the activities and works of the municipalities. The majority of the municipalities' information can publicly be available. There are rarely have opportunities for people to comment or provide information on who they want to share about activities and works of municipalities. And the other benefit is social media can make more channels for receiving public complaints. It can help to open channels for people to contact the municipalities in the event of problems arising from the operations, e.g., damaged roads and waste management in the community.

2.2 Lack of motivating people participation, from the study found that, even social media will be able to support people participation quite well. But there are some cases show that social media use activities cannot make incentive for people participation, if municipalities do not concern about the process of using. There are several cases which can show about the negative effects of social media use of municipalities. One of these cases is the unfitted of official working hour of municipalities and some groups of people.

By concept, social media use is the communication and interaction in the online social network can be done at any time. But this study found that there is no full attentions of municipalities to response to the public opinion in order to create a network of people. This study found that, because of the official office hours of municipalities, the municipalities always post or send information via social media to public in that time

period. But, some groups of people cannot access or get that information because they have to work in the fields or out of offices e.g. farmers and laborers. They have no lifestyle and working time the same as company officer or businessmen or middle-class people in the city. They often have not time to use social media when information is sent by municipalities. Sometimes, after work, they might use social media to follow that information. By this reason, these groups might miss some important information, which municipalities attain to deliver. This will make them loss chances to participate in public activities. When the missing like this often is happened, that will make these groups of people might be bored to follow information disseminated by municipalities. And they might be not to interest in using social media anymore. In this reason, the municipalities may be often lost communicate with people. This happening will lead to the failures of social media use for communication with some groups of people.

2.3 Create the other centralized hubs, the effectiveness of social media cannot be arisen. The study found that social although social media can help to communicate between the municipalities and people. And this use can rapidly increase interaction of people, especially complaints from the public. But in the meantime, later consequences of that interactions often may be delayed and cannot cope with complains of people as their expectations. This obstacle is due to 4 factors such as,

2.3.1 The regulations of the authorities that oversee the municipalities, which is some complains cannot be responded because in some duties, municipalities have to get approvals from these organizations beforehand. So, this can delay procedures of municipalities to deal with complains. The other case is the participation in local development plan.

This is because regulations of Thailand government that do not allow people to use social media as a way to send information as a feedback to the policies or the development plan. Because of the regulations, municipalities have to use data collected by the community meeting only for determining local development policies and plans. Information is submitted by people through social media is not allowed. Social media then cannot be supported. People cannot use these tools for directed sending their needs and problems including complains to the municipalities. This is a case that obstruct social media use for creating interaction, participation and engagement among parties and municipalities.

2.3.2 The implementation of external agencies which are directly responsible organizations of the cases, there are some cases that municipalities themselves have not direct responsibility to deal with. They need to refer the cases to other organizations which are in charge to deal with instead. It results in complex and complicated tasks. The municipalities need time and a lot of efforts in performing coordination because the complex procedures, along with some complaints, may not allow them to manage process of coordination easily. In some cases, this process spends a lot of time till those offices will accept and to deal with these ones.

2.3.3 Internal cooperation of municipalities, there are some complains management which the attitude of government officials is the big burden. Within internal structure of administration, the procedures, the rules, the relevant laws, the work and the management structure are divided into departments or agencies. There are so many in the daily routine already in each department. The communication system within the municipality is also a bureaucratic system. All of these have established the organization culture as 'bureaucratization'. Almost officers have been instructed by this culture to think and practice as bureaucracy. They often do not want to change the working styles which have been settle completely. They do not want to take responsibilities else out of their current duties. This attitude is the major burden for applying social media use of the municipalities because the more people interactions with municipalities the more tasks will be increase automatically. These tasks will increase the number of missions in charge of their work also. Because this one will harm their attitude, the officers always, at the beginning, reject to cooperate. And this might lead to delaying of dealing with complains and failing other tasks created by interaction between municipalities and people for local developments.

2.3.4 Communication only to specific groups, missions, and individuals, because the municipalities have not used social media in the form of fully official, the municipalities are not able to use social media with people in the area thoroughly. Even though, social media is such a good way to communicate between people. But, with the limitation of using a social media application such as Line, which allows only members within the group can communicate and interact each other, it is impossible for people who are not members of a particular Line groups can do any activities with the members of those. So, some people lack of opportunity to

communicate and interact with the municipalities to express their complaints or show ideas that would be useful to local development and they are interested to participate. This limit of use then will not support management of the municipalities to create fully co-production for everyone who would like to willingly interactive engagement in local public service deliveries.

Discussion

1. Social media use for ‘Local Government’ not ‘Local Governance’

however, the use of all social media of municipalities is often intended only to disseminate information and to communicate with the public on the municipality's events. It is not used for co-productions anyway. This study found that social media is purposively used for one-way communication from the local governments to merely provide information to the public. The municipalities always use in order to provide information, for example, laws, rules, regulations, budgets, services, and other relevant information. The objectives of this information are not to create engaging activities with the people. Its objective is just to update and share information between municipalities and people via social media. All uses of municipalities totally are not purposively to create the two-way communication between the government and the public. They do not want to draw public and business sectors to work together. They just want to provide input and feedback on issues that the government needs to acknowledge and respond (Norris, D.F. & Diana C. 2002)

The purpose is to publicize the agency only is not consistent the direction of using social media for local governance development. Even the municipalities would use social media in various applications. But, conversely, the use is benefit for the local government management since it can support public relation activities of municipalities only. It is still only possible to communicate with people. It is not mainly aim to support other activities which support interaction among municipalities and other parties at all. It still cannot be used to allow people to participate in the presentation of useful information for the policy setting, policy decision making or any local development plans (Yetano & Royo 2017).

In these manners, impact on the operations will not be to respond to the real concept of social media use. Since, the properties of social media are two-way

communication as it should be the opportunity to strengthen communicate with the people and municipalities. But, from case studies, those agencies have provided another way to communicate together with people. In effect, the results became just communication which can support only information of the agencies is disseminated and receive feedback or complaints from the public. This may cause to become the only communication that the agency provides. The content may not meet the needs of the user actually (Norris & Reddick, 2013).

Theoretically, social media is constructed by concept of Web 2.0 technology (Chun, Shulman, Sandoval & Hovy 2010). The goal of this technology is that would like to improve working conditions among administrators and users. That aim to enhance interactive activities among those which will be benefits for anyone in using social media for creating more productive activities together. This technology aims to enhance roles of the both sides equally through several methods. The both can send and share data and information including commend in order to create and disseminate knowledge to others and public. This concept would increase engagement among parties to co-produce anything that they prefer (Bonson & Torres et al. 2012; Ellison & Hardey 2014; Djerf-Pierre & Pierre 2016).

But when social media has been applied in local governments of this study. The results are almost different. The aims of use do not want to create consultations among municipalities and other parties. That do not want to make the spaces of negotiations with the public. People cannot use this tool to engage with municipalities. Actually, people can use social as a matter of negotiation with the local government to adopt the policy. All kinds of social media use of these case studies would not reach to the goal that is the co-decision making and co-production in local administration because the two-way communication between the state and the people is not truly happened (Eisenberg 2008; Olmsted 2013). All municipalities do not want to give effect to their decision-makings on the basis of the process. On-line activities which can make co-consultations via social media rarely be happened. These results happened as finding of this study therefor cannot originate the local governance development to be on. Because those cannot establish the active interactions among all parties and municipalities (Zhang & Han 2015; Grydehoj & Nurdin 2016). The conclusion of analysis is as table 9

Table 9 Comparison between concept of local governance and result of social media use

Functions of social media	Concepts of local governance	Real Results of the use
1.Information 1.1 Objective 1.2 Method 1.3 Content	Sharing Two-ways communication Exchange based	Public relations about missions of offices One-way communication Office based
2.Interaction 2.1 Information management 2.2 Consultation 2.3 Decision making	Feedback Co-production Decentralization	Dissemination Monopolized by office Centralization
3.Action 3.1 Implementation 3.2 Monitoring 3.3 Evaluation	Co-production Co-production Co-production	Monopolized by office Monopolized by office Monopolized by office

The reasons why social media use of these case studies cannot allow local governance development can be analyzed from 3 sides involved in the process of social media use as follow.

From the municipalities' side, there are not change in working style. That is municipalities still have held the organization culture as bureaucracy system. Practices of local officers still have been the same. And the operations and procedures also still have been unchanged because they have not determined alternatives of operation to support the uses. Social media is principally used by them for support communication and public relation of municipalities. They have not full intention to use social media for raising to engagement of people and other sectors in their public administration.

From social media side, there is a limit of making social networks. The limit is the 'One-To-One Connection Approach' (OTOCA). This means the connection can be made between the same types of social media only, e.g. Facebook to Facebook or Line group. Municipalities and people can use social media to make contacts by this approach. There is a problem of 'accessibility of others'. That is both sides cannot use social media across the applications. For example, if people would like to contact municipalities via Facebook, they have to use Facebook too. Or, if they would like to contact via Line group, they have to use the same as Line group also. This is an important limit of use because all users cannot make contact by the different applications. It might be uncomfortable for users, especially people, to apply these ones.

From people's side, they do not want to use social media to make interactions with municipalities because of the boredom. These are impacts of some results such as methods of information dissemination approaches, the mismatch of working hours, delays in resolving complaints about public utilities and their information cannot be necessary for the determining public policy and local development plan of the municipalities. These results would make people not be interested in engaging with municipalities because they often think that waste the time and efforts (Welch, Hinnant & Moon 2005).

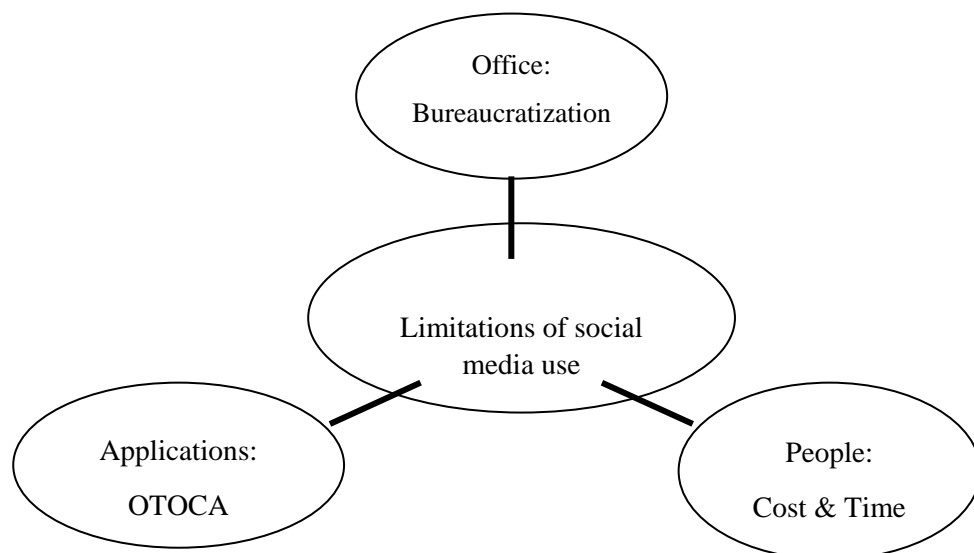
For examples, although it is easy to use, that is complaints can be submitted directly to the municipality and are more convenient when compared to complaints through other channels, such as using the website, telephone and self-filing. This is because it is possible to send information in various forms at the same time to operate through the social media channels only. There is no need to waste time gathering information in the form of a document or picture or tape recorder. They can send documents and evidences to the municipalities immediately, which is more convenient than other communication channels. But as the study suggests, the delays in solving the complaints of the municipalities as results of internal factors and outside of the municipalities themselves have resulted in the people. They will have lessons and negative attitude to using social media because the delays make people believe that these tools have not different from the former conventional tools.

The other example is, practically, listening to public opinions through the use of social media is another channel that people can do. However, people do not want to

participate in municipalities due to their inattentive information. That means their information were not utilized in the local policies and planning or any development projects. The major obstacle is the rules of the relevant government, especially, the regulation of the Ministry of Interior of Thailand on the development plan of the local government organization has not allowed the use of data collection methods. These do not allow legitimate use of information that is submitted by people through social media applications. Although, this information may be necessary for formulation and implementation of public policy or the local development plans of the municipalities.

These analyses can indicate that all 3 sectors are the crucial burdens of social media use for local governance development. These burdens will not permit for every sector to co-develop the ‘public sphere of local administration’. Even though, municipalities will plentifully attempt to apply social media use to create that. If municipalities have full attention to mobilize social media use, they have to concern about these burdens.

Figure 21 the limitations of social media use



By conclusion, social media use of these municipalities cannot be the supportive tools of local administration to facilitate local governance development. The results have not been different between the use of social media and the use of traditional methods. From these cases, social media can just only be tools of local government development

which mainly focus on improving some missions of municipalities. Since the both, municipalities and people including others, cannot use social media for conduct co-production that is the crucial principle of local governance at all. These are some difficulties in the development the use of social media to improve civic and public engagement with municipalities. These will lead local governance development to face significant barriers to achieve the goal.

2. The Missing Links of Social Media Use

From the analysis as above found that the results which are burdens of social media use of municipalities cannot be happened independently. They must have some causes which are the originate factors. These ones would be the ‘Missing Links’ that local governments, municipalities of this study, should be concerned if they would like to promote social media use more success. This study will present these missing links are as follow.

2.1 Trust: Confidences, this factor is a missing link because it will be able to make a risk if the municipalities cannot well manage. The risk is that the lack of confident of local offices and people. The study indicates that because of the both cannot have confidences. From the officers’ side, due to the very strong established bureaucratization, they are not sure that social media use will not disrupt their everyday working style and not increase missions. And from people’s side, they are not sure that the social media can help them to get better responds from the municipalities. So, when all of them cannot be assure that the social media use will not harm their missions and works, social media use will have never been successfully implemented (Porumbescu 2017).

2.2 Regulations/Laws: Prohibitions, this factor is a crucial burden on implementation. Because they are the factor that can prohibit or facilitate social media use. That mean even municipalities will intend to make policy aiming to grate support this use and considerably try to implement but it is prohibited by the regulations as the results of this study (Mcnamara. 2011; Bertot, Jaeger & Hansen 2012). That is waste the time and efforts to push forward this policy anymore. This factor should be a remark which municipality must have good managements before implement the social media use.

2.3 Cost of the use: Economic Impact, this factor is an indirect effect but it is an important one that can support or obstruct achievement of social media use. If the use will not make high cost of investment and operations of people, it would have more chances for acceptances (Park et al. 2015). This study show that the cost of operation will make people feel negative for using social media. This cost includes money and time which are spent for use. If people think that use will increase their charges, they will simply reject this one. Since, comparatively, they can think there might be cheaper channels to contact with municipalities than use social media. If municipalities firmly believe and would like to establish this use, they have to be concern about this factor.

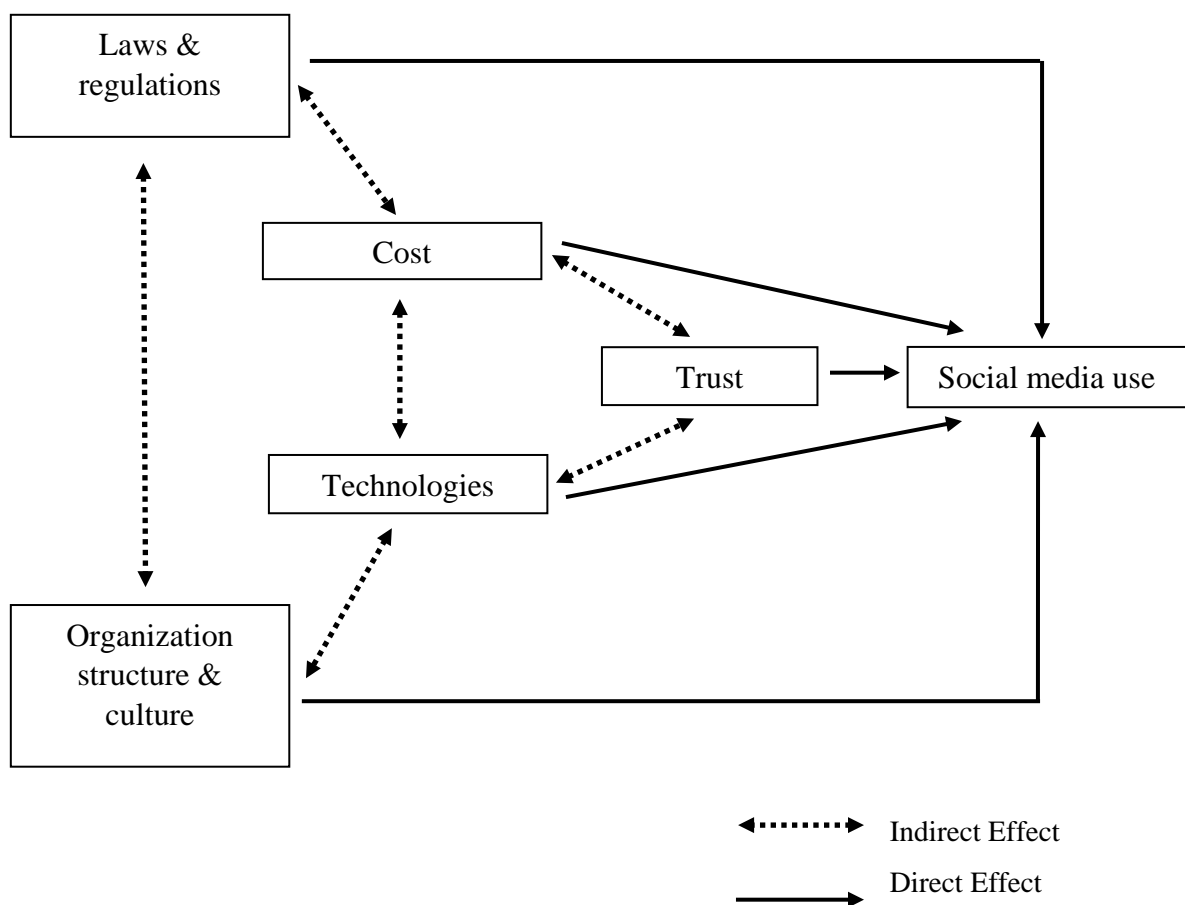
2.4 Inappropriate technology: Accessibility, this factor is another indirect effect. It is an important because it has influences to decisions making of people about social media use. If social media technologies or applications can be used as easy as people can do, they will be another factor which can raise popularity of the use. If they are so hard using or more difficult for general people to use, that will be quite sure about rejection from the people (Firmstone & Coleman 2015). This study indicates that social media use cannot create chances for interactions because it is too difficult to use. For example, the use for sending complains, some people are not confident to use application of municipalities. Some of them think those are harder and more complicated than they can use. Since they do not sure how they can do, they are reluctant and they always find the easier ones than those. Finally, they choose other channels for making contacts. So, this factor needs to be reviewed before applying.

2.5 Organization structure and their procedures: Coordination, these factors are one of the priorities because they are directly involved in the implementations of social media use. These factors can dominate or facilitate the use effectively. Whenever social media will be applied these factors will be the responsible offices and the use have to follow their prior procedures. If social media use will really not affect to those ones, it would be smoothly implemented. If it is not, the aftermaths are the huge problems will be happened. Because they are totally cling onto the organization behaviors, if the use of social media will not be designed conforming to these factors (Roshan, Warren, & Carr 2016). For example, this study found that social media applications always are used following the patterns of working of municipalities.

Besides, they are always applied following the demands of departments also. These uses all are mainly practiced by these factors. There are no ways to design the uses out of these tracks because the new designs might lead to altering of the structure and working processes which are so strong established in the municipalities. So, the changes of organization structure and procedures will not be easy accepted by these organizations. And then they will not able to be implemented. Finally, social media use must follow these factors and will lead to the failures of the use as all are displayed by this study.

All factors can be displayed in the form of ‘Model of the Missing link’ of social media use. This model will show internal relationships among those factors themselves and external relationships among them and the results of social media use.

Figure 22 Model of the ‘Missing Link’ of social media use



Recommendation

The development goal of the public sector such as municipality aims to improve responses to the needs of the people and society. Local governance-the concept of area based and co-production administration among local government and people including other parties-is currently the crucial public administration practices because that can create inclusiveness and sustainable development. There are many approaches and social media is one of the tools that can be used for support local governance because it can produce the virtual public spheres for supporting and making collaborations among those. The use of social media will lead to the development of databases of government agencies at all levels to manage their works effectively and efficiently. And importantly, it can expand the capabilities of government agencies to serve the public. The use of social media is as a tool to serve the public through the use of electronic systems (Sinclair & Peirson-Smith et al. 2017).

But there are some factors needed to be concerned when local government are trying to use this tool because that will lead to be the adverse effects. From this study, social media use of municipalities mainly is not really concern to benefits of public. It is just tools of internal management but claim to the public interests. Municipalities use social media in order to communicate their specific programmatic and policy interests. People just be users following the services conducted by municipalities. People's role is just participating following the demands of government offices only. Mostly, they are discarded from participate in the higher level of participation by the municipalities.

Success of social media use cannot be sustained under the current structures of local governments because they cannot support the interactive results as expectations (Charalabis & Loukis 2011). Instead, the use is mainly about delivering information and services online, followed by a few limited interactivities. Social media use of local government does not likely to create conditions of reform which will be able to make changes for developing local governance. Current social media uses in local government are mostly focused on broadcasting its contents, but rarely on full engagement or on networking purposes.

The development of the social media of the municipalities need to improve the missions and the responsibilities of government officials who work in the municipalities to be consistent with the design. Besides, that need to improve the administration

structures including regulations within and relevant to municipalities to facilitate the performance of government officials to change results of the use of social media. In this principle, that must not to increase missions of municipalities or make duplications in working. But it must be able to apply social media as a tool to lighten works (Mergel 2013; Criado, Sandoval-Almazan, & Gil-Garcia 2013). Social media has to be a tool can assist in the works of government officials and people. And it will make the works more effective in creating collaboration and coordination among municipalities and people. If social media can be applied in the municipalities following this guideline. It will be good for the result in acceptance of the use of government officials that will increase the efficiency and effectiveness of performances of the municipalities quite well (McQuails 2005; Margo 2012 & Sobaci 2016).

Stepping into the 'local digitalized governance', social media must be used for enhancing opportunities for people and all sectors to engage in the process of consultation, exploration, public decision making, implementation, monitor the progress of the implementation to lead the administrations of the municipalities to the most focuses on public interests. To drive the digital governance like these, that will accumulate potential of public service deliveries in meeting the needs and appropriateness of the people more and more (Wukich & Mergel 2016).

The design of social media raising local digital governance development, needs to consider of increasing the ability to use it 'easier at lower cost'. In the past, the state has often adopted new technologies. It has always been used by the public, but some technologies may be difficult to be used. Some of them have so complicated system and processes for the use of public and general people. These limitations can make people do not care to use. In many cases, these would quite often lead to failures. And these would lose a great amount of budget to apply new technologies in the societies, often developing countries throughout world.

Bringing the technologies or applications of social media to the effective use of the public and people, it is imperative to design an 'easy-to-use solution' in the context of government officials and people's using. This is the vital factor that will result in the use of social media in order to develop and establish digital governance in local public administration (Campillo-Alhama & Martinez-Sala 2017). Because this will be the really right strategy when that is beginning with strengthening the people in the area,

not with the tools or applications. This will be the truly right target when it is aiming to the result of acceptance.

Thus, well preparations are the most important to protect these effects. Local government need no use social media carefully not fashionably. They have to think in term of designing the appropriated approaches to counter these missing links and can create digitalized local governance to be utmost effectiveness. This will make the ultimate outcome or impact when it is focusing to create the full intention of social media use in local government and the society.

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Output จากโครงการวิจัยที่ได้รับทุนจาก สกว.

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