

New Public Governance Management to Social Disparity Reduction: Study of Solving the Problems of Living and Eating Land of People in Sa Kaeo Province

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Abstract:

The objective of this study is to examine the role of public governance management in social disparity and problem solving. This study examined the relationship between external compliance, leadership, ethical commitment, accountability, performance monitoring, internal compliance, social disparity reduction and problem solving. Data were collected from the employees of public governance management board. Public governance management board was selected from Thailand to examine the influence in the areas of Sa Kaeo Province of Thailand. Questionnaire was used for conducting a survey. 300 questionnaires were distributed among the employees of public governance management board. Results of the study shows that social disparity reduction can enhance problem solving in Sa Kaeo Province of Thailand. Moreover, it is found that various elements of public governance management have positive effect on social disparity reduction. Finally, reduction in social disparity increases the problem solving.

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INTRODUCTION

Problem solving is an important part of organizations. Various organizations face different problems in relationship to the operations, employee, partners, market as well as environment (Hamid, Shahid, Hameed, Amin, & Mehmood, 2019). The smooth performance is always required for better performance among organizations as well as individual people. Problems are those crucial parts of various activities which shows negative role on the performance of operations. It also has negative effect on the performance of individual people working in any organization or working

individually. To get highest performance, problems must be resolved. Therefore, problem solving has vital role in various activities (Anderson et al., 2018; Esquivel, Parks, Reyes, Tirhi, & Tamariz, 2017).

Problem solving also has important role in living and eating land in Thailand. Living and eating land has various issues which causes to increase the problem. Various issues are the basis of problems which shows negative effect on people. Living and eating land has significant importance in Sa Kaeo Province of Thailand. Most of the people are involved in various agriculture activities where people grow various crops and produces the revenue. A significant part of Thai population is living in this

area which is facing various problems related to the living and eating land. The issues in this area has negative role in people performance and issues causes to decrease the performance of living and eating land. Overall, it has negative effect on the people as well as it has negative effect on the overall performance of industry because various issues and problems decreases the overall revenue which has negative effect on economic development. Therefore, living and eating land has significant importance. However, better performance is always required better problem solving (Xin et al., 2020).

One of the major problems in living and eating land is social disparity. Social disparity is one of the major problems which has negative effect in any sector performance. As social disparity discourages the performance of organization as well as it also discourages the individual performance. Previous studies also highlighted the negative role of social disparity (El-Geneidy et al., 2016; Guimarães Lima et al., 2019). Social disparity has long lasting effect on the people which causes to decrease the performance. Social disparity is one of the major problems among the living and eating land in Sa Kaeo Province of Thailand. This problem must be resolved to get better performance and resolve various issues.

However, social disparity problem in the Sa Kaeo Province of Thailand can be resolved with the help of various measures. Public governance management has important role to resolve this problem. Public governance management is the key elements among organizations which resolve various issues (Iacovino, Barsanti, & Cinquini, 2017). Therefore, this study is an attempt to resolve the social disparity with the help of public governance management which lead to the problem solving in living and eating land in Sa Kaeo Province of Thailand.

Hence, objective of this study is to examine the role of Public governance management in social disparity and problem solving. Different studies examined social disparity public governance management among various organizations (Bao,

Wang, Larsen, & Morgan, 2013; Casady, Eriksson, Levitt, & Scott, 2020; Howlett, Kekez, & Poocharoen, 2017), however, these studies did not consider the Public governance management in relation to the social disparity. Especially, the relationship between public governance management and social disparity is not examined among the living and eating land in Sa Kaeo Province of Thailand. Hence, current study is vital for literature as well as practices.

II. LITERATURE REVIEW

It is really important to reduce social disparity. Particularly, it is needed to reduce social disparity in Sa Kaeo Province of Thailand where the social disparity is increasing with different issues. Therefore, reduction in social disparity (Hayriye, Saf & ERGÜL, 2018; Lu et al., 2015) is mandatory to solve various problems. It is needed to introduce various factors which can reduce the social disparity. According to the current study public management governance has positive role to reduce social disparity. There are various factors related to the public management governance which has influence on social disparity. Public management is the most important to handle various issues and to enhance the problem solving.

In this direction, the current study selected various elements of public management governance to reduce the social disparity. This study shows that external compliance has positive role in social disparity reduction. Better external compliance can decrease the social disparity. Furthermore, internal compliance also has similar role. Both internal and external companies have positive role in social disparity reduction. Furthermore, ethical commitment is also an important element of public governance which has role in social disparity reduction. Moreover, leadership is another factor of public governance which shows positive consequence in relation to the social disparity reduction. Moreover, this study also selects performance monitoring as one of the major elements of public governance which has influence

on social disparity. Finally, the effect on public governance has positive role in problem solving in Sa Kaeo Province of Thailand. Finally, this study selected six factors of public management governance which has influence on social disparity reduction. These factors include; external compliance, leadership, ethical commitment, accountability, performance monitoring and internal compliance. All these factors have significant role in social disparity reduction in Sa Kaeo Province of Thailand. Influence of these factors as public governance management is much important to reduce the social disparity reduction and increase the problem solving. Therefore, public governance management has very important role (Bao et al., 2013; Stawska, Jazwiński, Moreno, & Rupeika-Apoga, 2018) for the social disparity reduction which lead to the problem solving in Sa Kaeo Province of Thailand. Figure 1 shows the relationship between external compliance, leadership, ethical commitment, accountability, performance monitoring, internal compliance, social disparity reduction and problem solving.

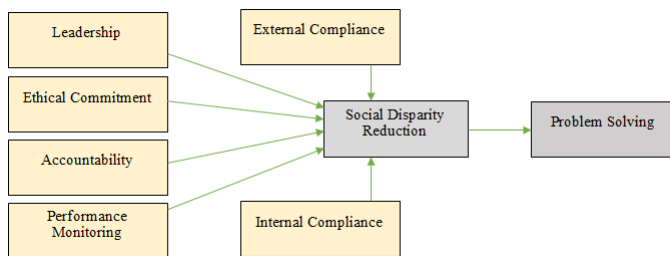


FIGURE I.

Theoretical framework of the study showing the relationship between external compliance, leadership, ethical commitment, accountability, performance monitoring, internal compliance, social disparity reduction and problem solving

External compliance denotes to those necessities imposed as well as levied by a state or federal authority. These necessities imposed by through external compliance has major role in various operations. It has positive influence on the number of activities which are responsible of better performance. External compliance as public

governance management has significant positive effect on social disparity reduction which further has positive influence on solving various problems. Previous studies have well acknowledged the importance of external compliance (Bauer & Bernroider, 2017; Flodgren, Pomey, Taber, & Eccles, 2011). Therefore, external compliance has positive role to enhance social disparity reduction in Sa Kaeo Province of Thailand. Hence, in living and eating land of Sa Kaeo Province, the problem of social disparity can be well managed with the help of external compliance.

Hypothesis 1. External compliance has positive effect on social disparity reduction.

Leadership is both a research area as well as an applied skill surrounding the capability of an individual as well as organization to "lead" or direct other individuals, teams, or whole organizations. Number of studies has followed the role of leadership in the organizations. Leadership is the key area of any organizational employees. It has the ability to resolve various problems. Therefore, it also has the ability to resolve various problems related to the living and eating land in Sa Kaeo Province of Thailand. Generally, leadership shows positive effect on social disparity reduction which increases the problem-solving ability. Studies also shows the leadership role in problem solving (Carmeli, Sheaffer, Binyamin, Reiter-Palmon, & Shimoni, 2014; Agbejaye & Oke, 2018; Cheng, Hwang, & Lai, 2020). Therefore, leadership shows positive effect on social disparity reduction which further increases the problem solving.

Hypothesis 2. Leadership has positive effect on social disparity reduction.

Ethics is one of the moral philosophies is a division of idea that "includes systematizing, defensive, as well as recommending ideas of right as well as wrong behavior." The arena of ethics, along with aesthetics, concerns matters of value, and therefore comprises the branch of philosophy called axiology. Various elements of ethics are given in Figure 2 which include; integrity, value, honor, choice, conscience, responsibility, principles, right

and fairness. All these elements have positive role to reduce social disparity in the living and eating lands of Sa Kaeo Province of Thailand which lead to the problem-solving practices. However, ethical problems may lead to the negative outcomes (Hiekkataipale & Lämsä, 2019). According to S. Kim, Krishna, and Dhanesh (2019), ethics can lead to the problem solving. Therefore, ethical commitment increases the social disparity reduction which help to enhance problem solving.

Hypothesis 3. Ethical commitment has positive effect on social disparity reduction.



FIGURE II.
Elements of Ethics

Furthermore, accountability also has positive role in problem solving through social disparity reduction. In ethics as well as governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving. As a characteristic of governance, it has been dominant to debates related to problems in the public sector, nonprofit as well as private and individual contexts. Accountability is most important in all organizations (Colla, Lewis, Bergquist, & Shortell, 2016; Grant & Vasi, 2017). In the same context, accountability as the public governance management element has influence on the social disparity reduction which further causes to increase the problem solving.

Hypothesis 4. Accountability has positive effect on social disparity reduction.

Another element of public governance management, namely; performance monitoring has influence on problem solving with the help of social disparity reduction. Performance monitoring also has positive effect on social disparity reduction. *Performance monitoring* as well as analysis are serious to interpreting the often-complex behavior of parallel company operations. In various organizations, performance monitoring has vital role to make operations in smooth way and to increase the performance by solving the problems. Number of investigations shows the positive role of performance monitoring (M. Y. Kim, Oh, & Park, 2018; Pollanen, Abdel-Maksoud, Elbanna, & Mahama, 2017). Hence, performance monitoring has positive influence to reduce social disparity and increases the problem solving.

Hypothesis 5. Performance monitoring has positive effect on social disparity reduction.

The above sections show that various elements of public governance management have positive role in social disparity reduction and problem solving in Sa Kaeo Province of Thailand. Various studies show that public governance management has vital role among the organizations. This section shows that internal compliance has positive effect as the important element of governance management has positive effect on social disparity reduction and problem solving. The importance of internal compliance is given by previous scholars (Lartey, Kong, Bah, Santosh, & Gumah, 2020; Yoon et al., 2019). Finally, this study also examined the mediation effect of social disparity reduction between public governance management and problem solving.

Hypothesis 6. Internal compliance has positive effect on social disparity reduction.

Hypothesis 7. Social disparity reduction has positive effect on problem solving.

Hypothesis 8. Social disparity reduction mediates the relationship between external compliance and problem solving.

Hypothesis 9. Social disparity reduction mediates the relationship between leadership and problem solving.

Hypothesis 10. Social disparity reduction mediates the relationship between ethical commitment and problem solving.

Hypothesis 11. Social disparity reduction mediates the relationship between accountability and problem solving.

Hypothesis 12. Social disparity reduction mediates the relationship between performance monitoring and problem solving.

Hypothesis 13. Social disparity reduction mediates the relationship between internal compliance and problem solving.

III. RESEARCH METHODOLOGY

To examine the relationship between external compliance, leadership, ethical commitment, accountability, performance monitoring, internal compliance, social disparity reduction and problem solving, the current study designed a survey questionnaire. The measures for the survey questionnaires adapted from previous investigations. The survey questionnaire (Bowling, Bond, Jenkinson, & Lamping, 1999) is most important to handle relationship which is based on the primary data collection. As this study used primary data to examine the effect of public governance management on social disparity reduction. To

examine the effect of public governance management on social disparity reduction, this study selected the area of Sa Kaeo Province of Thailand. In this area, this study selected living and eating land for the investigation because it was facing the issues of social disparity reduction and problem solving.

Finally, 300 questionnaires were distributed to collect primary data. Questionnaires were distributed by using cluster sampling (Ul-Hameed, Mohammad, & Shahar, 2018) which is most appropriate in the current situation. Further to this, after making the clutters, this study collected data randomly. Therefore, simple random sampling was also used in this study (Siuly, Li, & Wen, 2011). Employee of public governance board was selected for data collection. Therefore, questionnaires were distributed among the employees of public governance management board. Finally, this study received 180 questionnaires for data analysis. The response rate is suitable to proceed further for data analysis. Hence, finally data were proceeded for analysis through statistical tool. After data collection, the data screening was performed to check the missing value (Aydin & ŞENOĞLU, 2018) as shown in Table 1.

TABLE I.
Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
EC1	1	0	3.652	4	1	5	1.171	-0.397	-1.666
EC2	2	0	2.918	4	1	6	0.959	-1.062	-0.498
EC3	3	0	3.507	4	1	6	1.119	-0.519	-0.438
EC4	4	0	3.547	4	1	5	1.197	-0.723	-1.484
EC5	5	0	3.538	4	1	6	0.927	-0.665	-0.412
LE1	6	0	3.626	4	1	5	1.092	-0.45	-0.476
LE2	7	0	3.643	4	1	5	1.095	-1.043	-0.492
LE3	8	0	2.999	4	1	5	1.202	-0.491	-0.62
LE4	9	0	3.51	4	1	5	1.226	-0.624	-0.575
LE5	10	0	3.405	4	1	5	1.243	-0.848	-0.405
ECO1	11	0	3.598	4	1	5	1.212	-0.571	-1.589

ECO212 0	3.609 4	1	5	0.919	-1.542	-0.513
ECO313 0	3.691 4	1	5	1.286	-0.573	-0.742
ECO414 0	3.649 4	1	5	1.195	-0.502	-0.635
ECO515 0	3.555 4	1	6	1.22	-0.657	-0.491
ACC116 0	3.62 4	1	6	1.158	-0.553	-0.509
ACC217 0	4.093 4	1	5	0.925	0.71	-0.942
ACC318 0	4.079 4	1	5	0.958	0.504	-0.976
ACC419 0	3.533 4	1	5	1.126	-0.684	-0.499
ACC520 0	3.125 3	1	5	1.15	-1.403	0.159
PM1 21 0	3.105 4	1	5	1.229	-1.301	-0.32
PM2 22 0	3.13 4	1	5	1.273	-1.334	-0.271
PM3 23 0	3.28 4	1	5	1.126	-0.562	-0.617
PM4 24 0	3.147 4	1	5	1.216	-1.286	-0.322
PM5 25 0	4.153 4	3	5	0.714	-1.022	-0.233
IC1 26 0	4.076 4	3	5	0.743	-1.183	-0.124
IC2 27 0	4.025 4	3	5	0.739	-1.168	-0.041
IC3 28 0	4.099 4	3	5	0.721	-1.069	-0.151
IC4 29 0	4.006 4	3	5	0.706	-0.991	-0.008
IC5 30 0	4.263 4	3	5	0.691	-0.878	-0.402
CDR131 0	3.575 4	1	5	1.154	-0.501	-0.55
CDR232 0	3.499 4	1	5	1.166	-0.653	-0.448
CDR333 0	3.694 4	1	5	1.32	-0.527	-0.826
CDR434 0	3.646 4	1	5	1.374	-0.724	-0.751
PS1 35 0	3.601 4	1	5	1.38	-0.673	-0.801
PS2 36 0	3.467 4	1	5	1.159	-0.661	-0.409
PS3 37 0	3.493 4	1	5	1.237	-0.857	-0.444
PS4 38 0	3.663 4	1	5	1.298	-0.479	-0.822
PS5 39 0	3.66 4	1	5	1.346	-0.62	-0.799

Note: EC = External Compliance; LE = Leadership; ECO = Ethical Commitment; ACC = Accountability; PM = Performance Monitoring; IC = Internal Compliance; SDR = Social Disparity Reduction; PS = Problem Solving

IV. FINDINGS

Figure 3 shows the measurement model of PLS indicating the factor loadings which is also given in Table 2. This study used confirmatory factor analysis (CFA) which is most recommended by previous investigation (F. Hair Jr, Sarstedt,

Hopkins, & G. Kuppelwieser, 2014; Hair, Ringle, & Sarstedt, 2013; Hair, Sarstedt, Pieper, & Ringle, 2012; Hameed, Basheer, Iqbal, Anwar, & Ahmad, 2018). Figure 3 and Table 1 shows that all the items have factor loadings above 0.5.

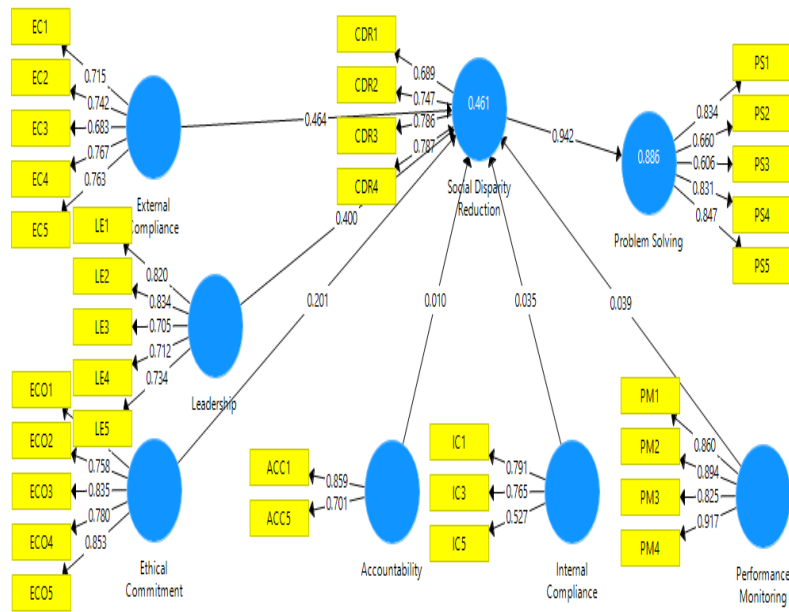


FIGURE III.
Measurement Model

TABLE II.
Factor Loadings

	ACC	ECO	EC	IC	LE	PM	PS	SDR
ACC1	0.859							
ACC5	0.701							
CDR1		0.689						
CDR2		0.747						
CDR3		0.786						
CDR4		0.787						
EC1			0.715					
EC2			0.742					
EC3			0.683					
EC4			0.767					
EC5			0.763					
ECO1				0.808				
ECO2				0.758				
ECO3				0.835				
ECO4				0.78				
ECO5				0.853				
IC1					0.791			
IC3					0.765			
IC5					0.527			
LE1						0.82		
LE2						0.834		
LE3						0.705		

LE4	0.712
LE5	0.734
PM1	0.86
PM2	0.894
PM3	0.825
PM4	0.917
PS1	0.834
PS2	0.66
PS3	0.606
PS4	0.831
PS5	0.847

Note: EC = External Compliance; LE = Leadership; ECO = Ethical Commitment; ACC = Accountability; PM = Performance Monitoring; IC = Internal Compliance; SDR = Social Disparity Reduction; PS = Problem Solving

Composite reliability (CR) and average variance extracted (AVE) is shown in Table 3. It indicates that all the variables; external compliance, leadership, ethical commitment, accountability, performance monitoring, internal compliance, social disparity reduction and problem solving have CR above 0.7 and AVE above 0.5 which is recommended by other studies. Discriminant validity is given in Table 4.

TABLE III.
Reliability and Convergent Validity

	Alpha	rho_A	CR	(AVE)
Accountability	0.784	0.71	0.76	0.615
Ethical				
Commitment	0.866	0.872	0.903	0.652
External				
Compliance	0.795	0.82	0.854	0.539
Internal				
Compliance	0.793	0.731	0.742	0.596
Leadership	0.826	0.846	0.874	0.582
Performance				
Monitoring	0.901	0.947	0.929	0.766
Problem				
Solving	0.813	0.825	0.872	0.581
Social				
Disparity				
Reduction	0.746	0.751	0.84	0.568

Note: EC = External Compliance; LE = Leadership; ECO = Ethical Commitment; ACC = Accountability; PM = Performance Monitoring; IC = Internal Compliance; SDR = Social Disparity Reduction; PS = Problem Solving

TABLE IV.
Cross-Loadings

	Ethical Accountability	External Commitment	Internal Compliance	Internal Compliance	Performance Leadership	Problem Monitoring	Social Disparity Reduction
ACC10.859	0.747	0.693	0.046	0.588	0.131	0.372	0.362
ACC50.701	0.253	0.218	-0.056	0.257	0.487	0.255	0.26
CDR10.321	0.896	0.512	-0.01	0.519	0.151	0.527	0.689
CDR20.277	0.857	0.558	0.042	0.469	0.088	0.636	0.747
CDR30.328	0.822	0.426	0.087	0.464	0.136	0.815	0.786
CDR40.291	0.888	0.42	0.099	0.449	0.085	0.83	0.787
EC1 0.572	0.794	0.815	0.037	0.559	0.121	0.397	0.381
EC2 0.644	0.839	0.882	0.008	0.609	0.167	0.362	0.362
EC3 0.738	0.718	0.883	0.052	0.559	0.038	0.367	0.353
EC4 0.264	0.354	0.867	0.013	0.585	0.109	0.591	0.636
EC5 0.287	0.392	0.863	0.048	0.545	0.13	0.461	0.468
ECO10.525	0.808	0.6	0.856	0.652	0.192	0.431	0.423
ECO20.51	0.758	0.559	0.839	0.532	0.098	0.326	0.324
ECO30.582	0.835	0.609	0.884	0.599	0.125	0.418	0.412
ECO40.537	0.78	0.665	0.885	0.582	0.117	0.398	0.376
ECO50.599	0.853	0.719	0.881	0.595	0.134	0.352	0.344
IC1 -0.026	0.039	0.003	0.791	0.884	-0.086	0.081	0.06
IC3 -0.005	0.006	0.056	0.765	0.848	-0.03	0.048	0.062
IC5 0.067	0.073	0.027	0.527	0.848	-0.143	0.034	0.035
LE1 0.355	0.405	0.625	0.059	0.82	0.886	0.548	0.573
LE2 0.327	0.412	0.606	0.071	0.834	0.869	0.539	0.58
LE3 0.524	0.743	0.575	0.082	0.705	0.825	0.391	0.38
LE4 0.523	0.739	0.605	0.069	0.712	0.828	0.424	0.4
LE5 0.551	0.696	0.556	0.075	0.734	0.819	0.416	0.396
PM1 0.362	0.166	0.166	-0.055	0.18	0.86	0.882	0.169
PM2 0.313	0.152	0.14	-0.128	0.162	0.894	0.91	0.131
PM3 0.256	0.158	0.123	-0.112	0.17	0.825	0.867	0.083
PM4 0.265	0.104	0.089	-0.097	0.136	0.917	0.889	0.114
PS1 0.329	0.407	0.407	0.081	0.452	0.086	0.834	0.889
PS2 0.247	0.244	0.547	0.041	0.472	0.045	0.66	0.719
PS3 0.328	0.309	0.557	0.024	0.483	0.085	0.606	0.874
PS4 0.339	0.421	0.427	0.054	0.471	0.136	0.831	0.866
PS5 0.313	0.437	0.442	0.094	0.482	0.093	0.847	0.873

Note: EC = External Compliance; LE = Leadership; ECO = Ethical Commitment; ACC = Accountability; PM = Performance Monitoring; IC = Internal Compliance; SDR = Social Disparity Reduction; PS = Problem Solving

To test the hypotheses, this study used t-value 1.96 as a minimum level for acceptance. Results of hypotheses testing are given in Table 5 through Figure 3. These results in Table 5 shows that; external compliance, leadership, ethical

commitment, accountability, performance monitoring, internal compliance and social disparity reduction has positive effect on problem solving.

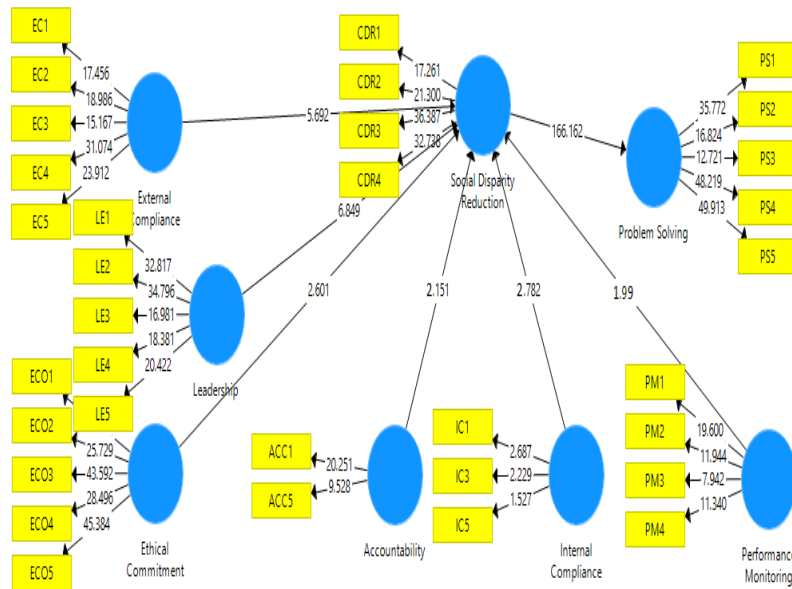


FIGURE IV.
Structural Model

TABLE V.
Direct Effect Results

	(O)	(M)	SD	T Statistics	P Values
Accountability -> Social Disparity Reduction	0.01	0.001	0.005	2.151	0.039
Ethical Commitment -> Social Disparity Reduction	0.201	0.189	0.077	2.601	0.01
External Compliance -> Social Disparity Reduction	0.464	0.464	0.081	5.692	0
Internal Compliance -> Social Disparity Reduction	0.035	0.045	0.013	2.782	0.004
Leadership -> Social Disparity Reduction	0.4	0.392	0.058	6.849	0

Social Disparity Reduction Performance Monitoring -> Social Disparity Reduction	0.039	0.046	0.019	1.99	0.048
Social Disparity Reduction -> Problem Solving	0.942	0.942	0.006	166.162	0

Note: EC = External Compliance; LE = Leadership; ECO = Ethical Commitment; ACC = Accountability; PM = Performance Monitoring; IC = Internal Compliance; SDR = Social Disparity Reduction; PS = Problem Solving

Mediation effect is given in Table 6. The mediation effect of social disparity reduction was examined between public governance management and problem solving. Six mediation effect were examined in which three were accepted and remaining four were not significant.

TABLE VI.
Indirect Effect Results

	(O)	(M)	SD	T Statistics	P Values
Accountability -> Social Disparity Reduction -> Problem Solving	0.009	0.001	0.061	0.15	0.88
Ethical Commitment -> Social Disparity Reduction -> Problem Solving	0.189	0.178	0.073	2.596	0.01
External Compliance -> Social Disparity Reduction -> Problem Solving	0.437	0.437	0.077	5.673	0
Internal Compliance -> Social Disparity Reduction -> Problem Solving	0.033	0.042	0.042	0.782	0.434

>	Social					
	Disparity					
	Reduction ->					
	Problem					
	Solving					
	Leadership ->					
	Social					
	Disparity					
	Reduction ->					
	Problem					
	Solving	0.376	0.37	0.055	6.84	0
	Performance					
	Monitoring ->					
	Social					
	Disparity					
	Reduction ->					
	Problem					
	Solving	0.037	0.043	0.041	0.9	0.369

Note: EC = External Compliance; LE = Leadership; ECO = Ethical Commitment; ACC = Accountability; PM = Performance Monitoring; IC = Internal Compliance; SDR = Social Disparity Reduction; PS = Problem Solving

V. CONCLUSION

The objective of this study was to examine the role of public governance management in Social disparity and problem solving. In this regard, this study examined the relationship between external compliance, leadership, ethical commitment, accountability, performance monitoring, internal compliance, social disparity reduction and problem solving. Data were collected from the employees of public governance management board in Thailand. The study highlighted the influence of public governance management on social disparity in Sa Kaeo Province of Thailand in relation to the living and eating land. This study found most valuable results in response to examination of this vital relationship. As results of study shows better outcomes to reduce social disparity in Sa Kaeo Province of Thailand with the help of public governance management. Better implementations of public governance management in Sa Kaeo Province can promote the Social disparity reduction. As

increase in public governance increases the social disparity reduction. Finally, social disparity reduction increases the problem solving. Therefore, public governance practices show positive role in both problems solving and social disparity reduction in Sa Kaeo Province.

As results of the study shows that social disparity reduction can enhance problem solving in Sa Kaeo Province of Thailand. Because, it is found that various elements of public governance management have positive effect on social disparity reduction. Increase in the internal and external compliance has positive effect on social disparity reduction. Therefore, public governance practices namely; internal and external compliance has significant role to promote social disparity reduction. Moreover, ethical commitment and leadership also has major influence on social disparity reduction. Additionally, it is found that performance monitoring and accountability shows positive role to reduce social disparity and increase the problem solving in Kaeo Province of Thailand. Finally,

reduction in social disparity reduction increases the problem solving.

5.1. Implications of the Study

The relationship between public governance management, social disparity and problem solving is one of the valuable relationships in the current field. This is the most unique relationship which is not examined by the previous studies. Additionally, the relationship between external compliance, leadership, ethical commitment, accountability, performance monitoring, internal compliance, social disparity reduction and problem solving is key to fill the literature gap. None of the previous scholars have examined this relationship, therefore, this is the first study examining this valuable relationship. This relationship is also very important because this relationship is tested in Sa Kaeo Province of Thailand. The effect of public governance management on social disparity and problem solving was not tested in previous investigations. In this way, this study is very important to fill this literature gap. Furthermore, this relationship also has vital role for practical implications. The current theoretical contribution supports the practical implications. Results of this study are much valuable for the practitioners to reduce social disparity and increase the problem solving. Because this study suggested that social disparity can be reduced with the help of public governance practices such as external compliance, leadership, ethical commitment, accountability, performance monitoring and internal compliance.

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