

ปัจจัยที่มีผลต่อการมีส่วนร่วมของกลุ่มผู้มีส่วนได้ส่วนเสียในการพัฒนาการท่องเที่ยวอย่างยั่งยืน: การศึกษาเชิงประจักษ์ในกลุ่มการท่องเที่ยวชายทะเลของประเทศไทย

DETERMINANTS OF STAKEHOLDER PARTICIPATION TOWARDS SUSTAINABLE TOURISM DEVELOPMENT: AN EMPIRICAL STUDY OF ACTIVE BEACH DESTINATIONS IN THAILAND

พรพรรณ เหมะพันธ์

นักศึกษาระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาการบริหารการพัฒนา (หลักสูตรนานาชาติ)
สถาบันบัณฑิตพัฒนบริหารศาสตร์
E-mail : pormphan0903@gmail.com

ผู้ช่วยศาสตราจารย์ ดร.จันทรานูช มหากาญจนะ

คณะรัฐประศาสนศาสตร์
สถาบันบัณฑิตพัฒนบริหารศาสตร์
E-mail : chandranuj@hotmail.com

บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อ (1) ระบุผู้มีส่วนได้ส่วนเสียหลักขององค์กรปกครองส่วนท้องถิ่นในการพัฒนาการท่องเที่ยวอย่างยั่งยืน (2) ค้นหาปัจจัยที่มีอิทธิพลต่อการเข้ามามีส่วนร่วมของกลุ่มผู้มีส่วนได้ส่วนเสีย และ (3) เสนอแนะแนวทางการเพิ่มพูนการมีส่วนร่วมของกลุ่มผู้มีส่วนได้ส่วนเสียในการพัฒนาการท่องเที่ยวอย่างยั่งยืนขององค์กรปกครองส่วนท้องถิ่น ผลการวิจัยชี้ให้เห็นว่า ผู้มีส่วนได้ส่วนเสียหลักคือ ผู้ที่มีคุณลักษณะที่สำคัญอย่างน้อยสองประการ คือ มีอำนาจและมีความชอบธรรม ในขณะที่ยุทธศาสตร์และความไว้วางใจหรือความไม่ไว้วางใจทางการเมือง คือ ปัจจัยที่มีอิทธิพลต่อการเข้ามามีส่วนร่วมของผู้มีส่วนได้ส่วนเสียหลักและผู้มีส่วนได้ส่วนเสียรอง ข้อค้นพบที่น่าสนใจประการหนึ่ง คือ ความน่าเชื่อถือขององค์กรปกครองส่วนท้องถิ่นเป็นตัวแปรที่มีอิทธิพลส่งผ่านความสัมพันธ์ระหว่างความไว้วางใจที่เกิดจากการปฏิสัมพันธ์ทางสังคมและความไว้วางใจทางการเมือง นอกจากนี้งานวิจัยนี้ยังเสนอแนะให้องค์กรปกครองส่วนท้องถิ่นให้ความสำคัญกับการเสริมสร้างความน่าเชื่อถือด้วยการสร้างความโปร่งใสและความรับผิดชอบ สร้างเครือข่ายทุนทางสังคมกับผู้มีส่วนได้ส่วนเสียกลุ่มต่างๆ และเสริมสร้างการรับรู้ถึงประโยชน์ของการเข้ามามีส่วนร่วมของประชากรในท้องถิ่นอย่างทั่วถึง

คำสำคัญ : การพัฒนาการท่องเที่ยวอย่างยั่งยืน การมีส่วนร่วมของกลุ่มผู้มีส่วนได้ส่วนเสีย ความสำคัญของกลุ่มผู้มีส่วนได้ส่วนเสีย ทุนทางสังคม ความไว้วางใจทางการเมือง ความน่าเชื่อถือขององค์กรปกครองส่วนท้องถิ่น

ABSTRACT

Objectives of this research are: 1) to identify the key stakeholders to the local government context on working towards sustainable tourism development (STD); 2) to explore key determinants of stakeholder participation in STD activities; and 3) to formulate recommendations on how to enhance stakeholder participation initiated by local governments. The results indicated that the key stakeholders were those who possess at least two

attributes of power and legitimacy while social capital and political trust or distrust were key determinants influencing participation of both key and relevant stakeholders. An interesting finding in this research was local government trustworthiness as the mediator that links the relationship between social and political trust. The recommendations for local governments are to enhance trustworthiness through transparency and accountability, cultivate bridging social capital across stakeholder groups, and promote public awareness on benefits of participation among local residents.

KEYWORDS : sustainable tourism development, stakeholder participation, stakeholder salience, social capital, political trust, local government trustworthiness

STATEMENT OF THE PROBLEM

Since late 1980s, “sustainable tourism development (STD)” has become a buzzword in tourism researches (Liu, 2003; Tsaur and Wang, 2007; Gronau and Kaufman, 2009). The concept of STD has been an important issue in global context since the emergence of Agenda 21 in 1992. In Thailand, sustainable development initiative was first introduced in the 11th National Economic and Social Development Plan and later adopted in tourism arena. Therefore, sustainability of tourist destinations becomes crucial and inevitable to Thailand because income from tourism industry is a main contributor to national GDP. However, the statistics of the 2015 Thailand’s tourism competitiveness, published by the World Economic Forum, showed the contradicting results between increasing international tourists visiting Thailand and decreasing the country’s tourism competitiveness in terms of quality of natural environment. This has raised the question on the effectiveness of the country’s tourism management. In this regard, the STD issue becomes a major challenge to local governments which possess and manage popular tourist destinations that are vulnerable to environmental degradation. According to the media, there have been not only environmental but also public safety issues found in tourism provinces of

Active beach destinations, particularly in Chonburi province, such as sewage problems, boat accidents, overharvesting of marine resources, coastal erosion, etc. These problems result in negative affect to STD.

For decades, researches have focused on a leading role of local governments to move forward achievement of STD, with backing from participation of multiple stakeholders. However, there were only few studies that identified specific determinants of stakeholder participation, even with policy that empowered local communities and stakeholders to get involve.

RESEARCH OBJECTIVES

This research has the following three main objectives:

1. To identify the key stakeholders to the local government context on working towards STD.
2. To explore key determinants of stakeholder participation in STD activities.
3. To formulate recommendations on how to enhance stakeholder participation in STD activities initiated by local governments.

THEORETICAL FRAMEWORK

This research makes use of stakeholder salience theory developed by Mitchell, Agle, and

Wood (1997) to identify the key and relevant stakeholders based on their three relationship attributes: power, legitimacy, and urgency. By focusing on stakeholder attributes, a wide array of stakeholders can be classified into groups to whom local government authority gives priority to their demands and expectations. This research aims to specify how local governments can promote each stakeholder group to participate in local development initiatives.

LITERATURE REVIEWS

The concept of sustainability was derived from environmentalism and grew to prominence in the 1970s (Tsaur and Wang, 2007) as the multi-dimensional concept that reflects balancing objectives: economy, ecology, and society (Harris, 2003). A decade later, the explicit idea of sustainable development was first highlighted by the International Union for the Conservation of Nature and Natural Resources (IUCN). Through the Brundtland Commission Report, sustainable development was defined as *“the development that meets the needs of the present without compromising the ability of future generations to meet their own needs”*. (World Commission on Environment and Development (WECD), 1987).

Since late 1987, the concept of sustainable development has been adopted in various contexts, including tourism. Consequently, the definition of STD has been defined by the United Nations Environmental Programme and World Tourism Organization (2005: 12) as *“the tourism development that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”*. Later, Dwyer and Edwards (2010) identified sustainable tourism development requires *“a process of planning and management that brings together the interests and concerns of diverse group*

of stakeholders in a sustainable and strategic way”.

Based on the above-mentioned definition, stakeholders emerged as a required component of STD. Following the most popular definition by Freeman in 1984, *“stakeholder is any group or individual who can affect or is affected by the achievement of organizations’ objectives”*. This indicated definition is applicable to this research. Specifically, this research employed theory of stakeholder salience to differentiate a wide array of stakeholders into groups depending upon their attributes on/or any combination of power, legitimacy, and urgency over the local government. By doing so, it will explain typology of stakeholders and conditions under which local governments pay attention to certain groups of stakeholder over the others. Several literatures and prior studies confirmed that sustainable tourism development requires the informed participation of all relevant stakeholders (UNEP and WTO, 2005; Byrd, 2007) with attempts to make tourism more sustainable (Bramwell and Lane, 2000), or help reduce conflict of interests among stakeholders (Bramwell and Sharman, 1999). In this regard, the diverse groups of stakeholders are categorized into key and relevant stakeholders to distinguish those who actively involved in planning or decision making process from those who do not.

Recent researches recognized positive outcomes of stakeholder participation, such as more informed society on the community concerns and issues (Bramwell and Lane, 1999; Byrd, Cárdenas, and Greenwood, 2008); and improved quality and legitimacy of decisions (Fiorino, 1990). However, it is difficult to find explicitly the factors influencing participation in major sustainable tourism development. In public administration literatures, stakeholder participation were found in early ideas of citizen participation and public involvement wherein the issue of power and democratic beliefs are central thesis

(Fiorino, 1990; Simmons, 1994). The American Heritage College Dictionary (2004) defines participation as “*the act of taking part or sharing in something*” implies the rights of individuals or groups and the choices that they made in order to participate.

Although few of the claims that were made have been tested, there were a growing number of empirical studies indicated that social capital in tourist destination is a motive behind participation in tourism development (Pongponrat and Chantradon, 2012; Hwang, 2012). Amongst theorists, the most commonly cited definition of social capital was by Putnam (1993: 167) as “*the features of a social organization such as trust, norms and networks that can improve the efficiency of society by facilitating coordinated actions*”. There were some other works prior to or after the Putnam’s definition, however, his analysis of social capital is the clearest and inclusive of core interests of other social capital theorists, namely, social networks, norms, and trust. Furthermore, Putnam’s (1995) work added more refinement by introducing two basic forms of social capital: bridging (or inclusive) and bonding (or exclusive) social capital which the former tends to bring together people across diverse social structures while the latter maintains homogeneity of close ties. Taking into account of this distinction, some scholars (i.e., Fukuyama, 1995; Field, 2008) pinpointed that bonding social capital is a necessary condition for collective action and building social trust, but not sufficient to build consensus among different social groups representing diverse interests which calls for bridging social capital that enables connection across homogenous border.

Over the years, there have been a number of literatures examined how political trust influences public participation. In general, the literatures contain two different claims: one claim is positive relationship between political trust and participation (i.e., Finifter,

1970; Fennema and Tillie, 1999), while some, like Gamson (1975) argued that distrust in government can stimulate public participation in political activity. For this research, political trust refers to “*the judgment of citizenry on trustworthiness of political system and its organization as well as the individual political incumbents*”. Although trust is not easily defined and there appears to have minimal consensus about its meaning (Levi and Stoker, 2000). In order to examine political trust, Blind (2006) articulated that there are two main categories, namely organizational and individual political trust.

In Thailand, the Ministry of Tourism and Sports has classified cluster of tourism provinces into 8 tourism clusters, namely, Lanna Culture, South I-San Civilization, Active Beach, Royal Coast, Andaman, Cultural in central, Khong River, and Chao Phraya River. Owing to the fact that tourism industry contributes exponential growth to the tourism cluster, however, encounters a significant decrease in environmental sustainability, Active beach tourism cluster, consisting of Chonburi, Chanthaburi, Rayong, and Trat Province, is primarily focused in this research.

RESEARCH METHODOLOGY

● Research design

This research used progressivism research design based on principles of constructivism to provide valuable insights into the current situations of the context being studied. Within this paradigm of qualitative research, it advocates researcher to be a part of research setting in order to understand the reality that is socially constructed (Holliday, 2002). With very limited empirical evidence to help identifying determinants of stakeholder participation, constructivist approach was employed to induce reasoning. As Creswell (2003) pointed out, constructivists do not generally begin with a theory but rather generate

inductions to develop a theory or pattern of meaning.

- **Research methods**

Due to limited information on determinants of stakeholder participation, the research used exploratory case study as research method. Some scholars (i.e., Yin, 2012; Creswell, 1998) explained that exploratory case study explores situations where there is no single outcome. Also, multiple-case studies were designed, as Yin (2009, 2012) pointed out, that multiple cases design can provide greater confidence in the findings and substantiate in analytical benefits than single-case study. Being aware of the weaknesses of case study method, this research adopted the criteria for selecting the case as suggested by Holliday (2002) in terms of a sense of boundedness in terms of place: ‘Active Beach’ destination, availability of interconnected data for the researcher to access, and the settings are similarly geographical typology and sufficiently small. Consequently, the two local governments, namely Saensuk Municipality and Pattaya City, were selected as samples of local governments in Active beach tourism destinations. As Yin (2009) suggested, a few case studies would provide a literal replication (predict similar results). Therefore, it is expected that similar key determinants of stakeholder participation across the cases are presumably revealed.

- **Unit of analysis**

The research was designed for embedded unit of analysis in which key stakeholders were major unit of analysis and the local governments representatives were sub-unit of analysis. This research employed a snowball sampling method to identify the stakeholders who engaged in the programs related to sustainable tourism development of local governments through recommendation of local government officials and representatives. Altogether, there were 25 stakeholders and 9 local government representatives from the two tourist destinations involved in the research.

- **Data collection and methods**

A three-phase qualitative approach, covering the period from February 2014 to August 2015, was employed to collect data related to STD and to triangulate the results from multiple sources of evidences. First, relevant documents were reviewed for preliminary understanding of the existing problems in the two tourist destinations. Second, in-depth semi-structured interviews conducted with local government representatives in the area of program rationale and objectives, stakeholder engagements, and with key stakeholders based on their involvements to the programs and the reasons for their participation. Third, field and non-participation observations were made to investigate the real settings and the on-going process of participation. Also, focus group discussion was conducted to uncover hidden attitudes of some civil society members in group setting on specific aspects, such as local government performance and transparency. Furthermore, a case study database was developed to generate key emerging factors affecting stakeholder participation derived from the interviews.

- **Research measurements**

The validity of the research was assured in two different tests. First, data triangulations from different sources were employed to assure construct validity. Second, external validity was in-place by designing of multiple-case study (two local governments) in order to provide literal replications across the cases. In addition, reliability was tested by developing case study database and case study protocol from three programs in each tourist destination. Such development was derived from repeating the same techniques of data collection to minimize error and biases in conducting the research.

- **Data analysis**

This research utilized cross-case synthesis as technique for analyzing the data across the cases being

studied aiming to investigate whether determinants of stakeholder participation towards STD are similar. Yin (2014) suggested that the technique of cross-case synthesis is particularly relevant if a case study consists of at least two sub-cases that would make findings likely to be more robust.

RESEARCH FINDINGS

1. Identification of key stakeholders.

By adopting stakeholder salience theory, there were five different groups of stakeholders found under local government context, namely (i) definitive, (ii) dominant, (iii) discretionary, (iv) dependent, and (v) demanding stakeholder groups. As one of the objectives is to identify the key stakeholders, it was evident that they are those who possess at least two attributes of power and legitimacy. While power attribute shows the ability to influence over local government decision-making, legitimacy reflects the conditions under which their relations with local government are acknowledged. In this regard, key stakeholders are prevailing in between definitive and dominant groups. Amongst definitive group who possesses all three attributes, the results indicated that upper-level authorities, particularly the provincial governor, were the key stakeholders due to its vertical power through hierarchy in public administration system. Therefore, their urgent claims on any issues were given highest priority by local governments. Notably, their participation was in decision-making level to give either approval or disapproval to the programs being proposed. In many cases, through the State intervention, Pattaya City received supports from other government agencies to solve problems that Pattaya City has limited resources or authority and thereby inducing cross-sector collaboration. Since the promulgation of 1997 Constitution and Decentralization Act, public participation in local government

decision-making process has become the required element of good governance. As a result, it provides room for local governments to invite participation not only to State agencies, but also other stakeholders. Empirically, local tourism associations are other key stakeholders in definitive stakeholder group of Pattaya City where the great majority of local businesses is in tourism industry sector. Significantly, their legitimate stakes are derived from being affiliated organizations by-law. With their capabilities to access tourist market and partnerships with State agencies responsible for tourism development, the Tourism Authority of Thailand, for instance, local tourism associations become powerful stakeholders to Pattaya City. Aside from legitimacy derived by-law, it was notable that legitimacy of some stakeholders also rooted from socially accepted conventions, such as educational institutes, local fisheries association, and cooperative community groups (CCGs). Hence, they are considered as key stakeholders prevailing in dominant stakeholder group. Evidently, CCGs are key stakeholders to local government through their indirect representation of local community members. The results revealed that CCGs have, in many cases, not only facilitated communications between local government and their members, but also canvassed votes for local politicians. In this regard, it is assumed that CCGs have community power which defined here as the ability to pool and control over community assets, such as community attitudes and willingness toward local participation. Generally, they are invited and encouraged to participate in consultative process, such as public hearings and attitude survey, needed to meet the regulatory requirements. Whenever CCG representatives were appointed as members of program committee, it yields positive results, such as creating a sense of community ownership in the program/project, strengthen local capacity by

sharing knowledge with other communities. For Saensuk Municipality, Burapa University and Sriracha Municipality, were the key stakeholders in providing technical know-how and advisory support based on their power of knowledge, expertise, and hands-on experiences. Results indicated that their participations have in many cases helped reduce local opposition to the program implementation.

2. Exploration of key determinants of stakeholder participation. It was found that government policy, social capital, and information accessibility were the key determinants inviting participation of key stakeholders. Evidently, government policy has both direct and indirect influences on stakeholder participation. For direct influence, it advocated formal partnership among relevant State agencies in working towards a shared goal of STD. Also, it has directly facilitated coalition of civil society organizations (CSOs), like local tourism associations and CCGs, who share common interests with their local government.

Additionally, social capital was one of the key determinants on participation of stakeholders in CSOs where group members are engaged in social networks of collective action activities in pursuing shared objectives. Through collective actions and frequent interactions, the results showed that social trust, considered as the most important component of social capital, has been generated within group members. Nonetheless, it was evident that most of CCGs had only bonding social capital through interacting with their close ties, particularly their CCGs network members. In contrast, bonding and bridging social capital were indicated among other CSOs, namely local fisheries association, tourism business associations, and Pattaya Watchdog group. Results significantly revealed that bridging social capital offered pathways to longer term benefits, wider social networks, and sense of mutual commitment toward STD.

Information accessibility was another key determinant influencing participation of both key and relevant stakeholders, particularly for Saensuk Municipality where variety of communication channels have been put in place for promoting societal understandings about existing problems and rationale of the programs being proposed. In the case of Pattaya City, results showed that information accessibility was allowed only to particular stakeholders, namely local tourism associations and CCGs. This possibly yielded negative outcomes on STD initiatives as it was evident that a large number of local residents and operators lack understanding of programs related to STD.

More importantly, the results revealed that political trust or distrust becomes a key determinant of participation of diverse groups of stakeholders. Empirically, credible policy-making which yields better solutions to tackle local development issues was antecedent of political trust in local government. Amongst local stakeholders who frequently participate in municipal meetings with local government executives and officials, accountability of political leaders, particularly the mayor, in explaining and taking responsibility for the results of local government action affects the level of their political trust. For the low-participating stakeholders like local residents, the degree of information accessibility emerged as their evaluative criterion for assessing local government transparency, relating to their political trust and willingness of participation in programs related to STD. For the local government that political distrust was found like Pattaya City, it gives room for the stakeholders to participate in exchange for benefits that Pattaya City was equipped to provide. As such, perceived benefits or losses through tourism were found as a motive for participation of some stakeholders like local tourism associations and CCGs.

3. To formulate recommendations on how to enhance stakeholder participation in STD activities initiated by local governments. Based on the findings, this research has therefore developed following recommendations:

- Enhancing local government trustworthiness through transparency and accountability. Results significantly revealed that government trustworthiness was a consequence of not only transparency in making information available to public scrutiny, but also accountability of the local politicians. However, it should be noted that simply allowing information accessible to the public is not sufficient to achieve transparency; the results indicated that the openness of local government authorities to allow stakeholder participation in decision-making process was important to uphold the citizen's right to information. Without transparency and accountability, democracy is far-reaching.

- Cultivating bridging social capital across stakeholder groups. Evidently, it was disclosed that bridging social capital yields positive outcomes in sharing critical resources necessary for achieving STD. Because bridging social capital, focusing on external relations of weak ties, is positively associated with future economic well-being whereas bonding capital was not (Zhang, 2010). Owing to significance of the results, participation of some stakeholder groups were influenced by perceived economic benefits. Therefore, cultivating bridging social capital is possibly matter to encourage their participation.

- Promoting public awareness of stakeholder participation among local residents. One of crucial results implicitly found in this research is that there was low participation of local residents in STD as the majority of those who participated less claim about their lack of time. In this regard, local government should promote public awareness among local residents by

various ways, such as emphasizing the importance of participation through collective action activities.

CONCLUSIONS AND DISCUSSIONS

In order to make tourism sustainable, the results supported that participation of stakeholder is core element, similar to many previous studies of successful STD in the Southeast Asian Region. For example, Sutawa (2012) found that local community empowerment became a main key for STD in Bali, Indonesia. While Hidayah, Rosyid, and Armono (2016) further indicated that empowerment of local community for sustainable management of the small island in Indonesia was primarily derived from education, provision of live supporting facilities and financial support from the government. Meanwhile, Ng, Chia, Ho, Ramchandran (2017) addressed that cross collaboration among different stakeholder groups was key success factor of STD in Tioman Island, Malaysia. Regarding stakeholders, the results of this research supported Mitchell, et al.'s (1997) stakeholder salience theory that power and legitimacy are necessarily core attributes of key stakeholders. Under local government context, upper-level authorities at both provincial and national levels are ultimately key stakeholders due to State-local government relationships. Over decades, decentralization scheme was introduced as a premise for development of self-governing body that responds to local needs and interests. Owing to its functional importance to comply with the mandates of higher authorities and, at the same time, increase of external pressures from stakeholders, local governments provide other key stakeholders, whom they knew and closely interacted, the room to participate in decision-making process and help reduce uncertainty. For Saensuk Municipality, Burapha University and Sriracha Municipality are case examples of stakeholders who participated in providing practical knowledge and

experiences on executing the programs related to STD. The CCGs are important to provide reciprocal supports to the municipality and within their network. By participating of these key stakeholders, it helps Seansuk municipality not only to prevent local oppositions but also increase societal understanding on the values of the programs being proposed or implemented. Unlike Pattaya City, local tourism associations and CCGs are the key stakeholders beside higher authorities. On the other hands, the results revealed that Pattaya City put more efforts to fulfill the needs and interests of stakeholders whose intended outcomes are on exchange relationships. In anticipation of their support for increasing tourism capacity, Pattaya City encouraged them to participate as joint committee along with the higher authorities and City officials. While CCGs are meaningful stakeholder when local participation is fundamentally required by regulatory framework.

As a major purpose of this research is to explore the key determinants of stakeholder participation towards STD, the results showed that government policy was institutional factor influencing participation of State agencies. Through government policy network that requires intergovernmental relations and cross-sector collaboration, it helps local governments reduce their weakness on lack of formal coordination among a variety of relevant government agencies that Chardchawarn (2010) addressed as one of the weakness of local government administration in Thailand. Regarding participation of other stakeholders, it significantly revealed that social capital was the key determinant prevailing in CSOs. Although social capital and information accessibility are two different things, but as key determinants in this research, they complement each another. It is a well-known fact that social capital emerged in networks of voluntary associations like CSOs can stimulate interactions among

members to keep contact and share information. In turn, social trust among its members is partly contributed by frequent interactions. The results indicated that some information, particularly public meetings with local government, are normally shared through social interactions between CCGs and local residents. Nonetheless, it is noted that bonding social capital is significant predictor of collective action and prerequisite to the formation of bridging social capital which yields positive relationships across different social groups. As evidenced from the research that bridging social capital found in all CSOs, except Saensuk's CCGs, provided positive outcomes in forming collaborative network for achieving STD.

Although social trust and political trust are not mutually exclusive (Newton, 2001; Blind, 2006; Levi and Stoker, 2000), the results disclosed that these two kinds of trust can be related by mediating with local government trustworthiness, resulted from local government transparency and accountability of political leaders, particularly the mayor. This finding is consistent with the argument of some scholars who pointed out that social capital does not produce political trust, but a trustworthy government, which then generate social trust (Blind, 2006) and that promote a productive economy, a more peaceful and corporative society, and a democratic government (Fukuyama, 1995; Levi, 1997; Levi and Stoker, 2000). In other words, the results of this research are the reverse of the causal ordering from social capital theorists which suggest that social trust is antecedent of political participation and trust.

Implications and further research

The findings of this research have several important practical implications for local government authorities responsible for STD in their tourism destinations. The results implicitly revealed the

importance of local government trustworthiness as a key source of linking social and political trust which eventually enhances stakeholder participation in STD. Therefore, in order to achieve a more sustainable future, other local authorities might pursue trustworthiness by various means, such as building a culture of transparency and accountability, provision of opportunities for allowing stakeholders to have a voice in local decision making process.

Owing to identification of stakeholders, this research, therefore, makes a significant theoretical contribution to the literature. By integrating theory of stakeholder salience, for the first time in the tourism literature, I argue that local governments can maintain dominant position over stakeholders by making effective use of local government trustworthiness. Notwithstanding, this research has been conducted with the local government authorities in the context of Active beach tourism cluster of Thailand; therefore, it is necessary to conduct further research in other types of tourism cluster before generalizing the findings of this research regarding the determinants of stakeholder participation towards STD.

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พรพรรณ เหมะพันธุ์

จบการศึกษาระดับปริญญาโท หลักสูตรการจัดการภาครัฐและภาคเอกชนมหาบัณฑิต สถาบันบัณฑิตพัฒนบริหารศาสตร์ และระดับปริญญาตรี หลักสูตรศิลปศาสตรบัณฑิต (รัฐศาสตร์) มหาวิทยาลัยเกษตรศาสตร์ ปัจจุบันกำลังศึกษาในระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาการบริหารการพัฒนา (หลักสูตรนานาชาติ) สถาบันบัณฑิตพัฒนบริหารศาสตร์



ผู้ช่วยศาสตราจารย์ ดร.จันทรานุช มหากาญจนะ

จบการศึกษาระดับปริญญาเอก Ph.D. (Political Science) Northern Illinois University, DeKalb, IL, U.S.A. ปริญญาโท M.A. (Political Science) Northern Illinois University, DeKalb, IL, U.S.A. และระดับปริญญาตรีศิลปศาสตรบัณฑิต (รัฐศาสตร์) จุฬาลงกรณ์มหาวิทยาลัย ปัจจุบันดำรงตำแหน่ง อาจารย์ประจำคณะรัฐประศาสนศาสตร์ สถาบันบัณฑิตพัฒนบริหารศาสตร์