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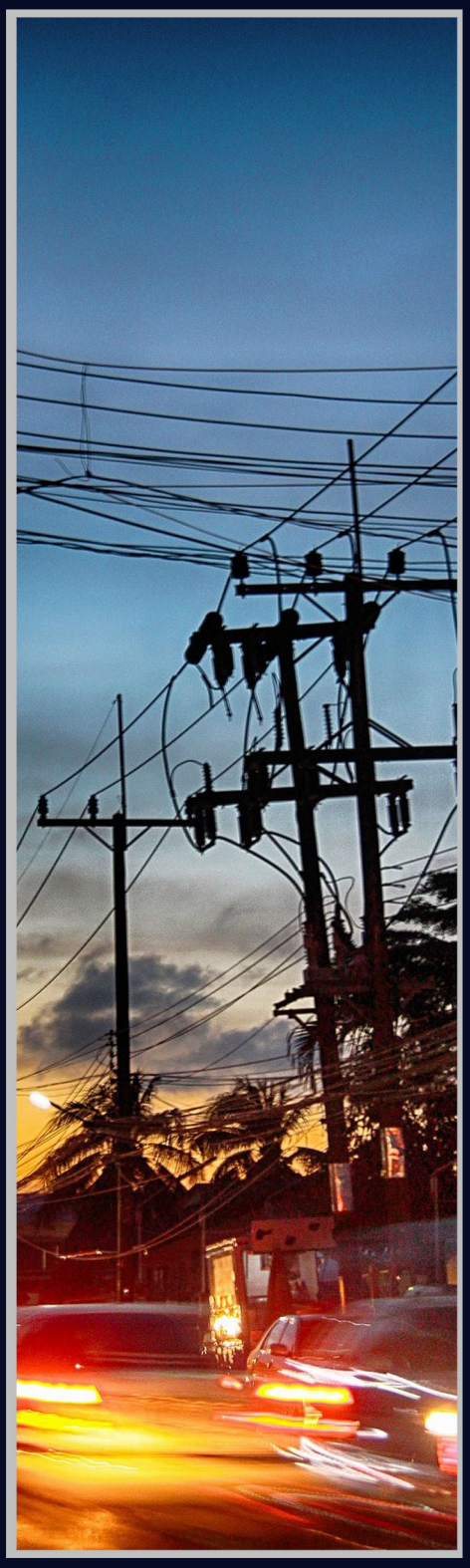

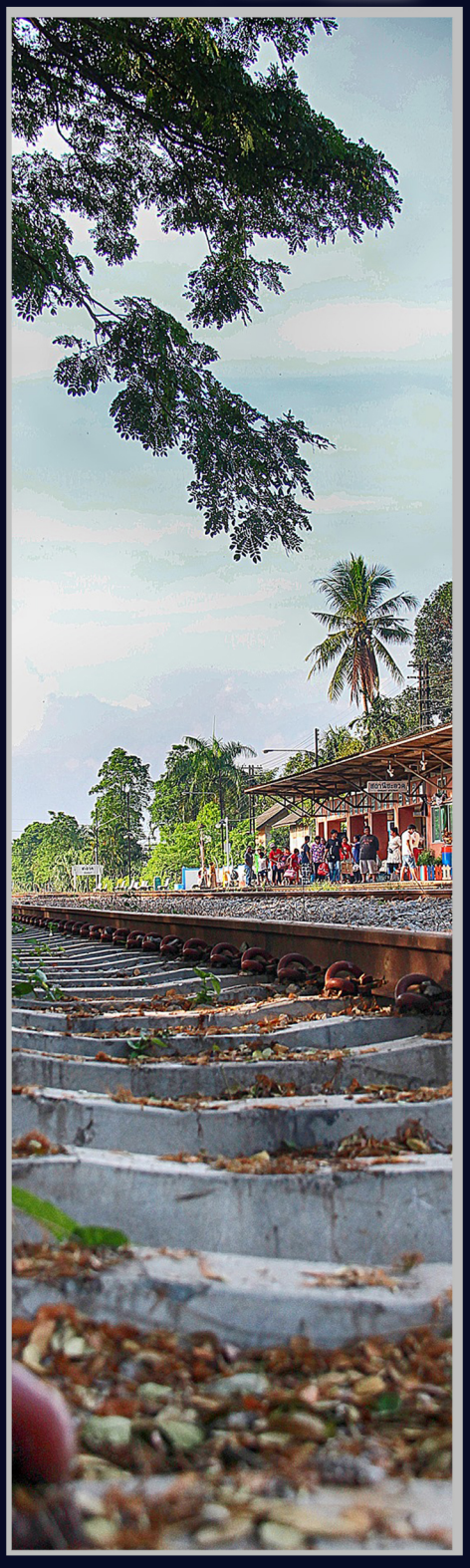

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วารสารวิชาการผลประโยชน์แห่งชาติฉบับที่ 12จัดทำขึ้นในช่วงสถานการณ์ที่เศรษฐกิจของสหรัฐฯไม่สามารถสร้างความเชื่อมั่นแก่นักลงทุนต่อการซื้อพันธบัตรของสหรัฐได้อีกต่อไปและเป็นครั้งแรกในรอบ15ปีที่แรงงานการผลิตตกต่ำอย่างต่อเนื่อง ในเวลาเดียวกันเศรษฐกิจของยุโรปโดยเฉพาะเศรษฐกิจเยอรมนีเข้าสู่ภาวะถดถอยและขาดงบประมาณในการอุดหนุนประชาชนโดยเฉพาะรายจ่ายด้านสาธารณูปโภค ท่ามกลางปัญหาของการโต้กลับของกองทัพนาโต้ในยูเครนซึ่งไม่สามารถบรรลุเป้าหมายของการยึดพื้นที่กลับคืนจากรัสเซียพร้อมทั้งการลดการสำรองอาวุธยุทโธปกรณ์กว่าร้อยละ30 หากสถานการณ์ยังเป็นไปลักษณะแบบนี้คาดว่าถึงช่วงปลายฤดูร้อนเข้าสู่ช่วงฤดูใบไม้ร่วงก็นำไปสู่การล่มสลายของระบบการปกครองของยูเครนเนื่องจากเศรษฐกิจของพันธมิตรตะวันตกไม่สามารถให้การสนับสนุนได้อีกต่อไปและสหรัฐขาดกลยุทธ์การทหารที่ต้องการเอาชนะรัสเซียเนื่องจากสหรัฐไม่สามารถสนับสนุนการใช้กองทัพอากาศได้ แตกต่างจากเศรษฐกิจรัสเซียได้เติบโตร้อยละ3โดยภาคการผลิตอุตสาหกรรมการทหารมีความโดดเด่นอย่างมากที่ทำให้ภาคการผลิตอื่นที่เกี่ยวข้องเติบโตกว่าร้อยละ10ส่งสัญญาณว่าเศรษฐกิจรัสเซียกำลังเข้าสู่เศรษฐกิจแบบระดมสรรพกำลังสามารถปรับตัวในเงื่อนไขใหม่ได้เร็วกว่าและก่อนกำหนดระยะเวลาและเข้าสู่เศรษฐกิจในวิถีแบบใหม่ที่ไม่พึ่งพาตะวันตกและประเทศที่มีความสัมพันธ์แบบฉันท์มิตร สามารถประกันตนเองได้และมีความเชื่อมโยงการค้ากับโลกาภิวัฒน์ทางตอนใต้ซึ่งเกิดขึ้นมาจากการเปลี่ยนแปลงแนวคิดการใช้ทฤษฎีเศรษฐศาสตร์แนวอุปทานสำหรับการสร้างการขยายตัวการผลิตภายในประเทศแทนที่ทฤษฎีเศรษฐศาสตร์ทั่วไปที่อธิบายอุปสงค์กำหนดอุปทาน

สำหรับบทความของวารสารวิชาการผลประโยชน์แห่งชาติในฉบับนี้ได้มีบทความของนักวิชาการจากต่างประเทศจากยูเครน ประเทศไทยทั้งหมด5บทความโดยเป็นบทความวิจัย2บทความและบทความวิชาการ3บทความได้นำเสนอบทความด้านนวัตกรรมการศึกษา ภูมิรัฐศาสตร์ ซึ่งมีความสำคัญต่อการสร้างทรัพยากรมนุษย์ที่ให้มีสมรรถนะที่สูงมากยิ่งขึ้นและเรียนรู้ที่เท่าทันการเปลี่ยนแปลงในภูมิรัฐศาสตร์อย่างที่ระบุมาก่อนหน้านี้ว่ากิจกรรมนวัตกรรมมีลักษณะทางเลือก สามารถดำเนินการได้ไม่เฉพาะในขั้นตอนใด ๆ ของกระบวนการนวัตกรรมเท่านั้น แต่ยังรวมถึงกระบวนการภายนอกในกระบวนการได้มาซึ่งสิทธิบัตร ใบอนุญาต การค้นพบความรู้แนวคิดที่เป็นประโยชน์ นอกจากนี้ ขอบเขตของกิจกรรมนวัตกรรมยังรวมถึงการปรับปรุงการออกแบบและการใช้กระบวนการทางเทคโนโลยีใหม่ ๆ เพื่อปรับปรุงพารามิเตอร์การดำเนินงาน ลดต้นทุนการผลิต และรับผลกำไรเพิ่มเติม สิ่งกระตุ้นสำหรับนวัตกรรมอาจเป็นวิกฤติการณ์ที่เกิดขึ้นจากภัยพิบัติ เหตุการณ์ทางการเมือง หรือความผิดพลาดในแนวทางการจัดการด้านต่าง ๆ ของชีวิตทางสังคมซึ่งเป็นเรื่องธรรมชาติ จะเห็นได้ว่า วารสารวิชาการผลประโยชน์แห่งชาติได้คัดสรรนำเสนอผ่านความร่วมมือจากหลากหลายนักวิชาการผู้มีประสบการณ์

บรรณาธิการขอแจ้งให้ผู้อ่านรับทราบว่าบัดนี้วารสารวิชาการผลประโยชน์แห่งชาติได้ผ่านการประเมินเข้าสู่ฐานข้อมูล TCI สำหรับผู้อ่าน และผู้เขียนที่สนใจที่จะถ่ายทอดผลงานวิชาการ และผลงานวิจัยเกี่ยวกับภูมิรัฐศาสตร์ ภูมิเศรษฐศาสตร์ นวัตกรรม และเทคโนโลยี สามารถที่จะศึกษาคำแนะนำในการเขียนได้ในท้ายวารสาร ซึ่งทางเรายินดีอย่างยิ่งที่จะพิจารณาผลงานด้านนี้เนื่องจากเป็นแนวทางวิชาการที่มีความต้องการอย่างมาก และที่สำคัญมีการพัฒนาอย่างรวดเร็วจนทำให้แวดวงวิชาการปรับตัวอย่างมากในกระแสธารการเปลี่ยนแปลง โดยเฉพาะอย่างยิ่งในสถานการณ์การลดการใช้เงินดอลลาห์ในปัจจุบันและการเปลี่ยนจากโซนการเงินไปสู่โซนการผลิตด้วยเทคโนโลยี่ขั้นสูง เพื่อให้เกิดการถกเถียงในทางวิชาการอย่างสร้างสรรค์และใช้ฐานข้อมูลทางวิชาการของนักวิชาการจากยูเครนและยุโรปตะวันออกโดยตรงในมุมมองที่แตกต่างกัน

รองศาสตราจารย์ ดร.ชินสัคค สุวรรณอัจฉริย
บรรณาธิการวารสารวิชาการผลประโยชน์แห่งชาติ

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A Comparison of students' learning achievement between classroom learning and e-learning in Digital Photography for undergraduate, Bangkok University

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ABSTRACT

The purposes of this research were 1) to compare students' learning achievement in Digital Photography subject between classroom learning and e-learning and 2) to compare students' learning achievement in the particular subject between before and after the course within both classroom learning and e-learning contexts.The study population was 2 groups of undergraduate students, 48 students in total, who were enrolled in the Digital Photography course at Bangkok University in the first semester of the 2020 academic year. The sampling utilised the purposive method. The research instruments consisted of 1) lesson plans applied in classroom learning and e-learning and 2) Pre-test and Post-test purposefully designed for testing knowledge of Digital Photography. The research data were analysed by using techniques of descriptive statistics in terms of mean (x) and standard deviation (SD). In addition, the researchers used inferential statistics to analyse the collected data by using dependent and independent samples t-test.

The research findings showed that the students' learning achievement in the Digital Photography subject from both different learning contexts, classroom learning and e-learning, did not exhibit significant differences. The research data from the Pre-test and Post-test also indicated that their learning achievement from both different forms of learning were higher at the statistical significance level of 0.01.

KEYWORDS: Achievement of learning, Classroom learning, e-learning

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Introduction. In the situation of the COVID-19 pandemic, governments of many countries around the world including Thailand, had to implement "Semi-lockdown" measures and social distancing measures in order to control and prevent the spread of the COVID-19 virus. This has resulted in the closure of public places including educational institutions at all levels. Consequently, universities, which comprise a lot of faculties and students, had to adapt teaching and learning from normal classroom learning to online learning inevitably in order that students can learn from home as well as avoiding crowds of people (Saowaruj Rattanakhamfu, 2020). Although, online learning seems to be not a brand new teaching and learning approach which means many students around the world have already been acquainted with teaching in the 'online' format for a while, it has suddenly changed its role from an alternative to a 'major way' of teaching and learning in many parts of the world during the outbreak of COVID-19. Each country has tried to adapt, develop or even create their learning platforms. However, adjusting the teaching mode to online immediately is not something easy for most every school in any parts of the world if they have never experienced 100% teaching and learning through a screen before. (Wongpun Ammarinteva, 2021)

Accordingly, this paradigm shift in teaching and learning to online learning seemed to be struggling in Thailand as well due to many factors. For example, there are still a lot of students who have limited resources i.e., computers including notebooks or tablets, and internet access at home.In general, teaching and learning in the field of digital photography consists of both theory and practice. Students are required to study fundamentals of digital photography as well as to get hands-on experiences in photography in order to improve their photography skills with an instructor as a consultant, who always provide themguidance. In the normal classroom setting, where teachers and learners can have interaction and exchange ideas directly face-to-face, it is likely to create an appropriate teaching and learning atmosphere and lead to effective learning more than in online learning setting.

Therefore, the researchers were interested in investigating the academic achievement in digital photography of Bangkok University students between normal classroom teaching and e-learning in order to find ways to develop teaching and learning appropriately which could be beneficial for students' learning in digital photography to the max. Also, the findings of the research could be further used or adapted as a guideline for designing Digital Photography courses in the New Normal Era.

Objectives of the Study

1. To compare learning achievement in digital photography subject of Bangkok University students between classroom learning and e-learning.
2. To compare learning achievement in digital photography subject of Bangkok University students between pre-learning and post-learning in classroom learning context.
3. To compare learning achievement in digital photography subject of Bangkok University students between pre-learning and post-learning in e-learning context.

Hypothesis

1. Bangkok University students who studied in the e-learning context in Digital photography subject have higher learning achievement than the students who studied in the classroom learning context with statistical significance at the .01 level.

2. Bangkok University students who studied in the classroom learning context in Digital photography subject have higher learning achievement than before the course with statistical significance at the.01 level.

3. Bangkok University students who studied in the e-learning context in Digital photography subject have higher learning achievement than before the course with statistical significance at the .01 level.

Definition of terms

Achievement of learning means scores obtained from testing i.e., pre-testing and posting, in the digital photography subject in both classroom learning and e-learning contexts.

Digital Photography Subject means a study of fundamental principles and applications of digital photography.

Classroom learning means a classroom setting where students and teachers regularly meet in the classroom as scheduled. Teaching activities include lectures, hands-on sessions, seminars and exhibitions.

e-learning means teaching and learning management through online platforms to help reduce limitations of time and place to study. In this research, the instructor taught through the LINE program, which is a widely used massaging application with facilitating functions such as creating meeting rooms, making VDO conferences, transferring files, etc. Teaching activities consisted of lectures, self-study, practices, and consultation.

Undergraduate Bangkok University means Bangkok University students who registered in Digital Photography subject with the instructor, Titikorn Atichatpong, Semester 1, Academic Year 2020.

Research instrument

Research instrument were a test to measure your knowledge of digital photography created by the researcher. The researcher has designed a digital Photography teaching documents by doing the following:

1. Study documents, textbooks, and lesson plan on the content of digital photography which includes uses of cameras to take pictures in various types, image editing by software, printing, understanding aesthetics, and impacts of photography on society.

2. Use the information obtained from first process to be a digital photography knowledge test. The trial was conducted with 25 Bangkok University students who registered for digital photography

with instructor Titikorn Atichatpong, Section 1115, Semester 1, Academic Year 2019.

3. Optimise the language of the Digital Photography Knowledge test.

Scope of the Study

population

The population used in the research was 48 Bangkok University students who registered in the Digital photography subject in the first semester of the academic year 2020, divided into 2 groups by their registered sections.

samples

In this research, the researchers used the entire population as research samples. Those 2 groups of students were randomly selected (purposive sampling) by selecting one group as an experimental group and another group as a control group. The experimental group consisted of 22 students from section 1150 and section 1151 who were taught in the e-learning context. Next, the control group consisted of 26 students from section 1180 and 1185 who were taught in the normal classroom.

Variables

1. Independent variable is teaching methods used as follows:

1.1 e-learning method

1.2 classroom learning method

2. Dependent variable is achievement of learning in the subject Digital Photography

Research Ethic

This research did not disclose the identity of the students.

Context of the Study

The content used in this research is digital photography which includes uses of cameras to take pictures in various types, image editing by software, printing, understanding aesthetics, and impacts of photography on society.

Trial period

This research was conducted in the first semester of the 2020 academic year (August to December 2020), using a 16-week trial.

Expected Benefits

1. To know students' learning achievement in the subject of digital photography before and after the course.

2. To get guidelines for improving the academic achievement of students.

Research Methodology . The researcher proceeded the trial operation as the following steps:

1. Before the course, Those 2 groups of students were randomly selected (purposive sampling) by selecting one group as an experimental group and another group as a control group. The experimental group consisted of 22 students from section 1150 and section 1151 who were taught in the e-learning context. Next, the control group consisted of 26 students from section 1180 and 1185 who were taught in the normal classroom. both groups of students were tested their knowledge of digital photography by using the pre-test created by the researchers.

2. Teaching the experimental group and the control group according to the lesson plans.

3. After the course, both groups of students were tested their knowledge of digital photography again by using the post-test created by the researchers.

4. The collected data which are test results from both the pre-test and the post-test were analysed by using statistical methods in order to test the hypotheses.

Results. As stated earlier, this research, A Comparison of students' learning achievement between classroom learning and e-learning in Digital Photography, aims 1) to compare learning achievement in digital photography subject of Bangkok University students between classroom learning and e-learning; 2) to compare learning achievement in digital photography subject of Bangkok University students between pre-learning and post-learning in the classroom learning context; and 3) to compare learning achievement in digital photography subject of Bangkok University students between pre-learning and post-learning in the e-learning context.

The research findings from the data analysis were divided into 4 parts as follows.

Part 1: Basic information of the sample group

Part 2: The comparison of academic achievement Digital Photography between classroom learning and e-learning

Part 3: The comparison of achievement of learning in the subject Digital Photography between pre-learning and post-learning in the classroom learning context.

Part 4: The comparison of achievement of learning in the subject Digital Photography between pre-learning and after-learning in the e-learning context.

Part 1: Basic information of the sample group

Table 4.1 *Basic information of the sample groups*

Sex	number (people)	percentage
Male	19	39.60
Female	29	60.40
Total	48	100.00
Method	number (people)	percentage
Classroom Learning	26	54.20
e-learning	22	45.80
Total	48	100.00

From Table 4.1, the data shows the preliminary data of the sample group that most of the samples were 29 females, representing 60.4%, followed by 19 males, representing 39.6%. The sample group who studied in the normal classroom setting consisted of 26 people, representing 54.2%, while the method of teaching e-learning had the sample group of 22 people, representing 45.8%.

Part 2: The comparison of academic achievement Digital Photography between classroom learning and e-learning

Table 4.2 *The comparison of academic achievement Digital Photography between classroom learning and e-learning*

	N	- □	*SD*	t	Sig.
Classroom Learning	23	7.54	.999	-1.609	.118
e-learning	22	7.90	.426		

From Table 4.2, although switching from onsite to online learning is probably new for some students, it was found that learning achievement in the normal classroom learning was not different from e-learning at the statistical significance level of 0.01.

Part 3: The comparison of achievement of learning in the subject Digital Photography between pre-learning and post-learning in the classroom learning context.

Table 4.3*The comparison of achievement of learning in the subject Digital Photography between pre-learning and post-learning in the classroom learning context.*

	N	- □	*SD*	t	Sig.
pre-learning	26	6.38	1.298	-7.980	.000*
post-learning	26	7.71	1.050		

*P<.01

From Table 4.3, the data points out that pre-learning achievement was different from the post-learning achievement at the statistical significance level of 0.01 with the higher means of the learning achievement when comparing the pre-learning ($\bar{□} = 6.38$) and the post-learning ($\bar{□} = 7.71$)

Part 4: The comparison of achievement of learning in the Digital Photography subject between pre-learning and after-learning in the e-learning context

Table 4.4 *The comparison of achievement of learning in the subject Digital Photography between pre-learning and after-learning with e-learning context*

	N	- □	SD	t	Sig.
pre-learning	22	6.27	.984	-7.319	.000*
post-learning	22	7.90	.426		

*P<.01

The data from Table 4.4 shows that the pre-learning achievement was different from the post-learning achievement at the statistical significance level of 0.01 with the higher means of the learning achievement when comparing the pre-learning ($\bar{X}$ = 6.27) and the post-learning ($\bar{X}$ = 7.90).

Conclusion and Discussion. The researchers discussed the results of the findings in this research as follows:

1. The normal classroom learning achievement was not different from the e-learning learning achievement at the .01 level of statistical significance, which was inconsistent with the research hypothesis. Possibly, this could be because the lesson plans and class materials implemented, which were designed by the instructor, were the same. Also, the teacher probably needed to provide more time to mentor students who studied e-learning than the students who studied in the normal class. Consequently, both groups of students had opputunities to consult with teachers equally. In addition, an important part for effective digital photography could be achieved through a consistent development of photographic skills which means this skill development process doesn't necessarily take place in a normal classroom. So, learners can effectively improve and develop their photography skills anywhere and at any time if they have interest, readiness and determination in learning. As the research of Thanaphan Saptha-nadon, NakhonRatchasima Rajabhat University (2011 : 652-666) reports that instructors are considered as an influential factor affecting e-learning in many aspects i.e., lesson contents, teaching approaches, class activities, teaching materials, assessment and evaluation procedures, and numbers of online courses. This is because it is quite time-consuming for teachers to organize online learning. For example, time to answer e-mails, chat rooms, ICQ and web boards, etc. Teachers have to be able to use hyperlinks and associate them with various media. Correspondingly, Parker (1997) studied the design, implementation, and evaluation of educational web project in order to be used as a model for facilitating learning at home. The study aims to increase learners' knowledge and positive attitudes towards learning through computer screens based on cognitive social theory and to encourage learners to interact directly with computers. The samples used in the research were randomly divided into 2 groups: the experimental group and the control group in terms of energy content. The experimental group studied via the web, while the control group studied with the instructor. The research findings showed that the web is effective enough for teachers to teach as-is. The learners who studied via the web seemed to have more positive attitude towards the lesson than the instructor-led group. While the learners in the instructor group saw that they did not learn as much as those in the computer group. Additionally, most students had positive attitude towards the use of computers as a good educational tool. However, the results of the social-cognitive theoretical measure found out that the experimental group seemed to lack social skills and gender integration during the use of web and computer programs.

2. The comparative results of learning achievement in digital photography subject between before and after learning by using normal classroom teaching and e-learning found that the pre-learning achievement was different from the post-learning learning achievement at the statistical significance level of .01, with the mean post-learning achievement higher than the pre-learning achievement. This indicates that both forms of teaching and learning in the subject of digital photography can develop higher learning outcomes. This is due to the purposes of the subject focus on providing students the knowledge and understanding of fundamentals photography which are basic for them in terms of being able to control the use of digital cameras. Therefore, through learning steps designed by the teacher, students were motivated to train themselves to have photography skills until they could create beautiful and quality photos that meet the criteria for learning evaluation. This is in line with the research of Sudhimolibodhi (2020 ,P. 13-14) which states that achievement motivation refers to the need or desire of a person that stimulates behaviors that are aware and aim to achieve success and excellent standards with a high level of achievement by trying to compete with the standards and individuals. To do that, ones need to be ambitious, enthusiastic, responsible, and determined. And it is also in line with the research of Yingkwancharoen (2012,P. 98), students who studied with web-based integrated lesson on studio lighting and photography had higher learning achievements than before studying which can be concluded that learning Integrated web-based teaching helps students achieve better learning outcomes.

From the results of this research, it can be concluded that Learning achievement between classroom learning and e-learning in Digital Photography is not different. Both Instructional models have advantages and disadvantages. This is caused by many factors, such as teachers, teaching styles, teaching technology. Therefore, the researcher suggests that the teaching and learning style should be combined between classroom learning and e-learning by brainstorm opinions from both students and teachers taking into account the resources for Instructional model such as cameras, computers, online learning programs, duration of study in order to achieve maximum academic achievement.

Recommendations

Recommendations form Research

1. In teaching digital photography with an e-learning method, teachers should have a plan and prepare to organise the learning process more systematically in order to manage time in teaching and learning more appropriately. The disadvantage of online learning is that teachers and students need self-discipline and time management skills.

2. Teachers should find suitable platforms for teaching and learning the subject of digital photography in order to convey the knowledge effectively and smoothly. Also, teachers should have understanding and skills in technology, including how to use it, advantages and disadvantages of each program or online application in teaching and learning management.

3. Teachers should integrate online learning with self-learning by providing learning platforms or resources which allow learners to learn at their own pace in a variety of ways in advance or later. So that the learners can prepare before going to the e-learming class and can also review the content whenever they want.

Recommendations for Future Research

1. Digital photography learning achievement should be researched with a combination of class room learning and e-learning.

2. Researches should be conducted to examine appropriate models for teaching and learning digital photography.

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Factors building to organizational engagement: a case study of office of the teacher civil service and educational personnel commission

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ABSTRACT

This article aimed to explore the factors that contribute to the engagement of personnel in the organization. Therefore, the job characteristics factor, factors of work experience and organizational engagement of personnel in OTEPC were studied. The study found that the job characteristics consisted of job challenges, participation in management and work progress. The personnel of OTEPC saw challenges of important tasks first and foremost. In terms of work experience factors, this included the attitude towards colleagues and the organization and the expectations fulfilled by the organization. Attitude towards colleagues and the organization was also a priority. For organizational engagement of personnel consisted of confidence in accepting the goals and values of the organization and desire to remain a member of the organization. Confidence in accepting the goals and values of the organization was the first priority. Moreover, it was found that the longer people work, the greater they had a higher sense of engagement with the organization to a greater extent and never thought about quitting or leaving the organization. The relationship between job characteristic factors, work experience factors and organizational engagement of personnel was found to be statistically significant at the level of .01 in the overall moderate to high level of positive correlation. Recommendation to the director of OTEPC that Human resource management strategy should be developed together with inspiring and providing morale to maintain valuable human resources. This will be a guideline to encourage personnel to be more engaged in the organization and thus reduce the number of resignations, transfer personnel relocation.

KEYWORDS: factors that contribute to engagement, commitment to the organization, organizational engagement, job characteristic factors, work experience factors
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1. Introduction. Human resources are very important in driving the operations of agencies or organizations, both public and private, in leading the organization to achieve its goals in various aspects. However, there must be sufficient and appropriate personnel for the organization. Personnel must have sufficient knowledge, ability, skills and potential to be ready for the changing circumstances of the world. Both in terms of technology played a role in society as well as fluctuations from climate change and the environment. Human resource management is the heart and important mechanism to drive the organization's mission towards the set goals. It is accepted that there are many factors that influence human resource management in the organization, especially to create a sense of love and commitment to the organization. Ready to dedicate, sacrifice and lead the organization to its goals. It is accepted that there are many factors that influence human resource management in the organization, especially to create a sense of love and commitment to the organization. Ready to dedicate, sacrifice and lead the organization to its goals. The 20 - year Thai National Strategy (2018-2037) sets out frameworks and development guidelines for all government agencies to follow in determining key development goals. Government agencies must be sized appropriately to their roles and missions. By distinguishing the roles of agencies responsible for supervising or providing services based on good governance, changing the work culture to achieve more results and benefits for the common good, and leading to concrete changes to policies and goals of public sector reform in the future bureaucratic development (National Economic and Social Development Agency, 2018). For this reason, government agencies or organizations need personnel to drive the operation of agencies and organizations in all sectors in accordance with the strategic plan.

The Office of the Teacher Civil Service and Educational Personnel Commission (OTEPC), which is the central organization for personnel management of civil servants, teachers and educational personnel nationwide has faced with transfer issues, continuous relocation of personnel impact on office operations of OTEPC about the internal administration and related departments. Based on the data on the manpower rate of OTEPC in the past 5 years, from 2017 to 2021, there was a number of personnel transferred and moved in total 85 people. On average, there are transfers 17 people a year. In fiscal year 2022, there were a number of vacancies 225 positions, and there is a cumulative vacancy rate from the transfer or move 56 positions pending the recruitment, and appointment of replacement personnel, such a transfer and move (Human Resources Management Group, OTEPC, 2022) of the above importance, the researcher was interested in studying Factors Building to Organizational Engagement: A Case Study of the Office of the Teacher and Educational Personnel Commission in order to apply the findings to find ways and improve human resource management. In addition, to strengthen personnel engagement to the organization and reduce the number of transfers and resignation of office personnel of OTEPC finally.

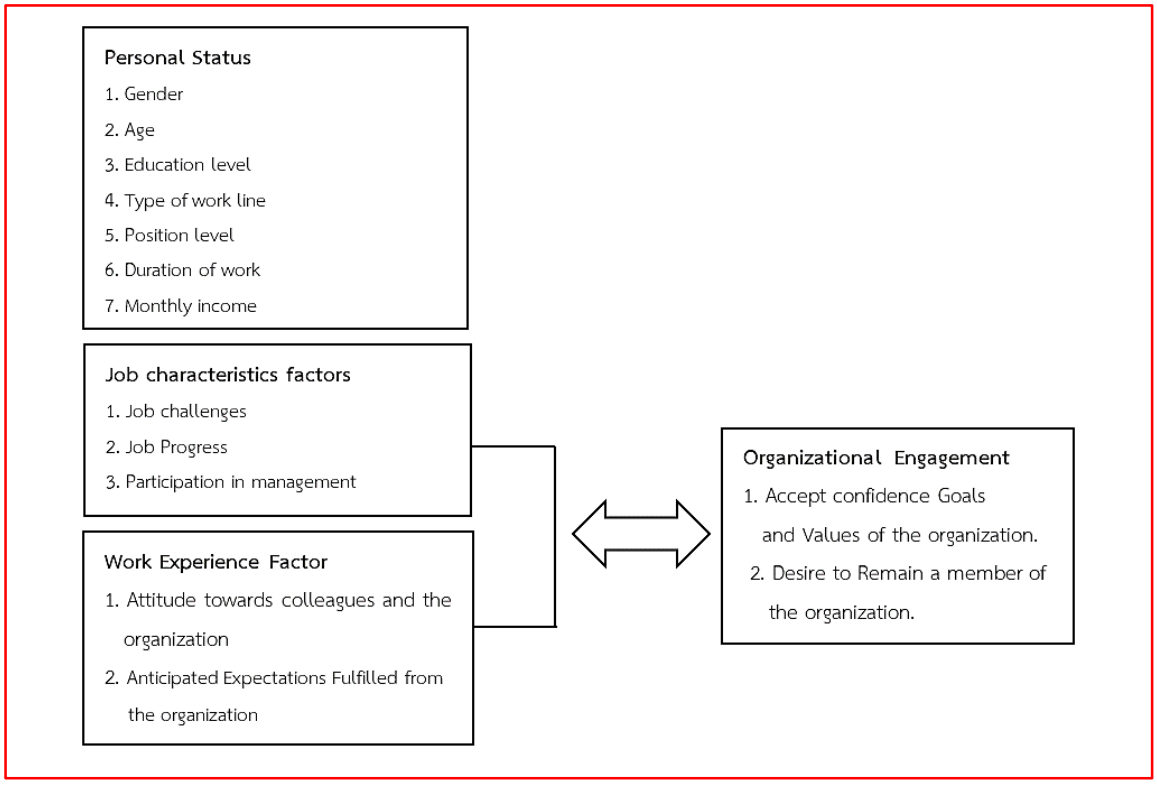
2. Objectives

1. To study the level of factors in job description and work experience factors building to the organizational engagement of the personnel of OTEPC.

2. To study the level of organizational engagement of the personnel of OTEPC.

3. To study the relationship between job description factors and work experience factors and organizational engagement of the personnel of OTEPC.

3. Conceptual Framework. In this study, the researcher took factors building corporate engagement of Steers' (1977) as follow: **1) Job Characteristic factors include** 1.1) Job challenges 1.2) Job Progress 1.3) Participation in management and **2) Work experience factors include:** 2.1) Attitude towards colleagues and organization 2.2) Anticipated Expectations fulfilled from the organization. The survey was conducted according to the personal status of the personnel of OTEPC. The conceptual framework for the study is defined as follows:



4. Methodology. Population and sample. The study population was 219 personnel of OTEPC. The sample used in this study was 40 personnel in the fiscal year 2022. The sample size was determined using Krejsey and Morgan's table (Krejcie &; Morgan) at error. 05. Stratified proportionate random sampling consisted of 140 samples according to line type and position.

5. Instruments. The tool used in this study was a checklist and a 5-point Likert scale questionnaire created by the researcher from theoretical documents and related research, consisting of 3 parts:

Part 1 Respondents' personal status (Checklist)

Part 2 Factors building to organizational engagement (Likert Scale)

Part 3 Organizational Engagement of the personnel of OTEPC. (Likert Scale)

The questionnaire had 33 questions with Index of Item – Objective Congruence (IOC) of 1.00 and reliability of 0.884.

6. Data Collection. The researcher had requested an introduction letter from the Division of Educational Administration, Department of Education, Kasetsart University to contact for permission and cooperation in the data collection process with the personnel of OTEPC. 140 questionnaires were distributed to the sample in person. A total of 140 questionnaires or 100 percent were returned.

7. Data analysis

1. Analyze questionnaires Part 1 about the respondents' personal status by descriptive statistics using frequency and percentage according to the individual characteristics of the sample and present it in the form of table.

2. Analyze data on job description factors, work experience factors, and organizational engagement by descriptive statistics using mean ($\bar{X}$) and standard deviation (S.D.).

3. Analyze data on the relationship between job characteristics factors, work experience factors with organizational engagement of personnel using Pearson's product moment correlation coefficient with a statistical significance at .05.

8. Results. A Study of Job Characteristic Factors and Work Experience Factor building to Organizational Engagement: A Case Study of the Office of the Teacher and Educational Personnel Commission can be revealed as follows

8.1 Personal Status of Personnel of OTEPC

It was found that majority of personnel were female rather than male (75.70%). Most of them were between the ages of 30 – 40 (32.86%). They have a bachelor's degree or equivalent, and a master's degree was the same proportion at 47.10%. Most of them were in academic fields (80.00%) and worked on operational positions (37.15%). In addition, they had working period of less than 5 years, at present they had a monthly income between 15,000 – 25,000 baht (50.00%).

8.2 Results of the Level of Job Characteristic Factors, Work Experience Factors and Organizational Engagement.

1. Job Characteristics Factors included job challenges, job progress, and participation in management. Overall, the average was very high. When considering each item, it was found that the highest average was the challenge of the task, followed by participation in management. The part with the lowest average was job progress, with details as follows:

1.1 Job Challenges. Overall, the average was very high. When considering the items, it was found that: The highest average was that you could complete the tasks assigned to you on time. Secondly, the job you were responsible for was a job that requires a combination of knowledge and abilities. The one with the lowest average was: You had to constantly change the way you work.

1.2 Participation in Management. Overall, the average was very high. When considering the items, it was found that the one with the highest average was that you had the opportunity to express your opinion between colleagues and superiors. Secondly, you had the opportunity to make decisions with colleagues

and superiors. And the one with the lowest average was that you were involved in clearly defining the vision and mission of the organization.

1.3 Job Progress. Overall, the average was very high When considering the items, the highest average was that your organization gives everyone equal opportunities to demonstrate their abilities. Secondly, you think that when you had the opportunity, you would be promoted appropriately, and the one with the lowest average was that despite how well you performed your job, you had never received the attention of your agency and supervisor.

2. Work experience factors. These included attitudes towards colleagues and the organization and expectations that have been met by the organization as a whole. When considering each item, it was found that the highest average was attitude towards colleagues and organization. The part with the lowest average was the expectation that had been met by the organization, with details as follows:

2.1 Attitude towards colleagues and organizations, Overall, the average was very high. When considering each item, it was found that the one with the highest average was that he was willing to work to the best of his ability, sacrificed and dedicated himself to the organization, followed by he always received cooperation and assistance from colleagues. And the one with the lowest average was your organization placed importance on personnel and gave value of personnel very much.

2.2 Expectations fulfilled by the organization. Overall, the average was very high. When considering each item, it was found that the one with the highest average was that you are currently assigned to work that matches your knowledge and abilities. Secondly, you were satisfied with your consideration for promotions and job progression, and the lowest average was that you were satisfied with your compensation compared to your workload.

3 The level of organizational engagement of personnel of OTEPC.

Overall, the average was very high. When considering each item, the highest average was confidence in accepting the goals and values of the organization. The part with the lowest average was the desire to remain a member of the organization in detail as follows:

3.1 Confidence in accepting the goals and values of the organization. Overall, the average was very high. When considering the items, it was found that the one with the highest average was that the problems of your organization were issues that all personnel must cooperate with solve at a high level, followed by that you had a high level of confidence and pride in the organization that you work with. The one with the lowest average was the vision of the organization, a vision that was appropriate to the context of the current situation.

3.2 The desire to remain a member of the organization. Overall, the average was very high. When considering the items, it was found that the highest average was that as you worked longer, you felt more connected to the organization at a high level, followed by you made the right decision to work in this organization at a high level. The one with the lowest average was that you don't think about quitting. Transfer or transfer from organization to a moderate level.

4. The Relationship Between Job Characteristic Factors and Work Experience Factors Building Organizational Engagement of Personnel of OTEPC.

Overall, it was found that the relationship between job characteristic factors and work experience factors building organizational engagement was positively correlated with organizational engagement of personnel of O.E.C. statistically significant at .01

4.1 Job characteristic Factors. As a whole, it was found that there was a positive correlation with the organizational engagement of the personnel at a moderate to a high level statistically significant at .01 as follows:

4.1.1 Job challenges were positively correlated with the organizational engagement of personnel at a high level.

4.1.2 Job progress was positively correlated with the organizational engagement of personnel at a moderate level.

4.1.3 Participation in management was positively correlated with the organizational engagement of personnel at a moderate level.

4.2 Work Experience Factor. As a whole, it was found that there was a positive correlation with the organizational engagement of personnel at a moderate to a high level statistically significant at .01 as follows:

4.2.1 Expectations that have been met by the organization were positively correlated with the organizational engagement of personnel at a high level.

4.2.2 Attitude towards colleagues and the organization was positively correlated with the organizational engagement of personnel at a moderate level.

9. Discussion. From the results of the study can be discussed according to the objectives as follows

Personal status of **personnel of OTEPC**

It was found that majority of personnel were female rather than male (75.70%). Most of them were between the ages of 30 – 40 (32.86%). They have a bachelor's degree or equivalent, and a master's degree was the same proportion at 47.10%. Most of them were in academic fields (80.00%) and worked on operational positions (37.15%). In addition, they had working period of less than 5 years, at present they had a monthly income between 15,000 – 25,000 baht (50.00%). This shown that most of personnel had just started working and had little experience.

Objective 1. Regarding to the Level of Job Characteristic Factors and Work Experience Factors.

The results of the study showed that the factors of job characteristic and work experience factors and organizational engagement in overall were at a high level, those factors could be discussed as follows:

Job Characteristics Factors. It was found that job challenges were at the highest level. Secondly, the issue of participation in the management was at a high level. And the lowest was that job progress was at a moderate level.

- **As for job challenges** were at the highest level. This might be because the personnel were assigned an important and challenging task. The work performance required a combination of knowledge and abilities and face changes in the way they work all the time. It required a lot of prudence and responsibility. But they could complete their assigned tasks on time. Moreover; the job characteristic was a job that personnel must constantly interact with others and colleagues. Being involved in the work might create engagement with the organization. For that reason, it might be challenging to do the job. Therefore; it was at the highest level. In line with the research of (Sahapornpitakkul et al. 2020) Thai researcher who had conducted a study on factors affecting employee engagement of a food product company and another Thai researcher (Bangmuangngam, 2019) who had conducted on factors related to the engagement to the organization of personnel who had passed the new engineer training project, Case Study: A private company in Bangkok. It was found that the challenge factor of the job was also at the highest level. It was also in line with (Cherrington, 1994) who states that factors in the nature of work include having important work, being involved in the event would create a high engagement with the organization.
- **As for job progress**, it was found to be at a moderate level. This might be because most the personnel had a work period of less than 5 years and hold positions at the operational level. Therefore, they might be a feeling that they had not been encouraged to attend training, seminars, or visits from the organization or supervisors as they should. Compared to personnel who had worked longer and were at higher positions. For such reasons, the subject of job progress might be at a moderate level. In line with (Inyom, 2017) Thai researcher who had conducted a study on the corporate engagement of production employees of a company in Eastern Seaboard Industrial Estate, Rayong Province. It was found that the results of the study of the job characteristic of production staff, the work progress factor was at a moderate level. It was also in line with the findings of (Hrebiniak, Alutto, Porter and Alonso, 1970) who studied organizational engagement factors. It was found that opportunities for advancement and success in work were another factor that made individuals feel attached to the organization. So, creating a sense of opportunity for workers or members of the organization to advance and succeed in their work would be an important factor that would increase the sense of engagement towards the organization.
- **As for participation in management**, it was found to be at a high level. This might be due to the personnel had the opportunity to express opinions, shared ideas, and made decisions with colleagues and superiors. This included recognition from superiors and colleagues. For such reasons, participation in management might lead to a high level of engagement with the organization. This was in line with the research of (Sahapornpitakkul et al. 2020) Thai researcher who had conducted a study on factors affecting the organizational engagement of employees of a food product company. It was found that the factors of job characteristic in the aspect of participation in management was at a high level. In addition, it was in line with the research of (Prasertchart, 2018) Thai researcher who conducted a study on factors affecting teachers' engagement with the organization. According to the Office of Secondary Education Area 3, it was found that the job characteristics factors had a high level of opportunity to interact with others as a whole. This was in line with (Hrebiniak, Alutto, Porter andAlonso,1970) who said that

participation in management was another factor affecting engagement with the organization. Studies by various academics had found that if practitioners or members of the organization were given the opportunity to participate in decision-making, Not using too much authority in a formal form would be an important factor in ensuring job satisfaction and engagement among members to the organization

Work experience factor. It was found that attitudes towards colleagues and organizations had the highest average. Secondly, the expectations that had been met by the organization were at a high level.

- **As for attitudes towards colleagues and organizations**, it was found to be at a high level. This might be because the personnel was willing to work to the best of their ability, selfless, and dedicated to the organization. Always get cooperation from colleagues. There was unity so it made them feel comfortable working together. As well as the organization gave importance and appreciated the value of personnel. For such reasons, the work experience factor might be on the subject of attitude towards colleagues and the organization was the highest. In line with group Thai research (Hoongthet,2015, Prasertchart, 2018, Bangmuangngam, 2019, Sahapornpitakkul, et al. 2020) found that the work experience factor was at a high level. When considering each aspect, it was found that the most average aspect was attitude towards colleagues and organizations. It was also in line with (Steers, 1975) concepted that attitudes towards colleagues were socially intertwined with colleagues, such as having the opportunity to socialize, meet and socialize with colleagues, as well as superiors were determining feelings of attachment to the organization. In which trust between individuals was important for the structure of social systems and attitudes. The behavior of co-workers and the fact that individuals perceived the social environment in the organization as cooperative and friendly would give the worker a sense of engagement to the organization and a positive attitude towards colleagues' supervisors and had a relationship with the organization.
- **As for the expectations fulfilled by the organization**, it was found to be at a high level. This might be due to the personnel was assigned to work with knowledge and abilities, satisfied with their promotion and career advancement. Having the opportunity to develop themselves, gained knowledge and abilities and be satisfied with the remuneration received. For this reason, the expectations that had been met by the organization might be at a high level. In line with the research of (Janya Hoongthet, 2015) Thai researcher who had studied factors relating to corporate engagement of Bank of Ayudhya Public Company Limited Employees Region 208. It was found that the work experience factor in terms of expectations to be met by the organization was at a high level. In addition, it is in line with the research of (Sahapornpitakkul, et al. 2020) Thai researcher who had studied factors affecting employee engagement at a food products company found that work experience factors in anticipation of response from the organization were also high. In line with (Steers, 1975), it was stated that the expectation of a response from an organization was that the rewards or rewards received from work were an incentive for members to have the power to work. When members invest in the organization, they expected adequate and fair returns, such as remuneration. The merit consideration system creates a sense of commitment to the organization. When an organization meets the expectations of its members.

Objective 2. Regarding the Results of organizational engagement of personnel.

It was founded that in overall organizational engagement of the personnel in terms of confidence in accepting the goals and values of the organization and the desire to remain a member of the organization were at a high level. as follows

- **Confidence in accepting the goals and values of the organization,** it was found

that there was the high average. This might be because the personnel saw that the problems of the organization were issues that all personnel must solve together and had confidence and pride in working in the office of OTEPC. And believed that the vision of the office appropriated to the context of the current situation. For such reasons, the confidence in accepting the goals and values of the organization might be at a high level. This was in line with the Thai researcher (Sahapornpitakkul et al. 2020) who had conducted a study on factors affecting employee engagement of a food product company. It was found that the engagement with the organization was at a high level. Strong confidence and acceptance of corporate goals and values were the highest. In addition, this was in line with the research of (Prasertchart, 2018) Thai researcher who had conducted a study on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3. In addition, it is in line with (Bangmuangngam, 2019) Thai researcher who had conducted a study on factors that correlate to the engagement with the organization of personnel who had passed the new engineer training project: A Case Study of private company in Bangkok. It was found that the overall picture was at a high level also. This was in line with (Buchanan, 1974) who defined engagement with the organization as a feeling of partisan, an engagement to the goals and values of the organization, as well as the performance of one's own roles and duties in order to achieve the goals of the organization.

- **The desire to remain a member of the organization,** it was found that there was

a high level of engagement with the organization. This might be due to the personnel felt that they had made the right decision to do the job in the office and feel that the longer you work, the more bound you feel. It showed that if people felt more engaged, it might help reduce turnover rates, transfer or relocation of personnel. In line with the research of (Prasertchart, 2018) Thai researcher who had conducted on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3. It was found that the need to maintain membership of the organization was at a high level. In addition, in accordance with Thai researcher (Kerdsaeng, 2019) who said corporate engagement was very important to the organization, resulting in low absenteeism and turnover rates. In addition, engagement was more related to job change than job satisfaction, and engagement with the organization serves as a motivator for members of the organization to work effectively. To create the most effective engagement with the organization.

Objective 3. The relationship between job characteristics factor and work experience factor building organizational engagement of personnel of OTEPC. The results of the study showed that the job characteristic factors and work experience factors as a whole was moderate to high level of positive correlation with the organizational engagement of personnel of OTEPC. It showed that such factors were explicitly related to engagement with the organization.

3.1 The Relationship between Job characteristics factors and organizational engagement of personnel of OTEPC.

- **Job characteristic factors as regarding job challenge**, it had a high level of positive correlation with the organizational engagement of personnel. This might be because the nature of the office's work. It was a difficult and challenging task. Personnel must use a combination of knowledge, abilities and skills in many areas, thus challenging the ability of personnel to complete their assigned tasks on time. When the work was completed on time, it created a feeling of satisfaction and pride in oneself. For this reason, job challenges might be positively correlated with a high level of organizational engagement. It would make them more self-worthy. This led to a greater sense of unity with the organization, that was, more engagement follows. In line with the findings of (Bangmuangngam, 2019) Thai researcher who had conducted a study on factors related to organizational engagement of personnel who had passed the new engineer training project: A Case Study of private company in Bangkok. It was found that the job challenge factors were very highly correlated. In addition, Thai researcher (Watcharayu, 1994) said: challenging tasks were those that fitted the ability, with a certain level of difficulty that requires prudence, patience, perseverance in accomplishing that task. This required a combination of capabilities. In addition, according to (Gavin and Axelrod, 1997), said that tasks to employees to perform challenging tasks leaded to employee satisfaction and motivation to work.
- **Job characteristic factors as regarding to job progress**, it was found that there was a moderately positive correlation with engagement with the organization. This might be due to most of the personnel were repackaged personnel with a period of time. Those who had served less than 5 years and were in an operational level position might feel that they had not been given the opportunity to express their opinions or be promoted or supported to receive training, meetings and seminars from departments or supervisors as they should. For such reasons, it might cause factors in the nature of work, job progress was correlated with a moderate level of engagement with the organization, but there was a positive direction, which indicated that if the personnel had an opinion that they had the opportunity to advance in their work, they would certainly have an increase in engagement with the organization. In line with the research of (Prasertchart, 2018) Thai researcher who had conducted a study on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3, it was found that the job characteristics factors in career advancement correlate positively with teachers' engagement with the organization statistically significant at .01 as well. In addition, it was in line with Thai researcher (Inyom, 2017) who had conducted a study on the organizational engagement of production employees of a company in Eastern Seaboard Industrial Estate, Rayong Province. It was found that the relationship between job characteristic and organizational engagement of production staff of a company in an industrial estate. Eastern Seaboard, Rayong province as a whole had a positive correlation in the low to moderate range. This was in line with (Hrebiniak, Alutto, Porter and Alonso, 1970) who had studied the factors of corporate engagement. It had been found that opportunities for advancement and success in work were another factor that makes individuals felt engaged to the organization. Therefore, creating a sense of opportunity for workers or members of

the organization to advance and succeed in their work would be an important factor to increase the sense of engagement towards the organization.

- **Job characteristic factors as regarding to participation in management,**

it was found that there was a moderate positive correlation with organizational engagement. Most of the newly repackaged personnel had less than 5 years of service and were in operational positions, and might feel that they had not been given the opportunity to express their opinions among colleagues or those who were still in command or participated in clearly defining the vision and mission of the organization. For such reasons, it might cause factors in the nature of work, participation in management positively correlated with moderate organizational engagement, in line with the findings of (Prasertchart, 2018) Thai researcher who had conducted a study on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3. It correlated positively with the teacher's commitment to the organization. It was also in line with the Thai research of (Inyom, 2017) who had conducted a study on the corporate engagement of production staff of a company in Eastern Seaboard Industrial Estate, Rayong Province. It was found that the relationship between job description and organizational engagement of production staff of a company in Eastern Seaboard Industrial Estate, Rayong Province, was overall positively correlated with low to moderate. In line with (Steers, 1977) who stated that participation in management was one of the factors that correlated engagement with the organization. In other words, the management gave members the opportunity to participate to the organization. Participation in decision-making at both the policy and practice level was a factor for members to have a good engagement with the organization.

3.2 The relationship between work experience factors and organizational engagement of personnel of OTEPC.

Overall, it was found that there was a positive correlation with the organizational engagement of personnel statistically significant moderate to high level at .01. It was a positive relationship between Expectations that Had Been Met by the Organization with organizational engagement. Followed by attitudes towards colleagues and the organization, there was a positive correlation with engagement with the organization moderately.

- **Work Experience Factors as regarding Expectations fulfilled by the organization**

had a positive relationship with the organizational engagement of personnel at a high level. This might be due to the personnel was assigned to work directly with knowledge, ability and satisfaction with being considered for promotion and job progress as expected. As well as self-development to gain knowledge, resulting in satisfaction with receiving compensation. For this reason, the expectations fulfilled by the organization might be correlated with a high level of positive engagement. This was different from Thai research (Hoongthet, 2015), which had conducted a study on factors that correlate with the corporate engagement of employees of Bank of Ayudhya Public Company Limited, Region 208. Expectations fulfilled by the organization was a moderate positive correlation with organizational engagement, statistically significant at .05. According to (Steers, 1977), stated that expectations of a response from

the organization or reward received from work was an incentive for members to have the power to work once the member had invested in the organization. they expected adequate and fair compensation such as compensation especially merit consideration system. When an organization met the expectations of its members, it created a sense of commitment to the organization. It was also in line with Thai researcher (Kongchan 1986) who stated that members' expectations for the organization, if what a member received from a high organization met his expectations, it would make members more engaged to the organization than members who did not meet expectations.

- **Work experience factors as regarding attitude towards colleagues and the organization** had a positive relationship with the organizational engagement of personnel moderately. This might be due to the majority of personnel had a period of time to work in the office under 5 years of age. It was personnel who repackaged interaction with superiors. Getting cooperation and assistant from colleagues was not as much as it should be. So, most personnel might need longer time to learn how to perform and interact with supervisors and colleagues. When personnel had a longer period of time to work or had more interaction with bosses and colleagues would create more engagement with the organization. For such reasons, attitudes towards colleagues and the organization might be positively correlated with engagement with the organization. This was in line with Thai researcher (Prasertchart, 2018), who had conducted a study on factors affecting teachers' engagement with the organization under the Office of Secondary Education Area 3, which found that work experience factors, attitudes towards colleagues and organizations, correlated positively with teachers' engagement with the organization statistically significant at the level of .01 moderately as well. In line with Thai researcher (Buchanan, 1974), who studied the attitude of colleagues towards the organization, it was found that the attitude of colleagues towards the organization determines the level of engagement with the organization. If most of the colleagues had a positive attitude towards the organization and had tied to the member organization, they would have the same feelings or attitudes as the group which had a positive attitude and tied to the organization. It was also in line with (Steers, 1975) who stated that attitudes towards colleagues were socially related to colleagues, such as having the opportunity to socialize, meet and interact with colleagues, including superiors. It would be a determining factor for feelings of engagement towards the organization. In which trust between individuals was important for the structure of social systems and attitudes. The behavior of co-workers in society and the fact that individuals perceived the social environment in the organization as cooperative and friendly would give the worker a sense of engagement to the organization and a positive attitude towards colleagues. In addition, it was in line with Thai researcher (Kongchan, 1986) who said that when an employee or member of an organization felt that a colleague had a positive attitude towards the organization, it was found that it also correlated with engagement with the organization.

10. Conclusion. The results of the study on the level of job characteristic factors and work experience factors and organizational engagement of personnel OTEPC. can be summarized as follow

Job characteristic factors include job challenges, job progress, and participation in management, overall is at a high level. When considering each of them, it was found that the highest average was the challenge of the task, followed by participation in management. The part with the lowest average was job progress.

- For the challenges of the task, when considering the items, it was found that the one with the highest average is that you can complete the tasks assigned to you on time. Secondly, the job you are responsible for requires a combination of knowledge and abilities, and the lowest average is that you must constantly change the way you work.
- For participation in management, when considering the items, it was found that the one with the highest average was that you had the opportunity to express your opinion between colleagues and superiors. Secondly, you have the opportunity to make decisions with colleagues and superiors. And the one with the lowest average is: He was involved in clearly defining the vision and mission of the agency.
- For job progress, when considering the items, it was found that the one with the highest average is that your organization provides opportunities to everyone has shown their abilities equally. Secondly, you think that when you have the opportunity you will be promoted appropriately. And the one with the lowest average is that no matter how well you perform, you never get the attention of your agency and supervisor.

Work experience factors include attitudes towards colleagues and the organization and the expectations that have been met by the organization as a whole are very high. When considering each of them, it was found that the highest value was attitude towards colleagues and organization. The part with the lowest average was the expectation that the organization has met.

- **For attitudes towards colleagues and the organization**, when considering the items, it was found that the items with the highest average are: You are willing to work to the best of your ability, sacrifice and dedicate yourself to the agency, followed by your cooperation and assistance from your colleagues, and the lowest average is that your organization values and values its people very much.
- **For the expectation fulfilled by the organization**, when considering the items, it was found that the items with the highest average are: You are currently assigned to work with your knowledge. Secondly, you are satisfied with your consideration for promotion and job progress. The one with the lowest average is: You are satisfied that you are paid compared to the amount of work.

Organizational engagement includes **confidence in accepting goals and values of organization** and **desire to remain a member of the organization.** When considering each of them, it was found that the highest average overall is at a high level.

- **For Confidence in accepting the goals and values of the organization.**

When considering the items, it was found that the one with the highest average is the problem of your organization is a matter that all personnel must cooperate with to solve. Secondly, you have a high level of confidence and pride in the organization you work in. The ones with the lowest average are: The vision of the agency is a vision that is appropriate to the context of the current situation.

- **Desire to remain a member of the organization.** When looking at the items,

it was found that the ones with the highest average were when you worked longer you have a higher sense of engagement with the organization, followed by you making the right decision to work in this organization. The one with the lowest average is that you don't think about quitting, transfer from organization to moderate

The results of the relationship between job characteristic factors and work experience factors building to the organizational engagement of personnel of OTEPC can be summarized that overall, it was found that the relationship between job characteristic factors and work experience factors has a positive relationship with the organizational engagement of personnel statistically significant at .01

From the above research results, it can be summarized as shown in the diagram:

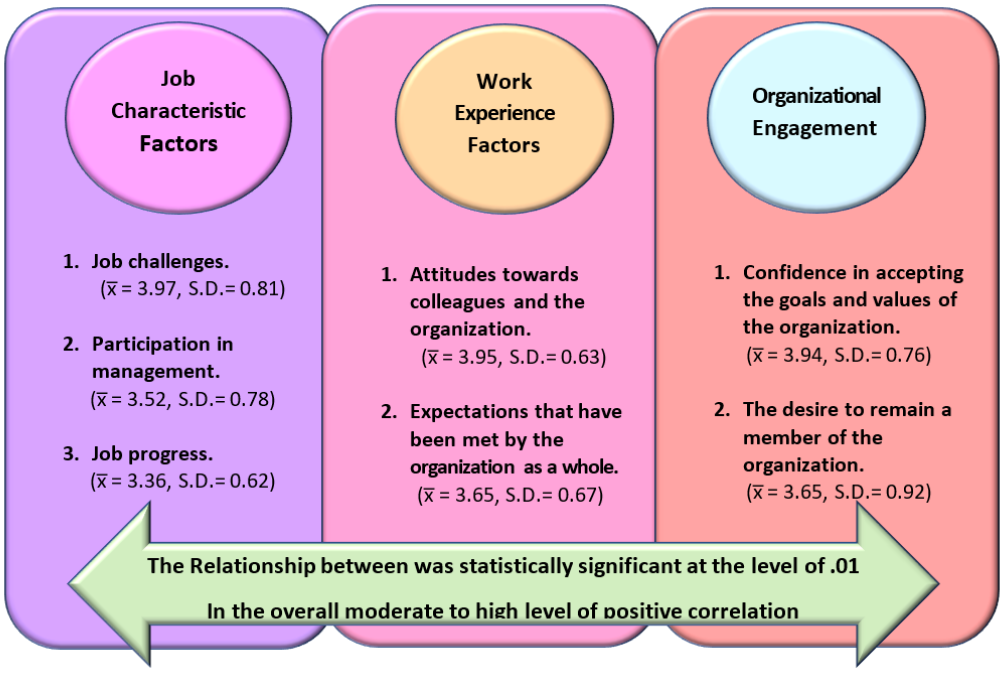


***Figure 1**: Diagram of the relationship of factors building to organizational engagement.*

Factors building to organizational engagement: a case study of office of the teacher civil service and educational personnel commission can be found that job characteristic and work experience were the factors building to the organizational engagement. Both job characteristic factors, work experience factor and organizational engagement overall were at a high level. When considering the job characteristic factors on the challenge of the job had the highest average level first followed by participation in management and job progress was the lowest average. For work experience factor on attitude towards

colleagues and the organization had the highest average level first followed by expectations that have been met by the organization as a whole was the lowest average. Regarding organizational engagement, confidence in accepting the goals and values of the organization was the highest average followed by the desire to remain a member of the organization was the lowest average. The relationship between job characteristic factors, work experience factors and organizational engagement of personnel was found to be statistically significant at the level of .01 in the overall moderate to high level of positive correlation

In conclusion, we have two different suggestions for the future studies:

1. For future studies should use qualitative data collection using Interview, Focus Group discussion to get more insights.

2. The problems and obstacles as well as the needs of different generations of personnel should be addressed. In order to use the information to improve and develop better human resource management.

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Pragmatic diplomacy of "quiet steps" and a new paradigm of non-involvement

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ABSTRACT

The article deals with the key trends of modern globalization in the context of geopolitical confrontation, analyses the goals of large geopolitical players, the role of "middle powers" and international organizations, the risks and challenges facing such countries. At the same time, the place of the "Global South" in geopolitical processes, the role and place of the Kingdom of Thailand, and the challenges facing this state are emphasized. The potential of the Kingdom of Thailand as one of the leaders of countries that set themselves the goal of non-intervention and not involvement in international conflicts is also substantiated.

KEYWORDS: globalisation, new world order, Russian Ukrainian war, Thailand, peace initiatives, new paradigm, non involvement

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Introduction. Restructuring the global hierarchy. The war in Ukraine marks a process of global reconstruction that is shaking the architecture of the unipolar world in which we have lived since 1989 (after the withdrawal of the USSR from Central Europe). The era of monopolarity, proclaimed by Francis Fukuyama as the "end of history", probably turned out not to be the crowning achievement of political evolution (Fukuyama, 1992), but a stage for the transition to a "new" (or maybe return to the "old") model of a multipolar or non-polar, but hierarchized world.

Not only people are dying in Ukraine today, but the very idea of monopolar globalization of the old world system through political, economic, informational, ecological or anti-epidemic unification is being questioned. Along with the new "sanction curtain" between the Russian Federation and the Western World, the "silk curtain" between the USA and China, the attributes, ethics and architecture of this world in the form of international organizations, written and unwritten rules, and communication models are weakening.

This issue is under close attention not only of politicians, but also of the academic community. In particular, in his book "World Order," Henry Kissinger reflects on the challenge of building international political harmony and the risks of "world disorder" in the face of divergent historical perspectives, violent conflict, the spread of technology, and ideological extremism (Kissinger, 2014 a). The same problems were considered by Joseph S. Nye Jr. in his article "American Power in the Twenty-First Century" (Nye, 2009), Hedley Bull, "The Anarchical Society: A Study of Order in World Politics" (Bull, s.a.), Anne-Marie Slaughter "The real new world order" (Slaughter, 1997) and others.

The Ukrainian Institute of Politics has been working on this problem for a long time. In particular, only in the article "On the Current Globalization and the Causes of the Russian-Ukrainian War" were considered 4 globalization processes that influenced the formation of the crisis around Ukraine (Bortnik, 2023).

Therefore, the purpose of this article is not only to analyse the processes and challenges of current international relations, but also to find the most optimal model of behaviour in the international arena for countries trying to maintain their sovereignty and avoiding participation in conflicts using the Kingdom of Thailand as an example.

2. Changes in the international balance and goals of key participants

At the same time, traditional hopes for a quick normalization and the formation of a new world order in which "it will be as good as before" are also unlikely to come true quickly. After all, the main global competitors have not just antagonistic goals of a pragmatic series influence and control over key resources, but also perceive reality in fundamentally different ways and see the future of the world (they are carriers of not only different ethical, but also axiological systems). Harvard University

professor Stephen Walt believes that: "The liberal order that followed the Cold War is now contested, and rising

tensions among major powers could lead to a serious breakdown of existing norms and rules" (Walt and Rodrik, 2020). What is at stake is not just the history of the future of mankind, but the principles on which it will be built.

For the PRC, the whole world is not only a field for the realization of its ambitions, but, above all, a space for the formation of security and profit. China is politically self sufficient, culturally narcissistic, and increasingly wealthy economically. The United States, despite its remaining ambitions, military and economic power, no longer has enough resources and internal unity, and, most importantly, ideas to maintain monopolarity and continue liberal globalization. The Russian Federation is trying to lead a "neo sovereign conservative rebellion", but is deprived of insufficient economic and technological power. The US competes with the PRC, and opposes the Russian Federation; China competes with the US and cooperates with the Russian Federation; The Russian Federation "challenged the United States" and is trying to deepen partnership with China. And only the true nature of relations between the Russian Federation and the PRC remains not completely determined. What is it economic cooperation, ideological partnership, or an informal military political alliance? The question is open. Pavel Baev, senior fellow at the Brookings Center for the US and Europe and research professor at the Oslo Peace Research Institute (PRIO), describes the limits of compatibility between Xi Jinping's China and Vladimir Putin's Russia. He argues that although China and the Russian Federation are trying to demonstrate external friendship, they are not natural allies. China is a rising power while Russia is in a downtrend (Baev, 2020).

All over the world, we also see the process of formation and increase in the role of regional states and "middle power". The American professor of international law at Princeton University, Richard Falk, believes that there is some prospect of a regionalization of the world order with countries such as the US, China, Brazil, India and the EU playing the role of regional hegemons. It is against this background that the question of the revival of the project of world order models emerges (Falk, 2014).

At the same time, the degradation of the UN and the UN Security Council, which is increasingly reminiscent of the " League of Nations" in the period between the First and Second World Wars, causes particular "concern". This "mechanism for preventing conflicts", developed after the Second World War, not only does not prevent anything else, but often ceases to be even a platform for negotiations, a mechanism for formalizing agreements. The UN is often simply pushed far into the "backyard" in interstate relations, excluded from decision-making processes in large and small conflicts

the examples of Syria, Nagorno Karabakh and Ukraine confirm this once again; or is only decorative. At the same time, the UN and other international organizations can exist for a long time, although they reduce their functionality. Italian academic expert in political science and international relations and scientific director of the CeSPI observatory in Turkey V. Giannotta notes: "The war in Ukraine has once again proved
the ineffectiveness of the multilateral system in overcoming crises and conflicts. We are all witnesses to the unfortunate complete stalemate of the UN Security Council, as it was designed to maintain international peace and international security. At present, the main issue is the composition of five permanent members with veto power and ten non permanent members, who are elected on a regional basis and rotate every two years Unfortunately, we have to state that what was conceived as the main guarantor of international stability turned out to be inferior because it froze any effective multilateral solution. The spirit of reform unfolds on five pillars. Namely, the category of membership, the right of veto, the expansion of membership in the UN Security Council, regional inclusion and relations with the General Assembly. On the other hand, the states of the African Union demand the inclusion of at least two African states and the expansion of membership." (Giannotta, 2022).

The "diplomatic ball" before our eyes is "slipping out" from the weakened hands of traditional international organizations and "rushes to the ground" to the basic levels of international relations – direct interstate diplomacy, international trade and targeted regional interaction formats.

Therefore, in such conditions, not only the well being, but also the survival of states depends on internal stability and social consolidation, the presence of strong leadership (individual or collective type) and skillful diplomacy. A world without rules gives the smart and strong (stable) unlimited opportunities, and creates existential risks for the weak. And the key goals of states and peoples in this world are primarily internal ensuring the socio political solidarity of society and the high efficiency of public administration.

3. Geopolitical South, APEC, dynamic position and role of the Kingdom of Thailand

But skillful international diplomacy will also play a very important role. The absence of stable conditions, friends and enemies, a huge number of direct interstate contacts, growing raw material and environmental crises, an increasingly effective role in interstate relations of non state players (TNCs, religious and public leaders, mass media, cybergroups, informationally influential figures – influencers and structures) are the factors of a new world.

The general shift in the vector of the dynamics of the development of human civilization (and politics, of course) from north to south is also an obvious factor. The global focus of economics and politics is gradually shifting to the South, not to mention hope. Danny Kua, Professor of Economics at

the Lee Kuan Yew School of Public Policy, National University of Singapore, believes that today there is also a growing demand for alternative non great power models of global order, especially from the Global South as well as Europe (Quah, 2019). And here it is difficult to disagree, since politics and economics in the Global South are still going through stages of development and growth, building relationships and searching for meaning, unlike Europe or North America. The Global South continues to gush with the energy of development (despite the numerous crises that are also characteristic of this stage), new ideas and approaches; develops new formats for solving global and regional problems.

Thus, from November 14 to 19, 2022, the Kingdom of Thailand hosted the Asia Pacific Economic Cooperation Forum, or APEC (25), which became a significant event for the country. And the day before, on November 15–16, 2022, a G20 summit was held in Indonesia, on the island of Bali.

APEC members are 21 countries that agreed in 1989 to cooperate to promote economic growth, cooperation, trade and investment in the Asia-Pacific region and have created a common space that is home to more than 2.9 billion people or 38% of the world's population, account for more than half of global GDP at $52 trillion (1.768 trillion baht) (APEC, s.a.), with a dynamic economy of +5.9% of GDP in 2021.

Thailand's APEC Chairmanship in 2022 has placed a lot of responsibility and opportunity on the country, especially in the current challenging geopolitical environment; with which the country certainly coped.

The theme of the APEC forum is "Open. Connect. Balance", reiterated that the most pressing issue for Asia Pacific Economic Cooperation is its transition to the post COVID 19 era, in particular the resurgence of trade and commerce and adaptation to new norms (Bangkok Post, 2022-c). Promoting sustainable development through a transition to clean energy and a low carbon society – the Bio Circular Green (BCG) model, the need for which was emphasized by the Prime Minister of Thailand Prayut Chan Ocha, is also more relevant than ever. Thai Prime Minister Prayut Chan Ocha opened the APEC leaders' summit with a call for balance, inclusiveness and sustainable growth for the Asia Pacific region. "It is our duty as leaders of the public and private sectors to ensure successful engagement with citizens through a public private partnership model to rebuild a new Asia Pacific region that is strong, resilient, and leaves no one behind. The time has come for us to use the strengths of APEC and ASEAN to promote inclusive cooperation that complements each other in order to move forward for our mutual benefit and win win cooperation".

The Prime Minister of Thailand, Prayut Chan o cha, also noted that an effective digital transformation will create huge opportunities for businesses in the region and beyond, and will be a

significant economic boost that will contribute to the long-term development of the region (Prayut Chan o cha, 2020).

It is worth saying that the pace of economic growth in Thailand is especially noticeable in recent years in the industrial and service sectors. Rapidly developing tourism is one of the important sources of foreign exchange (bringing up to 15% of GDP), the production of cars, computers and electronics. Multinational corporations Suzuki, Nissan, Ford, Mitsubishi, Toshiba, Procter & Gamble, General Electric, Bayer, BMW, Toyota, Honda (Thailand, s.a.) have opened production facilities here. Thailand's main exports are office machine parts ($17.2 billion), gold ($14.3 billion), integrated circuits ($9.17 billion), automobiles ($8.28 billion), spare parts and accessories (8 .7 billion dollars) (6.54 billion dollars). The bulk of exports are to the United States ($35.3 billion) (2020 data) (OEC, s.a.).

Thailand's initiatives also include: revitalizing the dialogue on the Asia-Pacific Free Trade Area (FTAAP) (Thailand, 2022). Based on the lessons of the COVID 19 pandemic, establish a task force to coordinate the safe and smooth resumption of cross border transportation and ensure that the Bangkok Green Circular Economy (BCG) Goals are endorsed as a country leader-level document reaffirming APEC's commitment to the principles of a green economy.

Thailand's APEC chairmanship in 2022 has been made more difficult by Russia's illegal war in Ukraine, as well as ongoing tensions between the US and China. As these and other international confrontations gain momentum, competing states often try to use multilateral platforms, including APEC or the G20, as a tool of struggle or a showdown ring. Thus, during the Asia-Pacific Economic Cooperation (APEC) ministerial meeting in Thailand on May 21, representatives of the United States and a number of other states defiantly left the APEC meeting room in protest against Russia's invasion of Ukraine, when the representative of the Russian Federation Maxim Reshetnikov began to make a speech at the opening (eighteen). Russia, in turn, is actively trying to win APEC members over to its side.

In any case, it is always important for chair countries to derive pragmatic economic benefits from the presence of all major world leaders at summits of the size of the G20 or APEC (Sanglee, 2022). Therefore, Thailand was reasonably focused on ensuring that the APEC meeting was successful, and at the same time tried to ensure the presence of US President Joe Biden, Chinese President Xi Jinping, and Russian President Vladimir Putin at the forum. US President D. Biden missed the APEC summit in Bangkok and was attended by Vice President Kamala Harris instead. While Thai Foreign Minister Don Pramudwinai said he would try to "persuade J. Biden to attend" the APEC summit, the focus would be on "which countries will or will not attend" rather than "who represent them" (Bangkok Post, 2022-a). As a result, Chinese President Xi Jinping became the key figure in the APEC forum.

Assessing the outcome of the APEC summit, journalist Kavi Chongkittavorn notes: "Cambodia, Indonesia and Thailand, with their distinctive leadership styles and diplomatic skills, managed to make the most difficult somersault in international relations, bringing together stakeholders from all sides over the war in Ukraine to agree on disagreement, and then reach agreement. A task that seemed impossible only a few weeks ago suddenly became possible. Indeed, if world leaders had some humility, as leaders in this part of the world, the outcome of these regional summits could serve as a springboard for world peace and stability. Southeast Asia may even be shaping a new international order, as demonstrated by the organizers of the three summits ASEAN, G20 and APEC" (Chongkittavorn, 2022).

And it was really not easy to reach agreement and balance at the Forum. After all, there is a rapid politicization and weaponization of all instruments of international relations (from culture to economy) in the world. And for "neutral" countries, such as Thailand, although it is difficult, it is extremely important not to get into a position where they will be forced to choose someone's side from the proposed "geopolitical menu". It is necessary to try to "cook and serve your own dishes", demonstrating all your "master's" hospitality at the same time, but reserving the right to make key political decisions.

Moreover, in general, Thailand adheres to the issue of the Ukrainian crisis, a restrained and neutral position, based on the principles of the need to respect the territorial integrity of countries and international law. Although the reaction of Thai society to the Russian-Ukrainian war was often extremely polarized. After all, "People tend to think about the war in Ukraine in terms of their perception of democracy or authoritarianism," commented Kitty Prasirtsuk, professor of international relations at Thammasat University (Pattaya People, 2022 b). Thus, prominent conservatives expressed sympathy for Russia, while many young people who had previously protested against the political and monarchical reform in Thailand rallied around Ukraine. At the same time, support for the Russian position is the view of a minority in Thailand. And among the younger generation there is a strong desire to support Ukraine. "When you learn how to fight a dictatorship, it will not be difficult for you to understand people who are fighting for the same goals in other places," says Netiwit Chotiphatfaisal, a Thai student activist. Some have even expressed interest in traveling to Ukraine to support its people (Pattaya People, 2022-b).

Moreover, not so long ago, Thailand called for a peaceful end to the Russian-Ukrainian war. Thus, Vice Prime Minister and Minister of Foreign Affairs of Thailand Don Pramudwinai suggested that the interested presidents of the countries meet in Southeast Asia in order to resolve the conflict and jointly overcome the global crisis: "There is a truly golden opportunity to negotiate peace and resolve the crisis in Ukraine. In November, three consecutive summits will be held in Southeast Asia, to which the leaders of world powers are invited. These are ideal platforms for negotiating a solution to the

crisis. "All stakeholders in the conflict in Ukraine, above all the world powers, could come together one or more times on the sidelines of one or more of these forums to find a way out of this crisis that is affecting the whole world" said Pramudwinai, speaking from the rostrum of the UN General Assembly (Pattaya People, 2022-c).

At the same time, after the start of a full-scale invasion of Ukraine, Thailand was among the countries that supported the resolution of the 11-th Emergency Special Session of the United Nations (UN) General Assembly on March 2, 2022, which condemned the Russian invasion of Ukraine and demanded the complete withdrawal of Russian troops and the cancellation of the decision on recognition of the self-proclaimed Donetsk and Luhansk People's Republics. This is a consistent position of the country, because back in March 2014, Thailand supported the resolution of the UN General Assembly on the territorial integrity of Ukraine.

But Thailand abstained from voting on Russia's exclusion from the UN Human Rights Council, as well as on October 12, 2022 in the UN vote condemning the Russian annexation of Ukrainian territories (UN, 2022). 143 countries out of 193 condemned the Russian annexation, saying that it was an illegal action, while only four countries voted against the resolution except the Russian Federation: Syria, Nicaragua, North Korea and Belarus. Thailand was one of 35 countries such as China, India, Laos, Pakistan, Vietnam and others that abstained from the vote. Explaining its position, the Thai Ministry of Foreign Affairs said: "Thailand has decided to abstain from voting on the resolution because it is taking place in an extremely volatile and emotionally charged atmosphere and situation and thus negates the chances of crisis diplomacy to achieve a peaceful and practical resolution to the conflict". through negotiations, which could push the world to the brink of nuclear war and global economic collapse" (Panyadi, 2022).

In turn, Thai Foreign Ministry spokesman Thani Sangrat said: "Thailand is committed to the purposes and principles of the UN Charter, including territorial integrity and respect for state sovereignty, and for many years has pursued a policy against the threat and use of force against the territorial integrity of another state" (Chindawongse, 2022).

The decision to abstain, as it were, demonstrates the Thai style of "quiet diplomacy", which almost always opposes any form of condemnation and is in search of pragmatic and rational solutions; which is based on the principles of international law and justice, but considers the mechanism of sanctions and uncompromising condemnation to be ineffective.

Thailand's pragmatic interest in a peaceful settlement in Ukraine is also evident. After all, a big war in Europe generates a huge number of crises around the world. In particular, Thailand expects that the increase in world oil prices after the start of the war in Ukraine will lead to the fact that the electricity tariff for the first time will rise to a record high level (Lynch, 2020). Also, the war in

Ukraine has a negative impact on world food prices, the cost of capital and technology, leading to global stagflation, which is very dangerous for developing and export oriented countries.

Moreover, global political conflict, along with socio-economic problems, carries the risks of domestic political destabilization for many countries around the world. Especially for important countries with open economies and competitive but unstable politics; with a high dependence on international finance, technology, markets and rules set by global players. Indeed, according to the co-founder and director of the European Council on Foreign Relations, Mark Leonard, in the coming decades, the question of who sets the global rules, standards and norms that govern technology, trade and economic development will be of paramount importance (Leonard, 2022).

Thailand occupies a key (geopolitical) position in Southeast Asia and attaches great importance to strengthening cooperation within ASEAN, where the country is a founding member along with Singapore, Indonesia, Malaysia and the Philippines (Thailand and ASEAN, s.a.). In the field of politics and security, Thailand is committed to working with ASEAN member states to maintain a peaceful and stable regional environment, which is vital for the continued economic development and growth in the region.

For the ASEAN states seeking to preserve Southeast Asia as a nuclear-free zone of peace, freedom and neutrality, the formation of AUKUS is a very delicate issue (3). The AUKUS partnership between the US, Australia and the UK, which will see Australia equipped with a nuclear submarine fleet, is seen as a move to curb China's growing military influence in the Indo-Pacific region. On the other hand, the activities of AUKUS may be annoying for the entire region. For Thailand in particular, this alliance adds a new, complex dynamic to Thailand's longstanding policy of balancing the superpowers. It is also likely that some countries are pushing ASEAN towards political transformation. As tensions rise in the region, there will likely be more pressure from China or the United States on neutral countries to choose sides.

The new foreign policy of South Korea can also seriously change the situation in the region, from which the position on the need to acquire nuclear weapons to counterbalance the nuclear status of North Korea is becoming more and more clear.

4. Conclusions. New paradigm of non-intervention and non-involvement.

Potentially now it is the regions of Southeast Asia that can become a new battlefield between, on the one hand, China, Russia and the United States, and allies on the other hand. The situation of the Russian-Ukrainian war, as part of a global confrontation, may be repeated.

After all, Ukraine is in many ways similar to Thailand: an eclectic state and society, where the processes of archaism and postmodernity – nation building and liberal renewal along the American-European model – simultaneously mixed and clashed; imperial and national consciousness; formation of a new socio-economic structure; digital human liberation and new political control; east and west...

Ukraine has already turned out to be one of the "thin places" on the global geopolitical map and is doomed to become an unwitting detonator of the formation of a new world order in the European context.

Thailand remains an internally social democratic country with a diverse political life and intense competition between political and social groups, some of which are oriented towards external forces and models. Therefore, for Thailand, involvement in any geopolitical confrontation is fraught with internal destabilization.

Thailand's traditional foreign policy goal has been to maintain a balanced stance and avoid bringing superpowers such as the US or China into conflict. Also, in the period 1991-2014 Ukraine also acted within the framework of its concept of "quiet diplomacy of non-condemnation", "non-bloc" and "third way", until it was destabilized.

Historically, Thailand is an independent and neutral state – the only one in Southeast Asia that retained its independence and was not a colony of any of the European states (Berzin, 1973). At the same time, the economic power of Thailand and its high level of technological development allow the country not only to effectively balance and resist attempts to draw it into a conflict between China and the United States or between Russia and NATO, but also to act as a stabilizer (pillar of stability) for the entire region. And new Thai peace initiatives regarding the preservation of the neutrality of the Southeast Asian region, as well as the promotion of peace initiatives for a European settlement, would probably be received positively in the world today. At the same time, APEC and ASEAN could become a platform for generating such principles or forming a new paradigm of non-intervention and non-involvement of third countries in the global confrontation.

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Global health security within a new world order, where conflict and contagion are set to define our future

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ABSTRACT

Global health security is based around an actionable public health system that is quality assured to exacting standards to detect, prevent and respond to threats that are of an infectious disease in nature. The problem that has existed for years, is such systems have operated in isolation. That isolation represents an evolving threat to the safety and security of mankind. This paper attempts to examine the parameters of global health security, within the new world order that we find ourselves in, one where both contagion most recently COVID-19 and conflict, invasion of Ukraine set to challenge our thinking.

KEYWORDS: security, health security, globalization, emerging disease, infectious disease

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Introduction. The intersection of conflict and contagion that seeks to challenge the very fabric of human security and safety, represents a clear and evolving threat that should require the immediate attention at the highest levels of government. However, there seems to be no clear legislative definition on what constitutes health security, widening the policymaking gap and leaving public health and science isolated from informing any such policy directives. A clear division around the origins of Covid-19 has clouded any effective future mitigative effect towards emerging infectious diseases. An exponential rise in global conflicts seeks to weaponize these misunderstandings which could accelerate intentions along the lines of renewed biological aggression. There are times when concerns about health and safety overlap. Maintaining a safe and healthy population has long been considered crucial to global peace and safety. However, there is no consensus on what constitutes health security among policymakers and medical experts. This essay seeks to define health security concepts to shed light on the intersection of health and safety. Over time, the scope of what constitutes "health security" has broadened. Eight categories of most important relevance to modern health security were identified through a comparison of the health reports of four multilateral organizations (the United Nations, the World Health Organization, the Asia-Pacific Economic Cooperation, and the European Union). New infectious diseases, worldwide pandemics, the intentional release of toxic and biohazardous substances, and armed conflicts and other humanitarian crises round out the list. Natural disasters, environmental change, and chemical and nuclear accidents are two other areas of worry. The last two are food security and poverty, which are rarely brought up in conversation. Despite this, food security is quickly becoming a major concern in the realm of public health. The first line of defense against health crises is a robust heath security system. Increased international effort and political support will be needed to address the expanded scope of heath security brought on by globalization.

1.Missed opportunity to framework effective global health security.

The origins of Covid-19 have created divisions within the intelligence community placing it on a collision course with public health intelligence gathering efforts. The most reasonable explanation is that it was a naturally occurring zoonotic spill over event. This represents a case of nature fighting back as the proximity of humans and animals increases thereby accelerating zoonotic spill over events. Other explanations focus on a lab leak theory as well as misuse of gain of function research both of which are plausible. However, a lack of formal real time data sharing efforts on behalf of the Chinese government coupled with a huge pre Covid anti-Chinese sentiment have accelerated conspiracy theories which hampered global vaccination efforts. Today a public display of Chinese sympathies towards Russian aggression against Ukraine seem to undermine and destabilize efforts towards unifying and securing commitments towards understanding the immediate threat posed by infectious diseases. From a historical perspective Russia never abandoned it biological weapons programme (Petersen, 2022) and this coupled with the Xi-Jinping led China lack of transparency at the beginning of the Covid-19 pandemic severely undermines the basic tenants of health security.

2.What exactly do we mean when we talk about health security?

In 1994, the United Nations was the organization that initially outlined the concept of health security (UNDP, 1994). Since then, the term "health security" has been used in a variety of references to describe aspects of health that have a substantial impact on human safety (McKee et al., 2021). Public health security, global health security, international health security, and global public health security are all words that are frequently used in conjunction with one another (Mackenzie et al, 2004).

Despite the ubiquitous application of the concept, its definition and extent have not been sufficiently explored. There are a variety of health issues that do not warrant security considerations. The fields of health and security don't cross over into one another except in very specific situations. Recent years have seen an increase in the amount of focus placed on health security due to the rise of newly developing contagious illnesses and acts of bioterrorism (Roxas-Duncan & Smith, 2012). Particularly, globalization speeds up the transmission of epidemic diseases (Mohle-Boetani et al., 2000) consequently, we need to take into consideration the negative effects that globalization may have on international health security in addition to its other potential repercussions. The repercussions of such dangers extend well beyond the realm of public health concerns, and they can be felt in many different industries, including commerce, tourism, agribusiness, transportation, and shopping. For instance, the epidemic of Severe Acute Respiratory Syndrome (SARS) in 2003 caused a significant drop in customer confidence (Walker et al., 2020), which was represented in an evident drop in the demand for services. SARS was a respiratory illness. Over the course of the last decade, those who determine policy and those who work in the health care industry have come to a greater understanding of the potentially negative effects that public health emergencies can have on national, regional, and even worldwide interests.

It is impossible to achieve complete health security without the collaboration of multiple nations, particularly in the fight against newly developing infectious illnesses (Brenner et al, 2020; Robinson et al., 2021). The coordination, planning, and provision of health services, as well as the prosecution of related crimes, are all very essential responsibilities that fall under the purview of multilateral organizations (Sam-Agudu et al., 2021). Their statements have become essential for an in the process of renewing strategic profiles for health problems and the elevation of policy objectives (Suter & Mallinson, 2015). In order to devise more effective management strategies, it is necessary to have an understanding of the principles that are upheld by international organizations in the area of health security. This article provide a synopsis of the characteristics of health security by evaluating the health reports of four well-known international organizations, namely the United Nations (UN), the World Health Organization (WHO), the Asia-Pacific Economic Cooperation (APEC), and the European Union. These organizations are collectively referred to as "the big four" (EU) (Tello et al., 2013).

3. The United Nations' Concept of Health Security

The United Nations (UN) was established in 1945 as an international entity to promote international collaboration in the areas of law, security, economic growth, social advancement, human rights, and the maintenance of world peace. In its Human Development Report from 1994, the United Nations Development Programme (UNDP) first outlined the idea of heath security (UNDP, 2020). The scope of health security was subsequently defined in 2003 by the Commission on Human Security (CHS) (Emmanuel & Ani, 2015).

4.UNDP

In 1994, the UNDP made the initial connection between human security and the absence of both dread and want. The Human Development Report it released changed the focus from countries to people when it came to the idea of safety (UNDP, 2020). Economic, dietary, health, environmental, personal, societal, and political security are the seven major pillars upon which this study rests in its description of human security. Health security and personal security were linked for the first time in this definition. In this paper, "health security" refers to measures put in place to provide assurance against dangers such as illness and poor diet. Infectious illnesses are a leading source of death and disability in the world's poorest regions. Contrarily, the majority of sickness in developed nations is attributable to citizens' harmful habits. In addition, the impoverished, women, and children are disproportionately affected by risks to heath security. With the right tools and research, some of these illnesses can be avoided or treated.

5.Human Security Commission (CHS)

In 2001, the UN created the CHS to integrate human security into the organization's core mission. Health is defined as "a state of complete mental, physical, and social well-being" rather than simply the lack of illness, with good health being fundamental to human security since security is about safeguarding human lives. However, not all medical concerns are associated with people's safety. In their concluding report from 2003, Human Security Now, the CHS identified four conditions that were strongly correlated with people's sense of safety (Emmanuel & Ani, 2015).

This includes four factors:

(1) the magnitude of the current and projected illness load.

(2) the timelessness of the need for action.

(3) the breadth and complexity of the societal influence; and

(4) the potential for far-reaching consequences.

Among the many threats to human safety associated with poor health, the following are among the most serious:

(1) Infectious Diseases

(2) wars and famines around the world

(3) poverty and unfair distribution of resources

6.Health security defined by WHO

Established in 1948, the World Health Organization (WHO) is a specialized organization within the UN system that serves as a coordinating authority on issues pertaining to public health on a global scale. It described "global public health security" as "the activities required, both proactive and reactive, to minimize vulnerability to acute public health events that endanger the collective health of populations living across geographical regions and international boundaries." In other words, it was "the activities required to minimize vulnerability to acute public health events that endanger the collective health of populations living across geographical regions and international boundaries" Two reports published by the WHO in 2007, titled World Health Day 2007 and World Health Report 2007, have outlined a variety of concerns relating to health safety.

7.A new world order evolving at warp speed

As China races to erode the global diplomatic footprint of the US, an effort started by the belt and road initiative (OECD, 2018), a new rules-based order is beginning to take shape, placing Xi-Jinping at the centre of leading global diplomacy. The recent "apparent" thawing of relations between Saudi Arabia and Iran who have used the battle fields of Iraq and Syria to ferment aggressive loyalties, placed China at the fulcrum of this diplomatic effort (Crisis Group, 2023), hailing Xi-Jinping as the new ambassador for peace. Should China leverage its technological prowess and newly formed "peace maker" status over Russia, and manage a similar exercise of de-escalation in Ukraine, you will see a Chinese diplomatic metastasis the likes of which were only on display on April 4th, 1949, which was the date NATO was formally created. Such badges of honour in de-escalation coupled with a display of enormous humanitarian effort in the middle of the pandemic (e.g., vaccine and PPE supply), would relegate any thoughts of early pandemic secrecy held by the Chinese to the recesses of our collective memories.

8.Armed conflict

Russian aggression as displayed by the 2022 invasion of Ukraine points towards a rapidly shifting global order. It is with this intention one must balance the thinking of Vladimir Putin who seeks to rebuild Russia in the eyes of old USSR against an ever-expanding footprint of NATO and the EU on his doorsteps There were global flashpoints of the Kremlin's intentions in the form of the 2014 annexation of Crimea and the shooting down of MH17. It was not just a display of intention as it was a display of disregard for the global standards of accountability. Russia's invasion of Ukraine brought the health care system to its knees crippling infrastructure meant to deal with the still rapidly advancing Covid-19 pandemic (Van den Berg, 2023). The public health policy decisions made at the level of the Kremlin prior to the invasion would not have been lost on Vladimir Putin. He was looking to capitalize on a country whose human security capital was severely immunocompromised due to the Pandemic (Reliefweb, 2022). Having never abandoned their bioweapons programme, which formed the basis for their covid-19 vaccine strategy development (Dobrovidova, 2021), Russian military units possessed a superior biological advantage over their Ukrainian counterparts. Another aspect not totally lost on

minds of the Kremlin, was the introduction of new variants of Covid-19 onto the population by allowing the virus to spread rapidly among those not or poorly vaccinated.

Fracturing the health delivery system of Ukraine would allow other viruses such as Polio which was in the middle of a resurgence in the areas of Rivne and Zakarpattya (Morris & Diamond, 2022; Kluger & Law, 2022). to spread even faster possibly even hybridize with Covid-19 or possibly and more realistically co-exist with post viral complications of other diseases that would collectively weaken any human response. There was a certain measure of infectious disease modelling analysis conducted by the Kremlin prior to the Ukraine invasion (Kluger & Law, 2022), as their history points to a fascination with infectious agents towards alternative methods of aggression (Leon et al., 2022).

9.Zoonotic and Emerging Infectious Diseases as threats in an era of change

Zoonotic diseases are infections that are transmitted from animals to human and vice versa. They can be bacteria, fungi or viruses that possess an evolutionary genetic code far more adaptable than the human genome (Zoonotic Diseases, 2021). They account for 61% of contagious pathogens that can infect human beings. The emergence of Covid-19 has once again shed light on the destructive power of these elegant viruses. At the start of the pandemic the global response to Covid-19 was to use a flu model intervention, which was basically a wait and see approach towards mitigation, and hope that it disappears, and that mistake cost us dearly.

Emerging infectious diseases (EID) are contagious illnesses that are recently identified in a population or have existed but are quickly increasing in frequency or geographic spread. The term "emerging infectious diseases" was coined by the Centers for Disease Control and Prevention (CDC). Simply put, they may be new infections that result from changes or evolution of existing organisms, known infections that spread to new geographic areas or populations, previously unrecognized infections that appear in areas that are undergoing ecological transformation, or old infections that reemerge because of antimicrobial resistance in known agents or breakdowns in public health measures. The collaborative communication between emerging diseases and other contagious and noninfectious conditions is a significant cause for concern. Numerous newly discovered illnesses are zoonotic or synoptic, meaning that an animal receptacle incubates the organism, and then the organism is randomly transmitted to human communities. Similarly, EID can be transmitted through the environment, through vectors, or through food. In any case, for an EID to become established, the contagious agent needs to be introduced into a population that is susceptible to the illness, and the agent also needs to have the ability to cause disease and propagate from human to humans.

As human communities have expanded into previously uninhabited regions, there has been a corresponding increase in the patterns of contact between human and wildlife reservoirs. These interactions, as well as the ensuing destruction of habitat, are driven by factors such as population development and agricultural expansion, as well as rising wealth and larger property sizes. The genomes of all living things, from viruses to elephants, are continually undergoing mutation. For example, if you want to trace the effects of worldwide connectivity on an outbreak, you could use genetic changes that

have no discernible influence on fitness (and are therefore selectively neutral) to do so. In addition to the pathogen population dynamics, which may be modulated by the global change context, the degree to which such mutations increase frequency or spread geographically will rely on the degree to which they increase fitness. There may be more opportunities for new variants to develop as the population of susceptible hosts such humans, crops, and livestock grows and spreads (Deng et al., 2020). Cross-scale selection, or determining how one level of selection (say, at the host level) affects another (say, at the population level), is still a relatively uncharted territory.

The following are examples of factors that can be classified as biological, societal, or environmental, all of which are interrelated:

- Alteration and plasticity in microorganisms (e.g., genetic drift and shift in influenza A).
- Vulnerability to the effects of infection.
- A greater concentration of people in each area.
- The problems of poverty and discrimination in society (e.g., tuberculosis).
- The environmental strain caused by the development of agricultural territory.
- Manufacturing and the food market's increasing globalization.
- Environmental contamination.
- Alteration of the climate.
- Additional possibilities for the development of new infections.
- Growth of the population.
- Spread in hospitals and other medical centers.
- Aging population.
- International tourism.
- Altering and growing the environments of vector species (warmer temperatures may allow mosquitoes, and diseases they transmit, to expand to new regions).
- Resistance to drugs (contributes to re-emergence of bacteria, viruses, and other microorganisms that change over time).
- Deterioration in the state of public health.

10.Intentional biological assaults

The influenza virus (Pitzer et al., 2016), which is the pathogen responsible for the illness, is a current illustration of how these factors influence new diseases because it modifies its genomic information. When these changes become noticeable, the human immune system is put to the test, which increases the risk of pandemics. When people live near agricultural animals that are natural carriers of the virus, such as chickens, ducks, and piglets, the chance of genetic alterations as well as human transmission is heightened. Infection with the H5N1 strain of the avian influenza, also known as the bird

flu, can only occur through close interaction with animals that are ill. In contrast to the H1N1 influenza virus, which was transmitted from pigs to humans but does not have the ability to spread among people despite its lethal nature, this virus does not have this ability. In 2009, this virus had an effect on a worldwide scale as a direct result of human activity, particularly travel by airplane.

HIV is an additional instance of a contagious illness that can be traced back to human activities. One of the most prominent hypotheses suggests that HIV was initially transmitted to humans in remote areas of Africa through prolonged and intimate interaction with chimpanzees, possibly because of the consumption of bushmeat. Because of the prevalence of plane travel, the disease quickly expanded from remote areas to international regions. Before the novel illness was discovered, human behaviors that contributed to its quick spread were already taking place. These behaviors include the use of intravenous drugs, sexual transmission, and the transfer of blood products.

Chikungunya is a tropical illness that has become more widespread because of climate change (discussed previously). The mosquito that is responsible for the transmission of this virus was at one time native only to the equatorial regions that surround the Indian Ocean. In 2007, more than 200 people living in a village in Italy were diagnosed with this illness after an epidemic of it there. Following that, instances of the disease have been documented on every continent.

As practitioners of health care working within health care institutions, the shifting demographics of the population deserve more attention and conversation. The increased risk factors for infection and consequent hospitalization that come along with aging only serve to exacerbate the patient's preexisting susceptibility. Candida Auris, is correlated with high mortality in patients who have underlying comorbidities and is creating epidemics in health care facilities.

11.Misuse of toxic substances and living organisms

The danger is one posed by terrorism that must be taken seriously (Pitzer et al., 2016). The release of an aerosolized substance or the adulteration of food products are both examples of acts that could be considered acts of chemical or biological terrorism. Both the accidental release of sarin gas on the Tokyo subway and the release of anthrax in the United States are two of the most renowned instances of assaults using chemical and biological weapons, respectively, that have taken place in the past few decades.

Conclusion. Current and future challenges. Health security exists when health emergencies having potential large-scale dangers that can devastate people, societies, and economies worldwide. It's imperative to determine the current risk factors, to discard what is no longer significant, and to look for approaches to new challenges. By analysing the health reports of four multilateral organizations (Hardiman, 2003), eight main themes are summarized, and the consistencies of scopes are compared. At present, pandemic disease is the most significant risk to health security. Infectious pathogens (Fukuda-Parr, 2003), both new and old, pose a substantial menace to global health. In addition to emerging and infectious diseases, conflicts, terrorism, and humanitarian emergencies are regarded as very important

threats by all four international organizations. The other challenges that concern the majority are natural disasters, environmental change, and chemical as well as radioactive accidents. In contrast, food insecurity and poverty.

It is possible to speak of global health security (Scharoun et al., 2002), when there is preparation for and response to health crises that pose widespread threats to human life, social structures, and economic systems around the globe. It's critical to identify the most pressing threats, eliminate those that are no longer relevant, and seek answers to emerging problems. In this paper, we analyse the ranges and congruencies of eight major topics collected from the health reports of four international organizations. An epidemic illness is currently the greatest threat to heath safety. Both novel and established infectious organisms represent a serious threat to world health. All four groups agree that wars, terrorism, and humanitarian crises rank among the most serious global challenges today. Natural catastrophes, climate change, and toxic and radiological mishaps are other threats that most people worry about. However, issues like food instability and destitution tend to get less attention, possibly because they typically only pose intermittent, chronic risks to health.

Despite the lack of agreement, food poverty poses a possible threat to world health. Indeed, food security is rising to prominence as a major concern in public health at the age of 12. Issues revolve around both the availability and quality of nourishment. As a bonus, there are commonalities between health and food security strategies. Because of this, it is important to address underlying issues like the integration of growth of guaranteed access to assets, jobs, revenue, and a dependable sustenance system.

In conclusion, one common illustration of a non-traditional security problem is heath security, an important component of human security. It's the very first line of defence in case of a medical emergency. Managing the scope and depth of health security will call for more concerted international effort and political backing as the challenges it presents increase in tandem with the complications introduced by globalization.

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Political Participation in Ukraine: Specifics in the Main Aspects

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ABSTRACT

The phenomenon of political participation in Ukraine is studied with a reference to the phenomena of neopatrimonialism and political clientelism. This article is focused on the four main aspects of political participation: party affiliation, electoral behavior, political activity, and party leadership. The author argues that Ukrainian political parties represent the patron client system, in which the property issues play the decisive role, while ideologies are used as instrumental tools during the political campaigns.

Keywords: political participation, political parties, political process, political elites, political leadership, party affiliation, electoral behavior, political activity.

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Introduction. Western political scientists, in general, estimate the modern history of Ukraine in the paradigm of transition, where political parties are regarded mainly as agents of democratization. According to this concept, their mission is to provide post Communist transition from the authoritarian regime to democracy and insure further democratic consolidation. Special attention is paid to the 'Orange Revolution' and 'Euromaidan', which are considered by the great majority of Western authors as turning points on Ukraine's way to democracy and off with Russia (McFaul, 2007; Kubicek, 2009; Diuk, 2014; Wilson, 2014; Marples and Mills, 2015; Kuzio, 2016; Terzyan, 2020). The weakness of political participation is usually regarded as one of the main obstacles on this way: "While it is true that Ukraine does possess an electoral democracy, democratic consolidation remains elusive and is susceptible to a variety of problems. These include a weak civil society and weak political parties, regional divisions, unstable political institutions and a lack of the rule of law" (Kubicek, 2001: 117).

In post-Soviet and comparative studies Ukraine, in accordance with the theory of democracy, is considered as a hybrid regime with 'democratic' and 'pro European' parties playing as actors of positive changes through the liberal reforms (Diamond, 2002; Cleary, 2016). Special attention was paid to the impact of European integration on politics in Ukraine (Wolczuk, 2009), the Ukrainian crisis from the perspective of Western grand strategy (Petro, 2019), and the evolution of Ukraine's foreign policy (Zhiltsov, 2020).

The conflict with Russia, grew up to the full scale war, put Ukraine into the focus. However, many important factors, especially those of the Ukrainian politics and its modern history, are still poorly known to foreign observers. Meanwhile, the development of Ukraine's political system after the collapse of the USSR and the evolution of its political institutes played very important role in creating prerequisites for this war. Political participation of the Ukrainian citizens, directed by political parties, is one the key issues in this context.

The processes of the post Soviet transformation led to the establishment of the neopatrimonial modes (Ukraine is a bright, but not unique example), in which political participation is formed on a "patron client" chart, and political parties act as public facades of patron client networks (Fisun, 2004). Basis of the Ukrainian post Soviet political class is to a great extent made up by the "party of power" the unformal corporation of the "state management elite" (Bilous, 2003). Members of this "party of power" had not a single ideology, but shared some common values, ethics, patterns of social behavior, that later appeared in the wide set of political organizations. Ukraine's political parties gradually developed as patron client systems (Bielashko, 2009, 2010, 2015). This evolution, in general, was finished in the first half of 2000s. So, the examined phenomenon can be observed in its structural and functional complexity in the period of about twenty years long enough to make certain consequences.

The purpose of this article is to present the specifics of political participation in Ukraine, analyzing four main aspects of the phenomenon: party affiliation, electoral behavior, political activity, party leadership. It should be mentioned, that described below peculiarities are products of the Ukrainian society evolution not only in the post-Soviet period, but in the Soviet and pre Soviet ones as well.

Party affiliation

Ukrainian parties develop and function as neopatrimonial systems. Thus, political participation in the form of party affiliation is considered by significant part of their members (including leaders) primarily as opportunities to get an access to some resources and a better place in the social hierarchy. They get such access either directly (government appointments, career opportunities, chance to manage state or municipal property, jobs in party offices, payments for campaigning etc.) or indirectly through general increasing of political, and, accordingly, social and economic, influence. At the same time, each of the main Ukrainian political forces builds its own dichotomy "we they", trying to impose their vision for the voters. Thus, political parties are becoming a major factor, determining the structure of Ukrainian society and the identities of the citizens of Ukraine.

The political parties determine the parameters of public discourse, formulate and broadcast the principles of social life, thus forming the new social reality. A person perceives and interprets information according to the structure of his her psychological space. The closer this information to the structure of psychological values of the subject, the larger and stronger its importance and influence. So, various technologies of mass manipulation play extremely important role, concerning the influence of the powerful Ukrainian parties on their voters.

In the post Soviet countries parties desire above all to establish their control over the mass communications, functioning on the principles of unilateral informing and manipulating the citizens

according to the owners' needs. So, each change at the Power Olympus entails certain transformations in the system of mass communications. A political force, occupying leading positions, tries to use economic and judicial leverage (and sometimes physical pressure as well) to put communication channels under its own control. With each change of the president, the rules of "the media game", including thematic priorities and events estimation system, are changed, the new "information verticals" are constructed. With the expansion of the base for the national skepticism, the mutual exclusion of society and political class is growing on the one hand, and opportunities for social manipulation on the other (Fishman, 2003). This makes strong negative impact on the formation of stable mass culture of inter group communication. And political parties, reducing the level of feedback from their constituents, play a significant role in these processes.

In Ukraine both ruling and opposition parties are quite closed organizations (term "corporations" sometimes even more appropriate) that actually do not need ideology as an instrument for internal consolidation. In the majority of Ukraine's parties ideologies serve for external purposes to allure voters, to look respectfully in front of foreign partners etc. Public activities developed just as much as dictated by external necessity. A specific type of party system has been formed in Ukraine, in which "the cadre type parties prevail, that do not suggest ideological homogeneity and do not account the need for continued work with voters" (Podgorna, 2001). Accordingly, party staff is becoming more compact and professional, its traditional functions in different spheres (human resource management, media, advertising, public relations, event management, research and analysis etc.) are largely performed by outsource agencies.

In terms of the immature nonconsolidated democracy party ranks are often just the means of realization of selfish interests and ambitions of their leaders, who use different sorts of propaganda and manipulation techniques. It is not exaggeration to state that ordinary members and supporters of Ukrainian parties are affiliated mainly with myths cultivated by the leaders and the leaders themselves, not with ideological platforms or political programs. Some of the myths are very ancient, others are constructed recently, but all of them are originated from deep cultural stereotypes, enrooted in mentalities of different social and ethnic groups (Campbell, 2004).

Ukrainian party leaders and high rank activists direct their political participation largely (some of them exclusively) to comfortably fit into existing neopatrimonial system, becoming a client of the most influential patron (ideally the head of state), get maximal possible resources to satisfy their own ambitions and ensure the loyalty of their own clients, whose circle is often does not coincide with membership in the relevant party.

In Ukraine a long time there were no rigid barriers between the ruling and opposition elites. In fact, very often the goal of political activity of an opposition politician was not to change the ruling party, but to integrate with it, get his/her own piece of government. On the other hand, formal membership in the ruling camp does not always mean access to public resources. All this determined the absence of clear dividing lines in Ukrainian politics. Politicians, groups, regional organizations and even entire parties moved from one political camp to another, creating situational, sometimes very unexpected, coalitions, changed the patrons, depending on the conjuncture. Gradually the distinction between government and

opposition has become clearer, but some flexibility is preserved to this day. To a large extent this contributes to the fact that the most powerful patron client systems have interparty or supra party character, enhancing politicians that formally belong to different parties to expand the shadow influence in politics.

Electoral behavior

The democratic principle of government turnover assumes, that citizens can fire the politicians, who do not cope with their duties, and their place should take another group of political elite, recruited via parties. Political parties present their platforms as ideologies and thus establish the link between contenders for power and their voters (Hinich & Munger, 1994). Today sophistication of voter means not the ability to find and get some politically important information, but the capacity to choose at least some essence from the great amount of information concerned with politics. Voting in low information contests poses a real challenge even for rather sophisticated American voters (Dalton, 2006, p. 41). In Ukraine the lack of political culture and the deficit of politically important information is a constant problem for many years. Political elites aggravate this problem spamming citizens with non-sense talk shows, false experts and unbridled propaganda in the toughly controlled media.

The programs of Ukrainian parties are often purely formal documents. They "do not provide the responsibility to voters or even party members for their implementation. Election programs of parties are mainly opportunistic in nature and not intended for long-term and hard work on their performance" (Zhdanov & Yakymenko, 2003, p. 6). Ukrainian parties are constantly changing their programmes, adapting them to the voters' moods, sentiments and expectations, trying to find the most effective formula of influence. Obviously, the number of successful (represented in power bodies) parties responds to the number of such formulas, not to the ideological platforms, that are very similar and now are tending to "patriotic" and "pro West" standardization.

The majority of Ukrainian voters vote not for the party programs, but for their own stereotypes and charismatic public persons able to play effectively on these stereotypes. During the election campaigns, that took place in Ukraine in the last thirty years, ideological maneuvers of the parties for the expansion of the social base did not bring them expected results. At the same time, parties that refused from serious economic and social programs, using a mix of attractive features of leader's personal image with "patriotic", "democratic", "left", "traditional", "liberal", "peace" or "justice" slogans instead of ideology, achieved significant successes. The main components of the parties' election success were the effective organizational structure, combining professionals and activists (usually paid as well), and media recourses (party press, legal and shadow advertising, loyal TV and radio channels etc.). But in the last decade election campaigns reduced to advertising and manipulating with the constantly growing role of the new and social media.

Participation in campaigns is an extension of electoral behavior beyond the act of voting. This mode includes working for a party or a candidate (agitators, members of the electoral commissions, observers at the polling stations etc.), attending campaign events and other activities connected with the election process. Fewer people are routinely active in campaigns because this mode is more demanding than merely casting a vote. Campaign work requires more initiative and stronger motivation, and there is

greater need to coordinate participation with others. Along with the additional effort, however, campaign activity can offer more political influence to the individual citizen and convey more information than voting. Campaign work is important to parties and candidates, and candidates generally are more sensitive to, and aware of, the policy interests of their activists (Verba & Nie, 1972, pp. 17-19).

In Ukraine the autonomous political participation of the party leaders and top activists (politically affiliated business owners, state and municipal officials, public managers, priests and others with social levers of some kind) is largely intended to put under their control the participation of the maximum possible number of voters, thus making it manipulative and often mobilized.

Political activity

In consolidated democracies the frameworks of parties' ideological evolution are quite narrow. In political systems, arisen due to the transformation of the communist regimes and the emergence of new states, such framework is much broader, but not limitless. Organizational specificity of political parties is a balance of collective and selective motivations. The need to maintain this balance (otherwise the party loses its activists, such examples are not rare) limits the leaders' maneuvers in the sphere of ideology as well as in the choice of political strategy and coalition partners.

In Ukraine the first political parties appeared during the total social crisis and were far ahead of the psychological readiness of the citizens for the dramatic post-Soviet transformation (Wilson & Yakushik, 1992). People, for many years existed in terms of one-party monopoly, could not immediately acquire the habits of the "civilized politics", such as multiparty competition, free and fair election, rational political participation, civil control over the government. Therefore, the formation and development of Ukraine's party system was largely dependent on the conscious efforts of elite groups, determined by their own narrow interests, that did not coincide with and sometimes even contradicted to the popular needs.

An important factor of political activity is the density of social networks in which citizens interact. Social networks influence the behavior of their members, generate symbolic and cultural norms and standards, set the amount of information required and available for decision making. The denser social network is, the more homogeneous is politically participation of the individuals belonging to it. In Ukraine people interact in dense social networks, and they have little or no need for ideology. This phenomenon has a significant impact on determining the format of political activity. The "neighbors' opinion" affects political participation of an average citizen of Ukraine much more than the appeals of political parties. And the state propaganda plays the role of political ideologies.

Russell Dalton rightly argued: "The essence of grassroots democracy is represented in communal activity, which can take a wide variety of forms" (Dalton, 2006, p. 47). Communal activity often involves group efforts to deal with social or community problems, ranging from issues of schools or roads to protecting the local environment. In Ukraine local issues often were out of the focus of political activists, traditionally they were much more interested in something "global", like national revival, state building or civilization choice. In the last decade radical groups actively tried to fill this space using local issues to get publicity and new supporters, and some of them were rather successful.

Ukraine's local and regional elites rarely compete, coming from party principles, but often use party tools in the struggle for power, which means, first of all, the access to the distribution of public resources. That is why political parties and civil organizations can actively debate on any agenda in local councils and mass media, but the real decision making process, regarding the most important local and regional issues (budget, land, municipal contracts, building projects), often remains in the shadows. It is also a reason why local and regional leaders often try to limit their political activity beyond the official mainstream of the ruling party, even formally belonging to the opposition camp. On another hand, it is one more factor of the radicalization of political activists, that are not included in the process of the shadow decision making.

The Ukrainian social space is formed mainly by power relations, and economic situation often is affected by political activities, especially entailing changes in power structures. In fact, in Ukraine there is no political, social, legal and cultural environment necessary for the citizens' effective control over the government. That is why political participation often acquires unconventional forms. The most active, usually young, people, who are disagree with the existing game rules, look for opportunities to change the situation and find them in the radical patterns of political behavior. The trend to decide political contradictions not by arguments and compromises but by brutal force appeared in Ukrainian politics more than twenty years ago at the mass action "Ukraine without Kuchma!" started on December 15, 2000, and finished with attempts to storm the presidential administration on March 9, 2001 (Ukraine, 2017). Since that time political violence is gradually becoming more and more popular form of Ukrainians' political activity with growing scale and level of generated hatred.

Party leadership

The problem of political, in particular party, leadership is especially important in the conditions of the post Soviet development in the unstructured societies with the low level of political culture and imperfect mechanisms of political participation.

In Ukraine party leadership is a status form of political participation. If an influential person has his/her own party, even "sofa" type (all members of the party can seat on one sofa), this is an additional, and important enough, attribute of power (and property as well), emphasizing political self sufficiency. Ambitious politicians often seek party leadership as an additional argument in the struggle for the high positions in the government, state corporations or local administrations.

The mentioned above density of social networks determine the patterns of political participation of party leaders as well as ordinary Ukrainians. Most of Ukrainian party leaders are not convinced adepts of this or that ideology, they just use certain ideas popular in targeted voter groups. For the great majority of them ideology is just a screen, behind which they hide their true interests.

Ukrainian party leaders direct their political activity largely (some of them exclusively) to comfortably build into existing neopatrimonial system, to achieve the attachment with a patron having the maximum influence (ideally the head of state, who is, since 2005, a leader in fact of his own party), to get some resources for provision of their own ambitions and the loyalty of their clients. It should

be mentioned, that the circle of clients usually rather randomly coincides with the ranks of the party headed of supported by the patron.

Within the framework of representative democracy relationship of a politician with his/her social community should be based on the rational calculation of gains and losses related to his/her professional activities (Gandhi, 2005). Adam Przeworski and John Sprague noted: "To think that the party leaders can grab any strategy to apply to any group with any program – is to reduce the study of parties and elections to an empty formalism" (Przeworski & Sprague, 1986, p. 120).

In Ukrainian realities charismatic leadership dominates, which implies a strong and stable emotional bond of the leader with the represented community. Rational arguments fade into background, politicians appeal mainly not only to the minds, but to the feelings of their constituents. As a result of this trend, "the parties formed under certain charismatic leaders, and subjective factors are coming first rather than national interest" (Baziv, 1998, p. 85).

Despite the fact that autonomous factions within the party often give many advantages, providing more flexibility, allowing to store critical tone, to restrain excessive ambitions, to make quick adjustments to the policy, the Ukrainian party leaders treat them as an intolerable evil. Moreover, it is a rule not only for the top leaders, but for others as well. Thus, leaders loosing intra party competition often prefer to change the party or create their own one, even "sofa" type, and get the status of undisputed leaders there than to defend their views playing the second role within the large political structure.

The public activity of party leaders is directed mainly not on persuasion, but on emotional mobilization of the target audiences of electorate. That is why their political participation unavoidably becomes symbolic. Every successful party leader, consciously or intuitively, uses in his or her public, especially pre-election, activities the symbols of hope, success, fear, enemy, future, defender, solidarity and others (Campbell, p. 2004). And tries to translate these symbols to as wide audiences, as he or she can.

The charismatic Ukrainian president Volodymyr Zelensky appeared in politics just four years ago after the successful career of the comic actor. Zelensky's party got its name after popular TV-serial, in which he played a schoolteacher occasionally becoming Ukraine's president *Servant of the People*. It appeared at the Ukrainian political scene in December, 2017 a year before Zelensky had announced his crusade for presidency as a result of the *Party of decisive changes* renaming. Its first chairman was Ivan Bakanov Zelensky's childhood friend, who later was appointed the head of the Security Service of Ukraine (Rudenko, 2022). It is interesting to point, that Zelensky never was in the ranks of this party, but there never were doubts in his leadership.

During the campaign Zelensky was presented to the voters as a symbol of peace, justice, renewal of the power and severe punishment to the corrupted officials. However, he has quickly demonstrated the readiness to use mentioned above traditional patterns of political behavior. "Zelensky's victory brought new faces to Ukrainian politics. Wedding photographers and restaurateurs won seats in the chamber. But it quickly became clear that Zelensky had no real ideology and lacked any central plan for governing. Like his television alter ego, he elevated some of his best friends to top jobs. Some would be caught seeking bribes. One newbie parliamentarian was seen swiping through a dating app during votes" (Detsch,

2022). In fact, Zelensky's team has built a tough neopatrimonial pyramid with its leader on the top. So, it is not reasonable to talk about the new essence of the Ukrainian politics, concerning Volodymyr Zelensky and his political party.

Conclusion. The Ukrainian society preserves rather archaic forms of political culture and social relations, that determines the neopatrimonial patterns of political participation. Political parties act as the patron-client pyramids. Their leaders neglect ideologies, concentrating on the distribution of resources, and communicate with the voters in the symbolic space of myths and manipulations. It is obvious, that in such conditions the electoral behavior of Ukrainian citizens is very far from a rational choice. All these factors form prerequisites not only for political degradation, but for the socio-economic and humanitarian as well.

The system modernization of the Ukrainian society is deadly needed to change the described above situation. The exit can be found in the rationalization of political participation, creating the mechanisms of the tough civil control over the political class. The Ukrainians should make the political parties the representation instruments of their true interests. It is impossible without the active grassroots self-organizing, developing strong horizontal ties on the basis of common values, common images of the future, common understanding of their interests, and, as a result, a common political will.

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รายนามผู้ทรงคุณวุฒิพิจารณาบทความ(Peer Review)

Professor . Dr. Valentin Yakushik . (Ukrainian Institute of Politics – think tank) Ukraine (Kyiv,Ukraine)

Professor . Dr. Oksana Polinkevych.Lutsk National Technical University(Lutsk, Ukraine)

Assoc. Professor.Ganna Duginets ,PhD Kyiv National University of Trades and Economics (Kyiv ,Ukraine)

Assoc. Professor .Katerina Veljanovska Blazhevska ,PhD MIT University (Skopje,North Macedonia)

Assistant Professor.Ivan Savchuk ,PhD (National Defense University of Ukraine name after Ivan Cherniakhovskyi)Ukraine

Maksym Voichuk, PhD State University of Trade and Economics(Kyiv ,Ukraine)

ดร.เนติยา แจ่มทิม
วิทยาลัยพยาบาลบรมราชชนนีสุพรรณบุรี

บทความทุกเรื่องที่ตีพิมพ์เผยแพร่ได้ผ่านการพิจารณาทางวิชาการโดยผู้ทรงคุณวุฒิในสาขาวิชา (Peer review) ในรูปแบบไม่มีชื่อผู้เขียน (Double-blind peer review) 3ท่าน บทความที่ตีพิมพ์เป็นข้อค้นพบ ข้อคิดเห็นและความรับผิดชอบของผู้เขียนเจ้าของผลงาน และผู้เขียนเจ้าของผลงาน ต้องรับผิดชอบต่อผลที่อาจเกิดขึ้นจากบทความและงานวิจัยนั้น ต้นฉบับที่ตีพิมพ์ได้ผ่านการตรวจสอบคำพิมพ์และเครื่องหมายต่าง ๆ โดยผู้เขียนเจ้าของบทความก่อนการรวมเล่ม

Title

Name1

E-mail

Name or Academic position, Institute, Address

Name2

E-mail

Name or Academic position, Institute, Address

Name3

E-mail

Name or Academic position, Institute, Address

ABSTRACT

Abstract is a summary of a research work in which each of its component must be briefly. The contents of an abstract are extracted from the main research work. The components of the abstract in order are 1) Statement of problem 2) Aim / Objective of the study 3) scientific novelty 4) Results . In all abstract could contains 250 words

KEYWORDS:geopolitic,geoeconomic,innovation 3-5words

(Introduction)(Text).....

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(Literature Review)(Text).....

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(Methodology))(Text).....**.....**

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(Results) (Text).....

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(Discussion)(Text).....

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Source with one author	Fathollah-Nejad,A.(2021) *Iran in an emerging New World order: From Ahmadinejad to Rouhani*. Palgrave Macmillan.
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Source with three or more authors	Held, D., McGrew, A. G., Goldblatt, D., &Perraton, J. (2000)*Global transformations:politics ,economics and culture*.Cambridge; Oxford: PolityPress.
With a URL	Jason, L. A., Glantsman, O., O'Brien, J. F., & Ramlan, K. N. (Eds.). (2019). *Introduction to community psychology: Becoming an agent of change.* Rebus Community. https://press.rebus.community/introductiontocommunitypsychology/

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Report by a government agency or other organization	Department of Energy, USA. (2017). *U.S. Energy and Jobs Report* https://www.energy.gov/sites/prod/files /2017/01/f34/2017%20US%20Energy%20and%20Jobs%20Report_0.pdf
Institute	Russtrat Institute (2020, November 2)*The strategic survival of the Russian economy will ensure the creation of a closed* https://zen.yandex.ru /media/russtrat /strategicheskoe-vyjivanie-rossiiskoi-ekonomiki-obespechit-sozdanie-zakrytogo-klastera-5f9fa45fb09e797cebbd07de
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Example figure

Figure ***1****.Figure title*

large chart (JasmineUPC 12) medium chart (JasmineUPC 14)

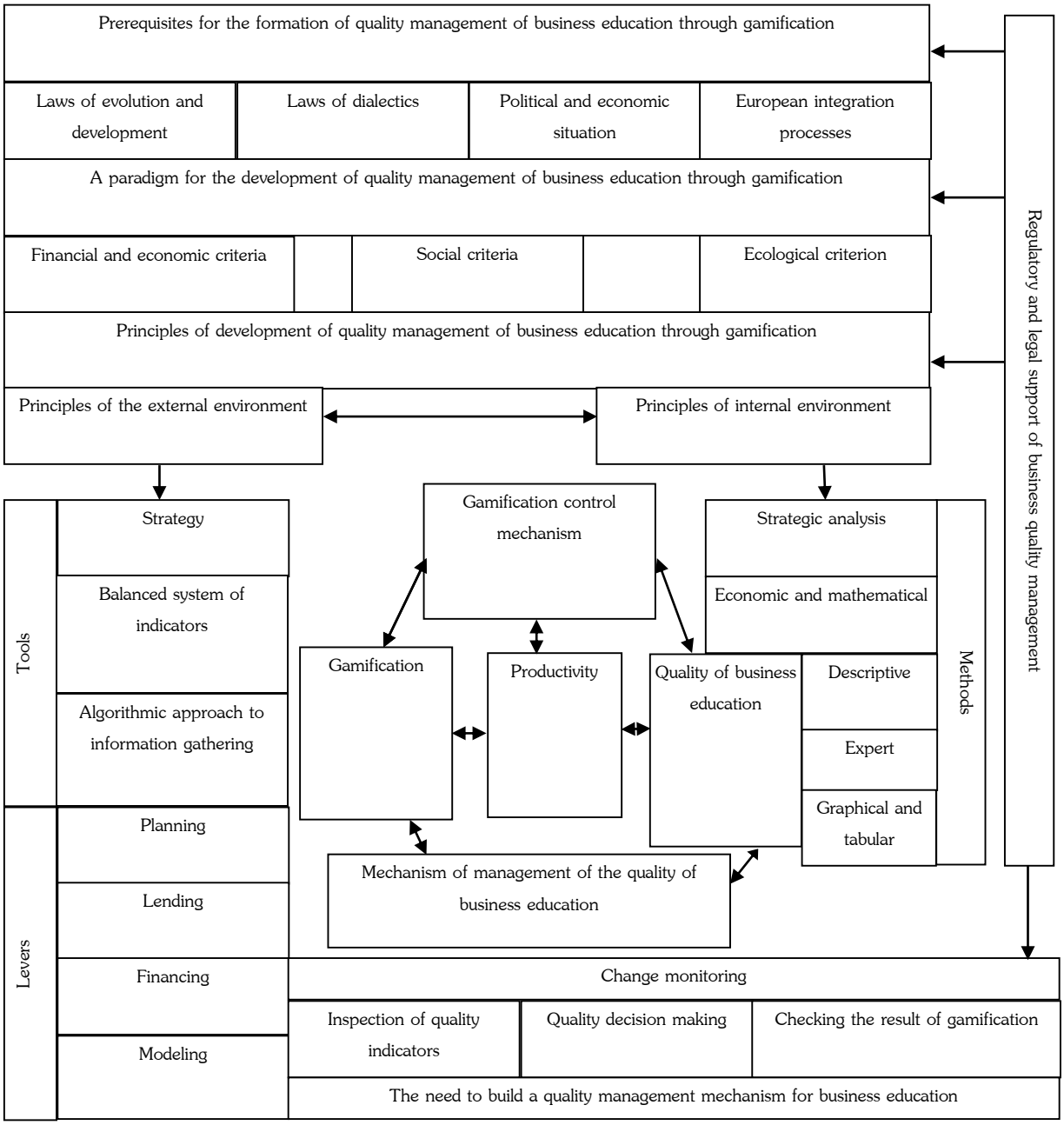

Fig. 2. *Mechanism of quality management of business education through gamification* (Polinkevych & Kuzmak, 2023, p. 35).

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Title

Name1

E-mail

Name or Academic position, Institute, Address

Name2

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Name or Academic position, Institute, Address

Name3

E-mail

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ABSTRACT

The study's aims and objectives.The main novelty of the concepts the author suggests

KEYWORDS:geopolitic,geoeconomic,innovation 3-5words

(Introduction)(Text).....

.....

(Main part)(Text).....

.....

(last part)(Text).....**.....**

.....

(Conclusion and Discussion)(Text).....

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Example figure

Figure 1.Figure title

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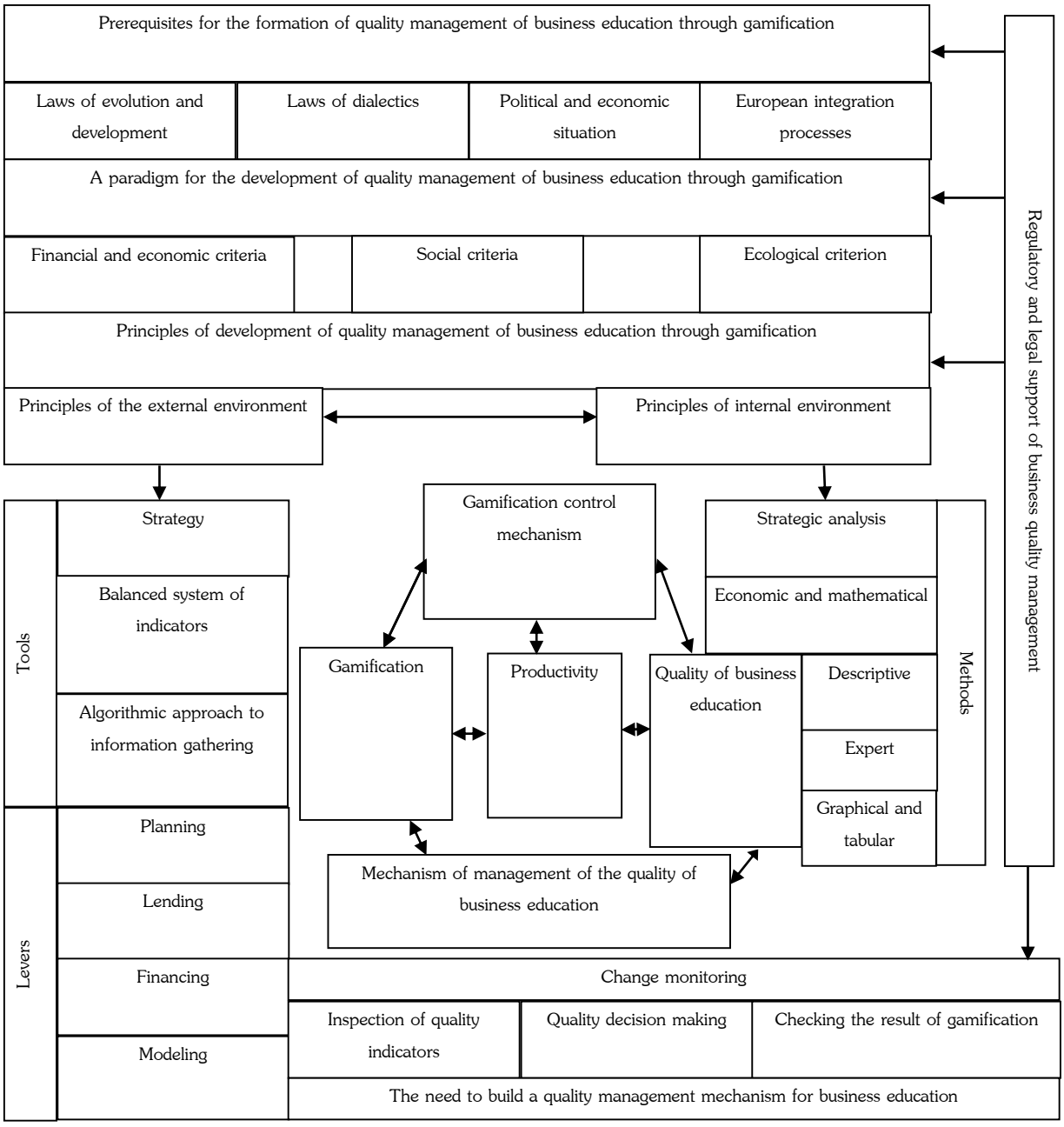

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