

การรับรู้ของประชาชนต่อความสำเร็จของการนำนโยบายด้านความปลอดภัยของ
ชุมชนหมู่บ้านไปปฏิบัติ กรณีศึกษาในเขตจอมกมด กรุงพนมเปญ
ประเทศกัมพูชา

**People's Perceptions on the Success of Safety Village Commune Policy
Implementation: A Case Study in Chamkarmorn District, Phnom Penh,
Cambodia**

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บทคัดย่อ

บทความวิจัยชิ้นนี้ศึกษาเกี่ยวกับการรับรู้ของประชาชนในด้านความสำเร็จของการนำนโยบายความปลอดภัยของชุมชนหมู่บ้านไปปฏิบัติในอำเภอจอมกมด กรุงพนมเปญ ประเทศกัมพูชา เพื่อให้บรรลุวัตถุประสงค์หลักสองประการ ดังนี้ 1) เพื่อศึกษาระดับการรับรู้ของประชาชนในด้านความสำเร็จของนโยบายความปลอดภัยชุมชนหมู่บ้าน 2) เพื่อศึกษาปัจจัยที่ส่งผลกระทบต่อความสำเร็จของการนำนโยบายความปลอดภัยชุมชนหมู่บ้านไปปฏิบัติตามการรับรู้ของประชาชนท้องถิ่น นอกจากนี้ กลุ่มตัวอย่าง จำนวน 399 รายนั้นเลือกมาจากประชาชนในท้องถิ่นจำนวน 124,079 ราย ในจังหวัดจอมกมด โดยเทคนิคการสุ่ม

ตัวอย่างแบบแบ่งชั้นเพื่อตอบประเด็นคำถามในแบบสอบถาม การศึกษาวิจัยนี้ไม่เพียงแค่นี้ได้รับการออกแบบขึ้นมาบนพื้นฐานของมุมมองการวิเคราะห์ด้วยระเบียบวิธีวิจัยเชิงปริมาณ ด้วยการใช้โครงการวิจัยทางสังคม ร้อยละ ค่าความถี่ ค่าเฉลี่ย และการเบี่ยงเบนมาตรฐาน แต่ยังใช้สถิติเชิงอนุมานซึ่งประกอบด้วย การวิเคราะห์เชิงพรรณนา การวิเคราะห์เชิงสหสัมพันธ์ซึ่งใช้เพื่อวิเคราะห์ความสัมพันธ์ระหว่างตัวแปรแต่ละตัวแปร และการวิเคราะห์การถดถอยพหุคูณ (ซึ่งเทคนิคการป้อน) ผลการวิจัยชี้ว่าการรับรู้ของประชาชนในด้านความสำเร็จของการนำนโยบายความปลอดภัยของชุมชนไปปฏิบัติในอำเภอจอมมกล กรุงพนมเปญ ประเทศกัมพูชา นั้นอยู่ในระดับปานกลาง ขณะเดียวกัน ผลการวิจัยยังเปิดเผยด้วยว่ามีปัจจัยสามประการที่ส่งผลต่อความสำเร็จของการนำนโยบายความปลอดภัยของชุมชนหมู่บ้านไปปฏิบัติในอำเภอจอมมกล กรุงพนมเปญ ประเทศกัมพูชา ซึ่งได้แก่ เศรษฐกิจ - สังคม ภาวะผู้นำและรูปแบบการจัดการและความสามารถของหน่วยงานในการนำนโยบายไปปฏิบัติ

คำสำคัญ: วัตถุประสงค์นโยบาย, เจตจำนงทางการเมือง, ทรัพยากร, เศรษฐกิจสังคม, ภาวะผู้นำและรูปแบบการจัดการ, ความสามารถของหน่วยงานในการนำนโยบายไปปฏิบัติ, ความสำเร็จของการนำนโยบาย

Abstract

This research paper was to study about people's perceptions on the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia with undertaken to accomplish two main objectives: 1) to study the level of people's perceptions on the success of safety village commune and 2) to study the factors affecting the success of safety village commune policy implementation as perceived by local people. In addition, 399 people were chosen as samples among 124,079 local people in Chamkarmorn District by using a stratified random sampling technique in order to answer items in the questionnaire. This research study was not only designed based on quantitative method approach by using social research program, percentage, frequency, mean, and standard deviation, but also using inferential statistics which contained descriptive analysis, pearson correlation used to analyze the relationship between each variable, and multiple regression analysis (using ENTER technique). The results revealed that the level of people's perceptions on the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia was in average level. Meanwhile, the findings of research also revealed that there were three factors affecting the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia, namely, socio-economic, leadership and management styles, and implementing agency's capability.

Keywords: Policy objective, Political will, Resources, Socio-economic, Leadership and management styles, Implementing agency's capability, Success of policy implementation

Introduction

Over recent decades, peace, political stability, safety, and public security play very important roles which permitted the process of economic development, social affairs, and other sections to eminence follow to political programs such as National Strategic Development Plan and Rectangular Strategy Phase III of the Royal Government of Cambodia (RGC). However, having complete peace, political stability, and public safety and security, Cambodian government has paid attention, provide, and ensure safety and security services delivery to all citizens throughout Cambodia. Furthermore, the government has tried to promote and encourage the movement to prevent public safety and security to whole citizens all the time and places. Administrative, legitimate, and judicial systems have been carefully and deeply reformed to strengthen a rule of law, good governance, and importantly to meet the requirements of Rectangular Strategy Phase I, II, and III. At that time, the RGC established a new public policy for providing safety and security, namely, Safety Village Commune Policy (SVCP) which was officially launched in 2010 by Ministry of Interior (MOI) of the Kingdom of Cambodia (Ministry of Interior, 2010).

In addition, the SVCP is a new mechanism in purpose to reduce crimes and take actions in order to eliminate as follows: 1) to eliminate all kinds of stealing, snatching, and robbing; 2) to get rid of producing, dealing, delivering, and using illegal drugs; 3) to eliminate any prostitute women, child trafficking, and family violence; 4) to prevent and suppress any action of gangsters on time; and 5) to get rid of any illegal game, using and hiding weapons, and other crimes at any village commune. But it seems ineffective in the factual implementation of this policy because the monthly salary for commune authorities including police officers, relevant officers, and safety-team protectors was an exceptional limitation. Moreover, the Cambodian government has been reformed and strengthened laws, royal decrees, decrees, sub-degrees, regulations, and policies implementation that related to protect and prevent any crime, public disorder, safety and security to the citizens. Yet, those legal instruments were very good in paper and the real situation was different.

Due to the problems of safety and security are still happening since the Ministry of Interior established safety village commune policy in 2010, the researcher was inspired to conduct such lookup to

investigate whether there has any improvement in commune officers' working performance after nearly a decade of implementing this policy. Thus, the researcher decided to conduct a research that related to people's perceptions on the safety village commune policy implementation in order to know the level of people's perceptions on and explored the factors affecting the success of safety village commune policy implementation by choosing each commune in Chamkarmorn District, Phnom Penh, Cambodia as a case study.

Research Objectives and Questions

The main purpose of this research is to study the level of people's perceptions on the success of safety village commune policy implementation and to study the factors affecting the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia. The research questions are following:

1. What is the level of people's perceptions on the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia?
2. What factors are affecting the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia?

Research Hypothesis

There are six main hypotheses in this research as follows:

1. Policy objectives affects the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.
2. Political will affects the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.
3. Resources affects the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.
4. Socio-economic affects the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.
5. Leadership and management styles affects the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.
6. Implementing agency's capability affects the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.

Conceptual Framework

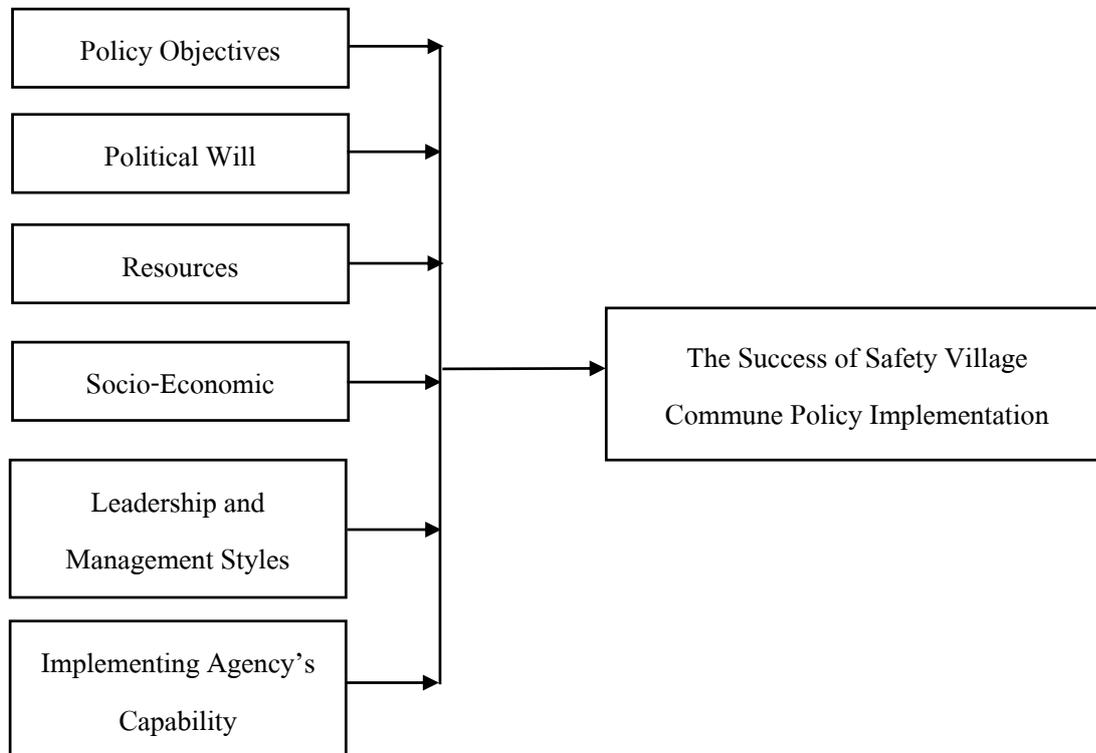


Figure 1: Conceptual Framework

Literatures review

Factors affecting the success of policy implementation

There are six factors which affected the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia as follows:

Policy objectives

Policy objectives should be definitely identified and related to the issues so that there is more opportunity for achievable implementation (Voradej Chandarasorn, 2005 and Ingram & Mann, 1980). Also, the consistency, accuracy, and clarity of policy objectives are very significant which providing outcomes in the successful policy implementation and leading to a factual and consistent or reliable result (Rein, 1983; Sabatier & Mazmanian, 1980; and Van Meter & Van Horn, 1975).

Political will

Political will defined as political desire, intention, or commitment on the portion of a government to carry out the policy implementation. It is also a decision of going ahead or not going ahead of government

to carry the policy in order to be successful (Post, Raile, & Raile, 2010). In other word, Pressman and Wildavsky (1973) defined that it was like political leaders' willingness or commitment or firm intention on the part of a government to carry through a policy that they have been publicly advocated truly get carried out, and achieved the outcomes.

Resources

Resources referred to the effective resources are maximizing of the supply of employees, budget, infrastructure, and material and machinery. Also, resources of policy have three types such as financial, technical, and human resources; especially, the competent and effective resources are significantly affected to the successful policy implementation (Voradej Chandarasorn, 1983, p. 7). It was also very essential for policy in order to be successfully in implementation and focused on the deployment of skills and inspired resources in quantities resourcing enough to distribute a critical mass, and it was considered as vital inputs for any policy implementation (Voradej Chandarasorn, 2005, p. 134).

Socio-economic

Socio-economic defined that it concerned for social and financial conditions of citizens, and it also alludes to concern with the relationship or interaction between social and economic factors of a group of people in a society. Moreover, the socio-economic condition is crucial to identify socio-economic variable or any related variable if they posed significant influenced on the successful policy implementation (Sabatier & Mazamian, 1980). Based on Maslow's need-hierarchy theory, human beings had five levels of needs including physical, safety, social, esteem needs have all been gratified, and self-actualizing need has been activated (Maslow, 1943, p. 370).

Leadership and management styles

Leadership and management styles defined that it is the abilities, enthusiastic, and optimistic behavior of management of the leaders that provide safety and solve other problems fairly to their village communes. Especially, the leaders' styles can adapt to prevail situations plus with several various leadership styles such as autocratic, participative, and laissez-faire, which those of them were the outcome of the personality, viewpoint, and leaders' experiences. On the other hand, Lewin and colleagues demonstrated the different styles of leadership including autocratic, participative, and laissez-faire, which are the outcome of the viewpoint, personality, and the leader's experience (Lewin, Lippitt, & White, 1939, pp. 174-177). Another scholar, McLaughlin (1987) gave the definition of leadership and management styles was a leadership implementer's characteristics and characteristics of management capability to lead the organization or government to be successful.

Implementing agency's capability

Implementing agency's capability referred to the competency of implementation of government, organization, or agency that it can bring the achievement to policy implementation. Also, the capability of implementing agency should consist of agency collaboration, the attitude of implementers, and knowledge and skills Marume (2016).

Research methodology

Population and sample

In this research, there are 124,079 population in the twelve communes in Chamkarmorn District, Phnom Penh, Cambodia. Based on Yamane formula (1960) in which its reliability is 95% and the error is 5%. In addition, the researcher used a random sampling technique to select one district out of nine districts in Phnom Penh, Cambodia (Sekaran & Bougie, 2009). Therefore, the research has received Chamkarmorn District as the target site for collecting data. Consequently, the researcher received 399 sample whose ages at least 18 years old and up only in order to conduct a research.

Research instruments

This study was designed based on a quantitative method approach. Regarding the literature review, the researcher has selected the six factors that influenced on the success of safety village commune policy implementation due to the highest frequency. The researcher provided the definitions to the six factors depend on the literature review. The questionnaires were developed from the definitions of each factor. Moreover, all questionnaires were rated on 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree) to cover on the six independent variables and dependent variable. Lastly, the questionnaires which contained 63 items were used as the research instrument for collecting data effectively with reliability value 0.973. Then, the research instruments were conducted as follows:

1. To describe the general information including gender, age, marital status, education level, occupation, monthly income, and duration of living in Phnom Penh.
2. To study the level of people's perceptions on and factors affecting the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.

Data analysis

After received the full and actual data collected from the questionnaires, the researcher input and analyzed by using the statistical program in order to analyze the data to find out the level of people's

perceptions and factors influence on the success of safety village commune policy implementation in each commune in Chamkarmorn District, Phnom Penh, Cambodia. For descriptive statistics was also utilized to calculate the value of Frequency, Mean, and Standard deviation. Also, inferential statistics in which it contained Person Correlation analysis and Multiple Regression Analysis (using ENTER technique).

Research results

This research investigated on six independent variables which affected the success of safety village commune policy implementation, namely, policy objectives, political will, resources, socio-economic, leadership and management styles, and implementing agency's capability.

Table 1: Descriptive statistic of independent variables and dependent variable

Observed Variables	N	Mean	S.D.
Policy objectives	399	3.40	1.03
Political will	399	3.25	1.05
Resources	399	3.04	1.12
Socio-economic	399	2.86	1.13
Leadership and management styles	399	3.04	1.08
Implementing agency's capability	399	3.17	1.03
Success of safety village commune policy implementation	399	3.04	1.14

Based on the Table 1 illustrated that policy objectives have an average mean score is 3.40 with standard deviation at 1.03, following by political will with average mean score is 3.25 with standard deviation at 1.05, implementing agency's capability with average mean score of 3.17 with standard deviation at 1.03, resources with average mean score is 3.04 with standard deviation at 1.12, leadership and management styles with average mean score is 3.04 with standard deviation at 1.08, and socio-economic with average mean score is 2.86 with standard deviation at 1.13 respectively. Finally, dependent variable, namely, the success of safety village commune policy implementation has the average mean score is 3.04 with standard deviation at 1.14.

Table 2: Correlation coefficient between Predictors and dependent variable

Model	R	R ²	Adjust R ²	Std. Error of the Estimate	Durbin-Watson
1	0.82	0.68	0.67	0.48	1.64
Sum of Square	df	Mean Square	F	Sig.	
Regression	193.09	6.00	32.18	137.88	0.00
Residual	91.49	392.00	0.23		
Total	284.58	398.00			

Note: a. Dependent Variable: SVCPI
 b. Predictors: (Constant), PO, PW, RE, SE, LMS, IAC

Regarding Table 2, R is 0.82, R Square is 0.68, Durbin-Watson value is 1.64, and F value is 137.88. R Squared of 0.68 revealed that 68% the success of safety village commune policy implementation was illustrated by the independent variables.

Table 3: Summary of the research results

Independent Variables	Levels of the SVCPI				
	b	β	SE	t	Sig
Policy objectives	-0.02	-0.02	0.05	-0.46	0.65
Political will	0.01	0.01	0.05	0.19	0.85
Resources	0.06	0.05	0.05	1.06	0.29
Socio-economic	0.12	0.12	0.04	2.86	0.00
Leadership and management styles	0.36	0.35	0.05	6.55	0.00
Implementing agency's capability	0.44	0.39	0.06	7.43	0.00

Based on Table 3, there are six independent variables including policy objectives, political will, resources, socio-economic, leadership and management styles, and implementing agency's capability. The

value of b is -0.02, 0.01, 0.06, 0.12, 0.36, and 0.44 respectively. The value of β is -0.02, 0.01, 0.05, 0.12, 0.35, and 0.39 respectively. The value of t is -0.46, 0.19, 1.06, 2.86, 6.55, and 7.43 respectively.

Three variables were significantly affected the success of safety village commune policy implementation, namely, socio-economic, leadership and management styles, and implementing agency's capability at the level <0.05 . The implementing agency's capability was the highest score affected which following by leadership and management styles and socio-economic at the b value of 0.44, 0.36, and 0.12 respectively.

Table 4: Summary of hypothesis testing results

Hypothesis	Results of hypothesis
H1 Policy objectives significantly affected on the SVCPI in Chamkarmorn District, Phnom Penh, Cambodia.	Rejected
H2 Political will significantly affected on the SVCPI in Chamkarmorn District, Phnom Penh, Cambodia.	Rejected
H3 Resources significantly affected on the SVCPI in Chamkarmorn District, Phnom Penh, Cambodia.	Rejected
H4 Socio- economic significantly affected on the SVCPI in Chamkarmorn District, Phnom Penh, Cambodia.	Not Rejected
H5 Leadership and management styles significantly affected on the SVCPI in Chamkarmorn District, Phnom Penh, Cambodia.	Not Rejected
H6 Implementing agency's capability significantly affected on the SVCPI in Chamkarmorn District, Phnom Penh, Cambodia.	Not Rejected

Note: Significant at the 0.01 level

Summary

Among 399 respondents, the numbers of female respondents are 208 (52.1%) and male respondents are 191 (47.9%) lower than female. The respondents are at the ages of 18-28 equal 311 (77.9%) is the greatest number of respondents. The respondents with single status are 312 (78.2%) is the highest frequency and percentage among married, divorce, widow, and widower statuses. The respondents are from student, instructor, government official, personal business, and private company. The greatest number of

respondents are from student which equal to 284 (71.2%). Their educations are from primary school doctoral degree level and the greatest number of respondents are in bachelor degree level which equal to 282 (70.7%). The monthly income is from less than 400,000 Riel to more than 2,000,000 Riel and the greatest number of respondents are in between 400,100 – 800,000 Riel which account for 98 (24.6%). Moreover, related to years of living in Phnom Penh, Cambodia, the respondents who live from less than 1 year to more than 10 years. The greatest numbers of year of living are respondents who live between 1 to 2 years which equal to 106 (26.6%).

The level of the SVCPI

The research results indicated that the level of people's perceptions on the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia is in average level. Among eleven dimensions (SVCPI1-11) to evaluate the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia, the researcher revealed that SVCPI2 (There is no any prostitution, women, and children trafficking in my village commune) and SVCPI9 (Commune officers announce publicly and broadly about safety village commune policy to local citizens in my village commune.) received the greatest value of mean 3.22 which is in average level. The SVCPI11 (There is no any gangster in my village commune) obtained the least value of mean 2.69 which is in average level.

Factors affecting the SVCPI in Chamkarmorn District, Phnom Penh

The research of factors affecting the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia contained six independent variables including policy objectives, political will, resources, socio-economic, leadership and management styles, and implementing agency's capability. According to the results in chapter 4 was found that there are three main factors, namely, socio-economic, leadership and management styles, and implementing agency's capability significantly affected the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia. The implementing agency's capability received the highest influenced on the success of safety village commune policy implementation which following by leadership and management styles and socio-economic. Whereas, policy objectives, political will, and resources did not affect the success of safety village commune policy implementation.

Discussions

In this research is to seek the answers of two study objectives which provided into two main parts as follow:

Objective 1: To study the level of people's perceptions on the success of safety village commune policy implementation by local citizens in Chamkarmorn District, Phnom Penh, Cambodia. The results revealed that the level of people's perceptions on the success of safety village commune policy implementation in Chamkarmorn District is in average level. It showed that the success of safety village commune policy implementation is not too bad and good condition. It demonstrated that the local citizens are satisfied with what they have been provided by commune officers in Chamkarmorn District and sometimes are unsatisfied. Nonetheless, according to the research problem, the royal government of Cambodia has reformed and strengthened the laws, royal decrees, decrees, sub-degrees, regulations, and policies implementation to protect and prevent any crime, public disorder, safety and security to the whole citizens (Ministry of Interior, 2010). Yet, it seems unsuccessful in the factual implementation for those legal instruments; particularly, the safety village commune policy implementation was at a low level since the safety village commune policy was established in 2010. Also, it aims to contribute to substantial elimination and reduction any crime and disorder activities including no all kinds of stealing, snatching, robbing, no all kinds of producing, delivering, and dealing illegal drugs, no all kinds of children trafficking, prostitution, family violence, no gangsters' activities, and no all kinds of illegal games and using illegal weapons in village commune both urban and rural areas throughout Cambodian territory. Somehow the safety and security services that deserved by commune officers are not fully satisfied by the local citizens and they think their safety and security are not completely fruitfully and prosperously as they need yet.

Objective 2: To study the factors affecting the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.

Hypothesis 1: Multiple regression analysis revealed that policy objective did not affect the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia which opposite to the findings of Van Meter and Van Horn (1975); Pressman and Wildavsky (1979); Attewell and Gerstein (1979); Mclaughlin (1987); Bardach (1980); Voradej Chandarasorn (1983); Ingram and Mann (1980); Sabatier and Mazmanian (1980); Hambleton (1983); and Rein (1983). Policy objectives demonstrated to be insignificant with p- valued 0.65; nonetheless, the finding of Pearson

correlation in the table above reflected that there is a relationship between policy objectives and the success of safety village commune policy implementation.

To sum up, policy objectives had a relationship, but not affected to the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia because it was very good in paper, but for the real situation commune officers cannot appropriately implement due to some reasons. First, there were some big problems with good governance, and both petty and grand forms of bribes are pervaded throughout Cambodia in every sectors of Cambodian public life. Second, this policy lacked of cooperation from the government and relevant ministries to enhance it to be more effectively in the realistic implementation. Finally, some of commune officers did not completely understand the safety village commune policy that why they did not fulfill play their responsibilities and obligations in order to deserve safety and security services for citizens.

Hypothesis 2: Analytical result showed that political will insignificantly affected the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia which opposite to the findings of Post, Raile, and Raile (2010); Voradej Chandarasorn (1983); Carr Copeland and Wexler (1995); Chowdhury (2005); Imurana, Haruna, and Kofi, (2014); and Khan and Khandaker (2016). The political will discovered insignificantly with p-value 0.85; however, the finding of Pearson correlation in the table above showed that there was a relationship between political will and the success of safety village commune policy implementation.

As a result, political will had a relationship, but not affected to the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia because the royal government of Cambodia has not real willingness to support this policy as good as what they had proclaimed to the whole citizens. By the way, the Cambodian government just only established, but no any action plan, commitment or determination to strictly implement in order to get rid of disorder and unsafety activities for local citizens. Likewise, Cambodian government thinks about personal interests than national interests. Also, Cambodia still has impunity culture for powerful and rich people, whereas the powerless and poverty citizens are not.

Hypothesis 3: The multiple regression analysis demonstrated that resources did not affect the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia which opposite to the finding of Mazmanian and Sabatier (1979); Chowdhury (2005); Giacchino and Kakabadse (2003); Edwards III (1980); Attewell and Gerstein (1979); Rondinelli and Cheema (1983);

Sabatier and Jenkins-Smith (1993); and Carr Copeland and Wexler (1995). Resources showed to be insignificant with p-value 0.29; conversely, the finding of Pearson correlation in the table above showed that there is a relationship between resources and the success of safety village commune policy implementation.

Last but not least, resources had a relationship, but not affected to the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia because most of the Cambodian citizens are a shortage of awareness of government's accountability, transparency, and participation process that why the resources factor did not affect the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.

Hypothesis 4: Multiple regression analysis supported the hypothesis that socio-economic significantly affected the success of safety village commune policy implementation. The result was consistent with Van Meter and Van Horn (1975); Voradej Chandarasorn (1983); and Rondinelli and Cheeman (1983) which affirmed that concerning for social and financial conditions of citizens was a key factor that affected the performance of policy implementers if the safety matter is life-threatening. Similarly, Imurana, Haruna, and Kofi (2014); Sabatier and Mazmanien (1980); Khan and Khandaker (2016) revealed that the socio-economic condition is crucial to address relationship or interaction between social and economic factors of a group of people in a society.

Hypothesis 5: Multiple regression analysis supported the hypothesis that leadership and management styles significantly affected the success of safety village commune policy implementation. The result agreed with Pressman and Wildavsky (1979); Edwards (1980); along with Van Meter and Van Horn (1975) illustrated that the attitude of the implementers, it played very significant functions to make the policy to be successful. Moreover, (Giacchino & Kakabadse, 2003) and (McLaughlin, 1987) the findings showed that there are eighteen factors that affecting the policy implementation. They also identified that the leadership and management styles factor is the capacity to improve and command a clear vision and a legitimate mandate, and enthusiastic and optimistic behaviors of management and their ability to adapt to prevailing circumstances. Likewise, Daal (2003) identified that there are 18 individual behavioral factors to be necessary to the success of implementation and utilized of performance leadership and a management system. Moreover, the research study revealed that managers or leaders who have earlier positive experiences with good performance may provide influence on the policy implementation.

Hypothesis 6: Multiple regression analysis supported the last hypothesis that implementing agency's capability significantly affected the success of safety village commune policy implementation.

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The results consistent with Brynard (2009); Attewell and Gerstein (1979); Kla Tongow (1991); and Voradej Chandarason (1983) revealed that the commitment of organizations or implementers to a particular policy initiative is critical for successful policy implementation and the key to influence on the successful policy implementation is the implementation performance of organizations and the value of inter-organizational cooperation. Furthermore, Howlett and Ramesh (1998) indicated that from the theory of bottom-up viewpoint, local implementers were the one who brought a policy to the success of implementation by employed its way upward. It revealed that the commune officers play a very important role to lead local government authorities in their village commune to provide safety and public security to local citizens. As well, commune officers are among the key and crucial persons to drive the quality of national safety and security system.

In conclusion, the level of people's perceptions on the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia was at average level and all eleven dimensions were at average level which revealed that it was not too bad and good condition in the actual implementation. In spite of, the government should strengthen the policy by propose budgets for commune officers who deserve safety and security services for citizens. Furthermore, the government also encourage the commune officers to work harder more than this because nowadays the local citizens lost confidence in safety and security services delivered by commune officers. By the way, socio-economic, leadership and management styles, and implementing agency's capability factors were significantly affected the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia. The implementing agency's capability is the most significant effect on the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia following by leadership and management styles and socio-economic. The policy objectives, political will, and resources factors did not affect the success of safety village commune policy implementation in Chamkarmorn District, Phnom Penh, Cambodia.

Research suggestions

According to the above discussions, the researcher has some key suggestions were proposed to the SVCPI in Chamkarmorn District, Phnom Penh, Cambodia as well as other districts to allow function well and play a critical part in reform; especially, in safety and security services delivery by commune officers. These were as the following:

Policy recommendations

The salary should be highly taken into consideration by SVCP management. Thus, the commune officers would be motivated in their work and work with high responsibility. The salary rate of SVCP officers could be comparable to private sectors or other organizations. In other words, the Ministry of Interior (MOI) should set up strategies for prevention forces or citizen protection team in order to monitor, prevent, and protect any crime at night shift in any each commune in Cambodia. In addition, the government should provide hotline number to each commune for the local citizens to call in in order to report about any crimes or accidents occurring with their village commune.

Managerial recommendations

Learning organization has to be overwhelmingly considered by the SVCP management team. Hence, the officers may have opportunities to learn new skills, to build up their capacities, and to make SVCP officers would become a genuine “Safety Village Commune Officer” for providing safety and security to local citizens throughout Cambodia. Moreover, financial project should be deeply considered by the Ministry of Interior (MOI). Additionally, SVCP should have fund project for motivation to SVCP officers who monitor and prevent any crime at any district in Phnom Penh in order to encourage their works to be effective.

Operational recommendations

The Ministry of Interior (MOI) should create training workshops/ courses in order to provide sound guidelines technique to improve, identify, and enrich the work performance of SVCP officers. Furthermore, the training should relate to the implementation of the safety and security delivery and the basis of good governance and goal for rectangular strategy phase III. Furthermore, the safety and security services delivery would be more convenient for citizens if additional Hotline numbers which available both off-line and online free of charge in order to provide to victims or vulnerable citizens be able to contact and report about any crime at any village and commune.

Recommendations for future research

The findings from this study generated some recommendations for further research as the following:

1. To begin with, this research was conducted with a small sample from Chamkarmorn, is one of the districts in Phnom Penh. It is recommended that the future research should be extended to conduct a research with more groups of respondents with all districts in Phnom Penh, Cambodia in order to confirm better understanding of their perceptions on the success of safety village commune policy implementation

of the commune officers in performing their responsibilities to deliver safety and security services to the local citizens.

2. In this research, the findings have been employed the quantitative methodology which using descriptive statistics, Pearson correction analysis, and multiple regression analysis which reduces unpredictable casual influences between independent variables and dependent variable. Consequently, the future research should be conducted on qualitative approach and more sophisticated analysis is also required, in order to confirm the model on the success of safety village commune policy implementation.

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