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International Journal of Crime, Law and Social Issues (ISSN: 2351-0854) is an international double blind peer reviewed journal published biyearly by the Political Science Association of Kasetsart University, Thailand in cooperation with the Criminal Justice Department, Midwestern State University, USA. This journal aims to promote new discoveries in the various disciplines of knowledge, within and across criminal justice, law, and interdisciplinary studies in social issues, which are contributed by researchers and experts from all over the world. Therefore, the editors dedicated to providing a venue for both academics and practitioners to publish their original research articles and reviews in English.

Guide for Authors

Submission of an article implies that the work described has not been published previously (except in the form of an abstract or as part of a published lecture or academic thesis), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the authorities responsible where the work was carried out, and that, if accepted, the article will not be published elsewhere in the same form, in English or in any other language, without the written consent of the publisher. The editors reserve the right to edit or otherwise alter all contributions, but authors will receive proofs for approval before publication.

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- 5) Equations: The text size of equations should be similar to normal text size.
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Example:

Table 5 Output shortfall in DHs in 1389 and 1390

Variables	1389		1390	
	Actual	Shortfall	Actual	Shortfall
Number of Outpatient Visits	3,782,351	326,922	4,195,618	611,256
Number of Inpatient Admissions	158,190	13,537	174,978	6,963
Number of Patient Days	391,984	17,119	426,221	13,793

Table 5 shows summary of outputs shortfall for 1389 and 1390.

7) Figures and Schemes: Number figures consecutively in accordance with their appearance in the text. Place a figure’s caption and description below the figure body. A minimum resolution of 300 DPI is required.

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References

Cite the work of those individuals whose ideas, theories, or research have directly influenced your work. They may provide key background information, support or dispute your thesis, or offer critical definitions and data. Citation of an article implies that you have personally read the cited work. In addition to crediting the ideas of others that you used to build your thesis, provide documentation for all facts and figures that are not considered common knowledge.

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In all other instances, citations in the text should follow the referencing style used by the American Psychological Association (6th ed.).

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Editor's Note

I am delighted to introduce the International Journal of Crime, Law and Social Issues (IJCLSI), formerly the RSU International Journal of College of Government (RSUIJCG). This journal is a joint collaboration between the Political Science Association at Kasetsart University, Thailand and Department of Criminal Justice at Midwestern State University, U.S.A., which assumed stewardship of the journal in January, 2018. After three years of continuously publishing the leading-edge studies and gaining international recognition among scholars, we are grateful for our former colleagues' founding work and their confidence in us to carry the torch. IJCLSI has earned the status of an international academic journal according to the *Thailand Higher Education Commissioner's 2013 Regulation on Criteria to Consider Academic Journals for Releasing Academic Papers*. Additionally, Elsevier-Social Science Research Network approved the status of IJCLSI to the Legal Scholarship Network.

The journal's name change reflects our ongoing effort to encourage, accommodate, and embrace an interdisciplinary approach to research focused on social issues that relates to law, crime, criminal justice systems, government, public administration, and social policies. We seek to publish works using a broad range of research methods and epistemologies while pursuing our primary objective of disseminating engaging, quality research that increases knowledge of the law, criminal justice, and other social sciences. I would like to welcome and express thanks to our new editorial board members for the smooth transition at the journal and their acknowledge their dedication and contribution to the journal's achievements, in particular Dr.Kittisak Jermstittiparsert and Dr.Nathan Moran.

I hope and trust that you find Volume 4, No. 2 valuable, that you will help to inform others about the journal and will consider submitting your own work, which would substantially contribute to the development and success of the journal. Your comments and suggestions would be appreciated to improve the journal in future volumes.

Best wishes and thank you in advance for your contribution to IJCLSI.

Attapol Kuanliang
Editor

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Implementing the Casual Effect of Leadership to High-Performance Organizations: An Empirical Study of Public Organizations

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Abstract

This research aims to verify the causal effects among different manifest variables of leadership to high-performance organizations, including public organization or quasi-government agencies. Employing qualitative methodology, data obtains from semi-structured interviews in 10 excellent public organizations of Thailand. The findings corroborate that teams of leaders, future leaders, and middle managers are strongly correlated and merged into one latent variable of leadership. Furthermore, leadership must be developed to achieve excellent agencies by the three manifest variables. Leadership in this study is also related to transformational leadership and strategic leadership which hugely contributed the high-performance organizations. The results of this study are able to reinforce the significance of leadership to effective and efficient public organizations. The latent variable of leadership is verified and led to the test of measurement model in future research. Further studies of other variables of leadership should be conducted to explore how they contribute to effective and efficient organizations.

Keywords: Leadership, High-Performance Organization, Public Organizations

Introduction

Currently, the concept of high-performance organizations (HPOs) has been introduced to assist organizational management in achieving greater success. An HPO is generally defined as a prosperous agency that achieves exceedingly greater financial and non-financial results than other organizations in its peer group over a period of five years or more by focusing on what really matters to the organization in a disciplined manner (Waal, 2012). HPO are enterprises that over time continue to produce outstanding results with the highest level of human satisfaction and commitment to success. To demonstrate strength in HPO, organization is involved in the six-element evident (Blanchard, 2010). The first element is shared information and open communication. In high performing organizations, information needed to make informed decisions is readily available to people and is openly communicated. People have easy access to the information they need to do their job effectively. Sharing information and facilitating open communication builds trust and encourages people to act like owners of the organization. Plans and decisions are communicated so that employees are clearly understood. The second element is a compelling vision. In excellent organizations, leaderships are aligned around a shared vision and values, and employees have passion around a shared purpose and values. The third element is ongoing learning. HPO engage in both organizational learning and individual learning. People in organization are actively supported in the development of new skills and competencies. Organization also continually incorporates new learning into standard ways of doing business. The fourth element is relentless focus on customer results. Employees in organization maintains