

Chapter 2

Literature Review

The researcher has studied concepts, theories and related research used to determine the research guidelines as follows:

1. Management Innovation
2. Efficiency in Maintain Greening Community
3. Visitors Flowrate
4. Labor Force
5. Normal Management
6. Effective Control
7. Ideological Work
8. Related Research and Article

Management Innovation

Innovation played a vital role in the success of an organization, and the concept of management innovation became crucial in achieving it. Management innovation was defined as the incorporation of new or improved management practices, procedures, and structures to enhance organizational performance and effectiveness (Birkinshaw et al., 2008, pp. 825-845; Zhang et al., 2019, p. 495). It involved developing and executing new management techniques that enabled organizations to adapt to changing market situations, technological advancements, and environmental challenges. Management innovation differed from product or service innovation, which was centered on creating new or improved products or services (Bocken & Geradts, 2020). The potential benefits of management innovation included increased organizational competitiveness, improved financial performance, and better decision-making processes.

In order to achieve success and competitiveness, organizations needed to embrace management innovation, which allowed them to adapt to new market conditions, respond to environmental challenges, and take advantage of emerging opportunities. The benefits of management innovation could be significant, as it could lead to increased operational efficiency, better customer satisfaction, and improved innovation capability, which ultimately contributed to achieving a competitive edge (Birkinshaw et al., 2008, pp. 825-845). In addition, management innovation could also

boost employee motivation and engagement by providing new challenges and opportunities for growth (Chanana, 2021).

Management innovation referred to the implementation of new or enhanced management practices, processes, and structures. It could include the creation of novel business models, the redesign of organizational structures, the introduction of fresh management methods, or the integration of new technologies (Birkinshaw et al., 2008). Management innovation was typically characterized as incremental, rather than radical, and involved the continual enhancement of existing practices, rather than the creation of completely new ones (Hamel, 2006, pp. 72-84).

Management innovation had several implications for organizations, including the need for continuous learning and development, the requirement for effective change management processes, and the need for effective leadership. Management innovation required a culture of continuous learning and improvement, as organizations had to continuously identify and adopt new and improved management practices. Management innovation also required effective change management processes, as the adoption of new practices might have involved significant organizational changes. Effective leadership was also crucial for management innovation, as leaders had to create a culture of innovation and provide direction and support for change (Hamel, 2006; Birkinshaw et al., 2008; Zhang et al., 2019; Bocken & Geradts, 2020).

Management innovation was the adoption of new or improved management practices, processes, and structures that enhanced organizational performance and effectiveness. Management innovation was critical to organizational success and competitiveness, enabling organizations to adapt to changing market conditions, respond to environmental challenges, and exploit new opportunities. Management innovation involved the adoption of new business models, the redesign of organizational structures, the introduction of new management practices, or the adoption of new technologies. Based on a literature review, management innovation for maintaining greening in the community required a culture of continuous learning and development, effective change management processes, and effective leadership related to variables such as efficiency, visitor flow rate, labor force, normal management, effective control, and ideological work.

Efficiency in Maintain Greening Community

Efficiency is commonly defined as the ratio of work output to input. This can be further explained as the ratio of achievement to the resources used, such as time, energy, and money. If the output exceeds the input, it is considered positive efficiency, whereas if the output falls short of the input, it is negative efficiency. According to Chen et al. (2018), efficiency can be described as the ability to produce the desired output with minimal waste or effort. Work efficiency is an essential indicator for evaluating work ability, and improving it means increasing the value of positive efficiency. A person's work ability largely depends on their level of work efficiency.

Arvanitidis (2008, p. 383) suggested that efficiency in maintaining green spaces in communities was crucial. Literature revealed several important dimensions of the maintenance process, from which valuable lessons could be learned. While efficiency was an essential objective, it was equally important to ensure that the quality delivered justified the investment made. Quality seemed to be a paramount and complementary objective, as maintaining green spaces in communities was crucial to urban planning and environmental sustainability. It helped to create a healthy and visually pleasing environment, promoted biodiversity, and mitigated climate change. However, efficiently maintaining green spaces often presented challenges and required a comprehensive approach that involved the participation of all stakeholders.

Efficiency in maintaining greenery in a community referred to the ability to achieve the desired outcomes with the least number of resources, time, and effort. Efficient maintenance of greenery was crucial for the success of urban greening projects as it helped maximize the benefits while minimizing the costs. According to a study by Hong et al. (2018), the efficiency of maintaining greenery in a community depended on several factors, including the quality of the plant material, the design of the green space, the maintenance practices, and the involvement of the community.

The benefits of maintaining greenery in a community were numerous. It helped reduce air pollution, noise pollution, and urban heat island effects. Greenery provided shade, reduced energy consumption, and enhanced the overall aesthetic value of the community. It also provided habitats for wildlife, helped regulate water flow, and improved the mental and physical health of the residents (Kabisch et al., 2017, pp. 119-132).

Efficient maintenance of greenery ensures that these benefits are maximized and sustained in the long run. Several factors affected the efficiency of maintaining greenery in a community. One of the critical factors was the quality of the plant

material. Using high-quality plant material that was well-suited to the local climate and soil conditions could reduce the need for maintenance and increase the success rate of the greenery. The design of the green space was another critical factor that affected efficiency. The design had to take into account the needs of the community, the local environment, and the maintenance requirements. Involving the community in the maintenance of greenery was also crucial for its success as it promoted ownership, enhanced community cohesion, and reduced the workload on the municipality (Massoud, Tarhini, & Nasr, 2009, pp. 652-659).

In conclusion, maintaining green spaces in a community was essential for the health and well-being of the residents and the environment. However, the efficient maintenance of these green spaces was crucial for their long-term sustainability and success. Efficient maintenance involved the use of high-quality plant material, appropriate design, and the involvement of the community. Therefore, it was imperative that all stakeholders worked together to develop and implement efficient maintenance practices for the green spaces in their community.

Visitors Flowrate

The visitor's flowrate referred to the flow and movement of tourists during a certain period of time. Among these, the flow direction of visitors indicated the direction of the flow from the starting point to the destination selected by tourists based on their own tourism motivation and economic capacity within a certain period of time. This definition aligns with Baidu Encyclopedia, which defines visitor's flowrate as the flow of tourists within a specific timeframe. The flowrate of visitors is crucial because it could impact the quality of the space and the experiences of those who utilized it. For instance, a high flowrate of visitors could result in wear and tear on the vegetation and soil, as well as damage to structures and amenities (Luo, Xie, & Furuya, 2021). On the contrary, a low flowrate might indicate that the space is underutilized or lacks appeal to the community. The maintenance of green spaces within the community should consider the visitor's flowrate, as these spaces offer various ecological, social, and economic benefits (Bolund & Hunhammar, 1999; Kabisch et al., 2015). Nevertheless, the upkeep of these spaces demands continuous efforts to ensure their sustainability and attractiveness to the community. A key factor in this endeavor is comprehending the flowrate of visitors to these spaces, as it

can provide insights for management strategies aimed at enhancing their value (Laforteza et al., 2009, pp. 97-108).

To maintain greening in the community, it was important to manage the visitor flowrate appropriately. One strategy was to provide amenities and activities that encouraged people to spend more time in the space, thus reducing the rate of turnover (Laforteza et al., 2009 pp. 97-108). For example, adding seating areas, playgrounds, or picnic facilities could create opportunities for people to engage in leisure activities and socialize with others, which could increase the time they spent in the space (Kabisch et al., 2015, pp. 25-34).

Another strategy was to implement measures that limited the impact of visitors on the green space. For instance, signage or fencing could guide visitors to designated paths and areas, reducing the likelihood of trampling or damaging vegetation (Luo et al., 2021; Kabisch et al., 2015). Similarly, park rangers or volunteers could monitor the flowrate of visitors and intervene as needed to prevent overcrowding or other negative impacts.

Uchiyama & Kohsaka (2020) researched and explored the impact of socioeconomic attributes and environmental contexts of citizens' residential areas on their access to and use of green areas during the COVID-19 pandemic. The study's results demonstrated that socio-economic factors affected the frequency of visits to green spaces, including parks, agricultural areas, and gardens. Additionally, the environmental context and land use patterns in residential areas influenced the use of certain types of green space. Policies should aim to facilitate visits to green spaces that align with the socio-economic characteristics of residents and households, such as income, number of children, gender, and age, while also considering less accessible spaces. Furthermore, efforts to contain the spread of COVID-19 in areas that include parks, agricultural areas, and gardens should take into account the environmental context of their inhabitants.

Managing the flow rate of visitors is a critical component of maintaining green spaces in the community. By understanding the rate at which people entered and exited these spaces, managers can implement strategies that promote their long-term sustainability and value. These strategies can include providing amenities and activities that encourage visitors to stay longer, as well as implementing measures that limit visitors' impact on the environment. Moreover, maintaining greening in the community should concern socio-economic factors. Ultimately, by managing the flow rate of visitors, communities can ensure that their green spaces continue to provide a range of benefits for generations to come.

Labor Force

The labor force comprises "workers" who were primarily engaged in manual labor, particularly the "working class" or industrial workers (Baidu Encyclopedia). Maintaining green spaces in a community involved various tasks that required a dedicated workforce. The labor force was an essential component in ensuring that green spaces were appropriately managed, maintained, and utilized. Workers who were involved in greening activities included park maintenance staff, horticulturists, landscapers, gardeners, and other professionals. These individuals were responsible for tasks such as planting and maintaining trees and shrubs, watering plants, mowing lawns, and removing debris and litter (Molin & Konijnendijk van den Bosch, 2014; Ernwein, 2020, pp. 559-576). Additionally, they could also provide information and guidance to visitors, ensuring that green spaces were used appropriately and sustainably.

According to Arvanitidis (2008, p. 383), the labor force in maintaining greening in the community should have been concerned about the skills base in green space maintenance and management that were wasting away. The urban green space maintenance sector was, in many cases, suffering not only from a limited workforce and a shortage of skills but also from a critical lack of management, promotional, presentational, and interpersonal skills. The importance of a skilled labor force in maintaining green spaces could not have been overstated. Green spaces were essential for the health and well-being of communities, providing numerous ecological, social, and economic benefits (Bolund & Hunhammar, 1999; Kabisch et al., 2015). However, these spaces required regular maintenance and management to ensure that they continued to provide these benefits. The labor force played a crucial role in this process by providing the necessary skills and expertise to maintain green spaces effectively.

In addition to the physical labor involved in maintaining green spaces, the labor force could also contribute to the development of sustainable practices and policies. Workers in this field could provide valuable insights into the challenges and opportunities associated with green space management, helping to inform decision-making processes. By involving the labor force in these processes, communities could ensure that their green spaces were managed in a way that maximized their ecological, social, and economic benefits while minimizing negative impacts (Arvanitidis, 2008; Molin & Konijnendijk van den Bosch, 2014; Ernwein, 2020).

In conclusion, the labor force played a crucial role in maintaining green spaces in a community. Skilled workers were needed to manage and maintain these spaces, ensuring that they continued to provide ecological, social, and economic benefits. Additionally, workers could contribute to the development of sustainable practices and policies, helping to ensure that green spaces were managed effectively for the benefit of current and future generations.

Normal Management

Normal management was a critical factor in maintaining greening in a community. Normal management involved the day-to-day operational processes and activities in an organization to ensure its smooth functioning and attainment of objectives (Aparecida da Silva et al., 2012; Peltonen et al, 2018). In the context of maintaining greening in a community, normal management involved developing and implementing policies and procedures that guided activities such as tree planting, watering, pruning, and maintenance.

One of the key benefits of normal management in maintaining greening in a community was the establishment of clear objectives and goals. By defining the desired outcomes of greening activities, community leaders could ensure that resources were directed towards achieving these outcomes (Ordonez et al., 2019, pp. 166-180). For example, a community might have developed a tree planting policy that outlined the desired number of trees to be planted each year and the desired locations for planting. This policy would have provided clear goals and objectives for the community's greening activities and would have helped ensure that resources were directed towards achieving these goals. Normal management could have also helped ensure the sustainability of greening activities over the long term. By establishing clear policies and procedures, community leaders could have ensured that greening activities were carried out in a consistent and systematic manner, regardless of changes in leadership or community priorities. This could have helped ensure that the benefits of greening, such as improved air and water quality, were sustained over time (Ordonez et al., 2019, pp. 166-180).

Additionally, normal management could have helped ensure that the community's greening activities aligned with broader environmental goals and objectives. For example, a community might have developed a sustainability plan that outlined its goals and objectives related to reducing carbon emissions and improving the local environment. Normal management could have helped ensure that the community's

greening activities aligned with these goals and objectives and that resources were directed towards activities that supported them. Zheng & Jiang (2013, pp. 109-111) applied SWOT analysis to formulate garden management strategies in urban greening maintenance and management in the Central Pearl River Delta. It was found that strengths of greening maintenance and management included: 1) The greening area and quality in Shunde urban area were continuously improved 2) Doing a good job in management and maintenance 3) The management and maintenance level improved day by day. Weaknesses of management and environmental protection were as follows: 1) The cost of greening management and protection was low; 2) There were still corners at the junction of some towns and streets; 3) The greening management and maintenance technicians were not professional; 4) The greening management was not in place; 5) There were management gaps in the management and maintenance of regional green space; 6) Defects in design and construction stage.

Overall, normal management was essential for maintaining greening in a community. By providing a framework for managing greening activities, normal management could have helped ensure that resources were used effectively, that activities were carried out in a systematic and consistent manner, and that the benefits of greening were sustained over the long term.

Effective Control

Effective control refers to the use of managerial tools and techniques to ensure that organizational activities and processes were carried out in accordance with established policies and procedures (Robbins, Coulter, & DeCenzo, 2017, pp. 104). In essence, effective control involved monitoring and evaluating organizational performance to identify deviations from established standards and taking corrective action when necessary. Effective control was essential for ensuring that organizations achieved their objectives and goals. By monitoring and evaluating performance, managers could identify areas where performance was below expectations and took corrective action to bring performance back in line with expectations (Meredith & Shafer, 2018, p. 380). This could help ensure that resources were used effectively and efficiently, and that organizational objectives were achieved.

There were several key components of effective control. The first component was establishing clear standards and objectives. Without clear standards and objectives, it was difficult to measure organizational performance and identify deviations from expected

performance (Robbins et al., 2017, p. 145). The second component was monitoring and measuring performance against established standards. This involved collecting data on organizational performance and comparing it to established standards to identify areas of concern. The third component was taking corrective action when necessary. This involved identifying the causes of deviations from established standards and taking corrective action to bring performance back in line with expectations.

Effective control in maintaining greening in the community should be a concern, according to (Lutong et al., 2022). It was shown that the management center of Toutun River Valley Forest Park strictly implemented pandemic prevention and control measures during the maintenance operation. They conducted temperature checks every day, established health registration accounts, set up pandemic prevention bulletin boards at the open entrance of the park, reminded park entrance personnel to wear masks, avoid close contact, reduce personnel gathering, and the staff regularly disinfected and sterilized the seats, garbage bins, fitness equipment, and green squares in the park to ensure pandemic prevention and control. The green space environment remained safe, fresh, and beautiful. Up to now, the application and posting of the site code have been completed for the office site, business site, and project site in the park.

Effective control was critical for maintaining greening in a community. By establishing clear environmental standards and objectives, monitoring environmental performance, and taking corrective action when necessary, community leaders and managers could ensure that the community's environmental objectives were achieved. On the basis of doing a good job in pandemic prevention and control, they would continue to complete all tasks of greening and maintenance with high standards and quality, and strive to create a beautiful, clean, and livable living environment for the masses.

Ideological Work

Ideology usually referred to a set of ideas, values, and a world-view. Ideology could shape the thoughts and actions of individuals and the wider society. It had an influence on social structures, economics, and politics (Callaghan, O'Connor, & Phythian, 2019, Abstract). Ideological work involved not only the dissemination of information but also the construction of meaning and the cultivation of affective responses that reinforced the desired worldview (Van Dijk, 1998, Abstract). In the case

of greening, ideological work could be used to promote the importance of environmental sustainability and its benefits to the community.

Greening of the community was an essential component of sustainable development, aimed at improving the quality of life of residents by enhancing environmental conditions. To maintain the greening initiative in the community, it was important to focus on ideological work that could help shape attitudes and beliefs about the importance of environmental sustainability (Seyfang & Smith, 2007).

One way to achieve this was through public awareness campaigns that highlighted the benefits of green initiatives such as tree planting, recycling, and waste reduction. These campaigns could use persuasive language and visual symbols to create an emotional connection with the audience and encourage them to take action. For example, a study by Rieckmann (2018, pp. 39-59) found that public awareness campaigns that used positive, uplifting language and imagery were more effective in promoting pro-environmental behaviors than those that used negative language and imagery.

Another way to promote ideological work was through education and community engagement. Schools, universities, and community organizations could incorporate environmental sustainability into their curriculum and activities, thus promoting a culture of environmental consciousness among residents. This could help instill a sense of responsibility and ownership towards maintaining greening initiatives in the community. For instance, a study by Alexandar & Poyyamoli (2014, pp. 1-20) found that incorporating environmental education into school curricula was effective in promoting environmental attitudes and behaviors among students.

Furthermore, public policies and regulations could also play a significant role in shaping attitudes towards environmental sustainability. Governments could implement incentives such as tax breaks or subsidies for environmentally sustainable practices and impose penalties for non-compliance. This could help reinforce the importance of environmental sustainability and create a culture of compliance among residents. For example, a study by Bauner & Crago (2015) found that financial incentives, such as tax credits, were effective in promoting the adoption of residential solar panels.

Ideological work was an important tool for maintaining greening initiatives in the community. By promoting the importance of environmental sustainability through language, symbols, and narratives, we could create a culture of environmental consciousness and responsibility among residents. Public awareness campaigns, education and community engagement, and public policies and regulations were all

effective ways to promote ideological work and maintain greening initiatives in the community.

The findings indicated that a total systems approach was more beneficial than treating individual factors associated with landscape maintenance in isolation. While improvements associated with contract management, continuous improvement, education, labor management, landscape design, maintenance standards, mechanization or technology, and quality management were identified, productivity gains in the landscape maintenance sector could be best understood by considering an integrated approach to open space planning and management (David Vial, Michelle Prior, Neil Power, and Kevin Lim, 2022).

Life Encyclopedia (2003) From 2018 to August 11, 2022, Suzhou won the title of National Civilized City for five consecutive years. Suzhou was awarded the title of National Civilized City for the first time in 2008 and then won the title again in 2011, 2014, 2017, and 2020. Suzhou City, known as Wu in ancient times, Su for short, also known as Gusu, Pingjiang, etc., was a national historical and cultural city and a scenic tourist city, a national high-tech industrial base, and one of the important central cities in the Yangtze River Delta. The city's terrain was low and flat, with crisscross rivers and numerous lakes. Most of the water surface of Taihu Lake was in Suzhou. The area of rivers, lakes, and tidal flats accounted for 34.6% of the city's land area. It was a famous Jiangnan water town. Suzhou had always been famous for its beautiful mountains and rivers and elegant gardens. It had the laudatory title of "the gardens in the south of the Yangtze River are the best in the world, and the gardens in Suzhou are the best in the south of the Yangtze River." The density of historic sites in the ancient city of Suzhou was second only to Beijing and Xi'an. The ancient city of Suzhou covered an area of 14.2 square kilometers. Suzhou gardens were among the best in the world, one of the top ten scenic spots and historic sites in China. Nine of them had been included in the list of world cultural heritage, and as of 2009, six intangible cultural heritages had been listed as world oral and intangible cultural heritage.

The vision of Suzhou New District Shishan Street Municipal Service Co., Ltd. was to focus on greening and ecology, to create a livable, beautiful, and healthy city and ecological environment, to provide humans with a better living and living environment, and to protect natural resources at the same time and ecological environment to achieve sustainable development.

This was achieved by studying how the spatial and social environment of community greening management could shape the effectiveness of greening

maintenance techniques in community greening, such as external factors like the relationship between gardeners and nearby residents or the location of community greening gardens. This study was the same as Drake, & Lawson (2015, pp. 1-27), Best Practices in Community Garden Management to Address Participation, Water Access, and Outreach Participation, Water Access, and Outreach.

Referring to Shenzhen Greening Maintenance Management Reference, for example, a study by Xunyu, Dongxu, Kapo, and Yuanzhi (2022, pp. 1-16), through the analysis presented in this paper, we found that the Shenzhen approach differed from the six governance structures summarized in the literature review. The Shenzhen approach was unique compared to two particular structures out of the six. First, in contrast to the top-down with community assistance approach, nonprofit organizations joined as volunteers and served the community free of charge in Shenzhen (some designers as well), which was not paid, as the literature and cases showed. Following an approach that included some of the same elements as the PAS approach and its typical cases [38,45–48], the Shenzhen Municipal Government had taken the initiative to provide funds, land, and professional knowledge to the community on a top-down basis, launching this scheme, while remaining well aware that a solely government-driven scheme would be unsustainable. Therefore, the municipal government had called for the development of more community gardens as a method of public engagement.

First, the findings supported theorizing a new governance structure (top-down with public engagement driven by nonprofit organizations), which differed from the six previously identified governance structures. Compared with the bottom-up approaches, this governance structure had been shown to facilitate public participation faster and more effectively. Moreover, in comparison to other top-down approaches, this new model might be more sustainable and resilient because it involved more social engagement. We also highlighted the critical role that nonprofit organizations had played throughout the process in fostering the development of community gardens by dealing with public relations and facilitating.

Related Research and Article

In their work on "What policies for greening the crisis response and economic recovery? Lessons learned from past green stimulus measures and implications for the COVID-19 crisis," Agrawala et al. (2020) found that the public health priority to prevent the worsening of the COVID-19 crisis was to severely restrict many economic

activities that could escalate virus transmission. Initially, green measures could have a "do no harm" orientation by maintaining vigilance against environmental rollbacks and ensuring that any measures taken to address the crisis did not inadvertently exacerbate environmental impacts.

In the paper "Urban greenery cushions the decrease in leisure-time physical activity during the COVID-19 pandemic: A natural experimental study" by Yang et al. (2021), it was shown that the COVID-19 pandemic and social distancing measures affected people's daily lives worldwide. However, the impact of these changes on leisure-time physical activity and the role of urban greenery in maintaining health during the pandemic were not well understood. This study used a natural experimental design to investigate whether urban greenery could help offset the decline in physical activity caused by the pandemic in a high-density city. Data on physical activity before and during the pandemic were collected for residents in neighborhoods with high or low levels of greenery. The results showed that urban greenery could mitigate the decrease in physical activity during the pandemic. Residents of greener neighborhoods experienced a smaller decrease in physical activity levels and increased physical activity related to visits to country parks during the pandemic. These findings highlighted the important role of urban green spaces in promoting physical activity and providing a refuge during crises like the COVID-19 pandemic. The study was one of the first to explore the impact of urban greenery on leisure-time physical activity during a pandemic in densely populated Asian cities and underscored the potential health benefits of urban greenery beyond the pandemic.

In "COVID-19 gardening could herald a greener, healthier future," Lin et al. (2021) found that gardening could increase opportunities to interact with nature close to home and might systematically and simultaneously enhance global public health, well-being, and ecological outcomes long after the COVID-19 pandemic ends.

The "Notice of Beijing Municipal Bureau of Landscaping and Greening on Printing and Distributing the Administrative Provisions on the Prevention and Control of Pneumonia Caused by the novel coronavirus at Landscaping Construction Sites" issued by the Beijing Municipal Bureau of Landscaping and Greening stated that the administrative regulations on the prevention and control of pneumonia infected by the novel coronavirus at landscaping construction sites (JLB [2020] No. 23) were established. Specific requirements such as "14 days medical observation," "establishment of accounts for migrant workers," and "daily reporting system" were outlined.

In 2023, "Green conservation" was defined as the later watering, pruning, weeding, spraying, and seedling repair after the completion of greening construction.

These activities were collectively referred to as maintenance. As the saying goes, "three plants and seven plants." Improper maintenance work could lead to the deterioration of garden landscapes built at high costs. Some areas might quickly degenerate, trees could die, and weeds could grow. Therefore, landscape maintenance should implement scientific and standardized management practices. Green maintenance refers to the management and maintenance of green spaces, vegetation, and other plants. It is still a new industry and is gaining recognition in society. Maintenance management standards are established at three levels due to the industry's uniqueness. The primary contents of greening maintenance include watering, fertilization, pruning, weeding, green space cleaning and sanitation, disease and pest control, flood and drought prevention, etc.

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