



## A PARTICIPATIVE MANAGEMENT OF THAI AGRICULTURE GROUP

Taien Layraman<sup>1</sup>, Nawakarn Sirarujanon<sup>2</sup>, Raktai Damrongmanee<sup>3</sup>, Plubpeung Paungtanasarn<sup>4</sup>

<sup>1</sup>Faculty of Business Administration, Payap University, Thailand; [taien\\_l@payap.ac.th](mailto:taien_l@payap.ac.th).

<sup>2</sup>Faculty of Law, Payap University, Thailand

<sup>3,4</sup>Faculty of Accountancy and Finance Banking, Payap University, Thailand



### Information of Article

#### Article history:

Received 1 Dec 2019

Revised 21 Dec 2019

Accepted 30 Dec 2019

Available online 31 Dec 2019

#### Keywords:

Participative management,  
Deming Model,  
Agriculture Cooperate,  
Chiang Mai,  
Thailand.

### ABSTRACT

The paper examines the participate management model the way that an agriculture group in Chiang Mai, Thailand was done. When they had shaped their such a kind of working group, they aimed to become agriculture people without any knowledge or any experience. Working in the group issue was unnaturally for them until this research conducted by using the action research method, between an agriculture group in tambon San Klang, San Kamphaeng, Chiang Mai, Thailand, they were a success in kind of settle both the informal and formal organization to handle this agriculture cooperate by themselves. This finding indicates the power of a participate way of management among this area occurring in the north of Thailand.

## 1. Introduction

A Land of agriculture, Thailand is one of the world's leading exporter of rice and also other agricultural products such as corn, sugarcane, rubber, fruits and et al. Agriculture has a crucial main issue of the Thai economy, and a majority of Thai people engage in an agricultural career. Most agriculture field, is in the central and eastern of the country, along the Chao Phraya River. The northern of Thailand including the cover with the mountains of about 25,000 km<sup>2</sup>, which is about 15% of the region's land surface. However, agriculture is the most important economic activity in the mountains. Speciality crops such as grapes, strawberries, and flowers, generate high income and serve as a magnet for tourism, even though, they are grown in only small areas in a few favoured locations. Chiang Mai Province is the second-largest, located in the north of Thailand where people have maintained a traditional way of life. Moreover, also a common valley area that has in large sustained it is traditional agriculture widespread of modern agricultural technology. Chiang Mai is the top destination for the tourist station. There are many beautiful natural scenery places, especially Ampor San Kamphaeng.

San Kamphaeng is well-known as silk factories and traditional Thai handicraft like the umbrellas of Bo Sang. The district is divided into 10 subdistricts (tambon), which are further subdivided into 100 villages including San Klang. San Klang had an approximate population of 6,088 people. It contains 8 villages. In 2014 there were 7,764 people, 3,487 men, 4,277 women, 3,143 households, and an area of approximately 5,495 raises. It was home to 3,820 rais of land, 8 64 rais of land, and about 300 rais of farmland. Most of the population is engaged in general employment and private company employees. The management of the area depends on the Prime Minister of Tambon. The pain point of the population is the members of the district are looking for a stable career to increase their income. Less than 10 percent of gross domestic product (GDP) employed an unskilled employee hired about 39 percent of the workforce. According to the Thai government, today, agriculture in Thailand strives to respond to the significant trend in society. Awareness of alternative agriculture that relies on organic farming to escape the previous vicious cycle of chemical-intensive agriculture. The conventional way has been shown not only to degrade soil quality but also to leave toxic residues and wreak havoc on natural ecology. The main features of organic farming include soil enrichment, ecological balance, and the ability to combat crop enemies with natural materials of biological origin to enhance plant vigour and resistance to natural enemies, such as diseases and pests. The new agriculture aims to serve the growing health awareness among consumers as well as environmental awareness. The new movement gives rise to chemical-free vegetable cultivation that helps to protect farmers from exposure to pesticides and to improve the ecological conditions of the vegetable garden. Farmers can save energy and reduce investments for crop production and yet are reward with chemical-free vegetables that taste so much better, are produced in larger quantities, and are in big demand in domestic and overseas markets. For support, the San Klang population, the governor provides their strategy focusing on the career development for members in a variety of projects.

Although the governor provided them with both budgeting, technical consultancy, and also any equipment, Agriculture group felt not only a part of those projects but also the way they support was not comfortable nor suit for practical for them related into they did not free or happy to work on those projects.

Before the governor released each policy, it had to settle the key performance indicators (KPI) of each project, including timeframe and outcome, which too difficult for agriculture group to reach the points. The high evaluated result was an occurrence. Although this group aim to search for a stable career, they also prefer to increase their income and need to work collaboratively with each other both the governor and even the researchers. They seek for the suit way to manage their group success. In term of A participative management, it is such a management strategy benefits for any organization allow every member's opportunities to contribute their policies, vigorously participate in the decision process that achieves their goals and then becomes thru satisfaction. As declared above, the researchers were using participative management applied to this study.

## 2. Methodology

This study used the action research approach. A qualitative was used to collect the data among the population, the agriculture group in tambon San Klang, San Kamphaeng, Chiang Mai, Thailand. The sample for this study selected by using focusing sampling techniques. Interviews and observers allowed the researchers to gather in-depth data that questionnaires could not produce. The content analysis was used to analyze. Primary data was collected by a structured interview approach with the tested, reliable questioner used focus group discussion and also active study. Secondary data was collected from related government institutions and Payap University, which working close to this area in kind of community base. Collected data was analyzed by following the Deming model (planning, doing, checking and acting; PDCA). This figure below shows the process of this study, including 4 steps forward the action research method.

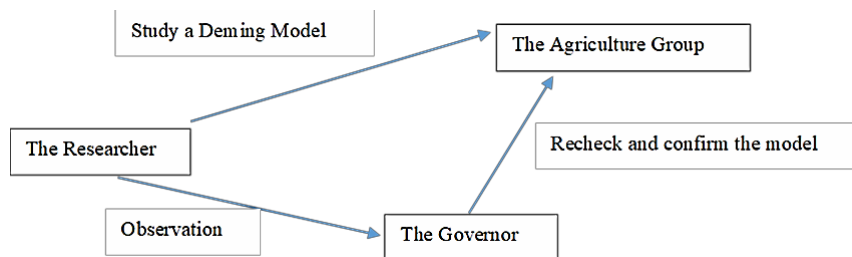


Figure 1: The process of this action research method

Figure 1 shows that the process of this study was started when the researchers received consult with the pain points of this agriculture group. Firstly, the researchers contacted the governor and let them allow collecting data by observation the way they demonstrate with their people in San Klang to the announcement the government policies which benefits for them. Secondly, the researchers collected data by using an in-depth interview from some of an agriculture member, studies and demonstrated the model. Thirdly, the researchers draw the first draft of the model from data collected. Then the final process, the agriculture group recheck and confirm the model.

## 3. Findings

This research finding from data collected has been divided into 5 parts; the observation from the governor announcement policies, a Deming model and how to apply, the in-depth interview from an agriculture member, the first draft of the model and the recheck and confirm method by the agriculture group as below;

### 3.1 The observation from the governor announcement policies

During this year (2017), San Klang governor responds to approach the alternative agriculture chosen organic farming and protect both their population and other customers far away from toxic products. They can have provided new cultivation that helps to protect farmers and improve ecological environments. With these policies, they announced 3 programs such as village fund, supporting new-technology agriculture equipment, and provide new fresh-market in San Klang area.

The researchers were being allowed to collect the agreement survey from an agriculture group of San Klang involved with the San Klang government policies 400 sample size. They analyzed the data by using statistic mean and standard deviation. The result was shown in Table 1 as below.

The first policy of the government was a village fund—the survey results shown that sample size less agrees that this policy will be benefits for them. Besides, although its policies have such a benefit for both an agriculture member and other population, the research found that those policies do not suggest and approve by citizen people. Some of the agriculture suggested that they do not need the budget or financial support but only need to know how to manage their budgets.

The governor policy which supporting new-technology agriculture equipment, the result found that sample responds that will be less agree. Moreover, agriculture needs to enhance their knowledge on how to use and maintain that equipment.

The San Klang member was interested when the first new fresh-market opening close to their area, the result shown agree with this policy. However, the office-hours of the market (8.00 a.m. – 5.00 p.m.) during the weekday. It was not convenient for them.

Table 1: The survey from an agriculture group of San Klang involved with the San Klang government policies

The government policies	Mean	Standard Deviation	Interpretation
1. Village fund	2.345	0.362	Less agree
2. Supporting new-technology agriculture equipment	2.558	0.443	Less agree
3. New fresh-market	3.654	0.899	agree

### 3.2 The in-depth interview with an agriculture member

The researchers were select the sample size from this agriculture group who have available and also pressure to give more data for this study. Then, 30 samples were in-depth interview within 30 minutes, including the biography of respondents, main aim/objectives that they join this group, and implementation perspective of the management policy. The result found that the majority of the sample were male with over than 50 years old, had experience in farming for less than 5 years. Most of them need to join with the agriculture group and prefer to continue the networking between their organization, prefer to settle their pricing policy, sharing cultivation experience, and manage the operation between their group correctly as shown in Table 2 and Table 3.

Table 2: The biography of respondents

Biography	Number (N=30)	Percentage
Sex		
• Male	21	70.00
• Female	9	30.00
Age		
• Less than 50 years old	13	43.3
• Over that 50 years old	17	56.7
Experience in agriculture		
• less than 5 years	22	73.3
• over than 5 years	8	26.7

Table 3: The implementation perspective of the management policy

The implementation perspective of the management policy	Mean	Standard Deviation	Interpretation
1. Prefer to continue the networking between their organization	4.71	.487	Strongly agree
2. Prefer to settle their pricing policy	4.71	.496	Strongly agree
3. Sharing cultivation experience	4.57	.534	Strongly agree
4. Manage the operation between their group correctly	4.42	.543	Strongly agree

### 3.3 The first draft of the model

Benefits for enhancement new agriculture group in San Klang, the governor was directly organizing new fresh market to encourage the community producing non-toxic vegetable and also useful to their customers. This activity regards increasingly opportunity to increase community income which the researchers found that this project proposed by the governor, without collaborating with the community members. Although this was the best solution that the government supported, the agriculture group did not respond appropriately. The first draft model which the researchers found as the one-way policy that decides by the governor and the group had to follow it.

As the researcher evaluated this activity, the research result collected by in-depth-interview of a community member. The research found that the governor provided a new market location. By survey a suitable area which is a centre of the village, it was arrangement establishing the new fresh market, allow community member to bring their crop for sale. It found that only 22 agriculture members interested in bringing agricultural products to release. According to the results of the survey, they considered the suitability of the area and the ease of traffic, including maintenance management. It is a community market area which members easy to participate in area management.

Due to the policy of encouraging members of the agricultural group to use the area every day, except in public holidays, therefore, it should be considered that the use of open space on the market from 8am - 4pm.

It is not easy to operate every day, except public holidays as determined by the municipality because the members were not ready, both the equipment and their crops. The customer who comes to shop in this market is not comfortable to come all day. Most people will travel to buy goods outside office hours. As a result, the group members are selling their products on Mondays and Saturdays at approximately 3 PM.

While the group members were not ready to distribute products in the area that the government has set up to open the agricultural market regularly, some days and some space available, it is a chance for other merchants who are non-members of this group to sell products in this area.

### 3.4 The recheck and confirm method by the agriculture group

After the research team gave the group members an opportunity to discuss their performance and assess, their satisfaction with the results, the members voted on the success. The issue of performance evaluation on issues; a location that can achieve a high level, mean is 3.51. Secondly, group members discuss this project can achieve a high level of participative management, meaning 3.87. Thirdly, time and place issues designated by the municipality can achieve a moderate, mean was 3.16. Moreover, fourthly, the item was the research team, and the members of the evaluation result of this project implement can achieve a medium level, mean is 3.06, as shown in Table 4.

Table 4: Evaluation Issues

Evaluation Issues	Mean	Standard Deviation	Interpretation
1. Location	3.51	.870	Strongly agree
2. A Participative management	3.87	.940	Strongly agree
3. Implementations	3.16	.590	Strongly agree
4. Result	3.06	.489	Strongly agree

## 4. Discussion

This research is part of the participatory management development process. The research team and agriculture members in Chiang Mai Province was implemented using the concept of community participation (Deming W. Edwards, 2000, p. 92) as a guideline for finding in accordance with the study of Songkran (2016, pp. 56-69), which introduced a balanced management approach to the development of Mahasarakham National Park. Researchers have defined the scope of the study to be 3 stages from the initial stage; problems, organizational characteristics, and develop a learning park approach using a balanced management approach. The final phase is a trial of participative management, as the researcher team and the members of the group set up a research action plan. It is a collection of general information in the field of group members. The use of participatory processes, according to the Deming cycle, is the output. It is a set of the participative management model of the farmer group in Sansai district, San Kamphaeng District, Chiang Mai province.

As a result of the participatory research process, the research team and the group members can apply 2 strategies and 2 activities as a result—analysis and understanding between the research team and members of the depression. As a result, projects and activities respond to balanced management strategies. Also, members can take action. While the research by Chuan Pitsuwan (2012, ABSTRACT) has brought the concept of balanced management into a framework for measuring the performance of village funds asking the Village Fund Committee in Phayao Province, this makes it possible only to assess the success of the implementation of the participative management concept. It may not be possible to modify the results of the strategy. Although the tools used to evaluate success are based on the concept of participative management. However, the researcher has proposed that the results of the research at that time. The view of the fund committee is unilateral. It may not cover all views.

Similarly, Manus Wongsrikaew (2010, Abstracts) focused on the satisfaction of financial institutions using the concept of balanced participative management. The customer satisfaction survey is one way. As a result, the results of the study are not fully met.

## 6. Conclusion and Recommendations

This study focused on the performance of the governor in the Organic Farming Market in SanKlang, which is a policy to support the farmers to increase their marketing channels. The result showed that this policy formulation implemented without the involvement of farmer groups makes the project not achieve its objectives. Researchers and members of the agriculture group applied the concept of participatory management to their activities. The result is that the group members cooperate very well. Then, the researcher has a recommendation of the research, officials should focus on the practices of farmer groups which the farmer group participates in the development of a plan and policy for the implementation of the project, and farmers should take the opportunity to express their opinions and clarify the real needs of the authorities so that the operation is indeed feasible.

## References

- Edwards Deming. (2000). *Out of the Crisis*. MIT Press. Cambridge. Massachusetts.  
 George E. Belch. (2004). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. San Diego State University.  
 Robert M. Schinder. (2012). *Pricing Strategies: A Marketing Approach*. SAGE. United Kingdom.  
 Robert S. Kaplan and David P. Norton. (1996). Using the Balanced Scorecard as a Strategic Management System. *Harvard Business Review*. 76, 75-85.