

J. Environ. Treat. Tech. ISSN: 2309-1185

Journal web link: http://www.jett.dormaj.com https://doi.org/10.47277/JETT/1617



Rationale Factors Affecting Participation in Managerial Administration of Chiwavitee Community Enterprise Group's Members in Nam KianSub-district, Phu Phiang District, Nan Province

Thatchai Siriwan¹, Jukkaphong Poung-Ngamchuen²*, Nakarate Rungkawat², Phutthisun Kruekum²

¹ Master student, Resource Development and Agricultural Extension Program, Maejo University
² Resource Development and Agricultural Extension Program, Maejo University

Received: 06/01/2020 Accepted: 13/04/2020 Published: 20/09/2020

Abstract

The Thai government has launched a policy on the community economy development for local community enterprises. Unfortunately, a majority of community enterprise groups were not successful due to the members' lack of participation in managerial administration. Therefore, this research emphasizes the participatory and rationale factors affecting the participation of Chiwavitee Community members in Nam Kian Sub-district, Phu Phiang District, Nan Province in 4 aspects, namely: decision making, implementation, benefit sharing, and evaluation. Questionnaires were employed for data collection from 256 community enterprise's members. The obtained data were analyzed by using descriptive and inferential statistics. The results revealed that, almost two-third (64.50%) of groups' members were female, with an average age of 44.05, graduated at the vocational certificate and advanced vocational certificate level (34.00%). The members engaged in agriculture and general employment (35.90%, and 35.20% respectively). More than one-half (54.70%) of the members received marketing information of community enterprises. They had moderately high level of attachment among members, and participation of activities with other groups or organizations (\bar{x} = 4.49, and \bar{x} = 4.49 respectively). As a whole, they had moderately high level (\bar{x} = 3.87) of business operational success, as well as had high level (\bar{x} = 4.53) of participation in managerial administration. Moreover, the study found 7 main rationale factors affecting participation in managerial administration of members which were gender, age, educational attainment, occupation, receiving informational of marketing in community enterprise management, attachment among members, and participation of activities with other groups or organizations.

Keywords: Participation, Community Enterprise, Chivawitee Community Enterprise Group, Managerial Administration

1 Introduction

The very image of Thai agricultural production in the past was perceived as subsistent farming; the product from each agrarian season was the staple food that nourishes each family for the whole year. In ancient times, the seasonal agriculture used to rely on seasonal rain and agrarian wisdom inherited from one generation to another. However, the agriculture industry has developed and expanded the market beyond agrarian subsistence. During the past few decades, the Thai government has been attempting to enter the cut-throat global market, and many times, the high production costs become the farmers' burden. From this, the notion of self-reliance and subsistent agriculture seems to be an antique portrayal signifying the Thai way-of-life during the old days.-These agrarian changes urge Thai farmers to invest more in their agricultural production to enter the competitive market and survive. As a result of their additional investment in agrarian production, farmers have

Corresponding author: Jukkaphong Poung-ngamchuen, Resource Development and Agricuiltuiral Extension Program, Maejo University, E-mail: jukkaphong.mju@gmail.com

excessive expenses to a point they begin to drown in debt, among other agricultural problems that arise.

According to the continuing cycle of agrarian indebtedness, agrarian communities find it is difficult to continue the self-reliant approach. However, self-sustaining agriculture might also be a solution for the community to go through these rapid changes and competition in the age of globalization [1]. Establishing an association for farmers and entrepreneurs who have similar skills or agrarian wisdom within their region, such as a local community enterprise for efficient use of local resources, might encourage them to effectively manage their local resources. Moreover, the local enterprise also supports the notion of self-reliance. It might lead to a better approach for agricultural production and the Thai agrarian way of life.

The Thai government has launched a policy to promote the notion of self-reliance to the locals and strengthen the sense of communality. The developmental approach has been conducted upon several local businesses and enterprises to reduce the cost of production and marketing. The participants were encouraged to engage in two types of business operations: 1) the manufacturing group for household production; and 2) the

manufacturing group for community business. While the community business is enormously significant for local and regional development, the support from the government, private sectors, and local communities are, in the same token, genuinely essential. They have to identify the objectives, strategy, and practicality [2]. However, in many cases, community enterprises were not well-perceived due to the lack of participation and inefficient managerial administration.





Figure 1: Chiwavitee Community Enterpirse, Nam Kian sub-district, Phu Phiang district, Nan Province

This research focuses on Chiwavitee Community Enterprise, a community enterprise that manufactures and markets herbal skin-care products. Further, the group also provides spa and wellness services for tourists and visitors for relaxation and health-related purposes. Chiwavitee Community Enterprise has been maintining their business for more than 11 years and has 709 group members today. They received several awards from provincial and national competitions; for instance, they won the Community Enterprise Award from the Community Development Department, and also won the Management Accouting Award from the Cooperative Auditing Department of Thailand. However, their success stems from their continual participation in managerial administration in terms of decision making, cooperation, benefit sharing, and post-production evaluation. This study, thus, demonstrates that the most crucial factor for a community enterprise's achievements is a continual participation of its members. As a result, the group will be able to maintain and sustain their community enterprise and development.

This research's objective is three-folds: (a) to study the initial data of the community enterprise group members; (b) to examine the group's participation in managerial administration; and (c) to analyze the rationale factors affecting the participation of the community enterprise group members.

2 Instruments

The population of this development research survey consisted of 709 members of Chiwavitee community enterprise group. The formula of Taro yamane (1973) was employed for selecting sample group members [3]. The sample size (256 persons) was computed as a proportion of the whole group based on Slovin's formula (Gintingsugtihen, 1993 as cited in Poungngamchuen, et al., 2015) [4]. A set of questionnaires was used for data collection and it consisted of 6 parts as follows: 1) basic data of the sample group; 2) attachment of the community

enterprise group members; 3) participation in group activities and with other organizations; 4) data/information perception on marketing of the community enterprise; 5) level of success of the community enterprise group; and 6) group member participation in managerial administration of the community enterprise group on the basis of 4 aspects: decision-making, operation, benefit sharing, and assessment. For the factors on attachment of members, success level, and participation level, open ended questions were used with 5 levels: lowest, low, moderate, high, and highest level. Below are scale limits and a description of the assessment [5].

Scale Limits	Description
4.50-5.00	Highest
3.50-4.49	High
2.50-3.49	Moderate
1.50-2.49	Low
1.00-1.49	Lowest

3 Procedures

Obtained data were analyzed by using descriptive statistics: percentage, frequency, mean, and standard deviation. Inferential statistics (Stepwise Multiple Regression Analysis) was used to find rationale factors that have an effect on group member participation in managerial administration of Chiwavitee community enterprise group.

4 Data analysis

4.1 Basic data of the community enterprise group members

Results of the study revealed that almost two-thirds of the respondents were female (64.50%), 44.05 years old on average, and vocational/higher vocational certificate holders. Most of the respondents were farmers and hired workers (35.90% and 35.20%, respectively). More than one-half of respondents (54.70%) perceived data or information on marketing of the community enterprise group.

4.2 Attachment of the community enterprise group members

Finding showed that, as a whole, the attachment of the respondents was found at a high level) \overline{x} =4.49(as shown in Table 1. The following were found at the highest level: trust one another) \overline{x} = 4.64); respect opinions of one another) \overline{x} = 4.57); support one another on doing various activities) \overline{x} = 4.58); always express opinions on doing activities) \overline{x} = 4.53); and assist other in the case of cannot do a particular activity) \overline{x} = 4.50).

4.3 Participation in group activities or with other organizations

According to Table 2, it can be seen that, as a whole, participation in group activities or with other organizations was found at a high level) \overline{x} = 4.49). The following were found at the highest level: exchange new body of knowledge with other government agencies) \overline{x} = 4.51); discuss about problems and guidelines for solving the problems with other community enterprise groups) \overline{x} = 4.59); and send representatives to join activities with other community enterprise groups) \overline{x} = 4.52).

Table 1: Attachment of the community enterprise group members

Attachment of the community					– <u>x</u>	SD	Description	
enterprise group members	Highest	High	Moderate	Low	Lowest	- <i>x</i>	SD	Description
1. Trust one another	168 (65.60)	85 (33.20)	3 (1.20)	0 (0.00)	0 (0.00)	4.64	0.50	Highest
2. Respect opinions of one another	152 (59.40)	99 (38.70)	5 (2.00)	0 (0.00)	0 (0.00)	4.57	0.53	Highest
3. Support one another on doing various activities	150 (58.60)	104 (40.60)	2 (0.80)	0 (0.00)	0 (0.00)	4.58	0.51	Highest
4. Doing activities under assigned tasks	125 (48.80)	122 (47.70)	9 (3.50)	0 (0.00)	0 (0.00)	4.45	0.57	High
5. Use team work for solving problems	107 (41.80)	142 (55.50)	7 (2.70)	0 (0.00)	0 (0.00)	4.39	0.54	High
6. Put the importance on doing activities to achieve the goals	125 (48.80)	116 (45.30)	15 (5.90)	0 (0.00)	0 (0.00)	4.43	0.60	High
7. Always express opinions about doing activities	142 (55.50)	108 (42.20)	6 (2.30)	0 (0.00)	0 (0.00)	4.53	0.55	Highest
8. Willing to join various activities of the community	117 (45.70)	132 (51.60)	7 (2.70)	0 (0.00)	0 (0.00)	4.43	0.55	High
9. Assist Other members if they cannot do a particular activity	131 (51.20)	121 (47.30)	4 (1.50)	0 (0.00)	0 (0.00)	4.50	0.53	Highest
10. Do not divide into factions	124 (48.40)	113 (44.10)	19 (7.50)	0 (0.00)	0 (0.00)	4.41	0.63	High
Total						4.49	0.55	High

Table 2: Participation in group activities or with other organizations

Participation in group activities or		Leve	l of the particip	ation		- <u>₹</u>	SD	Description
with other organizations	Highest	High	Moderate	Low	Lowest	— х	SD	Description
Group member always change knowledge with other community enterprise	88 (34.30)	165 (64.50)	3 (1.20)	0 (0.00)	0 (0.00)	4.33	0.50	High
Group members exchange new body of knowledge with other government agencies	136 (53.10)	115 (44.90)	5 (2.00)	0 (0.00)	0 (0.00)	4.51	0.54	Highest
 Group member discuss about problems and guidelines for solving the problems 	156 (60.90)	95 (37.10)	5 (2.00)	0 (0.00)	0 (0.00)	4.59	0.53	Highest
4. Group members talk about the coordination in new product development with other organization	138 (53.90)	104 (40.60)	14 (5.50)	0 (0.00)	0 (0.00)	4.48	0.60	High
5. Group members send representatives to join activities with other community enterprise	139 (54.30)	110 (43.00)	7 (2.70)	0 (0.00)	0 (0.00)	4.52	0.55	Highest
Total						4.49	0.54	High

4.4 Success level of Chiwavitee community enterprise group

As a whole, this community enterprise group was successful at a high level) \overline{x} = 3.87). Social success was found at the highest level and by economic success was found at the moderate level.

4.5 Participation in managerial administration of the community enterprise group members

As a whole, participation in managerial administration of the community enterprise group members was found at the highest level) \bar{x} = 4.53). All aspects of participation were found at the highest level as shown in Table 4.

4.6 Rationale factors having an effect on participation in managerial administration of the community enterprise group members

4.6.1 Participation decision-making

The following were found to have a statistically significant relationship with decision-making: educational attainment, data/information perception on marketing of the community enterprise group members had a high level of a relationship with decision-making (Table 5). Therefore, executives of the community enterprise group should put more importance on

decision-making so that the members would be able to expression opinions.

4.6.2 Rationale factors having an effect on participation in operation

There were 6 factors that had a statistically significant relationship with participation in managerial administrations of the community enterprise group members: sex, educational attainment, data/information perception on marketing of the community enterprise group, and participation in group activities or with other organizations (Table 6).

Table 3: Sustainable success

Sustainable success	\overline{x}	S.D.	Description	
Social success	4.55	0.46	Highest	
Economic success	2.80	0.55	Moderate	
Environmental success	4.25	0.73	High	
Total	3.87	0.58	High	

Table 4: Participation in managerial administration of the community enterprise group members

Participation in managerial administration of the community enterprise	\overline{x}	S.D.	Description	
group members				
Decision-making	4.58	0.52	Highest	
Operation	4.49	0.58	High	
Benefit sharing	4.51	0.56	Highest	
Assessment	4.54	0.56	Highest	
Total	4.53	0.56	Highest	

Table 5: Rationale factors having an effect on decision-making

Variable	Participation in d	Participation in decision-making		
variable	Chi-square	Sig.		
- Sex	9.188	0.057		
- Age	14.838	0.250		
- Educational attainment	52.677**	0.000		
- Main occupation	24.681	0.076		
- Data/information perception on marketing of the community enterprise group	43.242**	0.000		
- Attachment of the community enterprise group	96.923**	0.000		
- Participation in group activities or with other organizations	49.096*	0.008		
- Social success	2.814	0.945		
- Economic success	14.667	0.795		
- Environmental success	7.819	0.954		
- Whole success	90.381	0.827		

Table 6: Rationale factors having an effect on participation in operation

Variable	Participation in o	Participation in operation		
	Chi-square	Sig.		
- Sex	21.009*	0.033		
- Age	44.504	0.087		
- Educational attainment	85.198*	0.006		
- Main occupation	47.360	0.337		
- Data/information perception on marketing of the community enterprise group	29.222*	0.002		
- Attachment of the community enterprise group	200.496**	0.000		
- Participation in group activities or with other organizations	133.347*	0.008		
- Social success	31.586	0.085		
- Economic success	41.889	0.903		
- Environmental success	42.686	0.528		
- Whole success	241.513	0.974		

4.6.3 Rationale factors having an effect on participation in benefit sharing

There were 5 rationale variables that had a statistically significant relationship at a high level with participation in benefit sharing: main occupation, sex, educational attainment, data/information perception on marketing of the community enterprise group members (Table 7). It can be observed that main occupation and participation in group activities or with other organizations were important motivations to make the members participate in benefit sharing.

4.6.4 Rationale factors having an effect on participation in assessment

There were 4 rationale factors that had a high level of statistically significant relationship with participation in assessment: age, educational attainment, attachment of the community enterprise members, and participation in group activities or with other organizations (Table 8).

4.6.5 Rationale factors having an effect on participation in managerial administration of the community enterprise group members

There were 7 rationale factors that had a high level of statistically significant relationship with participation in managerial administration of the community enterprise group members: educational attainment, attachment of the community enterprise group members, participation in group activities or with other organizations as shown in Table 9.

5 Findings and Discussion

According to results of the study, it was found that most of the community enterprise group members were female. They were assigned to manage the product manufacturing process; meanwhile the male group members were in charge of the workforce sector of this community enterprise group. However, this did not conform to a study by Poung-ngamchuen and Namvises [6]. They had conducted a study on local community participation in community enterprise forest management and found that most people participating in this program were male. Likewise, a study [7] found that most farmers who grew maize for animal feed were male. However, it can be observed that men mostly participate in agricultural activities rather than women. Regarding the attachment of Chiwavitee community enterprise group members, it was found at a high level because they were born and lived in the same community. This conformed to a study [6] which found that people participating in community forest management had a high level of attachment and unity. This implies that they had a positive attitude to one another, so they could do teamwork-based tasks more successfully. However, results of a study [8] showed that people living in community put importance on the increase in quality of life and tried to live in a new, better place. In the case of the participation in group activities on with other organization, it was found at a high level.

Table 7: Rationale factors having an effect on participation in benefit sharing

Variable	Participation in benefit sharing		
	Chi-square	Sig.	
- Sex	15.669*	0.047	
- Age	19.913	0.702	
- Educational attainment	59.777*	0.023	
- Main occupation	65.035**	0.000	
- Data/information perception on marketing of the community enterprise group	21.241*	0.007	
- Attachment of the community enterprise group	146.184*	0.001	
- Participation in group activities or with other organizations	127.240**	0.000	
- Social success	8.843	0.920	
- Economic success	38.823	0.523	
- Environmental success	24.778	0.815	
- Whole success	169.570	0.976	

Table 8: Rationale factors having an effect on participation in assessment

Variable	Participation in a	ssessment	
	Chi-square	Sig.	
- Sex	13.207	0.105	
- Age	41.793*	0.014	
- Educational attainment	61.996*	0.014	
- Main occupation	31.505	0.491	
- Data/information perception on marketing of the community enterprise group	13.729	0.089	
- Attachment of the community enterprise group	121.032*	0.043	
- Participation in group activities or with other organizations	83.866*	0.009	
- Social success	20.360	0.204	
- Economic success	44.035	0.305	
- Environmental success	41.120	0.130	
- Whole success	171.926	0.968	

Table 9: Rationale factors having an effect on participation in managerial administration of the community enterprise group members

Variable	Participation in m	nanagerial administration
	Chi-square	Sig.
- Sex	151.684*	0.046
- Age	453.925*	0.002
- Educational attainment	762.232**	0.000
- Main occupation	599.314*	0.001
- Data/information perception on marketing of the community enterprise group	161.671*	0.013
- Attachment of the community enterprise group	1814.300**	0.000
- Participation in group activities or with other organizations	1219.128**	0.000
- Social success	237.839	0.667
- Economic success	585.417	0.837
- Environmental success	453.051	0.917
- Whole success	2889.283	1.000

This implies that giving community enterprise group members a chance to do so could encourage them to be more confident working with outsiders. In addition, data/information perception on marketing of the community enterprise group made group members more confident in the stability of the community enterprise group. This had an effect on continual participation in managerial administration of the community enterprise group members. The findings demonstrated that the participation in managerial administration and in operation shared the highest level of rationale variables. The result did not conform to results of a study [9] which found that participation in operation of group members as well as planning, benefit sharing, monitoring, and assessment were at a low level. This can be explained by the fact that members of the Chiwavitee community enterprise group put importance on the process of managerial administration of their community enterprise group. Besides, they also put importance on the participation in decision-making and assessment because both were important to them to perceive the past operational outcomes which had an effect on their benefits gained from the community enterprise group.

Furthermore, there were 3 rationale factors having an effect on the participation in managerial administration of the community enterprise group members: educational attachment, attachment of the group members, and participation in the group members or with other organizations. This implies that knowledge of group members acquired from education, educational trip, and training made the group members confident in joining activities with personnel of other organization. Besides, attachment and unity of the community enterprise group members were the other factors impacting their attention in and intention to participate in the managerial administration. This conformed to a study [6] which found that attachment among group members had a relationship with participation in the managerial administration of the community forest. Results of this study also support results of a study [10] which found that educational attainment had a relationship with people's participation in politics.

6 Conclusions

The study of rationale factors effecting participation in managerial administration of Chiwavitee community enterprise group members in Nam Kian sub-district, Phu Phiang district, Nan province had 11 sub-factors: sex, age, educational attainment, main occupation, data/information perception on marketing of the community enterprise group, attachment of the community enterprise group, participation in group activities or with other organizations, social success, economic success, environmental success, and whole success. Results of the study reveal that there were 4 main factors having an effect on the participation in managerial administration of Chiwavitee community enterprise group: 1) educational attainment, 2) data/information perception on marketing of the community enterprise group, 3) attachment of the community enterprise group, and 4) participation in group activities or with other organizations. Regarding the participation in managerial administration in terms of operation, 5 main rationale factors were found: sex, educational attainment, data/ information perception on marketing of the community enterprise group, attachment, and participation in group activities or with other organizations. In terms of benefit sharing, the following 6 rationale factors were found: sex, educational attainment, main occupation, data/information perception on marketing, attainment, and participation in group activities or with other organizations. There were 4 rationale factors having an effect on the participation in managerial administration: age, educational attainment, attachment, and participation in group activities or with other organizations. It could be observed that success factors had no effect on the participation of group members in all aspects. This implies that all group members were ready to participate in the managerial administration of the community enterprise group whether the group was successful or not.

Ethical issue

Authors are aware of, and comply with, best practice in publication ethics specifically with regard to authorship (avoidance of guest authorship), dual submission, and manipulation of figures, competing interests and compliance with policies on research ethics. Authors adhere to publication requirements that submitted work is original and has not been published elsewhere in any language.

Competing interests

The authors declare that there is no conflict of interest that would prejudice the impartiality of this scientific work.

Authors' contribution

All authors of this study have a complete contribution for data collection, data analyses and manuscript writing.

References

- Banchongsiri et al. Development of Small and Micro Community Enterprise of Longan Production, Baan Peaw, Samut Sakhon. Sukhothai Thammathirat Open University Undergraduate Conference Report. 2011: 23.
- 2 Chareonrat C. Community Development and Local Economy of Tambon Nonghai, Muang, Udonthani. Research Report. Udonthani: Udon Thani Rajabhat University. 2004: 1.
- Poungngamchuen J, Trirat SS, Rungkawat N. Development of Participatory Process on Community Forest Management: The Case Study of Bann Tha Pa Pao, Thapladuk, Mae Tha, Lamphun. KMUTT Research and Development Journal. 2013;36(2):227-56.
- 4 Poung-ngamchuen J, Trirat SS, Leerattanakorn N. A Study on People's Sustainability of Quality of Life in Accordance with Philosophy of Sufficiency Economy in Aomkoi District, Chiang Mai, Thailand. Journal of Marketing and Management. 2015 Nov 1:6(2):1.
- 5 Poung-ngamchuen J, Poonnoy P, Buwjoom T. Farmer's readiness and needs of cultivating extension of organic animal feed plants for organic feed factory in upper northern Thailand. Journal of Agricultural Research and Extension. 2016;33(3):35-45.
- 6 Poung-Ngamchuen J, Namvises K. People's participation in Dong Na Tham Community Forest Management Project, Ubon Ratchathani, Thailand. Kasetsart Journal Social Sciences. 2012;33(3):486-98.
- Poung-ngamchuen J, Poonnoy P. The Possibility of Growing Hemp for Reducing Smog Effect from Maize Stover Burning in Northern Thailand. Research Report. Chiang Mai: Maejo University. 2018:34
- 8 O'Brien DJ, Hassinger EW. Community Attachment Among Leaders in Five Rural Communities 1. Rural Sociology. 1992 Dec;57(4):521-34. https://doi.org/10.1111/j.1549-0831.1992.tb00477.x
- 9 Saiban A, Niwat M. Community Participation of Small and Micro Community Enterprise: The Case Study of Integrated Community Rice Mill, Tambon Kaikham, Muang, Amnat Charoen. Kean Kaset.2014;42(1):548-54.
- 10 Pongsiri M, Payomyon P. Political Participation of Community in Nonthaburi. SDU Graduate School Academic Journal, 2016;12(3):122.