

การพัฒนาตัวชี้วัดความสำเร็จ ด้านการส่งเสริมอาชีพขององค์กรชุมชน

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บทคัดย่อ

การศึกษาวิจัยในครั้งนี้มีมุ่งที่จะนำเสนอข้อมูลของ
องค์กรชุมชนด้านการส่งเสริมอาชีพที่ดำรงอยู่ท่ามกลาง
ความแตกต่างในด้านเศรษฐกิจ สังคมและการเมือง
ภายในประเทศ เพื่อให้เข้าใจพื้นฐานแนวคิดและแนวทาง
การขับเคลื่อนขององค์กรชุมชนด้านการส่งเสริมอาชีพ
ในประเทศไทยโดยมีพื้นที่เป้าหมายหลักคือ องค์กร
ชุมชนด้านการส่งเสริมอาชีพในจังหวัดประจวบคีรีขันธ์
ซึ่งได้จากการคัดเลือกแบบเจาะจงจำนวน 11 องค์กร
และเป้าหมายรองคือ องค์กรชุมชนด้านการส่งเสริม
อาชีพที่มีอยู่ทั่วประเทศได้จากการคัดเลือกแบบเจาะจง
จำนวน 15 องค์กรและสัมภาษณ์ผู้ที่มีหน้าที่เกี่ยวข้องกับ
งานการส่งเสริมและพัฒนาองค์กรชุมชนด้านการส่งเสริม
อาชีพ จากผลการวิจัยสามารถสรุปได้ว่าองค์กรชุมชน
ด้านการส่งเสริมอาชีพในประเทศไทยสามารถแบ่งออก

ได้เป็น 3 รูปแบบตามการขับเคลื่อนด้วยระบบเศรษฐกิจ คือ องค์กรชุมชนด้านการส่งเสริมอาชีพที่ขับเคลื่อนด้วยระบบเศรษฐกิจทุนนิยม องค์กรชุมชนด้านการส่งเสริมอาชีพที่ขับเคลื่อนด้วยระบบเศรษฐกิจชุมชนและองค์กรชุมชนด้านการส่งเสริมอาชีพที่ขับเคลื่อนด้วยระบบเศรษฐกิจสายกลางและจากผลการวิจัยสามารถสังเคราะห์เป็นตัวบ่งชี้ประเภทขององค์กรชุมชนด้านส่งเสริมอาชีพที่ขับเคลื่อนด้วยระบบเศรษฐกิจที่แตกต่างกันทั้ง 3 แบบได้ ตัวบ่งชี้ที่ได้ใช้เกณฑ์ด้านประวัติศาสตร์ พลวัตการเปลี่ยนแปลงและวัฒนธรรมองค์กรซึ่งมีตัวบ่งชี้ทั้งหมด 10 ตัว ตัวบ่งชี้ในเกณฑ์ด้านการผลิตและการตลาดขององค์กรชุมชนด้านส่งเสริมอาชีพซึ่งมีตัวบ่งชี้ทั้งหมด 12 ตัว ตัวบ่งชี้ในเกณฑ์ด้านความสัมพันธ์ทางสังคมและวัฒนธรรมซึ่งมีตัวบ่งชี้ทั้งหมด 9 ตัวตัวบ่งชี้ที่สังเคราะห์ได้จะสามารถนำไปใช้แยกแยะประเภทขององค์กรชุมชนด้านส่งเสริมอาชีพที่ขับเคลื่อนด้วยระบบเศรษฐกิจที่แตกต่างกันทั้ง 3 แบบได้

คำสำคัญ: ตัวชี้วัดความสำเร็จ, องค์กรชุมชนด้านการส่งเสริมอาชีพ

Success Indicators Development for Career Promotion of Community Organization

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Abstract

The objectives of this study are to present the information concerning community organization for career promotion, which exists within the diversities of economic, social and political dimensions in this country; and to understand basic concepts and mobilization of community organization for career promotion in Thailand. The main target population includes 11 community organizations for career promotion in Prachuab Khiri Khan province selected through purposive sampling. The minor target population includes 15 community organizations for career promotion across the country, also selected through purposive sampling. The interview schedule was used for collecting data concerning extension and development for community organization for career promotion.

The result of the study concludes that community organization for career promotion in Thailand can be divided into 3 categories based on economic mobilization: community organization

for career promotion that is mobilized by capitalistic economic system, by intermediate economic system, and by community economic system. Moreover, from the result of this study, the analysis shows that there are 3 types of indicators of community organization for career promotion: firstly, the 10 indicators based on the historical, dynamic change, and organizational culture criteria, secondly, the 12 indicators based on the production and marketing criteria, and thirdly, the 9 indicators based on the socio-cultural relation criteria. The proposed indicators help to identify the types of community organization for career promotion.

Keywords: Success Indicators, Career Promotion of Community Organization

Introduction

Thailand opened itself (as Siam at the time) to the world thanks to the influence of Bowring Treaty in 1855. This country has adapted and changed in various aspects under capitalist economic system. (Uiyanon, 2002; Chunphongsathon, 2007) Even though Thailand in the present days has progressed in many ways, but as a result of its 1997 economic crisis, there have been raised questions about imbalances within social, economic, and environmental structures, specifically the Thai population's income gap. Such situation brings about social deterioration of family institution, community, and local culture (Chongcharoenyingyong, 2006) as an impact from the development, as Phromphakphing and Thirasasawat (2003) has questioned whether the development under capitalist economic system would lead humanity to prosperity or destruction. More importantly, Thailand still remains with more than 10 million poor population residing in rural area. Mukdasanit (2001) reports that the capitalist economic system enhances the income differences between the urban and the rural populations. Profits from development projects are distributed among the government officials, international investors, and capitalists rather than in the hands of the rural. Natsupha (2003) reports that during these 50 years of Thai economic system after World War II (1945) up until the present, there has been a gradual change into capitalist economic system, yet the local are able to maintain their community economic system, by adopting and adjusting themselves in various ways, so that the community economic system becomes a parallel operation along with the capitalist economic system.

The problems that are caused by adopting capitalist economic system may need community economic system to solve. For many years, Thai government has been attempting to promote and combine multi-policies, which help local communities to develop. Most of the policies encourage communities to become strong and self-sustaining by producing unique products from their local resources and increasing added value (Thanarak et al., 2004). The One Tambon One Product Project (OTOP) started in 2001 in order to enhance the employment rate and income earning at grassroot level, to establish the prosperity and the strength within community to be equipped with self-reliance and creative thinking, and to promote the local wisdom, local resource management, and human resource development. (National One Tambon One Product Committee, 2004) Limsakun (No-year) reports that One Tambon One Product Project (OTOP) is one of the guidelines to community progresses, which can uplift the everyday living condition of rural people. Such claim is similar to Uphoff's (1986) who points out that the rural gathering is greatly important and is a tool for their survivals. Therefore, nowadays the community organizations change and start their community businesses. The people within community gather to establish the community organization for career promotion. Wasi (1993) reports that, the summary of community organization significance is that organization and learning process are the heart of sustainable development, which simultaneously promotes the economy, mentality, politics, society, culture and environment.

Phongphit (2005) states that Small and Micro Community Enterprise (SMCE) refers to the entrepreneurship by a group or a community organization in order to manage community fund,

as well as resources, products, knowledge, local wisdom, and social and cultural capital efficiently and sustainably. Walaisatien and associates (2000) report that community business is the activity in which a person or a community organization share ownership and/or participates some or all of its operation, by coordinating with various organizations and by learning and managing the production, transformation, trading and services, in order to develop the economy in relation to the social and cultural aspects, natural resources and the environment of the community. Similarly, Hutanuwat and Hutanuwat (2004) state that community business can be a daily exercise for solving problem, stimulating the creativeness and development process. Such process allows the gathering and stimulation of the intellectuality of those participated.

As it can be seen, the terms “Small and Micro Community Enterprise” and “Community Business” resemble each other, and thus could be used interchangeably (Setsiam, 2007). This research uses the terms small and micro community enterprise and career promotion of community organization, as an organization that operates the community enterprise. Somwatthanasak (2005) has summarized the definition of community enterprise, as a group or community organization enterprise with shared relation or way of life in production, service, and etc. The impact of such economic system creates a strong and sustainable economic system at grassroot level based on 3 principles:

1. The community enterprise is community activities allowing the community's self-reliance.
2. The entrepreneur must focus on utilizing the local wisdom

in connection with the way of life and community needs.

3. The community organization should focus on maximizing the opportunities and increasing income at family, organization, network, and community levels.

Although there are various community organizations for career promotion in Thailand, but how they have adjusted themselves within the dual economic system is yet to be examined. Kanchanaphan (2001) states that such problems cannot be solved with an idealistic answer, but a serious examination and an empirical research. The research should start, not by attaching the responsibility of the problem to either the rural or the capitalists, but studying the complex relationships between the rural society and external economic and political system.

The Objective of the Study

The objectives of this study are to present the information about community organization for career promotion, which exists within the economic, social, and political differences, and to understand the concepts and mobilization of community organization for career promotion in Thailand.

Research Methodology

Location and case study

1. Main target area of this study is Prachuab Khiri Khan province consisted of 11 community organizations for career promotion selected through the purposive sampling. The criteria of selecting the case study are as follows:

- The community organizations for career promotion with different levels of production and marketing development

- The community organizations for career promotion with production and service concerning transforming agricultural crops and community handcrafts, Include as follows :

1. Nong Krating waste Development group kuiburi district

2. Hand-woven textile conservation ban chalermpakiat

Hua Hin District

3. Community stores and gas station ban huatantaw

Samroi yod District

4. Raimai farmer's Housewives Group Samroi yod District

5. Coconut Processing Groups Samroi yod District

6. Coconut fiber broom manufactures Samroi yod District

7. Chilli paste producer community enterprise groups Pranburi

District

8. Khaonoi Agronomy Farmer Group Pranburi District

9. Nongka Samukke farmer's housewives Group Pranburi

District

10. Khaonoi Pattana farmer's housewives Group Pranburi

District

11. Hormok grilled seafood community enterprise groups

Muang District

2. Minor target area of this study is 15 community organizations for career promotion across the country selected through the purposive sampling. The criteria of selecting the case study were as follows:

- The community organizations for career promotion available at typical market fairs

- The community organizations for career promotion with different levels of production and marketing development

- The community organizations for career promotion with production and service concerning transforming agricultural crops and community handcrafts, Include as follows :

1. Maihieng Lanna Candle Chiang Mai Province
2. Sugar plam production career promotion of community organization Nakonsawan Province
3. Cattle cluster Pichit Province
4. Tungsamor Women career promotion of community organization Kanchanaburi Province
5. Munglek farmer's housewives community enterprise groups Saraburi Province
6. Chalthom Coast Boat Artificial Samutsakorn Province
7. Native cotton and Petakhon Souvenir Loei Province
8. Saway housewives Group Surin Province
9. Ban Kwaw Jaroen women cooperative Chaiyapum Province
10. Benjarong Thai Silk Khonkhaen Province
11. Ban Mung Khai Plastic basket Product community enterprise groups Mungdahan Province
12. Nongtaros women development Rayong Province
13. Theptaro wood Product community enterprise groups Trung Province
14. Women group of Tajin community Trung Province
15. RakKhon Group Nakonsrithammarat Province

3. The interview schedule was conducted with people who participated in the promotion and development of community

organizations for career promotion.

3.1 Instructor Surattana Noisri, Profession and Training Development Center at the boundary of Chumphon Province

3.2 Mrs.Rattanaphon Wantem, Manager of OTOP center, Pranburi District and Manager of 4 Regional OTOP Networks

3.3 Mr.Suksan Mukdasanit, Previous Director of Farmer Development Office, Department of Agricultural Extension

3.4 Mrs.Chuthaphon Sriwiphat, Director of Home Economic Development Works, Department of Agricultural Extension

3.5 Mr.Prawit Chondam, Expert Agricultural Extension Worker, Farmer Development Office, Department of Agricultural Extension

Research Procedure

The qualitative research was applied to the study as following steps:

1. The study and collection of secondary data from the documents, book, related electronic data for the data concerning development process of community organizations for career promotion, economic dynamism and mobilization, success and failure of community organization for career promotion in Thailand

2. The study of learning process, activity and business implementation strategy of community organization for career promotion, by using the data from the interviews with leaders of organizations and communities, committees and members who have duties related to the development of community organization for career promotion; as well as observation of the production process and each case study's marketing

3. The data was analyzed and categorized; the types of community organization for career promotion mobilized by different economic systems by using the qualitative criteria, which are 1) historical, dynamic change and organizational culture criteria, 2) production and marketing criteria, and 3) the socio-cultural relation criteria

4. The synthesis of the types of community organization for career promotion mobilized by different economic systems by using integrated indicator

Result and Discussion

Community Organization for Career Promotion and Economic Mobilization

The analysis of economic mobilization of community organization for career promotion in Thailand has found that, community organizations for career promotion can be divided into those mobilized by capitalistic economic system, and those by community economic system. Natsupha (2001) proposes the two-system economy theory, in which Thailand is consisted of a community economic system which differs from capitalist economic system. Community economic system is across the nation, not only for local areas. Such dual economy is not temporary but permanent and sustainable. Chunphongsathon (2007) also reports that the term “community economic system” can be misunderstood, as Thailand’s main economy system is still the capitalist system, thus civil documents mostly use the term “small and micro community enterprise” instead. Also, Phromphakphing and Thirasasawat (2003) states that the existence of family and community economic systems leads to the theoretical discovery in which Thailand

has two-system economy, which are “the government and capital system” and the local “community system” or it could be called a dual economy system. This indicates that community economy is but another system separated from capitalist system, and it covers both regional and national levels, not only the community.

Moreover, the researcher also found that Thailand’s community organizations for career promotion are not mobilized by only the said two types of economic system, but also by intermediate economic system (Figure 2) of which Charoenwongsak (2003) has defined as the middle path economic system; a free economic system based on self-reliance. There are three main characters as follows: 1) a free economy based on self-reliance for survival factors 2) a free economy based on manufacturing base which is a strength of the country 3) an economy ready for adjustment, similar to a free economy in usual time, but becoming self-reliant in case of crisis. Kanchanaphan (2006) states that one of the economic culture of the rural actual practices, is their ability to integrate various economic solutions in order to flexibly confront the changes rather than fixed to only one solution. Thongyu (2003) reports as well that, despite the fact that the slow entrepreneurial activities significantly affect the villages, and although small family farms will sustain in the villages and class distinction will develop slowly, this does not mean that agricultural society will remain the same. The gradual changes of rural economic system will connect to the capitalist economic system, even though the farmers try to maintain the role of the family. Phetprasert (1999) reports that the middle path economic is the Buddhist economic solution including generosity and honesty while excluding exploitation and

corruption, and the profits are not the sole purpose but will be distributed back to the social, environmental and cultural preservation.

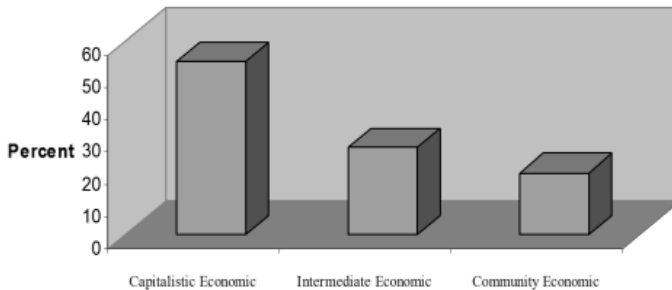


Figure 1 Percentage of Community Organization for Career Promotion Mobilized by Different Economic System

Various academics agree that the intermediate economic system is a proper system for Thailand. Premanot (2001) points out that the middle path between globalization and localization are a new strategy, which revolutionizes economic policy application, benefitting from globalization but at the same time focusing on sustainable development. Charoenwongsak (2003) reports that Thailand cannot use only one extreme economic system; neither an extremely free economy, nor any extreme minor economic system. Therefore, the intermediate economic system seems to serve the present situation in Thai society (Figure. 2). Such concept also corresponds the new global direction of “Postmodernity”. This era started at the end of 20th century, which explains the multicultural society, looking at cyber technology and presenting unpredictable visions and no regulation (Chanthawanit, 2009). Kanchanaphan (2001) also presents that the post-Cold War world would show a tendency to set a new order, bringing about

imbalances and new non-regulation state due to senses of patriotism and ethnic consciousness. This corresponds the Chaos Theory in which under the non-equilibrium state, the new social order process would prevail eventually. Such organization has the potential to stay against the current of government power and marketing system, becoming a new direction of the society (Thiraphan, 1994). Wilaitong and associates (2004) present that the future world will change into two cultural systems existing side by side, which are the international culture of metropolitan and regional cities, and the culture of localism, regionalism and sub-regionalism, which are inseparable form the global aspect. (Figure 3)



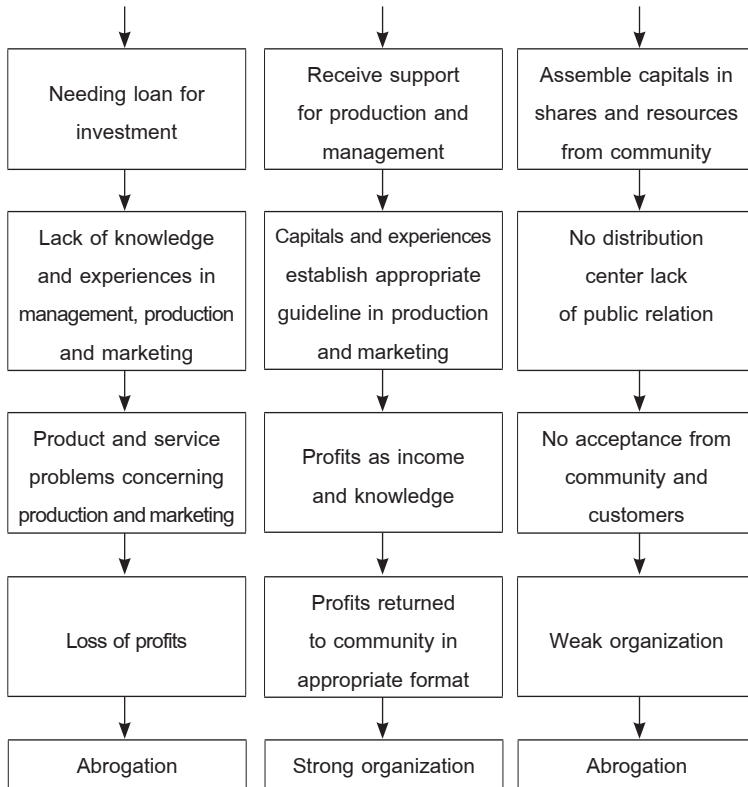
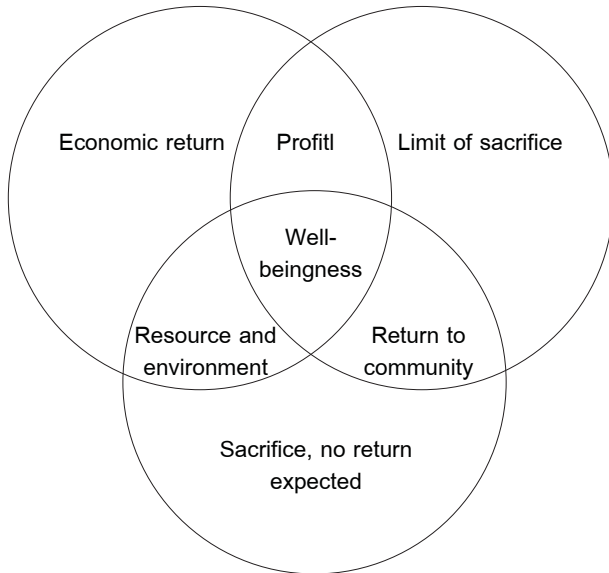


Figure 2 The Results of this Study can be Written as a Flow Chart of Entrepreneurship and Mobilization of Community Organization for Career Promotion with Different Economic System

**Community organization
for career promotion with
capitalistic economy**

**Community organization
for career promotion with
intermediate economy**



**Community organization for career promotion
with community economy**

**Figure 3 The Results of this Study can be Written as a Relationship
of Entrepreneurship and Mobilization of Community
Organization for Career Promotion with Different Economic
System**

Indicators of types of community organization for career promotion mobilized by different economic systems

Through the synthesis of community organization for career promotion mobilized by different economic systems by using integrated indicators, with three qualitative criteria which are 1) historical, dynamic change and organizational culture criteria 2) production and marketing criteria, and 3) socio-cultural relation criteria, indicators can be created as follows:

1) 10 indicators of historical, dynamic change and organization culture criteria

2) 12 indicators of production and marketing criteria, and

3) 9 indicators of socio-cultural relation criteria

Summary

The research has concluded that there are 3 types of community organization for career promotion in Thailand, classified by economic system:

1. Capitalistic economy community organization for career promotion

2. Community economy community organization for career promotion

3. Intermediate economy community organization for career promotion

The result of the study presents the synthesized indicators criteria of historical, dynamic change and organizational culture, production and marketing, and socio-cultural relation of community organization for career promotion. Such indicators can help classify community

Table 1 Description of Indicators of Historical, Dynamic Change and Organizational Culture Criteria of Community Organization for Career Promotion

Economic System Indicators	Capitalist Economy	Intermediate Economy	Community Economy
Historical background	As the market's need	Established by people in the community, often as a result of previous funds within community, some were supported by government and private sectors	Kinship system as the starting point, with support from government and private sector
Economic concept	Capitalism-Consumerism	Buddhist middle path economy	Community economy
Ownership concept	Resources belong to government and private sector only	Resources are able to be shared, used, preserved, some part of them can be privately owned, money is needed in trading	Resources are able to be shared, used, preserved
Investment concept	Self-reliant system: loaning with collateral	Establishing sense of organization ownership through stocks and shares, accepting appropriate support from outsider	Patronage system, accepting fund from outside

Table 1 Description of Indicators of Historical, Dynamic Change and Organizational Culture Criteria of Community Organization for Career Promotion (Con't)

Economic System Indicators	Capitalist Economy	Intermediate Economy	Community Economy
Goal	Profits	Uplifting quality of living both organization and community members	Uplifting quality of living both organization and community members
Marketing concept	Believing in free market	Using integrated market, both external and internal of community	Believing in internal market, using group network and support from external organization
Management concept	Economic return	Sacrifice with limitation	Sacrifice as principal
Measurement concept	Individual profits	Member's profits and distributed to community	Focusing on community's security, profit as by-product
Organizational structure	Mostly individual ownership	Clear formal groups, distributing duties, accepting opinions, focusing on participation	Informal group, collective decision, decision made not by an individual
Internal communication	Formal communication	Informal communication	Informal communication

Table 2 Description of Indicators of Production and Marketing Criteria of Community Organization for Career Promotion

Economic System Indicators	Capitalist Economy	Intermediate Economy	Community Economy
PRODUCTION Production decision	Depending on one person	Free decision focusing on the participation	Focusing on participation
Raw materials	Materials both from local and external	Mainly using local materials in transactions	Using local material as public sacrifices, or using natural resources
Production unit	Appropriate location, proper for standard system	Appropriate location established and funded by organization	No permanent location, or only makeshift ones
Labor	Using both external and internal labor with payment	Internal labor, divided profits as payment	Internal labor, both by volunteer and returning profits as payment
Quantitative production	Regularly, high production	Continuously, moderate production	Discontinuously, low production

Table 2 Description of Indicators of Production and Marketing Criteria of Community Organization for Career Promotion (Con't)

Economic System Indicators	Capitalist Economy	Intermediate Economy	Community Economy
Production technology	High technology, ready to invest for new machines	Open to new technology able to adapt, but not as efficiently as private production	Using technology available in the community
Product standard	Having concern and developing the standard of production up till national and international	Acquiring only necessary national production standards	Acquiring only production standard related community economy
MARKETING Selection and distribution	External as well as international market	Both internal and external market (at national level)	Internal market and network

Table 2 Description of Indicators of Production and Marketing Criteria of Community Organization for Career Promotion (Con't)

Economic System Indicators	Capitalist Economy	Intermediate Economy	Community Economy
MARKETING Distribution unit	Having own shop, or distributing products via middle-persons, moving shop to places, ready for support from government and private	Having own shop, and regular customers, able to distribute products via network, ready for support from government and private sector	No shop, having to depend on support from government and private sector
Product price	Free to specify price, calculating profits from capitals and wages	Free to specify price, calculating profits from capitals and wages	Not free to specify price, often having to name price according to the market and demand, profit calculation often not including wages
Brand name	With brand name	With brand name	With brand name
Advertising and public relation	Advertisement and public relation via various mass media	No advertisement, guaranteed by quality and reputation	No advertising and public relation through media, word-of-mouth within community

Table 3 Description of Indicators of Socio-Cultural Relation Criteria of Community Organization for Career

Promotion		Capitalist Economy	Intermediate Economy	Community Economy
Economic System	Indicators			
	Group potential	Group working	Group potential	Team working
	Production relationship	Employer-employee	Each having position and duty, focusing on participation	As family business, all sharing ownership
	Agreeability between organization activities and community problems	Agreeing to internal problems that the local could not solve by themselves	Agreeing to internal problems and to the way of life within community	Often not agreeing to the community and the area
	Community cooperation	No consideration	As positive factors assisting the progress of the organization	Focusing the cooperation from the community
	Social and cultural relation to the community	As employer or capitalist within community	As a gear that helps driving the community, actively participating as community organization	Local wisdom, resources, way of life, and network are used for mobilizing the organization

Table 3 Description of Indicators of Socio-Cultural Relation Criteria of Community Organization for Career Promotion (Con't)

Economic System Indicators	Capitalist Economy	Intermediate Economy	Community Economy
External society's relation to the community	Business-like	Often selected as examples for inspiration and expansion of other community organizations	Not known nor accepted
Return to community	Employment deemed as return to community	Aiming to distribute profits to members and community	Aiming to uplift the quality of living within community, still remotely achieved
Potential change of community	High	High	Low
Social concept	Liberalism	Anarchy	Utopianism-socialism

organization for career promotion in Thailand. Further study should focus on how to create success indicator of community organization for career promotion mobilized by various economic system, since in the present, the success indicators provided by the government offices do not consider the differences of mobilization. The success indicated by the government officials thus is only one-sided to the community. Moreover, it also creates inequality as well as pushes certain types of community organization for career promotion away from success. Therefore, there is a need to find out new success indicators for community organization for career promotion mobilized by different economic systems, so as to create more alternatives to the various community organizations in the future.

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