



Received: 24 October 2023

Revised: 23 November 2023

Accepted: 2 January 2024

ENTREPRENEURS' CHARACTERISTICS THAT IMPACT SUCCESS IN ORGANIC FARMING

Pannika NGAMCHAROEN¹

¹ Faculty of Humanities, University of the Thai Chamber of Commerce, Thailand;
pannika.nga@gmail.com

Handling Editor:

Professor Dr. Wing-Keung WONG

Asia University, Taiwan

(This article belongs to the Theme 1: Business Performance, Competitiveness, and Sustainability)

Reviewers:

1) Associate Professor Dr. Winit PHARCHARUEN

Maejo University, Thailand

2) Assistant Professor Dr. Supachart IAMRATANAKUL

KMUTT, Thailand

3) Assistant Professor Dr. Supawadee PATTWEEKONGKA

KMITL, Thailand

Abstract

The purpose of this research is to study the characteristics of entrepreneurs that affect their success in being smart farmers and the guidelines for developing them into agricultural entrepreneurs. In this research, qualitative methods were used with in-depth structured interviews and document studies. The research results found that 5 characteristics of entrepreneurs are: 1) Honesty. 2) Have basic knowledge and experience in the business that they do. 3) Stability, consistency and passion for learning. 4) Achievement motivation. 5) Learning from past experiences. Developing farmers to become agricultural entrepreneurs involves (1) farmers being able to change their way of thinking from “doing more, getting less” to “doing less, getting more” (2) changing traditional agriculture to modern, and (3) emphasizing the use of Smart and Precision systems. Farming using ICT systems for creativity. For innovation in research and development, farmers must join the farmer network to strengthen their agricultural business and develop production to produce agricultural products that are certified for export. In addition, the development guidelines will help farmers have more income and a better quality of life for sustainable self-reliance. To promote ASEAN cooperation, there should be an agreement to promote trade, investment, and labor potential, and agricultural research for development. To find ways to coordinate international cooperation for sustainable development and upgrading of agriculture in Southeast Asia, the government must also support small entrepreneurs in their investment efforts and promote connectivity between the North-South Economic Corridor project and the East-West Economic Corridor.

Keywords: Entrepreneurs, Characteristics, Organic Farming, Farmer

Citation Information: Ngamcharoen, P. (2024). Entrepreneurs' Characteristics That Impact Success in Organic Farming. *Asian Administration and Management Review*, 7(1), 13-24. <https://doi.org/10.14456/aamr.2024.2>

Introduction

The agricultural industry has long been a cornerstone of global economic growth. Even today, it is still the industry with the highest share of total domestic product in many countries. Especially in developing countries. In addition, other industries are related to the agricultural industry. For example, they use agricultural products as raw materials for processing to create new products. Alternatively, ecological agro-tourism is very popular nowadays.

The world's agricultural sector faces environmental changes, natural resources, and advancements in various technological innovations. Farmers, therefore, need to be able to adapt to survive in the current situation. Both in terms of labor management, production, marketing, improving crop quality, and managing finances to be more efficient. The guidelines are consistent with each country's economic development policies and SDGs, which focus on supporting the creation of sustainability for the agricultural sector, especially the development of farmers who focus on management and elevate them to become agricultural entrepreneurs.

Farmers must possess the necessary potential and qualifications as agribusiness entrepreneurs to enhance the quality of their products. They should be capable of meeting market demands and demonstrating creativity in product development to enhance their value. Consequently, the development of farmers into entrepreneurs is deemed indispensable for the economic progress of Asia.

Being an entrepreneur in the twenty-first century is one of the most essential skills. Therefore, developing entrepreneurship is one strategy for human development among those that support Thailand's economic growth. There are recommendations for organizing education to develop entrepreneurs, according to a study of research documents conducted in the years 2015-2016. Plans and directives for managing education to produce entrepreneurs should be established. Considering the variations and traits found in each profession (Office of the Education Council, 2018)

People with business success or experience should, therefore, be involved. This collection of individuals will have viewpoints, methods, success secrets, and failures. Utilizing a variety of tools to help make it simpler and faster. New generations of entrepreneurs may neglect or be unable to see these factors. The same is true for helping farmers become agribusiness entrepreneurs. To help other farmers succeed faster, it is essential to discover people who have success or experience to use as role models. (Office of the Education Council, 2015)

For farmers to be successful in organic farming, they need innovative organic farming management. This is due to the fact that organic farming is essential for the production of high-quality, chemical-free, and ecologically friendly products. Yet, sales and customer quality of life must still be taken into account. Therefore, in order to manage organic agricultural technologies for farmers, entrepreneurial qualities need to be improved. Farmers need to show initiative in developing new products, employing cutting-edge technology, and creating distinctive goods. The produce is very good. safe for customers and the environment, as well as raising the value of goods. Furthermore, farmers manage innovations in organic agriculture with entrepreneurial skills. consists of both product and process innovation. The business uses contemporary agricultural equipment, applies new technology to the agricultural process, and creates new goods that are safe for consumers. Including the producers' level of experience or understanding of organic farming. Recent studies have focused on cutting back on chemical use. being creative when it comes to organic farming or inventing new things, and possessing a strong sense of social responsibility as a farmer. In addition, organic brand producers should practice corporate social responsibility (CSR), which includes taking the initiative to address issues affecting their employees and the environment (Pattweekongka, 2022). It will support companies in becoming more prosperous

in organic farming and in creating high-quality agricultural goods derived from organic farming.

As a result, the study concluded that farmers may be encouraged to start their agribusinesses as entrepreneurs. It would be a useful strategy for maximizing farmers' potential. For the reasons indicated above, it was brought into the study on "entrepreneurs' characteristics that impact success in organic farming." Farmers will be able to use the findings of this study as a guide to tailor their agricultural practices to the needs of their community. Adopting such recommendations to help promote will also be valuable to interested parties and relevant organizations. To ensure the country's stability, prosperity, and long-term development, farmers should be trained to become agribusiness entrepreneurs.

Literature Reviews

Agricultural Entrepreneurs

Traditional farming mostly relates to subsistence and the local way of life. Therefore, farmers or agricultural professionals are seen as more traditional and less evolved (Shelman & Connolly, 2012). It is frequently regarded as a low-tech sector that prioritizes increasing output above creating new products (Lans et al., 2013).

The agriculture industry has continuously changed to keep up with the changes and happenings. Worldwide, consumers now have increased access to knowledge and attention to food safety regulations due to changes in the fast-structured agricultural and food industries. Advanced communications and system distribution technology is being developed, with a focus on sustainability (Lans et al., 2013). Except for Thailand, the world has been through that transition in recent decades, especially in the wake of the 2012 economic crisis. Thailand's agricultural industry has quickly adapted to the country's economic framework since 1997. The quality and standard of production have grown as a result of changing customer behavior and the growth of contemporary retail. These are the difficulties with marketing Thai food and agricultural products. In addition to farming and trying to generate agricultural products, farmers need to have ideas and abilities in a variety of other sectors. But also the development of entrepreneurship (Kahan, 2012). What is the difference between being an agribusiness entrepreneur and an entrepreneur. The authors, Lans et al. (2013) note that there might be minor variations.

According to the nature and setting of the operation, research on agribusiness entrepreneurship should take into account the following: 1) The context of changes in social and environmental conditions, technology and law. 2) Building relationships with stakeholder groups, especially communities. 3) how farming links to livelihoods and lifestyles. 4) The geographic context that impacts entrepreneurship. 5) the development of agriculture in recent times. So the farmer's family decided to research the factors affecting innovation. Services and markets for product development are being actively sought. Therefore, in-depth studies in specific contexts should be undertaken (Verhees et al., 2012).

Another topic that highlights the differences between each group of farmers who may have varying levels of entrepreneurship—is the study of the diversity of agribusiness entrepreneurship. For instance, a study of patterns or roles farmer entrepreneurship to know various strategic capabilities (Lans et al., 2011).

Additionally, research into the various facets of agribusiness operations, including expert farmers, newer generations of farmers, and farmers who run one or more distinct sorts of enterprises, may produce a variety of intriguing results regarding company operations and the efficient use of resources.

Learning About Entrepreneurialism

Corporate language has been used as the corporate tool in internal communication among international HRM activities, including staff selection, training and development, and

international assignments, to operate business activities around the globe (Marschan-Piekkari et al., 1999). Also referred to as corporate language, corporate language is a tool that businesses use to manage internal communication between organizational units (Kim, 2005). Furthermore, Sanden (2016) defined corporate language as a tool for communicating both within and outside of an organization through the use of words and images to convey organizational information and news through online content, press releases, annual reports, and advertising slogans, among other things. Corporate language improves efficiency by resolving misperceptions, cutting costs, avoiding time-consuming translations, and fostering a sense of belonging and togetherness in the workplace. The study carried out by Peltokorpi & Yamao (2017) also supported the idea that corporate language can help frequently share vision and communication among employees. However, the study conducted by Luring & Klitmøller (2015) revealed that five contextual factors, including the level of formality, media slant, group size, power disparity, and relationship strength, can influence avoidance behavior in corporate second language encounters.

According to Lønsmann (2017), employees' local context and viewpoint must be taken into account in the implementation of corporate language policy by management. Weinzierl (2023) also found that cultural diversity can be a barrier to internal communication, so if the corporate language is properly implemented and information is shared with subsidiaries, this can help alleviate the problem of cultural diversity and improve team collaboration by reducing language barriers. Based on the study by Peltokorpi & Zhang (2022), the results from interviews with 79 assigned expatriates in two host countries—China and Japan—revealed that the language identification-based typology of diversified cultural expatriates is significant for employees' workplace manifestations. Based on the significance of corporate language on communication performance, the following hypotheses are developed: Corporate language influences communication performance.

Relationship among Relationship-Oriented Cultural Difference Acceptance, Corporate Language, and Communication Performance

Acceptance and adaptation to cultural differences are significant to communication performance, as mentioned by various studies including Breevaart & de Vries (2021). However, relationship-oriented cultural difference acceptance is not sufficient to improve internal communication among employees and stakeholders. Needs other factors such as corporate language policy that can help create employees' understanding and viewpoint to improve organizational performance (Lønsmann, 2017). Moreover, Weinzierl (2023) revealed that corporate language to share information, vision, and news with subsidiaries can help alleviate the problem of cultural diversity and improve team collaboration. When the organization has corporate language that is appropriate for their employees, it can lead to effective communication performance. Aligning with the literature review, it was found that there was a relationship between relationship-oriented cultural difference acceptance, corporate language, and communication performance. Accordingly, the following three hypotheses were derived for this study: Relationship-oriented cultural difference acceptance influenced communication performance through corporate language. From the literature review, the conceptual framework can be drawn as shown in Figure 1.

The best environment for learning and developing entrepreneurial knowledge, skills, and behaviours is the farmer's farm business. It may be a very powerful learning tool. This holds regardless of whether the farmer has been identified as a potential farmer-entrepreneur or is now acting intentionally as an entrepreneur.

The tight bond between the farmer and his farm makes learning in this environment simpler. The farmer learns through practice rather than theoretical study; this type of learning produces practical results. The practical and action-oriented nature of farmer-entrepreneurs

often meshes nicely with this. It also meshes well with their strong need for the ability to use newly acquired skills right away.

Farmers' abilities and talents grow over time as a result of learning. At first, individuals should be pushed to reflect on who they are, articulate their values, and assess their personalities, drives, skills, and personal resources. They should then gain awareness of their strengths and flaws. The next step should be to make plans and set targets. The next phase is direct experience, when the focus is on "doing" in a natural environment. The empowerment stage is where the skills are put to use by creating a pattern that aligns goals with one's strengths and shortcomings.

Agribusiness can also be started by groups of farmers who desire to work together. These farmers are willing to split the rewards and risks and have comparable goals and ambitions. The group members share ownership and management of the business. The group includes risk-takers, employees, and financial investors.

Farmers who are unable to launch a business on their own find group entrepreneurship to be particularly appealing. These are frequently the local farmers with the lowest incomes or the ones with the weakest connections to the economy. They look for protection through communal endeavors that let them pool resources, split risks, and create a social "safety net." Group businesses need the same entrepreneurial mindset and abilities as entrepreneurs on their own to succeed. Members of the group must have the urge to work for themselves, the drive to try something new, the readiness to accept calculated risks, and the mindset of constantly looking for chances.

They must be prepared to cooperate in a fruitful endeavour and accept full accountability for the result. The benefits of cooperative entrepreneurship are numerous. Important ones include protection from common "opposing forces like greedy traders and markets; group unity; greater power from pooled resources; and drawing on shared life and business experience.

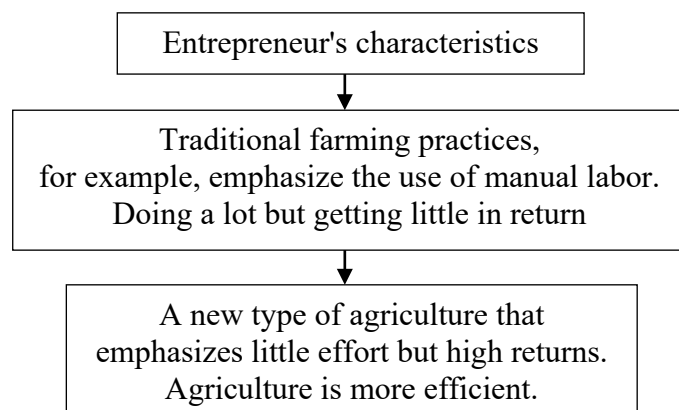


Figure 1 Conceptual Framework

Research Methodology

This research is of a qualitative nature and primarily focuses on the content aspect. The sampling technique employed is purposive sampling, which involves selecting individuals who possess relevant knowledge about the subject matter to serve as key informants. The data collected for this study is derived from the experiences of these individuals. The research is divided into three sections, each of which outlines specific study techniques and procedures.

Step 1: Study the ideas, theories, and studies collected from the materials. Examine ideas and theories surrounding the concepts of leadership and entrepreneurship. Managing companies in the agricultural sector means farming agricultural products sustainably.

Step 2: 12 informants were subjected to interviews and questions about their comprehension of the elements of agro entrepreneurship. They included 1) entrepreneurs who are the leaders of farmer groups, 2) expectations for leadership behavioral characteristics; and 3) leadership traits that farmers share.

Population range in this study, the characteristics of entrepreneurs that affect success in organic business will be studied. The entire population was studied, including entrepreneurs, farm workers, and government officials. Key informants are groups of farmers who have adopted organic farming in their agricultural areas. by owning a farm manager or co-founder who has grown organic vegetables for over five years, living in Pak Chong District, Nakhon Ratchasima Province, and working a total of 12 individuals. To get the survey instrument ready 12 participants were interviewed in-depth for the research project. There will be a general overview of the questions during the conversation. However, the response will be resilient on the part of the respondent. Open-ended questions are prioritized in order to allow respondents to express their thoughts without feeling compelled to do so freely. An unstructured interview is used in an in-depth interview. However, there are several key interview questions. The primary means of gathering data is through interviews with key informants—farm managers, owners of organic vegetable farms, and other individuals—using the informal interview procedure (Informal Interview). The purpose of the planned questions is to gather crucial data. scrutinizing conduct and posture during the interview, among other things. The researcher conducted this in a natural way by watching the informants' behaviour during the interview. The questions are adjustable based on the circumstances. in order for the informant to thoroughly respond to the questions in light of their perspective. In this sense, the investigator has established a general framework for interviewing subjects based on ideas, concepts, and associated studies. utilized as a data-gathering question line. It covers the following 3 key issues: 1) managing a farming company 2) characteristics of entrepreneurship in organic farming, and 3) guidelines for characteristics of farming businesses.

Step 3 : The participant conducts the observational research in a natural manner. The interviewer will watch the informants' actions. Keep an eye out for farming there. Crops that farmers plant and the tools they use for farming. Include agricultural technologies.

Data Analysis

Data analysis involves the collection, categorization, organization, classification, and analysis of data through content analysis and interpretation. The process of data collection is accompanied by data analysis, which is conducted after the data has been collected and organized. Furthermore, data analysis is utilized to analyze the data once the data collection process has been completed.

In this study, the researcher used qualitative research principles to analyze the data as well as the data collection. By systematizing the data gleaned from the study from primary and secondary sources, Such data can be processed in order to link them together and determine how they relate to various data analysis stages.

1) Using theoretical notions to produce innovative analytics ideas Theoretical ideas were employed by the researchers to help give a wide and organized approach to investigate the phenomenon before they started collecting data. Then, it created a model outlining the variables to be researched as the conceptual foundation for the study. If the researcher later decides that the conclusions are sufficiently convincing, they may modify their initial assumptions. Preconceptions may also be a fragmentary collection of theoretical concepts that represent the facts under study.

2) Checking the obtained information. The researcher takes a rest after obtaining the theory's key notion. To better understand the phenomenon and attempt to approach the method of explaining social phenomena as an insider, free from the influence of the theoretical concepts

that have been studied, one should temporarily set aside the theoretical concept in order to avoid restricting the collection of phenomenon data within the framework. The material is based on the actual phenomenon, and the notion has been established from the outset. Having a pioneering concept for the analysis, It reviews the data to make sure it is reliable before analyzing it. They are making use of a triangular data check (Triangulation), which examines the accuracy of data from several sources. The fundamental tenet is to avoid assuming that any first information source is trustworthy. The potential that there are further sources from which a wealth of additional sources of information may be accessible must be looked into by the investigator.

3) Note-taking and data indexing. The technique used to gather data includes unstructured interviews together with material from archival sources. The researcher makes note of the information gleaned from the data collected both during and after evaluating the information. The researcher will index the data after taking notes or referring to this procedure. Data cleaning and preparation for further analysis are accomplished by data coding, the classification of the collected data.

Data Verification

There are many different methods for analyzing qualitative data. The researcher therefore chose to use it in the analysis of many characteristics. In order to get the most accurate and clear study results the model chosen by the researcher to analyze the data this time is:

1) The researcher employed two data verification methods, namely data triangulation and data collection method triangulation, to conduct a triangular data check. Methodological triangulation was used for the data triangulation method, which involved examining different data sources to validate the accuracy of the researcher's information. To achieve this, the researcher utilized the human source verification method, which involved interviewing farmers, government officials, and related parties. This approach was deemed appropriate since multiple individuals could provide information on the same subject, and using the person source in the data triangulation helped to verify the data's accuracy.

2) Data validation using more than one data collection method examines the data that the researcher uses multiple data collection methods in comparison. By considering the appropriateness of the data obtained from different collections such as in-depth interviews, observations, and researching relevant documents. in terms of supporting the smart agricultural policy group learning development of agricultural entrepreneurs to find the consistency of the same data obtained by different methods.

Research Results

Characteristics of Entrepreneurs That Affect Success in Organic Farming

There is a connection with the entrepreneurial concept, as follows: Having an entrepreneurial mindset is a personal trait that can help promote and support the visibility of business opportunities and lead the business to achieve the goals set, as well as enable businesses to expand and succeed. The following key characteristics of an entrepreneur help businesses succeed:

Integrity means having ethics or morality. Successful entrepreneurs need to be honest with customers and business partners; they also have to work with sincerity and have an ideology that they want to contribute to society.

Having fundamental business knowledge and experience means having basic knowledge, experience, and aptitude for business. Another important key attribute is expertise in practical techniques and the ability to apply what is learned to their business. Entrepreneurs who have the courage to adapt to and face competitors using marketing strategies be able to respond to business competitors and be enterprising. Or dare to take risks in doing business, there will be a way to develop the business to grow and eventually succeed. This is consistent with the

research of Raktaengam & Jessadalak (2017) who found that investors' entrepreneurial characteristics have a positive influence on their focus on competition and investment success.

Being consistent and enthusiastic means that they learn from experience or mistakes they have made, and they must not be discouraged by things or decisions they have wrongly made. Although entrepreneurs have expertise in production, they lack knowledge and experience in other areas or do not have sufficient knowledge. Therefore, they need to constantly seek more knowledge.

Achievement motivation means behaviors with an interest in or penchant for challenges, treating challenges as incentives that enable them to perform better. When entrepreneurs see the possibility of doing business, with risks taken into consideration, they will strive to use all their talents and dedicate themselves to work to achieve their intended results.

Learning from the past and taking past experiences as lessons is an important aspect that entrepreneurs should practice. This is to look back to when mistakes were made and take them as lessons to apply to work, improve, or adjust work so that they can perform better.

Entrepreneurial focus or thinking is connected to entrepreneurial orientation: a hopeful outlook. The search for knowledge, determination, and originality Farmers should have positive thinking characteristics, such as a passion for their line of work and an openness to both success and failure, according to the answers to the in-depth interview, because agriculture depends on the environment and its capacity to function. Entrepreneurs must have the guts to handle difficult circumstances. Added to that is a person who is constantly seeking knowledge, including marketing knowledge and understanding of contemporary technologies that can help enhance production in terms of efficiency and quality, so they must be receptive to new knowledge. He is also kind when it comes to sharing his knowledge. or engaging in knowledge exchange with others. Orchard business owners nowadays still need to be inventive. Capable of coming up with new ideas or methods of operation, possessing design thinking, and building their own knowledge to succeed.

Guidelines for Developing Organic Farming Entrepreneurs

Guidelines for developing farmers to become agricultural entrepreneurs are that farmers must be able to change their way of thinking from "do more, get less" to "do less, get more", changing from traditional agriculture to modern agriculture. Focusing on the use of smart farming and precision farming by bringing ICT systems to help with the use of creativity, innovation, research, and development. Farmers must know how to unite and network to strengthen the agribusiness system. Including developing production processes and products to be certified for agricultural product standards and helping to raise the level to export. As well as helping to raise the income and quality of life of farmers for a better living. generating a stable income and finally being able to be self-reliant and sustainable.

Conclusion and Discussion

In addition to the outstanding characteristics of entrepreneurs that help make agriculture successful, further studies have found that entrepreneurs should have additional characteristics in modern agriculture to help them be more successful in business. Entrepreneurs should develop additional skills as follows.

1) Focused on problem-solving: Farmers have to be good decision-makers and problem-solvers to be effective managers. But as entrepreneurs, they must be focused and conscientious. Entrepreneurs have a strong desire to solve problems and seize opportunities. They actively look for solutions.

2) Creative thinking: They understand the farm business as a system. They understand the problems and opportunities that exist. They recognize and realize business opportunities. They are always thinking of new and different ways of doing things and coming up with

creative and innovative ideas and solutions. These are then tried and tested. Sompong & Phueakbuakhaol (2020) gave additional opinions on the characteristics of leaders in using creativity and innovation to develop new product ideas all the time, that is, having plans to deal with situations that are encountered. Strengthen creativity regarding product development and introduce innovative technology into business development.

3) Flexibility and adaptability: Farming is in a constant state of change. Farmer-entrepreneurs readily adapt to these changes. They are aware of the changes and are quick to find ways to meet them and take immediate action. They are not put off by setbacks.

4) Networking: Farmer-entrepreneurs are good at establishing effective partnerships and other relationships. They know who the key stakeholders are in their farming business. They are good at maintaining contact with them and can negotiate and make deals.

5) Readiness to learn: farmer-entrepreneurs actively look for new knowledge and skills. They are always ready to learn. They know how to learn. They take command of their learning. They keep themselves informed of learning and training opportunities, and they learn from mistakes. This is consistent with Gu (2011) idea of consistency and passion for learning. Entrepreneurs are diligent about studying and acquiring new knowledge. Always more Learn from past mistakes and apply them in the future. Never give up on problems or mistakes you encounter. And business practices should be discussed with experts in order to gain knowledge in the correct direction or gain new perspectives.

The steps to developing an effective entrepreneur can be illustrated by the following steps.

Table 1 Stages for effective entrepreneurship development

Stage of development	In this stage, the farmer
Awareness	Examines who he is, clarifies his values, personality, motivations, capabilities and personal resources. He becomes consciously aware of who he is and what he has.
Acceptance	Identifies, recognises and accepts his strengths and weaknesses.
Vision building	Sets long-term goals for himself and his farm business.
Business planning	Develops a business plan and action plan to achieve his vision.
Learn from direct experience	Implements the plan, reflects on the results to learn from the direct experience.
Empowerment	Becomes empowered; the competencies acquired match his personal strengths and weaknesses and his goals.

Suggestions

Encouraging agricultural entrepreneurship is a challenge for the agricultural sector to help farmers succeed in agribusiness. It is necessary to develop the characteristics of agricultural entrepreneurship, which consist of 2 essential aspects: 1) the management skills needed to operate a farm (farm management) and 2) the entrepreneurial spirit. It is through entrepreneurial spirit that the management skills needed in farming can be taught to farmers. However, the entrepreneurial spirit must come from the inner heart, born from learning and accumulating experiences such as perseverance and not giving up the intention of making one's agriculture successful. There is substantial social capital that enables farmers to have an entrepreneurial spirit and to be successful farmers. The network around it, which encourages farmers to learn and set a good example, will support some of this.

Farmers should change the way they do business. This is due to farmers' farming practices having to adjust to the rapidly changing global setting to remain compliant with the law as it applies to their operations. that emerges with significant ideas that should be taken into account as follows:.

1) Partners are key to success: In the present world, farmers cannot fully meet the needs of customers by working alone. We cannot know everything or do everything ourselves. We will witness farmer collaboration in the future. Advisor to suppliers, purchasers, merchants, and distributors Join forces to acquire the skills necessary to collaborate in ever-more complicated systems. Farmers therefore need to adapt their working methods from the traditional one of working alone and independently to one that is modified to be in line with the objectives or goals of working together within the supply chain and conducting business. Every company has a value chain that links the many business divisions that supply orders to customers later on in the same supply chain.

2) Maintaining constant efficiency: This is because, although the land used for agriculture is steady and probably going to decline, the agricultural sector will be crucial in supporting the growth of the global population over the next 30 years. As a result, the agriculture industry looks for methods to increase productivity and capacity. better, smarter, and more effective in response to growing needs. Modern farmers need to be well-versed in many management skills, such as budgeting and production strategy planning. getting and providing Work with personnel and leadership to decide whether to employ technology or innovation to increase productivity. Entrepreneurs should always develop their other skills. Today's jobs are highly competitive and constantly changing. Hard skills may only be part of the job. But soft skills should be combined with social skills to increase their chances of growing their business even more (Sakdapat, 2022)

3) Agriculture's success depends on innovation: Using technology will enable farmers to work more quickly and conveniently. Among these are making better use of the area available for cultivation and freeing up the remaining time for farmers to engage in more suitable management activities, such as overseeing staff and cultivating positive connections. Financial matters, purchases, land leasing, and even marketing require attention. Farmers who appreciate innovation will ultimately prosper. The innovations that will interest farmers' interests must address their needs for expanding their agricultural enterprises. and increase agricultural productivity.

4) The farmer is the CEO of the farm: Successful farmer-owned farms must compete to generate returns on their investments. Even if making a living from farming is difficult, there will be more opportunities for farmers to succeed if they can rethink their business stance and learn how to run their operations differently. Today's farmers must be able to create the right strategic direction in order to succeed. be able to manage production costs and implement new technology appropriately. Examine and join networks or commercial partnerships; as a company expands, having the right contacts can help manage hazards. A successful agriculture entrepreneur must be able to assess and identify the right technology. It is possible to turn a profit while cutting expenses. possess the capacity to create plans for expanding the agricultural industry. Possess the capacity to evaluate a company's competitive potential and adapt the organization to the circumstances.

5) Changing the Farmer Generation: With the advent of the twenty-first century, the global landscape has evolved, and so too has the demand for greater agricultural efficiency. Technological inventions and technological breakthroughs in many sectors have been developed to move quickly. Agriculture is now using these advancements and technologies. bringing about the advent of a new era in agricultural management that heavily utilizes contemporary innovations. Make agriculture faster, more convenient, and more efficient. Furthermore, advancements in technology have turned agriculture into a tool-using industry. ultra-modern devices that save electricity.

References

- Breevaart, K., & de Vries, R. (2021). Followers' HEXACO personality traits and preference for charismatic, relationship-oriented, and task-oriented leadership. *Journal of Business and Psychology*, 36(2), 253-265.
- Gu, Q. (2011). Leaders Who Build and Sustain Passion for Learning: Capacity Building in Practice. In T. Townsend., & J. MacBeath. (eds.). *International Handbook of Leadership for Learning* (pp. 991-1009). South Holland: Springer Netherlands.
- Kahan, D. (2012). Why we are poles apart on climate change. *Nature*, 488, 255.
- Kim, H. (2005). *Organizational structure and internal communication as antecedents of employee-organizational relationships in the context of organizational justice: A multilevel analysis*. Doctor of Philosophy Thesis, University of Maryland.
- Lans, T., Versteegen, J., & Mulder, M. (2011). Analysing, pursuing and networking: Towards a validated three-factor framework for entrepreneurial competence from a small firm perspective. *International Small Business Journal*, 29(6), 695-713.
- Lans, T., Seuneke, P., & Klerkx, L. (2013). Agricultural Entrepreneurship. In E. Carayannis. (ed.). *Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship* (pp. 44-49). New York: Springer.
- Lauring, J., & Klitmøller, A. (2015). Corporate language-based communication avoidance in MNCs: A multi-sited ethnography approach. *Journal of World Business*, 50(1), 46-55.
- Lönsmann, D. (2017). Embrace it or resist it? Employees' reception of corporate language policies. *International Journal of Cross Cultural Management*, 17(1), 101-123.
- Marschan-Piekkari, R., Welch, D., & Welch, L. (1999). In the shadow: the impact of language on structure, power and communication in the multinational. *International Business Review*, 8(4), 421-440.
- Office of the Education Council. (2015). *Subject Research Analysis of Thai Education in the 21st Century World*. Bangkok: Office of the Education Council.
- Office of the Education Council. (2018). *Status of Thai Education in 2017/2018. Guidelines for Reforming Thai Education to move Towards Thailand 4.0*. Bangkok: Office of the Education Council.
- Pattweekongka, S. (2022). Organic Food Brand Trust and Brand Loyalty: Evidence from Thailand. *AgBioForum*, 24(1), 129-133.
- Peltokorpi, V., & Yamao, S. (2017). Corporate language proficiency in reverse knowledge transfer: A moderated mediation model of shared vision and communication frequency. *Journal of World Business*, 52(3), 404-416.
- Peltokorpi, V., & Zhang, L. (2022). Host country culture and language identification, and their workplace manifestations: A study on corporate expatriates in China and Japan. *Journal of International Management*, 28(3), 100926.
- Raktaengam, S., & Jessadalak, W. (2017). The Influence of Investors' Entrepreneurial Characteristics on Investment Success through the Focus on Competition among Retail Investors within the Stock Exchange of Thailand. *SriNakharinwirot Business Administration Journal*, 8(2), 96-109.
- Sakdapat, N. (2022). Analysis of the Path of influence of work skills in the new normal life of the undergraduate students in Thailand. *Social Space*, 22(3), 152-168.
- Sanden, G. (2016). Language: the sharpest tool in the business strategy toolbox. *Corporate Communications: An International Journal*, 21(3), 274-288.
- Shelman, M., & Connolly, A. (2012). The Human Capital Issue: Ensuring the Future of Food and Agribusiness. *International Food and Agribusiness Management Review*, 15(Special Issue A), 1-2.

- Sompong, C., & Phueakbuakhaol, S. (2020). Model for Developing Competency of Community Enterprise Entrepreneurs in Prachuap Khiri Khan Province. *Academic Journal Phranakhon Rajabhat University*, 11(1), 310-327.
- Verhees, F., Lans, T., & Verstegen, J. (2012). The influence of market and entrepreneurial orientation on strategic marketing choices: the cases of Dutch farmers and horticultural growers. *Journal on Chain and Network Science*, 12(2), 167-179.
- Weinzierl, L. (2023). *Bridging the boundaries of corporate language competence in multinational teams*. Retrieved from <https://research.stmarys.ac.uk/id/eprint/6139>.

Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers. Any product that may be evaluated in this article, or claim that may be made by its manufacturer, is not guaranteed or endorsed by the publisher.



Copyright: © 2024 by the authors. This is a fully open-access article distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0).