

The Study on the Development of the Participatory Management of
Occupational Group that Affects the Sustainable Development of
Mae Chan Tai Community, Mae Suai District, Chiang Rai Province
การศึกษาแนวทางพัฒนาการบริหารจัดการกลุ่มอาชีพอย่างมีส่วนร่วมที่ส่งผลต่อการพัฒนา
อย่างยั่งยืนของชุมชนแม่จันทไ้ อำเภอแม่สรวย จังหวัดเชียงราย

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Abstract

This research is a mixed methods research on both qualitative and quantitative research which aims to study the participatory management of the occupational group and the potential development guidelines, which can bring the knowledge to develop the management pattern and the strategies for promoting the community sustainable development. Sample consisted of 36 households. The research found out that the management of the occupational group (POSDCoRB) in overall is in high level. Anyway, in each aspect, it was found that the opinions with the highest level towards the budgeting and the other aspects were rated as high level such as staffing, reporting, directing, planning, organizing, and coordinating respectively. The guidelines for the participatory development of the occupational group that affecting the potential sustainable development should focus on (1) Create the processes and patterns of the occupational group development, which focus on the participation and the use of the learning process as the development strategies (2) Transfer the knowledge by applying in order to improve the occupational group management process for the most benefit that can help each other to create the strength in the future.

Keywords: Development of Occupational Group, Sustainable Development, Mae Chan Tai Community

บทคัดย่อ

การศึกษานี้เป็นการวิจัยแบบผสมผสานระหว่างวิจัยเชิงปริมาณและเชิงคุณภาพ เพื่อศึกษาการพัฒนาการจัดการกลุ่มอาชีพอย่างมีส่วนร่วม อันสามารถนำมาซึ่งการพัฒนาแบบการจัดการและการส่งเสริมการพัฒนาชุมชนอย่าง

ยั่งยืน กลุ่มตัวอย่าง คือ เกษตรกรชุมชนแม่จันใต้ อำเภอแม่สรวย จังหวัดเชียงราย จำนวน 36 ครัวเรือน ผลการวิจัยพบว่า ระดับความคิดเห็นเกี่ยวกับการบริหารจัดการกลุ่มอาชีพ (POSDCoRB) อยู่ในระดับมาก โดยแต่ละรายด้าน พบว่าด้านการจัดงบประมาณ มีความคิดเห็นในระดับมากที่สุด ด้านการจัดบุคลากรทำงาน (Staffing) ด้านการรายงาน (Reporting) ด้านการอำนวยความสะดวก (Directing) ด้านการวางแผน (Planning) ด้านการจัดองค์กร (Organizing) และด้านการประสานงาน (Coordinating) มีความคิดเห็นในระดับมาก ส่วนการพัฒนาการจัดการกลุ่มอาชีพอย่างมีส่วนร่วมที่ส่งผลต่อการพัฒนาอย่างยั่งยืนควรมุ่งเน้น (1) การสร้างกระบวนการและรูปแบบการพัฒนากลุ่มอาชีพ มุ่งเน้นการมีส่วนร่วมและใช้กระบวนการเรียนรู้เป็นยุทธศาสตร์การพัฒนา (2) การถ่ายทอดองค์ความรู้โดยนำไปใช้ในปรับปรุงกระบวนการจัดการกลุ่มอาชีพอย่างมีส่วนร่วมให้เกิดประโยชน์อย่างคุ้มค่าจนสามารถเกื้อกูลกันในการสร้างเข้มแข็งในอนาคต

คำสำคัญ: การพัฒนากลุ่มอาชีพ, การพัฒนาอย่างยั่งยืน, ชุมชนแม่จันใต้



Introduction

In 2017, Thailand has started the 12th National Economic and Social Development Plan (2017-2021), which the government sector must help to promote and support the community to use their existing social capital and bring the benefits to help building the self-reliant economy in the community. The relevant agencies should more realize the importance of developing the local wisdom or Thai wisdom, which is the development of sufficiency economy policy according to the royal initiative, community strengthening policy, as well as the government policies that focus on developing the people-centered organization. To establish the important strategy is to strengthen the community, support the local and social development, as well as increasing the potential of community organizations, and support the learning and expanding the network of the community (Office of the National Economic and Social Development Board, 2016). This is how to apply the existing immunity and accelerate the country's immunity to prepare the people, society, and economic system of the country to be able to adjust to support the effects of the changes appropriately.

The government sectors should emphasize on the quality development of Thai people and Thai society, people have the opportunity to access the resources and get the benefit from the economic and social development, including creating the economic opportunities base on the knowledge, technology, innovation, and creativity on the basis of the production and consumption that are environmentally friendly under the principle of development of mission areas and the participation of all sectors in Thai society. All mentioned development and opportunities will lead to the development for the sustainable happiness of Thai society in accordance with the philosophy of sufficiency economy, as well as speeding up the country's immunity to prepare people, society, and economic system of the country to be able to adjust to support the effects of the changes in the appropriate way. At the same time, it is necessary to manage the 12th National Economic and Social Development Plan to get the results in a practical way by the Ministry of Finance and the Office of the National Economic and Social Development Board that work together to integrate the study of the guidelines and measurement

to reduce the household debt increasing by adopting the policies or guidelines from the government sector to increase the income of people. One approach that is used for the life development and increase the income for people is the community enterprises, which is the business of the community that produce the product or provide the service and operated by the group of people that have a similar way of life and form up as a juristic person or not a juristic person to generate the income and to be a self-reliant channel as the main source of income for the family, community, or generate the income between the communities (Pongwiritthon, R. et al., 2016).

The Royal Project in the community of Ban Mae Chan Tai, Mae Suai district, Chiang Rai, is a community that has established a strong group on research and development of Arabica coffee on high ground to replace the opium cultivation of hill tribe people in the northern region under the assistance of the US Department of Agriculture (USDA), which has a symbol of the Akha tribe and it is the coffee shop with a full range of management from upstream, midstream and downstream, which has been set the goal to solve the problem for the villagers who grow coffee in the village from taking advantage of the price of the middlemen because the villagers lacked of knowledge and understanding of the coffee production process. The continuous business development of Akha Ama Coffee is the model of the successful business group, the upstream development (the initial stage of the business) is the way they produce coffee by themselves, which the business started from selling the uniqueness by planning for the villagers to grow Arabica coffee, set up the learning centers, and experimented to plant different kinds of coffee,

these will become the initial raw materials in order to lead to the next step. The midstream (the stage of processing the product) is the process that brings all the product (coffee beans) that get from the cultivation of the villagers to roast and grind (the shop has their own roasting and grinding machines) then get the instant coffee powder, and their coffee has been selected as a coffee shop with the outstanding flavor by the Netherlands and later, they were known by the media from both foreign and neighbor countries' media. In 2010, they were selected in Vienna, Austria and their coffee "Akha Ama" is the only brand from Thailand that has been selected by the Specialty Coffee Association of Europe (SCAE) to use in the World Cup Tasters Championship for three years from 2010-2012, which the committee commenting on the identity of this brand's coffee. And downstream (the final stage of the business) is the process of bringing the product (coffee) from the coffee bean, instant coffee powder, and fresh brew coffee of Akha Ama to the consumers directly. It can be said that the coffee of the community group of Akha Ama has a good process or marketing mix that can create the products from local wisdom, community expertise, including the other marketing mix, such as rewarding profits to the community, creating different types of marketing mix strategies (Pongwiritthon, R., et al., 2018).

Therefore, the researcher is interested in studying the participatory management of the occupational group that affects the sustainable development of Mae Chan Tai community, Mae Suai district, Chiang Rai by taking a paradigm to study the guidelines for the management of the occupational group and the strategies for promoting the community sustainable development. The researcher also would like to use

the community in the research as the model in the body of knowledge of the group and community management, in order to know the way to develop the potential of the occupational group to achieve the sustainability, having a better quality of life, which is the way to the happy society and strong community that will decrease the external dependency and be able to be self-reliant in the future.

Research Objectives

To study the potential development guidelines and participatory management of the occupational group affects the sustainable development of Mae Chan Tai community, Mae Suai district, Chiang Rai Province

Literature Review

The review of the literature on the relevant research to be developed as the conceptual framework, which can be summarized as follows:

1. Context and physical characteristics of the occupational group of Mae Chan Tai, Mae Suai district, Chiang Rai. Mae Chan Tai occupational group located at Moo 25, Tha Ko sub-district, Mae Suai district, Chiang Rai, which is a small village. Around the community, there are highland ethnic groups living together, including the Yunnan Chinese ethnic group in Ban Huai Nam Khun, the Akha ethnic group in Ban Phana Seri, Ban Mai Pattana, Ban Ake, Ban Mae Chan Nuea and Ban Mae Chan Tai, which founded in 1981. Ban Mae Chan Tai is the upstream village, making it a rich forest with wild animals and herbs that also suitable for the winter vegetable and fruit' farms. The first group of immigrants who settled in Mae Chan Tai came from Burma and lived in the area, however, there was not enough land

for cultivation and there were conflicts in religion, traditions, and rituals according to the different beliefs, therefore, they moved to set up a new village by the lead of Mr. Songlae Chuepa with only 8 houses and the population of 50 people, and name the village "Abolaechue" after the name of the group leader who plays the important roles both in making the rituals and communicating with the outside. At this present time, there are the government agencies and various organizations to promote the agricultural careers, to grow the fruits and vegetables, as well as to provide the education. Later, the village changed the name to "Ban Mae Chan Tai" because at the north of the village about 6 kilometers, there is a village of the Akha ethnic group called "Ban Mae Chan Nua", which the two villages were migrated from Mae Chan district (Santikul Chuepa, 2018: interview). In order to facilitate the development, therefore, the head of Huai Nam Khun Royal Project Development Center at that time, named the village "Ban Mae Chan Tai" and use this name until nowadays.

2. Concepts of the development of occupational group and community business. It is a group that is considered as a mechanism to create the power of people in society to solve the local problems, if the people in the society have no unity, they will have no power to solve the problems and cannot balance the power of the government and the financial power. The reasons that people join the group can be seen that the main points are involved in group activities consists of: (1) Individuals cannot live alone in the society. (2) Individuals set up group and join because of the reason of the benefits in the business. (3) Group committee is a group of a number of individuals that are established as the representatives of the group to help with

administration and solve various problems that might occur. The establishment of committees in various organizations will be done for many purposes, such as the policy and plan makers, as the coordinators, as the advisors to propose the new method of work as follows: (1) Determining the purpose of work in order to allow the board to perform with efficiency. (2) Determining the roles, duties, and regulations of the board and meeting methods. (3) Selecting the appropriate chairman who capable of planning tasks. (4) Having the clear operational data. And (5) Having the regular follow-up of working results in the written record and let all members to acknowledge about the performance to improve the performance period from the establishment of the group, leading to the composition of the group, which most groups have the important elements as follows: group members, group directors, group activities, and group rules and regulations (Pongwiritthon, R., 2017).

Therefore, it can be concluded that the development of occupational group and community business is the business operation that the community members act as the owner since the thinking process, management process, and share the benefits, which will lead to the non-formal education. The important factor that will affect the success of the community business of the villagers is “Joint investment” by requiring the community to work with the private businesses to take action and have the government and private sectors as the supporters.

3. Principles of public participation.

The guidelines for the participation as follows: (1) Participate in thinking is the participation in the meeting and consulting in the project planning and the follow-up methods in order to accomplish the activities of the projects

according to the objectives. (2) Participate in decision making is the participation that after the meeting, there must be the process to decide what are the best activities or the most appropriate guidelines. (3) Participate in operating various projects, such as working together or join the donation project. And (4) Participate in monitoring and evaluating the projects, that when the projects are completed, there is the participation in the examination, maintain, and evaluate the benefits arising from the project (Pangda Royal Project Development Center, 2012). The basic conditions of personal participation are based on the 4 basic principles as follows: (1) A person should have the potential to join. (2) A person should have the economic, cultural and physical condition that able to participate. (3) A person should be willing to participate or volunteer to join. And (4) A person should have the opportunity to participate and able to decentralize each individual person to decide and determine the activities that they want at the appropriate level. The pattern and procedure of personal participation have the elements of participation as follows: (1) The participation should have the clear objectives or goals. (2) The participation should have target activities and patterns. And (3) The participation should have the person or the target group (Pongwiritthon, R, and Pakvipas, P., 2015).

In summary, the concept of public participation is primarily focusing on the participation of local people by including the participation with all organizations, both public and private sectors, to involve in the process of ecotourism development with the same goal and direction. In addition, the participation will be in the form of giving comments, exchanging or supporting the management process or practice

guidelines in the direction of mutual management, which should not create any conflict or lose the benefits of each other. By the way, participatory management is also the important reason for the organization management as follows: (1) Create the mutual understanding in the intended works. (2) The decision-making process supports the behavior of the individual and can be accepted among the organization. (3) It is the principle of management that is crystallized from the analysis with reason, brainstorming together, which leads to the decisions. And (4) Reduce the gap in the organization.

4. POSDCoRB management principle. These are the seven elements of important tasks of the management which include: 1). Planning is the planning to analyze the situations and problems, set the objectives, goals and guidelines in order to know the pattern and method including the working time. 2). Organizing is the structure of the organization by considering the suitable amount of work or according to the specific characteristics of work in order to operate in accordance with the objectives. 3). Staffing is the arrangement of staff. It is the human resource management in the organization to enable the personnel to work efficiently and in accordance with the designated units. 4). Directing is the directing of the mission

to diagnose, monitor, supervise, and control as the chief executive. 5). Coordinating is the coordination of the various parts of the work process to make it operate smoothly in order to ensure the progress of the work to be consistent. 6). Reporting is a reporting process and technique of informing the supervisors about the performance, which is related to the communication among the organization. And 7). Budgeting is a mission related to the accounting planning, financial and fiscal control, in addition, it is one type of program that represents the spending in order to achieve the objectives and also the guideline for controlling (Chalekian, P., 2016).

In summary, the POSDCoRB management principle is a mechanism and structure of the organization to prepare the personnel with different skills to be in the department that is suitable for the organization. The personnel know about their duties and the executives can manage and order effectively and set up the framework for the organization as the guideline for management and promotion of the performance within the organization.

Reviewing the concepts and theories related to the above research can be summarized in the conceptual framework of the research as shown in Figure 1.

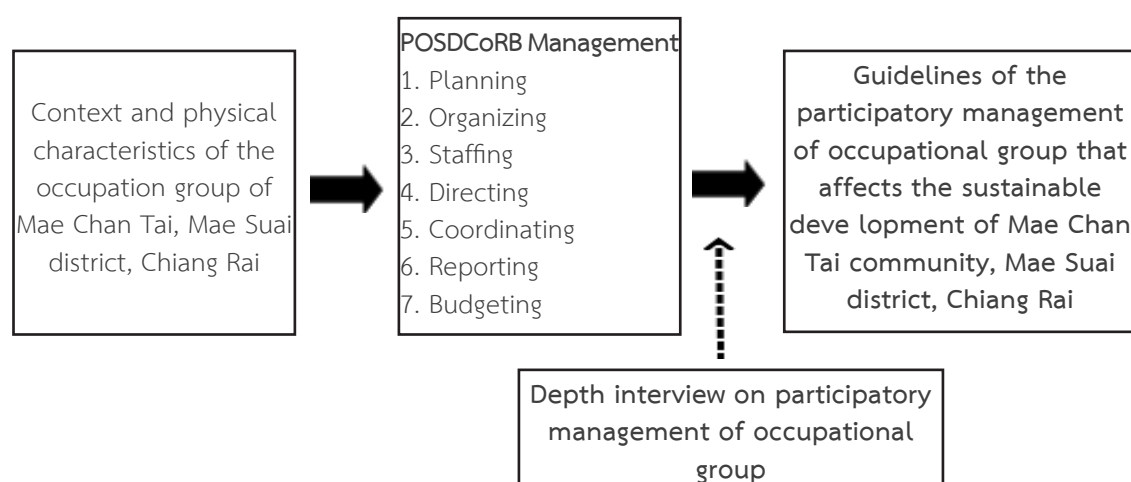


Figure 1 *Conceptual framework of the research*

Methodology

This research is a mixed methods research on both qualitative and quantitative research, which focuses on the participatory management of the occupational group that affects the sustainable development of Mae Chan Tai community, Mae Suai district, Chiang Rai, which the research methods as follows:

Population and Sample

1. The population and sample used in this study were the occupational group and farmers in Ban Mae Chan Tai community, and Huai Nam Khun Royal Project Development Center, Tha Ko sub-district, Mae Suai district, Chiang Rai total 38 households. The sample size can be obtained from the sample size table at the 95 % of confidence level of Krejcie and Morgan (1970: 608), which after comparing with the criteria table, the sample group is 36 households. People who are the members of the occupational group who volunteer to join the project and willing to disclose the information about the occupational group.

2. The population and sample of the qualitative research, the samples are 3 key informants, consisting of the village headman, community leader, and the chairman of the community savings group.

Research Tools

The research instruments and data collection can be divided into 2 types as follows:

1. The quantitative data that collected the data by using the questionnaire which created according to the purpose and conceptual framework of the research by focusing on the level of opinion of the sample in management (POSDCoRB), and use the criteria to interpret the mean of 5 levels, the

average of 1.00 – 1.50 means the least agree, 1.51 – 2.50 means less agree, 2.51 – 3.50 means moderate agree, 3.51 – 4.50 means very agree, and 4.51 – 5.00 means the most agree (Srisa-ard, B., 2002, 63). Determine the reliability by using the Alpha Coefficient according to Cronbach's method and obtained the reliability of the instrument at 0.89.

2. The quantitative data that collected the data by in-depth interview and analyzed together with the research team and the experts by set up the meeting to brainstorm about the opinion to create the model, processes, and the development patterns on the participatory management of occupational group of the farmers in Mae Chan Tai community, Mae Suai district, Chiang Rai.

Data Collection

Both primary and secondary source were used for data collection. A method of data collection was designed through open-ended questionnaires for quantitative research and conducted depth interview by focus group as data collect for qualitative research. The primary data collection method uses to draw information from participants while secondary sources are derived from literature review such as texts, journals, statistical records, research articles, and online resources including with related publications that relate to study.

Statistical Analysis

Data and statistical analysis used in analyzing the quantitative data is the descriptive analysis by finding the frequency and percentage average and standard deviation. The qualitative data were analyzed by using the content analysis and model simulation of the development process of the participatory management of occupational

group according to the objective of the research framework.

Result

The data of the occupational group showed that the majority were 29 males or 80.56 percent, age between 21-30 years old 28 people or 77.78 percent, 21 people or 58.33 percent have education level lower than or equal to high diploma level, 31 people or 86.11 percent are mainly doing the farming and gardening, 27 people or 75 percent have the role as the community members, and 22 people or 61.11 percent have the experience in participating in the sufficiency economy of Royal development projects.

The data about the level of opinions on the occupational group management (POSDCoRB) from quantitative data collection in overall is in a high level of agreement ($\bar{X} = 4.45$, $SD = 0.8$). By management of the occupational group in each aspect, it was found out as follows: 1.) In terms of planning in the overall is at a very high level ($\bar{X} = 4.43$, $SD = 0.63$), which in order of 3 aspects, respectively, are members participated in the SWOT analysis (strength, weakness, opportunity and threat) in the operation of occupational group ($\bar{X} = 4.58$, $SD = 0.70$), members attended the meeting on the production goals and performance ($\bar{X} = 4.50$, $SD = 0.81$), member meeting together to determine the selling price of the product ($\bar{X} = 4.47$, $SD = 0.52$). 2.) In terms of organizing in overall is at a high level ($\bar{X} = 4.42$, $SD = 0.84$), which in order of 3 aspects, respectively, are the committees are clearly assigned the duties on the operation of the occupational group ($\bar{X} = 4.47$, $SD = 0.86$), the relationship between members and the communication are informal ($\bar{X} = 4.47$, $SD = 0.78$), the selection of the committee to represent the management functions ($\bar{X} = 4.42$, $SD = 0.59$). 3.) In

terms of staffing in overall is at a high level ($\bar{X} = 4.50$, $SD = 0.96$), in descending order of 3 aspects are the members traveled to study visit the other occupational groups or community enterprises ($\bar{X} = 4.69$, $SD = 0.90$), the members in the occupational group have some exchange between each other ($\bar{X} = 4.53$, $SD = 0.59$), the members were trained to develop the skills from the government agencies and private sector of the relevant agencies ($\bar{X} = 4.50$, $SD = 0.61$). 4.) In terms of directing in overall is at a high level ($\bar{X} = 4.43$, $SD = 0.75$), in descending order of 3 aspects are the operation of the occupational group is under the decision of the selected committee ($\bar{X} = 4.55$, $SD = 0.70$), the chairman of the group attended the meeting with various agencies by himself ($\bar{X} = 4.52$, $SD = 0.75$), the chairman is the decision maker at the final stage ($\bar{X} = 4.47$, $SD = 0.82$). 5.) In terms of coordinating in overall is at a high level ($\bar{X} = 4.37$, $SD = 0.69$), which in descending order of 3 aspects are receiving advice from the promotion agency or the other related departments ($\bar{X} = 4.44$, $SD = 0.58$), the verbal order of production of the occupational group ($\bar{X} = 4.41$, $SD = 0.90$), the occupational groups coordinated with the external agencies ($\bar{X} = 4.38$, $SD = 0.62$). 6.) In terms of reporting in overall is at a high level ($\bar{X} = 4.46$, $SD = 0.80$), in descending order of 3 aspects are there is a record of the production statistics for each member to calculate the payment after the sale ($\bar{X} = 4.61$, $SD = 0.73$), taking note of production details and monthly sale ($\bar{X} = 4.58$, $SD = 0.69$), there is the examination of the business trends from the report ($\bar{X} = 4.58$, $SD = 0.74$). Finally, 7.) In terms of Budgeting in overall is at the highest level ($\bar{X} = 4.52$, $SD = 0.68$), which in descending order of 3 aspects are the use in the operation of the group is suitable for the expected income ($\bar{X} = 4.72$, $SD = 0.75$), the working capital within the

group is partly derived from the shares of the members ($\bar{X} = 4.52$, $SD = 0.84$), and there is the auditor to check the income and expense account

of the occupational group ($\bar{X} = 4.50$, $SD = 0.59$), as shown in Table 1

Table 1

The level of opinion about the management of occupational group (POSDCoRB)

Management (POSDCoRB)	\bar{X}	SD	Interpretation
1. Planning			
1. Members participated in the SWOT analysis (strength, weakness, opportunity and threat) in the operation of occupational group	4.58	0.70	The highest level
2. Member meeting together to determine the selling price of the product	4.47	0.53	High level
3. Members attended the meeting on the production goals and performance	4.50	0.81	High level
4. Members meeting to consider about funding sources	4.28	0.74	High level
5. Members meeting to consider about the ways to solve the problems	4.36	0.93	High level
6. Members meeting to consider about improving the products of the group to get a good quality	4.39	0.76	High level
Total mean in terms of planning	4.43	0.64	High level
2. Organizing			
1. The selection of the committee to represent the management functions	4.42	0.59	High level
2. The committees are clearly assigned the duties on the operation of the occupational group	4.47	0.86	High level
3. Troubleshooting and comments are operated in the form of resolutions by the committees	4.41	0.65	High level
4. The exchange of raw materials or products is in the form of kinship	4.41	0.60	High level
5. The relationship between members and the communication are informal	4.47	0.78	High level
6. The chairman has a friendly relationship with the members	4.36	0.66	High level
Total mean in terms of organizing	4.42	0.84	High level
3. Staffing			
1. Increasing of the number of members via the selection to meet the needs of occupational groups	4.36	0.76	High level
2. The members in the occupational group have some exchange between each other	4.47	0.65	High level
3. The members traveled to study visit the other occupational groups or community enterprises	4.69	0.90	High level
4. The members were trained to develop the skills from the government agencies and private sector of the relevant agencies	4.50	0.61	The highest level
5. The rotation of work of the occupational group's committees	4.53	0.59	High level
6. The members of the occupational group receive equal work assignments due to the ability and skill	4.42	0.83	High level
Total mean in terms of staffing	4.50	0.96	High level

4. Directing

1. The operation of the occupational group is under the decision of the selected committee	4.55	0.70	The highest level
2. The chairman is the decision maker at the final stage	4.47	0.82	High level
3. The chairman has high leadership at work.	4.38	0.68	High level
4. The communication between the members and the committees is simple and informal.	4.38	0.52	High level
5. The chairman of the group attended the meeting with various agencies by himself	4.52	0.75	The highest level
6. Verbally ordering work assignments or activities	4.27	0.62	High level
Total mean in terms of directing	4.43	0.75	High level

5. Coordinating

1. The occupational groups coordinated with the external agencies	4.38	0.62	High level
2. The chairman inquired about the problems and suggestions for the operation from the members	4.36	0.80	High level
3. The meeting of the occupational group is a verbal discussion	4.30	0.74	High level
4. Most of the internal communication between the members relies on the kinship relationships	4.33	0.60	High level
5. Receiving advice from the promotion agency or the other related departments	4.44	0.58	High level
6. The verbal order of production of the occupational group	4.41	0.90	High level
Total mean in terms of Coordinating	4.37	0.69	High level

6. Reporting

1. There is a record of the operation of the occupational group	4.27	0.58	High level
2. The committee has kept the documents and details of the operations in the form of working files	4.47	0.90	High level
3. There is a summary of the performance in the form of an annual report	4.38	0.74	High level
4. Taking note of production details and monthly sale	4.58	0.69	The highest level
5. There is the examination of the business trends from the report	4.58	0.74	The highest level
6. There is a record of the production statistics for each member to calculate the payment after the sale	4.61	0.71	The highest level
Total mean in terms of reporting	4.48	0.80	High level

7. Budgeting

1. There is the participating in proposing the projects to request the budget from various sources	4.50	0.59	High level
2. The working capital within the group is partly derived from the shares of the members	4.52	0.84	The highest level
3. The members acknowledge about the financial performance	4.41	0.68	High level
4. There is a clear assignment of the responsible person to control the expense of the occupational group	4.44	0.91	High level

5. There is the auditor to check the income and expense account of the occupational group	4.52	0.80	The highest level
6. The use in the operation of the group is suitable for the expected income	4.72	0.75	High level
Total mean in terms of budgeting	4.52	0.68	The highest level
Total mean of Management (POSDCoRB)	4.45	0.86	High level

The results of the qualitative studies from in-depth interviews about the development of the participatory management of the occupational group revealed that the management of the occupational group of Mae Chan Tai community, Mae Suai district, Chiang Rai, has good practices that promote and support the participation of the occupational group by the community for the community as follows:

In terms of the form of occupational group and network, focusing on the learning process together, which will encourage and support the cooperation and has the clearer characteristic of the community business for the community. For the external networks such as the educational institutions, government agency, local organization, private organization, and other related agencies and so on, they are also ready to cooperate and support the development of the activities. At the same time, the community has a strong point from the fact that the members are the co-owners and operators who have the resources and products from the community, have the creative initiative, ready and open to learn and develop the production process, maintain the standards and control the products' quality, the

management principles as well as networking, promote the knowledge and skills as shown in Figure 2.

2. In terms of the development of the operational processes, they give the knowledge and make the members understand in order to perform the effective group management activities, which might be in the manner of organizing the workshop activities to transfer the knowledge in collaboration with the Knowledge Management (KM), resulting in continuous development of the knowledge base or intellectual capital, that lead to the Learning Organization (LO) and can increase the competitiveness competency.

3. There are both formal and informal mentors system, which have the role of mentoring, coaching, and counseling in the development of the community's operation as the community leader perceive that there is a form of knowledge exchange that has the basic purpose of creating good interactions between each other, as well as lead to the positive attitude towards the community. Besides, it also creates the atmosphere of the creative presentation, makes a difference or creates an identity as well.

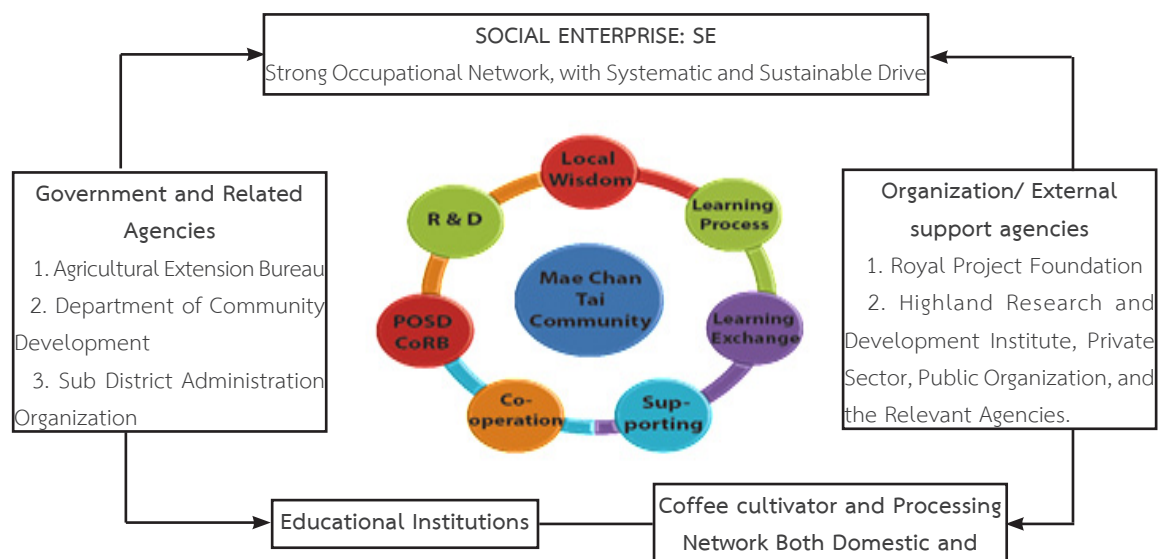


Figure 2 the development process and the pattern of the occupational group of the model community

Discussion of research results

The participatory management of the occupational group that affects the sustainable development of Mae Chan Tai community, Mae Suai district, Chiang Rai, shows the opinion level about the management of occupational group (POSDCoRB) (\bar{X} = 4.45, SD = 0.86) at a high level, it was found out that in terms of budgeting shows the highest level of opinion (\bar{X} = 4.52, SD = 0.68), the opinions at high level on staffing (\bar{X} = 4.50, SD = 0.96), on reporting (\bar{X} = 4.48, SD = 0.80), on directing (\bar{X} = 4.43, SD = 0.75), on planning (\bar{X} = 4.43, SD = 0.64), on organizing (\bar{X} = 4.42, SD = 0.84), and on coordinating (\bar{X} = 4.37, SD = 0.69). The participatory management of the occupational group can be a model for the group management because there are the guidelines for the professional group management according to the good business management, there are also the additional factors in the context of the area, the integrity of the natural conditions, the way of life, the traditions of the tribe which can be a clear and appropriate identity source for further development of the occupational

group. There also promoted in a joint investment style (partnership) by starting the community to act as the owner since the thinking process management and sharing benefits, which will lead to the natural non-formal education. There are also the government agencies, private sectors and other institutions that support and organize the activities to transferring knowledge and innovation via the planning process, organization management, personnel organizing, facilitating coordination, reporting, and budgeting, combined with the strengths in the diversity of natural resources, culture, and traditional lifestyles. For the community development and occupational group, it should be integrated and create the concrete practical results. The operation should focus on the important development issue as follows: (1) Creating the awareness for the community. (2) Developing the infrastructure and the environment in the context of the area integration of operations of the related agencies, and research and development. And (3) Solving the common problems that might lead to the community management and sustainable

occupation groups.

Summary

The development of the participatory management of the occupational group that affects sustainable development of Mae Chan Tai community, Mae Suai district, Chiang Rai, have a strong occupational group network to drive in systematically and sustainable way with a concrete process which include external support organizations, educational institution, government sectors, and related agencies in integrating operations to promote the knowledge

about the group management, learning process, learning exchange in knowledge management in order to create a model for managing occupational group. Anyway, in the preparation of the plan for the development of the occupation of farmers and the knowledge management should lead to the plan for the operation, track and evaluate the achievement which can be measured, able to verify and correct the complete model of the operation in transferring the knowledge to the group and network, in order to achieve the sustainable development of the community.



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