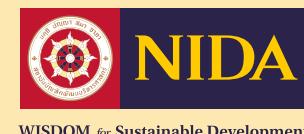


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Case Research Journal

National Institute of Development Administration



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Organizational Toxicity: A Painful Situations and Impacts that Occur to High-performing Sales Employee in the Workplace

Jirapong Ruanggoon*, Wittawin Khowlumlert** and Siripapun Leephajaroen***

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Abstract

Organizational toxicity is the negative and harmful environment that exists within an organization. This toxic environment is characterized by a fear, mistrust, and competition that often leads to high levels of stress, burnout, and turnover among employees. Metha is a salesperson who is facing a toxic work environment and has been impacted to the point where he feels genuinely frustrated, disappointed, and wants to resign. The harmful toxicity that occurs in this workplace, if left unaddressed, could be a cause for the organization to lose good employees who have valuable skills, which is regrettable. To cope organizational toxicity, it is essential to identify the root causes of toxicity and implement strategies that foster a positive and supportive workplace culture. By creating a healthy and inclusive work environment, organizations can not only retain their talent but also attract new talent and enhance their performance.

Keywords: Organizational Toxicity, Organizational Climate, Human Resource Management

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Employees prefer to work in a workplace that is conducive to their physical and mental well-being, where management and productivity are given equal importance. However, there are several factors that can lead to a shift from a healthy organizational environment to a stressful one. One of these factors is the presence of a toxic in organization (Mir & Nastiezaie, 2022). Organizational toxicity is a concept that describes the negative impact that workplaces can have on their employees' health and well-being. It can manifest in a range of forms, including physical harm, such as exposure to hazardous chemicals or dangerous working conditions, psychological harm, such as chronic stress or anxiety, and emotional harm, such as discrimination, harassment, or bullying (Einarsen et al., 2018; Kasalak, 2019).

The increasing interest in organizational toxicity is driven by a growing recognition of its negative effects on individuals and organizations. Research has shown that toxic workplaces can lead to high levels of stress, burnout, and turnover, as well as reduced productivity and job satisfaction (Tepper, 2007; Abbas & Saad, 2020). Furthermore, toxic cultures can perpetuate harmful behaviors, such as bullying or discrimination, which can have lasting effects on employees' mental and physical health (Sull et al., 2022). To address organizational toxicity, researchers and practitioners are increasingly focusing on promoting positive organizational cultures and reducing the incidence of harmful behaviors. For example, some organizations are implementing anti-bullying and anti-discrimination policies, providing mental health resources and support for employees, and promoting work-life balance and employee engagement (Sundt, 2016).

This case study presents the story of Meta, a student at a university who was subjected to toxicity from co-workers while working part-time as a sales employee in a small-sized decorative industry in Bangkok. The impact of toxicity in the organization on Meta led to a learning experience to cope, resolve issues, and prevent toxicity in the workplace.

Situation that Led to Toxicity in the Organization

Toxicity in an organization can arise due to various factors such as a lack of communication, poor leadership, favoritism, and unclear expectations. In some cases, it may also be due to unethical behavior or harassment. These situations can have a significant impact on employees and the overall functioning of the organization.

Mr. Metha, a student at a university, was working with a company that had seven salespeople, three operation/technician staff, two finance and accounting staff, and two work supervisors. The decorative car business emphasizes customer demand for car decoration to be beautiful, distinctive, and safe. The survival and growth of the business depend on increasing access to customers. Therefore, the company places importance on promoting sales, developing and proposing sales promotion plans for both current and future customers. The organization chart of the company as shown in Figure 1. In a small-sized decorative industry based in Bangkok, the organizational structure revolves around cohesive teamwork and relatively flat hierarchies. At the helm sits the owner, wielding ultimate authority and guiding the company's vision and strategic decisions. Steering the sales department is the head, overseeing a team of sales staff, including Mr. Metha and his colleagues, tasked with driving revenue through product promotion and sales. Mr. Metha, among the sales staff, plays a pivotal role in crafting sales strategies, identifying potential clientele, and sealing deals to ensure customer satisfaction and business growth.

Meanwhile, the operations/technician department manages the practical aspects of production and installation, ensuring that decorative products meet quality standards. Overseeing financial matters is the finance and accounting department, responsible for budgeting, accounting, and regulatory compliance. Work supervisors, scattered across departments, provide hands-on guidance and support to ensure smooth task execution aligned with company standards.

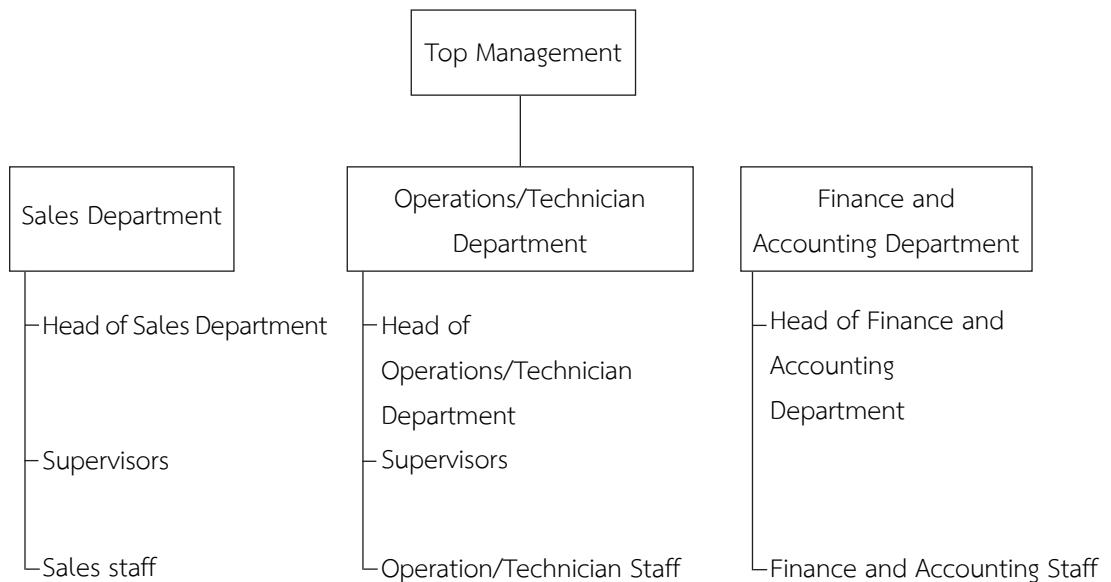


Figure 1: Organization Chart of the Company

Within this environment, collaboration thrives, with employees across departments frequently interacting and sharing ideas. Communication channels are informal, fostering open dialogue and teamwork. While ultimate authority rests with the owner, decision-making authority is decentralized, empowering department heads and supervisors for agility in daily operations.

In this setting, Mr. Metha's role as a sales staff member is pivotal. His duties encompass a spectrum of tasks, from devising sales strategies to negotiating deals, all aimed at bolstering the company's revenue stream and client satisfaction. Despite his instrumental contributions, Mr. Metha faces challenges. His success has drawn envy and resentment from some colleagues, leading to toxic behaviors aimed at impeding his performance and reputation. Nevertheless, Mr. Metha remains resolute, navigating these obstacles with determination, striving for personal and organizational triumph despite adversity.

The problem that caused toxicity in the organization is related to job performance. Specifically, the head of the sales department assigned a task to the sales staff to propose a sales promotion plan for Kevlar stickers. (Figure 2)

to customers, with a goal to sell 10 sets of sticker wraps at a price of 6,500 baht per set, totaling 65,000 baht. The head of the department knew that selling 10 sets of sticker wraps, which were priced higher than the market, would be difficult. Therefore, the head of the sales department announced to the sales staff that whoever could succeed would receive a bonus as an incentive to work. It turned out that most of the sales staff were unable to present a sales promotion plan those customers would accept.

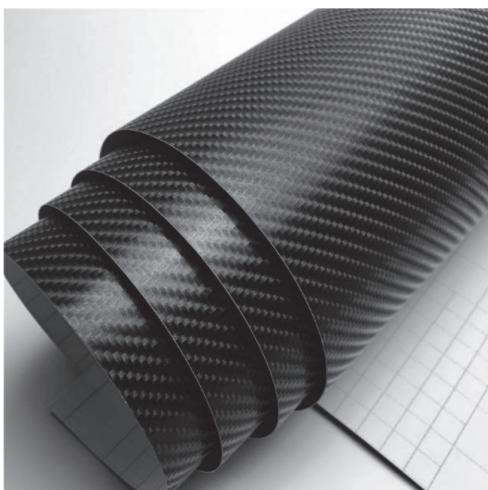


Figure 2: Kevlar stickers

In the context of selling Kevlar stickers within the small-sized decorative industry in Bangkok, the sales challenge posed by the head of the sales department carries significant weight. Kevlar stickers, known for their durability and strength, find utility in various industries such as automotive, aerospace, and sporting equipment. Their application in the automotive sector, particularly in car decoration, is pertinent to the company's line of business. Competing in a market where price sensitivity is paramount, the sales team faces the uphill task of convincing customers of the value proposition offered by the Kevlar stickers. Given their higher price point compared to alternatives available in the market, persuading customers to invest in these premium products requires a strategic approach.

It appeared that the majority of the sales department employees were unable to present sales promotion plans that would be accepted by customers. Some customers immediately rejected them because the Kevlar stickers were expensive. Customers saw that if they bought from other vendors, they could get them for a price of 4,000-5,000 baht per set, which is cheaper. There was only one vendor, Mr. Metha, who offered a sales promotion plan to customers, stating that one set would be priced at 6,500 baht. If they bought 10 sets, the price would be reduced to 60,000 baht. Additionally, the installation of Kevlar stickers was offered for free, which usually costs 1,500 baht. This made customers accept the offer and Mr. Metha was successful in making the sale.

In this situation, Mr. Metha's innovative sales promotion plan stands out as a beacon of success amidst the sales team's struggles. By offering a discounted price for bulk purchases and including complimentary installation services, Mr. Metha addresses customer concerns regarding the product's cost-effectiveness and value proposition. This tailored approach resonates with customers, ultimately leading to successful sales conversions. Within the selling system of the company, Mr. Metha's initiative highlights the importance of understanding customer needs and tailoring solutions to meet them effectively. While other sales staff may have faltered in presenting compelling sales promotion plans, Mr. Metha's ability to adapt and innovate underscores the significance of proactive and customer-centric selling strategies within the organization. His success serves as a testament to the effectiveness of personalized approaches in driving sales and fostering customer satisfaction in a competitive market landscape.

The head of the sales department was very pleased with Mr. Metha's work because the customers he proposed to sell to were important customers of the company. Mr. Metha succeeded and received a bonus, along with praise and a certificate of excellence. In addition, Mr. Metha was also praised at the sales staff meeting. The head of the sales department presented Mr. Metha's sales promotion plan for admiration and as an example for other employees to improve their own sales promotion plans. Since that meeting, Mr. Metha was disliked by his colleagues

and they did not talk to him like they used to. Before, they used to be close and went places together, but now the atmosphere was different.

Following the sales staff meeting where Mr. Metha was praised for his exceptional performance, a noticeable shift in the dynamics of his relationships with colleagues occurred. Initially, Mr. Metha's success was celebrated by his peers, and they appreciated his contributions to the team. However, as time passed and the implications of Mr. Metha's achievements became more apparent, envy and resentment began to brew among certain colleagues. The atmosphere within the sales department gradually soured as some colleagues harbored feelings of inadequacy and jealousy towards Mr. Metha. His success highlighted their own shortcomings in securing sales and meeting targets, leading to feelings of frustration and self-doubt. Additionally, Mr. Metha's recognition by the head of the sales department served as a stark reminder of their own perceived underperformance in comparison.

As a result, subtle signs of animosity and exclusion began to surface within the team. Colleagues who were once amicable towards Mr. Metha now distanced themselves and refrained from engaging with him as they used to. Social interactions that were previously commonplace, such as going out together or engaging in casual conversations, dwindled, contributing to a palpable sense of isolation for Mr. Metha. The development of toxicity within this context can be attributed to a combination of factors, including personal insecurities, competition for recognition and rewards, and a lack of effective communication. Rather than channeling their feelings of dissatisfaction into constructive avenues for self-improvement, some colleagues resorted to negative behaviors aimed at undermining Mr. Metha's reputation and success.

This toxic dynamic may have been exacerbated by gossip, backbiting, and passive-aggressive behavior among colleagues, further fueling the atmosphere of resentment towards Mr. Metha. Over time, the festering animosity towards him culminated in overt acts of sabotage, such as spreading rumors, withholding crucial information, and undermining his efforts to maintain his high performance.

The disliking and toxic environment that developed around Mr. Metha stemmed from a combination of professional jealousy, perceived favoritism, and an inability to cope with his success. This breakdown in collegial relationships highlights the detrimental effects of unchecked envy and resentment within a team dynamic, ultimately undermining morale, collaboration, and productivity within the sales department.

The toxic environment in this organization surrounding Mr. Metha may be a result of his successful sales pitches. Mr. Metha is a highly praised employee and a good role model in his work, having received bonuses and praise from his supervisor. Being an outstanding performer at work has caused jealousy among his colleagues, and in the following period, there has been an occurrence of office politics within the company. Sales staff who dislike Mr. Metha have used every means possible to sabotage his work, such as placing anonymous negative notes and spreading rumors behind his back. Mr. Metha feels that if he cannot make a successful sales pitch that day, the problems with his colleagues today will not go away.

Each organization's employees are likely to encounter various problems that cause pain. Each workplace has different situations, whether it is caused by superiors, colleagues, or customers. In most cases, problems often arise from misunderstandings about work. Some bosses often use harsh words, speak loudly, and belittle the spirits of the listeners.

“I have to come in the morning and guess what’s going to happen. Is he in a good mood today? Being in this state of mind is not safe. However, this atmosphere is still acceptable, not too bad.”

Meanwhile, sometimes more serious toxicity problems occur within the organization, especially those involving colleagues, job competition, client grabbing, or work rejection. For example, as Metha was told,

“When we had good customers and a chance to make expensive sales, some colleagues often pulled them away, even though they had previously brought the customers to us. When this happened,

it hurt so much that I couldn't speak. But I managed to smile dryly and tell myself it was okay."

Toxicity in an organization has a significant impact on employees, causing them considerable pain and discomfort. Although some may think that these issues are not severe, the truth is that toxicity in an organization can cause exhaustion, frustration, and a desire to quit, often resulting from small, unaddressed issues that accumulate over time. These small problems can have a significant impact on the future, and if those responsible for the toxicity fail to recognize and address them, the toxicity they create can slowly erode the hearts of those who are affected, resulting in irreparable damage. As a result, the organization loses good, talented, and skilled employees, which is a shame.

The situation surrounding Metha's experience with toxicity in the organization is one that reflects a broader issue within the company's culture. At its core, the toxicity stems from interpersonal conflicts, jealousy, and resentment among colleagues, exacerbated by a lack of effective communication and conflict resolution mechanisms. Metha's exemplary performance and recognition by management served as a catalyst for envy and animosity among his peers within the sales department. As Metha continued to excel in his role, his colleagues' feelings of inadequacy and frustration intensified, leading to subtle acts of exclusion, sabotage, and passive-aggressive behavior aimed at undermining his success.

Despite facing constant obstacles and negativity from his coworkers, Metha remained resilient, striving to maintain his performance and professionalism in the face of adversity. However, the emotional toll of navigating a toxic work environment took its toll on Metha, leaving him feeling exhausted, defeated, and even contemplating resigning from his job. The profound impact of toxic behavior on Metha's well-being is evident in his reflections, where he candidly expresses feelings of worthlessness and disillusionment. Despite recognizing the severity of the situation, Metha also acknowledges the importance of support and understanding in overcoming adversity within the workplace.

Metha's story serves as a poignant reminder of the detrimental effects of unchecked toxicity in the workplace and underscores the urgent need for organizations to address underlying issues and foster a culture of respect, collaboration, and empathy. Metha reflects on the toxic situations he faces within the organization, expressing the challenges he encounters due to his colleagues' behavior. He shares,

“We are fighting for our lives, but life fights back. We feel exhausted, sometimes defeated, and secretly consider resigning.”

Metha's words convey the emotional toll of facing constant obstacles and negativity from his coworkers. He further emphasizes,

“It can make our lives feel worthless, as if doing good does not matter. In fact, situations like this are not always bad.”

Metha acknowledges the severity of the toxicity he experiences while also recognizing the resilience needed to navigate such challenges. He concludes,

“We may not always be able to speak up, but we just need someone who understands and can encourage us. We shouldn't be insulted every day, even though we haven't done anything. Everyone hurts.”

Through these quotations, Metha articulates the profound impact of toxic behavior on his well-being and underscores the importance of support and understanding in overcoming adversity within the workplace.

In this toxic dynamic, Metha's colleagues actively work to impede his development and success within the company. This may manifest in various ways, including deliberately withholding crucial information about training programs, workshops, or promotions that could enhance Metha's skills and career prospects. By keeping him uninformed, they limit his ability to stay competitive and advance within the industry. Additionally, they may conspire to block his path to promotion by spreading rumors or providing negative feedback to supervisors, undermining Metha's credibility and suitability for higher-level positions.

Toxic colleagues might sabotage Metha's involvement in desirable projects or initiatives by withholding support, providing false information, or actively undermining his efforts to ensure project failure. This concerted effort to tarnish Metha's reputation and performance record serves to derail his career progression. Moreover, they may interfere with Metha's networking opportunities within the organization and industry by excluding him from important meetings, conferences, or industry events where valuable connections are made. Such isolation from key networks limits Metha's access to potential career opportunities and advancement prospects. Ultimately, exclusion from opportunities reflects a calculated strategy by toxic colleagues to maintain their own power and influence within the organization, perpetuating a toxic environment where personal agendas supersede collective success and collaboration.

Toxicity within organizations poses significant challenges for employees, impacting their well-being and overall productivity. Metha's case study highlights various toxic situations that he encountered while working in a decorative industry in Bangkok. Initially praised for his successful sales pitches, Metha became the target of jealousy and resentment from his colleagues. This manifested in subtle forms such as exclusion from social activities and escalated to more overt behaviors like sabotage and blame-shifting. As the toxicity grew, Metha found himself isolated and demoralized, facing gaslighting tactics and micromanagement from supervisors. The toxic environment ultimately led to detrimental consequences, including a significant mistake in sales calculations and subsequent salary deductions. Despite attempts to address the toxicity, Metha felt increasingly defeated and contemplated resigning from his job.

The Impact of Toxic Situations

Toxicity in organizations has negative impacts on individuals, teams, and the organization as a whole. In the case of Mr. Metha, it had a negative impact on him personally, such as the consecutive events that led to his making a mistake and causing damage. Mr. Metha miscalculated the sales figures, proposing a sale price of 4,500 baht for a set of Kevlar ropes when the actual price should have

been 90,000 baht for 20 sets. The accounting department suspected that something was wrong when the receipt showed a total of less than 90,000 baht. Upon investigation, they found out that Mr. Metha had miscalculated the net sales price but it was too late, as he had already proposed the sale and the customers had paid for the product, resulting in the mistake.

The mistake made by Mr. Metha is recognized by the employees in the sales department, which led to the issue being brought up to management and resulted in Mr. Metha having his salary deducted. Previously, the supervisor had negotiated with the customer for the correct price, but the customer refused and demanded a price of 85,000 baht, which was agreed upon. When the issue could not be resolved, the supervisor decided to deduct the salaries of all employees as a warning and to encourage them to be more careful in their work. Other employees whose salaries were deducted blamed Mr. Metha for the mistake, even though it was his fault alone. The situation continued to escalate, leading to Mr. Metha feeling extremely upset and considering resigning from his job.

The impact of a toxic situation is something that undermines the mentality of the person receiving the toxicity, causing genuine frustration in their work. Metha, said,

“We are fighting for our lives, but life fights back. We feel exhausted, sometimes defeated, and secretly consider resigning.”

These feelings have certainly occurred to employees in other companies as well. Therefore, Metha, said,

“It can make our lives feel worthless, as if doing good does not matter. In fact, situations like this are not always bad. The reality is that we will always encounter problems like this, but it is not something that should make us give up entirely. If we don’t give up, we can fly out of it, even if it hurts to encounter it frequently. We may not always be able to speak up, but we just need someone who understands and can encourage us. We shouldn’t be insulted every day, even though we haven’t done anything. Everyone hurts.”

The effects of organizational toxicity can be extremely damaging for both individuals and the organization as a whole. Toxic work environments can create elevated levels of stress, burnout, and decreased job satisfaction among employees, leading to increased rates of absenteeism and turnover, as well as lower productivity and overall organizational performance. Toxic behaviors within a company can cause communication and collaboration breakdowns between employees and teams, impeding creativity and innovation. Consequently, the organization may experience a lack of problem-solving ability and may be unable to adjust to market or industry changes, putting it at a significant disadvantage. Additionally, the impact of organizational toxicity can go beyond the workplace and harm individuals' personal lives, resulting in negative effects on their physical and mental well-being, also to broader to the social and economic consequences.

Preventing & Resolving Organizational Toxicity

In any organization, toxicity can develop from a variety of factors including workplace bullying, toxic leadership, and unhealthy competition among employees. These factors can result in low morale, high turnover rates, and a decrease in productivity, among other negative outcomes. Therefore, it is crucial for organizations to take proactive measures to prevent and resolve toxicity in the workplace.

In the case of Metha, he shared his own story of experiencing toxicity within the organization with his university classmates and discussed ways to prevent or address problems related to pain caused by toxins in the workplace. His classmates offered various suggestions, As shown in Table 1.

Table 1: The Ways to Prevent or Address Problems Related to Pain Caused by Organizational Toxicity by Metha's University Classmates

Name	Suggestion
Krit	Metha should invite his colleagues to talk and explain the reasons and various causes of the problem. It should be acknowledged that the errors that occur in the workplace are not intentional, but when they do happen, it is important to find solutions and take responsibility as a team. In the future, the sales department should check data, account statements, proposals, and receipts together before closing each sale.
Jarunee	Metha shouldn't care and just continue working without concerning herself with others because we work to earn a living, not to care about others' feelings or pay attention to colleagues. Unintentional mistakes should not be kept and dwelled on to the point of self-deprecation. In the case of the toxicity within the organization, if Metha wasn't an outstanding employee, she wouldn't have encountered this toxicity.
Patama	Patama suggests a way that people in the same department of the organization could be invited to participate in activities together, such as going to the movies, traveling, or doing various activities together. This is like getting to know each other like family members, so that people in the organization and in the same department will think that our hearts and thoughts are not evil people and always care about our colleagues. Colleagues will not be jealous and understand the things that Metha does well or make mistakes.
Walapa	Walapa suggests that Metha may need to maintain a distance from coworkers and maintain a distance from the supervisor. She explains that maintaining distance means not standing out more than other employees. Walapa believes that the toxicity that arises is mainly due to Metha's success in completing important work assignments, which makes other employees jealous.

Table 1: The Ways to Prevent or Address Problems Related to Pain Caused by Organizational Toxicity by Metha's University Classmates (Cont.)

Name	Suggestion
Nipha	Nipha believes that the way to solve problems is to accept assigned tasks from the supervisor because our job responsibilities may involve the future and progress of the organization, which the supervisor may consider. We may see that we must complete the task because we cannot refuse, and doing the assigned work may lead to receiving praise as normal. However, we should talk to people in our organization about why the supervisor assigned us the task and have an open discussion. Then, we can explain that we did not have any intention to take the job, and the job needs to be done. We can also suggest that if the supervisor assigns us a job again, we will try to offer incentives to other staff members to increase their morale and reduce envy. The main cause of the toxicity in the organization is the misinterpretation of both parties without asking for reasons, which leads to resentment and suspicion.
Pathra	Pathra has to explain to all her colleagues that the employee has been assigned a task and he must complete it. She must discuss the reasons and principles of the work, not just her personal feelings and biases, in order to work together effectively as an organization. Therefore, in this case, Metha may find a new job where colleagues do not hold grudges against each other, which is suitable for himself, a job that he is good at and loves to do.

As the advice of Metha's friends in university, there is no one solution to a problem. Everyone has their reasons and different ways to solve the problem. In summary, the suggestions range from promoting teamwork and empathy to advocating for individual action or finding a new job. However, when Meta himself listens to the advice of his friends, he thinks that the problem can only be solved if people accept it, improve it, and review it, Metha, said,

"If we find that we are truly wrong and have made mistakes, we should correct them ourselves. But if we have corrected ourselves and they still don't change, there should be a discussion to agree on common principles to reduce these problems. However,

if the problem is too severe, Resign and find a better place. It is not necessarily about finding the best place but finding a place where we feel comfortable and at ease. When we work, we will be relaxed, full of new ideas, and may even encounter new opportunities. “

As for organization, one effective way to prevent toxicity is to create a positive work environment. This can be achieved through regular employee feedback, recognition programs, and a commitment to workplace wellness programs. As noted by Edmondson & Lei (2014),

“Leaders who create and sustain a positive work environment are able to foster greater employee engagement and commitment, which can help prevent the development of toxic behaviors” (p. 105).

Moreover, when addressing existing toxicity in the workplace, it is important to identify the root causes of the problem. This can involve conducting employee surveys, analyzing turnover rates, and assessing workplace culture. Based on this information, organizations can develop targeted interventions to address specific issues. These interventions may include targeted training programs, coaching for toxic employees, and restructuring of workplace policies and procedures.

The case study of Mr. Metha’s experience in a toxic work environment highlights the urgent need for effective solutions grounded in various theories of conflict management, HRM/HRD, communication, and organizational psychology. Possible solutions based on these foundational theories can be provided, as shown in Table 2.

Table 2: Solutions for Resolving Organizational Toxicity Based on Conflict Management, HRM/HRD, Communication, and Organizational Psychology Theories

Theories	Possible solutions	
Conflict Management	Negotiation and mediation	Encourage open dialogue and facilitate mediation sessions between Mr. Metha and his colleagues to address misunderstandings and resolve conflicts constructively.
	Conflict resolution techniques	Train employees, including Mr. Metha and his colleagues, in conflict resolution techniques such as active listening, empathy, and problem-solving to manage interpersonal conflicts effectively.
HRM/HRD	Training and development programs	Implement training programs focused on enhancing interpersonal skills, emotional intelligence, and conflict resolution for all employees to promote a positive work environment.
	Performance management	Establish clear performance expectations and provide regular feedback to employees, including recognition for collaborative efforts and contributions to teamwork.
Communication	Effective communication channels	Establish clear channels of communication within the organization, including regular team meetings, one-on-one sessions with supervisors, and anonymous feedback mechanisms to address concerns.
	Active listening	Encourage active listening among employees to foster empathy and understanding, ensuring that all voices are heard and respected in the workplace.

Table 2: Solutions for Resolving Organizational Toxicity Based on Conflict Management, HRM/HRD, Communication, and Organizational Psychology Theories (Cont.)

Theories	Possible solutions	
Organizational Psychology	Psychological safety	Create a psychologically safe environment where employees feel comfortable expressing their opinions, sharing concerns, and seeking support without fear of retribution.
	Cultural change initiatives	Implement cultural change initiatives aimed at shifting the organizational culture towards one that values collaboration, respect, and inclusivity.

The case study of Mr. Metha's experience in a toxic work environment underscores the critical need for comprehensive solutions informed by foundational theories of conflict management, HRM/HRD, communication, and organizational psychology. Drawing on negotiation and mediation theories (Follett, 1940), one potential solution involves facilitating open dialogue and mediation sessions between Mr. Metha and his colleagues to address underlying conflicts constructively. Additionally, conflict resolution techniques such as active listening and problem-solving (Rahim et al., 2018) can be incorporated into training programs aimed at enhancing interpersonal skills and emotional intelligence among employees. From an HRM/HRD perspective, implementing training initiatives focused on conflict resolution and providing regular feedback through performance management systems (Levy et al., 2017) can contribute to a positive work environment. Effective communication channels (Men, 2014), including regular team meetings and anonymous feedback mechanisms, are essential for fostering transparent communication and addressing concerns promptly. Furthermore, creating a psychologically safe environment (Edmondson & Lei, 2014) where employees feel comfortable expressing their opinions without fear of retribution is paramount. Cultural change initiatives (Alvesson & Sveningsson, 2015) can help shift organizational culture towards one that values collaboration, respect, and inclusivity. By integrating these multidimensional

solutions, organizations can effectively mitigate organizational toxicity and promote the well-being and productivity of their employees.

How about you? Have you ever encountered a toxic situation in an organization? How did the toxic situation unfold and what were the impacts? How can you prevent toxicity from happening in the organization again? Additionally, based on Metta's case study on toxicity in an organization, if you were in Metha's shoes and experienced toxicity in the organization, how would you handle it, solve the problem, or take action going forward?

Conclusion

The case study of Mr. Metha's experience in a toxic work environment sheds light on the detrimental effects of organizational toxicity on individuals and the organization as a whole. Mr. Metha's exemplary performance led to jealousy and resentment among his colleagues, resulting in sabotage, blame-shifting, and ultimately, a toxic work environment. The toxicity not only affected Mr. Metha's mental well-being but also resulted in tangible consequences such as a financial mistake and subsequent salary deduction. Moreover, the toxic environment hindered collaboration and communication within the sales department, impacting overall organizational performance. Organizational toxicity, as highlighted in the case study, encompasses various forms of negative behaviors and environments within a workplace. This includes factors such as toxic leadership, unhealthy competition, bullying, and harassment, which can lead to stress, burnout, decreased productivity, and high turnover rates among employees (Tepper, 2007; Abbas & Saad, 2020). The case study reflects the impact of toxic behaviors on individual employees, highlighting feelings of frustration, self-doubt, and even thoughts of resignation.

To address and prevent organizational toxicity, it is essential for organizations to cultivate a positive work environment and address root causes of toxicity. This involves promoting open communication, empathy, and teamwork, as well as implementing measures such as regular feedback mechanisms, recognition programs, and workplace wellness initiatives (Edmondson & Lei, 2014). Additionally,

organizations should invest in interventions aimed at addressing specific issues contributing to toxicity, such as targeted training programs, coaching for toxic employees, and revising policies and procedures to foster a culture of respect and inclusivity. In Mr. Metha's case, addressing the toxicity would require a multi-faceted approach involving both individual and organizational actions. Mr. Metha could initiate dialogue with his colleagues to address misunderstandings and foster a more supportive work environment. Additionally, he could seek support from management to address toxic behaviors and implement measures to promote collaboration and mutual respect within the sales department. Ultimately, if the toxicity persists despite efforts to address it, Mr. Metha may consider seeking opportunities in organizations with healthier work cultures where his talents and contributions are valued. The conclusion drawn from Mr. Metha's case study underscores the critical importance of addressing organizational toxicity for both individual well-being and organizational success. It elucidates the urgent need for comprehensive solutions informed by various theories in conflict management, human resource management and development (HRM/HRD), communication, and organizational psychology.

Theoretical frameworks such as conflict management theories provide valuable insights into understanding the underlying causes of toxicity within organizations. By examining different conflict resolution strategies, organizations can identify effective approaches to mitigate toxic behaviors and promote constructive conflict resolution. For instance, integrating principles from Thomas-Kilmann Conflict Mode Instrument (TKI) can help employees and managers navigate conflicts more effectively by encouraging collaboration, compromise, and problem-solving.

HRM/HRD theories offer guidance on fostering a positive work environment and addressing toxic behaviors through strategic human resource interventions. Implementing performance management systems, mentorship programs, and leadership development initiatives can help cultivate a culture of respect, accountability, and continuous learning within the organization. Effective communication strategies, informed by communication theories such as Social

Penetration Theory and Transactional Model of Communication, are essential for promoting transparency, trust, and empathy in addressing organizational toxicity. Encouraging open dialogue, active listening, and feedback mechanisms can facilitate constructive conversations and conflict resolution, fostering a culture of mutual understanding and respect. Moreover, insights from organizational psychology shed light on the psychological mechanisms underlying toxic behaviors and their impact on employee well-being and organizational performance. By understanding factors such as power dynamics, group dynamics, and organizational culture, organizations can develop targeted interventions to address toxic behaviors and promote a positive work environment.

Resolving organizational toxicity requires a multifaceted approach informed by theoretical frameworks from conflict management, HRM/HRD, communication, and organizational psychology. By leveraging these theories to implement strategic interventions, organizations can create a workplace culture where employees feel valued, respected, and empowered to thrive. This case study underscores the importance of recognizing and addressing organizational toxicity to ensure the well-being of employees and the long-term success of the organization. By fostering a positive work environment and addressing toxic behaviors, organizations can create a culture where employees feel valued, motivated, and empowered to contribute to their fullest potential.

Teaching Note

1. Learning objective

- 1.1** Understand the concept of organizational toxicity and its impacts on employees and organizations.
- 1.2** Identify signs and causes of toxic work environments.
- 1.3** Analyze strategies for preventing and addressing organizational toxicity.
- 1.4** Develop critical thinking skills in applying theoretical frameworks to real-world workplace situations.

2. Pedagogy

Case study discussion: Have students read and analyze the case of Mr. Metha, discussing key issues in small groups or as a class.

Role-playing exercises: Students can act out scenarios to practice conflict resolution techniques.

Theoretical application: Guide students in applying relevant theories (e.g. conflict management, HRM/HRD, communication) to the case.

Reflection papers: Students write about their own experiences with workplace toxicity and potential solutions.

3. Case Analysis

This case analysis is concentrated on:

3.1 The causes and manifestations of organizational toxicity in Mr. Metha's workplace, the impacts of toxic behaviors on individual employees and overall organizational performance.

3.2 Strategies for addressing and preventing organizational toxicity, drawing from multiple theoretical frameworks.

3.3 The role of leadership, communication, and organizational culture in fostering a positive work environment.

3.4 Ethical considerations in managing workplace conflicts and toxic behaviors.

3.5 Practical applications of conflict resolution and human resource management principles in real-world scenarios.

The analysis should encourage students to think critically about the complexities of workplace dynamics and develop actionable strategies for creating healthier organizational cultures.

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Nursing Department of QSMH: A Suitable Timeframe for Transitioning to Higher Positions

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Abstract

This case study examines the Nursing Department of Queen Savang Vadhana Memorial Hospital (QSMH) and focuses on the suitable timeframe for transitioning to higher positions. The case examines the existing practice of promoting nurses based on seniority and the difficulties it presents for the career progression of skilled nurses in terms of career development. This study aims to stimulate the development of an evaluation system that offers fair opportunities for career advancement based on merit and competence.

The case study presents the rationale for transitioning to a performance-based evaluation system and its potential benefits in a large-scale hospital setting. It discusses the importance of effective performance management and career development initiatives in the nursing department. Additionally, the case study explores the factors contributing to the high turnover rate among nurses, such as inadequate retirement pension, lower compensation and benefits, and unclear employee development opportunities.

To address these issues, the case study proposes a phased approach for transitioning to performance-based evaluations. It outlines the steps involved in the new development planning system, including self-assessment, reality check, goal setting, and action planning.

Overall, this case study provides insights into the challenges faced by the Nursing Department of QSMH in terms of career advancement and offers recommendations for implementing a performance-based evaluation system. It offers valuable lessons for healthcare organizations seeking to enhance career development opportunities and create a more sustainable and rewarding work environment for their nursing staff.

Keywords: Career Development, Performance-Based Evaluation System, Development Planning System

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แผนกพยาบาลของโรงพยาบาลสมเด็จพระบรมราชเทวี ณ ศรีราชา: ครอบเวลาที่เหมาะสมสำหรับการปรับเปลี่ยนตำแหน่งงาน

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บทคัดย่อ

งานวิจัยนี้ศึกษาแผนกพยาบาลของโรงพยาบาลสมเด็จพระบรมราชเทวี ณ ศรีราชา และมุ่งเน้น เรื่องครอบเวลาที่เหมาะสมสำหรับการปรับเปลี่ยนตำแหน่งงาน โดยศึกษาวิธีปฏิบัติที่ใช้อยู่ในปัจจุบัน ว่าด้วย การปรับเปลี่ยนตำแหน่งงานให้พยาบาล ตามความอาชีวสีและความซับซ้อนของงาน อีกทั้ง นำเสนอแนวทางความก้าวหน้าทางอาชีพของพยาบาลที่มีประสบการณ์ ทั้งนี้งานวิจัยมุ่งเน้น กระตุ้น การพัฒนาระบบประเมิน ซึ่งส่งผลให้เกิดโอกาสด้านความก้าวหน้าทางอาชีพ ตามความสมควร และ ตามความสามารถ

งานวิจัยนำเสนอเหตุผลในการปรับเปลี่ยนตำแหน่งด้วยระบบการประเมินผลงานประกอบกับผลประโยชน์ ของระบบดังกล่าว ในบริบทของโรงพยาบาลขนาดใหญ่ โดยการอภิปรายความสำคัญ ของการจัดการ ความสามารถที่มีประสิทธิภาพและการวิเคราะห์ความก้าวหน้าทางอาชีพของแผนกพยาบาล นอกจากนี้ งานวิจัยยังศึกษาปัจจัยอันก่อให้เกิดอัตราการลาออกจากระดับสูงของพยาบาล เช่น เงินบำนาญ ที่ไม่เพียงพอ เงินชดเชยที่น้อยกว่า สวัสดิการและโอกาสในการพัฒนาที่ไม่ชัดเจน

เพื่อยกประเด็นดังกล่าว งานวิจัยนำเสนอกระบวนการปรับเปลี่ยนตำแหน่งเป็นระยะ ภายใต้ ระบบการประเมินผลงานโดยแยกแจงขั้นตอนระบบวางแผนการพัฒนาอันประกอบด้วยการประเมิน ตนเอง การตรวจสอบ ความเป็นจริง การตั้งเป้าหมายและการวางแผนการลงมือปฏิบัติ

ในภาพรวม งานวิจัยได้นำเสนอรายละเอียดเกี่ยวกับความท้าทาย ที่แผนกพยาบาลของโรงพยาบาลฯ เพชรบุรี เรื่องของความก้าวหน้าทางอาชีพ และได้เสนอคำแนะนำด้านการดำเนินการ ระบบประเมิน ความสามารถ อีกทั้งบทเรียนสำคัญสำหรับองค์กรด้านการดูแลสุขภาพ ที่แสวงหาการเพิ่มโอกาส ด้านความก้าวหน้าทางอาชีพและ สร้างสภาพแวดล้อมการทำงานที่ยั่งยืนและมีคุณค่าต่อ พนักงาน พยาบาล

คำสำคัญ: ความก้าวหน้าด้านอาชีพ ระบบประเมินความสามารถ ระบบวางแผนการพัฒนา

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1. Introduction

In mid-2023, Mrs. Pornpen Methajittiphun, head of the nursing department, faced the challenge of transitioning personnel to higher positions within her department, which consists of approximately 1,000 individuals and encompasses over 34 subunits. The nursing department faces human resource management (HRM) challenges, specifically related to career advancement or career programs for executives and managers. The department encounters difficulties in facilitating upward career progression for its employees, including roles such as ward managers, nurse supervisors, assistant head of the nursing department, and head of the nursing department. The prevailing organizational culture has traditionally focused on seniority-based promotion, lacking adequate measures to prepare individuals for middle and high-level managerial positions.

Furthermore, in the previous era before she became the head of the nursing department, there was an issue where the managers of the nursing department were reaching retirement age at the same time.

Complaints from registered nurses regarding unfair and unclear career advancement opportunities and a lack of clear career development (CD) or employee development in the nursing profession have started to arise. She has realized that QSMH is a 100-year-old organization, and if they continue to manage operations in the same traditional manner without adapting to the VUCA world (Baran & Woznyj, 2020), they will fall behind. As a result, she called for a brainstorming session with the nursing department's managers and other relevant personnel in her department to find solutions to address the issues at hand.

Ms. Pornpen realized that the nursing department was facing challenges in retaining talent within the organization due to inappropriate promotions to higher positions. She actively sought input and solutions from stakeholders of all departments to address this issue. Subsequently, she consulted with the hospital director to apprise him of the problem and collaboratively find solutions in conjunction with the Human Resources department.

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Historical of Organization

Queen Savang Vadhana Memorial Hospital (QSMH) is a unit of the Thai Red Cross Society located in Si Racha District, Chonburi. (Queen Savang Vadhana Memorial Hospital, 2022) It was founded by Her Majesty Queen Savang Vadhana (Sri Savarindira, the Queen Grandmother) by Her Majesty Queen Sirikit in honor of her grandmother, Queen Savang Vadhana, who was known for her contributions to public health and welfare. The hospital has been developed progressively over time, with the construction of patient buildings and staff accommodation. This development has been made possible through the gracious support of His Majesty King Bhumibol Adulyadej, Her Majesty Queen Sirikit, members of the royal family, government officials, merchants, and citizens, as well as through royal property grants and donations. Originally known as Somdej Hospital at Si Racha or Si Racha Hospital, it was later renamed Somdej Phra Boromratchawang Thewi Hospital at Si Racha in 1997, in commemoration of the royal benefactors.

It is one of the oldest hospitals in Thailand. Established on September 10th, 1902, the hospital currently operates with 500 beds and offers comprehensive medical care. It is known for its high-quality management system and commitment to meeting the healthcare needs of the community. The hospital strives to deliver excellent services that adhere to professional standards and ensure the highest level of customer satisfaction. With a team of experienced specialists, doctors, and nurses, the hospital provides clinical services with expertise in medical care.

- Vision, Missions of hospital
 - o Vision: The Queen Savang Vadhana Memorial Hospital, located in Si Racha, Chonburi, is a prominent healthcare facility in the Eastern region of Thailand. It serves as a vital healthcare provider for the local community, adhering to the principles of human dignity and ethical standards. The hospital is internationally recognized for its modern, high-quality, and efficient medical services. Additionally, it is an esteemed institution that contributes to the medical education and training of physicians, enjoying nationwide recognition.

- o Mission:
 - Delivering healthcare services, rehabilitation, disease prevention, and health promotion with a focus on quality, efficiency, and ethics.
 - Continuously improving the quality of services and fostering a learning organization.
 - Serving as a collaborative institution for medical education and producing expert physicians in 8 specialties.
 - Practicing governance with transparency, utilizing resources for maximum benefit, ensuring sustainability, and enhancing the quality of life for the personnel.

Organization Chart of the Nursing Department

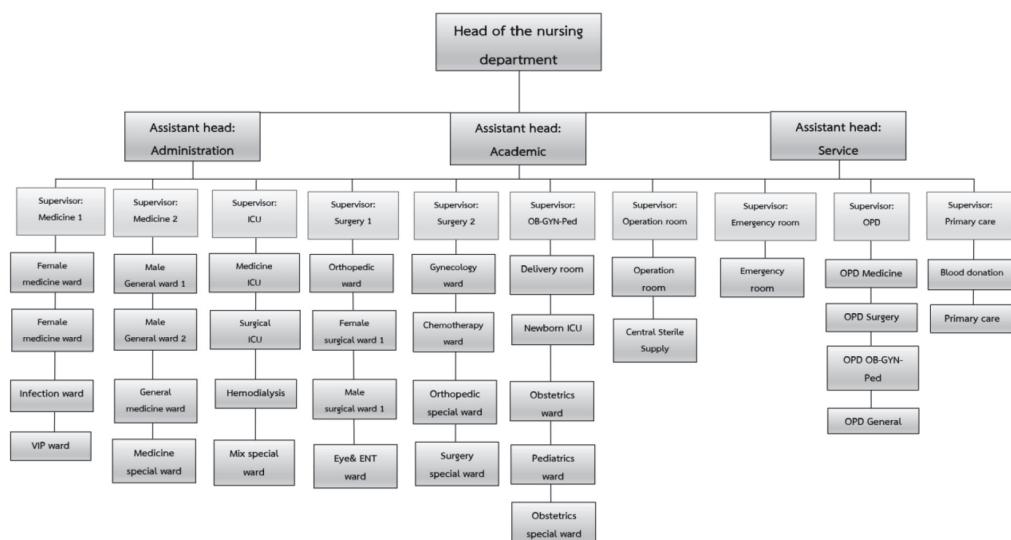


Figure 1: Organization Chart of Nursing Department

The organizational chart of the nursing department follows a hierarchical organizational structure. This structure establishes a clear chain of command and authority within the department. At the top of the hierarchy is the head of the nursing department, who holds the highest level of authority and responsibility. Below the head, there are various levels of management, including three assistant heads.

ten supervisors, and 34 ward managers, each overseeing a specific group or unit within the department.

This hierarchical structure ensures a clear flow of communication, decision-making, and accountability within the nursing department. It allows for efficient coordination and allocation of resources, as well as effective supervision and guidance of nursing staff. However, it is important to note that this structure may also result in a more traditional and rigid organizational culture, with limited flexibility and autonomy for individual nurses.

Overall, the hierarchical organizational structure of the nursing department plays a vital role in maintaining order, defining roles and responsibilities, and facilitating effective management within the department.

The nursing department is supported by three assistant heads who oversee three distinct modules: administration, service, and academic. These modules are responsible for managing different aspects of the department's operations. Additionally, ten nurse supervisors are assigned based on the functional departments of the hospital. Each nurse supervisor is tasked with supervising two to five ward managers, ensuring effective coordination and management within their assigned areas.

The three assistant heads play a crucial role in providing leadership and guidance within their respective modules. The administration module focuses on managing administrative tasks, such as human resource allocation and scheduling. The service module is responsible for overseeing patient care and ensuring high-quality service delivery. Lastly, the academic module focuses on educational and research development initiatives for nursing staff. It is dedicated to enhancing the knowledge, skills, and competencies of the nursing professionals within the department. This module recognizes the importance of continuous learning and staying abreast of the latest advancements in the field of nursing.

The nurse supervisors, on the other hand, work closely with ward managers to ensure smooth workflow, adherence to protocols and policies, and the provision

of quality patient care. They serve as a bridge between the assistant heads and the ward managers, facilitating effective communication and coordination.

This organizational structure allows for efficient division of responsibilities and promotes effective management and supervision within the nursing department. It enables the department to deliver comprehensive care, maintain high standards of service, and foster continuous professional development among nursing staff.

2. Objectives

- 1) To develop and build career programs for executives and managers.
- 2) To investigate the perspectives on the development and establishment of career programs for executives and managers

The Current Turnover Rate of Nurses in the Nursing Department of QSMH

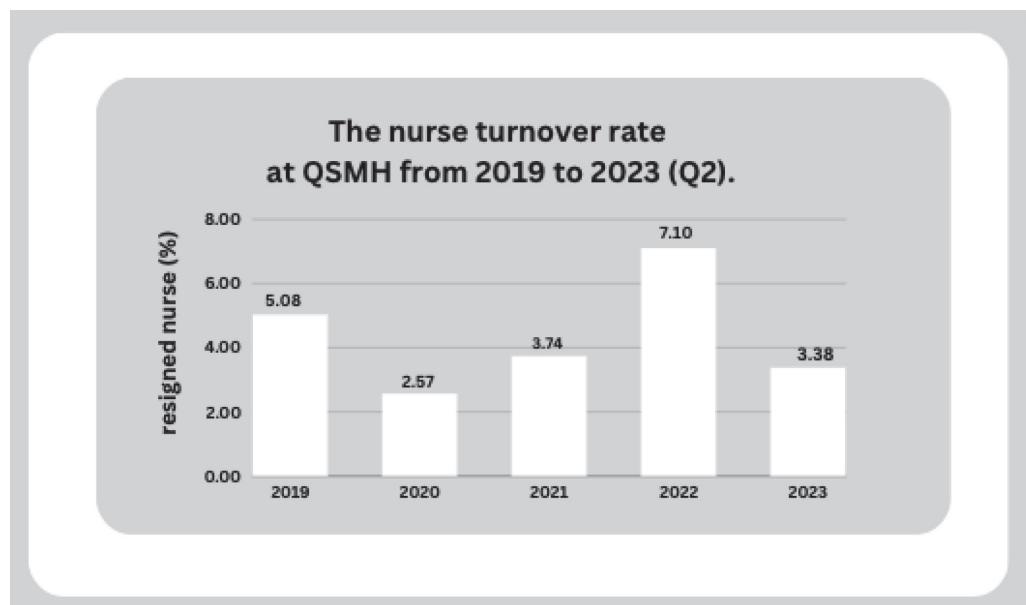


Figure 2: The Nurse Turnover Rate at QSMH from 2019 to 2023 (Q2)

The current turnover rate of nurses in the nursing department of QSMH has experienced a significant increase since 2020. This upward trend can be attributed to various factors that have collectively contributed to the problem. These factors include the absence of a retirement pension scheme, inadequate compensation and benefits packages, and a lack of clarity regarding employee development opportunities. (Queen Savang Vadhana Memorial Hospital, 2023)

Based on the data from the exit interviews, the top 5 reasons for resigning were as follows: obtaining a new job (34.3%), returning to their hometown (22.1%), pursuing further education (17.2%), low salary/compensation (12.6%), and lack of career advancement opportunities (12.1%).

The absence of a retirement pension scheme has emerged as a key concern among nurses. Without a reliable and sustainable retirement plan in place, nurses may feel uncertain about their future financial security. This uncertainty can lead to increased job dissatisfaction and a higher likelihood of seeking employment elsewhere.

In addition to the retirement pension issue, the compensation and benefits provided to nurses have been identified as inadequate. Nurses play a crucial role in providing quality healthcare services, and it is essential to recognize their valuable contributions through competitive compensation packages. Insufficient pay and benefits can demotivate nurses and diminish their sense of value within the organization, ultimately leading to a higher turnover rate.

Moreover, the lack of clarity regarding employee development opportunities has also played a significant role in the increasing turnover rate. Nurses, like any other professionals, seek growth and advancement in their careers. However, if the nursing department fails to provide clear pathways for career development, nurses may feel limited in terms of their professional growth. This ambiguity can cause frustration and dissatisfaction among nurses, prompting them to explore other employment options.

Furthermore, QSMH should prioritize employee development and create clear pathways for career advancement within the nursing department. It can be assumed that the implementation of structured training programs, mentorship opportunities, and performance-based evaluations to identify and nurture talent. By providing nurses with a clear understanding of their career progression opportunities, QSMH can foster a sense of loyalty, job satisfaction, and commitment among its nursing staff.

In conclusion, the increase in the turnover rate of nurses in the nursing department of QSMH since 2020 can be attributed to several factors, including the absence of a retirement pension, inadequate compensation and benefits, and a lack of clarity regarding employee development opportunities. Addressing these concerns through strategic initiatives aimed at improving retirement plans, enhancing compensation packages, and providing clear pathways for career advancement can help mitigate the turnover rate and retain talented nurses within the organization.

Traditional Career Development

The current practice of advancing to higher positions in the nursing department of QSMH is based on seniority, where individuals with more seniority are given priority for promotion. However, this practice has presented certain challenges and obstacles for talented nurses who possess exceptional skills and abilities but lack the required seniority to move up the career ladder.

As a result, some talented nurses find themselves facing difficulties in advancing to higher positions within the department. Despite their competence and potential, their career growth may be hindered by the emphasis placed on seniority rather than their demonstrated abilities and performance.

Table 1: Managerial Positions in Nursing Department

Managerial Positions	Job grade
Registered nurse	3
In charge nurse	4-5
Ward manager	6
Nurse supervisors	6-7
Assistant heads	7-8
Head of nurse	7-8

Table 3: Knowledge Worker Positions (K) in Nursing Department

Knowledge Worker Positions (K)	Code
Practitioner Level 1	K1
Practitioner Level 2	K2
Senior Professional Level	K3
Expert Level	K4
Advisory Level	K5

Recognizing the need for a fair and merit-based system of career advancement, the nursing department is considering transitioning from a seniority-based promotion model to a performance-based evaluation approach. This shift would enable talented nurses to be evaluated and promoted based on their individual performance, skills, qualifications, and contributions to the department.

By implementing a performance-based evaluation system, the nursing department aims to provide equal opportunities for career advancement to all qualified nurses, regardless of their seniority. This approach would ensure that nurses who demonstrate exceptional performance and possess the necessary competencies can progress to higher positions, contributing to the overall improvement of the department's workforce and the quality of patient care.

The transition from seniority-based promotions to performance-based evaluations requires careful planning, stakeholder engagement, and the establishment

of transparent evaluation criteria. This shift would not only benefit talented nurses by providing them with greater career advancement opportunities but also enhance the overall effectiveness and efficiency of the nursing department.

In conclusion, the current practice of advancing to higher positions based on seniority in the nursing department of QSMH has posed challenges for talented nurses. Recognizing the need for change, the department is considering transitioning to a performance-based evaluation system to provide fairer opportunities for career advancement. This shift would enable nurses to be evaluated and promoted based on their performance and qualifications, ultimately enhancing the department's workforce and the quality of patient care.

Linking Performance Management to New Career Development

Effective performance management (PM) and career development (CD) are closely interconnected in the nursing department of QSMH.

Varma et al. (2023) defined performance management as the processes and strategies implemented to assess, monitor, and improve individual and team performance within an organization. It involves setting clear performance expectations, providing regular feedback, and coaching, conducting performance evaluations, and identifying areas for development and improvement. The goal of performance management is to enhance employee performance, productivity, and overall organizational effectiveness.

Career development, on the other hand, focuses on the ongoing growth and progression of individuals' careers within the organization. It involves identifying career goals, acquiring, and developing the necessary skills and competencies, and accessing opportunities for advancement and career growth. Career development programs and initiatives aim to support employees in their professional journey, enabling them to reach their full potential and achieve their career aspirations (Weng & Zhu, 2020).

In the nursing department of QSMH, effective performance management plays a crucial role in fostering career development. By providing regular performance

feedback and coaching, supervisors can identify employees' strengths, areas for improvement, and development needs. This information can then be used to tailor career development plans and interventions that align with individuals' performance goals and aspirations.

Furthermore, performance evaluations can serve as a basis for identifying high-performing nurses who have the potential for career advancement. By recognizing and rewarding exceptional performance, QSMH can motivate and encourage nurses to strive for excellence and actively pursue career growth opportunities within the organization.

Career development initiatives, such as training programs, mentoring, and job rotations, complement the performance management process by equipping nurses with the necessary skills, knowledge, and experiences to advance in their careers. These initiatives provide opportunities for skill enhancement, professional networking, and exposure to different roles and responsibilities, which are essential for career progression in the nursing field (Sadri McCampbell et al., 1999).

By integrating effective performance management and career development programs, QSMH can create a supportive and conducive environment for nurses to thrive professionally. This holistic approach ensures that performance is continuously evaluated and developed, and career pathways are clear and accessible, ultimately contributing to the overall success and excellence of the nursing department.

3. Methodology

This case study research will employ a mixed-methods approach to gather comprehensive data on the development and implementation of career programs for executives and managers in the nursing department. The following methods will be utilized:

Interviews: Semi-structured interviews will be conducted with head of the nursing department and assist head of nurse. These interviews will provide valuable insights into their perspectives, experiences, and expectations regarding career program development and implementation.

Surveys: Questionnaires will be administered to a sample of registered nurse in the nursing department. For the survey study, I selected a convenience sampling technique. The surveys will collect quantitative data, allowing for the assessment of perceptions, attitudes, and satisfaction levels regarding career programs.

The qualitative data will be analyzed using thematic analysis techniques, while the quantitative data will be analyzed using statistical methods. The results of this research will contribute to a comprehensive understanding of the development and effectiveness of career programs for executives and managers in the nursing department.

To What Extent do Career Advancement Initiatives or Career Programs Cater to the Needs of Executives and Managers?

In the subsequent phase of transitioning from seniority-based promotions to performance-based evaluations in the nursing department, the rationale for advancing toward a high-performance organization was elucidated by the head of the nursing department:

In the process of advancing to higher positions within the nursing department, various factors are taken into consideration. However, the aspect that I believe is most significant is having a positive mindset or a growth mindset in the workplace. It involves being open to change and willing to adapt, as well as performing tasks that bring more benefits to the organization. It requires us to be aware of what we can do, what we cannot do, and what resources are needed to accomplish tasks. This transformation is not easy, like the need for teamwork, where every member needs to contribute their best. Even if one team member is exceptional or has a high IQ, it will not lead to success if the team is not functioning well. Another factor to consider is performance-based evaluations, which should assess individuals' abilities to perform their tasks effectively.

In another perspective, Assistant Head Nurse, Ms. Pornlada Nanagara, states that

One important factor in terms of leadership is the ability to compromise, which is a key soft skill. Additionally, competency is crucial in performing various roles, encompassing a range of competencies rather than excelling in a single area.

Advantages of Implementing Performance-Based Evaluations

The conceptual framework of performance-based evaluations in the context of large-scale hospitals involves assessing employee performance and potential based on objective criteria and measurable outcomes. This approach shifts the focus from seniority-based promotions to evaluating employees' actual performance, skills, and capabilities. Performance-based evaluations aim to identify and reward high-performing individuals, provide opportunities for career advancement, and ensure efficient allocation of resources within the organization.

Implementing performance-based evaluations in large-scale hospitals can bring several benefits. Firstly, it promotes fairness and transparency in the promotion process by basing decisions on merit rather than seniority alone. This encourages a competitive and performance-driven work culture. Secondly, it motivates employees to improve their performance and achieve professional growth, as they are aware that their efforts will be recognized and rewarded. Thirdly, performance-based evaluations enhance talent retention by offering clear career paths and development opportunities to high-performing individuals. This helps in attracting and retaining top talent within the organization.

Moreover, performance-based evaluations support continuous improvement and organizational development (Shet et al., 2019). By regularly assessing and evaluating employee performance, hospitals can identify areas of improvement, provide targeted training and development programs, and align individual goals with organizational objectives. This leads to enhanced overall performance and productivity within the hospital.

In summary, implementing performance-based evaluations in large-scale hospitals promotes fairness, motivates employees, enhances talent retention, and

supports continuous improvement. By adopting this approach, hospitals can effectively align employee performance with organizational goals, resulting in improved quality of care and overall organizational success.

Illustration of Hospitals or other Organizations that Utilize Performance-Based Evaluations for Advancing to Higher Positions

King Chulalongkorn Memorial Hospital (KCMH) is an organization that has adopted performance-based evaluations as a means of advancing employees to higher positions. This approach has been implemented successfully, although it required a significant transitional period spanning several years. Performance-based evaluations have been integrated into the hospital's promotion system to assess employees' performance, skills, and competencies objectively.

The utilization of performance-based evaluations at King Chulalongkorn Memorial Hospital has brought several advantages. Firstly, it has fostered a culture of meritocracy, where promotions are based on individual achievements and capabilities rather than solely on seniority. This has incentivized employees to strive for excellence and continuously improve their performance to advance in their careers. Secondly, performance-based evaluations have facilitated the identification and recognition of high-performing individuals who contribute significantly to the hospital's success. Such recognition motivates employees and enhances their job satisfaction, leading to increased productivity and quality of care.

Moreover, the transitional process in implementing performance-based evaluations involved various stages. It included developing and refining evaluation criteria, establishing a transparent and standardized evaluation process, training evaluators, and communicating the changes to all employees. This comprehensive approach ensured a smooth and effective transition from the previous seniority-based promotion system to a more performance-oriented one.

Although the transitional process took several years, the implementation of performance-based evaluations at King Chulalongkorn Memorial Hospital has proven to be beneficial. It has created a fair and competitive work environment, attracting,

and retaining top talent within the organization. Furthermore, the alignment of employee performance with organizational goals has contributed to the hospital's overall success in delivering quality healthcare services.

In conclusion, King Chulalongkorn Memorial Hospital's adoption of performance-based evaluations for advancing to higher positions has been successful. The transitional process, albeit time-consuming, has paved the way for a merit-based promotion system that rewards individual performance and drives excellence within the organization.

4. Finding

Transitioning from Seniority-Based Promotions to Performance-Based Evaluations in the Nursing Department

Some weeks later, Mrs. Pornpen Methajittiphun convened a meeting with relevant stakeholders to discuss the appropriate time frame for transitioning from seniority-based promotions to performance-based evaluations in the nursing department. The HR department collaborated in conducting an online questionnaire administered to registered nurses to gather their feedback. The results revealed that 56.7% of respondents strongly supported the transition from seniority-based promotions to performance-based evaluations. Additionally, there were interesting suggestions, particularly the desire for enhanced career development opportunities in the academic pathway, along with the availability of a dedicated team to provide academic support for nurses in the department. Anticipated challenges in transitioning career development methods and feedback processes during the pilot study phase, and strategies for addressing them.

The working group has collected in-depth data from both the managerial and operational levels to develop a career development program based on the feedback of practicing nurses.

Development Planning Systems

The steering team intends to establish a new Development Planning System, which will involve four phases: 1) self-assessment, 2) reality check, 3) goal setting, and 4) action planning. (Noe, 2021)

1. Self-assessment involves employees using information to evaluate their career interests, values, attitudes, and behavioral tendencies. This process is driven by the recognition of gaps between their current skills and/or interests and the requirements of their current work or desired positions.
2. Reality check refers to the information provided to employees regarding how their skills and knowledge are evaluated within the organization and where they stand in relation to the organization's plans. This can include the use of assessment methods such as 360-degree feedback, which involves gathering input from various sources to provide a comprehensive perspective on an employee's performance and development areas.
3. Goal setting entails the process in which employees establish both short-term and long-term development objectives. These goals typically pertain to desired positions, levels of skill application, working environments, or skill acquisition. They are commonly discussed with managers or supervisors and formalized in a development plan. This plan serves as a roadmap for employees to outline their professional aspirations and the steps necessary to achieve them.
4. Action planning involves the formulation of a written strategy that employees utilize to outline the specific steps they will take to accomplish their short-term and long-term career goals. During this process, employees assess their competencies and identify areas of strength. Based on these strengths, they select development activities such as training programs and online resources that will enhance their skill set and support their career objectives. Action planning provides employees with a structured approach to actively pursue their career advancement and professional growth.

Implement Career Programs for Executives and Managers Adapted from ADKAR Change Management Model

Implementing career programs for executives and managers in the Nursing Department, adapted from the ADKAR Change Management Model (Alice et al., 2018; Baran & Woznyj, 2020; Paramitha et al., 2020), can be achieved through the following steps:

1. Create Awareness:

- Communicate the need for career development programs to address evolving healthcare demands.
- Highlight the importance of nurturing leadership skills and fostering professional growth among executives and managers.

2. Generate Desire:

- Engage executives and managers in the change process by illustrating the benefits of participating in career programs.
- Encourage their active involvement in shaping and implementing these programs to enhance ownership and commitment.

3. Provide Knowledge:

- Offer comprehensive training sessions and resources to equip executives and managers with the necessary skills and knowledge.
- Educate them on effective leadership strategies, coaching techniques, and change management principles.

4. Develop Ability:

- Facilitate practical workshops and hands-on experiences to help executives and managers integrate newly acquired skills into their daily practices.
- Provide opportunities for them to apply their knowledge in real-world scenarios and encourage continuous improvement.

5. Ensure Reinforcement:

- Establish mechanisms for ongoing support and feedback to reinforce the implementation of career programs.
- Recognize and reward achievements to maintain motivation and sustain a long-term commitment to career development initiatives.

During implementation, it may be necessary to acquire the required resources and anticipate potential challenges that could arise. For instance, seeking external expertise by collaborating with HR consultants or specialists can provide valuable guidance (Stone et al., 2023). Additionally, developing a robust communication plan is essential to ensure employees are well-informed throughout the process and their concerns are addressed, facilitating a smooth transition.

5. Conclusion and Recommendation

The Expected Outcomes Following the Transition of the Promotion Process

The successful implementation of the new career development program is expected to yield several key outcomes and factors (Guan et al., 2020; Ni et al., 2022). Firstly, it is anticipated that there will be a notable reduction in the turnover rate among talented individuals within the organization (Al-Suraihi et al., 2021). This can be attributed to the provision of clear career paths and growth opportunities, which serve as incentives for employees to stay and progress within the organization.

Secondly, the implementation of the career development program is expected to enhance motivation levels among employees, leading to improved job performance (Sugiarti, 2022). By providing employees with a sense of purpose and a clear direction for their career advancement, they are more likely to be motivated and engaged in their work.

Lastly, the new program is anticipated to enhance managerial effectiveness within the organization. By emphasizing career development and providing appropriate support and resources, managers are better equipped to guide and mentor their subordinates. This can lead to improved leadership skills, better employee engagement, and more effective performance management (Chana & Sangeeta, 2021).

Overall, Aburumman et al. (2020) stated that the successful implementation of the new career development program is expected to have positive impacts on employee retention, motivation, and managerial effectiveness, contributing to the overall success and growth of the organization.

To further enhance the understanding of the suitable timeframe for transitioning to higher positions within the Nursing Department of QSMH, future research should focus on several key areas. Firstly, conducting longitudinal studies to track the long-term effects of the transition to performance-based evaluations would provide valuable insights into the sustainability and effectiveness of the new career development framework over time. Additionally, comparative analysis between QSMH and other healthcare organizations that have implemented similar career development initiatives would enable the identification of best practices and contextual factors that contribute to successful transitions. Evaluating the implementation strategies and assessing the impact of the career development program on organizational performance indicators would also be beneficial (Sugiarti, 2022). By addressing these areas, future research can contribute to evidence-based practices and inform decision-making processes in career advancement within the Nursing Department of QSMH.

Teaching Note

Nursing Department of QSMH:

A Suitable Timeframe for a New Career Development Program

1. Teaching and/or Learning Objectives

Several teaching objectives are covered in this case:

- 1) To improve students' comprehension of the interconnectedness between career development and performance management.
- 2) To develop and build career programs for executives and managers.
- 3) To investigate the perspectives on the development and establishment of career programs for executives and managers

- 4) To augment students' recognition of the real-world implementation of the theories to be explored in the field of human resource management and development.

Based on the analysis and examination of the challenges presented in this case, the anticipated learning outcomes are as follows:

- Students will gain insights into designing career development programs within the context of a sizeable non-profit hospital.
- Students will acquire knowledge on resolving HRM issues at the top management level in their organization and gain skills in collaborating with others to facilitate the change process.

2. Intended Courses and Levels

1) Target audience

This case is specifically created for master's and Ph.D. students specializing in human resource management, aiming to deepen their comprehension of various aspects such as transitioning to higher positions, performance management, organizational development/change, and job evaluation in the context of non-profit hospitals.

2) Placement in the curriculum

The case is most effectively utilized after the instructor has delivered an overview of 1) the principles and role of Human Resource Management (HRM) and Human Resource Development (HRD), 2) an approach to problem identification and collaborative problem-solving, and 3) a focus on the career development process.

3) Topic covered in the case

The case includes the following subjects:

- The concept and process of performance management
- Develop a Career development program.
- The significance and relevance of organizational development and change.

- The understanding and application of job evaluation principles

3. Teaching Plan

Typically, instructors will allocate around 60-90 minutes of class time to engage in an in-depth discussion of the principal challenges presented in this case study. However, the duration of the discussion can be adapted based on the achievement of the learning objectives and the extent to which students meet the expected outcomes.

- 1) Assignment prerequisites: Career development literature review
- 2) Suggested advance reading assignments.
1. Noe, R. A. (2021). Chapter 8 and 9, “Performance management and Employee development” in **Human resource management: gaining a competitive advantage (Twelfth Edition. ed.)**. New York, NY: McGraw-Hill Education. pp 329-436
2. Barney, J. B. (2015). Chapter 8, “Organizing to implement corporate diversification” in **Strategic management and competitive advantage: concepts and cases (Fifth edition, Global edition. ed.)**. Boston: Pearson. pp 240-267
3. DeNisi, A. S. (2020). Chapter 10, “Performance appraisal and career management” in **HR5: human resources**. Boston, MA: Cengage Learning. pp 246-271
4. Dessler, G. (2020). Chapter 9-10, “Performance management & appraisal and Managing careers and retention” in **Human resource management (Sixteenth Edition, Global edition. ed.)**. New York: Pearson. pp 313-283

4. Conceptual Analysis and Theoretical Discussion

Conceptual analysis and theoretical discussion of the fundamental concepts crucial for comprehending and dissecting the case revolve around career development,

performance evaluation, and organizational change. To optimize student learning, instructors must possess knowledge of the pertinent literature on these subjects.

1. **Career Development:** Career development plays a pivotal role in shaping an organization's workforce and fostering employee growth. It encompasses a range of activities, such as skill enhancement, goal setting, and succession planning, aimed at enabling individuals to advance within the organization. The HR department needs to implement structured career development programs that align with employees' aspirations and organizational needs. This entails offering diverse learning opportunities, mentorship, and a clear career path for growth. By empowering employees to attain their career goals, the organization can enhance retention, job satisfaction, and overall productivity.
2. **Performance Evaluation:** Effective performance evaluation is critical for gauging employees' contributions, identifying areas of improvement, and providing feedback for personal and professional growth. HR must establish a comprehensive performance evaluation system that aligns with the organization's objectives and values. Utilizing performance metrics, feedback mechanisms, and development plans, the HR department can facilitate a fair and transparent evaluation process. Implementing performance-based evaluations can motivate employees to excel and create a culture of continuous improvement within the organization.
3. **Organizational Change:** As the nursing department seeks to transition from seniority-based promotions to performance-based evaluations, embracing organizational change becomes vital. Change management theories, such as Lewin's Three-Step Model or Kotter's Eight-Step Process (Bakari et al., 2017), can guide the HR department in navigating this transformation. HR professionals must communicate the rationale behind the change, engage employees in the process, and address potential resistance. Emphasizing a culture of adaptability and learning can facilitate a smooth

transition and foster a positive environment where employees embrace the new evaluation system.

In addition to the above concepts, the HR department may also need to consider other HR-related aspects, such as talent acquisition strategies, employee engagement initiatives, and fostering a diverse and inclusive work environment. By incorporating these key HR concepts, the nursing department can pave the way for sustainable growth and success in a dynamic healthcare landscape.

5. Research Methodology

The case study was authored by Narong Jongaramrueng, a Ph.D. student at the NIDA Graduate School of Public Administration. The content of the case was gathered through a series of comprehensive interviews with important individuals, online surveys, and an examination of policy documents.

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Conflict Management: A Case Study of Waste-to-Energy Power Plant Development in Pathumthani Province

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Abstract

The construction of a waste-to-energy power plant in Pathumthani Province has elicited significant conflicts and resistance from the affected populace. This study aimed to explore the conflict situations concerning the project and apply a conflict management method to resolve the conflict. It was found that while the project is anticipated to be beneficial in addressing escalating waste problems, it was met with intense opposition from local communities. This opposition is primarily attributed to insufficient involvement or understanding provided by the project's owner and relevant authorities. The lack of community engagement is a critical factor that significantly impacts confidence in the project, as individuals feel inadequately heard or informed by project officials. Consequently, local residents harbored uncertainties regarding the project's impacts, leading to robust resistance. This study implemented the conflict resolution method, which involved the collaboration of stakeholders by identifying and analyzing the causes of the conflict and stakeholders and conducting three stakeholder meetings. The method was quite effective, as all stakeholders, especially the opposition groups, had opportunities to express and exchange their opinions, concerns, and information concerning the power plant project. Moreover, they worked together to seek solutions to the waste problems in the province that went beyond the issue of constructing the project and received acceptance from all groups. After the participation process, the relationship among the different groups noticeably improved.

Keywords: Conflict Management, Waste-to-energy Power Plant, Pathumthani Province, Participation

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บทคัดย่อ

โครงการก่อสร้างโรงไฟฟ้าเชื้อเพลิงขยะในจังหวัดปทุมธานีนำไปสู่ความขัดแย้งและการต่อต้านจากประชาชนที่ได้รับผลกระทบอย่างรุนแรง การศึกษานี้มีวัตถุประสงค์เพื่อศึกษาวิเคราะห์สถานการณ์และสาเหตุของปัญหาความขัดแย้ง และประยุกต์วิธีการจัดการความขัดแย้งมาใช้แก้ไขปัญหา ผลการศึกษา พบว่า ถึงแม้ว่าโครงการนี้เกิดขึ้นเพื่อช่วยลดปัญหาขยะที่ทวีความรุนแรงมากขึ้นในทุก ๆ ปี แต่ปัญหาสำคัญ คือ การคัดค้านอย่างรุนแรงของประชาชนในพื้นที่ที่จะทำการก่อสร้างโครงการ สาเหตุสำคัญเกิดจากการที่หน่วยงานที่เกี่ยวข้องและเจ้าของโครงการนั้นไม่ได้มีการเปิดโอกาสให้ประชาชนมีส่วนร่วมหรือทำความเข้าใจในการดำเนินงานของโครงการอย่างเพียงพอ ทำให้ประชาชนขาดความเชื่อมั่นในตัวโครงการโดยเฉพาะอย่างผลกระทบจากโครงการ ประชาชนจึงเกิดการต่อต้านอย่างรุนแรง การศึกษานี้ได้ประยุกต์วิธีการจัดการความขัดแย้งมาใช้แก้ไขปัญหาโดยเลือกวิธีการสร้างความร่วมมือผ่านกระบวนการมีส่วนร่วมของผู้มีส่วนได้ส่วนเสีย ประกอบด้วยการระบุและวิเคราะห์สาเหตุของความขัดแย้งและผู้มีส่วนได้ส่วนเสีย และจัดการประชุมผู้มีส่วนได้ส่วนเสียจำนวน 3 ครั้ง ซึ่งการดำเนินการได้ผลค่อนข้างดีเนื่องจากผู้มีส่วนได้ส่วนเสียโดยเฉพาะอย่างยิ่งกลุ่มที่ต่อต้านโครงการได้มีโอกาสในการแสดงความคิดเห็นและแลกเปลี่ยนข้อมูลและความกังวลอย่างเต็มที่ และยังได้มีโอกาสได้ร่วมกันพิจารณาทางออกสำหรับปัญหาขยะมูลฝอยของจังหวัดปทุมธานี ซึ่งเป็นการพิจารณาทางออกในระดับสูงกว่าระดับโครงการและได้รับการยอมรับจากทุกฝ่าย หลังจากกระบวนการมีส่วนร่วมของผู้มีส่วนได้ส่วนเสียดังกล่าวความสัมพันธ์ระหว่างกลุ่มต่าง ๆ ดีขึ้นอย่างชัดเจน

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Introduction

The escalating generation of waste poses a significant threat to both human health and environmental integrity. In Thailand, the solid waste problem is also considered one of the critical environmental concerns of the country. In 2013, the Pollution Control Department (PCD) examined the amount of solid waste nationwide and found a significant increase in solid waste accumulation. This crisis is a major national issue that urgently needs resolution (PCD, 2014). Most developed countries, such as Japan, the USA, and European countries, have adopted the Polluter Pays Principle (PPP) in environmental policies as incentives to create awareness among residents and entrepreneurs toward the environment (Eric, 2005). Fortunately, in 2014, the National Council for Peace and Order (NCPO) considered waste management as one of the national agendas that require immediate solutions. It stipulated a roadmap for solid waste and hazardous waste management, urging provincial governors, local authorities, and the private sector to work according to this roadmap by addressing existing waste dumping sites, reducing new waste, separating waste at the source, utilizing mixed technologies in disposal, transforming waste to energy, and encouraging the private sector's role in management (PCD, 2014).

Several waste-to-energy power plants in Thailand have encountered substantial public opposition and complaints, primarily due to concerns about waste causing pollution in the community. For instance, the construction of a waste-to-energy plant by the Bangkok Metropolitan Administration in Nhong Khaem District initially faced strong opposition from the local people in the surrounding area. It took the BMA and the project operator several years to settle the conflict (Tanityarat, Poboon and Chomphan, 2019). Moreover, in Hat Yai district, citizens have lodged complaints about pollution impacts from the Hat Yai waste-to-energy plant, operational since 2014, producing 6.7 megawatts of electricity. Despite being operated by a private company, the plant has been subject to several directives for improvements from the Office of the Ombudsman. The Pollution Control Department found that emissions from the plant exceed standard levels for dioxin,

cadmium, and hydrogen chloride. Consequently, the Songkhla Provincial Industry Office, under the Factory Act B.E. 2535 (1992), has ordered a temporary suspension of certain plant operations (specifically the incinerators) and mandated improvements to be completed by a specified deadline. Non-compliance with these directives could result in severe legal penalties (Tanityarat, Poboon and Chomphan, 2019).

Pathumthani is one of the provinces that has been facing solid waste problems for many years. The amount of waste generated has been increasing steadily, from 866 tons/day in 2005 to 1,933 tons/day in 2022. Although the province and relevant government and local agencies have adopted the national government policy and the National Council for Peace and Order (NCPO)'s roadmap for solid waste and hazardous waste management, the situation is not likely to improve, as seen from the increase in the amount of waste and the problems of finding disposal sites accepted by local communities. Worst of all, there has been a continuous serious conflict between local communities and the government/local agencies regarding the construction of a waste-to-energy power plant project, especially in the Chiang Rak Yai district area. This conflict has led to a struggle in solving waste problems and disputes in waste management for several years.

Objectives of the Study

1. To explore the conflict situations concerning the construction of the waste-to-energy power plant in Pathumthani Province and the causes of the conflict.
2. To apply a conflict management method to solve the conflict.

Literature Review

Waste Management and Waste-to-Energy Initiative

Addressing the challenge of managing vast amounts of waste is crucial for current and future societies. A viable strategy involves minimizing waste through extensive reuse and recycling. For residual waste that cannot be recycled, energy

recovery emerges as a practical solution. This process entails converting non-recyclable and non-reusable waste into valuable energy sources, such as electricity and heat (The World Energy Council, 2016). Various technologies like combustion, gasification, pyrolysis, and anaerobic digestion are employed in energy recovery from waste, with combustion being the most prevalent for handling diverse waste types (Astrup et al., 2015). Sweden exemplifies successful implementation, operating numerous waste-to-energy combustion plants and achieving high per capita energy recovery from waste (Grosso et al., 2010). In 2017, Sweden processed over 6 million tonnes of waste, generating substantial energy output, thereby significantly reducing waste volume and mass (Eboh et al., 2019; Menikpura et al., 2016).

Conflict Management

Since 1974, scholars have defined the term “conflict” following Mortenson’s definition (Putnam, 2013), which states that it means “the expression of conflicting interests in the distribution of limited resources.” For example, Wilmot and Hocker (2001) defined interpersonal conflict as “an expression of disagreement between at least two persons in a relationship when the other prevents them from achieving their goals or because of the understanding that the resources required by both parties are insufficient.” It could be summarized that conflict is a social phenomenon in which individuals, groups, and parties compete for resources, positions, powers, and interests. This may be a direct or indirect conflict between different groups.

Environmental Conflict Dynamics

The rise of environmental conflicts is a global phenomenon posing challenges to both public and private sectors. Often, environmental damage arises due to the market’s failure to account for non-economic costs. Such conflicts typically occur when entities exert power to override community objections to environmentally impactful projects. Resolving these conflicts frequently necessitates policy and institutional reforms (Heikkila & Schlager, 2012). A variety of stakeholders, including government bodies, courts, and mediators, are increasingly engaged in

addressing these conflicts, driven by public aspirations for a say in their future (Hodge, 2014). The United States, in particular, has developed a substantial body of research on environmental conflict resolution. Notably, NGOs and local communities play crucial roles in these dynamics, often demanding more from management than legal obligations (Griewald & Rauschmayer, 2014; Jaskoski, 2014).

Types of conflict

Conflicts are divided into two types (Moore, 1986):

1) Unnecessary Conflicts

1.1) Relationship conflicts caused by incorrect perception, having a negative attitude, miscommunication or inappropriate behavior of a person.

1.2) Data conflicts are caused by lack of data or receiving incorrect information. There is a disagreement over the reliability of the information. Different interpretations of information or differing opinions on valuation methods.

1.3) Value conflicts arising from different belief systems. There will be no conflict until the other party is compelled to share his or her own beliefs or to attack the beliefs of others.

2) Genuine conflicts are divided into

2.1) Structural conflicts caused by improper relationship structure. Those who may have conflicts may be disadvantaged due to improper organization or spatial arrangement.

2.2) Interest conflicts arising from a decision and decision-making methods such as credibility, fairness, the need for participation. Conflict arises when one party considers that the benefits received by their party are inappropriate or less than the benefits received by the other party.

Causes of conflict

Conflict does not necessarily arise from a single cause. It may be caused by many reasons. Causes of conflicts arising from the current development projects, especially conflicts related to public policy as explained by Wattanasap (2007) are as follows:

- 1) Complexity of development. Conflicts at present are interconnected, caused by a variety of factors, including the diversity of parties involved. A variety of issues may arise due to involving different cultures with deep-rooted values and different perspective as well as various laws and different interests. In this regard, the issue of complexity of development mentioned by Wattanasap here is consistent with Wankaew (2004) who summarized the consequences of development as being caused by:
 - 1.1) Implementation of an unbalanced development strategy which is a cause in and of itself.
 - 1.2) The development process is a multilayer process.
- 2) Conventional management with little or no involvement such as conduct of a public hearing, which is where the public can take part, but it has participation in the final stages of the development process that takes place after conducting an environmental impact analysis. Therefore, there is no opportunity for people to participate in designing the development.
- 3) There are many groups with different views. Therefore, information from documents from authors with different opinions has occurred in various ways.
- 4) Democracy that has changed from participatory democracy to representative democracy has given power to its representatives. But the representatives make decisions without taking into account who they represent. Thus, there are impacts on people, the environment as well as natural resources.

- 5) A project has been developed, the follow-up can be flawed and the problems rarely resolved in any serious manner. This results in less trust in the government.
- 6) Laws and legal compliance cannot be changed or updated to be in line with the rapid changes in society. In some cases, this causes conflicts, such as the National Reserved Forest Act of 1964, where enforcement or compliance with the law is not strictly enforced. This is another reason that can lead to conflicts in the future.

Conflict Resolutions

Herrity (2023) stated that different people use different methods to resolve conflict, depending on their personalities and preferences. The five most common strategies, known as the (Kenneth) Thomas-(Ralph) Kilmann model, used to resolve conflicts in the workplace include:

1) Avoiding

This method involves simply ignoring that there may be a conflict. People tend to avoid conflict when they don't want to engage in it. Avoiding allows them to ignore that there is a problem. There are situations when avoiding conflict can be an appropriate response, such as when there is no clear solution or a frustrated party needs time to calm down before confrontation. However, avoidance can require more effort than merely facing the problem and can cause friction between the disagreeing parties. When conflict is avoided, nothing is resolved.

2) Competing

Competing is an uncooperative, overly assertive method used by people who insist on winning the dispute at all costs. It's known as a win-lose strategy. This method is not often identified as bringing satisfactory resolutions, as it doesn't allow for collaborative problem-solving.

3) Accommodating

This strategy, also known as smoothing, involves one party acquiescing, giving the opposing party exactly what it needs to resolve the problem. This method allows you to resolve a problem in the short-term while working toward a long-term solution.

In some cases, accommodating can be an appropriate resolution to a conflict. For example, if your opinion on the matter is not very strong, it is often easier to comply.

4) Collaborating

Like the compromising method, collaboration involves working with the other party to find a mutually agreeable solution to a problem. It's known as a win-win strategy. For example, a salesperson and client may work together to negotiate contract terms until both parties find it agreeable.

5) Compromising

This strategy, also known as reconciling, seeks a mutual agreement to settle a dispute. It's known as a lose-lose strategy since both parties willingly forfeit some of their needs in the interest of reaching an agreement. This can be a quick way to resolve a conflict without it becoming a bigger issue. Compromise can also be used as a temporary method to avoid conflict until the parties involved can implement a more permanent solution.

It is appropriate to compromise when it would not be possible to make both sides completely happy while still moving forward.

Tristancho (2023) proposed the conflict resolution steps of the conflict resolution process, which are widely used, as follows:

1) Identify the Root Cause of the Conflict

Before anything, it's important to understand what the conflict is and then find the main causes of the problem. When dealing with conflicts

among team members, it's important to hear what the parties have to say about the incident. You can use root cause analysis techniques for more complex conflicts that involve lots of causes and contributing factors.

2) Identify the Concerns of Both Parties

Once you've understood the overall nature of the conflict and its main causes, you'll need to understand what the opposing parties want from this conflict resolution process, which will consist in finding a solution that's accepted by both.

3) Identify Conflict Resolution Barriers

Before finding a solution, take time to identify the barriers that might slow down the conflict resolution process and try to eliminate them.

4) Choose a Conflict Resolution Style

Take into account the previous steps to choose the conflict resolution style that best fits your particular case. In some cases you might need to tell someone they're wrong, find a partially satisfactory middle ground, or build a win-win solution that satisfies both parties. This analysis should be done on a case-by-case basis.

5) Find a Solution to the Problem

After implementing a conflict management style, you should have a viable solution that solves the conflict. Before implementing any solutions, make sure that the conflict participants agree on the solution and commit themselves to it.

6) Check If the Conflict Persists

The conflict resolution process shouldn't finish once you solve the conflict by finding a solution. It's very important that you follow up with the team to make sure the conflict has been successfully resolved.

Typology of Government Responses to Conflicts

Li et al. (2016) categorized government responses into four types: (1) Hierarchical Problem Solving, (2) Tension Reduction, (3) Collaborative Governance, and (4) Meta-Governance.

Response 1: Hierarchical Problem Solving involves government pursuing solutions independently, often employing top-down approaches and resisting opposition (Koppenjan and Klijn, 2004; Van Rooij, 2010).

Response 2: Tension Reduction recognizes resistance and seeks to address it through expert involvement and symbolic compromises (Cai, 2008; Li et al., 2016).

Response 3: Collaborative Governance focuses on negotiation and consensus, embracing a shift from traditional governance to collaborative approaches (Mandell, 2001; Sørensen and Torfing, 2007).

Response 4: Meta-Governance aims to facilitate interaction among various actors and mediate conflicts, influencing interaction conditions and setting participation frameworks (Koppenjan and Klijn, 2004; Chen et al., 2007).

Related Studies

There are several studies related to conflict management in power plant project development. The following are some of them that provide an understanding of the conditions and resolutions of the problems.

Poboon, Phoochinda, and Chomphan (2012) studied the environment of public participation in energy project development by conducting a case study on a coal-fired power plant project in Krabi Province. This is a large electric power development project. The study found that developments in various fields could have an impact on the environment and the quality of life of people in the area. Some areas have conflicting development strategies in each sector. Therefore, the use of a tool to assess the potential of environmental quality in the area, or the Strategic Environmental Assessment (SEA), could help assess the potential

of supporting the area appropriately and in accordance with the development activities that will occur in the future. An overview of development linked to sectoral development in an integrated manner with people participating in such development activities was provided. Raksasri (2014) studied community knowledge management to resolve conflicts between Saha Cogen Green Bio-Energy Power Plant and villagers in Pa Sak Subdistrict, Mueang District, Lamphun Province. It was found that the villagers reversed their opposition to the project because, in the past, they had no knowledge of biomass power plants and had only received information that biomass power plants were not good. Word of mouth in the community created an understanding that the project would bring problems. However, when knowledge was managed through meetings to change their understanding and by taking community leaders on a field trip to illustrate the actions taken to prevent environmental problems, the villagers were more accepting of biomass power plants. Additionally, Sukkamnerd (2000) conducted case studies of conflict and public participation in energy projects in Thailand. Three case studies were used: 1) Pak Moon Hydroelectric Power Plant Project, 2) Thai-Myanmar Gas Pipeline Project, and 3) Coal Power Plant Project in Prachuap Khiri Khan Province. The study found that conflicts arose from unfair distribution of interests and consequences. The process of compensation and mitigation from the project was inefficient and had not been generally accepted. Decision-making mechanisms were based on government agencies that often made decisions from the beginning without listening to information about the interests and impacts of all parties. Public participation was therefore an important conflict reduction mechanism, but the public participation process remains ineffective because the perspectives of the public sector were still different in many respects, especially in regard to the level of steps and nature of participation. The public sector wanted their participation to be elevated from awareness to decision-making for the project. Formal and equal participation should be accepted from the planning stage, not only participating after the project has already been decided on, including wanting to participate in supervising the implementation of the project according to the agreement.

Phantasen (2000) researched conflict with political economic analysis of energy projects in Thailand. It was found that in terms of economics, conflicts arising in Thailand in the case of large energy projects are referred to as “reasonable conflicts” because they had economic interests. The country’s elite always adopts a development approach that focuses on large-scale investment projects because they believe that the development of the country must be in the direction that has been practiced in the past and has been successful to some extent by having mutual benefits with hidden foreign investors, without considering or making efforts to look for better alternatives to develop the country, especially in terms of small investment projects that use technology and domestic raw materials. An important measure that should be used to prevent conflicts is to have relevant parties support large projects when it has been publicly proven that there was no better alternative. All possible alternatives were to be presented by presenters who could freely express their opinions and be allowed time for the public or relevant civil society groups to oppose or propose alternatives that they see as superior and openly hold a thorough public hearing of those options.

In conclusion, the related studies indicated that conflicts in power plant or energy project development often arose from differences in opinions, knowledge, and interests concerning the development that different groups had. The opposition groups mainly believed that the development of the project could pose serious impacts on the environment and their health as well as on their ways of living, whereas the developers and the related government agencies believed that they had effective technology and efficient management to control the adverse consequences of the projects. Moreover, the participation processes during the initiation of the projects were not effective as the developers often ignored the comprehensive and meaningful engagement of the local people and the opposition groups. However, all of the related studies have not proceeded to the implementation of a conflict management method. Hence, this study aims to explore the conflict in the construction of the power plant project in Pathumthani Province and attempts to put into practice the conflict resolution method to see if the method works in this context. The results of this study would be very beneficial to be adopted for other cases of conflict in Thailand.

Methodology

To resolve the conflict, this study adopted the collaborating method as suggested by Herrity (2023), working with the different parties to find a mutually agreeable solution to the problem. In this case, the public participation process, which is the most common practice of collaboration, was adopted to seek resolutions for conflicts arising from the development of a waste-to-energy power project in Pathumthani Province. The participation process was adapted from the conflict resolution steps proposed by Tristanco (2023) to fit the context of this case. It was organized into 3 major steps as follows:

Step 1: Identify the Root Cause of the Conflict

To explore the conflict situations concerning the construction of the waste-to-energy power plant in Pathumthani Province and the causes of the conflict, this study used the document review method to collect the data. In addition, the information from the first public meeting was also added to the secondary data to summarize the findings.

Step 2: Identify the Stakeholders and Their Interests

The stakeholder analysis approach was employed for this step. The stakeholders were classified into 3 main groups based on 2 criteria - their interests and their power towards the project- as suggested by Freeman (1984):

1. The primary stakeholders were the individuals or groups of local people living in the area around the development project who were subject to direct negative or positive consequences of the waste-to-energy power plant project.
2. The secondary stakeholders were organizations, and institutions that involved in the development of the project or expected to have benefit from the project such as local authorities in the area, relevant government agencies, project developers, etc.

3. The tertiary stakeholders were outsiders who were not directly tied to the people in the area but had significant roles or influence that could affect the project's success or failure.
4. The fourth stakeholders were local authorities and people who lived in the other areas in Pathumthani Province.

Key Informants

Key informants in this study were formal and informal local leaders and local people, the waste-to-energy project opposition groups, especially those who were active in protesting against the power plant development project, and officers of relevant government agencies and local governments. Key informants were derived from the stakeholder analysis described above and were purposively selected by the researcher as:

1. The groups that faced direct impact from the development or policy, which were the local people who lived around the project and the local leaders (150 persons).
2. The agencies which had influences in the development of the project, e.g., the Pathumthani Provincial Office, the Provincial Office of Natural Resources and Environment, and local authorities in the area, particularly the Chiangrakyai Sub-District Administrative Organization and the project developers (20 persons).
3. The outsiders who had significant roles or influence that could affect the project's success or failure, for example, NGOs (non-governmental groups), academics, and opponent groups (20 persons).
4. The groups that could receive indirect impact or had minimal influence on the project, which were the people, local authorities, businesses, and education institutes located further from the surrounding communities (50 persons).

For the local leaders and local people in the area, the study covered both the power plant supporting group and the opposing group. This is in accordance with Huailuek (2020) and Sriruang (2019), who studied the conflict in power plant development in Krabi Province and found that there were 2 main conflict groups in the area with very serious opposition to each other. They suggested that to solve the conflict, these two groups must be involved in the process of the power plant development.

Step 3: Organize the Stakeholder Participation Process

The participation process was a key method for the conflict resolution of this case. This study organized 3 stakeholder meetings as follows:

- 1. The 1st meeting:** Organizing a meeting to facilitate the exchange of opinions and data among stakeholders regarding the challenges of waste management in Pathumthani Province. The discussion also addressed their concerns related to the development of the waste-to-energy project.
- 2. The 2nd meeting:** Stakeholders collaborated to conduct a comprehensive analysis of the strengths, weaknesses, opportunities, and threats (SWOT) related to solid waste management in the province.
- 3. The 3rd meeting:** Stakeholders worked collectively to envision a common future for waste management, defining a shared vision. They also collaborated on developing measures and strategies to achieve this vision.

Data Collection Methods

This study used both primary and secondary data collection methods as follows:

1. Collected primary data through the organization of the meetings of key informants or the stakeholders. The issues in each meeting were as stated in the 3 meetings of the participation process mentioned above.

2. Studied secondary data from documents and reports related to Pathumthani Province's waste management, such as the national waste policies and plans, the Pathumthani Province's waste management plan, the Pathumthani Province's state of solid waste reports, related laws and regulations, and relevant studies on Pathumthani Province's waste management.

Data Analysis

The data were overall analyzed by the content analysis method. The data from the first meeting was initially analyzed to find the problems in solid waste management in Pathumthani Province and concerns of the stakeholders over the development of the waste-to-energy project. The data from the second meeting was analyzed and summarized in terms of the SWOT Analysis, which consisted of the internal and external environment in solid waste management of Pathumthani Province. The conclusion of the SWOT Analysis was adopted as a basis for the stakeholders in finding the measures or strategies for Pathumthani Province's waste management and conflict resolutions in the third meeting.

Results

1. Pathumthani's Solid Waste Management Situation and Problems

Solid Waste Situation

Pathumthani Province is located north of Bangkok. During the last 4 decades, the province has experienced rapid population growth due to an increasing number of factories, educational institutes, and housing projects. At present, there are around 1.2 million registered residents plus 0.5 million unregistered residents (Pathumthani Provincial Office, 2022b). The location and map of Pathumthani Province are shown in Figure 1.

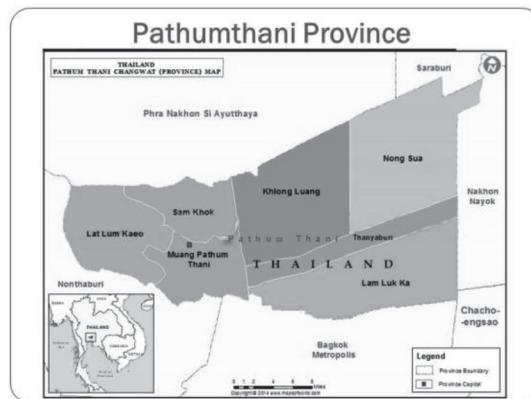


Figure 1: Map of Pathumthani Province

Source: Pathumthani Provincial Office, 2022a

In line with growth, there has been a concurrent rise in various social and environmental challenges. One of these predicaments is the solid waste problem. The volume of solid waste has witnessed a substantial increase from 866 tons per day in 2005 to 2,031 tons per day in 2015. Only 15% of collectable waste is disposed of in local authorities' dump sites within the province, while the remaining 85% must be transported to a neighboring province. Regrettably, the majority of dump sites are not operationally sanitary. Furthermore, a significant volume of solid waste is illegally discarded along roadsides or on vacant land.

The primary driver of this issue is the local opposition to the construction and operation of any solid waste landfill sites. Despite the efforts of relevant agencies to address these challenges, the quantity of solid waste continues to escalate annually. Compounding the issue, the proportion of waste disposed of correctly remains at approximately half of the total waste generated, as illustrated in Table 1.

Table 1: Solid Waste Situation in Pathumthani Province from 2016 to 2022

Year	Waste Generation (Tons/Day)	Waste Properly Disposed (Tons/Day)	Waste Improperly Disposed (Tons/Day)
2016	1,676.00	218.33	597.20
2017	1,676.00	367.16	649.89
2018	1,676.00	494.00	776.73
2019	1,658.00	681.00	964.33
2020	1,691.78	464.26	846.33
2021	1,722.93	464.30	890.91
2022	1,933.50	360.94	970.09

Source: Pathumthani Natural Resources and Environment Provincial Office, 2016

From the relevant reports and the first meeting of the stakeholders, the problems of solid waste management of Pathumthani Province can be summarized and prioritized as follows:

1. The amount of solid waste that requires final disposal remains high due to inefficient waste separation at the source within communities.
2. A high proportion of solid waste is disposed of incorrectly, e.g., open dumping.
3. There is a lack of land available for the disposal of solid waste.
4. Strong opposition to waste disposal site construction from local communities in nearby areas. Thus, the disposal sites that were constructed could not be operated, and new disposal sites could not be constructed.
5. Local authorities lack technical knowledge in preparing projects to obtain financial support for the construction of solid waste management systems.
6. Some local authorities have not managed solid waste in their areas, e.g., there are no waste collection and transportation systems for disposal.
7. Some local authorities could not manage solid waste in their areas properly due to the long distance from disposal sites and high transportation costs.

8. Hazardous waste is not managed effectively, e.g., lack of areas for waste collection as there is no responsible agency.

The Conflict and Its Causes

On August 27, 2014, the National Peace Keeping Commission declared the solid waste issue a national agenda and approved the roadmap for solid waste management in Thailand. Pathumthani Province was identified as one of the initial target provinces to implement this roadmap, focusing on the clearance of old accumulated waste and the proper management of new waste. One of the key measures outlined in the roadmap was the construction of a waste-to-energy power plant. The Pollution Control Department, which proposed the roadmap, believed that a waste-to-energy power plant represented a highly intelligent alternative for addressing the severe solid waste problems across Thailand. This solution required significantly less construction and operation space compared to a landfill, and additionally, it had the capability to generate electricity for nearby communities.

The problem emerged immediately after the approval of a plan to construct 3-9.9 megawatt waste power plants by a private company sanctioned by the Chiang Rak Yai Sub-district Administration Organization. This proposed plant, spanning an area of approximately 145 rai (about 58 acres), aimed to process 1,800 tons of waste per day across three separate units within the same location. The project site is in close proximity to local communities, a school, temples, a large running water production plant that provides drinking water for Pathumthani province and Bangkok, and two universities (see Figure 2).

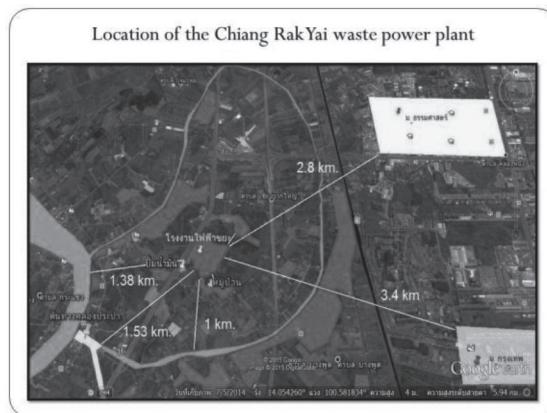


Figure 2: Location of the Chiang Rak Yai Waste Power Plant

Source: <http://thaipublica.org/2015/01/waste-15/>

According to Thai law, any power plant with a capacity of 10 megawatts or more is required to undergo an environmental impact assessment (EIA). Local residents had observed that the project proposal appeared to be deliberately structured to circumvent the EIA study. The community was deeply apprehensive about potential impacts from the project, particularly concerning air pollution, odors, and wastewater. Furthermore, local residents alleged that the project was strategically situated near a running water production plant, posing the risk of contaminating the raw water.

The opposition to the project has intensified, with more individuals joining the movement, including a well-educated group residing in close proximity to the area and non-governmental organizations (NGOs) from external sources. Protests have been articulated through various channels, including meetings or workshops related to the project, as well as through social media platforms such as websites. Their opposition has been conveyed to the National Peace Keeping Commission (NPKC), the Ministry of Natural Resources and Environment, the governor, and relevant provincial offices. Figure 3 illustrates an example of a banner expressing strong opposition to the project.



Figure 3: A Banner Expresses Strong Opposition to the Project

Source: https://youtu.be/ww8MrFKU_U8

Despite robust protests from the local populace, the project owner has proceeded with the construction. The company has initiated land clearance and site preparation, which has, in turn, intensified opposition from the local community.

The opposition from local communities to this waste-to-energy power plant project was so pronounced that during the first meeting of the public participation process organized by the researcher, opposition groups took to the stage, vehemently condemning the project and requesting the cancellation of the meeting. They believed the meeting was convened to endorse the project's development (see Figure 4).



Figure 4: The Local People Demonstrated their Serious Opposition to the Project in the first stakeholder meeting

Source: Photo by the author

The protest compelled meeting participants to vacate the room, given the potential for violence between protesters and government officers. Nevertheless, the researcher perceived this crisis as an opportunity to engage with the protesters. Subsequently, representatives from the opposition group were invited to articulate their opinions and exchange information about the power plant project (see Figure 5). This unique meeting provided valuable insights into the conflict.



Figure 5: Special Meeting with Representatives of the Opposition Groups

Source: Photo by the author

The primary drivers of opposition to the Pathumthani Province's waste-to-energy power plant project were rooted in the deep concerns of local residents and academics regarding severe impacts on their communities, particularly health and environmental risks. These concerns were magnified by the understanding that waste-to-energy plants typically give rise to problems and impacts on nearby residents, including indirect exposure to contaminated ash and heavy metals.

The underlying causes of the conflict encompassed low public participation, a lack of transparency in local government operations, restricted citizen access to information, and apprehensions about health impacts. This was particularly evident concerning potential carcinogens such as dioxins and furans, as well as other toxic substances and particulate matter anticipated to be released from the power plant. This lack of transparency manifested in a top-down decision-making process, where

the project received approval before undergoing sufficient and comprehensive public hearings and consultations. Furthermore, the concerns voiced by local communities were disregarded by the relevant government agencies.

2. The Way Out

Following the initial meeting, the second gathering was organized with a genuine commitment to public participation. Opposition groups and other stakeholders were invited to actively engage. A representative from the opposition group was also extended an invitation to express their opinions and share data related to the power plant project (Figure 6). All participants were given opportunities to voice their perspectives on the issues at hand. The researcher primarily assumed the role of a facilitator, emphasizing that addressing solid waste problems is a collective responsibility involving local communities and all stakeholders. Furthermore, it was underscored that finding solutions to these problems should be a shared responsibility, not solely that of government officials.



Figure 6: Presentation by a Representative of the Opposition Group

Source: Photo by the author

For the second stakeholder meeting, a focus group discussion format was adopted to ensure that all participants had the opportunity to delve into the issues within smaller groups. Subsequently, representatives from each group presented their group's opinions to all participants, fostering a broader discussion and aiming to reach a consensus by the meeting's conclusion (Figure 7).



Figure 7: Focus Group Discussion in the Second Stakeholder Meeting

Source: Photo by the author

The results derived from the second stakeholder meeting encapsulate the current situation and challenges of solid waste management in Pathumthani Province. These findings, pertaining to the environmental aspects of solid waste management, can be succinctly summarized through a SWOT analysis as follows:

The Environment of Pathumthani Province's Solid Waste Management

Table 2: Internal Environment of the Pathumthani Province's Solid Waste Management

Issues	Strengths	Weaknesses
1. Policy and plans	Have a solid waste management plan. There is a working group to prepare the plan. How to proceed is determined. Implementation time targets and projects related to solid waste management.	Lack of integration in the implementation of solid waste management plans with other relevant agencies, and some strategies and strategies are not consistent with the context of the area.

Table 2: Internal Environment of the Pathumthani Province's Solid Waste Management
(Cont.)

Issues	Strengths	Weaknesses
2. Management	There is a structure of the department, including the appointment of a public relations committee for the public and the promotion of participation of various agencies.	Campaigns to create public understanding of solid waste management, from promoting according to the 3R principle to raising awareness, are not enough.
3. Budget	Budget is allocated and approved for solid waste management.	The budget set may not be enough to complete the entire project.
4. Personnel	There are personnel with knowledge in both the government sector, private sector and educational institutions in the area.	Personnel have insufficient knowledge and expertise and have little interaction with local residents.
5. Materials, equipment and technology	Have the power to make decisions and determine qualifications and conditions in procurement or joint venture, as well as select good and appropriate technology for maximum benefits.	Materials, equipment, vehicles, tools, machinery of each unit involved are insufficient. Defective condition Lack of maintenance, including lack of proper technology adoption and lack of coverage

Table 3: External Environment of the Pathumthani Province's Solid Waste Management

Issues	Opportunities	Threats
1. Area conditions	There are some areas that can be improved as sanitary solid waste disposal facilities.	Most areas cannot be used for solid waste management because they are already used in other fields or are close to the community
2. Society & Culture	A large population works in industrial facilities, making it easy to ask for cooperation. Another part of the population is engaged in agriculture. The amount of waste from this part can be reduced with the right technology.	Society and culture exhibit diversity due to the coexistence of urban and rural communities, as well as the influx of foreign labor for employment and residency. Consequently, this has led to a variation in the composition of waste types and materials.
3. Political conditions	At present, the government (NCPO) pays attention to solid waste management problems, so it has an urgent policy to manage solid waste, and Pathum Thani province is one of the target provinces.	The lack of political stability, coupled with changes in governmental leadership, has resulted in an increased emphasis on specific policy areas. For instance, policies related to waste management have also undergone changes.
4. Technology	Currently, there are various technologies that can be used in integrated solid waste disposal to suit the context of each area.	There is a lack of adopting new information technology for managing various data, including instances where certain technologies are not suitable within the context of the area.

Table 3: External Environment of the Pathumthani Province's Solid Waste Management
(Cont.)

Issues	Opportunities	Threats
5. Cooperation and Community support	There is a gathering of communities and PTT.A joint meeting was held, making it possible to asked for cooperation	The migrant population's presence has weakened local attachment and belonging. Inadequate public relations campaigns persist, and many still believe waste management is solely the government's responsibility."
6. Cooperation from various agencies and the private sector	There are various agencies, both government and private sectors. Educational institutions and the public sector with diverse knowledge and expertise.	The lack of collaborative integration among various related agencies may lead to overlapping efforts and conflicts between these units in their operations.

During the third stakeholder meeting, participants were afforded the opportunity to contemplate the future of Pathumthani Province regarding the ultimate outcomes of solid waste management. Ultimately, a consensus was reached on a vision that reflects their collective commitment to developing the province and striving for sustainable solid waste management. The envisioned future is articulated as follows:

*“Pathumthani, the clean city,
With unity of the people, the government and all sectors,
Make waste a resource.”*

Following their consensus on the vision, participants were divided into smaller groups to deliberate on the strategies necessary to achieve the envisioned future. Subsequently, these groups presented their findings to the main meeting, fostering an exchange on the feasibility and impact of the proposed measures (Figure 8). Eventually, a compilation of major strategies to realize the vision was reached.

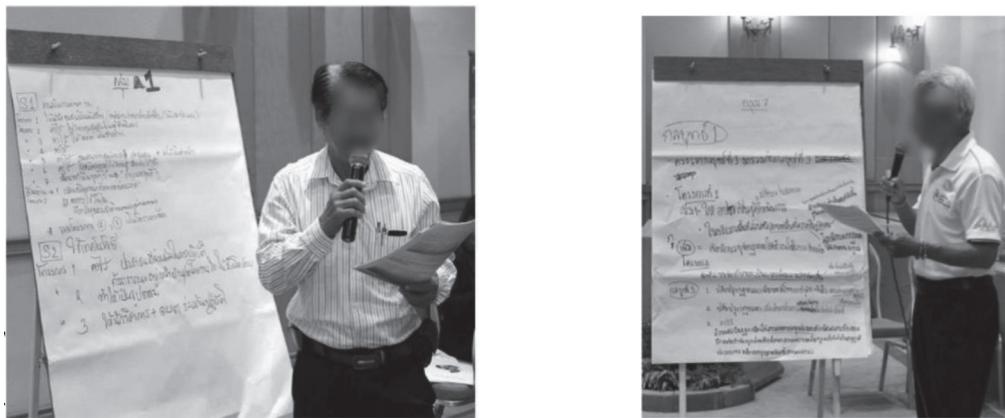


Figure 8: Focus Group Discussion and Presentations in the Third Stakeholder Meeting

Source: Photo by the author

The final major solid waste management strategies for Pathumthani Province are as follows:

- Strategy 1: Increasing efficiency in solid waste management process
- Strategy 2: Discipline and promotion of participation of all sectors in solid waste management
- Strategy 3: Promotion of environmentally friendly production processes and services
- Strategy 4: Strengthen the process of resolving and reducing conflicts of all sectors in solid waste management.
- Strategy 5: Proper integration of solid waste management processes
- Strategy 6: Developing solid waste management potential of Pathum Thani Province and local administrative organizations
- Strategy 7: Determine and implement legal and economic measures related to solid waste management.
- Strategy 8: Research and development of knowledge and technology in solid waste management

In addition to the eight strategies outlined, the waste-to-energy power plant opposition group emphasized a crucial point. In the event of any power plant project development within Pathumthani Province, it is imperative that the project

undergoes a comprehensive public participation process. Furthermore, this participation process should be characterized by transparency and must receive approval from the public before any decisions are made.

Conclusion and Discussion

The opposition to the construction of waste-to-energy power plants poses a significant challenge, instigating conflicts and resistance among the affected populace. Despite the perceived benefits of such projects in addressing escalating waste issues, robust opposition emerges from local communities. The conflict has been experienced not only from the case of Pathumthani Province's waste-to-energy power plant, but also from several cases of power plant projects around Thailand as demonstrated in the literature review above. This resistance is primarily fueled by a perceived lack of involvement or understanding extended by the project authorities. The dearth of community engagement is critical and detrimentally impacts confidence in the project, as residents feel inadequately heard or informed by project officials. Citizen involvement, as a democratic imperative, grants people the right to comprehend project details. In the context of waste-to-energy power plant construction, a discernible gap in understanding within the community, coupled with unclear information from project owners, contributes to the prevailing uncertainty among local residents regarding the project's impacts, both during and after its construction, thereby fostering resistance.

The aforementioned issues of conflict in the case of Pathumthani Province's waste-to-energy power plant can be analyzed according to Moore (1986) as follows:

1. Data Conflict: Notable issues revolve around insufficient or unclear information concerning the waste-to-energy power plant project. Concerns encompass inadequate data on the project's appropriateness, environmental impacts, waste disposal sites, and the proximity of the project area to water sources, instigating anxiety among local residents. This aligns with the study of Raksasri (2014), who studied conflicts between Saha Cogen Green Bio-Energy Power Plant and villagers

in Lamphun Province and found that the villagers strongly opposed the project because they had no knowledge of biomass power plants and only received information that biomass power plants could pose serious impacts to the local people, especially air pollution.

2. Interest Conflict: The establishment of waste-to-energy plants or waste disposal sites in close proximity to communities raises concerns that the majority may not reap benefits from the project but could instead encounter adverse consequences such as issues related to waste incineration or problems arising from waste transportation, thereby fostering substantial opposition. This is in line with the study of Sukkamnerd (2000), who conducted case studies of conflict and public participation in three energy projects in Thailand and found that conflicts arise from the unfair distribution of interests and consequences. The process of compensation and mitigation from the project is inefficient and has not been generally accepted.
3. Relationship Conflict: Limited communication and negotiation between project management and local residents precipitate this form of conflict. Projects of this nature necessitate substantial community relationship building. Moreover, some residents might dissent against current government policies on waste-to-energy projects, further contributing to opposition. This was also found by Hajima and Poboon (2024), who studied the conflicts from coal-fired power plant construction projects in southern Thailand and found that the main cause of the problem was the lack of effective and inclusive involvement of local people and stakeholders.

Regarding the results of the conflict resolution implemented by this study, it is evident that the method adopted, which was collaboration by the public participation process, has been quite effective. All stakeholders, including the opposition groups, had opportunities to express and exchange their opinions, concerns, and information concerning the power plant project. Moreover, they worked together

to seek sustainable and possible solutions to the waste problems in the province that went beyond the issue of constructing the project. After the three public meetings, the relationship among the different groups manifestly improved. Hence, it can be concluded from this study that the resolution of the conflict must concentrate mainly on the investigation of the causes of the conflict and the meaningful participation process of the project development groups (see also Beierle & Konisky, 2000; Santiso, 2001).

The overall findings of this study are illustrated in Figure 9.

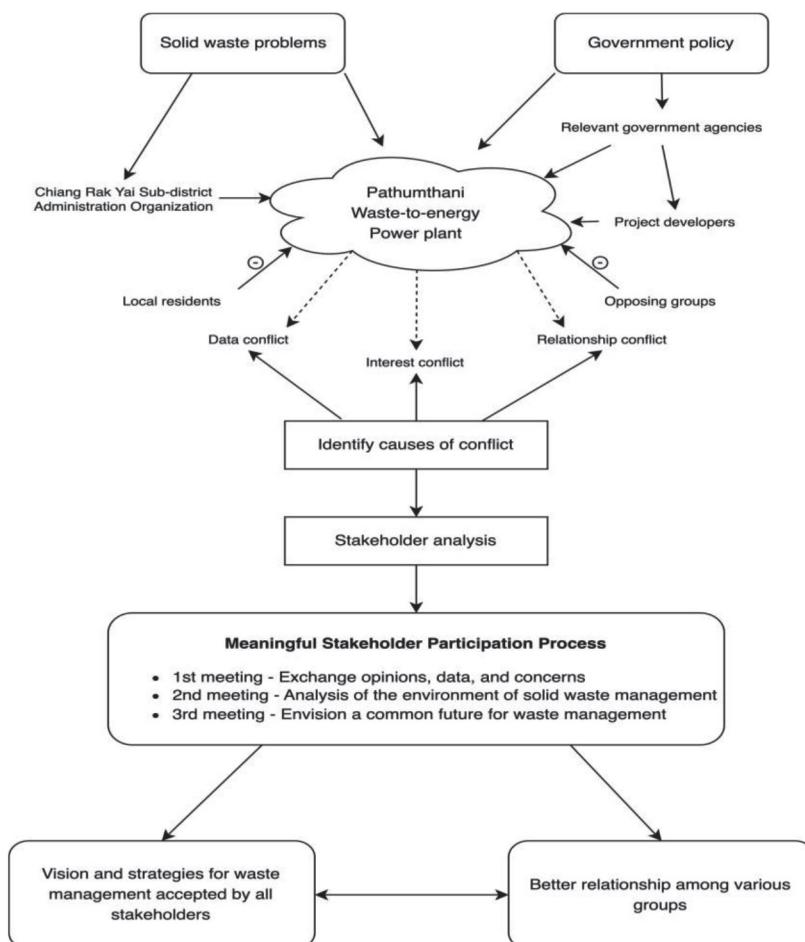


Figure 9: The Overall Findings of this Study

Recommendations

Recommendations for the construction of power plant projects based on lessons learned from this study to avoid or resolve the conflicts are as follows:

1. Complete Information Dissemination: Providing comprehensive and genuine information to local communities is crucial. This transparency aids in building trust between project owners, related agencies, and the affected population.
2. Establishing a Tripartite Committee: Involving government representatives, project owners, and local communities in a tripartite committee can facilitate negotiations and conflict resolution.
3. Environmental Impact Assessment: Conducting a thorough environmental and health impact assessment is necessary for waste-to-energy projects. Addressing community concerns and predicting potential issues during project execution can alleviate their worries.
4. Expert Personnel: Hiring specialized personnel for efficient waste management is vital. Adequate staffing ensures timely work and minimizes project shortcomings and adverse impacts.
5. Compensation Budget Allocation: Allocating funds to compensate and alleviate the impacts on affected communities showcases responsibility towards the public and ethical conduct.
6. Comprehensive Waste Disposal Centers: Establishing efficient waste disposal centers managed by government or provincial authorities, away from residential areas, is crucial. These centers should employ effective waste disposal methods, ensuring maximum benefit and minimal community impact.

By implementing these solutions, conflicts related to waste-to-energy projects can be mitigated, promoting better community understanding and acceptance, and, ultimately, leading to the sustainable development of the area.

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P-Pop Rise: Cultural Hybridization and Participatory Culture of Filipino Gen Z P-Pop Fans on the Recognition of New Generation P-Pop Groups

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Abstract

This study explores the recognition of new generation P-Pop groups in the Philippine music industry through the cultural hybridization of Do's Star-Making System and the participatory culture of Filipino Gen Z P-Pop fans on social media. The researchers utilized a triangulation research design involving qualitative and quantitative data collection methods, such as in-depth interviews and a structured online survey. The researchers found that local P-Pop artist management in the Philippines has adopted and modified the Do's Star-Making System to appeal to Filipino audiences, incorporating Filipino lyrics and traditional and foreign sounds in their songs. Furthermore, there is a correlation between the participatory culture of Filipino GenZ P- Pop fans on social media and the cultural hybridity made by local P-Pop artist management from Do's Star Making System in forming their New Generation P-Pop groups, thus, rejecting the study's null hypothesis. Moreover, modifying Do's Star- Making System through cultural hybridization and the participatory culture of Filipino Gen Z P-Pop fans on social media is essential for recognizing New Generation P-Pop groups in the local music scene. This study could serve as a benchmark for local P-Pop artist management to further enhance the localized training system for young aspiring P-Pop idols—strengthening Filipinos' growing appeal and support to the P-Pop industry in general.

Keywords: New Generation of P-Pop, Cultural Hybridization, Filipino Gen Z, Participatory Culture, Philippine Music Industry

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พี-ป็อปขาขึ้น การผสมผสานข้ามสายพันธุ์ทางวัฒนธรรมและวัฒนธรรมการมีส่วนร่วมของกลุ่มแฟนคลับเจนซีชาฟิลิปปินส์ เรื่องการยอมรับกลุ่มพี-ป็อปรุ่นใหม่

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บทคัดย่อ

งานวิจัยนี้ศึกษาการยอมรับกลุ่มพี-ป็อปรุ่นใหม่ในอุตสาหกรรมดนตรีของประเทศไทยฟิลิปปินส์ ผ่านการผสมผสานข้ามสายพันธุ์ทางวัฒนธรรมของระบบสร้างดาวศิลปินและวัฒนธรรมการมีส่วนร่วมของกลุ่มแฟนคลับเจนซีชาฟิลิปปินส์ผ่านสื่อโซเชียล ผู้วิจัยใช้การตรวจสอบข้อมูลแบบสามเส้า อันประกอบด้วย การเก็บข้อมูลเชิงปริมาณและเชิงคุณภาพ เช่น การสัมภาษณ์เชิงลึก และแบบสอบถามออนไลน์แบบมีโครงสร้าง ทั้งนี้ผู้วิจัยพบว่า การจัดการศิลปินพี-ป็อประดับท้องถิ่นในประเทศไทยฟิลิปปินส์ มีการรับมาและปรับใช้ระบบสร้างดาวศิลปินเพื่อดึงดูดผู้รับชมชาวฟิลิปปินส์ ผ่านการผสมผสาน เนื้อร้องภาษาฟิลิปปินส์ ภาษาดั้งเดิมและภาษาต่างชาติไว้ในเนื้อเพลง นอกจากนี้ ยังมีความสัมพันธ์ ระหว่างวัฒนธรรม การมีส่วนร่วม ของกลุ่มแฟนคลับเจนซีชาฟิลิปปินส์ บนสื่อโซเชียล และการผสมผสานข้ามสายพันธุ์ทางวัฒนธรรม โดยการจัดการศิลปินพี-ป็อประดับท้องถิ่นเอง จากระบบการสร้างดาวศิลปิน จนส่งผลให้เกิดกลุ่มพี-ป็อปรุ่นใหม่ได้ อันเป็นการปฏิเสธสมมุติฐานว่างของงานวิจัย นอกจากนี้ การปรับเปลี่ยนระบบ สร้างดาวศิลปินผ่านการผสมผสานข้ามสายพันธุ์ทางวัฒนธรรม และวัฒนธรรมการมีส่วนร่วมของกลุ่มแฟนคลับเจนซีชาฟิลิปปินส์ บนสื่อโซเชียล มีความสำคัญต่อ การยอมรับกลุ่มพี-ป็อปรุ่นใหม่ในระดับท้องถิ่น งานวิจัยยังสามารถใช้เป็นมาตรฐานสำหรับการจัดการศิลปินพี-ป็อประดับท้องถิ่น เพื่อพัฒนาระบบการฝึกฝนสำหรับปีโอดอลพี-ป็อปรุ่นเยาว์ในระดับท้องถิ่น นับเป็นการเสริมสร้างความแข็งแกร่งด้านการเติบโตและสร้างแรงดึงดูดให้กับอุตสาหกรรมพี-ป็อปได้โดยรวมอีกด้วย

คำสำคัญ: พี-ป็อปรุ่นใหม่ การผสมผสานข้ามสายพันธุ์ทางวัฒนธรรม เจนซีชาฟิลิปปินส์ วัฒนธรรม การมีส่วนร่วม อุตสาหกรรมดนตรีฟิลิปปินส์

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Background of the Study

South Korea has successfully transformed its entertainment industry into a global commodity through the export of K-Pop, which has garnered a massive international following composed of diverse nationalities. This phenomenon not only boosts South Korea's economy but also enhances the global visibility of Korean products and exports associated with K-Pop groups. The genre's appeal has led to significant fan bases in various countries, including the Philippines, where K-Pop quickly became mainstream, evident in the widespread radio play of songs by groups like Girls' Generation, 2PM, 4MINUTE, and others [1]. While K-Pop has thrived globally, its influence also sparked attempts in the Philippines to establish similar pop groups like Pop Girls, XLR8, and CH4RMED in the early 2010s, influenced by the Korean model but struggling to resonate with the local audience [2].

These early efforts faced criticism for emulating Western, J-Pop, and K-Pop styles without connecting authentically with Filipino listeners. However, the landscape shifted with the emergence of SB19, a new generation P-Pop group formed under a management approach akin to Korean methods but adapted for the Filipino context by ShowBT Entertainment. SB19's success marked a turning point, influencing subsequent groups like BINI, BGYO, MNL48, and ALAMAT, which have reinvigorated the P-Pop genre with hip, visually appealing performances and a deeper, empowering message aimed at young listeners [3]. These new groups illustrate cultural hybridity, blending Korean-inspired management techniques with local Filipino cultural elements to resonate more authentically with audiences.

The researchers aim to explore how this cultural hybridity within Do's Star-Making System, coupled with the participatory culture of P-Pop fandoms on social media, contributes to the recognition and success of these New Generation P-Pop groups in the Philippine music industry. Their study seeks to fill a gap in academic research on Philippine Pop music, offering insights that could support the continued growth and international influence of P-Pop.

Statement of the problem

The study seeks to address the following research questions to comprehensively understand the dynamics of P-Pop fandom and the hybridization processes within the Philippine music industry:

1. Is there a significant relationship between the Filipino Gen Z P-Pop fan's participatory culture on social media and local P-Pop artist management's hybridization of Do's Star-Making System in producing New Generation P-Pop groups in the Philippine music industry?
2. How does local P-Pop artist management modify Do's Star-Making System in the formation of the New Generation P-Pop groups in terms of:
 - 2.1 Planning
 - 2.2 Casting
 - 2.3 Training
 - 2.4 Assessment
 - 2.5 Production
 - 2.6 Promotion
3. How can the participatory culture of Filipino Gen Z P- Pop fans on social media contribute to the formation of the New Generation P-Pop group' fandom? in terms of:
 - 3.1 Fan Affiliation
 - 3.2 Expressions of Fans
 - 3.3 Collaborative Problem Solving
 - 3.4 Network Circulation

Null Hypothesis:

H_0 : There is no significant relationship between the Filipino Gen Z P-Pop fan's participatory culture on social media and local P-Pop artist management's hybridization of the Do's Star-Making System in producing New Generation P- Pop groups in the Philippine music industry.

This study formulates its hypotheses based on insights drawn from the conceptual framework and previous research. Building upon the cultural hybridization of Do's Star-Making System and Jenkins' Participatory Culture framework, the hypothesis posits that there is no significant relationship between Filipino Gen Z P-Pop fans' participatory culture on social media and local P-Pop artist management's hybridization of the Do's Star-Making System in producing New Generation P-Pop groups in the Philippine music industry.

This hypothesis is grounded in the understanding that while participatory culture among fans fosters engagement and community-building on social media platforms, its direct impact on the strategic processes of artist management may vary. Previous studies have explored how participatory culture influences fan behaviors and perceptions within music fandoms, suggesting potential correlations with artist management strategies but also recognizing complexities in cultural adaptation and management practices.

By linking back to the conceptual framework, which integrates theories of cultural hybridization and participatory culture, this hypothesis aims to investigate the nuanced interactions between fan-driven online activities and organizational strategies within the evolving landscape of P-Pop culture. It seeks to contribute empirical evidence to debates on the role of fan engagement in shaping industry practices and the emergence of culturally hybridized musical genres.

Literature Review

The concept of pop groups in the Philippines predates the Korean Wave, with groups like *Streetboys* and *Sexbomb Girls* emerging in the 1990s. However, it was not until 2003 with the onset of the Hallyu Wave, or 'Korean Wave,' that Korean culture, including K-Pop music from groups like Girls' Generation and Super Junior, gained significant traction among Filipino consumers [4]. This influx sparked local record labels such as Viva Records Corporation to introduce P-Pop groups like Pop Girls and XLR8 in 2009, modeled largely after K-Pop and Western pop groups.

Despite these efforts, early P-Pop groups struggled to gain enduring mainstream success compared to the robust fandoms associated with K-Pop groups like BTS and the later success of SB19, a P-Pop group trained and debuted under a Korean entertainment system [5]. This disparity in fandom influence between early P-Pop groups and their Korean counterparts underscores a critical research gap in understanding the role of fandoms in shaping the success of P-Pop groups.

Analyzing literature on the development of P-Pop groups alongside the global rise of K-Pop, it becomes evident that early P-Pop groups lacked the dedicated fan engagement observed in K-Pop fandoms such as ARMY for BTS and A'TIN for SB19 [6]. This observation highlights the need to explore how participatory culture among Filipino Gen Z P-Pop fans on social media influences the formation and sustainability of fandoms, and consequently, the recognition of New Generation P-Pop groups in the local music industry.

Furthermore, the glocalization of K-Pop, adapted from the J-Pop idol model and tailored for global appeal, has influenced the emergence of New Generation P-Pop groups like Alamat, BGYO, BINI, and PHP. These groups integrate aspects of South Korea's Entertainment Star-Making System to enhance their appeal locally and internationally, similar to the strategies employed by successful Korean groups globally [7].

This study aimed to fill these gaps by examining how the participatory culture of Filipino Gen Z P-Pop fans on social media interacts with the cultural hybridization of P-Pop groups from Do's Star-Making System [8].

By linking these factors back to the conceptual frameworks and leveraging previous studies on K-Pop fandoms and cultural adaptation, the study seeks to provide theoretical insights into the mechanisms driving the recognition and success of New Generation P-Pop groups in the Philippine music industry.

All in all, the researchers reviewed that the formation of fandom in New Generation P-Pop groups through the lens of the participatory culture of Filipino fans on social media and the integration of cultural hybridization of P-Pop groups from

Do's Star-Making System [9] are two of the remarkable factors on how New Generation P-Pop groups were recognized in the local music industry today

Conceptual Framework

Cultural hybridization is defined as a process in which cultural elements are blended into another culture, often modified to fit local norms [10]. In the context of local P-Pop artist management, this process mirrors the idol group formation systems observed in South Korea, particularly Do's Star-Making System. New Generation P-Pop groups like SB19, BINI, KAIA, BGYO, among others, have adopted elements from this system to cultivate their own fandoms. This cultural hybridization has enabled these groups to establish a strong national appeal among Filipino pop music fans, especially Gen Z.

However, achieving national appeal alone is insufficient for recognition in the music scene. Active engagement within fandoms on social media is equally crucial. The researchers highlight the pivotal role of fandoms, exemplified by A'TIN for SB19, a prominent New Generation P-Pop boy group that has integrated aspects of Korea's idol system through cultural hybridity. Through Jenkins' concept of Participatory Culture, the researchers will elucidate how Filipino Gen Z P-Pop fans engage in fan-to-fan interactions on social media, contributing significantly to the formation and recognition of these New Generation P-Pop groups in the local music industry.

To measure this phenomenon, the researchers will adopt Bermudez et al.'s framework from Jenkins, focusing on four forms of participatory culture: fan affiliations, expressions of fans, collaborative problem-solving, and network circulations [11]. This framework will explore how Filipino Gen Z P-Pop fans participate in their idol's fandom through relational experiences (fan affiliations), creative expressions (expressions of fans) on social media platforms (network and circulations), and collaborative problem-solving related to contemporary media.

This approach aims to provide a comprehensive understanding of the star culture among Filipino Gen Z P-Pop fans and its role as participatory culture in shaping the success and recognition of New Generation P-Pop groups in the Philippines' music landscape. This is shown in Fig 1.

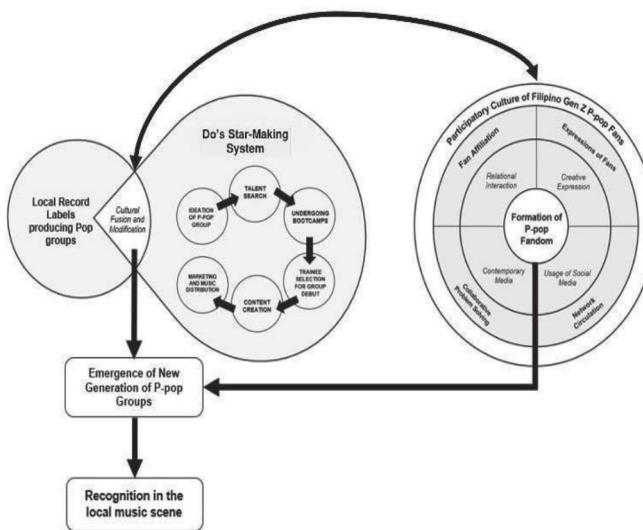


Figure 1: Recognition of New Generation P-Pop Groups in the Music Industry Through Cultural Hybridity from do's Star-Making System and the Participatory Culture of Filipino Gen Z P-Pop Fans on Social Media

Method

This study employs a Triangulation Research Design to explore P-pop culture, specifically examining how New Generation P-Pop groups gained recognition in the Philippine music scene through the cultural hybridization of Do's Star-Making System and Bermudez et al.'s framework of Jenkins' Participatory Culture. Triangulation enhances methodological robustness by reconciling both quantitative and qualitative data to provide a comprehensive view of the research phenomenon.

Quantitative Approaches and Measurements

Quantitative data were gathered through a structured online survey administered to members of the «P-Pop Community» Facebook group, comprising 12,328 members as of April 17, 2023. The survey, which received responses from 373 participants, measured demographic profiles, engagement levels, and perceptions of P-Pop groups. Statistical analyses, including mean scores and standard deviations, were employed to quantify and analyze survey responses, ensuring robust statistical insights into fan behaviors and preferences.

Reliability and Validity

To ensure the reliability of quantitative findings, the survey instrument underwent rigorous pilot testing to refine question clarity and validity. Internal consistency reliability was assessed using Cronbach's alpha for relevant survey scales, confirming the reliability of measured constructs such as fan engagement and perceptions. Validity was established through content validity, with survey items aligning closely with research objectives and theoretical frameworks.

Sampling and Sample Size

The target population comprised Gen Z Filipinos aged 18 to 26, who are active members of the «P-Pop Community» Facebook group. Non-probability sampling techniques were utilized, specifically purposive sampling, to select respondents who exhibited a deep interest and engagement in P-Pop fandom activities. The sample size of 373 respondents was determined sufficient for statistical analysis, providing a representative snapshot of the broader P-Pop fan community within the specified age group and digital platform.

Qualitative Approaches and Key Informants

Qualitative data were gathered through in-depth interviews with key stakeholders in the P-Pop community, including exclusive staff members of a local P-Pop artist management and selected Filipino Gen Z P-Pop fans. These interviews, employing a semi-structured format, elicited nuanced insights into perceptions of

P-Pop fandom and cultural hybridity. A total of three key informants were selected using probability sampling methods, ensuring diverse perspectives and comprehensive coverage of relevant stakeholders.

The selection of key informants was justified based on their direct involvement and expertise within the P-Pop industry and fandom. Exclusive staff members provided insider perspectives on management strategies and cultural influences, while Filipino Gen Z P-Pop fans offered firsthand experiences and perceptions crucial for understanding fan dynamics and participatory behaviors. This approach enabled triangulation of qualitative data with quantitative findings, enhancing the study's depth and reliability.

In conclusion, the Triangulation Research Design employed in this study integrates rigorous quantitative measurements and qualitative insights to explore the multifaceted dynamics of P-Pop culture and fandom. The combined use of survey data and in-depth interviews ensures a comprehensive understanding of how cultural hybridization shapes the evolution and reception of New Generation P-Pop groups among Filipino Gen Z audiences.

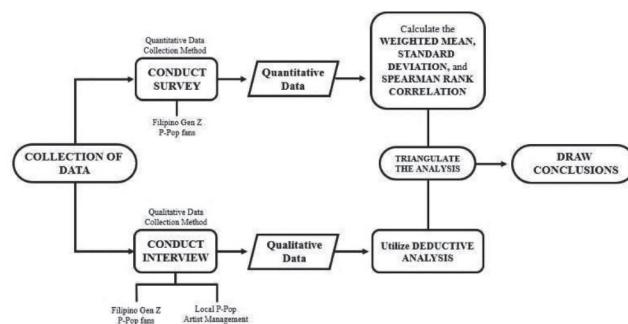


Figure 2: Flowchart of the Data Collection Procedure

Figure 2. illustrates the study's data collection procedures. For Quantitative Data Collection Method, the researchers conducted a structured online survey on the “P-Pop Community” Facebook group. In order to reach the target Filipino Gen Z P- Pop fans, the researchers disseminate publicity material to persuade them to participate in the online survey.

However, in order to qualify their responses for the study, the respondents must have a score of at least 4 out of the 6 questions—a screening test prepared by the researchers which will certify them as reliable P-Pop fans; meanwhile, for our Qualitative Data Collection Method, the researchers utilized in- depth interviews to the selected Filipino Gen Z P-Pop fans among the total sample size of the study, hence, to exclusive staff members who works under a local P-Pop artist management.

The informants' produced Qualitative data and then underwent a deductive analysis to analyze the data. In the Quantitative data produced by conducting structured online surveys, the researchers calculated the weighted mean, standard deviation, and Spearman rank correlation. Both analyzed quantitative and qualitative data, which were collected from in-depth interviews and structured online surveys, are then triangulated by the researchers to determine the conclusion, significance, and implications in coherence with the research questions and objectives.

Discussion

Research Question 1: Cultural Hybridization of Do's Star-Making System by Local P-Pop Artist Management and Filipino Gen Z P-Pop Fans' Participatory Culture on Social Media for the Recognition of New Generation P-Pop Groups

Following the research's hypothesis, the statistical findings suggest that there is a significant relationship between the participatory culture of Filipino Gen Z fan-to-fan interaction on social media and local P-Pop artist management's hybridization of Do's Star-Making System in producing New Generation P- Pop groups in the Philippine music industry.

The study finds that the participatory culture of Filipino Gen Z fan-to-fan interaction on social media, specifically in terms of Fan Affiliation, Expression of Fans, Collaborative Problem Solving, and Network Circulation, has a significant relationship to local P-Pop artist management's hybridization of Do's Star-Making System in terms of Planning, Casting, Training, Assessment, Production, and Promotion. The relationships are all significant at the 0.05 level of significance.

Table 1: Spearman Rank Correlation of the Study's Variables

Relationship Table		Fan Affiliation	Expression of Fans	Collaborative Problem Solving	Network Circulation
Planning	Spearman	0.526	0.467	0.561	0.377
	p-value	0	0	0	0
	Interpreta	Moderate	Moderate	Moderate	Moderate
	Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho
	Remarks	Significant	Significant	Significant	Significant
Casting	Spearman	0.498	0.456	0.523	0.34
	p-value	0	0	0	0
	Interpreta	Moderate	Moderate	Moderate	Moderate
	Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho
	Remarks	Significant	Significant	Significant	Significant
Training	Spearman	0.52	0.42	0.503	0.501
	p-value	0	0	0	0
	Interpreta	Moderate	Moderate	Moderate	Moderate
	Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho
	Remarks	Significant	Significant	Significant	Significant
Assessment	Spearman	0.499	0.469	0.54	0.433
	p-value	0	0	0	0
	Interpreta	Moderate	Moderate	Moderate	Moderate
	Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho
	Remarks	Significant	Significant	Significant	Significant
Production	Spearman	0.535	0.526	0.568	0.38
	p-value	0	0	0	0
	Interpreta	Moderate	Moderate	Moderate	Moderate
	Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho

Table 1: Spearman Rank Correlation of the Study's Variables (Cont.)

Relationship Table		Fan Affiliation	Expression of Fans	Collaborative Problem Solving	Network Circulation
	Remarks	Significant	Significant	Significant	Significant
Promotion	Spearman	0.539	0.516	0.469	0.559
	p-value	0	0	0	0
	Interpreta	Moderate	Moderate	Moderate	Moderate
	Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho
	Remarks	Significant	Significant	Significant	Significant

The findings as displayed on Table 1. shows the correlation of the study's variable using Spearman Rank Correlation, presenting that as the hybridization of local P-Pop artist management from Do's Start Making System in forming New Generation P-Pop groups increases, the participatory culture of Filipino Gen Z fan-to-fan interaction on social media also increases. This suggests that the recognition of New Generation P-Pop groups in the Philippine music industry is related to the participatory culture of Filipino Gen Z P-Pop fans' interaction on social media hence with the local P-Pop artist management's hybridization of Do's Star-Making System.

In summary, the statistical results present that the cultural hybridity made by local P-Pop artists management and the participatory culture of Filipino Gen Z P-Pop fans on social media plays a crucial role in the career and recognition of New Generation P-Pop groups in the country—fitting into the local music industry, and having that the variable's p-values low, indicates that the findings and the correlation are positively significant, thus rejecting the null hypothesis, leading to the acceptance of the alternative hypothesis. Connecting this to the study's literature, the researchers highlighted the critical role that social media and fan culture play in the success of New Generation P-Pop groups. The lack of fans or fandom in early P-Pop groups starkly contrasts the success of K-Pop groups globally. The researcher traced

the glocalization of K-Pop, which resulted from the cultural hybridization of South Koreans from Japanese and American music. Similarly, the recognition of New Generation P-Pop groups in the local music industry was due to their cultural hybridization with South Korea's idol system.

Moreover, the formation of fandom in New Generation P-Pop groups was viewed through the lens of the participatory culture of Filipino fans on social media and the integration of cultural hybridization of P-Pop groups from Do's Star-Making System. This approach provides insight into how New Generation P-Pop groups are recognized today in the local music industry. Ultimately, the study's findings suggest that the participatory culture of Filipino Gen Z P-Pop fans on social media and the hybridization of Do's Star-Making System by local P-Pop artist management are two remarkable factors that contributed to the recognition of New Generation P-Pop groups in the Philippine music industry.

Research Question 2: Local P-Pop Artist Management System of Producing New Generation P-Pop Groups Following do's Star-Making System

Aligning with the study's theoretical and conceptual framework, significant parallels are observed between Do's Star-Making System and local P-Pop artist management systems through cultural hybridization. Both systems prioritize planning, casting, training, assessment, production, and promotion in introducing new idol groups. A distinct cultural hybridity emerges as local systems infuse Filipino identity into their group concepts while adopting the structural principles of Korea's idol management.

Planning: Ideation of P-Pop Groups

The study finds that local P-Pop artist management places great importance on involving new-generation P-Pop group members in the planning and music creation process and choosing pop group concepts that reflect Filipino identity. They are also responsible for selecting the songs to release and determining the overall style and look of the group. The management researches other new P-Pop groups in the market and draws inspiration from K-Pop. The quantitative data support these qualitative findings, showing that Filipino Gen Z P-Pop fans highly value the incorporation

of Filipino identity into the development of pop group concepts by local P-Pop artist management, with an overall weighted mean score of 4.12. Respondents rated the statement «local P-Pop artist management integrates Filipino identity into the construction of their pop group concept» with the highest weighted mean score of 4.13. This highlights the importance of Filipino identity in creating P-Pop groups, as seen in groups like Alamat and SB19.

The presence of a Filipino multilingual and multiethnic New Generation P-Pop boy group called Alamat, which showcases Filipino roots not only in their visuals and music videos but also in their language and content [12]. Similarly, Alamat, as a new generation P-Pop group, wears modern and fashionable clothing in their music videos, while SB19 also incorporates Filipino identity by wearing Filipino textiles in their music videos and conferences [13][14]. These observations support the idea that local P-Pop artist management actively incorporates Filipino identity while utilizing foreign elements to create a unique and distinctive sound that appeals to both local and international audiences.

All in all, the data indicate that local P-Pop artist management prioritizes involving new generation P-Pop group members in the music creation and planning process, selecting pop group concepts that reflect Filipino identity, and incorporating Filipino identity into pop group concepts, which aligns with the behavior of Gen Z P-Pop fans who value the inclusion of Filipino identity in P-Pop group conceptions.

Casting: Talent Search

The data collected from both qualitative and quantitative sources provide insights into the selection process for potential trainees by Local P-Pop Artist Management A and B. The former considers physical appearance as a primary factor, while the latter evaluates trainees based on their singing, dancing, acting, and self-presentation skills. Both management teams conduct nationwide castings and advertise auditions online to discover potential trainees.

The qualitative data provides a deeper understanding of the selection process. For example, it reveals that Local P-Pop Artist Management A prioritizes physical

attractiveness, whereas Local P-Pop Artist Management B focuses on specific skills and attributes. One informant from Local P-Pop Artist Management also noted that nationality is not a significant factor in their casting process.

The quantitative data support this Local P-Pop Artist Management typically looks for potential trainees nationwide and does not prioritize the nationality of the trainees. Filipino Gen Z P-Pop fans, who were the study respondents, frequently observed the «casting» stage of local P-Pop artist management. Furthermore, the data reveals that Local P-Pop Artist Management is open to selecting trainees from diverse backgrounds, as seen in notable examples of New Generation P-Pop musicians with foreign backgrounds, such as Rei from Japh Dolls, who is Filipino-Japanese [15], Akira from BGYO [16], and Mo from Alamat, who is American-Filipino [17].

Overall, the findings suggest that local P-Pop artist management teams look for potential trainees across the country and consider various factors when selecting trainees, including physical appearance, skills, and self-presentation. The results also indicate that the nationality of the trainee is not a significant consideration, indicating an openness to casting trainees from diverse backgrounds.

Training: Undergoing Bootcamps

The study's qualitative and quantitative data provide complementary insights into the local P-Pop artist management's training approach. Based on qualitative data, Local P-Pop Artist Managements A and B prioritize developing trainees' singing, dancing, acting, and rapping skills. They also emphasize the importance of trainees' physical fitness for performance quality and endurance. However, Local P-Pop Artist Management B values talent and image management over body size when selecting trainees for their new generation P-Pop group. Quantitative data further support these findings, as the respondents frequently observed the local P-Pop artist management's training in singing, dancing, acting, and fitness. The weighted mean score for these statements was 4.38, with a standard deviation of 0.83. The respondents also noted that the management takes into consideration trainees' fitness to boost performance stability, with a weighted mean score of 4.37 and a standard deviation of 0.86.

In connection to this, SB19, a new generation P-Pop group, was acknowledged for their synchronized dancing, which is a result of their rigorous training experience under the same discipline and practice as most K-Pop idols in South Korea, for which they received praise [2]. The K-Pop training system involves a competitive process for trainees to develop their skills in singing, dancing, and rapping before their group debut. Moreover, the artist management for P-Pop groups hired a Korean team leader and mentor who is an expert in the field [18].

Overall, the data consistently indicate that local P-Pop artist management prioritizes developing trainees' skills in singing, dancing, acting, and occasionally rapping, as well as their physical fitness. They also prioritize talent and image management when selecting members for their new generation-Pop group. The quantitative data further supports these qualitative findings, as the respondents frequently observed these behaviors among the local P-Pop artist management.

Assessment: Trainee Selection for Group Debut

The study's findings indicate that local P-Pop artist management evaluates trainees based on their charisma and visual attractiveness, which is frequently observed by Gen Z P- Pop fans. The quantitative data support this finding, with an overall weighted mean score of 4.20 and a standard deviation of 1.00 for the «Assessment» statement. The qualitative data provide additional insight, indicating that the evaluation standards also consider trainees' singing, dancing, acting, and personal development. Local P-Pop Artist Management A and B informants emphasized the importance of chemistry, synchronicity, and fitting the group's image or concept when selecting trainees. Additionally, the chosen candidates undergo a second round of group training to develop their chemistry further, and the management places them in a shared dorm to foster their relationship.

The members of SB19 underwent intensive training abroad for three years, which was provided by their respective local record labels or P-Pop artist management [19]. This training is similar to that of 4th Impact, which possesses a captivating stage presence and individual appeal, indicating that artist management takes into account

the members' charisma and attractiveness [20].

Overall, the data reveal that local P-Pop artist management places considerable emphasis on evaluating trainees for their charisma and visual attractiveness, as well as their talent and personal development. This finding aligns with Gen Z P-Pop fans' frequent observation of the evaluation standards. The qualitative data provide a more comprehensive understanding of the specific criteria used by local P-Pop artist management in their assessments.

Production: Content Creation

The qualitative data suggest that Local P-Pop Artist Management A Values Filipino songwriting skills and does not see the need to collaborate with Korean producers, while Local P-Pop Artist Management B prioritizes friendship, cooperation, and cultural exchange with South Korea. Both management teams prioritize the branding and message of the song and select music production styles that align with the group's concept. Additionally, the new generation P-Pop group members are often responsible for composing the lyrics for their songs to appeal to Filipino listeners.

The quantitative data support the qualitative findings by demonstrating that Filipino Gen Z P-Pop fans frequently observe how local P-Pop artist management combines contemporary and traditional Filipino sound with international mainstream appeal. Fans also often notice the use of green- screen and production set designs in the New Generation P-Pop group's music videos.

SB19's strong belief in the universality of music and their openness to being influenced by other artists despite negative comments and criticisms labeling them as copycats of K-pop idols [21]. In relation to this, stated in an article that the first step in producing any music video is to study each member's personality as they work, as the producers believe that understanding their personalities leads to creative choices [22].

Taken together, these data points highlight the importance of Filipino talent and collaboration with international producers, particularly from South Korea, for local

P-Pop artist management. They prioritize the branding and message of their songs and combine current and traditional Filipino sound with global mass appeal while also taking into account the personalities of the group members during the music video production process.

Promotion: Marketing and Music Distribution

The findings suggest that both Local P-Pop Artist Management A and B prioritize the use of social media and digital music streaming services to promote their new generation P-Pop group. Local P-Pop Artist Management A highlights the importance of organic engagement and streaming traffic on social media for disseminating their music. In contrast, Local P-Pop Artist Management B emphasizes the necessity of record labels and a Public Relations Officer with a broad network to promote the P-Pop group's local and global distribution.

The quantitative data support these findings that the most frequently observed practice in the promotion of local P-Pop artists is their management team tapping record labels to distribute their music on digital streaming platforms such as Spotify, Apple Music, and YouTube, which received a weighted mean score of 4.49 with a standard deviation of 0.82. The overall weighted mean for the "Promotion" stage, as frequently observed by Filipino Gen Z P-Pop fans, is 4.46, with a standard deviation of 0.82.

The increasing popularity of SB19 has led to various opportunities for the group, including multiple appearances on radio and television programs both locally and internationally [2]. Furthermore, SB19 made history by being the first Filipino act to land on the 'Billboard Next Big Sound Chart,' which ranks the fastest-rising artists across major social music sites that week [23].

Thus, the findings suggest that social media and online communication are essential for promoting P-Pop music. Both the qualitative and quantitative data support the importance of online fan engagement and presence for local P-Pop artist management and artists to succeed in the industry.

Therefore, in terms of planning, both systems emphasize the importance of establishing target markets and choosing unique concepts to differentiate their New Generation P-Pop group from other management.

Similarly, the casting process for both systems focus on identifying potential talents from all nations and backgrounds. The training phase of both systems prioritizes honing their trainees' talents in various disciplines, including singing, dancing, acting, and fitness.

Finally, both systems prioritize promoting their artists on social media and online communication channels to engage with fans, increase their reach, and distribute their music on numerous digital platforms.

However, the local P-Pop artist management system differs in terms of cultural hybridity as the management prioritizes incorporating Filipino identity and its sound into their New Generation P-Pop group music while collaborating with international producers, primarily from South Korea. This results in a unique combination of Filipino sound with a global mass appeal, making P-Pop music more accessible and palatable to a broader music audience. Additionally, on the assessment criteria for trainee selection in the P-Pop artist management system, talent and image management is more important than body size.

Research Question 3: Filipino Gen Z P-Pop Fans on Social Media Following Bermudez et al.'s Participatory Culture by Jenkins

Utilizing qualitative and quantitative methods, this study explores the characteristics of Filipino Gen Z P-Pop fandom, focusing on the four facets of Jenkins' Participatory Culture as extended by Bermudez et al. This framework illuminates how these fans create and sustain fandom around New Generation P-Pop groups through fan affiliation, expressions, collaborative problem-solving, and network circulation on social media.

Fan Affiliation: Relational Interactions

The study found that Filipino Gen Z P-Pop fans strongly desire to connect

with other fans who share their interest in their favorite new generation P-Pop group. This was supported by both the qualitative and quantitative data, which showed that fans communicate with each other on social media, particularly on Facebook groups, where they feel a sense of joy and emotional connection without fear of judgment. The informants also highlighted the importance of their affiliation as P-Pop fans for the success of the groups they support. The study supports Henry Jenkins' participatory culture theory, which describes fan affiliation characteristics.

The quantitative data revealed that the statement «P-Pop fans enthusiastically look for other music fans who share similar interests about their favorite new generation of P-Pop groups» had the highest weighted mean score, while «P-Pop fans can openly voice out their sentiments with other music fans about their favorite new generation of P-Pop groups» had the lowest weighted mean score. The overall weighted mean score for «Fan Affiliation» was 4.38. Laffan [24] conducted a study that was supported by the findings of Schroy et al. [25], which states that the psychological connection of P-Pop Gen Z fans to their fellow fans within their fandom is related. On the other hand, Reysen and Branscombe [26] described the fandom of P-Pop Gen Z fans as their psychological attachment to other fans who share the same interest as them.

In summary, the study demonstrated that fan affiliation influences how Gen Z P-Pop fans engage with each other and support their favorite new generation P-Pop groups.

Expressions of Fans: Creative Expression

The study found that Gen Z P-Pop fans express their passion and interest in their idol groups creatively through online channels. Qualitative data revealed that fans produce various forms of creative expressions, such as fan cams, spoken poetry, brochures, and casual conversations to show their support. They also interact with other fans to seek help, develop fan initiatives, and offer fan services. These findings are consistent with the participatory culture proposed by Henry Jenkins and Bermudez et al.'s study on Gen Z stanning behavior [6].

The quantitative data, with a weighted mean of 4.39 and a standard deviation of 0.86, supports the qualitative findings. The statement «P-Pop enthusiasts begin to develop their own jargon and exchange it within their fandom online» received the highest mean score of 4.41, while «Fans of the new generation of P-Pop groups create song and dance covers online» had the lowest mean score of 4.36 in this study.

Online communities are on the rise and are vital in allowing Filipino Gen Z P-Pop fans to share their thoughts and create their own slang and reactions through various outlets like blogs, comments, web posts, Facebook updates, and Twitter tweets [27]. Moreover, with the advancement of digital technology and easy access to it, new ways are emerging for Gen Z P-Pop fans to communicate within the fandom and show their love for New Generation P-Pop groups, such as creating song covers, dance practice covers, and even producing their own music compositions [28].

In summary, the study demonstrates that Gen Z P-Pop fans express their support for their favorite P-Pop group creatively through various social media representations. They actively participate in and contribute to their chosen media culture, demonstrating the characteristics of participatory culture proposed by Jenkins.

Collaborative Problem-Solving: Contemporary Media

The study's qualitative data support the notion that Gen Z P-Pop fans actively participate in online communities, such as social media and group chats, where they exchange ideas and opinions on their favorite P-Pop groups. Conflicts may arise within these communities, but Gen Z P-Pop fans still find discussions entertaining and engaging.

The quantitative data further reveals that Gen Z P-Pop fans frequently engage in online conversations with other fans about their thoughts and reviews of music videos from their favorite new generation P-Pop groups, following an overall weighted mean of 4.31 for “collaborative problem-solving.” This finding suggests that Gen Z P-Pop fans are consumers and collaborators with significant influence over cultural industries [29].

The occurrence of infrequently critical remarks and criticisms against P-Pop artists, such as SB19, underscores the importance of cultural identity in P-Pop music. These findings align with the study's overall conclusion that Gen Z P-Pop fans actively participate and engage in online communities, demonstrating their passion for their favorite P-Pop groups and shaping the P-Pop industry's cultural identity.

Network Circulation: Usage of Social Media

The study's qualitative data suggests that social media is a crucial platform for Gen Z P-Pop fans to share information about their favorite P-Pop groups. The informants use social media channels to update other fans on their favorite new generation P-Pop group's news and progress, attracting new followers into their fandom through interactive activities like «treasure hunts.» These findings align with participatory culture's network circulation idea, where fan interactions and information are circulated on social media.

Meanwhile, the quantitative data shows that uploading brief clips of their favorite P-Pop group's performances, music videos, vlogs, etc., on social media sites like Facebook and Twitter is the most frequently observed behavior among Gen Z P-Pop fans. In contrast, sharing news items about their favorite-Pop groups with other music fans via online communication applications like Messenger, Twitter, etc., is the least frequently observed behavior. The overall mean score of the respondents' "Network Circulation" behavior is frequently observed following an overall weighted mean of 4.57.

Social media, particularly the internet, has significantly contributed to the growth, communication, and participation of P-Pop Gen Z groups and fandoms [30]. It has been observed that younger generations are the most active users of social media, particularly in fan culture [31]. Online communities provide a platform for fandoms to express their opinions more freely due to the easy accessibility of the internet, which creates a space for fans to share their perspectives anytime and anywhere [27]

With this, the study's quantitative and qualitative results indicate that social media plays a vital role in Gen Z P-Pop fans' participation in their fandoms. Filipino Gen Z's extensive use of social media has enabled them to share and exchange information with their co-fans, thereby fostering online communities and fandoms.

Ultimately, the study's findings on each indicator provide insights into how fan affiliation, expressions of fans, collaborative problem-solving, and network circulation of Filipino Gen Z P-Pop fans on social media shape the dynamic of New Generation of P-Pop fandom and how social media's existence becomes vital in sustaining the formed fandom of these New Generation P-Pop groups.

Conclusion

The researchers concluded that the local P-Pop artist management system in the Philippines has adopted and adapted the Do's Star-Making System from Korea to manage their new generation P-Pop groups. They have integrated practices that appeal to Filipino audiences, such as composing lyrics in Filipino and incorporating traditional and foreign sounds in their songs. Through cultural hybridization, significant parallels exist between the structures of both systems, which prioritize planning, casting, training, assessment, production, and promotion when introducing new idol groups. However, the local P-Pop artist management system emphasizes Filipino identity in forming their pop group concepts, resulting in the emergence of unique New Generation P-Pop groups.

In terms of planning, both systems prioritize establishing target markets and selecting unique concepts to differentiate their New Generation P-Pop groups from other management. The casting process for both systems focus on identifying potential talents from all nations and backgrounds, and the training phase of both systems prioritizes the refinement of trainees' talents in various disciplines. Finally, both systems prioritize promoting their artists on social media and online communication channels to engage with fans, increase their reach, and distribute their music on numerous digital platforms. However, the local P-Pop artist management primarily incorporates Filipino identity and sounds into their New

Generation P-Pop group music while collaborating with international producers.

The study provides insights into how the fan affiliation, fans expressions, collaborative problem-solving, and network circulation of Filipino Gen Z P-Pop fans shape the dynamics of P-Pop fandom and how the existence of social media becomes vital in sustaining the formed fandom of these New Generation P-Pop groups. Filipino Gen Z P-Pop fans actively participate in and contribute to their chosen media culture by creating song and dance covers, developing jargon within their respective fandom, and exchanging ideas and information regarding their next endeavors as P-Pop fans through social media and group chats. Highlighting the significance of Filipino Gen Z P-Pop fans' participatory culture on social media in forming the New Generation P-Pop group's fandom.

Furthermore, the researchers rejected the null hypothesis that there is no significance between the variables. As the appeal of new generation P-Pop groups increases through the local P-Pop artist management modification from Korea's idol system structure following Do's Star-Making System, there is also an increase in engagement and interactions of Filipino Gen Z P-Pop fans on social media showing their support for their favorite New Generation P-Pop group.

Thus, the significant relationship between the cultural hybridization made by the local P-Pop artist management through the Do's Star-Making System and the fan-to-fan interaction of Filipino Gen Z P-Pop fans on social media through Bermudez et al.'s Framework of Jenkins' Participatory Culture contributes to the recognition of new generation P-Pop groups in the Philippine music scene.

Recommendations

Based on the summary of findings and conclusions of this study, the following recommendations are presented:

- i. For local P-Pop artist management: Continue prioritizing Filipino identity and sounds in forming new generation P-Pop groups. Collaborate with international producers to enhance the quality of music while maintaining the uniqueness of Filipino culture. Also, invest further in building a strong

online presence that engages more music fans on social media and other digital platforms.

- ii. For local P-Pop artist management: Continue to incorporate foreign elements and utilize social media to sustain and grow the New Generation P-Pop group's fandom, ultimately helping to establish a stronger presence in the global music industry. By doing so, the management can continue producing high-quality music showcasing Filipino identity while appealing to a wider international audience.
- iii. For P-Pop fans: Keep up the active participation and contribution to the chosen media culture by creating song and dance covers, developing jargon within the fandom, and exchanging ideas and information regarding their next endeavors as P-Pop fans through social media and group chats. This participatory culture significantly shapes the dynamics of P-Pop fandom, making it more meaningful and engaging. Hence, this can contribute to the recognition of their corresponding New Generation P-Pop groups in the local music scene.
- iv. For the National Government: Recognize and support the development of the local P-Pop music industry, given its cultural and economic significance in the Philippines. The government can provide incentives and financial support for local artists and their management companies to continue producing quality music while promoting Filipino culture to a global audience. Moreover, the government can create policies and programs that encourage industry development, such as funding and support for P-Pop events and festivals.
- v. For Future Researchers: A similar study may be done about the emergence and recognition of new generation P-Pop groups by looking through the lens and creating comparisons of a different idol system from other countries that produces pop groups to the system that local artist management currently applies to the formation of P-Pop group as this study only focuses on the modification of Do's Star-Making System from the South

Korean Entertainment Agencies. Moreover, future researchers may reconduct this study to challenge, hence, further test the significant relationship of the two variables in recognition of New Generation P-Pop groups in the local music as the researchers were not able to completely disregard the linear data responses following the quantitative data gathering.

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