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Organization development: Practice that non-profit organizations must do for managing Thungtamsao community

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Abstract

The objective of this qualitative research was to explore guidelines for developing non-profit organizations of Thungtamsao community in Hat Yai district, Songkhla province. Observation, interview, focus group, and knowledge forum were used to collect field data from 65 informants consisting of 9 non-profit organization leaders, 5 community leaders, 6 local administrative organization officers, 40 people in the community and 5 academics. The study found some non-profit organizations were governmental organizations while others were community organizations that played important roles in jointly mobilizing development activities that were part of community welfare. Therefore, guidelines for organizational development of non-profit organizations at the community level require community capital development in all of these aspects. Additionally, determination in operations under good strategies and principles of good governance is required along with openness for new ideas to further enhance the concept of business operations for society.

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Introduction

When talking about community development, non-profit organizations that are important actors in driving development are governmental organizations, non-governmental organizations, civil society organizations and community organizations. Originally, these organizations were governmental organizations that were directly responsible for implementation of political policy through projects and development activities to benefit people in local communities. When governmental organizations cannot respond to all the needs of the people, non-governmental organizations, which are more flexible, come to fill the gap and interestingly help mobilize development. However, there are some people who see that both governmental and non-governmental organizations cannot adequately respond to their needs, so they join hands to make movements aiming at achieving

their goals, which are not related to acquiring state power but mainly for public benefits, and this is how civil society organizations that are not either governmental or non-governmental organizations originated. In addition, people at grassroots level who are interested in political matters get together unofficially before upgrading to be community organizations that are more official and also have a greater role in driving development. It can be said that non-governmental organizations, civil society organizations, and community organizations are significant actors in driving development in addition to governmental organizations that are directly responsible for it. This reflects the role of people's participation in development, which is an important characteristic of citizenship and civil politics based on bottom-up democracy (Parinyasutinun, 2017; Suphajakwatthana, 2011; Yodsurang, 2017).

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Furthermore, rapid changes in environmental factors have made it necessary for organizations to adapt by employing organizational development concepts which attach importance to social sciences foundation, continuous development for organizational members, and increase of competencies for job efficiency and effectiveness, organizational culture change, and innovation (Arsasongtham, 2010; Wutthirong, 2014). Thus, organizational development is a time-consuming process requiring integration of knowledge, ability, and importantly, admitting that organizational development is a mission to attain achievements.

“Thungtamsao” is a sub-district in Hat Yai district in which natural fertility determines people’s way of life. In this sub-district, there are non-profit organizations that manage the community with interesting outcomes. These organizations have done activities to drive community development with good results to a certain extent. However, due to limitations of different organizational characteristics, social outcomes have not been widely possible. Therefore, the researcher was interested to explore guidelines for development of non-profit organizations to utilize them as mechanisms to mobilize development activities for Thungtamsao community, Hat Yai district, Songkhla province, that would help strengthen the community and enhance quality of life of people in the community.

Objective

To explore success and failure factors in operations as well as guidelines for development of non-profit organizations in Thungtamsao community, Hat Yai district, Songkhla province

Methodology

This study employed qualitative research methods detailed as follows:

Study Area Selection

The study areas selected were village No. 3 Ban Hu Rae, village No. 5 Ban Ho, village No. 7 Ban Phru Chaba and village No. 9 Ban Wang Pha in Thungtamsao sub-district, Hat Yai district, Songkhla province.

Informants

There were a total of 65 informants: Key informants, who play an important role in the community, consist of 9 non-profit organization leaders, 5 community leaders and 6 local administrative organization officers. In addition, relevant informants consist of 40 people in the community and 5 academics.

Data collection

Observation, interview, focus group discussion and knowledge sharing were used to collect data from the field. Data were also collected from related documents and research reports. In addition, the examination of data uses a triangulation

method by entering the area, collecting information on different date, time, place and person in order to obtain accurate and reliable information. Then content analysis was performed with the data and a report was written using analytical description.

Results

Non-profit Organizations of Thungtamsao Community

Occupational and well-being promotion organizations consist of (1) Ban Hu Rae Craft Group of Rubber-Leaf Flowers: The group produces flowers made of leaves from the rubber tree, a cash crop of the community, (2) Rak Ton Group of Farmers’ Housewives Community Enterprise: It was initiated by a woman community leader to make products using *Garcinia Cambogia*, a kind of fruit found in the area, as raw materials. (3) Chao Wang Drinking Water Group, which was initiated by a group of locals to provide the community with clean drinking water. The group faced management failure but was able to survive with support from Ban Wang Pha Community Financial Institution.

Organizations that are cooperatives and financial institutions: (1) community rubber fund cooperatives consisting of Ban Hu Rae Rubber Fund Cooperative, Ltd., Phru Chaba Phatthana Rubber Fund Cooperative, Ltd., and Ban Wang Pha Rubber Fund Cooperative, Ltd. These three rubber fund cooperatives were initiated by the government policy for construction of government rubber smoking houses in 1994. Some cooperatives faced operational problems but were able to solve the problems with cooperation from members. Some were successful and could develop their production process and operational process to good production standards making their products well-received in the market. (2) Ban Wang Pha Community Financial Institution is situated in village No. 9 Ban Wang Pha. It was founded in 2010, developed from a strong village fund and urban community supported by the Government Savings Bank. With outstanding performance, it was awarded prizes in the village fund and urban community contests at the district and provincial levels for many consecutive years.

Religious and administrative organizations: (1) Darul Amin Mosque is a small mosque situated in village No. 5, Ban Ho and founded in 1947. It is a place for community management in religious inheritance, educational management, administration, community communication and community welfare, especially environmental management. The mosque was awarded a prize for a mosque with good environmental management in 2014 which reflected cooperation among people in the community who helped manage the environments of the mosque. (2) Thungtamsao Mueang Municipality is situated in village No. 5, Ban Ho. It has continuously been developed and upgraded from Tambon Administrative Organization to Mueang Municipality that has good governance and has received awards and prizes for good governance as well as agricultural promotion such as an outstanding prize for green sub-district, and a prize for good local administrative organization, etc. Presently, it continues with policy on driving community development.

In conclusion, these non-profit organizations in the community help mobilize development activities satisfactorily in economic, social and cultural development that are in line with each aspect of community capitals. Even though there are some limitations, good governance is an important capital leading to guidelines for organizational development so that these non-profit organizations at the community level will be stronger with more security.

Effects of Non-profit Organizations on Thungtamsao Community

Socio-economic effects: The existence of different types of non-profit organizations in the community helps mobilize community development activities that are based on community capitals in natural resources and culture. The results of operations of these organizations have positive effects on the community in many aspects as follows. (1) Changes in financial behavior, (2) creation of occupations and earnings, (3) creation of value for community resources, (4) cooperation from people in the community, (5) better education among people in the community, and (6) convenience in daily life. These effects on the community were reflected by some people in the community in that

“...being members of the financial institution teaches us how to be frugal and how to save. Monthly savings and having life insurance give our families more security. In the past, we never had any savings because we spent everything. Having a financial institution in our community encourages other businesses such as a gas station and drinking water producers to open, and we also have more conveniences in our everyday life...” (Phaka, assumed name, personal interview, June 23, 2016) and

“...overall, people in the community have better living conditions with more security economically and socially because we participate in these organizations. When we receive dividends, we feel happy and this has good social effects...” (Asa, assumed name, personal interview, June 23, 2016).

Environmental effects: In conducting community development activities, these organizations also take into consideration environmental management. (1) Upgrading production standards of various groups, (2) Realization of the environment with the principles of Islamic faith: This is reflected in Darul Amin Mosque's ability in making members of the community cooperate in creating good environments in the community with the principles of Islamic faith, and (3) Adaptation of local policy giving importance to the environment of the community reflected through activities carried out by Thungtamsao Mueang Municipality.

Administrative effects: Thungtamsao Tambon Administrative Organization has been determined in developing its administrative potential continuously and has received many awards and prizes which confirm its determination in looking after welfare of people under its responsibility.

In conclusion, these non-profit organizations have had impacts on the community in all these aspects: economic, social, environmental and administrative aspects, that ultimately help strengthening the community with sustainability.

Success and Failure Factors in Operations of the Non-profit Organizations of Thungtamsao Community

It can be said that non-profit organizations in the type of capital sources have been successful while those in the type of occupational groups are not yet very strong. Successful organizations have the following success factors. (1) Good leaders and follower-leaders, (2) operations in line with resources and way of life of the community that have advantages in fertility of natural resources, culture, traditions, agricultural approach and kinship system, (3) connections with organizations both private and public outside the community, as well as upgrading product quality so that products have better standards and are acceptable in the market, and (4) good governance of organization.

On the contrary, factors that can lead to organizational failure are as follows. (1) Lack of or inadequate raw materials in the community, which reflects a lack of promotion for activities related to production; and (2) the situation of rubber prices, which is an external factor that affects membership status both positively and negatively depending on different types of membership. The fact is that the main occupation of people in the community is rubber farming. When the economy is good, which means that rubber prices are good, members give less importance to group activities, which is good for the organizations in the type of capital sources because they will have more members who take out loans to invest in various types of business. On the contrary, when the rubber prices are low, these organizations are badly affected in terms of decrease in number of members and loan payments. However, it is good for the occupational groups because they are sources for extra income.

As mentioned above, whether they are savings groups or other types of financial organizations, occupational groups, rubber farmers in the community or rubber prices, they are all connected and can affect each other in the supply chain.

Guidelines for Developing Non-profit Organizations of Thungtamsao Community

Both the positive and negative findings affecting performance of the organizations mentioned above can be used in forming guidelines for developing the non-organizations of the community in various aspects as follows. (1) People development both leaders and followers to keep up with changes in the world, to have knowledge and various skills as preparation of a new generation of leaders to carry on mobilization of community development. (2) Management development giving importance to and in line with the community's culture and way of life to reflect outstanding community identities. (3) Product styles and quality development including upgrading product standards, manufacturing standards, and expanding the market. (4) Seeking and creating value from community capital. (5) Promotion of production and use of products in the community through markets in the community and sending products out to sell outside the community to increase income. (6) Creating networks among groups in the community and networks outside the community for knowledge exchange and product distribution. (7) Using the principles of faith

is considered a strategy that can motivate people in the community to cooperate in doing activities. (8) Constructing an organizational discourse that leads to forming policy. (9) Realization of social and environmental responsibility which is very important to the organizational operation cycle beneficial to the community and organizations in the long run. (10) Adherence to principles of good governance considered as important for every organization to realize and maintain in the organizational management system. (11) Forming local policy in line with the local community will facilitate smooth organizational operations based on cooperation between public and private organizations.

It can be concluded that the guidelines for developing non-profit organizations require a combination of maintaining good existing guidelines and seeking new guidelines from analyzing problems and obstacles to operations in the past and indicating development of people, work process, concepts of work and policy that are in line with or contributing to each other as well as reflecting performance of these organizations. They need to account for creating networks both inside and outside the community as well as for social and environmental responsibility.

Conclusion and Discussion

Giving Importance to Culture and the Way of Life of the Community Contributing to Organizational Success

Developing non-profit organizations with performance useful to the community or society as a whole is the important goal of this type of organization. Doing activities must be based on culture and the way of life of the target groups to construct outstanding identities and attract interest of service users or customers or markets outside the community. This is in agreement with a study by Siriboon (2013) that found an identity of a community is a factor that strengthens it. An identity of a community can be constructed from the way of life and local culture or even a product like a one Tambon one product (OTOP). Steiner and Teasdale (2017) suggest development of community enterprises to release the existing potential that the organizations have. However, they must attach importance mainly to the community rather than responding to policy and capitals from outside the community.

Giving Importance to Developing People Potential

In an organization, all people are important in driving the organization regardless of the role they play and their gender. Moreover, good processes or good work systems can bring success that is useful to the community as follows. (1) The leader and leadership and organizational success: The above mentioned case study indicates that the leader and leadership are important success factors. According to Sricharumedhiyan and Vaddhano (2017), the leader plays an important role in development and makes changes to the community. The case of Thungtamsao community and a study by Jansiri (2017) reflect the same characteristics of leaders which are that the leader must have knowledge, ability, continuous self-development, ethics and morality, good relationships with members, giving

importance to participation, trusted by organizational members and people in the community. (2) Women and development activities, reflections of changes in women's role: This study indicates that women play so many roles in community development activities as a result of their power of participation and dedication. Similarly, Lorma and Srisook (2015) reflect recognition and expectations in having more women in the community to participate in community activities; and (3) Unlocking people's potential with development of skills and knowledge for organizational development: Most labor used in organizational operations is from people in the community who generally have only enough knowledge for making a living. Only when there is occupational development in the community do they form groups to develop their skills and knowledge. Therefore, people in the organizations must be developed regarding their skills in production at the household, community, and inter-community levels (Chomchuen & Jaiban, 2015). Financial management, especially, their potential in accounting, should be developed so that they are able to use the data to manage their organizations (Arree, Sanyong, & Om-yim, 2014). Moreover, they should be able to use information technology as Khamwong and Talaluck (2014) specify as useful for management of products or data and data access through many different websites to increase organizational competitiveness.

It can be concluded that people development of community enterprises is to enhance people's potential in production, accounting, using technology and conducting research, which can be shared between enterprises in the community. Later, when they are more ready, this can be developed further to knowledge exchange with enterprises outside the community.

Community Economic Development is the First Target in Eliminating Community Problems, and Development of Organizations that are Capital Sources Important for Mobilizing Development

Ban Wang Pha Financial Institution is an important capital resource with a prominent role in economic development for Thungtamsao community. It is considered a type of community welfare organization successfully developed from a savings group owing to its good organizational characteristics. (1) Reduce members' problems with relevant solutions (Plodkong & Thammasatchakarn, 2013). (2) Open opportunities for people to have access to welfare that they have jointly created (Masae, 2012). According to Phibulsiri (2008), success of this type of community organizations can be achieved when the situation and crisis of the community are analyzed; there is participation from all parties concerned at all levels and from all target groups, honesty and sincerity, public-mindedness, mutual benefits that are equal, transparent and accountable, vision, and welfare provision for achieving the highest goal of the organization. Nevertheless, lack of financial discipline, overspending by the household sector, and lack of recognition and understanding from outside organizations and financial organizations are causal factors of collapse of financial institutions (Lertsrichainon, 2013). Only with this, can community financial institutions be considered the mechanisms that drive community economy very well.

Faith: Another Strategy for Management and Building Cooperation in the Organizations and Community

Religious faith is considered an interesting strategy for community management as reflected in the case of Darul Amin Mosque and its environmental management. Islam considers natural resources and the environment that Allah has bestowed upon them. Thus, it is Muslims' duty to utilize and look after them efficiently (Binlath & Thongchuay, 2010). Similarly, studies by Muhamad and Amornsanguansin (2014) reflect success in environmental management of the community under religious faith of the Kamalul Islam Mosque on the bank of Khlong Saen Saep in Sai Kong Din Tai, Khlong Sam Wa district, Bangkok. It can be seen that faith is another strategy used for management and cooperation among members of the community. Moreover, other communities with other cultures can also apply their religious faith for management and development of their own communities.

Social Responsibility, a New Dimension for Non-profit Organizations at the Community Level

In integrating the environment and society in management to make a positive difference for the organization, it is necessary to make products or services environmentally friendly or to share and return to society benefits that are useful to the organization, consumers and society in the long run (Mongkolchai-arunya, 2016). Operations without taking into account social and environmental responsibility are reflected in a case study of the community around the Asopos River in Greece. Though having local business organizations has good effects for the community regarding employment, the community has to face the problem of even worse environmental quality (Proikaki et al., 2018). As can be seen, social responsibility is a concept to which non-profit organizations must earnestly give importance for sustainable development with benefits to the community economically, socially and environmentally.

Good Governance is Never Outdated but is a Benefit to the Community and for Sustainability of the Organization

Awards and prizes received by Thungtamsao Mueang Municipality reflect that it is an organization with good governance. Good governance is related to various sectors (Jansiri, 2015), and evaluation of the organization must include participation of the people sector affected by its operations (Puang-ngam, 2014). Additionally, Tanongsak, Kittitornkool, Chuai-aree, and Khunwishit (2016) see that it is necessary to create good organizational culture and community database that will facilitate organizational development in the long run.

To sum up, for good governance, organizations must be determined in creating benefits for the public, and in making the organizations sustainable, which is similar to the case of Thungtamsao Mueang Municipality and other organizations in the community, these principles for jointly creating good things for the community must be realized.

In conclusion, non-profit organizations at the community level have been able to mobilize development activities to

a certain extent. However, in spite of some limitations, these organizations must inevitably develop, which is a very useful concept to apply in the present situation. Furthermore, guidelines for development of organizations of Thungtamsao community should be considered concerning development of people and activities that are important to different aspects of community capitals, network construction and links, and use of principles of faith as well as principles of good governance. All these are for the community to have sustainable development and to be ready for changes in a firm way and without getting lost.

Conflict of Interest

There is no conflict of interest.

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