

CONCEPT OF COMMUNITY MANAGEMENT FOR ACHIEVING THE GOVERNMENT GOAL

*Nunta Bootnoi * and Nathdanai Pratuangboriboon*

*Faculty of Management Science,
Lampang Rajabhat University, Lampang 52100, Thailand*

**Corresponding author: nunta2015@icloud.com*

Abstract

The goal of modern government development affects Thailand to have been transformed into a bureaucracy that focuses on people's participation in the government administration and empowerment for policy formulation and decision-making in the management of their local communities independently and determines as strategies for strengthening community and society to be a solid foundation of the country. "Community management" is a new dimension in the development of the subdivision of society and the nation that requires a variety of elements including interdisciplinarity in driven to succeed. The concept of community management for success is presented in this paper. It is an alternative for those who bring modern management ideas to the community. This will lead to the goal and strength of the community. It also has a strong impact on the country's development.

Keywords: Community management; government goal; community success

Introduction

In the 21st century, the global situation has been changing rapidly all in politics, economics, society, technology, environment, lifestyle, culture, traditions, rituals, beliefs, as well as nature and inherited goodness. This resulted in the lack of links to connect. It is a crisis that most societies and communities are facing. Many communities have slow progress from the cause of new development, breaking the original foundation. While some communities are still standing because of their strong attachment (Naowawathong and Supadit, 2008), their dynamics change with context and community conditions. As well as the changes in the environment both internal and external make the community imperative to adapt to address the problems that arise from the effects to provide a variety of management for the well-being of the community by reaping the resources available in the community while community troubleshooting all aims to strengthen and sustain. Moreover, leading to sustainability there must be a continuous variety of mechanisms together with the people living in the community, together with the modern management of the driving force as Parinyasuttinan (2015) stated that community management must be dynamic as well. Outdated management principles must be screened out, while contemporary management principles are being updated to be more modern. In addition, new concepts that insert to refute the concept or existing theory or can extend the original concept or theory to be clearer coupled with repetition until the academic precision increases and achieves the goal of adoption.

However, the local community can rise to self-management and must be fluent in changing situations. They need to study information, and then they will see the structure that surrounds local community development. Self-management of local communities needs to understand the level of structural policy that comes to the communities. Community planning needs to analyze these things. Each of them must understand the context of their own area. Therefore, it is possible to participate in the change schedule (Gaiyurawong, 2011). It can be seen that the community cannot manage itself without other relevant factors; especially, in the public sector where there is connection to the community that cannot be separated from policy-formulation level to

operational level as Apinanmahakul (2012) explains that public policy from the past to the present has had a profound effect on the economic, social and community strength. The configuration of the society all family institution, education level, mass media, both television, radio and newspapers, the role of social organization, the diversity of race and culture in the community, city planning design, and transport system, income disparity, and the disparity of urban and rural development, these are all factors that affect the development of social capital both at the individual level and the community level. The role of public sector in the development of social capital can be implemented through institutional institutions in society by setting measures and policies for social and economic development that take into account the dimensions of social capital development as well.

This article presents a new concept of community management that leads to success. This explains the findings from the results of the lifestyle change project on the alternative agricultural production system of Baan Huay Sai Suksawat, Moo 15, Tambon Huai Yab, Baan Thi District, Lamphun province by academic support and research funding from the Thailand Research Fund, Department for Local Research. This project is to raise awareness of community problems together through the process of analyzing and synthesizing the community itself leading to the solution of the problem with a joint process, define the way and the way of production, the way of farmers' consumption and accompanied by the primary changes in the living habits of the farmers. As a result of the project activities, not to mention only the success of the project, but it also includes problems, obstacles, limitations and causes that bring about change or not change. The results of the research or the implementation of a good project must be concluded the actual results that have been received. It does not add to the success of the project or research results or as a positive result alone. Otherwise, it could lead to community, social and national development which is not correct to follow the direction or goals that want people to live happily (Chaiwan et al., 2017). The new concept in community management that leads to success following factors are explained as follows. It is a model that can be used in policy formulation, criteria, and other community approaches and guidelines effectively.

Content

New Public Management (NPM) is the result of a stream of public administrative reforms taking place in various countries around the world, leading to the reform of the bureaucracy in Thailand to change the form of public administration is to focus on public participation in the administration of the government and empowerment in policy formulation and decision-making in the management of their local communities independently within the framework of the law. This is the new government administration that creates modernization of management to be occurred in order to response to rapid changes and timely to solve problems of the local community itself (Pratuangboriboon, 2014). The concept of community management is rapidly expanding, for example in the workshop “Synthesis of Community Wisdom: Local Self-Management Community” at Vetrane International, Don Muang District, Bangkok, on 8-9 February 2011. Institute for Community Development (Public Organization) in cooperation with the network of community organizations in the five regions has provided a brainstorming session to determine the vision or meaning of self-management areas and indicators. There are common conclusions: “Local communities have public consciousness, know goals, beliefs in vitality of community ability to manage their communities in a participatory manner and organize relationships with partners using information, knowledge management plans, and community capital to solve problems and develop community in all aspects systematically for structural change and sustainable development”. Even though, Kaewnu (2011) said, “Offering the local community for self-management is not to make request, but it is to reclaim the right to self-management of the community. Since the history has been past for thousands of years, most communities are self-managing in everything”. But community management cannot separate the relationship from the government and public administration.

“Community management” is a new dimension in the development of the subdivision of society and the nation that requires a variety of factors including interdisciplinarity in driving to succeed under government policy determination to be in line with implementation. In the present Thailand attaches great importance to self-management community through policy

determination, enactment or even giving the community opportunity and the freedom to express their views, such as the Constitution of Thailand, 1997, and the Constitution of 2007, with emphasis on decentralization and independence in most local self-management. Community Federation Council Act 2008 has the intent of strengthening the community that can be sustainable self-management. It also plays an important role in developing the country. Building democratic and the good governance system, which the Constitution of the Kingdom of Thailand provides for the recognition of the rights of the community and the people to play an important role in local development, follow a variety of lifestyles, culture and local wisdom (Kanchanachitra, 2014), or even in the bureaucratic reforms that have set up a group of supporters to promote community management under The Community Development Department of Community Development, Ministry of the Interior to study, analyze, research, promote, develop community management system and summarize the lessons of the prototype community to extend its reach into other communities.

The concept of community management is so important that will lead to the goal and success of the community. Besides, it results in steady development of the country, as Parinyasuttinan (2015) stated that in the mists of rapid social dynamics, it is a challenge for those involved in community management who need to integrate community knowledge and modern knowledge, such as theories related to community management, strategic management, knowledge management, organization development, leadership, public policy organization community enterprise or community welfare et cetera. So that the people involved in community management learn and understand and then can be updated to a contemporary knowledge and the ability to integrate science for the proper use the same as this article to present a new concept in community management. This is derived from the results of the lifestyle change project on the alternative agricultural production system of Baan Huay Sai Suksawat, Moo 15, Tambon Huai Yab, Baan Thi District, Lamphun Province. The researchers use Participatory Action Research by collecting and analyzing qualitative data through the process of study, analysis, and synthesis of the community itself. Together, they define the way of consumption and the way farmers produce their livelihoods through lifestyle

modification. This makes people in the community know and understand each other. In addition, they understand in the same direction that this operation solves the problem of community as a whole.

Besides, the results of the project, there are also findings from the synthesis of knowledge in the implementation of the project, from observations, experiments, group meetings, interviews, and brainstorming combined with the concepts and theories previously recorded to confirm the consistency and confidence of the data according to the triangular data validation principle (Triangulation), which is a new concept as a guide in community management for success consists of 1) Community needs 2) Leaders 3) Collaboration 4) Community knowledge 5) Support 6) Continuity and 7) Community strategy. All seven factors can be represented as conceptual images as Figure 1

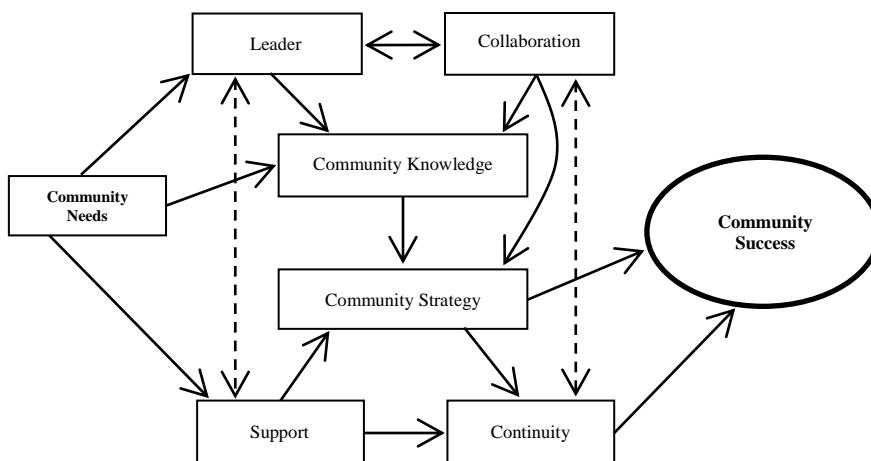


Figure 1: Showing community management factors leading to community success. (Chaiwan et al., 2017).

Figure 1 can be described as follows.

1. Community needs are the starting point for community management, from what people in the community need to change or develop. It is caused by the problems or situations that occur in the community and people in the community are ready to cooperate to fix or develop from the beginning until

the goal is set. This is the characteristic of “The explosion from the inside”, according to the works of King Rama IX, as Dechpitaksirikul (2013) described the principle of the work of His Majesty King Bhumibol Adulyadej, “Self awareness, Self development, by himself as a starting point. Self-reliance needs to be gradually strengthened from within to the community by continually acquiring knowledge, capital and ability”. Do not jump beyond their wisdom or wasteful use of resources or rely on technology beyond the necessity. Such actions must be understood in terms of the social, habitual, lifestyle of community, and natural conditions, or that Tatsiwat (2009) explained that research to develop and solve social and community problems is a research starting from the community, encourage villagers or community representatives to create new knowledge for themselves and the community by learning to find information, analysis of the problem as well as troubleshooting problems that are currently being addressed. These can be done by sharing plan and schedule the planned or project implementation along with plan compliance to achieve the goal of correcting problems to meet the needs. This contributes to the conscious by-product by recognizing problems, duties, and solving economic, social and political problems, work together to solve and continue to develop sustainability of the community.

2. Leader means a person or group of people that is important in driving and monitoring projects to achieve the set goals. He must be respected by the people in the community, to honor and behave as a dependency of others. He is committed to developing, having courage, patience and being indomitable of the obstacles. Moreover, he must have the knowledge and ability to build trust for others, have justice and equality with members of the community as Chen et al. (2013) states that the leader is capable of handling the complex relationships and variable process of changes that occur among people with different backgrounds which may have behaviors, thoughts, or actions that influence others, or Prommark (2011) described leadership as an important factor in grouping people and motivating people to cause change, encourage others to cooperate in the performance of their activities to accomplish the goals of the organization by using the art, knowledge, ability, power, or influence to inspire and motivate individuals or groups to cooperate willingly and willing to cooperate to achieve the objectives set.

3. Collaboration refers to the willingness of people in the community to participate in community activities to achieve their goals including stakeholders involved in the operation, with components of cooperation consist: 1) sharing that shares responsibility, makes decision together, creates and uphold common values together include a plan from sharing information. 2) Feeling of the partnership or ownership. Persons who come to work together must feel as if they are partners or owners of the work. 3) Mutual dependence. People will rely on others to work together. It will produce more work for the organization. 4) Decentralization based on knowledge and experience, and 5) interactions process, such as negotiation, compromise, reconciliation. When planning or deciding together as The National Assembly of National Voluntary Health and Social Welfare Organization (1997) describes cooperation as a formal activity process with a commitment to long-term collaboration towards related crisis, related missions or important and complex social issues. This is a common decision and resource allocation through operational activities to meet the common needs.

4. Knowledge of the community refers to the knowledge gained through the exchange experience, learn together both inside and outside the community to analyze and synthesize the knowledge of diversity from transferring and communication through a systematic knowledge management process in order to guide the development. It also prevents mistakes that may occur just like that of Nijtrirat (2010) who explains that community knowledge is a product of the collaborative process of people in the same project with the same objective. There are many parties involved and it is a cost to solve social problems to sustained strength and spread the knowledge of the community to be an extensive alternative of the social community, and not to stop.

5. Support means the role of providing assistance in various areas of both people and organization both inside and outside the community, such as funding support and personnel support budgets, material support and technology systems. As well as facilitating the project's achievement as The Office of the National Economic and Social Development Board (NESDB) has developed a program to analyze factors that support the community's strength to study how people work and participate as well as various factors

that support and strengthen the community. This leads to sustainable development, which is the main aim of the Ninth National Economic and Social Development Plan. It was found that the integration of the people for the common activities in community development until the success of the strong community. This is due to a number of reasons. One of the factors that contributed to the success of the group was External agency. This means the public and private sectors that provide support, technical support, academic support, financial advice, marketing, and production equipment for ongoing group operations. In addition, the supports include coordinating and asking for help from relevant agencies and other agencies to support the group's operations.

6. Continuity means the activity or project that has a period of time after the activity or project completion to amplify or expand the results of successful or unsuccessful activities or projects as Hutchings et al. (2017) state that community management has been widely criticized. But the concept of community management is still important in modern management to adapt to the increasing demand continuously. External support agencies must be ready to support more and more continually as well to contribute to the success of the community.

7. Community strategy means the direction of community management towards the goal with a clear vision, targeting, objectives, and missions are indicative of a community driven approach to meet the true needs through the process of analyzing weaknesses, strengths, opportunities, and obstacles of the community as described by Akkaraboworn and Jareonsup (2009) identify as strategic planning and strategy (Work process). These are done by using indicators to measure performance in various aspects. It represents the vision, mission, and purpose so that the person concerned knows and understands it in the same direction. There is a system that monitors the success of a strategy by measuring performance for the right decision. There has been adjusted to help community learn which strategies are available and how to do so that they have aim to achieve their mission and respond to the people's interests.

However, the concept of community management that leads to success from all seven factors is not separated which one is of particular

importance and can lead to the goal alone. Each of the factors is related and reasonably linked, such as when the community has a real need the leader who is the main core in the driving force must be fully supported by the people in the community and get support from various sectors to share the analysis, synthesize the situation to create community knowledge that can solve the problem or respond to real needs. It also determines as a community strategy to keep the operation going on. The relationship mentioned above will lead to the success of the community, while things that should not be overlooked are the “people in the community”, which is at the heart of development, is not what is being developed. It is necessary to open the space for everyone to participate fully in order to create a sense of ownership of their local problems and developments in a creative and valuable way. When villagers initiate the development, the villagers will take the effort in that activity enthusiastically and feel that development is a community activity and a part of their lives and accomplishments (Boonyabancha, 2011).

In the end, the success of the community is something that everyone desires. Even in most governmental organizations, almost every ministry is responsible for the welfare of the people, including the government that determines its development policy, focuses on the strength of society; the foundations are the most important part. Therefore, to reform the country to be constant and sustainable in every country, it is the need to reform from foundations. Reform strategy of the country must take the local community to the right path, allowing the local community to self-manage as much as possible. Nowadays the importance of the community is enhanced by the enactment of the Federation of Community Organizations Act 2008, stating that “the community” refers to a group of people who gather together with mutual interests and objectives to help or support each other or do legal and moral activities together. Moreover, people perform other mutually beneficial activities of the member, continuous operation, and there is the management system and their intention to represent the group (Kanchanachitra, 2014).

A strong community that represents community success also reflects the condition of the community of reconciliation. It is a society of knowledge and wisdom, which is a new form of community in the development dimension. It is different from the community in the original meaning, which

emphasizes the cultural dimension. It is a change in the context of sustainable development. A strong community is characterized by a strong self-management community, a mix of existing cultures and new cultures, such as communication, information management, capital management, networking and the associate. It is according with a development strategy focused on community management (Pradab, 2013). While the community is strong, the members still have the ability to manage and can develop the potential to solve problems from the purpose of sharing, co-thinking, working together, being generous, and learn together. In addition, there is strengthening their own capacity for economic, social and cultural challenges from globalization. It is adaptable to handle new and existing internal and external relationships, create new rules, new knowledge or organize new organizations to be in a proper ecological environment leading to change and control of one's own destiny (Vasee, 1998; Jamarik, 2000; Kanchanapan, 2000).

Conclusion

The continuous change of situation causes the government administration has to adjust or improve the way it is adapted to the situation which happened in a timely manner. Public administration has evolved into modern management with a focus on the values of key factors for both internal and external factors to develop a process system, techniques and modern methods such as strategic management or other administrations applied to keep up with the changing conditions. It is considered to be a variety of comprehensive conceptual framework for theories, concepts, and techniques in management. There is a common characteristic that reflects the focus on “reform” administration in the public sector to address the administrative problems that conventional or traditional management systems cannot handle efficiently and effectively. As in the past (Luangprapas, 2005), the importance of modern government management focuses on decentralization to the bottom. The reason for a country to develop steadily, it must first develop its foundation. It is a strategy to strengthen the community and society as a solid foundation of the country. That is, when people in the community can rely on themselves, have a good spirit, a pleasant environment, good hygiene,

tolerance, sacrifice and unity. These are good indicators of the strength of the community (Bootnoi, 2016) as stated in The 10th National Economic and Social Development Plan (2007-2011). Focus on strengthening the community by promoting co-operative integration in a variety of ways and continue the activity according to the readiness of the community. There is a process of knowledge management and community learning, a network of learning both within and outside the community. There is a process of development that benefits the community, leading to self-reliance including building immunity for the community along with change build the security of the community economy, focusing on sufficient production for consumption within the community, and empowering the community to live in harmony with natural resources and the environment.

From the reason above, all roads lead to over 80,000 communities in Thailand by adopting the principle, concept, budget, material, and equipment through various activities or projects to want each community to develop and lead to a strong community. But only a few communities succeed in those activities or projects. For the unsuccessful cases, Huttanuwat and Huttanuwat (2003) argue that the ineffectiveness of the community organization or the villagers' organization is a problem in the development process. Integration makes the interaction process, controversial, disputation, reconciliation and the decision to choose something good. There will be a group culture, such as regulation and regulation, punctuality, discipline, transparency, awareness in the duty and so on. However, the villagers' organization rarely succeeds they often face the problems which they want to solve and the problems that each group encounters are not the same, such as: 1) leadership problems. There is a shortage of leaders, leader's lack of credibility, bad attitude towards leaders, and lack of knowledge. 2) Problems from members. The problem from most members is not to cooperate. 3) Problems from the activity are that the activity is not consistent with the area and the target group or the activity cannot solve the problem for the villagers. 4) Management problems that do not follow principles, concepts, or theories. And 5) the capital problems and the budget used to carry out the activity or project.

The concept of community management for success that is presented in this paper is an alternative for those who bring modern management ideas to

the community or government agencies that want to promote community management or development leading to community strength. It can bring the community management with seven factors that lead to the success of the communities as a measure of initial project support consideration including measurement in progress and measure the success of the project in the end. However, these seven community management factors that lead to the success of community can also be explored and analyzed quantitatively.

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