

## Leadership of Poultry Farmer Leaders and the Effectiveness of Organic Livestock

### Extension Services in Phetchaburi Province

### ความเป็นผู้นำของผู้นำเกษตรกรผู้เลี้ยงไก่พื้นเมืองอินทรีย์และผลกระทบต่อการ ส่งเสริมปศุสัตว์อินทรีย์ของจังหวัดเพชรบุรี

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#### บทคัดย่อ

การศึกษานี้มีวัตถุประสงค์หลักที่จะสำรวจความเป็นผู้นำของเกษตรกรผู้เลี้ยงไก่พื้นเมืองอินทรีย์และผลกระทบต่อการส่งเสริมปศุสัตว์อินทรีย์ เป็นการศึกษาโดยจัดเก็บข้อมูลทุติยภูมิจากการค้นคว้าด้านเอกสารและข้อมูลหลักจากการสัมภาษณ์เชิงลึกแบบกึ่งโครงสร้าง จากผู้ให้ข้อมูลสำคัญ คือผู้นำในธุรกิจการเกษตรซึ่งประกอบด้วย เจ้าของกิจการธุรกิจการเกษตรระดับสูง ที่ปรึกษาสภาเกษตรกร จังหวัดเพชรบุรี ผู้จัดการ ประธาน ผู้อำนวยการธุรกิจทางการเกษตร ผู้นำทางการเมือง อาสาสมัครที่มีความเชี่ยวชาญในองค์กรเกษตรและครูอาจารย์สอนด้านการเกษตร อธิบายข้อมูลเชิงพรรณนาโดยใช้หลักตรรกวิทยา ผลการศึกษาพบว่า ความเป็นผู้นำของเกษตรกรผู้เลี้ยงไก่พื้นเมืองอินทรีย์ในจังหวัดเพชรบุรีมีลักษณะดังต่อไปนี้ 1) ผู้นำทางสติปัญญา 2) ความมุ่งมั่นในการประสบความสำเร็จ (ทัศนคติ) 3) ความสามารถในการปรับตัวต่อสถานการณ์ 4) ความจำเป็นในการมีเทคโนโลยีสารสนเทศ 5) ความสามารถอดทนต่อความเครียด 6) ความสามารถในการเป็นคนที่ซื่อสัตย์ จริยธรรม และยึดมั่นในหลักการ 7) ความเชี่ยวชาญ และ 8) ทัศนคติที่เชื่อมั่น แสดงถึงทัศนคติและความเชื่อมั่นที่เป็นแรงบวกในการผลิตไก่พื้นเมืองอินทรีย์ตาม

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หลักการผลิตปศุสัตว์อินทรีย์ โดยผลิตไก่พื้นเมืองอินทรีย์ได้ตามข้อกำหนดการผลิตปศุสัตว์อินทรีย์ มกษ. 2-2561 คือ 1) สัตว์ที่ใช้ในการผลิตปศุสัตว์อินทรีย์ 2) การปรับเปลี่ยนระบบการผลิตให้เป็นระบบปศุสัตว์อินทรีย์ 3) อาหารสัตว์ 4) การจัดการสุขภาพสัตว์ 5) การบริหารจัดการฟาร์ม การขนส่งและการฆ่าสัตว์ 6) โรงเรือนและการเลี้ยงปล่อย และ 7) การจัดการของเสีย อย่างไรก็ตาม ผู้นำของเกษตรกรผู้เลี้ยงไก่พื้นเมืองอินทรีย์ไม่สามารถจัดการบันทึกข้อมูลได้อย่างแม่นยำ ผู้มีส่วนเกี่ยวข้องต้องส่งเสริมและให้ความรู้เกษตรกรถึงความสำคัญของการบันทึกข้อมูลซึ่งจะใช้เป็นหลักฐานในการทำเกษตรให้ได้มาตรฐานการผลิตปศุสัตว์อินทรีย์และตรวจสอบประสิทธิภาพในการผลิตปศุสัตว์อินทรีย์

**คำสำคัญ:** ความเป็นผู้นำ ไก่พื้นเมือง การจัดการด้านสุขภาพสัตว์ การจัดการฟาร์ม ปศุสัตว์อินทรีย์

#### ABSTRACT

This research aims to investigate the leadership style of poultry farmer-leaders and the implications for organic livestock extension services. This study collects secondary data from documentary research and primary data from semi-structured in-depth interviews with 11 key informants who are agricultural business leaders including owners, managers, presidents, directors of agricultural business, an advisory level committee of the Phetchaburi Provincial National Farmers Council, political leaders, experienced volunteers with agricultural organizations, and an agricultural education teacher. The data were described using logical reasoning. The findings revealed that poultry farmer-leaders in Phetchaburi province have: 1) intellectual leadership; 2) a commitment to success (orientation); 3) the ability to adapt to situations; 4) the need for leaders to have technology, 5) the ability to withstand stress, and 6) the ability to be honest, moral, and adhere to principles, 7) expertise, and 8) positive attitude of poultry farmer-leaders produce organic native chickens in accordance with organic livestock standard of Thai Agricultural Standard TAS 9000-part 2-2018 as follows: 1) animals used in organic livestock production; 2) conversion to organic livestock; 3) feeds; 4) animal health management; 5) farm management, animal transport and slaughter; 6) housing and free-range; and 7) waste management. However, poultry farmers' leaders are unable to keep accurate records. Those involved must promote and educate farmers on the importance of recording information that will

be used as evidence to ensure organic livestock production standards and monitor the effectiveness of farm operations.

**Keywords: Leadership, Native Chicken, Animal Health Management, Farm Management, Organic Livestock**

## Introduction

Due to the increasing demand for natural food products and concerns about safety, sterilization, and residue of domestically consumed goods, agricultural producers have made a transition from chemical to organic production systems. This shift is evident in various agricultural products, including rice, crops, fruits, tea, coffee, and vegetables. The domestic organic turnover for these products reached 514 million Baht in 2016 and further increased to 800 million Baht in 2017 (Malaithong, 2018). However, organic livestock farming presents challenges for certain animals due to the requirements for extensive greenhouse and release areas. There have been difficulties in managing roughage and concentrate feed, leading to a longer adjustment period. In contrast, raising chickens in an organic system is relatively easier as these animals require less land, adapt well, and forage in a conducive farming environment. Additionally, they exhibit reasonable resistance to certain diseases, making organic chicken farming a substantial presence in the market. Data from the Department of Livestock Development in 2017 reveals the existence of 8 organic dairy farms and 141 certified organic chicken standard farms, comprising 134 laying hen farms, 5 native chicken farms, 1 broiler farm, and 1 turkey farm (Malaithong, 2018).

The government has consistently formulated policies to address various agricultural issues, as evidenced by the inclusion of organic development as a national agenda in the National Economic and Social Development Plan. The ninth edition of the plan emphasizes the importance of organic development and calls for cooperation from all sectors to prioritize and take substantial action (Hunnark, 2016).

A notable development recently is the increased awareness among community leaders and the public sector about the importance of building resilient communities. Communities are now taking charge of their own development, relying on their collective strengths. This shift can be attributed to the recognition of "unfairness and inequality in society." The centralized rule of the

past has led to political problems, corruption, and a lack of morality, resulting in complex social issues. Thai society, characterized by vertical social structures, has contributed to poor economic conditions. Such a vertical society fosters strong hierarchical relationships, leading to exclusion, limited cooperation, and a weak sense of community among individuals. In contrast, a horizontal society, often associated with social power, promotes equality and collective thinking through various forms of collaboration such as groups, clubs, associations, cooperatives, enterprises, foundations, and communities (Hunnark, 2016).

Phetchaburi, a province in western Thailand, is renowned for its plateaus, steep mountains, and abundant natural resources. The province's drainage system is divided into two parts, with one flowing into Myanmar and the other supplying water to the Phetchaburi and Pranburi rivers. This geographical feature contributes to the province's rich biodiversity. Phetchaburi province boasts diverse and breathtaking landscapes, including mountains, dense forests, river lowlands, and coastlines along the Gulf of Thailand, which are adorned with beautiful beaches. The region is also home to various attractions, such as magnificent sea waterfalls, caves, forests, mountains, and large freshwater lakes surrounded by lush trees.

In terms of tourism, Phetchaburi province attracted a significant number of tourists and excursions in 2011, generating a tourism income of 5.01 million baht. Of this, 4.60 million baht came from domestic Thai tourists, while 404,753 Baht came from foreign visitors. In 2012, the total tourism revenue of Thailand reached 16.30 million baht, representing a remarkable 22.02% increase compared to the tourism revenues of Phetchaburi province in 2011 (Boonkoun, 2019).

In adherence to the guidelines set forth by the United Nations Educational, Scientific, and Cultural Organization (UNESCO), Phetchaburi province has developed creative tourism routes, showcasing innovative local food products. This initiative aligns with the concept of "creative tourism," which is now legally recognized. Furthermore, the establishment of a global network of creative cities in 2004 has further promoted Phetchaburi's cultural offerings. Local cuisine in Phetchaburi also features the utilization of chicken, adding to its unique culinary identity (Panyadee, Khunwong, Tunchawal, Pieonoi, & Piemsanga, 2022). Moreover, the province has implemented Royal Projects that actively promote sustainable organic farming practices (Phumathon, Duangloy, & Buddhisaro 2022).

Organic livestock farming is a crucial component of the environmentally conscious organic farming system, which aims to maintain a harmonious balance between biodiversity and ecosystems. This approach contributes to long-term development across environmental, social, and economic dimensions (Kantanamalakul & Putsakum, 2015).

Native chicken farming is widely popular among farmers in Phetchaburi province, serving various purposes such as leisure, household consumption, and market sales. One of the advantages of native chicken farming is that farmers can rely on local breeds without the need for external chicken breeds. The farming method is relatively straightforward, involving raising chickens on the ground, allowing them to naturally forage for their food, and occasionally supplementing their diet with paddy or food waste. This natural foraging helps native chickens develop resilience to the region's hot and humid weather condition. Native chicken farming aligns with local practices and the country's way of life, utilizing easily accessible resources and relying on biodiversity. However, within the organic production system, changes to native chicken farming practices have been minimal. Therefore, the aim of this research is to investigate the leadership style of poultry farmer-leaders and explore the implications for organic livestock extension services.

### **Purpose of the Study**

This research aims to investigate the leadership style of poultry farmer-leaders and the implications of this style for organic livestock extension services.

### **Definition of Terms**

Poultry farmer-leaders: Refers to individuals who are actively involved in the poultry farming industry and hold leadership positions within their respective communities or organizations. They play a crucial role in guiding and influencing other poultry farmers, as well as representing their interests in various settings.

Organic livestock extension services: Refers to the range of support and services provided to promote and facilitate the adoption of organic livestock farming practices. These services encompass guidance on organic animal health management, organic feed production,

sustainable farm management techniques, and compliance with relevant organic standards and regulations.

Secondary data: Refers to information and data that are collected from existing sources, such as documents, reports, and other published materials. In this study, secondary data were obtained through documentary research, which involved analyzing and synthesizing information from relevant literature, articles, and previous studies.

In-depth interviews: Refers to qualitative research interviews conducted with key informants who possess substantial knowledge and experience related to the research topic. These interviews are designed to elicit detailed and comprehensive insights, allowing for a deeper understanding of the subject matter. In this study, in-depth interviews were conducted with 11 key informants, including agricultural business owners, members of the advisory committee of the Phetchaburi Provincial Agriculture and Cooperatives Office, agricultural managers, presidents, directors, political leaders, extensive volunteers with agricultural organizations, and agricultural education teachers.

Logical reasoning: Refers to the process of drawing conclusions based on a systematic evaluation of available information, using rational thinking and logical analysis. In this study, logical reasoning was employed to interpret and make sense of the data obtained from the interviews and secondary sources.

Thai Agricultural Standard (TAS) 9000: Refers to a set of standards and guidelines established by the Thai government to regulate and certify organic agricultural practices. Specifically, TAS 9000-part 2-2018 is relevant to this study, as it focuses on organic livestock production. The standard covers various aspects, including the sourcing of animals, the conversion of production systems to organic, organic feed requirements, animal health management, farm management practices, animal transport and slaughter procedures, housing and living conditions, as well as waste management.

## **Delimitations**

The present study acknowledges the following limitations, which may have an impact on the interpretation and generalizability of the results:

1. Funding Limitation: The research was constrained by limited financial resources, which may have affected the scope and depth of data collection and analysis. The extent to which the research objectives and methodologies could be pursued may have been influenced by this limitation.

2. Sample Size and Selection: The study relied on a specific sample of 11 individuals who were identified as key informants. These individuals were selected based on their roles as agricultural business owners, members of the advisory committee of the Phetchaburi Provincial Agriculture and Cooperatives Office, agricultural managers, presidents, directors, political leaders, extensive volunteers with agricultural organizations, or agricultural education teachers. Consequently, the findings may not fully represent the perspectives and experiences of a broader population of poultry farmer-leaders or stakeholders in the field.

## Literature Review

The literature review explores the concept of leadership and its relevance to the study on the leadership of poultry farmer-leaders and its implications for organic livestock extension services in Phetchaburi province. Leadership is a process that encompasses the knowledge, abilities, and behavior of an individual who leads. It involves exerting influence over followers to achieve organizational objectives through persuasion and inspiration, rather than coercion or force. Effective leadership creates a sense of motivation that aligns with the emotions and feelings of followers, fostering determination and full commitment towards achieving the leader's goals with efficiency and effectiveness. The review aims to provide a comprehensive understanding of leadership in the context of the research topic.

### Defining Leadership:

Leadership can be described in various ways, including individual traits, behavior, influence over others, interaction patterns, role relationships, administrative position, and perception of influence legitimacy. It can be used interchangeably with similar terms such as power, authority, management, administration, control, and supervision. According to Yukl (1989), leadership is a multifaceted concept that can be interpreted in many different ways. Yukl emphasizes that leadership involves an increase in influence and power that goes beyond the automatic acceptance of an organization's routine. Additionally, the ability to influence, motivate,

and inspire others to be productive and successful is a crucial aspect of leadership. Leadership is not merely a momentary action or decision; it is a way of living.

#### **Internal and External Aspects of Leadership:**

Leadership is not solely about external characteristics or abilities; it also encompasses internal characteristics and abilities. Lowney (2003) highlights the importance of self-awareness and understanding of one's own strengths and weaknesses in effective leadership. Leadership is as much about who individuals are from within as it is about their external qualities. This self-awareness enables leaders to effectively guide and inspire others.

#### **Implications for Poultry Farmer-Leaders and Organic Livestock Extension Services:**

In the context of poultry farmer-leaders and organic livestock extension services in Phetchaburi province, effective leadership plays a crucial role. Poultry farmer-leaders need to possess the necessary knowledge, abilities, and behaviors to influence and motivate fellow farmers towards achieving shared goals. By leveraging their leadership skills, they can efficiently direct and guide the group in meeting the needs and demands of the organic livestock sector. Leadership involves fulfilling the roles and responsibilities of leading, directing, and achieving the desired outcomes of the group.

#### **The Status of Organic Chicken Farming**

Main Requirements and Sub-Requirements according to Thai Agricultural Standard TAS 9000-part 2-2018:

Organic chicken farming is subject to specific requirements outlined in the Thai Agricultural Standard TAS 9000-part 2-2018. These requirements are designed to ensure that organic principles and practices are followed throughout the farming process. The main requirements and their sub-requirements are as follows:

1) Animals used in organic livestock production: This requirement focuses on the selection and sourcing of organic chickens. It emphasizes the importance of obtaining chickens from certified organic sources to maintain the integrity of the organic system.

2) Conversion to organic livestock: This requirement outlines the procedures and steps involved in transitioning from conventional farming systems to organic livestock production. It



covers aspects such as land conversion, conversion of the production system, and the elimination of prohibited substances.

3) Feeds: This requirement highlights the use of organic feed in chicken farming. It prohibits the use of synthetic additives and emphasizes the importance of sourcing organic feed materials that comply with organic standards.

4) Animal Health Management: This requirement emphasizes the implementation of effective health management practices for organic chickens. It includes preventive measures, disease control strategies, and the provision of appropriate veterinary care to ensure the overall health and well-being of the chickens.

5) Farm management, animal transport, and slaughter: This requirement addresses overall management practices in organic chicken farming. It includes aspects such as record-keeping, monitoring, planning, and documentation of all activities related to organic production.

6) Housing and free-range: This requirement focuses on providing suitable housing and living conditions for organic chickens. It includes guidelines for the design, construction, and maintenance of housing facilities that promote the welfare and comfort of the chickens.

7) Waste Management: This requirement addresses the proper handling and management of waste generated in organic chicken farming. It emphasizes the need for responsible waste management practices to minimize environmental impact.

8) Record keeping: This requirement emphasizes the importance of keeping accurate records of organic farming practices. It includes documenting activities, inputs, and outputs to ensure traceability and compliance with organic standards.

By adhering to these requirements, organic chicken farmers can maintain the status of their organic farming practices and contribute to the production of organic chicken products.

## **Research Methodology**

This is an exploratory study with the following research protocol.

### **Secondary data studies**

Secondary data studies entail gathering information from documents, journals, and research articles to investigate the concept of leadership, organic farming, and related standards,

such as Thai Agricultural Standard TAS 9000-part 2-2018 (National Bureau of Agricultural Commodity and Food Standards, 2018).

#### **Key informants**

This study aimed to investigate the leadership of poultry farmer-leaders and its implications for organic livestock extension services in Phetchaburi province, Thailand. The target population consisted of individuals in agricultural leadership roles, specifically poultry farmer-leaders, within the province. The researchers sought to engage poultry farmer-leaders from each region of Phetchaburi. The selection criteria for participating poultry farmer-leaders included their background experiences, uniqueness to the organic livestock sector, impact on agriculture, and specialty in the field.

To gather comprehensive data, both secondary data from documentary research and primary data from in-depth interviews with key informants were collected. The key informants comprised 11 individuals holding leadership positions in various domains. These domains encompassed agricultural business owners, members of the advisory committee at the Phetchaburi Provincial National Farmers Council, agricultural business managers, political leaders, individuals extensively involved in agricultural organizations, and agricultural education teachers. The selection of key informants was purposeful, ensuring a diverse range of perspectives and expertise.

The collected information underwent analysis using logical reasoning to derive meaningful insights. The analysis process involved systematically examining the data to identify patterns, relationships, and trends. A purposive selection method was employed for the sampling process, wherein key informants were purposefully chosen based on their leadership positions and expertise.

In summary, this study focused on the leadership of poultry farmer-leaders and its implications for organic livestock extension services in Phetchaburi province. Poultry farmer-leaders in agricultural leadership roles from various regions of Phetchaburi were selected based on specific criteria. Secondary data through documentary research and primary data through in-depth interviews with key informants were gathered. The analysis of the collected information

utilized logical reasoning, and the sampling process employed a purposive selection method to ensure a diverse range of perspectives and expertise.

### **Semi-Structured Interviews**

Semi-structured interviews were used in this study, where a question guide provided the primary framework for the interviews. However, flexibility was maintained to address any emerging issues that may arise during the interviews. Prior to conducting the interviews, the quality of the interview tool was assessed by three qualified individuals to determine its content validity and appropriateness. The selection of interview questions was based on items that scored between 0.67 and 1.00 on the Index of Item Objective Congruence (IOC), indicating a high level of content validity. Subsequently, a comprehensive version of the interview questionnaire was developed, incorporating the validated content and achieving an IOC value of 1.00.

### **Data collection**

Data are gathered through is semi-structured in-depth interviews about each key informant's background before doing business or farming native chickens. We also determined their motivation to become a farmer that reflects the characteristics of the research framework. Moreover, we asked some examples of the work completed and interviewed poultry farmer-leaders involved in promoting organic livestock production systems to study farming patterns and management. Problems and recommendations for organic native chicken production in Phetchaburi province are also included, as are observations and document studies for analysis and data summarization. Key informant interviews lasted, on average, one and a half to two hours. The researchers followed the principle of establishing a positive relationship with the key informant in order for the key informant to provide information independently, where the researchers conduct the interview at the workplace or farm where the key informant performs his or her duties, allowing them to observe the operational environment. When the interview was finished, the tape was transcribed by the researchers and the data were saved on the computer for later summarization and analysis. The chosen timeframe for data collection, encompassing the months from April 2022 to July 2022, was instrumental in capturing a comprehensive snapshot of the agricultural activities and perspectives during different seasons. This temporal scope enabled a nuanced understanding of the challenges and opportunities faced by farmers engaged in organic native chicken production in the Phetchaburi province.

### **Data analysis**

The data were organized through word-for-word transcription of tapes stored as informant data to facilitate data analysis, where the researchers combined content analysis and a three-step data analysis process comprised of data organization, data analysis, and data storage. The procedure for reaching and interpreting conclusions allowed the researchers to conclude directly. This is accomplished by reading the information from the tape transcription carefully. Based on the conceptual framework, data analysis issues were classified into elements. Moreover, poultry farmer's leadership style and the implications for organic livestock extension services were summarized and analyzed based on the research framework.

### **Results**

#### **Leadership of poultry farmer-leaders**

The leadership types of poultry farmer-leaders in Phetchaburi province exhibited the following: 1) intelligence, 2) commitment to success (orientation), 3) ability to adapt to situations, 4) the need for technology, 5) ability to withstand stress, 6) honesty, morality, and adherence to principles, 7) Positivity, and 8) specialization.

Based on the results of both qualitative studies, the authors established the following attributes of a poultry farmer-leader: 1) the need for motivation; 2) intellectual stimulation; 3) consideration of the future generations; 4) setting a good example; 5) acting as a change agent; 6) becoming a mentor volunteer; and 7) being reliable and trustworthy. Moreover, the leader must think that, although it should be learned and exercised with caution, 8) individual social responsibility is not for profit. They should also not overlook the importance of quality of life. Leaders should also believe that 9) ethics is a necessity and that 10) farmers and communities must have the freedom (liberate) to develop themselves. Moreover, 11) leaders must be capable of acting as a link or bridge, 12) chemicals must be avoided and denied, and 13) agricultural principles leading to naturalistic ways must be followed. Moreover, leaders must focus on: 14) the ways to achieve high-quality productivity; 15) marketing systems; 16) ecology; 17) networking integration and integration into the sustainable agriculture network; and 18) diversity and new farming plan. They must adhere to the principle of 19) self-reliance and 20) helping or benefiting

from each other. Lastly, the leader must 21) possess awareness and support for information; and 22) be open-minded to other people's opinions.

**Status and opportunities for the development of native poultry farmer leaders: implications for organic livestock extension services in Phetchaburi province**

Organic native chicken production in Phetchaburi province is being managed following organic livestock production guidelines.

1. Animals used in organic livestock production. The hybrid native is the most popular native breed of chicken, where the source of native chickens comes from the farm's own breeding.

2. Conversion to organic livestock. Most farmers use areas where chickens have been raised and no chemicals are used.

3. Feeds. For animal feed or food used to feed native chickens, organic food management has found that, because of the raw materials or food grown or sold in the area, farmer-leaders can meet the requirements.

4. Animal Health Management. Most poultry farmer-leaders use herbs to treat sick chickens. Administering vaccines against diseases is not popular.

5. Farm management, animal transport and slaughter. Most farmers use natural breeding methods to breed native chickens. The beaks of native chickens were not trimmed. Shopkeepers carry out the animal transport and slaughter sections.

6. Housing and free-range. The housing serves as both a rain shelter and a night-time home for native chickens. Housings are constructed using locally available materials. Inside the housing, there are water and food containers for the chickens. The housing is in the large, fenced-in courtyard where the indigenous chickens are raised. The hen house is located away from the houses. It is upland with lowlands in between. All chickens, regardless of breeders, model chickens, or chicks, can go for a free walk for food at any time.

7. Waste management. Poultry farmer-leaders manage waste by cleaning up chicken manure and making new fertilizer for fields and vegetable plots.

8. Record keeping. Poultry farmer-leaders do not favor taking note of information. They do not take note of farming or cost information and the return of keeping chickens in any way.

9. Sale of native chickens. Farmers sell native chickens based on body weight and maturity to customers in front of their farm. They also sell to intermediaries at the village market and elsewhere.

## Discussion and Conclusion

### Leadership of poultry farmer-leaders

The leadership of poultry farmer-leaders in Phetchaburi province shares some characteristics presented by Bhavangkarat (2015), who conducted a research on the agro-industry leadership and non-toxic agriculture strategy for sustainable social survival in Thailand, revealed that the leadership style is characterized by intellectuals, commitment to success (Orientation), having the ability to adapt to situations, knowledge of technology, ability to withstand stress (tolerant of stress), being faithful, adhering to integrity, being an optimist (Good Side), being a hoard, being a selfish person (Egoist), and being a specialist. Poultry farmer-leaders in Phetchaburi province have leadership models similar to those in Bhavangkarat (2015) in many characteristics.

Furthermore, the study's research findings are consistent with Bass (1985) concept, which states that leaders must encourage intellectual stimulation. Poultry farmer-leaders were also found to have intellectual stimulation, which is consistent with the findings of Hunnark (2016), who discovered that leaders acted for the villagers to see through important work. When it came to good results, the villagers acted, allowing them to learn from problems, and devise new or creative solutions to their problems.

Leadership characteristics of poultry farmer-leaders in Phetchaburi province are consistent with theoretical concepts of leadership, particularly Bass and Avolio's (1994) theory of leadership change, which describes leadership characteristics in four dimensions: 1) ideological influence; 2) inspiration; 3) intellectual stimulation; and 4) taking individuality into account.

According to research, poultry farmer-leaders value networking. Blake and McCanse (1991) stated that leaders must establish relationships and interactions between people, including individual confrontations within and between groups. This concept is consistent with Brown and Moberg (1980), who believed that leaders must be able to socialize, popularize, and communicate effectively.

### **Status and opportunities for the development of native poultry farmer leaders: implications for organic livestock extension services in Phetchaburi province**

Leaders of poultry farmers produce organic native chickens under Organic Livestock: The TAS 9000-part 2-2018 Thai Agricultural Standard. This guideline is divided into the following sections: 1) animals used in organic livestock production, 2) conversion to organic livestock, 3) feeds, 4) animal health management, 5) farm management; animal transportation and slaughter, 6) housing and free-range, and 7) waste management. However, poultry farmer leaders are unable to comply with record-keeping requirements. The findings are consistent with those of Kantanamalakul and Putsakum (2015), who discovered that, although farmers failed to meet local chicken feed requirements and record keeping, they could meet organic livestock requirements in TAS 9000-part 2-2018 [Thai Agricultural Standard] in almost every aspect.

Those involved must promote and educate farmers on the importance of recording information that will be used as evidence to ensure organic livestock production standards and monitor the effectiveness of farm operations.

Furthermore, the findings are consistent with those of Malaithong (2018). He found that farmers were able to yield the following parameters in an organic system: 1) 95.45 % of waste disposal; 2) 93.94% animal source; 3) 86.36% organic livestock production conversion; 4) 82.83% housing and living conditions; 5) 79.22 % farm management, transportation, and slaughter; 6) animal feed (42.42%); and 7) animal health management (52.73%). In contrast, farmers were unable to manage the recording of chicken production.

### **Recommendations**

Based on the findings of the study on the leadership style of poultry farmer-leaders and its implications for organic livestock extension services, the following recommendations are suggested:

1. Enhance Leadership Training: To improve the effectiveness of organic livestock extension services, it is recommended to provide targeted leadership training programs for poultry farmer-leaders. These programs should focus on developing key leadership qualities such as adaptability, technological proficiency, and stress tolerance. By equipping farmer-leaders with the

necessary skills and knowledge, they will be better positioned to drive the adoption of organic farming practices within their communities.

2. Foster Collaboration and Partnerships: Collaboration among poultry farmer-leaders, agricultural organizations, and government agencies is crucial for the success of organic livestock extension services. It is recommended to foster partnerships and networks that promote knowledge sharing, exchange of best practices, and collaborative projects. These collaborations can facilitate the dissemination of organic farming techniques and support the implementation of sustainable livestock practices.

These recommendations aim to strengthen the leadership capacity of poultry farmer-leaders and promote collaborative efforts among stakeholders, ultimately enhancing the effectiveness and impact of organic livestock extension services.

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