SOCIAL MANAGEMENT IN THAILAND: A CONCEPT OF DEVELOPING PEOPLE ORGANIZATION IN THAI RURAL SOCIETY

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Abstract

Attempts will be made to explain social management in Thailand as a model for developing people. Organization in Thai Rural Society based on six concepts. They are as follows, first, groups, organizations, movement and organizing. It emphasized on the small organizations, horizontal relation which be the cultural relation, inessential hierarchy and regular seriously but need to trust, the collaborative decision making for some organizations, the obvious missions but could be adapted by contingency, continuously activities and the purpose for public interests. Second, elites, their roles were as the facilitator which they were not be the commander in organizations, they had no authority by law but they were consensus by belief and trust, they also had specific competency and highly private personality. Third, is a trust it is the created procedure and managed by elites for convincing the members to have the common sense in the distinct role. Forth, networking, it is the relationship in the organization level by volunteering which be independent and equal to do the collective actions and is mostly connected the network through elites and mainstays. Fifth, mobilizing, it was acted through people, idea or capital mobilizing which was emerged by problem based or issue based of people, moreover, elites had to have multiple skills to mobilize with the suitable methods. The sixth is communication and public management. It is very important to communicate to the public in order to response the purpose and announce to public with the multiple ways.

Keyword: Management, social management, organizing, trust, elite, networking, mobilizing, communication and public issues.

Introduction

The concepts of the social management in Thailand as a model for developing community in rural society could be used for developing Asean social management. It is the way to manage of small groups, people organizations and social movements in Thailand. The paper conducted by research group named "the research of Pakphanang river basin". Its aim is to find out the concept of developing and managing rural society in Thailand. To fulfill this aim, the researcher used multiple methods included review literatures, exchange comments with the head of villages and government officers in the areas as well as researcher observations. It is found that the concepts of social management of small groups, people organizations and social movements compose of six correlated issues. They are organizing, elite, trust, networks, mobilizing and criteria and communication

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The emergence of organization

The emergence of groups, organizations and social movements have various dimensions of concepts and theories. There are two influential theories[1]; 1) The collective action theory by Mancur Olson who has urged that normal people will not be in a large of interest group because of the cost of membership and participation are not worth to their benefits but they will be in a small group which is easier to success. 2) The exchange theory by Robert Salisbury who explained that the concept of the emergence of groups because of the leader who persuade people joining with the benefits as an intensive. For examples, (1) The materials; money, jobs or cheaper purchase,(2) To give and emotional or feeling sharing (Solidarity) ;to be close or get friends,(3) The ideological purpose which Salisbury believed that political groups will focus on the ideology, purpose and political motive. Therefore, the emergence of groups both related with the democracy ideology and physical benefits or economics[2]. For example,1) Its emergence in some countries are caused by decolonization, 2) Its emergence is the against organization about political legitimacy of the representative democracy, 3) Its emergence is the movement of industrial countries countered or protested Neo-liberal especially marginal men, 4) Its emergence is the adaptation of social structures as a result of macro economical development which effected to the quality of people life, 5) Its emergence is caused by social classes conditions. In Thailand, its emergence caused more than a decade ago which had the differenced of society politics and economy were caused by members' group, communities and shared value or feeling[3]. Furthermore, in another research has explained that its emergence caused by the shared issues based, same of community, histories and experiences[4].

The organization goal and specification

The social organizations' goals directly benefit to the public and operate independently. It makes the movement of people can access to the political system or to affect the policy decisions of the political system. In the concept of social organizations have a goal without dependent to government, there are two concepts to this idea differently, the first was explained by Wallas and H. Muirhead who concluded that civil society is a political organization that does not rely on the state without be dominated or guided by government and business agencies. So, the movement of this groups become to the form of pressure or challenge to the state. The second explained the independence of social organization by emergence of the external organization supported such as governmental organizations or none-governmental organizations. However, the goal of non-profit organizations have the principle goal to be benefit to the public although it supports to the interest group, members or organization, it also be useful to the public as the word "The social organizations' goals are the individual interest together with public interest".

The Organizational structure

There are discussed issues in the theories of organizational structure which the first theory accepted the clear organization structure or the formal organization (scientific management) as Fredrick W. Taylor who explained the organization management through the traditional theory (Classic Organization Theory) which are arranged in vertical relationship within the organization like a closed organization or a professional organization. The another theory accepted the loose-structure organization or people organization. It reflects to its primary association without the strict regulations of the state, horizontal relationship, simple interaction and not clearly defined division of labor depending on the social contexts. These organizations may be registered or not registered with the government so, it is easy to May abandon or discontinue the groups. From the different concepts related to social organization structure, it can be concluded to the close and open system. For the close system, it emphasize the effective command, division of labour follows the aspect of Gulick and Erwick, Weber and Simon. For the open system, it's difficult to be predicted or controlled because the content of groups or organizations depend on the environments which effect to them. Thus, these organizations are not fixed organization but highly dynamic or it could be called as metaphor of cultural organization. Then, trust is very important for the open system.

The internal relation

There are three internal conditions of groups, organizations or social movement. First, the rules of organization, the formal organizations or professional organizations are often described that the rules as a tool of groups. Organizations could be survival by rules, regulations, norms or values but depending on the pattern of them. Second, the relationship of individuals come to be the members of groups especially people organizations come from internal relationship such as kind, freedom, helpful, coordinate, relative and traditions. Third, the ideology, thought, belief and attitudes are the internal relationship factors of organizations. It is believed that the membership of groups will be influent to representative politics system or the collective groups will make the political system response to the groups. For the economic ideology or attitude affect to the existence or development of groups are related to the interest of members as Narong Pethprasert explained the three factors of the foundation, existence and development with taking the same idea and spirit to relate in organization will make the existence and development of organizations. Thus, formal or informal organizations may cause by the interest ideology because it is the basis of collective group. This reason supports to the strength or weakness of organizations.

The continuous activity

Activities are the tool to build the relationships between members of groups. The movements of activities will indicate the existence of groups. In the same time, the other attitude indicates that activities are the public areas which

members can access it or the way to interact with members. Phumchai Wetyachai studied the topic of rice bank open the public area , an example of medical enlightenment tradition of the finish of rice, which is a public member of the community is "the process of dialogue," which is both a tool. Both process and goal of development. "The Dialogue" is the public arena. "The public" members of a joint analysis of the problem. Direction of the organization. However, the concept already. Public (1) the place or resource that citizens can be grouped together or independently, or as a source of national efforts to build up. Anyone can access and participate with dignity and equality (2) live together with mutual support. All the way or the interaction of the users, (3) any activity to be carried through to deliberate or intended to live together like this to be an important condition of existence together. is. Co-expressed in various dimensions, with the goal of all members. It is a need to continue to feel boredom or monotony of the concept, however. The first stage of public interest as a way to learn through the activities of its members or the public or the stage or movement activities. May be in a format different from the second to the organization. The process continues. Works Department and is a measure of the band as a permanent organization. Confidence of the public. Non-interest groups or organizations that have immediate benefits. The benefit or the benefit is clear that social groups must have continuity. To the position of which has been accepted by society.

Internal potential of organization

The strength of groups, organizations and social movement cause by the management of internal potential or resources such as capitals, intellectual, materials or its cause of the supporting of external organizations such as none-governmental organizations (NGOs), academic organizations or other organizations about the academic supporting, preliminary budget. In the long-term period, if the organizations are supported by the external organization, those organizations have to manage their organizations by their capacity or internal potential or internal activities more than depend on external organizations. Phumtham Wachayachai studied the people organization as rice bank which have depended on the community potential. This research reflected that governmental machinery can participate in the organizations but nothing role to assist them because there was no exactly members. So, their members have to be collaborative in their organizations. These showed the internal potential of organizations. Kanchana Kaewtep suggested that community financial organizations in Thai society are supporting to loaning money more than saving money because it was depend on the main principle of using resources. Consequently, we can conclude the internal potential for dependent organizations compose of three issues ; finance, resources and intellectual or potential. However, in fact, depending on internal potential may be only theory principle but it is difficult to do in the practice because most organizations or social movement in Thai rural society are poverty and less of knowledge. Therefore, each movement always under be assistant of the techniques of external organizations in highly level.

Elite

In the process of groups, organizations and social movement have to lead by strongly elite. The main principle of the elite have to be consensus by other people. In the other word, the strong organizations have to has the consensus and strongly elites[5]. In this study of elite, there are two views describing the elite; first, the elite of organization have no monopoly--various elite, protecting to seize of the members an the another view argued that the elite is no necessary in organizations, this idea is supported by Anan Panyarachan and Mathews[6] because believed that elite is not as important as the power of members. However, all of view have urged can be possible and believable but in Thai society has the hierarchy relation and the nature of society has elite to operate anything so, the first view is become more interesting and possible. However, elite is still be necessary for social movements in spite of there are interesting arguments about elite and the leading way according to Seksan Prasertkun[7] suggested that mainstays[8] is very necessary but it is not different with the leading way. In the previous experiences, mainstays only could be movement in normal operation, could not protest with authority structure in national state[9]. He concluded that political movement could not balance the authority of state and no limit capital power but elites still be important in groups or organizations and in area because they understood problem and the movement way better than their members. Maneerat Mitprasat[10] supported this idea that elites effected to be the emergence and empowerment of people organizations--able to understand and analysis the problems. Prayong Ronnarong[11] mentioned that elites are very important for people organizations, but if elites are not good, organizations will become failure especially who need only for getting individual benefits. Prapas Pintobtang[12] and Paitoon Phosawang[13] studied about the characteristic of elites that can be concluded into four issues--first, the elites who have been priesthood for long time ,had the sermon experience[14], so, they had got skill to speech on the stage better. Second, the teenager elites who have ages about 30-40 years old, had experiences outside hometown, broad viewpoint, high education which made them brave to face with governmental projects. Third, elites who have ever been in none-governmental organizations, they always work systematically in many projects. Fourth, elites who have ever participated in farmer movement, ideology movement, or who had experiences about resisting in there area continuously. Fifth, elites who never been in the old patron[15], always conflict with the old structure.

Trust

Trust is an abstract relationship between individuals which formed as the basis of the organizations and social units. There are explanations that trust is the belief and the nature of belief and trust are related. Trust is something that can be observed and measured from the negative and positive behavior[16] and thus trust is the important fundamental which will affect to the failure or success of organizations. It is also reflected in the work of Putnam[17] who concluded that the culture of trust between individuals is the condition for

success in economic development--different trust in groups will result in economic development differently. As same as to the concept of Banfield[18] told that "Poverty is the result of not trusting each other," The most study about trust concluded that it is the social capital which is the value system to build trust. However, for the reasons for the distrust caused by many factors, such as when there are strongly competition[19] because the competitive atmosphere will decline the trust in particularly continuously competition for a long time. The second factors of trust related to the use of power relationship, if use it more, decline of trust. The third, consider the belief of the individual that same or different trust, if same belief, it will become trust, The last one said to "previous experiences" of individual reflected to the relationship with the trust of the people.

Networks

The network is the "Net" with related to each other and ready to work with collaboration systematically to the goal by without losing of their identity and own philosophy.[20]Its combination or connection will be loosely follow by their missions. Starkey said that the network is a combination of individuals or organizations that have voluntary characteristics, exchange information and joint action.[21] Gerlarch said that the network caused by the sharing of members' attitudes, values, knowledge or identity. Network is a collaboration which is possible in both the individual organizations and institutions level, small to extent networks covered community level to the provincial, regional and international levels. In the different views of network which can be linked through the relationship of groups, neighbors, marriage and relatives, so its linked by common action, joint studying, same thinking and sharing information by using of information technology.[22]For the open society, network is linked with sharing issues more than a geographic relationship. It is become to the tool to empowerment and mobilizing the potential and resources to increasingly.

Mobilizing and criteria

Mobilizing is the process of inspiration and willingness of leaders as persuaders to convince a numerous of people in public until they can be a participant or take part in the process or in the event. Also known as the "mobilization" or "criteria" or raising the issues. It is both a science and art to mobilize, not only the leader competency, it is only their skills or creation to be influent to people through share issues or common needs. Indeed, facing with a problem or have suffered with something will be mobilized easily such as people regarding to the transfer of shares and the sale of Shin Corp to the Tehmasek Fund of Singapore's in the case of the previous prime minister Thaksin Shinawatra, or people are having trouble with the waste water after constructed the Pak Panang River Basin Development Project. As a result, leaders can mobilize many people through the sharing issues. There are ,many examples of mobilizing such as the gas pipeline project, Thailand-Malaysia. Klong Dan wastewater solving project, Samutprakan province,

Thailand and giving loyalty to the king by wearing yellow shirts. These are the factors that led to the mobilization of the masses   in different ways.

Mobilizing can be done in three ways[23]: (1) It can be done through faith if you believed in leadership which may be derived from the experience of successful leaders or their personality believably or trust to other people. Such as the Alliance for Democracy movement during May - August 2008 believed in the leadership, particularly Jumlon Srimueng who performed good, polite and no benefits. (2) It can be done through the authority, example of the power of the bureaucracy, those who were under the command, it can be raised easily. (3) It can be done through the use of economic power or use of money or exchange goods. The business unit aways use this way to promote the production such as business expo use the mobilizing to persuade people interesting in goods. Surachai Saedan[24] had the remarkable about criteria that its pattern of the bureaucracy, mobilizing is the citizen movement for doing the activities of their community. However, the term of mobilizing or criteria can be managed on three aspects. The first. Person Mobilizing—always use both of public sector by authority and private sector by money and social by faith. The second, it is called idea mobilizing, it can be done by brainstorming session, workshop, small group discussion to get an idea or conclude or resolutions. The last. Money mobilizing is become the interesting motivation of people especially the poverty. However, the movement by using the money mobilizing risk to damage or destroy their leader, if there is no clear goal to mobilizing or criteria.

Communication and public issue

In the current political situations, media is the important tool to compete or participate the movement. It is advantage if can belongs to medias. In this reason, it becomes to the principle of management for all of organization; public, business and citizenship sectors. It is referred to a tool or a way to create a better understanding of public relations. Nowsday, its role is very high both main medias such as the main newspapers and television and the alternative medias such as media for community or people media.[25] Besides, villager medias or oral communication such as rumor or gossip. This way have achieved in the social movement of the violence in three southern provinces of Thailand and the case of the resisting the government Thaksin Shinawatra and Samak Sundaravej by People's Alliance for Democracy. The terms of the factors affecting the success of social movement is the television station ASTV become to the strategy which broadcast widely. In the summary, the communication can be classified into two types. First, internal communication is the way to communicate within an organization or social movement to mobilize or to understand the purpose and methods. The tool using for internal communication are as follows: (1) Managing conference training or seminar by informing to its members. (2) Creating a newsletter, circular letter, handout brochure in formal or informal patterns. (3) Broadcasting to general radio stations, internal radio station such as campus radio WU Voice[26] Second, external communication or understanding with the public. It has to be managed in order to spread the news or a or persuade to the news or raise issues to

improve a small problem into a big problem. The external communication forms compose as follows (1) The vehicle procession or parade marchers may be used to promote the broadcast. This method is often used in corporate advertising for products, but in the process of social communication, it is still more necessary. (2) Opening discussion to public as congregate which speakers can influence the people. (3) Speaking on radio or television in the form of two-way communication. But in practice to use the media effectively, this method of management always use the personal relationship coordinated with the producers before.(4) Managing the press conference which is the traditional method and is often used to support the administration and business management including to social management can be applied. (5) Managing workshop, conference, training or seminar on the hot issue.

These are all the concept to manage groups, organizations and social movement effectively if can manage it systematically.

Conclusion

The above discussion explains the concepts of social management in Thailand. In this decade, people become the political factor which are empowerment in the new situations in the open society and it is increasing continuously in the short term among the representative democracy because of its problems about illegitimacy, quality limitation and accountability. Consequently, people management is the one way to solve those problems with the management which have presented in six issues compose of elite, organizing, trust, network, mobilizing and criteria and communication or public issue. Elites have to be consensus and influential persons in order to lead the groups efficiency. Organizing is important to consider with the successful elements of the organization emergence, goal and specification, organizational structure, internal relation, continuous activities and internal potential. These issues are the contexts and principle issues to understand and manage the organization. Trust is very important for supporting the achievement of organizations. Network is useful for combination or connection with other organizations loosely by their missions in order to share the idea, resources, values and identity and its connection will cause to mobilize and criteria. Communication or public issue is the important tool to complete the missions easier. All of the issues are useful for people management especially in the rural society.

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