

Mechanism Adopted by Community Organizations for the Administration of Community Development Programs

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Abstracts

Community organizations are groups formed to carry out tasks and activities in order to meet the needs of members and achieve results through problem-solving or other activities. As a result, in order to improve community structure, the collaborative process must be assessed on a regular basis. This academic article aims to present the mechanism adopted by community organizations for the management of community development, solving problems, and meeting the needs of people in the community. The vertically structured organizational model is suited to long-term operations and is extremely complex, while the horizontally structured one offers short-term adaptability and quick access to problems. The composition of a community organization involves the integration of people in the community, who systematize the structure and carry out activities according to missions and duties. There exists a unique atmosphere here, as compared to other organizations because this organization is a product of the problems and situations that arise within the community, which also determine its working style, corporate atmosphere, size and structure, leadership, system complexity, goals, and threads of communication, and so on. When community organizations embark on a journey of development in the context of the environment, the potential and plans for developmental activities have to be identified and put in place. Community organization development guidelines exist that focus on participatory problem learning, encouraging people within a community to actively participate in identifying common problems and devising activities to resolve them, with these guidelines providing opportunities for training and field visits. Community development management is planned as an activity or project aimed at solving problems, which is practiced together and is used to regularly monitor and evaluate the strength of the community organization.

Keywords: Mechanism Adoption, Community Organizations, Community Development Programs

Introduction

A community organization refers to a group of people joining together to perform tasks and activities that meet the needs of its members. Members are permitted to conduct various activities aimed at solving problems or carrying out activities that help meet the objectives of the community organization. A community organization is an operational process meant to develop people, systems, structures, and foster creative planning, to engender potential to undertake developmental endeavors for the community (Khaenamkhaew, 2020:3). Such organizations indicate the creation of democratic values that have changed their form, yet retain traces of the content, which is apparent in the community culture and volunteerism, and

is representative of a community based on morality (Thinbangtio, 2016 : 120–141). This is a management process that employs a value system that includes social groups and individuals in a community as the basis of a potential social mechanism within the community, or as a process based on participation and cooperation (Bunsuaikwan, 2011 : 36–58). This paradigm has prompted the idea of community self-management through community organizations to solve problems and educate people in a community, reduce dependency on external agencies, and effectively create learning networks among members. Consequently, this led to the acceptance of community organizations as a part of the mechanism for solving problems in a community (Asavakowitwong, Sirichai, Palmrem and Kingtrakan, 2017 : online).

Chinglak, Bunyaratpan, and Sianchai, (2013 : 166-179.), study found good community organizations for the administration process of community networks with issue resolution was impacted by policy execution, competency in work, expectation, motivation, organization improvement, and collaboration. It should be supported potential improvement, good governance knowledge and developed, seminar and meeting should always be organized, forward knowledge to new generation, certificated community networks and established to community network council, made an action plan from the truth data of community, promote work with Buddhism principle, good attitude, empowerment and monitoring, system development, and encouraging all parts of the state agency and community to engage in work; think, decide, act, be responsible, and follow up Community networks that are strong, rely on oneself, can be formed, and community problems that are handled bring Trat community to long-term satisfaction. Soodkeeree, J. (2015 : 9-16), According to the findings of the study, the best practice-model of sustainable community development originated and developed during the social processes of individuals learning and participating throughout the community's founding. Furthermore, the Dhammic Socialism involvement learning processes in empowering community sustainability. (1) sharing advantages within the community, (2) self-control and compassion, and (3) respect and aid each other were the components that contributed to the community becoming sustainable. Furthermore, the study discovered that the best practice-model of sustainable community development was compatible with the community's way of life. Thiengnoi, Sukprasert, and Jatuporn (2021 : 48-69), the study discovered that the growth of community organizations for occupational promotion was favorable in terms of the presence and guidance of mobilization of community organizations for occupational promotion for sustainable development. The fundamental idea of community organizations for occupational promotion for sustainable development was determined to be No denying capitalism, social and community acceptance, life stabilization, honor and pride, and use of sustainable resources.

In this regard, we are committed to strengthening society from its foundations, with the combined power of community organizations and civil society, and the community at its core. Participation and decentralization of decision-making are therefore essential for institutions from all sectors to combine forces. The organizational structure and working mechanisms of community organizations are, therefore, consistently and incessantly working to support and assist community organizations and organizational networks regarding occupations, career development, increase in income, development of housing and the environment, and the development of livelihoods of people in the community, based on the principles of holistic or integrated development. Developmental principles that involve the participation of community members play a significant role in strengthening the community (Community Organization Development Institute, 2020 : online) by using appropriate community organization management guidelines in coordination with the public sector governmental and non-

governmental organizations. Each organization needs to accept its role and responsibilities, maintain good public relations with the people and related parties, and get to know them and encourage their participation; thus, becoming the main mechanism for driving together all sectors (Thummakun, Tantar, Keawtip and Saengsupho, 2018: 170–184).

In this academic article, the author aims to present the mechanism of community organizations for the administration of community development by discussing what an organization means, defining a community organization and its goals, environment, elements, types, atmosphere, role, management techniques, the impact it has on community development, and its development guidelines, as follows.

The meaning of the organization

An organization is a group of people with a set of objectives, goals, and duties that are divided based on the steps of command so that they can work with each other. Many scholars have offered different meanings for the term organization. Silawavet (1999 : 443) stated that an organization is referred to as a formal collective official or unofficial group, which could also be an occasional, ad-hoc, or permanent group. The members of the group could be individuals in the government, the private sector, or merely people who formed a group and performed activities together. Then again, Chivasat (2016:online) stated that organization referred to the gathering of people working together, where there was a division of duties that involved allocating the work to achieve common goals, which was the sub-component of a larger unit, both acting in unison with each other. Siriphan (2010:online) defined an organization to mean a group of people who come together for a purpose or to achieve goals and then carry out joint activities in a step-by-step manner to achieve that objective. These include for-profit organizations or organizations that carry out competitive economic activities, such as corporations, partnerships, department stores, and shops. While there are also non-profit organizations, other organizations that mainly carry out activities for the public benefit include associations, institutes, foundations, etc. Lunenburg (2012 : 1–8) affirmed that the organization played a role in determining the success or failure of the methods used by it to coordinate its main decentralized activities, with a structure based on the working system of that organization and certain aspects involving subordinates in the decision-making process. Additionally, Arnold (1962 : 236) asserted that the organization was a group of members working toward increasing efficiency, engagement, motivation, and job satisfaction under increased control and responsibility. The focus lay on the control of the organization to deliver an appearance of orderliness. There existed personal interaction, with control being a key component of the organization's hierarchy and affording increased organizational efficiency, participation, and mutual influence across the organization and even at higher levels. Battilana & Casciaro (n.d.) maintained that initiating and embracing change within the organization needed to be supplemented by analytics. Moreover, initiatives had to be adopted to alter an organization that operated differently from the status quo of the institution to lessen the barriers to change UNDP (n.d.). The organization is a voluntary social gathering created by the people. Most are self-supporting and function within established guidelines. The organization is both official and unofficial in the field of community and social development. Therefore, this author believes that an organization is a rational union of a group of people with a purpose or common goals, advocating the division of labor and duties and possessing a hierarchy of command and function in relation to each other. There are both for-profit and non-profit organizations, and the meaning of community organizations will be discussed at a later stage.

Definition of Community Organization

A community organization defines the resources that are prerequisites and the tasks that must be performed to achieve its objective. It also establishes a formal service structure and defines the authority, duties, and responsibilities of various positions. The Rural Restoration and Friends Alumni Foundation (2000:8) affirms that a community organization refers to a group of people within a community who unite to carry out activities for the community, such as forming a rice bank group called the Agroforestry Savings Group. Again, Wasi (1996:7) states that community organizations are created through a process where people in a community come together and conduct discussions over and over again until a natural leader emerges from their midst, who manages the community organization and analyzes situations to diagnose problems, suggest alternatives, and make the right choice. This corresponds to the views expressed by Jirapat Ngaoprasertwong (2000:7), who said that community organization meant the determination of the required resources and the activities that had to be undertaken to achieve certain objectives by establishing a formal administrative structure based on a working model. The powers, duties, and responsibilities of various positions were also defined, as was the relationship between each sub-sector. Similarly, Laohawichian (2001:7) asserts that a community organization implies working with clear guidelines, systems, patterns, and processes. Powers and duties were assigned in descending order based on the structure, rules, regulations, standards of control of operations, and techniques to achieve goals. Therefore, this gave rise to subsystems such as goals, people, structures, techniques, knowledge, and information. Besides, Vajirakachorn (2016: 31–58) opines that the operations of community organizations positively impact communities, with development being evident in the form of community participation which truly enables community management to reduce conflict and offers a central platform to share ideas on problems and guidelines for corrective actions to be adopted within the community. This corresponds to Kerno's (2008 : 69–78) position on the issue, which regards community organizations as being important and relevant to the practice of community development that would ensure the existence of an internal management system, which would operate under conditions, time constraints, and hierarchies that were critical to the success of a community organization. The author believes that a community organization is a group of people uniting to perform various community tasks and conduct activities as per the obligations, rules, and regulations to meet the needs of members, apart from problem analysis and diagnosis, analyzing alternatives, and decision making, which was the common goals of organizational members. Therefore, a community organization consists of goals, people, structures, techniques, knowledge, and information. It permitted its members to conduct operations consistent with the general goals of community organizations, which have been presented below.

Community Organization Goals

Goals are what an organization sets in advance, and all its members are duty-bound to recognize these goals and engender a common understanding among themselves that works toward achieving these common organizational goals. Laohawichian (2001:7), Praichanjit (2009: 102–108.), and Noraphumpiphat (2007:9) have mentioned goals that are beneficial to the organization. as follows;

1. Initially, help members systematically organize people to ensure that they consider common goals. Form an organizational structure that can ensure the achievement of goals; for

example, the establishment of an organization for the conservation of beads as an aspect of cultural heritage to further the development of beads in Thai society.

2. Ensure that the organizational management works in the desired direction because the goal is to be able to identify patterns. The management needed to provide guidelines for controlling operations and directing them along the right path until community goals were attained to win the hearts of the people.

3. Goals are indicators of work quality. Organizational Standards can be laid down, and organization members can be exhorted to attain targets, checking and following up on the results obtained and whether these were as per the planned process for attaining the specified goals, with deviations from the standards being pin-pointed.

4. Goals help determine the qualities that the people who would be employed in the organization would require. Guidelines have to be set for the selection of staff. Determining requisite individual qualities ensures that the organization obtains personnel who possess the qualifications, knowledge, and ability to work toward achieving the desired goals, apart from adhering to the management principles of honesty, transparency, responsibility, morality, and ethics, which are the fundamental factors of operation. Further, such an organization would be regarded as a role model or a good example for other community organizations. People belonging to a community have common needs and expectations. They look to community organizations to carry out activities that help solve their problems and facilitate or promote the needs of the community. This will be discussed below under the head 'The environment within community organizations.

The environment within community organizations

Community organizations are entities that exist within a community and society, and therefore function in many different environments. Although there is a tangible physical environment, there also exists an intangible social environment, which is invisible but influential and directly impacts the nature of a community organization, its style, and the way it operates, all of which afford it direction. As Laohawichian (2001:7), Thiangnoi and Sukprasert (2014: 241–271), and Tanchai (2017: 1–33) have explained, the community organization environment that directly affects its performance can be described as given below;

1. Political and legal environment: This includes the political system, the judicial process, written rules, and contracts entered into by the organization and an individual or a group of people:

1.1 The political environment consists of various subsystems such as political parties, government officials, members of the House of Representatives, interest groups, the media, etc., and they can determine the direction of public policy, which directly affects an organization. Thus, various organizations to are faced with many political factors that exert influence based on the prevailing political situation and need to have a ready response for the same. While expanding channels to increase participation in their work processes, community organizations must also create a democratic space that facilitates, promotes, and maintains democratic values through structural solutions that foster equality and diminish inequality.

1.2 Legal factors have a continuous impact on society, and consequently, an organization is also continuously affected by these factors, which generate long-term pressures to solve all legal problems. However, it takes time, patience, and a myriad of complementary factors to ensure legislative involvement that can promulgate public policies that cater to the majority and cover the needs of people and groups in society.

2. The economic environment: It refers to living conditions, the price of goods, and the prevailing conditions for securing and holding a job. It denotes the overall state of affairs regarding incomes and expenditures of people belonging to society. The economic system directly impacts the daily life of the people in a community. The operations of an organization are therefore related to a member's economic status. The management of the organization should be aware of the prevailing economic conditions and trends because an expanding economy results in people within the community being afforded the flexibility to live life on their terms. Economic expansion presents opportunities for trade in goods and services, but economic changes could either create opportunities or cause serious problems for the organization. Economic changes occur rather quickly, and a severe economic downturn could lead to apprehensions among the people and immediately impact the working of the organization and vice versa. Conversely, a rapidly expanding economy encourages increased forex trading. The overall economic environment, therefore, directly and indirectly affects an organization, causing it to attempt to adapt or change according to the prevailing economic conditions, such as community organizations driven by a capitalist economy offering career services. In such instances, community organizations for career promotion are driven by the community economic system, while community organizations in the field of occupational promotion are driven by the middle economic system.

3. The social and cultural environments: These are interconnected. The relationship between two people or a person and a group of persons, or two groups of persons, can be described as follows:

3.1 Social environment: It refers to a social system organized into relationships that can be categorized as primary and secondary types. 1) A primary society possesses a social environment where most people share close relationships and are sincere to each other. Most people are also well-acquainted with each other. It is a society where people are united by bonds of love and affection. They remain in frequent contact with each other. Organizations possessing a primary social environment have a supportive atmosphere, with members supporting each other extensively. Members of such organizations rely on each other for help. 2) A secondary society is characterized by most people being acquainted with each other on the surface and in contact or associating officially, but not intimate with each other. They maintain contact with each other when it is beneficial or as a part of performing their duties in an organization with a secondary social environment. The work atmosphere would generally be rather formal, and people here rarely associated unless there was some business related to the organization, with affiliations being formally based on interests.

3.2 Cultural environment: It refers to an environment related to the way of life of people in society. It involves the material culture, including objects, utensils, equipment, etc., used in people's households, workplaces, public spaces, rituals, and the non-material culture, which includes societal systems of seniority, beliefs, values, the concept of social stratification, and so on.

4. Technological environment: It denotes the introduction of materials and other objects into the community to improve and develop the quality of life, create improved work potential, fix the weaknesses or existing problems for improved developments, and so on, which aid in living, working, or performing various activities efficiently and effectively. It is consistent with the general character of the community and helps improve conditions within the community. People in the community benefit through increased comforts. However, changes in technology always leave an impact. When new technology is introduced, a part of the community uses the technology and disperses it to others, and thus groups of people adopt and disseminate the

technology, creating a new social environment. For instance, buying a motorcycle rather than a car would result in decreased pollution levels and accidents. This would impact the overall health of the affected people, who would be required to adjust to the situation. Various organizations in the community would also have to adapt as well, and when technology changes occurred relatively quickly, organization leaders and members needed to be aware, stay informed, and up-to-date with the latest advances in technology. Technology being an important environmental factor, can directly affect the operations of an organization, since most organizations are equipped with modern technology to speed up operations.

5. International environment: It is a universal undercurrent that courses through the nations of the world. It impacts societies, communities, and technology relating to the lives of people belonging to various social groups and organizations, or groups with ongoing activities related to individuals, organizations, or groups located in foreign countries. Social trends from abroad tend to influence various movements within an organization and have the power to impact the organization's operational processes and alter its internal system and organizational structure. Foreign factors are the ones that are continuously concentrated and can be spread through various media. The influence of global social trends plays a huge role in community organizations.

6. Work environment: It is the environment that influences a leader. Members of an organization can impact its performance either directly or indirectly through inefficient work performance where results do not meet goals or by causing problems and obstacles to coworkers and hindering their performance so that they would not meet the goals of the organization. It is an issue that can drive the direction of work, altering the work process from what was originally intended and affecting the goals and performance of the organization. Four work environmental factors that could impact an organization are customers or service recipients, competitors, manufacturers, and regulatory agencies. The operations of an organization must be in equilibrium, and corporate executives and all members of the organization must be categorically aware of its mission. Controlled operation of the targeted processes of an organization should be executed to meet the needs of customers with quality products. The organization has to be managed based on the appropriate environment, with limited resources and rationally taking into account competitors.

Therefore, the operations of an organization change or vary according to the environments that impact it, which include the political and legal environment, economic environment, social and cultural environment, technological environment, international environment, and work environment. Every potent environment will have a great impact on an organization. However, environmental factors change, and an organization also has to alter its mode of operations accordingly. Each change in the organization affects its management and members, who would have to adapt to the changing conditions of the organization. Moreover, change in organizational structure has a long-term impact as compared to a mere modification in the model, method, or process of working in a subsection of the organization.

Elements of a community organization

A community organization comprises a group of people in a community having the same goal. As Sanyawiwat (2004 : 9) and Onchan, Damrongwattana, Khaenamkhaew, and Pathum (2018: 79–90), have pointed out, the elements of community organizations involve the

placement of people to perform various tasks. They organize work processes that are systematically linked in the organization and have communication systems within the organizational structure. Functions and activities of the organization progress with the work processes of the elements of a community organization. It is the introduction of factors that are important to the organization, viz., organizing, providing structure, and defining duties and roles in the organizational structure as per the following;

1. People: A group of people or more gather together to work. They operate in a continuous, systematic process with goals and operations which are performed to achieve results that coincide with the goals that they have set together, which are also the goals of the organization because people or personnel are the most important resources of an organization. Management of people in an organization based on the processes laid down and the existing structure is an extremely sensitive and difficult proposition, so several methods are employed for the same. A case in point is the development of community organizations to prepare for tourism in the Phipun District of the Nakhon Si Thammarat Province, which has appointed a tour guide for tourists with people from the community carrying out tourism-related activities as well as volunteering in the community to coordinate tours and ensure connectivity, etc. Thus, people form a very important factor in a community organization, playing a direct role in the movement and functioning of the organization. Systematizing their behaviors and correlating them to the group behavior can be performed as follows (Sereerat et al., 1998:1; Laohawichian, 2001:7; Shahzad et al., 2012 : 975–985):

1.1 Managing people using fear: This has pessimistic connotations, with people being viewed as being inherently lazy, irresponsible, easily tired out, impatient, putting in inadequate working hours but wanting extra benefits, and so on. This kind of personnel management focuses on strict control of work, employing penalties, and over-working people. In this system, people may be beaten, detained, and physically punished by various means, including starvation, salary cuts, etc.

1.2 Managing people through motivation: It is a concept that uses rewards as incentives to encourage people to work. Superior work efforts are rewarded with a better job position or improved work compensation, which motivates people to work harder and produce good results. Most business organizations use compensation or money as an incentive for personnel to work diligently, with extra money being paid for working overtime. Thus, it becomes a performance contest with a monetary reward or salary advancement. Besides, apart from working to strengthen the organization, a person becomes a member of an organization with many personal expectations that include job stability, stability in life, advancement at work, showcasing creativity, and so on.

2. Duties: People working in an organization have duties to perform. Each person is placed in an operational position within the organization and has a specific role to play. Personnel must possess the ability to meet their mandatory obligations and should be able to carry out such tasks as are required to meet the goals set by the organization. An organization of a group of people indicates the relationship between the different roles related to each department or personnel belonging to the organization. The responsibility that goes with the role, the chain of command and decision-making powers are all specified for each role. The operational path has a beginning point, and a continuous chain of interconnected activities leads to its endpoint. The structure, therefore, defines the relationship model and sets guidelines for the systematic progression of the organization's operations.

3. Rules, regulations, or culture: Every organization has its system, rules, regulations, and culture. These depend on the social context of the community and the people in the community who come together. An organization has its own community culture, which blends with the culture of its members, and together with the nature of the work that has to be undertaken, creates an organizational culture leading to the laying down of rules and various other systems of regulation in the organization. If the organization has the same norms and values for everyone in the organization, it can increase efficiency in achieving its goals. Thus, it is evident that the nature and form of culture help manage organizational performance and lead to the development of a strong organization.

4. It is either established calculatedly or as per the community needs: It is usually an organization founded by the people of an area and is not an organization that is established by an outside agency or the state. Therefore, it is an organization that is created and established by its members to meet their common needs within a community. A community organization is thus characterized as a people's organization. It is established to ensure methodical action in organizing various activities, and its plans are primarily a matter of concern for the people in the community. It generally responds to various problems occurring within the community

5. Has an organizational structure and a limited scope of duties: Every organization has its structure which plays a role in driving the different parts of the structure to function in unison and can be linked to achieving goals. The different types of tasks that arise in creating an organizational structure depend on the goals of the organization. Community organizations generally have short-term goals that do not involve complicated work. The organization structure, therefore, follows the nature of the work that is defined by its goals. However, certain development community organizations are large and have long-term goals with a fairly wide coverage area. Their organizational structure is complex, involving many different types of jobs. The arrangement of the structural system of an organization has to be such that all its parts are continuously connected, which will help in the continuous and uninterrupted flow of its work processes, and it can move toward achieving its goals. This will further ensure that the overall work output is of the finest quality, with all the disparate parts of the structure working together to their full potential. Therefore, the various organization structures are as follows (Sereerat et al., 1998:1; Ngenprasertsri, 2001:1; Phattanasarn, 2016: 85–93):

5.1 The vertical organizational structure refers to an organization with a hierarchical organizational structure. Linking different levels of work, the line of the command indicates the differences in authority, compensation levels, rights, duties, social status, and diagnostic powers. The vertical organizational structure is suitable for large organizations that are extremely complex and comprised of many people or members. Such organizational structures display huge levels of operational activity. This structural system allows for a more streamlined, systematic process, and the crashes that may occur in several parts that are unrelated to each other will not affect the rest of the organization.

5.2 The horizontal organizational structure is suitable for an organization that possesses a fairly clear-cut system, stability, and rarely changes. Its structure is fixed. The majority of such organizations are longstanding organizations, having witnessed the passing of several generations of people through their system. Members of such organizations tend to attempt to improve themselves to fit the structure rather than adjust the structure to suit the people. Operations involve consultations rather than directives and focus on coordination and cooperation rather than commanding. Most decisions are taken through the formation of committees or groups of people jointly responsible and having the same levels of compulsion. Work is usually performed as a team. Organizations of this nature are often professional

academic organizations, government agencies, higher education institutions, and private organizations from civil society, forming the network of community organizations for community development. Community organizations attempt to expand development alliances and upgrade development plans so that they are included in the development plans of local government organizations in the area. They also engender positive interactions by exchanging opinions and conducting meetings between various groups, networks, and so on.

6. Materials and equipment, such as office materials and materials and equipment for the implementation of projects, are the resources that the organization needs to conduct its activities or operations.

7. Technology: Organizations that have incorporated technology into their operations have a quicker system and can work faster. There is also a reduction in the burden on personnel. The technology could also become the base that supports further development processes in the organization. Since technology can accomplish the work of many people, it allows the organization's personnel to have more time on their hands. However, although there are a few issues that need to be considered, such as the loss of creativity, technology can help develop the organization's operational potential through measures such as employing the Internet system, etc.

8. Environment is a factor external to the organization that also influences organizational behavior. If the organization functions in a sensitive environment that is often prone to change, it will result in the movement of the organization's operating processes. An organization has to adjust according to the intensity of impact that the environment has on it. This author believes that the composition of a community organization is a group of people from a community. The organizational structure has to be created with elements such as people, duties, rules, regulations, and culture. It has to be calculatedly established to meet the needs of the community, with a limited scope of duties, materials, equipment, and items necessary for it to perform various activities and operations. It also has to employ technology and the environment to progress, create activities, and perform tasks based on the duties assigned to each section of the organization based on the organization's goals.

Types of community organizations

A community organization is an organization established by people in the community, whose core lies in the people of the community. As Sanyawiwat (2004:8), and Pruekpitikul (2003:1) stated, when community organizations progress, they create momentum to drive a project. Most community organizations tend to have a somewhat fluid organizational structure. Events regarding ideals or ideology could affect the feelings of group members as a whole. Organizations with a fluid structure could be more sensitive to the environment than organizations with a strong and stable structure, as the following details indicate.

1. United Organization: It is an organization that was intentionally established to perform a particular function. The implementation of its obligations is, therefore, quite limited, and the scope of its operations is not extremely extensive. Its components include: 1) several members, with more than two people coming together as an important element. Members join together to form an organization. Several people organize the system as a founding committee, creating the organizational structure so that different parts of the organization work in harmony and swiftly until the desired goals are achieved. They are usually small organizations such as clubs, societies, etc. 2) A duty that has to be fulfilled; often, it is this duty that is the primary reason for the setting up of an organization. The role of the Sahad Organization is an example

of the same and has been set up to fulfill an ad hoc duty or a temporary duty due to a singular problem or an unusual situation. Therefore, the need arises for a distinct organization to begin operations because an existing normal organization will not possess sufficient flexibility or be unsuited to perform that particular function. This is a duty that requires urgent action or needs a special depth of work. 3) rules or operating plans; There could be various regulations as preliminary guidelines for operations. The organization must have a system, which is a guideline for operations. Performing activities to achieve goals will determine the scope of limited obligations based on their values, beliefs, social conditions, and communities.

2. Achievement Organization: It is an organization that focuses on establishing the operation process to ensure the quality of work. Such an organization aims to create a portfolio and produce workpieces that meet standards, satisfy service recipients, and address needs. The organization operates to achieve good results, and its members work with determination, diligence, patience, and perseverance, devoting their thoughts and physical and mental energy to their work. Performance indicators are as follows:

2.1 In terms of quantity, such as the number of pieces produced, sales are determined by the number of units or the amount of sales revenue, the number of people who use the service, the rate of production growth compared to the previous year, and so on. Thus, the preliminary work can be visualized from the production volume or the number of customers served, according to the goals of the organization. The number of products that can be produced is how the work of an organization can be measured or evaluated. It acts as an indicator of the skills of its management, corporate leaders, and other members.

2.2 In terms of quality, the results can be measured as per established international standards. Output consistent with the desired goals can pass inspection, prove product properties, and meet the specified central standards. The quality of the product of an organization is extremely significant. It is something that the service or product recipient expects of the organization. The quality provided by an organization is an assurance of its work output. If this output is below the standard, the organization would be faced with problems, while if the quality could be confirmed and was up to the standard or higher than the standard, the product or service would be in demand.

2.3 Effectiveness: The organization produces results to achieve specified goals. Every organization has a set of operational goals laid out in advance. Operations are then carried out accordingly. When the organization operates effectively, the results match the set goals. Hence, it can be clarified that the organization will not work productively if its work process has inappropriate steps and does not follow the production or service prerequisites. The resulting output would be ineffective and would not meet the set goals. Therefore, the operation procedure needs to be examined, and plans consistent with the actual situation should be drawn up to increase effectiveness and meet the goals of the organization.

2.4 In terms of efficiency, this would imply lowering production costs. However, if work volumes increased and quality was maintained or improved, it would lead to efficiency in the work process. The work performed is what cuts production costs to a large extent. The Corporate Performance Portfolio would thus demonstrate a quality planning system. The organization of the work system is a continuous process as well. Therefore, the cost of work put in can also be reduced.

2.5 Speed refers to the ability to produce products or services within a specified time. The speed of product production is the hallmark of the organization, which can attract the attention of service recipients, helping them decide whether to become a customer or to

continue using the service. Time determines how much goods and services are produced. If the organization's operating processes are shortened, the cost and loss rate will also be lower.

2.6 Productivity refers to the results of a good process. Under costs and labor costs, performance development organizations tend to take productivity into account and find the break-even point as well. However, special costs such as social, public, and long-term costs to the community are also calculated, and the impact of these costs can be expected to be experienced in society, both by people and on the environment.

2.7 Safety implies being free from dangers. The potential for accidents is an aspect that the organization must be aware of and has to find measures to prevent accidents or disasters that could occur. Such accidents could lead to great losses, which would affect the organization in both the short and long term.

3. Civil society organizations, as management units or organizations, can carry out activities or movements within social communities. These are not government organizations or business organizations alone and include legally registered groups or unregistered organizations. They are non-profit organizations, financially funded, and invite volunteering. They include organizations working to help those affected by natural disasters and support the people. The various kinds of civil society organizations are divided into 3 types as follows:

3.1 A community group or forum is a group, organization, or network formed by the confluence of people. People in a diverse society come from different professional fields to work on public issues of common interest, with the awareness of the potential impact on social progress. This type of organization is a rather ad hoc gathering of individuals. Groups are established to initiate action on problems that arise or to campaign for a particular social change. Community forums are generally actively involved in organizing the forum itself so that members can speak, comment, or criticize various issues regarding the community that has arisen or are expected to crop up soon. All members are permitted to express their opinions freely, with the concept proposing critical, open-ended analysis to raise awareness on the issue and lead to progress in the community. Thus, such organizations work tirelessly until their goal is achieved and gradually reduce their community involvement until a new imperative issue arises.

3.2 NGO: It is a group or organization established to carry out non-governmental development work. Yet again, it is the mobilizing of people to attain a goal. There are clear guidelines for the development activities undertaken by an NGO, and it has to operate within the framework of its goals. NGOs often bring about social movements in a community. They invite people from the community to join based on their guidelines for operations, building a network of NGOs, and developing relationships with each other. By supporting or conducting a campaign on a particular subject, NGOs tend to move on specific issues based on their goals. An example would be NGOs involved in rural community development. These NGOs send a team to work on the ground and unite targeted rural populations to engage in development activities within the framework of their objectives. They continuously plan and implement until their goals are achieved, which could be community development work or environmental conservation. These organizations' crusades, roles, and activities are mostly related to environmental conservation and development. They raise public awareness about environmental protection, social development, and so on, which makes it necessary that they employ people who have the requisite experience in the field and considerable skills in social work.

3.3 Local community organizations: These are foundational organizations where people in the community gather together to conduct various forms of social activities to develop their local communities. Most of these types of organizations are run by villagers, who, being aware of the importance of working together, band together as a cohesive group. Most community organizations focus on the strength of the community, the learning process, and participatory development. Their issues of interest are quite diverse. The birth of a local community organization is usually based on traditions, merit-making, and festivities held on special occasions. Traditional activities or rituals determine the invitation to join, inducing the group to first come up with an initiation. It then leads to discussions on issues that most people are interested in, such as the problem of water shortage due to drought, the problem of transportation routes being inconvenient, and so on. Occupational problems then lead to the incorporation of the organization with a simple organizational system comprising group leaders and many informal members. The organization then schedules activities and mobilizes people, labor, and assistance to support activities that will be jointly done on behalf of the group. This author believes that the resulting community organization gradually develops its operating model over various movements to achieve its goals, which are the same as the goals of the people belonging to the community. The community organization movement reflects a real need for various agencies to be introduced to and acknowledge these organizations.

Community organization atmosphere

Community organizations do not have a distinct and systematic structure. The working atmosphere in community organizations differs from that of other organizations because these community organizations arose due to community problems. The working style of people in these organizations can be described as follows (Laohawichian, 2001:1; Charoensook, Tridech and Pandii, 2011:online):

1. Organizational Atmosphere: It is a feature of the work environment of a group of people in an organization and is both direct and indirect. Within the organization, the atmosphere is one of the major work pressures that compel people in the organization to work. The atmosphere is dependent on the behavior of the faculty and the morale of individuals but is not dependent on the leadership style or the actual organizational structure. Each individual perceives the world through a lens colored by her/his values, needs, and personality. These perceptions of the world influence behaviors and attitudes, which are dimensions of the atmosphere in an organization. The dimensions of the atmosphere have been identified as follows: 1) the moral dimension (esprit) – employees' understanding of social needs; 2) the support or assistance dimension (consideration) – employees' recognition that their supervisors treat them humanely. 3) Production Dimension – Employees possess a managerial understanding of how closely they direct their activities. 4) Aloofness Dimension – employees perceive supervisors formally, regardless of the individual.

2. Size and structure: Large enterprises are stable and official. Although the size of the organization as a whole is important, it was discovered that the level of a person in the organization is even more significant in terms of psychology. The level of an employee in the chain of command in an organization has a greater impact on an individual, whether they work within a large, medium, or small organization. The organizational structure is important as well. However, in larger organizations, the distance between the top executives and the workers is greater, creating barriers such that employees who are far removed from the decision-making point may perceive themselves to be less important. Distance creates an atmosphere of formality, which disregards the individual.

3. The leadership style used in business organizations: Many leadership styles are employed in running a business organization. The practice of leadership is a key aspect in creating an atmosphere that directly influences productivity and the satisfaction of employees. A consideration of the Dimension of Command Determinants of leadership style as understood by employees is an influencing factor. It should provide for the development and advancement in the position of the employee, equal opportunity for career advancement, have performance appraisals and fair returns, offer recognition when working to achieve goals, etc.

4. System complexity within a systematic environment: Organizations differ in the complexity of the systems they use. This complexity may be interpreted as a figure and is the nature of the relationship between the different parts of the system. A part of the system comprises the dissimilarities between various departments within an organization. A major problem relates to the interdependence of departments related to each other, which differs based on factors such as goals and technologies.

5. Goals: Organizations differ in the way they set goals. This distinction arises from the classification of organizations such as government organizations, non-governmental organizations, business organizations, public service organizations, etc. For business organizations, profit targets are considered primary goals.

6. Lines of communication: It is one of the important elements of the atmosphere. This is because the line of communication within the organization indicates the status of organizational authority and the relationship between groups communicating from top to bottom or vice versa or horizontally within the organization, affording knowledge of the overall management philosophy within the organization.

Thus, the atmosphere of a community organization is a community issue, with people from the community participating in determining the working style of people within the organization, including the organization's atmosphere, size, structure, leadership style, system complexity, different goals, lines of communication, and so on.

The role of community organizations

The gathering of people in a community to form a community organization is based on common problems. As Tiya Wongsuwan (2013: 203–240) and Chiangthong (2015: 52–60) suggested, when faced with problems, community organizations come up with a way to fix them. They co-manage with equality and participation based on common awareness and engender the feeling of family. Community organizations have the following characteristics:

1. Grouping process: For a community organization, having a meaningful, collective context is an important aspect in the process of integrating it based on the situation in question. Such organizations cause community members to be aware of the problems and stimulate problem-solving attitudes leading to a network of communication strategies to find solutions and locate other members who faced the same situation. They set common development goals and determine how to work together to create understanding and acceptance of democratic principles through the process of exchanging knowledge. They also share ideas, suggest development guidelines, and solve community problems.

2. Valuing collective objectives: Community incorporation comes from valuing the organization's member inclusion objectives rather than intervening and placing conditions on the integration of a community because such behavior would cause the decline of awareness

and perceptions in the context of mutual meaning. In turn, this would affect the understanding of the role and participation of community organization members.

3. Participation in the implementation of community organization projects: External organizations' roles in participation and decision-making characteristics affect the role of community organizations and their members in implementing a project.

4. Activities and project implementation methods of community organizations: Community organizations employ subgroups for constant communication on activities and programs, creating a network of multi-channel communication that leads to mutual understanding and participation in joint decisions. Thus, the role of the community organization is also to create collective awareness regarding a problem and find solutions to it by emphasizing the value of the collective objectives and participating in the implementation of community organization-oriented projects using the method of continuous communication.

Community Organization Management Techniques

Management techniques are another important component of an organization. However, greater sensitivity is required for successfully managing community organizations. Moreover, since community organizations have a loose structure, appropriate effective organization management techniques are required. Guidelines for using organizational management techniques are as follows (Laohawichian, 2001:7; Narumonsiri, Chatuphacheewin, Kontuang and Champasut, 2014: 82–91; Newamat, Duangthip and Inthasee, 2015: 109–119):

1. Organization management techniques: Although organizations may have the same structure, the performance of each organization is different and depends on the techniques used by the management of the organization. These include encouraging members of the organization to be aware of their mission duties, create a conducive working atmosphere in the organization, and be prepared to dedicate their potential to work for the organization. These techniques also include an analysis of the internal and external environment (SWOT) for management planning and structure.

2. Personnel management techniques: It refers to the positioning of people according to the nature of the work they perform. People with knowledge, executive abilities, and expertise are grouped in a systematized process of skill welding that allows each person to bring their knowledge and expertise to the table, coming together as one force to drive the operations of the organization. This is necessary for the organization to move toward its desired goals by integrating the skills of its personnel to suit the needs of the community. Moreover, the research process can be used for further development to create a systematic management mechanism.

3. Budget management techniques: This refers to budgeting, materials, equipment, and supplies that are necessary for the operation of the organization. Organizations with the necessary equipment need to also have the materials ready and an adequate budget to be able to focus on the disbursement of funds. The budget is the key to an organization's operations as the availability of an adequate budget affords an organization the power to drive its activities according to its operational processes, apart from having the capacity to install information technology systems to facilitate development. Thus, it can be concluded that community organization management techniques refer to the process of human development in the organization. For this, the organizational structure system has to be first set up, since to develop personnel, an organization must first develop itself. Once an organization is prepared in all respects, efforts can focus on developing its environment and formulating creative plans for it to keep on developing to serve the community and society.

Community Organizations and Community Development

Transforming a community organization into a developmental organization: Under a changing world scenario, it is necessary to strengthen community organizations and ensure their combined participation in various activities for community development in the following manner (International Economic Development Council, 2011:1; Yodsurang, 2017: 105–113; Lertsrichainon, 2013: 148–160.):

1. Being driven by people in the community: Community organizations must consider management design to become effective enough to meet the needs of the people in the community. Hence, they should be encouraged to develop their potential while also meeting organizational goals.

2. Joint planning: Community organizations need to have a plan to determine the direction that they wish to pursue in the near term. To be able to position themselves in the future, community organizations need to be flexible and adaptable to changing situations.

3. Evaluation and improvement: Community organizations must regularly assess their performance to assess the results of their operations to achieve their specified objectives. If objectives are not met, community organizations need to find ways to improve their performance.

4. Creative thinking: This implies devising innovative initiatives to adapt to ever-changing situations brought on by economic conditions or climate change problems. Community organization leaders must have creative ideas and the courage to take risks in important decision-making for the further development of community organizations.

5. Building an effective network of community organizations can create development opportunities for their network groups. For this, community organizations need to conduct frequent meetings, coordinate, and cooperate in their operations.

6. To gain trust and respect, community organizations must focus on meeting the needs of the people in the community. To ensure efficiency in the operations of the organization, community organizations must heed and accept various opinions and work together to build honesty and trust among each other based on moral principles.

7. Efficient use of resources and funds: A stable community organization with high efficiency in fundraising reduces its dependency on government funds. Moreover, it has to know how to plan the budget of a self-reliant community organization for the integration of resources and funding, besides creating awareness in the community according to the community's way of life.

8. Personal development in community organizations: The potential and well-being of members of a community organization need to be developed and improved by training individuals so that they can perform better in the future.

Thus, it can be concluded that community organizations are involved in community development. They must be driven by people in the community so that they function in line with the needs of the people of the community and work in tandem with each other to plan the direction that the community organization should adopt based on changing situations. Moreover, community organizations need to be evaluated to find ways to improve operations, use creative thinking and by initiating new endeavors, build an effective network of community organizations to gain trust and respect through ethical principles, efficiently employ resources and funds, and develop individuals in community organizations to work to their potential and improve their performance.

Community Organization Development Guidelines

The development of community organizations strengthens the management of community development and can be conducted as follows (Watkaew, 1999 : 226–227; Iyawan, Kajonpanyapaisan and Duangnet, 2015 : 146–162; Sungrugsa, Yeunyongsuwan and Lakananulak, 2018: 1–23.):

1. A participatory study of the problems of people in the community: This is done by encouraging people in the community to pay attention to the problems of the community and jointly study them. This can be accomplished by employing the small group meeting method. Government officials and private mentors collect and categorize problems, and then encourage people in the community to work together to find a solution and gain more understanding, faith, and inspiration to start helping themselves. An example of the same would be increased participation by community members in the management of education at child development centers by appointing them to committees, coordinate in all aspects with parents, and so on, with the emphasis being on the process of participation.

2. Learning and devising activities for problem-solving: This is possible when the problems and the target audience are already identified. An opportunity for training and study visits in the form of learning from areas that have prior experience in solving problems should be made available to people in the community, which would open up different perspectives for them to perceive various avenues for solving problems and could be based on many activities being undertaken at the same time based on the concept of self-reliance, participation, and aligning together to help each other, such as participation in decision making, participation in operation, participation in benefit receiving and participation in social, economy, physical, environmental and management evaluation (Thongsuk, 2019: 31-38.).

3. Planning activities for problem-solving: When an idea arose, and avenues for solving problems or guidelines for organizing activities to solve problems were perceived, planning for community development management also needed to commence, such as how would it be managed? Which area would be used? What activities are being conducted in the area? How much of the budget can be expended? How long does it take for each activity? and so on.

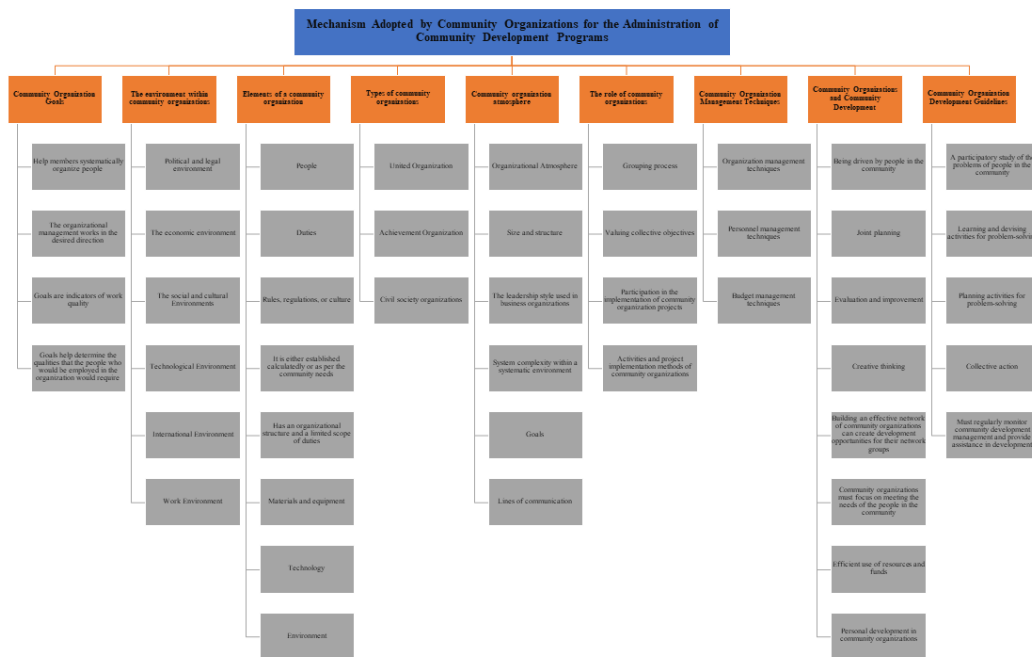
4. Collective action: This implies helping each other, both in terms of thinking and methods, as well as helping solve problems by focusing on community leaders and people in the community for the security and permanence of the group. Fundraising activities of various forms should be conducted to support the finances of the organization and meet the expenses of the group when necessary. Means to be adopted could include reducing expenses, increasing incomes, focusing on savings, etc., by setting common goals. Division of labor could be based on interests in supplementary occupations. Moreover, the kinship system of doing things together, including creative learning, having a joint vision, and accepting leaders, enhances management. This ensures that the community is self-managed and has the sagacity to do good.

5. To follow up on solving problems and strengthen the organization, the government, public sector, and NGOs must regularly monitor community development management and provide assistance in further development. Due to the various activities being carried out in community development management, problems will arise due to various reasons. Therefore, follow-ups in the form of a meeting platform or regular observation in the area are necessary. This will enable those involved to work together to promptly solve the problems. The author opines that approaching the development of community organizations through participatory problem learning encourages people in the community to pay attention to the problems of the community. They conduct meetings and categorize problems. Also, learning and problem-

solving activities are conducted. Opportunities for training and study visits are provided, which widens the perspective of people in the community and permits them to discover various avenues for solving problems. An emphasis on self-reliance and alignment while planning activities for problem-solving ensures that a community development management plan enhances knowledge and skills, with members proceeding to act together in helping each other. Various forms of fundraising activities and regular follow-ups of solutions are conducted to ensure that the organization develops in strength.

Conclusion

Community organizations are groups formed to perform tasks and activities to meet the needs of members and obtain results from problem-solving or carrying out various activities. A vertically structured organization is suitable for long-term operations and is extremely complicated. However, at the same time, an organization with a horizontal structure can adapt to the working conditions conveniently in the short term and can access problems that arise in the organization quickly. With each change in the organization, the management and members of the organization are always affected and have to adapt to changing conditions. The composition of community organizations involves the integration of people in the community. A systematized structure helps the organization carry out activities to keep functioning. Mission-based activities are created based on duties. Since it functions in a community, such an organization requires more heart than any other organization. Community organizations do not have a very clear systematic structure. According to them, a singular atmosphere is distinct from other organizations due to their close links with the community. The community situation impacts their style of functioning, including organizational atmosphere, size, structure, leadership styles, the complexity of systems, goals, and communication networks. Once the organization is prepared to implement the development environment, the process of creative planning begins for it to attain the potential to operate and conduct developmental activities for the community. The development guidelines of community organizations focus on the participatory study of problems and encourage people in the community to foster an interest in community problems and formulate activities for solving those problems, also providing opportunities for training and study to explore various other avenues of problem-solving. Community development management is planned as an activity to solve problems, and therefore the process of working together has to be regularly monitored to strengthen the community organization as shown in a diagram in Figure 1.



Figures 1. Mechanism Adopted by Community Organizations for the Administration of Community Development Programs

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