

Model of Community Leadership Development of Local Fishing Villages in The Central Region

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Abstract: The objectives of the research were to (1) study the community leadership components of local fishing villages in the Central Region, (2) create the model of community leadership development of local fishing villages in the Central Region, and (3) assess the model of community leadership development of local fishing villages in the Central Region by applying the Mix Methods Research with in-depth interviews of 15 local experts and Sampling Survey from 400 residents of local fishing villages. The research analyzed and synthesized the data with statistical data analysis methods i.e. Exploratory Factor Analysis—EFA, and used Descriptive Statistics such as Mean— \bar{x} , Standard Deviation—SD, to assess the adequacy and practicability of the model. The results of the research were as follows:

1. There are 6 areas of the community leadership components of local fishing villages in the Central Region including (1) behavior and management of community leader for building workplace relationship, (2) confidence and trust building, (3) creativity and ability to solve the community's problems, (4) fair, transparent, and honest management of the human resource, work, and community, (5) creation of community leader's credible image, and (6) the governance that corresponds with community's goals.
2. The model of community leadership development of local fishing villages in the Central Region, conclusion, is that the leaders must develop the leadership in these areas including (1) development on behavior and management of community leader for building workplace relationship, (2) development on confidence and trust building, (3) development on creativity and ability to solve the community's problems, (4) development on fair, transparent, and honest management of the human resource, work, and community, (5) development on the creation of community leader's credible image, and (6) development on governance that corresponds with community's goals.
3. The assessment of the model of community leadership development of local fishing villages in the Central Region found that the overall model is adequate and practical for developing the community leadership of local fishing villages in the Central Region the most.

Keywords: The Model of Development, Community Leadership, Local Fishing Villages In The Central Region

1. Introduction

Thailand is a country rich in both aquatic and land natural resources, especially the Gulf of Thailand and the Andaman Sea that located next to Thailand's coast. Thailand ranked as the world's leading exporter of aquatic animals. With export value for product categories like chilled and frozen shrimp, squid, and fish, also including tuna products worth over thirty thousand million Baht, this agricultural product is deemed one of the top exports that generates the highest revenue for the country. Therefore, fisheries is essential to the economy because it is the source of income, employment and origination of various related industries. Aquatic product is also the source of protein for local population and can export and generate revenue into the country (Department of Fisheries, 2012, p.1).

Thailand's development on fisheries, especially the local fisheries, has been progressing and expanding considerably. Fisheries is thus the important business sector for the country's economy and society. It is important food source and helps elevate people's well-being. Then, fisheries has been utilized to meet more demands from people and society which led to the issues regarding the practice of destructive fishing (such as electric generators fishing vessel and trawl and push nest to catch small aquatic animals), the degradation of natural resources, the scrutinized inspection of fisheries and the illegal fishing vessels that violates European Union (EU) human right laws. These issues affect the local fishermen, as they are at a disadvantage in the competitive fishing market and capacity. The local fishermen feel pressured and resort to the destructive fishing methods and highly effective fishing equipment which is inappropriate and illegal under Section 34 of Emergency Decree on Fisheries, B.E. 2558 (2015) that forbids the licensed local fisherman to fish in the Offshore seas (forbidden to go further than 3 nautical miles) (Udomsak Sinthipong, 2016).

The current state of society has changed; there is more prosperity within the community especially in the tourism business such as the increase of many hotels, resorts, homestays, and restaurants, and including the factories. The location of these businesses is at coastal area, which is fishermen's workplace. These changes have affected local fisheries in various coastal

provinces within Central Region such as Samut Prakan, Samut Sakhorn, Samut Songkhram, and Phetchaburi, which have been fishery communities for over 100 years with a simple and sustainable livelihood. However, now they have to confront structures encroachment within mangrove forest and fishing areas, discharges of solid and water waste into the sea, water and noise pollution, crowded housing, etc. These problems gradually destroy lifestyle of people inside the communities until there may not be any virtue of good livelihood left for the local fishery community in the Central and other Regions. (Koson Siriboon, individual interview, 23 August 2020; Chailai Hariboot, individual interview, 16 August 2020; Suparb Kongraksa, individual interview, 30 August 2020; Atcharee Sermsab, individual interview, 12 August 2020).

Therefore, the researcher was interested in studying the model of community leadership development of local fishing villages in the Central Region to promote and develop better leadership and potentials of community leaders for fostering and managing stronger communities. Because the researcher realized that human resource is one of the important factors to gear up the communities and societies towards overall sustainable development. The community leaders must instill morals, ethics, and social responsibilities onto people's recognition so that they can adapt them into their daily lives such as making a livelihood with honest and trustworthy occupations, using the society and community's resource effectively and beneficially, the preservation of marine animals which are rarer and decline in population, etc. So that the people inside the community can truly live together peacefully and harmoniously.

2. Research Objectives

- 1.To study the community leadership components of local fishing villages in the Central Region.
- 2.To create the model of community leadership development of local fishing villages in the Central Region.
- 3.To assess the model of community leadership development of local fishing villages in the Central Region.

3. Scope Of Research

1. Area of research: local fishing villages located in the Central Region of Thailand including 8 local fishing villages that have registered with the Department of Fisheries, as follows: (1) Baanchaitalay Panthai Norasing fishing village (100 Year Fishing Village), Tambon Baanchaitalay Panthai Norasing, Amphoe Mueang, Samut Sakhon, (2) Baanchaitalay Bang Krachao fishing village, Tambon Bang Krachao, Amphoe Mueang, Samut Sakhon, (3) Ban Rang Chan Coastal Community, Tambon Nakhok, Amphoe Mueang, Samut Sakhon, (4) Klong Khon Fishing Village, Tambon Klong Khon, Amphoe Mueang, Samut Sakhon, (5) Banchuchi Coastal Fishing Village, Tambon Bang Chakreng, , Amphoe Mueang, Samut Sakhon,

(6) Ban Khlong Sala Daeng Fishing Village, Tambon Thai Ban, Amphoe Mueang, Samut Prakan, (7) Klong Koh Toh Rak Thongtin Fishing Village, Tambon Bang Pu Mai, Amphoe Mueang, Samut Prakan, and (8) Laem Phak Bia Fishing Villange, Tambon Laem Phak Bia, Amphoe Ban Laem, Phetchaburi.

2. Scope of contents: concepts and theories related to the model; concepts, and theories related to leaders and leadership, concepts and theories related to community leadership; knowledge about local fishing villages in Central Region, and the local and foreign literature related to the model of community leadership development local fishing villages in Central Region.

3. Area of population: 15 experts who have knowledge, expertise, and experience in 3 areas including leadership, community leader, and local fisheries, 400 residents who live within the fishing villages in Central Region, and 15 senior experts.

4. Literature Review

The researcher had studied concepts and theories related to leaders and leadership (Netpanna Yawirat, 2013; Rattikorn Jongwisan, 2013; Wirot Samrattana, 2014; Adair, 2005; Barnard, 1962; Goleman, Boyatzis, & McKee, 2002; Kouzes & Posner, 2017; Stogdill, 1948; Tead, 1963; Weihrich & Koontz, 1993; Zenger & Folkman, 2002) and concepts and theories about community leadership (Uthai Parinyasutthinan, 2016; Koontz & O'Donnell, 1959; Morphet, Johns, & Reller, 1967), also including other related literature as follows:

1. Loew and Wentworth (2013) studied Leadership: The State of Development Programs. The findings found that model of leadership development should have these following components: (1) external influencers, (2) strategic alignment, (3) organizational climate, (4) employee experience, (5) integrated leadership development process cycle, (6) governance, (7) communication technology, (8) tools creation, (9) specialized expert, and (10) ability to lead the team to success.

2. Chanunthron Buasook, Chawit Chitwicharn, Manat Suwan, and Sman Foosang (2016) studied "Improvement of Community Leadership in Development and Dissemination of Knowledge Concerning the Water Resource Management: A Case Study of Mueang Ngai Sub-District, Chiang Dao District, Chiang Mai Province". The findings found that (1) the water resource management at the rice field level based on an irrigation system, which was traditional wisdom; there was the dam committee to govern and manage the water using technical knowledge, which was the modern wisdom, and there was

the water users committee that took care of management, (2) the integration of traditional and modern wisdom was an amalgam of knowledge /contemporary wisdom that was suitable for, and consistent with, the context of the issue, which was the water resource management in the watershed area down to the course of its middle and end, (3) the good and effective leadership in development and dissemination of the aforesaid wisdom consisted of promoting and creating a learning source in the community; supporting its members to participate and encouraging the formation of the same water group network, applying the principle of good governance to management, and accepting a diversity of the modern technology for developing and applying it appropriately to the context thereof.

3. Siripan Hutachok (2019) studied Fishermen’s Way of Life Samut Sakhon Province within Sufficiency Economy. The findings found that fishermen’s way of life can be incorporated by sufficiency economy concept; however, it does not cover all aspects in fishermen’s community. This was because of the lack of fishermen’s appropriate knowledge and understanding about sustainable sourcing of aquatic animals and the phenomenon of freshwater mixed up with saltwater, which affected a great deal on fishermen’s way of life. Therefore, there should be water situation monitoring groups and government organizations that educate fishermen’s awareness about the sustainable use of resources.

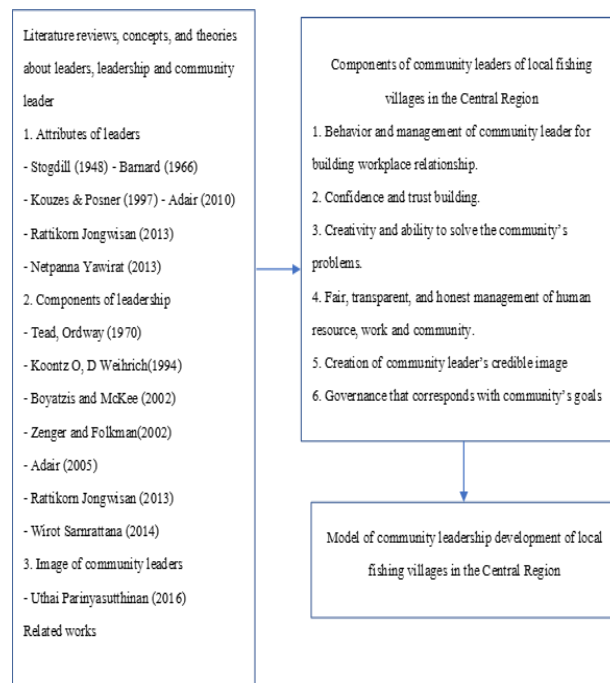


Fig. 1 Conceptual Framework

5. Research Methodology

1. Studied the components by applying Mix Methods Research with in-depth interviews regarding the opinions towards the components of community leadership of local fishing villages in the Central Region from 15 local experts equipped with knowledge, expertise, and experience in three areas including leadership, community leader, and local fisheries. With the use of semi-structured interviews, the researcher gathered data about local fishermen’s way of life from past to present and components of community leadership of local fishing villages required to improve the livelihood of community residents, etc. Additionally, the researcher used the Sampling Survey tool to survey the opinions regarding components of community leadership of local fishing villages in the Central Region from sampling subjects within 8 local fishing villages from 4 provinces, for a total of 400 residents.

2. Created the model using the data from the surveys to uncover the components by implementing Exploratory Factor Analysis—EFA method in conjunction with the analysis and synthesis of data gathered from interviews. The researcher then created the drafted model and employed 5 experts to consider the suitability of the drafted model by implementing the assessment for the drafted model for further adjustments to achieve the most complete model of community leadership development of local fishing villages in the Central Region.

3. Assessment of the aforementioned model by 15 experts. The researcher had laid down the selection criteria of experts as follows: 4 professors from educational institutions, 1 official from the Department of Fisheries, Ministry of Agriculture and Cooperatives, 5 community leaders, and 5 local fishermen. This design of assessment is to assess the adequacy and practicability of the model.

4. Data analysis included content analysis, Exploratory Factor Analysis—EFA, which considered the numbers of components from Eigen Values that are greater than 2 and factor loading of each variable in components that are greater than 0.5, and Descriptive Statistics i.e. Mean— \bar{x} , Standard Deviation—SD, to assess the adequacy and practicability of the model.

6. Findings

The findings from this research on the topic of the model of community leadership development of local fishing villages in the Central Region may conclude on each objective as follows:

1. The result from studying the components of community leadership of local fishing villages in the Central Region had yielded Kaiser-Meyer-Olkin Test value = 0.855, which indicated that data was suitably intercorrelated enough to be analyzed using Exploratory Factor Analysis—EFA. When setting the conditions to analyze the main components at Eigen Values that are greater than 2, found that 6 significant components can describe over 55.79% of community leadership of local fishing villages, data shown as follows (see Table 1).

Table 1 Initial Eigen Values to assess groups of Factor

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	20.529	30.640	30.640	20.529	30.640	30.640	10.080	15.045	15.045
2	6.831	10.195	40.835	6.831	10.195	40.835	9.155	13.664	28.709
3	2.991	4.464	45.299	2.991	4.464	45.299	5.402	8.062	36.771
4	2.726	4.068	49.367	2.726	4.068	49.367	4.673	6.975	43.746
5	2.303	3.438	52.805	2.303	3.438	52.805	4.223	6.302	50.048
6	2.002	2.988	55.794	2.002	2.988	55.794	3.849	5.745	55.794

From Table 1, each component was analyzed through feature extraction using Principal Component Analysis and Varimax Rotation then considered for Factor Loading values that are greater than 0.5 to arrange suitable variables for each Factor, along with naming each component as (1) Behavior and management of community leader for building workplace relationship, (2) Confidence and trust building, (3) Creativity and ability to solve the community’s problems, (4) Fair, transparent, and honest management of the human resource, work, and community, (5) Creation of community leader’s credible image, and (6) Governance that corresponds with community’s goals. Data is shown here (see Table 2).

Table 2 Factor Loading values of each components

Model of community leadership development of local fishing villages in the Central Region	Component
1. Behavior and management of community leader for building workplace relationship component	
1.1 speak politely, softly	0.780
1.2 seek more knowledge	0.738
1.3 benevolent	0.709
1.4 healthy	0.687
1.5 clean appearance	0.687
1.6 researching on local fisheries	0.660
1.7 know appropriate timing	0.658
1.8 positive thinking	0.657
1.9 seek new strategy for community	0.609
1.10 effectively decentralize authority and responsibility	0.585
1.11 Cheery	0.574
1.12 highly patience	0.574
1.13 govern with Dhamma principle	0.547
1.14 always have creativity	0.525
1.15 adhere to righteous rules	0.518
2. Confidence and trust building component	
2.1 sympathetic	0.719
2.2 popular with people in community	0.700
2.3 self-confidence	0.663
2.4 attentive towards others	0.662
2.5 stable	0.648
2.6 keep own words	0.639
2.7 trustworthy	0.619
2.8 attentive to other’s speech and opinions	0.614
2.9 calm	0.603
2.10 pay attention to community’s problem	0.572
2.11 positive attitude towards others	0.568
2.12 good self-regulation on emotions	0.552
2.13 express appropriate emotions	0.545
2.14 have relation skill	0.514
3. Creativity and ability to solve the community’s problems component	
3.1 fair, unbiased, unprejudiced	0.736
3.2 have plans to achieve the goals	0.708
3.3 have communication or persuasion skill	0.654
3.4 take the work seriously	0.651
3.5 work as a team	0.633
3.6 progressive management	0.512

Model of community leadership development of local fishing villages in the Central Region	Component
4. Fair, transparent, and honest management of human resource, work, and community component	
4.1 show their potentials to others	0.717
4.2 have expertise towards their work	0.708
4.3 honest	0.642
4.4 assertive	0.591
4.5 protect community's benefits	0.544
4.6 encourage harmony with community	0.526
5. Creation of community leader's credible image component	
5.1 approachable	0.700
5.2 a person that received respects from people within community	0.696
5.3 brave and decisive	0.677
5.4 closely monitoring the progress	0.628
6. Governance that corresponds with community's goals component	
6.1 have enough working experience	0.797
6.2 have expertise in their occupations	0.744
6.3 have work discipline	0.721
6.4 have broad vision and point of views	0.701
6.5 effective problem solver	0.650

The data, i.e. (1) Behavior and management of community leader for building workplace relationship. (2) Confidence and trust building. (3) Creativity and ability to solve the community's problems. (4) Fair, transparent, and honest management of the human resource, work, and community. (5) Creation of community leader's credible image, and (6) Governance that corresponds with community's goals. Each component has Factor Loading value as shown above (see Table 1).

2. The analysis and synthesis results, literature reviews, and analysis of components through Exploratory Factor Analysis—EFA had generated the model of community leadership development of local fishing villages in the Central Region, as presented in Picture 2.



Picture 2 Model of community leadership development of local fishing villages in the Central Region.

3. The assessment result for the model of community leadership development of local fishing villages in the Central Region found that the model is adequate and practical for developing the community leadership of local fishing villages in the Central Region at the maximum level. Moreover, both main components and subcomponents are also adequate and practical for adaption at the maximum level. Data is shown below (see Table 3).

Table 3 Overall Mean— \bar{x} and Standard Deviation—SD values of components and subcomponents

Model of community leadership development of local fishing villages in the Central Region	Adequacy of model			Practicability of model		
	\bar{x}	SD	Meaning	\bar{x}	SD	Meaning
Overview of model	4.93	0.258	Maximum	4.80	0.414	Maximum
Main components	4.93	0.258	Maximum	4.93	0.258	Maximum
Subcomponents	4.80	0.414	Maximum	4.87	0.351	Maximum

7. Conclusion

The model of community leadership development of local fishing villages in the Central Region had uncovered 6 important components which included (1) behavior and management of community leader for building workplace relationship, (2) confidence and trust building, (3) creativity and ability to solve the community’s problems, (4) fair, transparent, and honest management of the human resource, work, and community, (5) creation of community leader’s credible image, and (6) the governance that corresponds with community’s goals. These components are essential to the elevation of the ability and potentials of community leaders to govern and manage fishing villages effectively. Because each component will prescribe the procedures, processes, and guidelines that can adapt to the development of community leaders that would better correspond with the roles and responsibilities. Moreover, the components will also provide indicators to assess the accomplishment that is a direct result of the development of community leadership of local fishing villages in the Central Region.

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