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Content

| | |
|--|----------|
| Project Proposal | I-IV |
| Opening Speech | V |
| Introductory Speech | VI |
| Luminaries | VII-VIII |
| <u>Oral Presentaion</u> | |
| 1. Vernacular Homestay: In Comparison of ASEAN Standard Homestays' Physical Housing | 1-13 |
| 2. Leaders' Character, Participation of Members and Organizational Success: Evidence from the Rice Centers, Buriram Province in Thailand | 14-22 |
| 3. Factors in the Decision to Choose a Particular Restaurant Based on Reviews Found in Online Social Medias among Online Social Media Users | 23-33 |
| 4. IBBA Students' Perception on Service Quality Towards Satisfaction: An Application of SERVPERF in the Service of the Faculty of Management Science Ubon Ratchathani University | 34-50 |
| 5. Accessibility to Funds: Case study of Battambang Province, Cambodia Nanthapong Bunpong, Thailand | 51-60 |
| 6. Dawei: Dream for Thai Investors and Thai Industries | 61-70 |
| 7. Cultural Dimensions in Globalization Period: A Comparison of Thai and Chinese Multinational Corporations | 71-81 |
| 8. A Comparative Study of Repurchase Intention Concerning Luxury Products Between Thai and Chinese Customers | 82-92 |
| 9. Factors affecting adoptions of packaging technology of small-scale entrepreneurs | 92-100 |
| 10. Using ICT for Study of Undergraduate Students in Public Universities in Bangkok | 101-111 |

11. Development of Information System for Healthy Diet Clean Food Delivery 112-118
12. The Characteristics of SME Entrepreneurs Who Are Successful In The Lower
Northeastern Area 2 119-127
13. A Study of Customer Loyalty towards Samsung smartphone in Yangon, Myanmar 128-137
14. A Study of Factors Associating Employees' Job Satisfaction
of WXYZ Hotel in Bangkok, Thailand 138-253

Poster Presentaion

15. Factors Related to Quality of Life of the Elderly Persons Living Alone 154-161
in Kaumnurmsab Subdistrict, Warinchamrab District, Ubon ratchathani Province
16. Health Promoting Behaviors of Nursing Students in Ratchathani University 162-169
17. Health Promotion Model for Dementia Older Adults Prevention 170-175
18. A Model of Health Self-reliant : A Case Study of 176-183
Ratchathani Asoke Community
19. Graduate Users' Opinion Toward the Desirable Characteristics 184-190
of Nursing Graduates.
20. Health Promoting Lifestyles in Chronic Peptic Ulcer 191-200
Patients Without Complication

The Leader Characteristics, Participation of Members and Organizational Success: Evidence from The Rice Center, Buriram Province, Thailand

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ABSTRACT

This study aimed to investigate the relation among the leader characteristics, participation of members, the government's awareness and organizational success. The 502 committee members was collected by questionnaires from 51 Rice Community Centers in Buriram, Thailand. This study employed both quantitative and qualitative methodologies through, the descriptive statistics, correlation, Ordinary Least Squares (OLS) regression analyses, and an in-depth interview with 5 the head of rice center committee members in Buriram Province. The result showed that the leader characteristics have positively effected on the participation, and participation of members was positively affected on organizational success. The leaders have the personality as a progressive leader and proactive vision. The leaders have the power to motivate the members and the committee. Moreover, the members and the committee have the discussion idea in the development of the community rice center. On the other hand, the government awareness was negatively affected between the member's participation and organizational success. However, the potential discussion with the result is implemented in the study. Theoretical and managerial contributions are included. Conclusion, suggestions, and directions of the future research are also highlighted.

Keywords: The leader characteristics; Participation of members; The government awareness ; Organizational success

INTRODUCTION

The context of Thailand's countryside in Southeast Asia and Thailand will be the member of ASEAN in 2015. However, The eleventh national economic and social development plan (2012-2016) of Thailand showed that the detail of the development of the country as the government wants to spread prosperity of the countryside, the concept of government policy want to make operation plan to concrete and the government policy encourage every sector of the country be immune to the changing globalization. Especially the government focused to develop the inhabitants who live in the countryside. Moreover, the government of Thailand encourage the inhabitants who live in the countryside. Moreover, the government of Thailand inhabitant have used the concept of self sufficient economy. Likewise, Thailand's agriculture and the main economic crops were rice, corn and rubber tree. However, the government encourages the farmers to cultivate rice because the area in Thailand was suitable for rice growing. Moreover, The Bureau of Rice Production Extension (BRPE) was the government office and BRPE operated the project development rice breeding.

In the context of Buriram province was the countryside and located in the northeastern part of Thailand. Moreover, Buriram province have 51 community rice centers and there were the 10,000 farmers who were the members of the community rice center. In addition, the farmers plant the rice and they sold the seeding rice. The government officer from The Bureau of Rice Production Extension, District Agriculture Office, Cooperative Auditing Department Buriram encourage the farmers about the knowledge of plant and making accounting. However, the head of rice center committee members were the important person who they have the power the members to operate community rice center. Moreover, the previous research showed that the participation of members were the organizational success (Tsai and Pai, 2013). Likewise, the government agriculture offices were in the center city and the local countryside. They pushed the farmer projects were success as they have the quality seed rice and the good quality life . Likewise, the government agriculture offices were in the center city and the local countryside. They pushed the farmer projects were success (Thorbecke and Morrisson, 1989). However, the transformational leadership theory explained the conceptual framework (Shin and Zhou, 2003). Thus, this study would like to confirm the concept of the character leaders, the participation of members and organizational success

RESEARCH OBJECTIVES

The scholar of human resource management suggested that the leaders personality was the important factor affected positively to the activities group performance. Therefore, this study have three objectives to investigate that : The first, to study the leader characteristics was positive to the participation of member. The second, to study the participation of member was positive to organizational success. Finally, to study the government awareness was positive between the participation of member and organizational success. There was the transformational leadership theory was widely used as the theoretical foundation to describe the leaders have the power and they motivated the followers to operation work.

To clearly verify the aforementioned relationships, 502 samples who were the committee of community rice center, Buriram province in Thailand. However, there were seven section to explores the potential of this study. First, literature review. Secondly, methodology. Thirdly, result. Fourthly, discussion. Finally, conclusion.

LITERATURE REVIEW

This current study , we used the transformation leadership theory explained the concept frame work. There were the four variables . However, the relation of three variables showed in the hypotheses.

Transformation leadership theory

Transformation leadership theory refer to the personality of leader who was the consciousness person. Moreover, it was the type of the leader who have the response the followers and the leaders have the power of order to the followers. Moreover ,the leader focused on the fairness and the benefits to the self-interests of the followers for compliance. Likewise, the leaders have the proactive vision and they have the planning to work and they perceive the problem and they ready to doing. (Pillai, Schriesheim and Williams, 1999)

Leader Characteristics

Leader Characteristics refers to the personality of leader have the power and they helped their followers as the members. Moreover, the leaders have the challenge idea independently and they have the proactive vision. Therefore, the leaders who is the important persons motivated the followers to operation success (Dvir, Eden, Avolio and Shamir, 2002). In the context of this study, the inhabitant have the simplicity life and they have the farmers. Moreover, they were the committee of

community rice center. In addition, the leaders group of community rice center who the persons helped the inhabitant to operation work. Likewise, the head committee coordinated with the government officer about the quality seed rice, the practice accounting. Thus, the head committee as the leaders was the important person to pushed the committee discussion and comment (Jongwutiwes, Sighatert and Passago. That all the result, the organizational success. Therefore, this study which predict that the character leader was the positive effected on the participation of members that hypothesis is proposed as follows.

Hypothesis 1: Leader characteristics has positively related to the participation of members

Participation of Members refers to the level leaders change the opinions with the followers. The capability of leaders accepted the followers ideas (Shin and Zhou, 2003). The members have the positive conflict and the result all that the fast developed organizational. The organizational have the new idea and the new practice operation. Moreover, the members have the discuss idea between the other members. They have the new skill and the modern knowledge. In the context of the community of rice center, the committee participated with members and they accepted the opinion other member (Dessler, 2013). Thus, the result that all, the organizational leading to performance. Likewise, the members have the positive conflict but the organizational have the fast development. In addition, the members shared the agricultural equipment, compost fertilizer and agriculture machinery with the other members (Jongwutiwes, Sighatert and Passago, 2010). Therefore, this study which predict that the participation of members leading to organizational success that hypothesis was proposed as follows

Hypothesis 2: The participation has positively related to the organizational success

Government Awareness refers to the level of the government officers have the connection with the members of community rice center. The government officers gave the new knowledge and the new practice of rice plant. The government officers encourage the members breed the rice. The members learned the new practice accounting and recording. The members adapted the process plant rice and the new methodology (Jongwutiwes, Sighatert and Passago, 2010; Kridram, Punpung, Lorrakhon, Salkrin and Phong-inwong, 2014).

Hypothesis 3: Government awareness has positively related between the participation of members and organizational success

Organizational Success refers to the level of capability community rice center operated the project success. The members have the happy life and they have the techniques to protection the proactive environment as economic, social changing and technology. They have the high earning from the selling rice seed. The community rice center have the reputation and the community have the reward from the government office. In addition, the community which accepted by social and public ((Jongwutiwes, Sighatert and Passago, 2010 ;Phong-inwong and Kwangkankrai, 2013). The members were unity.

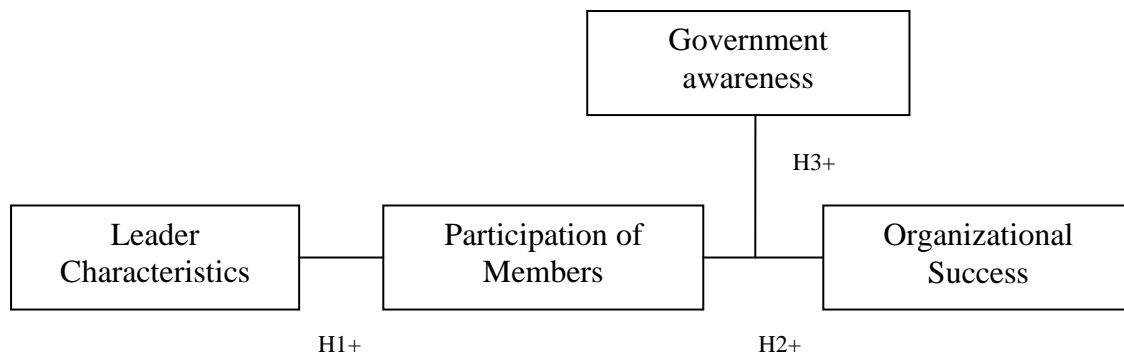


Fig. 1. Relationship model of the character leader and organizational success

METHODOLOGY

This current study used the character leader and organizational success and the sample group was the rice committee of the Community Rice Center of Buriram Province. The context of Thailand which the country agricole industriel and the rice were the economic crop. The samples of this study were chosen from the database of Bureau of Rice Production Extension (BRPE) which there are the 51 Community Rice Center in Buriram Province as February, 2015. The community rice center in Buriram province have the total of 1,050 rice committee members. (<http://brpe.ricethailand.go.th/>). The reason of this study the rice committee who were the person have farmers and they were the member rice community. The member rice community were the farmers and they have the experience in the farm rice. They have the process to producing the rice. They were the important factor to helping the community rice center to success. Moreover, this study, The tool of this qualitative research was an in-depth interview with 5 the head of rice center committee members in Buriram Province. They have the Award of the winner of the community rice center model of Country in 2015 as the Ban Kanang community rice center the and the Banbulinpha community rice center was the second best rice germ cell. In addition, the head committee who were the persons gave the tacit of the organizational success. Therefore, rice center of Buriram was organizational success because they have the factors have the positive on organizational success as character leader, the member participant, and the government awareness.

The samples of this study were 1,050 rice committee members who work in the 51 community rice center in Buriram province, Thailand. The questionnaires were sent to the head committee and they to collect the data from the committee community rice center. However, the questionnaires were 502 usable. The effective response rate was approximately 47.80%.

Variables

All construct in the model are measured with multiple-item scales. Each of these variables measured by five-point Likerts-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The variable measurements of dependent and independent were enumerated as follows:

Leader characteristics (LC) is evaluated by the head committee behavior who have the power and they motivated the follower to do work. The leader committee have the challenge idea independently and they have the proactive vision. They encourage the members to create the work. They supported the members who were the unity (Dvir, Eden, Avolio and Shamir, 2002).

Participation of members (PM) is evaluated by the members have the participation with the leader and the other members. The members shared the idea and they discuss the work skill. They shared the agricultural equipment, compost fertilizer and agriculture machinery with the other members

Government awareness (GA) is evaluated by the level of the government officers visited the members of community rice center. The level of government officers gave the new knowledge and the new practice of rice plant. The government officers encourage the members breed the rice. The members learned the new practice accounting and recording. The members adapted the process plant rice and the new methodology.

Organizational success (OS) is evaluated by to the level of capability community rice center operated the project success. The members have the happy life and they have the techniques to protection the proactive environment as economic, social changing and technology. They have the high earning from the selling rice seed. The community rice center have the reputation and the community have the reward from the government office. In addition, the community which accepted by social and public

Reliability and validity

This study which assess the measurement model using confirmatory factor analysis (CFA) and test the hypotheses using multiple regression analyses by n=30. The set of items to CFA to test validity of construct, all factor loading are .453 to .908 as being greater than 0.40 cut-offs and are statistically significant the rule-of-thumb (Nunnally and Bernstein,1994), the results are as shown in Table 1. The reliability of the measurement was evaluated by Conbach's alpha coefficients. The value of Conbach's alpha coefficient for all constructs is higher than the 0.6 cutoff value (Hair. 2006: 340), ranging from .722 to .954, the results are as shown in Table 1 and to evaluate each item according to their expert opinions as to whether each item was measured what had intended to measure (content validity)

To protect possible response bias problems between respondents and non-respondents, a t-test comparison of the means of all variables between early and late respondents is conducted corresponding with the test for non-response bias by Amrmstrong and Overton (1977). The results show no significant difference between early and late respondents demonstrates non-response bias between respondents and non-respondents. And the late respondents represent non-respondents. Thus, non- response bias is not a problem in this research.

Table 1. Result of measure validation (N=30)

| Items | Factor loading | Conbrach Alpha |
|-----------------------------|----------------|----------------|
| Leader characteristics (LC) | .700-.908 | .954 |
| Member participation (MP) | .540-.927 | .605 |
| Government awareness (GA) | .475-.927 | .852 |
| Organizational success (OS) | .588-.933 | .800 |

Hypotheses testing

This study utilized regression analysis to verify the research framework and hypotheses. The independent variables were entered into the equations as a group (stepwise method). The grades that were calculated from exploratory factor analysis were used. Data in character leader, member participation, government awareness, and organizational success were average. The conceptual models were specified as follows.

$$\text{Equation 1: OS} = \alpha_{01} + \beta_{02} \text{LC} + \varepsilon_1 \quad (\text{Model 1})$$

$$\text{Equation 2: OS} = \alpha_{03} + \beta_{04} \text{MP} + \varepsilon_1 \quad (\text{Model 2})$$

$$\text{Equation 3: OS} = \alpha_{04} + \beta_{05} \text{GA} + \varepsilon_1 \quad (\text{Model 3})$$

$$\text{Equation 4: OS} = \beta_{06} + \beta_{07} \text{MP} + \beta_{08} \text{GA} + \beta_{09} \text{MP} * \text{GA} + \varepsilon_1 \quad (\text{Model 4})$$

Table 2. Descriptive statistics and correlation matrix (N=502)

| Variables | Leader Characteristics (CL) | Member participation (MP) | Government awareness (GA) | Organizational success (OS) |
|-----------------------------|-----------------------------|---------------------------|---------------------------|-----------------------------|
| Mean | 3.635 | 3.862 | 4.062 | 3.910 |
| S.D | .833 | .609 | .669 | .538 |
| Leader Characteristics (CL) | | | | |
| Member participation (MP) | .306** | | | |
| Government awareness (GA) | -.012 | .027 | | |
| Organizational success (OS) | .038 | .279** | -.007 | |

**p<.05, Beta coefficients with standard error in parenthesis

Before expounding the results of the regression analysis, this study examined possible multicollinearity problems by studying correlations between the variables included in the regression analysis. In this way, by means of Pearson's correlation coefficient, we can measure the degree of linear association between every pair of variables. In deed, the descriptive statistics and correlation matrix for all variables are presented. The verified multicollinearity problems by intercorrelations among independent variables are not higher than the 0.8 cut-offs (Stevens, 2002). The VIFs range 1.00, well below the cut-off value of 10 as recommended by Neter, Wasserman and Kutner (1985), meaning the independent variables are not correlated with each other. Therefore, there are no substantial multicollinearity problems encountered in this study as shown in Table 2.

RESULTS

The demographic of the samples showed that the most samples group were the female have 90 % and the male have 10%. Moreover, the age of the samples were more 51 years old (52.6%), the 46-50 years old (32.1), 36-40 years old (11%) and 41-45 years old (4.4%). The level education of the samples (87.9 %) were the primary school and they have the high school (22.1%). The samples have the income between 10,000-15,000 baht per month (54.8%) and the income of the samples between 15,001-20,000 baht per month (27.3%) and 18% the samples have the income under 10,000 baht per month.

However, the concept of this study confirmed the literature review as leader characteristics had positive influence on the participation members and organizational success. Likewise, we predicted the government awareness had positive influence on organizational success. Table 3 presents the results of OLS regression of the relationships among the leader characteristics, the participation of members, government awareness and organizational success which show in Model 1, Model 2 and Model 4.

Hypothesis 1, the previous research showed that the personality of leader was the important factor to supporting organizational success. The organization which have the leader's character were the proactive vision and they received the policy from the government officers to operation in the community rice center. The leader committee were the person coordination between the members and the government officers. Likewise, the leader committee motivated the members to creation the process rice plant. The activities of leader committee supported the previous research which showed that the leaders have the power and positive thinking (Jongwutiwes, Sighatert and Passago, 2010; Kridram, Punpung, Lorprakhon, Salkrin and Phong-inwong, 2014). Moreover, they accepted the followers idea and they encouraged the followers to development skill and knowledge. All of the result, the organizations were success. Therefore, ($H_1 = \beta_1 = 0.305, p < 0.01$). Thus, *Hypotheses H1 was supported.*

Interestingly, for **Hypothesis 2**, the result showed that the participation of members has the positive effected on the organizational success. In the context of community rice center which the members have the discuss idea between the other members. They have the new skill and the modern knowledge (Jongwutiwes, Sighatert and Passago, 2010). The committee participated with members and they accepted the opinion other members. Likewise, the members have the positive conflict but the organizational have the fast development. In addition, the members shared the agricultural equipment, compost fertilizer and agriculture machinery with the other members. The result consistent the previous research, the participation of member have positive on the good idea and the organizational performance (Kridram, Punpung, Lorprakhon, Salkrin and Phong-inwong, 2014). Therefore, *Hypothesis H2 was supported.*

Surprisingly, **Hypothesis 3 was not supported.** However, the previous research suggested the external environment was the factor to supporting the organizational. Moreover, the government policy encourage the activities community or the project of inhabitant. The government officers gave the new skill and new technique rice plant to the farmers. On the other hand, hypothesis 3 was not supported because the government officers have not the direction the connection with the members and the committee. The government officers coordinated to the head committee or the head community. Thus, the hypothesis 3 was not supported.

Thus, the result of this study showed that there were two hypotheses were supported. The scholars human resource management suggested that the leaders have the role motivation the followers. Likewise, the leaders have the participation with the followers or the members. Moreover, the leaders shared the new idea and they gave the independent committee to discussion. All of the result, the organizational have the operational efficiency and the leaders and the members were the unity. On the other hand, the government awareness was the negative between the participation of members and organizational success. May be in the context of Buriram, the leaders and the government officers have the frequency coordination.

In fact, the government officers have little coordination with the committee and the members. Thus, the government awareness was negatively effected between the participation of members and organizational success(Jongwutiwes,Sighatert and Passago, 2010).

Table 3. Result of OLS Regression Analysis^a

| Independent Variable | Dependent Variable | | | |
|-----------------------------|----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | Model 1 | Model 2 | Model 3 | Model 4 |
| | Members participation (MP) | Organizational success (OS) | Organizational success (OS) | Organizational success (OS) |
| Leader Characteristics (LC) | .305*** (.043) | | | |
| Members participation (MP) | | .288*** (.040) | | .290*** (.043) |
| Government awareness (GA) | | | -.023 (.045) | -.031 (.043) |
| MP X GA | | | | .026 (.043) |
| Adjust R ² | .091 | .081 | -.001 | 0.079 |
| VIF | 1.53 | 1.90 | 1.71 | 1.90 |

***p<.01, **p<.05, , ^a Beta coefficients with standard errors in parenthesis.

DISCUSSION

This study showed that the result of the leader characteristics and participation of member were positively influenced on organizational success. The relations of independent variables and the mediator had the high significantly because the leaders were the knowledge and the skill. Moreover, the leaders have the power. Thus, they accepted by the members and the committee of community rice center. Interestingly, the context of the countryside in Thailand, the inhabitant who were kindly and they have the simple life. Therefore, H1 and H2 were the consistent with the objective in this study.

Especially, this study showed that the research method was the quantitative research. The researcher tested the validity and reliability of variables. Moreover, the researcher test the bias of respondent. To protect possible response bias problems between respondents and non-respondents, a t-test comparison of the means of all variables between early and late respondents is conducted corresponding with the test for non-response bias by Armstrong and Overton (1977). The results show no significant difference between early and late respondents demonstrates non-response bias between respondents and non-respondents. And the late respondents represent non-respondents. Thus, non- response bias is not a problem in this research. Interesting, the result of qualitative research was an in-depth interview with 5 the

head committee rice center in Buriram Province. In the context of Buriram province , there were the 51 community rice center. The government officers does not enough service. Therefore, the result the H3 has the negatively effected between the participation of members and organizational success.

However, H3 was not significant. In the future research, the researcher aware the Maslow's theory explained the conceptual framework. The members of community rice center need to development quality life and they wanted to life modern. Moreover, they were very happy life in the local home. Likewise, the members of community rice center have the tacit knowledge but they have not the modern knowledge. Therefore, the government officers will be to connecting the members frequently.

CONCLUSION

This study is intended to provide a clearer understanding of the relationships among leader characteristics, participation of members, government awareness and organizational success. This research makes an important contribution to theory. However, transformations leadership theory is expanding to conceptual model in this study. From the results of this study helps leaders identify and justify key components that affect transformations leadership and the personality of leader. In addition, this information can be applied to create continuously superior social responsibility.

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