



Conditions of Group Management of Indigo-Dyed Weaving Groups in Sakon Nakhon Province

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Abstract

The objective of this research was to study conditions of group management of Indigo-Dyed weaving groups in Sakon Nakhon Province. Mixed Method Research (MMR) was applied by using an Explanatory Sequential Design. The first step was a quantitative research to analyze frequency, percentage, mean and standard deviation drawn from sample groups of committee members and group members of the indigo-dyed weaving groups in Sakon Nakhon Province that joined the OTOP Product Champion (OPC) of the year 2016. Later, the qualitative research method was used to conduct focus groups and in-depth interviews of the committee members, group members, and official staff working with indigo-dyed weaving groups. The descriptive analysis method and content analysis were employed to analyze the data. Results found that the conditions of the management of indigo-dyed weaving groups in Sakon Nakhon Province showed that the group management, production planning, production development and accounting were at the highest level ($\bar{x}= 4.32, S.D. = 0.85$), ($\bar{x}= 4.31, S.D. = 1.12$), ($\bar{x}= 4.51, S.D. = 0.79$), and ($\bar{x}= 4.51, S.D. = 0.92$), respectively. The group establishment, producing management, marketing management, public relations management and financial management were at the high level ($\bar{x}= 3.59, S.D. = 1.53$), ($\bar{x}= 3.62, S.D. = 1.44$), ($\bar{x}= 4.18, S.D. = 1.06$), ($\bar{x}= 3.49, S.D. = 1.48$) and ($\bar{x}= 3.49, S.D. = 1.48$), respectively.

Keywords: Conditions of Group Management ,Indigo-Dyed Woven Fabric, OTOP

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The article is a part of Dissertation entitled “A Model for Improving the Management of Indigo Weaving Groups Under the Concept of Social Enterprise” Ph.D. in Development Sciences, Faculty of Humanities and Social Sciences, Khon Kaen University.

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Introduction

The community economy system in Thailand began with the purpose of strengthening the financial security of community organizations, encouraging the communities to form groups to create jobs and generate income for the communities. These helped to solve the economic problems in the communities. Later, in the year 1997, the government introduced the concept of community enterprise under the One Tambon One Product (OTOP) project, as a tool to drive and enhance microfinance in the community. As a result, the concept was applied to set up and improve the groups (Department of Community Development Ministry of Interior, 2018).

Sakon Nakhon Province is a province well known for a variety of ethnic groups evident in the culture, costumes, food, lifestyles and careers, which are part of the local identity. Moreover, the local wisdom of indigo-dyeing was applied to be a minor job for villagers leading to the strengthening of the community economy of the province. The villagers can also manage community capital to help create self-reliance, rehabilitate natural resources and the environment as well as conserve wisdom under capitalism) Nartsupha, 2005(. Therefore, indigo-dyed woven fabric reflected the efficiency of community capital management helping villagers to earn extra income and to sell products from the villagers' ideas, work and generate profits (Grisanaputi, 2016). However, the indigo-dyed weaving groups in Sakon Nakhon Province encountered many challenges including marketing; such as limitations on points of sale, lack of knowledge about pricing and calculating fixed costs, product development and transformation such as lacking product identity, and lack of product design to match with the desire of potential customers. They also had problems stemming from a lack of knowledge of accounting which led to incorrect income and expense lists. The groups had to deal with the problems of insufficient revolving funds and lack of information on financial sources (Hunwiwat, 2011; Promsaka Na Sakolnakorn & Sungkharat, 2013(. Furthermore, the groups faced to the problems of insufficient major raw materials and substandard of indigo-dyed, woven fabric. These problems obstructed the indigo-dyed weaving groups in Sakon Nakhon province from being successful in helping to promote microfinance in the area and driving indigo-dyed weaving groups in the province. As a result, the study of conditions of group management of indigo-dyed weaving groups in Sakon Nakhon province is needed.



Objectives

To study conditions of group management of indigo-dyed weaving groups in Sakon Nakhon Province.

Methodology

This study attempted to study conditions of group management of indigo-dyed weaving groups in Sakon Nakhon Province consisting of group formation, group management, production planning, production management, production development, marketing, public relations, finance and accounting. Mixed Method Research (MMR) was applied by using an Explanatory Sequential Design. The first step was a quantitative research to analyze frequency, percentage, mean and standard deviation drawn from sample groups of committee members and group members of the indigo-dyed weaving groups in Sakon Nakhon Province that joined the OTOP Product Champion (OPC) of the year 2016 and ranked 3-5 stars. There were four hundred cases. Later, the qualitative research method was used to conduct focus groups and in-depth interviews of the committee members, group members, and official staff working with indigo-dyed weaving groups. There were fifty-seven cases. The descriptive analysis method and content analysis were employed to analyze the data.

Results

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Sakon Nakhon

The conditions of group management of indigo-dyed weaving groups in Sakon Nakhon Province consisting of group formation, group management, production planning, production management, production development, marketing, public relations, finance and accounting. The results found that the average of the overall group establishment was at high level ($\bar{x} = 3.59$, S.D. = 1.53). There were many reasons for group formation such as their interest ($\bar{x} = 4.81$, S.D. = 0.42), getting recommendations from governmental organizations (local administrative organizations, and office of provincial community development) under the OTOP Project ($\bar{x} = 4.25$, S.D. = 0.91), introductions from community leaders ($\bar{x} = 3.97$, S.D. = 1.28) (learning from other groups' successes



and receiving funds from sub-administrative organizations and banks) \bar{x} = 3.47, S.D. = 1.28(as well as suggestions from Non-Governmental Organizations) NGOs() \bar{x} = 1.43, S.D. = 0.83(.

The overall group management was at the highest level) \bar{x} = 4.51, S.D. = 0.79). Most of the indigo-dyed weaving groups set up their group structures and roles of committee members and group members clearly) \bar{x} = 4.71, S.D. = 0.61(. The group members performed their assigned tasks) \bar{x} = 4.65, S.D. = 0.59), could check the group operations) \bar{x} = 4.60, S.D. = 0.76), set up fair and satisfactory compensation and dividends (\bar{x} = 4.43, S.D. = 0.90) wrote a clear working standard for group members (\bar{x} = 4.41, S.D. = 1.00) and group members's participation in planning group management such as labor, money, materials, equipment, production planning and management) \bar{x} = 4.27, S.D. = 0.70).

The average of the overall production planning was at the highest level) \bar{x} = 4.32, S.D. = 0.85). The group had a financial plan such as investment, production, purchasing, selling and other expenditures) purchasing indigo dye, cotton and equipment() \bar{x} = 4.61, S.D. = 0.71) an organizational plan (organizational structure, organizational chart, personnel plan, terms, and compensations() \bar{x} = 4.47, S.D. = 0.86). They also collected data on materials and needs of customers regularly (\bar{x} = 4.41, S.D. = 0.73), had a production plan and set up fixed costs (\bar{x} = 4.34, S.D. = 0.84), had marketing plans) analysis of customers, competitors, public relations, and sales() \bar{x} = 4.24, S.D. = 0.92). The mean of the selection of locations for production activities such as spinning cotton, dying and weaving was high (\bar{x} = 4.08, S.D. = 0.89). The business plan was used to drive the group management (\bar{x} = 4.07, S.D. = 0.83).

The average of the overall production management was at the high level) \bar{x} = 3.62, S.D. = 1.44). The production process of the indigo-dyed weaving groups could be categorized into four steps including searching for materials, producing, delivering products and returning products. 1) To search for materials, most of the groups did an inventory control and audit of inventory regularly) \bar{x} = 4.66, S.D. = 0.75), and compared price of raw materials from different places before purchasing (\bar{x} = 4.56, S.D. = 0.77). The groups needed to buy raw materials (indigo dye and cotton)) \bar{x} = 3.43, S.D. = 1.08) showing that the groups had to order raw materials from their network and local markets they known very well. 2) Production revealed that the groups checked for standards and quality control of products regularly) \bar{x} = 4.63, S.D. = 0.64(, assigned schedules for indigo-



dyed fabric production from sales $\bar{x}= 4.57$, S.D. = 0.68(, designed their products to suit the customers' needs $\bar{x}= 4.14$, S.D. = 1.02). The average of cotton hand-woven fabric and making schedules for group members to weave the fabric were high ($\bar{x}= 3.59$, S.D. = 1.43) and $\bar{x}= 3.49$, S.D. = 1.20(, respectively. However, the average of making schedule for indigo-dyed hand-woven fabric process was medium ($\bar{x}= 3.36$, S.D. = 1.16). This was because most of the groups prioritized production plans considering orders and sales only. Interestingly, the groups believed that they were prohibited from dyeing indigo on Buddhist Holy Days because the fabric would not get the indigo color to stick to the fabric. 3) To deliver products, the groups delivered products on time $\bar{x}= 4.57$, S.D. = 0.63), used Kerry Express, Flash Express and J&T Express $\bar{x}= 4.10$, S.D. = 1.17).

4) To return products, most of the groups did not have any clear means to return the products from the customers. The average of damage or unspecified quantity and quality of orders was low $\bar{x}= 2.26$, S.D. = 1.32), but the average of sending new products to the customers and reducing price for damage was lowest $\bar{x}= 1.63$, S.D. = 0.91(and $\bar{x}= 1.58$, S.D. = 1.04(, respectively. This was because it rarely occurred. Most of the groups controlled their product quality at each stage of the process, from the weavers to the quality control committee members who had to check for color, size, and pattern.

The average of the overall product development was at the highest level $\bar{x}= 4.31$, S.D. = 1.12). Most of the groups obtained certificates of standard $\bar{x}= 4.88$, S.D. = 0.34(, having product storytelling ($\bar{x}= 4.61$, S.D. = 0.83), having group packaging such as boxes and paper bags ($\bar{x}= 4.48$, S.D. = 0.80), having ready made products such as clothes, purses, hats and souvenirs $\bar{x}= 3.31$, S.D. = 1.63).

The average of the overall marketing was at the high level $\bar{x}= 4.18$, S.D. = 1.06). The groups set up suitable pricing for indigo-dyed fabric ($\bar{x}= 4.59$, S.D. = 0.60), investigating and researching the needs of customers ($\bar{x}= 4.30$, S.D. = 0.77). The groups had points of sale or markets and marketing networks ($\bar{x}= 4.20$, S.D. = 0.88), designed products to serve the needs of the customers ($\bar{x}= 4.09$, S.D. = 1.13) and provided promotional activities ($\bar{x}= 3.73$, S.D. = 1.49).



The average of the overall of public relations was at the high level ($\bar{x}= 4.08$, S.D. = 1.40). The majority of the groups communicated about their groups and products to their group members ($\bar{x}= 4.40$, S.D. = 0.64), to their network and others ($\bar{x}= 4.11$, S.D. = 0.95) and via social networks such as Facebook, Instagram, Line and websites ($\bar{x}= 4.00$, S.D. = 1.27). They also used newspapers and radio to release the information about their groups and products ($\bar{x}= 2.81$, S.D. = 1.68). They advertised their groups and products through special events ($\bar{x}= 2.12$, S.D. = 1.20).

The average of the overall of finance was at the high level ($\bar{x}= 3.49$, S.D. = 1.48). The groups released information on finance and other information to group members ($\bar{x}= 4.64$, S.D. = 0.78), making an account ($\bar{x}= 4.63$, S.D. = 0.82) and used information on finance or accounting to plan for purchasing material, equipment and other expenditures ($\bar{x}= 4.62$, S.D. = 0.80). The average of income distribution to group members, share collecting for savings and making annual financial reports was at the highest level ($\bar{x}= 4.52$, S.D. = 0.90), ($\bar{x}= 4.42$, S.D. = 1.19) and ($\bar{x}= 4.42$, S.D. = 1.02), respectively. The average of the monthly financial report was at the medium level ($\bar{x}= 3.22$, S.D. = 1.76); whereas, the quarterly financial report was the low level ($\bar{x}= 2.20$, S.D. = 1.34). This was because most of the groups did not have orders or produce monthly. The average of overall of accounting was at the highest level ($\bar{x}= 4.51$, S.D. = 0.92). The groups had accounting and used it for planning for operation, decision making and production control ($\bar{x}= 4.59$, S.D. = 0.84), released information to the members ($\bar{x}= 4.54$, S.D. = 0.84), assigned tasks for keeping up with income, expenses and loans ($\bar{x}= 4.53$, S.D. = 0.91) and designated committee members to check accounts ($\bar{x}= 4.41$, S.D. = 0.94).

Discussion and Recommendations

The study found interesting issues to discuss as follows: The indigo-dyed weaving groups set up group structures, roles and responsibilities, fair and clear compensation as well as transparency of group management, which was similar to the study of Sriwilai and Mongkolsrisawat (2015). Their study explained rules and standards for working and used them as means to control and plan for group management and factors of indigo-dyed hand-weaving process. Interestingly, the groups employed various kinds of social media such as Facebook, Instagram, Line and websites to communicate with and sell to their potential customers. The belief of Buddhism; especially prohibiting indigo-dyeing on Buddhist Holy Days influenced the weavers.



They believed that the fabric would not take the indigo color on those days. The groups set prices by study needs of the customers in order to be able to set a fair price. They also sold products through online channels, which matched the study of Roemsri and Kheokao (2019) finding that the groups increasingly used social media; especially Facebook to present and sell products.

Results indicated that the majority of indigo-dyed weaving groups in Sakon Nakhon Province managed their groups in terms of group management, production planning, production development, accounting, group establishment, production management, marketing management, public relations management and financial management seriously. As a result, the government should support them in many ways including providing training courses and conducting research as well as expanding product distribution channels. One of the interesting courses for the groups is information technology skills; especially different kinds of social media, which will help them to advertise their groups and sell their products. Future research should study other indigo-dyed weaving groups in other provinces in order to obtain a wider picture of indigo-dyed weaving topic, which will help build a better understanding of the issue.

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