

# Factors Affecting Business Management of Fruit-Selling Entrepreneurs in Pathommongkol Market, Nakhornpathom Province

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## ABSTRACT

This research has the following objectives: 1) To compare factors affecting business management of fruit-selling entrepreneurs in Nakhornpathom, when classified by personal factors; and 2) To study relationships in business management of fruit-selling entrepreneurs in Nakhornpathom, when classified by shop management, marketing management, financial management, and human resource management. The sample group consisted of 400 samples, using convenient sampling method. A questionnaire was used as a research tool. Results were derived from data analysis, using frequency counts, percentage, average, standard deviation, t-test, one-way ANOVA, and Pearson product-moment correlation coefficient. The research results found that: 1) business management of fruit-selling entrepreneurs in Nakhornpathom was different in age, education, and duration of business management while there was no difference in gender, status, or earnings; 2) business management of fruit-selling entrepreneurs in Nakhornpathom related at a statistically significant level in every aspect, with the relationship between human resource management and marketing management factors at  $r_{xy} = 0.574$ . Next to that, the relationship between financial management and marketing management factors was at  $r_{xy} = 0.555$ , and financial management and human resource management was at  $r_{xy} = 0.546$ , in that order.

**KEYWORDS:** entrepreneurs, fruit market, business management

## **Introduction**

Overall, Thailand is so abundant in nature. Thailand's location is in a tropical rainy region with appropriate rainfall and climate to yield good tropical fruits and vegetables. In the past, there were not many people in Thailand. Fruit is one of the most important agricultural products in Thailand. Make a lot of income for the country Thailand is the most important and famous producer and exporter of tropical fruits in the ASEAN region. There is a fruit export value of 45,613 million baht. Natural fruits and vegetables were sufficient for people's consumption. However, at present, Thailand's population has grown, which has also increased the need for fruit and vegetable consumption. Along with that, production of fruits and vegetables for consumption has changed to production for distribution (Siritavanakul, 2011, p.1). Due to this, Thailand has produced fruits and vegetables for both domestic consumption and foreign export.

At present, Thai fruits can bring several million baht into the country and are popular among consumers of Thailand and other countries. Fruits that are important economically and worth a high value in exports are popular among foreign consumers, i.e., longan, durian, mangosteen, lychee, mango, pomelo, rambutan, pineapple, coconut, tammarind, etc., and future potential fruits, local fruits, or native fruits, with more

domestic consumption than exports, i.e., santol, rose apple, custard apple, jujube, sweet, guava, wollongong, fairy, salacca, jackfruit, lemon, grape, banana, etc. When fruits are popular among people, now fruit markets appear in most towns in Thailand. The sizes of fruit markets depend on the different conditions of the provincial or regional fruit plantations and the quantity of their agricultural yields.

There are many large and acceptable fruit markets in Nakhornpathom at present, and one of them is Pathommongkol Market. In the past, before the construction of Pathommongkol Market, agricultural products sellers had their makeshift stalls on the banks of the canal, causing traffic congestion and filthy scenery. The town municipality decided to clear out the marketplace and let the landowner find a new, appropriate empty lot on which to construct a marketplace. The 60-rai empty lot was bought, and construction started. Pathommongkol Market consists of commercial buildings and indoor empty stalls for agricultural products. Pathommongkol Market has been managed as a private business distribution center for fruits and vegetables of both domestic and foreign exports by Market System Promotion and Management Division (Market System Promotion and Management Division, Department of Internal Trade, 2560: online).

Pathommongkol Market has been developed to get ready to join the system of ASEAN Economic Community (AEC), setting a budget of five billion baht for the improvement of the new internal structure to push the market to be the retail and wholesale trade center for fruits and vegetables for Bangkok and the perimeter and the South, including the opportunity to connect and do international business with Myanmar. Pathommongkol Market is open for service 24 hours a day. There are 1,300 stall renters with a 100% rental rate. The trade of fruits and vegetables is over 10,000 tons/day and market value with worth of five billion baht/year (Prachachart Online, 2013), which clearly shows the success of fruit business entrepreneurs in Pathommongkol Market at present. For such reasons, the researchers have interested in studying the factors affecting the management of the fruit business entrepreneurs in Nakhornpathom, a case study of Pathommongkol Market, to benefit the efficiency of the management, and to learn about the direction of successful management of new entrepreneurs or on-going entrepreneurs in the future.

**Purposes:**

1) To compare personal factors affecting business management of fruit-selling entrepreneurs in Pathommongkol Market, Nakhornpathom Province.

2) To study relationships between different business management factors of fruit-selling entrepreneurs in Pathommongkol Market, Nakhornpathom Province.

**Hypotheses:**

The research on factors affecting business management of fruit-selling entrepreneurs in Nakhornpathom, a case study of Pathommongkol Market has the following hypotheses:

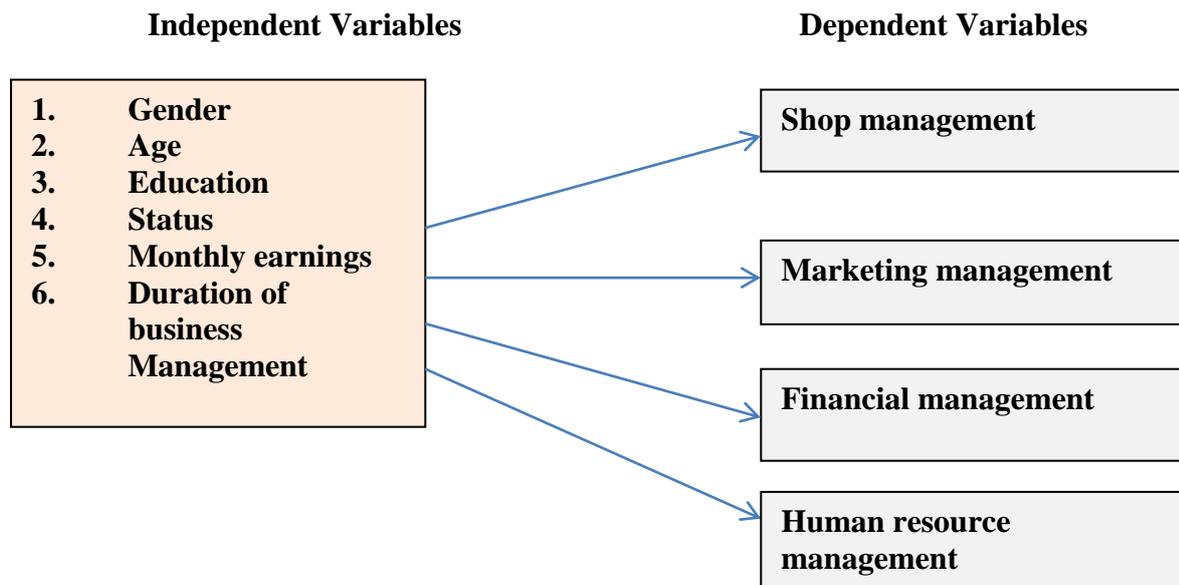
1) The different personal factors of gender, age, education, status, monthly earnings, and duration of business management affect business management of fruit-selling entrepreneurs in Nakhornpathom, a case study of Pathommongkol Market.

2) The business management of fruit-selling entrepreneurs in Nakhornpathom in shop management, marketing management, financial management, and human resource management are related.

**Research Framework:**

The researchers construct a conceptual framework of research business management by using four key indicators from literature reviews, which are: shop management, which developed from the concept of Berman and Evans (2007); marketing management, the concept of Kotler and Keller (2009); financial management, the concept of Louis, David, and Douglas (2000); and human resource management, from Swanson and Holton (2009).

## Research framework



### Research Process:

The researchers have studied research related to factors affecting business management of fruit-selling entrepreneurs in Nakhornpathom, a case study of Pathommongkol Market, including other related research as follows:

#### 1. Concepts of management factors

Management procedure consists of five main management obligations, realized by all managers in the administration of work and manpower in any business organization for the effectiveness and efficiency of their set goals. They are: 1) concept management, which is in keeping with analysis of situations of the changing external environment so that the organization can “plan” for the best choice of plans; 2) object management, which is the management of the organization so that

activities and resources can be arranged in order and grouping for effective coordination of all division; and 3) human resource management, which is the management of manpower for the achievement of the set goals. There are usually three aspects of human resource management: putting the most capable personnel into the right jobs; making appropriate authorization so that personnel is motivated by the art of good governance; and applying control and evaluation by supervision to keep good standards (Berman & Evans, 2007).

#### 2. Concepts of marketing management

Kotler and Keller (2009, p. 787) explained that marketing means a social procedure, a form of management. Marketing has an objective to respond to needs and the necessity of consumers of that marketplace, so marketing is a creative

procedure which establishes development, exchange, and gives added value to products and services.

Sereerat (2007, p. 38) explained that marketing factors or marketing mixture means marketing strategy which business has to use together with marketing decisions to respond to the market's satisfaction. Marketing goals consist of product, price, place, and promotion (or 4P's).

Samerjai (2007, p. 52) said that the marketing mixture is an important element in responding to the market appropriately, beginning with the fact that business has something to present to customers or has the product, sets a suitable price, and delivers to customers effectively by managing the distribution channel and communication means for advertising and motivating purchases through promotion strategy, which together are called marketing tools.

Chitraktham (2007, pp. 163-164) gave the meaning of the service business marketing mixture as follows: management of the marketing mixture of the service product is different from the marketing mixture of the substantial product; the marketing mixture of the substantial product consists of 4 P's, but the marketing mixture of the service product consists of 7P's, which are price, service product, place or distribution channel, service promotion, service personnel, process, and physical evidence.

### **3. Concepts of financial management**

In business competition, in order that the firm will survive and grow to become a secure organization, it needs to be prepared and strong in all aspects, and finance is an important aspect. If the financial strategy is managed well, the firm will be able to reach its utmost goal. The firm should seek capital from a low interest source, with an acceptable risk, invest in profitable institutions, and get good yield to achieve the highest goal of financial management, which is to maximize the value of the firm. The obligations of financial management consist of the following steps: 1) plan and set goals; 2) consider the quantity and duration of investment; 3) investigate available capital resources; 4) allocate the capital; and 5) supervise and evaluate.

Louis, David, and Douglas (2000) concluded that the obligations of a financial manager are as follows: 1) analysis and planning; 2) raising funds or financing; and 3) allocation of assets.

### **4. Concepts of human resource management**

Gilley, Egglund, and Maycunich (2002) said that human resource management includes both formal and non-formal procedures for learning, increasing performance, and for human change through creative activities and management activities to increase efficiency in work and potential

in people, including readiness to cope with change and adaptation.

Swanson and Holton (2009) define human resource management as a procedure of development and releasing the power of knowledge and the ability to build an efficient working system and internal procedures, such as group therapy, working systems, and personnel's individual working performance.

Sutthitham (2009, p. 125) said that human resource management and self-development are very important things for local retail shop owners in the province to observe since retail is mainly customer service. However, service is something which can make a difference and is a selling point for retail shops. The service of a shop in each activity needs a person to take care of it to get it done well. Therefore, shops should emphasize human development in every position and place more emphasis on the person taking direct care of customers. Human resource management has to begin correctly with enrollment. When the entrepreneur can make an appropriate selection to fit the position, it is the beginning of employee development to have a better service mind. Retail shops have to set a compact organizational structure, getting every employee to understand and acknowledge his or her own role and responsibility, including accepting the do's and don'ts of the organization's policy.

Moreover, important things that the entrepreneurs have to emphasize are keeping efficient employees with the organization as long as possible and keeping personnel development throughout.

### **Population and Sample**

The population for this research was fruit-entrepreneurs at Pathommongkol Market, Nakhornpathom Province. Since the exact size of the population was not known, the researchers used Cochran's uncertain population formula (Cochran, 1953) to arrive at the sample group of 400 entrepreneurs, using convenient sampling. Collect data between March - June 2019

### **Instruments**

A questionnaire passed a content validity test by three experts and a reliability test by 20 fruit-entrepreneurs from four-city-corners markets with a reliability value between 0.77-0.82. Descriptive statistics were analyzed from percentage, average, and standard deviation. On the other hand, conclusive statistical analyses consisted of t-test, F-test one-way ANOVA, and Pearson correlation .

### **Research Results**

#### **Part 1. Analytical results of questionnaire respondents**

Most questionnaire respondents were female or 71 percent, most were between 31-40 years of age or 37 percent, education was at an elementary level or 27

percent, next to that was at a bachelor level or 26 percent, marital status was married or 68.0 percent, monthly earnings were between 30,001 - 50,000 baht or 49 percent, and duration of fruit-selling was between 11 – 15 years or 43 percent.

**Part 2. Analytical results of the business management of fruit entrepreneurs in Nakhornpathom, a case study of Pathommongkol Market**

**Table 2.1.** Business management of fruit entrepreneurs in Nakhornpathom, a case study of Pathommongkol Market

Business Management	Mean	SD	Order	Result
1. Shop management	3.44	0.42	2	High
2. Marketing Mgmt	3.12	0.72	4	Mid
3. Financial Mgmt	3.41	0.65	3	High
4. Human resource Mgmt	3.65	0.53	1	High
<b>Total</b>	<b>3.40</b>	<b>0.46</b>		<b>Mid</b>

Business management of fruit entrepreneurs in Nakhornpathom was at a medium level. The first three factors evaluated were human resource management (Mean = 3.65), shop management (Mean = 3.44), and

financial management (Mean=3.41), in that order .

**Part 3. Business management of fruit entrepreneurs in Nakhornpathom, a case study of Pathommongkol Market, classified by personal factors**

**Table 2.2.** Business management of fruit entrepreneurs in Nakhornpathom, a case study of Pathommongkol Market, classified by personal factors

Business Mgmt of fruit entrepreneurs	Gender		Age		Education		Status		Earning		Duration	
	t	sig	F	sig	F	sig	F	sig	F	sig	F	sig
1. Shop Mgmt	0.59	0.56	2.44	0.07	1.02	0.41	1.21	0.31	0.35	0.84	2.39	0.07
2. Marketing Mgmt	0.62	0.54	4.03*	0.01	5.49*	0.00	0.16	0.93	1.4	0.24	2.85*	0.04
3. Financial Mgmt	0.29	0.77	1.34	0.27	1.16	0.34	1.87	0.14	1.43	0.23	5.78*	0.00

4. HR. Mgmt	0.36	0.72	2.61	0.06	6.23*	0.00	1.16	0.33	1.59	0.18	5.49*	0.00
<b>Total</b>	<b>0.62</b>	<b>0.54</b>	<b>2.79*</b>	<b>0.04</b>	<b>3.93*</b>	<b>0.00</b>	<b>0.74</b>	<b>0.53</b>	<b>1.38</b>	<b>0.25</b>	<b>6.03*</b>	<b>0.00</b>

\* Significant level at 0.05, \*\* Significant level at 0.01

The research results found that business management of fruit entrepreneurs in Nakhornpathom was different in age, education, and duration of business management while gender, status, and earnings were not different.

When classified by factors, it was revealed that with shop management, there was no difference. When classified by personal factors with marketing management, there were differences at a significant level in age, education, and

duration of business management. With financial management, there was difference at a significant level in duration of business management and with human resource management. There were differences at a significant level in education and duration of business management.

#### **Part 4. Relationship in business management of fruit entrepreneurs in Nakhornpathom**

**Table 2.3.** Relationship of business management of fruit entrepreneurs in Nakhornpathom

	Shop Mgmt	Marketing Mgmt	Financial Mgmt	HR Mgmt
Shop Mgmt	1			
Marketing Mgmt	.433**	1		
Financial Mgmt	.419**	.555**	1	
HR Mgmt	.339**	.574**	.546**	1

\* Significant level at 0.05, \*\* Significant level at 0.01

Business management of fruit entrepreneurs in Nakhornpathom had the following relationships:

There is a positive relationship at a medium level, with the correlation between 0.339-0.555, at a statistically significant level in every aspect, with human resource management related to marketing

management at  $r_{xy} = 0.574$ . Next, financial management related to marketing management at  $r_{xy} = 0.555$ . Financial management related to human resource management at  $r_{xy} = 0.546$ , respectively.

#### **Conclusions**

Business management of fruit entrepreneurs in Nakhornpathom was

different in age, education, and duration of business management, and when considering management factors individually, it was found that marketing management, financial management, and human resource management were all different in duration of business management since fruit-selling needed accumulated experience to have an edge in competition. Nevertheless, another important personal factor was education. Consistent with the research of Suchada Saengduangdee. et al.(2019) and Suppachai Murnpho and Thirasak Unaromlert.(2018)

Business management of fruit entrepreneurs in Nakhornpathom related at a statistically significant level in all aspects since success in business management needed integration of quality management skills to achieve success in competition .

### **Recommendation**

1. Differences in personal factors including age, education, and duration of business management will affect the business management of fruit entrepreneurs in Nakhornpathom since those factors will relate to experience and learning which will affect business management, financing, marketing, and self-development. Therefore, if one needs to develop how to manage a business

for quality, giving education, either formally or informally, will be able to promote the quality of business management.

2. The research results showed the relationships between marketing factors, financial factors, and human resource management factors. Therefore, emphasis should be placed on such factors when planning business management. These factors will promote each other in building success in the fruit business.

### **Suggestions for future research**

1. This research limited the study to only business management of fruit entrepreneurs in Nakhornpathom, at Pathommongkol Market, which is a large fruit market of the province. If data gathering had been expanded, different research results could have been expected.

2. The study put emphasis on descriptive research. Interested parties could do qualitative research or mixed research, which should make the research derive more and become clearer in other dimensions.

3. The sampling was only non-opportunity, statistically. If sampling were to be extended more systematically, more reliable results could certainly be expected.

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