

The Community Development Operation Model of Ban Nam Sai Community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province

Pongsatean Luengalongkot *

Political Science and Law, Burapha University, Thailand

E-mail: pongsatean@go.buu.ac.th

*Corresponding author

(Received: 31 March 2023, Revised: 21 June 2023, Accepted: 4 July 2023)

<https://doi.org/10.57260/rcmrj.2023.264522>

Abstract

Community development operations are important because they help strengthen communities. The objectives of this research were to analyze and examine the consistency of the community development operations (CDO) model with empirical data, and to study the weight of direct, indirect, and total effect of factors influencing on CDO of Ban Nam Sai Community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province. The population in this study was 173 people who are representing households living in Nam Sai Village. The samples were 121 people, calculating by Taro Yamane's formula. The research tool in this study was the questionnaire-based survey. Analyzed and examined the consistency of the community development model of Ban Nam Sai community with empirical data based on the model goodness of fit indices used a Structural Equation Model. Analyzed weight of direct, indirect and total effect of causal factors on community development operation of Ban Nam Sai community by used a Structural Equation Model with statistic Path analysis. The results were found that The CDO model of Ban Nam Sai community developed consistent with the empirical data. It was also found that Leadership, public participation and community communication had direct effects on community development operations of Ban Nam Sai community. Besides, community communication was found a direct effect on public participation. Among these studied variables, leadership was found to have an indirect effect on community operations of Ban Nam Sai Community through public participation and community communication. Community communication also had an indirect effect on the community development operation of the Ban Nam Sai community through public participation. The total effect on community development operations of Ban Nam Sai community. The highest total influential factor was public participation, followed by leadership and community communication respectively. Suggestion from the research results, the community development operation model of Ban Nam Sai Community is suitable for use. The model should be developed and applied to use to the similar context of communities/villages for further community development.

Keywords: Community development operation model, Public participation, Leadership, Community communication

Introduction

The development revolution had started its course after world war II. The war-winning countries attempted to help restorative poor and emerging countries to develop and escape poverty. Those activities consisted of the principles of the development theory to create modernity and economic growth (Sujjanan, 2006, p. 42). As a result, the United Nations was established in late 1945 to assist in expediting the development of countries. At the same time, the World Bank was established to support financial problems in the countries that got impacted by the war. This was called the beginning of global development. Moreover, the Association of South-East Asian Nations was established, to support the development of the politics, economics, social, culture, agriculture, and the well-being of the people of the member of ASEAN countries. They had a series of meetings in Bangsaen and Bangkok before they announced the Bangkok Declaration in 1967. The objective was to develop communities and eliminate poverty, to reduce inequality as well as to increase the well-being of the people (Department of ASEAN Affairs, 2013). The policy had been applied in Malaysia, one of the members of ASEAN. The highlight point of it was that this policy was in line with national economic policy. It also emphasized community development through a public participation model managed by their local governors. This policy helps to construct the development of the Malaysian community to be successful nowadays (Siripaisan & Saksung, 2009). In Thailand, the Ministry of the interior mainly focuses on community development. It was divided into two main goals including a strong community and a safe community (Department of Community Development, 2017). Thailand has begun entering the era of serious development according to the world trend that recognizes the importance of development. Thailand has been developed from an agricultural country in the past to become an industrialized country, including the development of 5 G technology. During the development procedure, there were many changes left behind. One of them was the environmental matter, both internally and externally. These changes had an impact on the economy, society, politics, and even culture in the Thai community. To respond to these problems, the Thai community had to adjust the community development model to accommodate the revolution. This model helps guiding the community development in the right direction and particularity (Chiracharat, 2005, p. 25-26). The goal was to create growth that would eventually lead to solutions that meet the needs of the local community. Besides this, the development of communities is highly important as it impacts the quality of life for the population within those communities. Therefore, community development can have diverse effects on various aspects such as the economy, society, environment, and mental health of the population. Also, the aforementioned changes have resulted in a need for public support and competent community leaders to develop community activities.

The leader is the most important factor for executing community development. The characteristics of leaders are those who must possess leadership quality and a spirit of sacrifice for accomplishing their work. Moreover, they must be coordinated and communicated with stakeholders on all projects. They have to listen to other stakeholders in thinking and making decisions together. If the leader doesn't have enough leadership skills as mentioned above, it will pose serious challenges to the success of community development. One of the most important factors of leadership for the community is the competency in managing the organization to be strong and self-reliant. The main ability is leading people to work together to achieve the organization's goals (Makasiranon, 2006, p.19). This is consistent with Prasertsri (2001, p. 11), who stated that leadership is the ability to motivate a team to carry out activities that will help achieve organizational goals. For this reason, it can be concluded that the most

important factor in any administration is the leader. Competent leaders will be able to help make their local communities highly successful (Santiwong, 2000, p. 204; Khunchlalat, 1997, p. 11). Especially, the communities that have been developed in the right way will sustainably meet the needs and expectations of their people (Phucharoen, 2004, p. 138). The Department of Community Development and Ministry of Interior had a mission to grow community management in terms of economy, society, politics, governance, and environment. To maintain these changes, there are five strategies such as creating a peaceful and happy community, building capability in community administration, promoting the creative economy, strengthening governance and stability of community capital as well as strengthening the performance of the organization (Department of Community Development, 2015, p. 64). The strategies are aimed at the villages/local community level. Even though the implementation of the project is the smallest in Thailand, but it's also the most important accomplishment for developments in all dimensions. If we can create solid principles for development and self-reliant for every village today, Thailand will have a stable foundation and vital strength to become a developed country in the future. Nam Sai village is located in Moo 11, Thung Bencha Sub-district, Tha Phra District, Chanthaburi Province. It is a new village that was separated from Moo 5, Thung Benja Sub-District, Tha Mai District, Chanthaburi Province. It has been managed by Mrs. Jidapa Thanamul since its inception until now. The geography of Ban Nam Sai contains interspersed swamps with small hills and a large swamp in the middle of the village where the villagers called "Nong Nam Sai". Therefore, this is the reason that this village was named "Ban Nam Sai" or the clear water home. Ban Nam Sai committee has ruled and adopted the sufficiency economy approach as a guide for supporting their living (Nam Sai Village, 2015, p. 2). This approach was applied to the village committee and its villagers. The community development operation of Ban Nam Sai community has been executed in 10 activities (Department of Community Development, 2014, p. 8) such as collecting data for rural development, performing the community plan, implementing community learning centers, promoting democracy, maintaining the environment and natural resources, enhancing sufficient economy philosophy, preventing and solving drug issues, solving poverty issues, promoting career, and raising community fund. From the past performance, it was found that the village of Nam Sai had been successfully developed which resulted in a self-reliant and sustainable village in the development of both economic and social aspects. This was an indication of a good role model of a good village (Nam Sai Village, 2015). This village was also a community that received an outstanding national award; therefore, it is evident why the researcher chose to investigate the operational management of this community development model. Moreover, focusing on the factors contributing to the success of the implementation which fulfills villagers' needs alongside the sustainable development.

According to these aforementioned reasons, the researcher is interested in studying the model of community development operation of Ban Nam Sai community, primarily due to the success of the community development model and the award of an outstanding village on the national level. For the objectives of this research were to analyze and examine the consistency of the community development operations (CDO) model with empirical data, and to study the weight of direct, indirect, and total effect of factors influencing on CDO of Ban Nam Sai Community. For the research hypothesis testing were test the community development operation model of Ban Nam Sai Community is consistent with empirical data and the casual factors had a direct, indirect and total effect on the community development operation model in the area study. Moreover, the researcher wants to make an inclusive investigation of how it achieved its success. If we know the community development operation model of Ban Nam Sai community, this model can be applied for development in other communities effectively. Thus, it will also serve as the feature to uphold efficient and effective development.

Research objectives

1. To analyze and examine the consistency of the community development operations model of Ban Nam Sai Community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province with empirical data.

2. To study the weight of direct, indirect, and total effect of factors influencing on community development operations of Ban Nam Sai Community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province.

Literature Review

The community development operation model of Ban Nam Sai Community in the area study is consistent with the empirical data. From the review of related researches on the topic, the researcher adopted the model of operating based on the strategic plan of Luengalongkot (2019) showed that leadership staff participation and information technology had a direct effect on the operating based on the strategy of Laem Klat Sub-District Administrative Organization. Leadership had an indirect effect on the operating based on the strategic plan of Laem Klat Sub-District Administrative Organization through staff participation and the information technology, Information technology had an indirect effect on the operation of Laem Klat Sub-District Administrative Organization through staff participation. Moreover, the causal factors had a direct, indirect, and total effect on the community development operation model of Ban Nam Sai Community. There are three factors were found with a direct effect on community development such as leadership, public participation, and community communication (Lowe et al., 1996, p. 385-425; Malarat, 2008, p. 151 - 165; Khantasit, 2014; Klongsara, 2008; Gilley, Gilley, & McMillan, 2009, p.75-94; Namburi, 2019, p 183-197). Leadership has an indirect effect on the community development operations of the Ban Nam Sai community through public participation (Suwanklang, 2014, p. 195-207; Nontanathorn, 2015, p. 48-58; Loganit & Luengalongkot, 2017). Leadership has an indirect effect on the development operation of Ban Nam Sai community through community communication (Klongsara, 2008; Nokvichien, 2009). Community communication had an indirect effect on the community development operation of the Ban Nam Sai community through public participation (Klaewkla, 2005, p. 72-74; Yotsorn, 2005, p. 94-96)

According to the literature reviews above, the researcher conducted a conceptual framework as shown in figure 1.

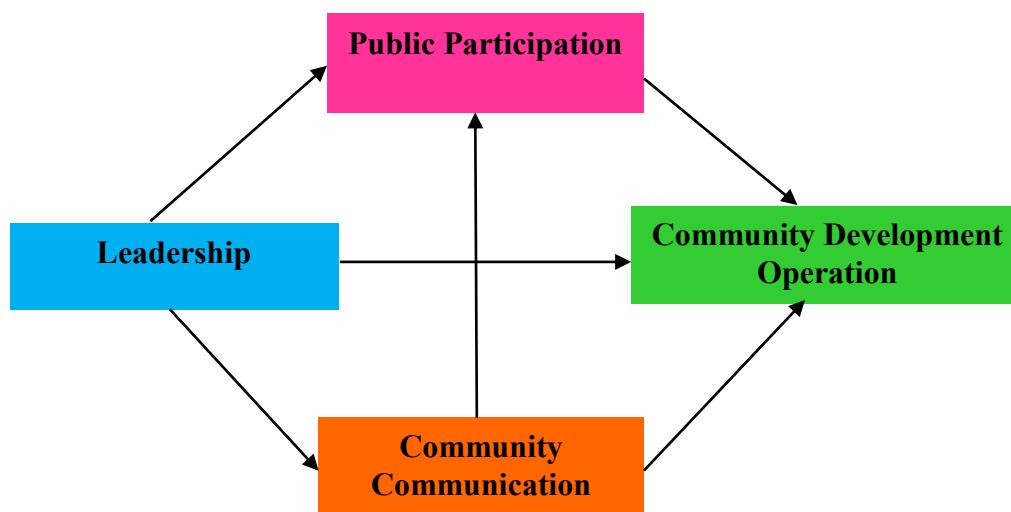


Figure 1 The conceptual framework (Source: Researcher, 2023)

Methodology

Population and Sample

Population in this study was 173 people presenting households who are living in Nam Sai Village (Ban Nam Sai, 2016). The sample was selected from the representative household in Nam Sai Village, which participated in all 10 activities such as collecting data for rural development, performing the community plan, implementing community learning centers, promoting democracy, maintaining the environment and natural resources, enhancing sufficient economy philosophy, preventing and solving drug issues, solving poverty issues, promoting career, and raising community fund (Department of Community Development, 2014, p. 8).

Sample Calculation: A total of 173 target populations were used in this study. The sample size was calculated from the target population using the Taro Yamane formula (Yamane, 1970) at 95% confidence level with an acceptance ratio of 0.05. The total sample was 121 people. After calculating the number of samples, the researcher chose the sample using random sampling technique, following by the lots (Srihong, 2000, p.9). First, make a list of representative households as the population. Then, numbering them in the list without any omissions or duplications. After that, the selected numbers were drawn according to the required number. The researcher had access to the sample group by inviting and explaining research participation. Research participants know the purpose and procedure of the research and ask for cooperation in collecting data by clarifying their rights at the sample group. Participants could decide to participate or refuse to participate in this study if they feel uncomfortable with the questionnaire. The obtained questions contained no negative effect on the sample group. However, they have the right to refuse the answering some inconvenient questions.

Research Instrument

The questionnaire was the research instrument of this study. The researcher used the developed conceptual framework and hypothesis in step 1 to create the questionnaire. The sample group consisted of 121 people representing households living in Nam Sai Village, divided into three parts as following:

Part 1: There were five questions about the general information of the respondents. The characteristics of the questionnaire displayed in the form of checklist questions which consisted of gender, age, education level, marital status, and occupation.

Part 2 was the questions about the factors affecting the community development operations of Ban Nam Sai community, namely leadership, public participation, and community communication. There were 12 questions in total, each of which was characterized in the 4-level rating scale.

Part 3 was the question about the community development Operations of Ban Nam Sai community by executing ten activities with 35 questions included. the 4 levels of the rating scale were applied in this part.

For Part 2 and Part 3, the questionnaires were characterized by a 4-level Rating Scale, including strongly agree, agree, disagree, and strongly disagree. The questionnaires' criterion was presented as followed:

Table 1 The questionnaires' criterion was presented as followed:

Scales	Scores	Descriptions
Strongly Agree	4	The operations of community development were extremely good.
Mildly Agree	3	The operations of community development were very good.
Mildly disagree	2	The operations of community development were a little good.
Strongly disagree	1	The operations of community development were bad.

The researcher conducted the construction and validation of the tool quality by testing the research tools as followed.

1. The questionnaires were sent to the experts to check the content validity. The purpose was to check the quality of content covering the objectives. Three experts were working along with this process. The value of IOC is more than 0.5.

2. Estimating reliability coefficients by bringing questionnaires that passed for content validity to try out with 30 people of similar sample groups. Cronbach Alpha was used to determine the reliability of the research tool. The coefficient of the questionnaire was found to be 0.983 of Cronbach Alpha, indicating that reliability was high enough for making data collection.

Quantitative data collection: The researcher created the questionnaire to use as a tool for data collection. The basics concepts, theories, literature review as well as researches related to the community development model of Ban Nam Sai community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province were used as a guideline for determining the scope of the questionnaire. The questionnaires were distributed according to the number of specified samples by data collection techniques. The complete version of the questionnaire was distributed as followed:

1. Distributing the questionnaire to the sample of 121 representative households who are living in Nam Sai Village to answer the questionnaire.

2. The researcher prepared the A4 size document envelopes for packing the completed questionnaires. After completing the questionnaire, the respondents were asked to put the finished questionnaire in an envelope and seal it. Then, the questionnaire's envelopes were kept in the questionnaire box prepared by the researcher.

3. After distributing the questionnaire successfully, the researcher examined the completeness of the questionnaires. There were 121 returned complete questionnaires which represented 100 percent.

4. Analyzing and evaluating data using a software program for social science research.

5. To achieve this procedure, the researcher had already explained objectives and guidelines for answering the questionnaire to the sample group to understand how to fill out the documents and clarify the project participants. Then, letting participants express their consent to join the program in the consent document by signing in the consent document or oral speech.

Data analysis

Data analysis of this research was divided into three steps as followed:

1. General information was analyzed by descriptive statistics, including frequency and percentage.

2. Analyzed and verified the consistency of the community development model of Ban Nam Sai community with empirical data based on the model goodness of fit indices used a Structural Equation Model (SEM) by the mathematical package program to estimates regression parameters to find the relationship between variables which must find the corresponding of the model estimate structural models and measurement models.

3. Analyzed weight of direct, indirect, and total effect of causal factors on community development operation of Ban Nam Sai community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province by used a Structural Equation Model (SEM) by using a mathematical package program with statistic Path analysis.

Results

1. The results of the analysis and examination of the community development operation model of Ban Nam Sai community were consistent with the empirical data based on the model fit indices consisting of $\chi^2 = 1.449$, $df = 2$, $p\text{-value} = 0.484$, $\chi^2/df = 0.724$, CFI = 1.000, TLI = 1.006, RMSEA = 0.000, SRMR = 0.016. These indices were described in table 2. (Hooper et.al., 2008)

Table 2 Model fit indices of Ban Nam Sai community development model with empirical data

Criteria Index	Model fit criteria	Scores	Results
χ^2/df	< 2.00	0.724	Passed
$p\text{-value}$	> 0.05	0.484	Passed
TLI	> 0.95	1.006	Passed
CFI	> 0.95	1.000	Passed
SRMR	< 0.08	0.016	Passed
RMSEA	< 0.07	0.000	Passed

2. The weight of direct, indirect, and total effect of factors affecting community development operation of Ban Nam Sai community were presented in table 3:

Table 3 Weight of direct, indirect, and total effect of factors affecting community development operation of Ban Nam Sai community.

Predictive Variables	Community development operations (F4)				Community communication (F3)				Public participation (F2)		
	DE	IE		TE	DE	IE		TE	DE	IE	TE
		F3	F2			F3	F2			F3	
Leadership (F1)	0.293*	0.027**	0.192**	0.512**	0.681**	-		0.681**	0.333**	0.301**	0.634**
Public participation (F2)	0.577**		-	0.577**							
Community communication (F3)	0.040**	-	0.255**	0.295**					0.442**		0.442**

Notes: 1. * $p < .05$, ** $p < .01$ 2. DE = direct effect, IE = indirect effect TE = total effect

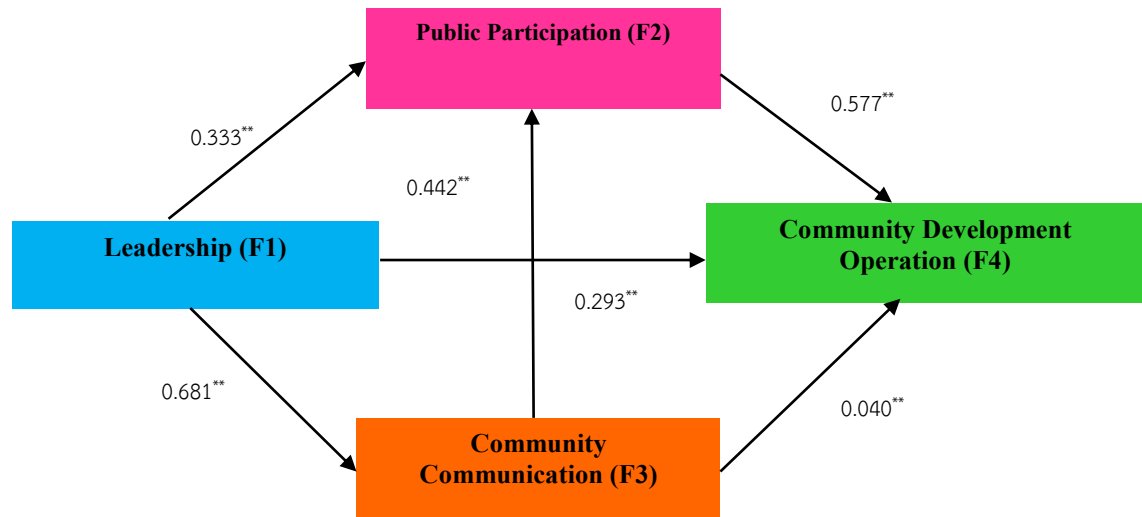
Leadership, public participation and community communication had direct effects on community development operations of Ban Nam Sai community. Besides, community communication was found a direct effect on public participation.

Table 4 The results of the research hypothesis testing

Hypotheses	Results
1. The community development operation model of Ban Nam Sai Community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province is consistent with empirical data.	Accepted
2. The casual factors had a direct, indirect, and total effect on the community development operation model of Ban Nam Sai Community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province.	Accepted

Discussions

1. The results of the analysis of the development model of Ban Nam Sai community were consistent with empirical data that is in-lined with the research of Hawking et al. (2004, pp. 877-880) who investigated the strategic implementation in Australia. It is also consistent with the research of Luengalongkot (2019) who studied the operational model according to strategic plans of Laem Klat Sub- District, Administrative organization in Trat Province. Most of the factors were similar to the operation of the development model of Ban Nam Sai community as the developed model was consistent with the empirical data. It can be presented that the community development operation model of Ban Nam Sai community is comprised of three factors such as leadership, public participation, and community communication. Besides, when examining the model, it was found that leadership had a direct effect on community development operations, public participation, and community communication. Public participation and community communication had a direct effect on community development operations when community communication had a direct effect on public participation. Moreover, leadership had an indirect effect on community development operations through public participation and community communication. Leadership also had an indirect effect on public participation through community communication. In the model, public participation and community communication had a direct effect on the operation of community development. Moreover, community communication had an indirect effect on community development operations through public participation. The total effect on community development operations of Ban Nam Sai community. The highest total influential factor was public participation, followed by leadership and community communication respectively. Therefore, we should emphasize the importance of public participation to develop the community, following fulfilling people's needs and satisfaction (Luengalongkot, 2019; Lowe, Kroeck, & Sivasubramaniam, 1996, pp. 385-425; Malarat, 2008, pp. 151 - 165; Gilley et al., 2009, p.75-94; Loganit & Luengalongkot, 2017; Nokvichien, 2009; Yotsorn, 2005, p. 94-96). In community development, leaders who are considered as the representative of development work must possess leadership and a self-sacrificing mindset. They must also be competent to coordinate and communicate with all stakeholders, including thinking and making decisions about the development projects. If leaders lack leadership skills, they will not have enough ability in dealing with these activities. The results of the community development model were presented in figure 2.



$$\chi^2 = 1.449, df = 2, p\text{-value} = 0.484, \chi^2/df = 0.724, CFI = 1.000, TLI = 1.006, RMSEA = 0.000, SRMR = 0.016$$

Figure 2 Community Development Operation Model of Ban Nam Sai Community
(Source: Researcher, 2023)

2. The weight of direct effect, indirect effect, and the total effect of factors affecting community development operation of Ban Nam Sai Community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province.

2.1 The weight of direct effect on community development activities of Ban Nam Sai community were presented as followed:

Leadership had a direct effect on the CDO of Ban Nam Sai community. This finding was consistent with Thalenoi (2016). The study focused on the factors affecting effective administration according to the principles of good governance at Hua Hin tourist center, Hua Hin Sub-District, Hua Hin District, Prachuap Khiri Khan Province. It was found that leadership influenced the effectiveness of management implementation which was the method to achieve the development of good governance. Considering the details of this factor, leadership had a direct effect on the community development operation of Ban Nam Sai community. The researcher realizes that leadership is a characteristic of individuals who can dedicate themselves to the success of community goals. Also, they can build confidence and support the team to achieve its community goal. It was similar to the outlook of (Yukl, 2002). He understood that leadership smoothens the community development operation. The followers accept a leader who has leadership skills and can build reliance for the team. So, they will obey the instructions of the leader accordingly. When comparing the mentioned ideas with the actual results, the leaders of the Ban Nam Sai community had enough knowledge and the ability for community development. They have good role models and selflessness, enabling them to motivate stakeholders to cooperate in development (Lowe, Kroeck, & Sivasubramaniam, 1996). As a result, the community development of the Ban Nam Sai community was gotten an effective outcome. Therefore, it can be concluded that leadership has a direct influence on the community development operation of Ban Nam Sai community (Luengalongkot, 2020).

Public participation had a direct influence on community development operation of Ban Nam Sai community is in line with the concept of Anukulayuthon (2005) who studied the model of urban development organization for sustainable community development: A case study of Ban Eua Arthorn Rangsit Klong Sam. The results of the research showed that public participation in the area influenced the operational effectiveness of development organizations

in the city. Moreover, it was consistent with the Khantasit (2014) who studied the management for sustainable community development in the Upper Mekong River. It was found that public participation had a direct effect on the implementation of community development. Participation is more encouraging and efficient to work together than just only fulfill the orders. Public participation in thinking and making decisions encourages them to feel possession of their works. Considering the details of the public participation, it had a direct influence on the development operation of Ban Nam Sai community. The researcher believes that participation happens when community leaders allow related people to take a part in the community development process. This includes planning and making recommendations for the leader's decisions. Lind (1993) figured that participation will provide greater encouragement for the people to work together in development more efficiently than simply agreeing to follow orders. When comparing the concept with the actual work performance, it was found that Ban Nam Sai community adhere to the principle of participation in the administration, by allowing everyone to participate in every process, starting from setting up a plan until the implementation of the community development plan. As a result, the implementation of community development plan of Ban Nam Sai community has been successfully implemented according to the objectives. It could be concluded that public participation had a direct influence on the community development operation of Ban Nam Sai community (Chavaha et al., 2020; Luengalongkot, 2021).

Community communication had a direct effect on the development operations of Ban Nam Sai community. It was consistent with the concept of Klongsara (2008) which studied the local community development process in Koi Rut Takwa, Nong Chok District, Bangkok. The finding presented that communication influenced significantly on community development operations. Additionally, the findings were consistent with the research results of Gilley, Gilley and McMillan, (2009, pp.75-94), who studied organizational changes, motivation, communication, and effective leadership. Their finding showed the communication does in fact heavily influenced development. Considering the community communication, there is a direct effect on the community development operations of the Ban Nam Sai community, too. The researcher thought that community communication is an important factor affecting the development activities of Ban Nam Sai community because communication in the community allows people to get information, as well as allowing them to develop and solve problems in accordance with each other. Comparing the concept with the actual practice, it was found that in Ban Nam Sai community, leaders can connect to all members thoroughly and can also fully understand information regarding community development. It is included using electronic media for communication and coordination within the community, such as having a group chat system to communicate important matters and updating every member on relevant information. Keller (1980, p. 246) pointed out the factors affecting operational effectiveness were the import of new technologies to help residents adapting to the flow of information in the community. As a result, the community development operation of the Ban Nam Sai community had been successfully implemented according to the community objectives. It could be concluded that community communication had a direct effect on community development operations of Ban Nam Sai community (Jermsittiparsert & Wajeetongratana, 2019).

Community communication has a direct effect on public participation. This finding was similar to the concept of Namburi (2019) who presented and explained a paper on participation theory in public administration. The results showed that community communication influences public participation significantly. Because communication is the process of conveying information, leaders can understand the sentiment and the needs of their people more clearly than ever before. This method can be applied in the community to enhance more understanding of people about the goals of the community development operation in Ban

Nam Sai community. This results in participation in initiatives, co-planning, decision-making, and implementation of community development plans. It can be concluded that communication in the community has a direct effect on public participation.

2.2 The weight of indirect effect on community development operations of Ban Nam Sai community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province.

Leadership has an indirect effect on the community development operations of Ban Nam Sai community through public participation. This influencing direction was in line with the concept of Nontanathorn (2015, p. 48-58), who studied the corporate social responsibility of leadership influencing the corporate image of Suvarnabhumi Airport. The findings mentioned an indirect effect of leadership on the development of Suvarnabhumi Airport passing by the participation of stakeholders. It is also corresponding with Loganit & Luengalongkot (2017). Their study was about the administrative behavior of local administrative organizations in Chanthaburi Province. It was found that leadership had an indirect effect on community development operations through public participation. Considering in detail the factor of leadership indirectly influenced community development operations of Ban Nam Sai community through public participation. The researcher realizes that community leadership is a significant factor influencing public participants. It is a catalyst for community activities which made people more willing to carry out their assigned missions. Public participation was considered a significant factor for the community leaders to engage people in community activities. Moreover, it could absorb people to enroll in the management and development mission as well as joint planning and suggest ideas for decision-making with the leader. According to research findings, the community development operation of the Ban Nam Sai community has been successfully implemented and also achieved the community objectives. It can be concluded that leadership had an indirect effect on the development operations of Ban Nam Sai community through public participation (Wongsurawat & Jernsittiparsert, 2020).

Leadership had an indirect effect on community development operations of Ban Nam Sai community through community communication. This finding was similar to Klongsara (2008), who investigated the development operation of the local community in Khoerut Takwa, Nong Chok District, Bangkok. The results showed that leadership had an indirect effect on community development operations through communication and perception. It's also consistent with Nokvichien (2009) researched on community development: a case study of Mai Reang community, Mai Reang Sub-district, Chawang District, Nakhon Si Thammarat Province. The result was that leadership had an indirect effect on community development operations through community communication. Therefore, leadership was a significant factor that had an indirect effect on the development operations of Ban Nam Sai community through community communication. The researcher thought that leadership is a special individual with highly capable competency and persistently trying to learn and practice their job. The followers need a leader who could motivate them and lead the organization to success for their organization (Loganit & Luengalongkot, 2017). The effect of leadership through community communication showed the importance of communication with community development. Moreover, it can be used to spread information to all members through electronic media. It was evidence that introducing new technology to support communication development help increasing the work effectively (Keller, 1980, p.246). As a result, the community development operation of Ban Nam Sai community was successful. In conclusion, we could conclude that leadership had an indirect effect on the development operations of Ban Nam Sai community through community communication (Kasritong & Luengalongkot, 2020).

Community communication had an indirect effect on the community development operations of the Ban Nam Sai community through public participation. This finding was consistent with the research of Klaewkla (2005, pp. 72- 74), who studied the participation of

community's organizations in drug prevention and solution: a case study of Muang Kanchanaburi District, Kanchanaburi Province. It was found that communication had an indirect effect on the operation of development and solving of community problems through public participation. Community communication can use in two-way functions among people in the village, both formal and informal activities in order to allow people to participate in community development operations, including thinking, making decisions, participating in every work, and taking part in the benefits (Khantasit, 2014). The objective was to achieve the purpose of community development and to create a community union. The output resulted in the development operation of Ban Nam Sai community. Therefore, community communication was indirectly influenced the community development operations of Ban Nam Sai community through public participation (Thabhiranrak & Jernsittiparsert, 2019).

2.3 The total effect on community development operations of Ban Nam Sai community. The highest total influential factor was public participation, followed by leadership and community communication respectively. These findings were similar to the research of Khantasit (2014), which studied on the management for sustainable community development in the upper Mekong River. It was found that public participation had a direct effect on community development operations with the highest weight. This is because the community had activities to support public participation. So, people could respond and adapt the opinions around them for making decisions or improving development. Therefore, it was reasonable proof to confirm that public participation had the highest effect on community development operations of the Ban Nam Sai community.

In summary from the research results, the community development operation model of Ban Nam Sai Community is suitable for use. The model should be developed and applied to use to the similar context of communities/villages for further community development. To obtain more in-depth information, the researcher suggested that future research on the community development operation model of Ban Nam Sai community should focus on its usage and evaluation.

Conclusion and suggestions

In summary from the research results. It was found that Leadership, public participation and community communication had direct effects on community development operations of Ban Nam Sai community, Thung Benja Sub-district, Tha Mai District, Chanthaburi Province. Besides, community communication was found a direct effect on public participation. Among these studied variables, leadership was found to have an indirect effect on community operations of Ban Nam Sai Community through public participation and community communication. Community communication also had an indirect effect on the community development operation of the Ban Nam Sai community through public participation. The total effect on community development operations of Ban Nam Sai community. The highest total influential factor was public participation, followed by leadership and community communication respectively.

The model should be developed and applied to use to the similar context of communities/villages for further community development. To obtain more in-depth information, the researcher suggested that future research on the community development operation model of Ban Nam Sai community should focus on its usage and evaluation.

New knowledge and the effects on society and communities

The community development operation model of Ban Nam Sai Community is new knowledge and suitable for use. This model effects on society and communities by helping guide the community development in the right direction and particularity. It will also serve as the feature to uphold efficient and effective development. This model can be applied for development in other communities effectively.

Acknowledgments

The researchers would like to express our sincere gratitude to the Faculty of Political Science and Law, Burapha University, for supporting this research. This paper is part of a research project on Model of The Operation Community Development in Bann Nam Sai, Thung Benja Sub-District, Tha Mai District, Chantaburi Province.

References

- Anukulayuthon, K. (2005). *Urban development organization model for sustainable community development. A Case Study: Ban Eua Arthorn Rangsit Klong Sam*. Master of Urban Planning and Environment Thesis, Major of Urban Planning and Environment, Department of Urban Planning and Environment, Kasetsart University. (In Thai)
- Chavaha, C., Lekhawichit, N., Chienwattanasook, K., & Jernsittiparsert, K. (2020). The Moderating Effect of Effective Commitment among the Psychological Empowerment Dimensions and Organizational Performance of Thailand Pharmaceutical Industry. *Systematic Reviews in Pharmacy*, 11(11), 697-705. DOI: 10.31838/srp.2020.11.100
- Chiracharat, S. (2005). *Strategic management*. Songkhla: Prince of Songkla University. (In Thai)
- Department of ASEAN Affairs. (2013). *We are ASEAN, The ASEAN Community 2015*. Bangkok: n.p.
- Department of Community Development. (2014). *Handbook for supporting volunteer leader of community development operating model*. Bangkok: Community Development Department.
- Department of Community Development. (2015). *Public service plan of the community development department for the year 2016*. Bangkok: BTS Press Co., Ltd.
- Department of Community Development. (2017). *Action Plan for the Department of Community Development Year 2018*. Bangkok: Amarin Printing and Publishing Public Company Limited.
- Gilley, A., Gilley, J. W., & McMillan, H. S. (2009). Organizational Change: Motivation, Communication, and Leadership Effectiveness. *Performance Improvement Quarterly*, 21(4), 75-94. <https://doi.org/10.1002/piq.20039>
- Hawking, P., Stein, A., & Foster, S. (2004). *Change Management: The real Struggle for ERP System Practice*. USA.: Idea Group Publishing.
- Hooper, D., Coughlan, J. & Mullen, M. (2008). Structural Equation Modelling: Guidelines for Determining Model Fit. *Electronic Journal of Business Research Methods*, 6(1), 53-60. <https://academic-publishing.org/index.php/ejbrm/article/view/1224>

- Jermstittiparsert, K., & Wajeetongratana, P. (2019). The Role of Organizational Culture and It Competency in Determining the Supply Chain Agility in the Small and Medium-Size Enterprises. *International Journal of Innovation, Creativity and Change*, 5(2), 416-431. https://www.ijicc.net/images/Vol_5_Iss_2_Spec_Ed/30_Srihirun_P438_2019R.pdf
- Kasritong A., & Luengalongkot P. (2020). Factors Influencing Effectiveness of the Women Empowerment Funds. *Psychology and Education*, 57(8), 70-77. <http://psychologyandeducation.net/pae/index.php/pae/article/view/707>
- Keller, R. (1980). *Transformational leadership and the performance of research and development Project Groups*. *Journal of Management*, 18(3), 489-502. <https://doi.org/10.1177/01492063920180030>
- Khantasit, T. (2014). *Management for Sustainable Community Development in the Upper Mekong Basin*. Doctor of Public Administration Thesis, Department of Public Administration, Graduate School, Valaya Alongkorn Rajabhat University. Under the Royal Patronage of Pathum Thani Province. (In Thai)
- Khunchlalat, K. (1997). *Leadership*. (2nd ed.). Chonburi: Department of Educational Administration at Burapha University. (In Thai)
- Klaewkla, T. (2005). *Community Organization's Participation in Drug Prevention and Solution: A Case Study of Muang Kanchanaburi District, Kanchanaburi Province*. Master's Thesis, Kanchanaburi Rajabhat University, Social Sciences for Development. (In Thai)
- Klongsara, N. (2008). *Process of local community development, Khoerut Takwa, Nong Chok District. Bangkok*. Master thesis of Arts, Major of Social Science for Development, Graduate School, Phranakhon Rajabhat University. (In Thai)
- Lind, L. (1993). Management styles and stress (Self Esteem, Type a Behavior). *Dissertation Abstracts International*, 54(3), 1712.
- Loganit, W., & Luengalongkot, P. (2017). The Behavior Executive of the Local Administrative Organization in Chantaburi Province. *FEU Academic Review Journal*, 11(1), 161 – 171. <https://so01.tci-thaijo.org/index.php/buacademicreview/article/view/218815>
- Lowe, K., Kroeck, G., & Sivasubramaniam, N. (1996). Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. *Leadership Quarterly*, 7(3), 385-425 . [https://doi.org/10.1016/S1048-9843\(96\)90027-2](https://doi.org/10.1016/S1048-9843(96)90027-2)
- Luengalongkot, P. (2019). A Model of operating based on strategic plans of Laem Klat Sub-District Administrative Organization in Trat Province. *In Proceedings of International Conference 2019*, Burapha University Chon Buri, Thailand, 102-112.
- Luengalongkot, P. (2020). Factors affecting the achievement of the operational goals of the National Village and Urban Community Fund. *PalArch's Journal of Archaeology of Egypt/ Egyptology*, 17 (4), 1134-1147. <https://archives.palarch.nl/index.php/jae/article/view/8751>
- Luengalongkot, P. (2021). Influence of Good Governance on Service Quality: A Case Study of Phanatnikhom Town Municipality. *Journal of Legal, Ethical and Regulatory Issues*, 24 (Special Issue 1), 1-9. <https://www.abacademies.org/articles/influence-of-good-governance-on-service-quality-a-case-study-of-phanatnikhom-town-municipality-thailand-11768.html>
- Makasiranon, V. (2006). *Development of a learning organization*. (3rd ed.). Bangkok: Thamkamon Publication. (In Thai)
- Malarat, A. (2008). Development of a causal relationship model of factors affecting the success of the health community network management.: A mixed-method research. *Journal of Behavioral Science, Naresuan University*, 14 (1), 151 - 165. (In Thai)

- Namburi, S. (2019). Theory of participation in public administration. *Academic Journal*, 2(1), 183-197.
- Nam Sai village. (2015). *The results of consideration for the best village headman selection for the fiscal year 2015*. Copy documents, Chanthaburi.
- Nam Sai village. (2015). *The works of the villages that entered the contest under the Outstanding Village Selection Project*. Copied documents of Chanthaburi. (In Thai)
- Nam Sai village. (2016). *Community Plan 2016-2018*. Copy documents, Chanthaburi. (In Thai)
- Nokvichien, T. (2009). *Community Development: A Proof of Participation in Mai Reang Community, Mai Reang Sub-district, Chawang District, Nakhon Si Thammarat Province*. Master of Arts Thesis (Political Science), Major in Political Science, Department of Political Science and Public Administration, Graduate School, Kasetsart University. (In Thai)
- Nontanathorn, P. (2015). Causal Factors of Socially Responsible Leadership Influencing Organization Image of Suvarnabhumi Airport. *Journal of the Association of Researchers*, 20(2), 48-58. <https://so04.tci-thaijo.org/index.php/jar/article/view/241759> (In Thai)
- Phucharoen, W. (2004). *Learning Organization and Knowledge Management*. (3rd ed.). Bangkok: Sam Lada Limited Partnership.
- Prasertsri, R. (2001). *Leadership*, Bangkok: Thanat Printing Co., Ltd. (In Thai)
- Suwanklang, R. (2014). *Development of the effective teams' model from an organization that has received the National Quality Award*. Master of Science Thesis, Major of Administrative Technology, Faculty of Human Resources, National Institute of Development Administration. (In Thai)
- Santiwong, T. (2000). *Organization and administration*. (11th ed.). Bangkok: Thai Wattana Panich. (In Thai)
- Siripaisan, S., & Saksung, A. (2009). *Multicultural Social Policy Implementation in the State of Kedah and Penang, Malaysia, 1970–2008*, Bangkok: Research Fund Office. (In Thai)
- Srihong, C. (2000). *Research Methods*. n.p. (In Thai)
- Sujjanan, J. (2006). *Education and community development*. Bangkok: O.S. Printing House. (In Thai)
- Thabhiranrak, T. & Jermisittiparsert, K. (2019). Towards Sustainable Functioning of Organization: Women Empowerment and Corporate Management Culture. *Journal of Security and Sustainability Issues*, 9(1), 321-332. DOI: 10.9770/jssi.2019.9.1(24). DOI:10.9770/jssi.2019.9.1(24)
- Thaleno, T. (2016). *Factors affecting the efficiency of administration according to the principles of good governance, Hua Hin Tourist Police Station, Hua Hin Sub-District, Hua Hin District, Prachuap Khiri Khan Province*. Master Thesis of Public Administration, Graduate School, Stamford International University.
- Wongsurawat, K., & Jermisittiparsert, K. (2020). The Moderating Effect of Leadership on the Relationship of Employee Satisfaction, Customer Orientation, and Organization Performance. *Systematic Reviews in Pharmacy*, 11(6), 280-289. DOI: 10.31838/srp.2020.6.45
- Yamane, T. (1970). *Statistics: An Introductory Analysis*. (2nd ed.). Tokyo: John.
- Yotsorn, N. (2005). *Factors influencing project participation. Model of Competence Maturity (CMM) of employees of Gosoft (Thailand) Company Limited*. Master thesis of Srinakharinwirot College, Business Administration. (In Thai)
- Yukl, G. (2002). *Leadership in Organization*. (5th ed.). Upper Saddle River, New York: Prentice-Hall.