

CAUSAL FACTORS AFFECTING THE SUCCESS OF BUSINESS MANAGEMENT IN COMMUNITY ENTERPRISE IN CHANTABURI PROVINCE

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Abstract

This research aims to 1) Develop a structural equation model of the causal factors of business management and the Sufficiency Economy Philosophy affecting the success of business management in community enterprise in Chanthaburi Province and 2) Study the direct, indirect, and total effects of business management and the Sufficiency Economy Philosophy affecting the success of business management in community enterprise in Chanthaburi Province. This quantitative research uses survey research with a sample of 240 from 603 community enterprises in Chanthaburi province. A proportionally stratified sample was selected. Data were collected using online questionnaires and electronic mail. Path analysis was used to test the hypotheses. The structural equation model of causal factors is consistent with empirical data. The Sufficiency Economy Philosophy had a direct and positive impact on business management. The Sufficiency Economy Philosophy and business management had a direct and positive impact on the success of community enterprise management, and the Sufficiency Economy Philosophy has indirect by passing through business management. Research shows that if community enterprises use the principles of a sufficiency economy and have good business management processes, they will ultimately succeed in their operations.

Keywords: Business Management, Sufficiency Economy Philosophy, Successful, Community Enterprises, Chanthaburi Province

Introduction

The current environment has resulted in a significant increase in company competition. Entrepreneurs must seek management techniques for shifting circumstances. Community enterprises are firms founded by a group of locals to produce things that raise funds for the community. These enterprises

must compete with more established and easily accessible businesses (Poompurk & Anusonphat, 2020; Srichan & Kenaphoom, 2024; Sakunpong et al., 2022). As a result, community businesses must adapt and discover out how to collaborate with their communities to assist them in learning and understanding business management.

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Community enterprises were created to help each household increase their income and self-sufficient (Jaroensombat, 2021). The community economy enables trade between producers and consumers within and outside the community. It is based on the “Sufficiency Economy” concept, where individuals prioritize their family and share with others. Begin with one family and create a network before approaching the public and private sectors to collaborate. Begin with one family and expand into a network. Then, seek partnerships from the public and commercial sectors to expand into markets outside of the community and maintain growth as small and medium-sized businesses (Sakunthong, 2023; Inbueng et al., 2020). Sufficiency Economy Philosophy is not only used to run communal enterprises. The desired result is the successful management of the community’s businesses (Surod, 2020). Chanthaburi Province, known for its agricultural goods, gems, manufacturing, and tourism, offers tremendous potential for community enterprises due to its strategic location and various resources (Aurama et al., 2021; Intayot, 2020). Community enterprise development in Chanthaburi Province faces numerous challenges, including a lack of business management standards, no systematic organized pushing or promotion, and marketing issues such as a lack of skills, expertise, and understanding for online marketing and tourist attraction development. This causes unpredictability in income, resulting in a loss of money (Tonglim 2022). A problem in adding value to goods is to develop

attractive, modern, eye-catching, and fascinating packages. Including community or village capitals is insufficient (Sotwitee, 2022).

As a result, the researcher is interested in investigating the factors that influence the success of business management in community enterprises in Chanthaburi Province with the Sufficiency Economy Philosophy and Business management. This helps to ensure the success of community enterprise management, which benefits community enterprises even more.

Objectives

1. To develop a structural equation model of causal factors in business management and the Sufficiency Economy Philosophy that affects the success of business management of community enterprise groups in Chanthaburi Province.

2. To study the direct and indirect influence of business management and the Sufficiency Economy Philosophy on the success of business management of community enterprise groups in Chanthaburi province.

Literature Reviews

Sufficiency Economy Philosophy and Business Management

Wasi (2006) defines a sufficiency economy as a middle economy that connects families and communities to create a civic society. Isarangkul Na Ayutthaya and Thampiya (2019) explains how the Sufficiency Economy Philosophy is used in economic management. This can be achieved by enabling people and

increasing self-sufficiency. To achieve the organization's goals, a system for regulating the resources used to make things is required (Longenecker & Pringle, 1981; Stoner & Freeman, 1989). The POLC concept (Allen, 1958) consists of four contemporary management theories used in business management: Planning, organizing, leading, and controlling. Community enterprises should use the Sufficiency Economy Philosophy as a business management guideline to ensure that their operations support livelihoods and set norms for community conduct, from families to communities to government agencies (Suwanrat et al., 2023) by adopting the Sufficiency Economy Philosophy to govern community companies will help the foundation economy become self-sustaining (Chunphun et al., 2024). Create a robust immunity to balancing development in all areas (Unphimand & Dinkoksung, 2023). Therefore, adopting the Sufficiency Economy Philosophy will help community enterprises enhance their business management.

H1: The Sufficiency Economy Philosophy has a direct positive influence on business management

Business Management and Success of Community Enterprise Management

The POLC concept, a basic management strategy, can be used for community enterprise business management. This allows you to see activities across the entire organization, and view the operation and work process from beginning to end, to fulfill the set goals (Ketskarn, 2021). The succession of a firm is

measured by its performance (Bullen & Rockart, 1981). This provides a competitive edge (Blocher, 2010) through economic, technological, legal, and political aspects (Wattanasin & Techarin, 2002) with community potential, market support items, and sustainable business practices (Onmak, 2010).

The successful community enterprises that practice good business management would help to enhance and sustain the country's economic and social development (Vilepana et al., 2023). Community enterprises must be given priority in operational planning. Community enterprises are managed, leading community enterprises to achieve goals, and controlling members to carry out their work according to the plan. As a result, good business management will lead to the success of community enterprise management (Wattanadittachan & Thammaapiporn, 2023; Songsri & Churinrm, 2021).

H2: Business management has a direct positive influence on the success of community enterprise management

Sufficiency Economy Philosophy and Success of Community Enterprise Management

Tantivejkul (2001) describes the key idea of the Sufficiency Economy Philosophy that the people, as well as the development and governance of the country, must follow a middle way. Self-sufficiency must include three characteristics: 1) moderation, 2) reasonable, 3) self-immunity under 4) a set of knowledge, and 5) ethical qualification. (Department of Community Development,

Ministry of Interior, 2006). Success indicators include 1) community potential, which refers to general potential, inclusively, business leaders, and local resources (Tupkrut et al., 2020), 2) there is a market to support the product's identity and contribute value through local knowledge (Hassaro, 2021), and 3) sustainable business practices, the community must develop collaborative organizations to conduct business with good management. Make marketable things. Develop a sense of ownership over the product (Tanyong & Nimitsadikul, 2022).

Community enterprises using a sufficiency economics strategy must be encouraged and supported to continue for survival through self-sufficiency (Phatratkul et al., 2023). Any community enterprise that follows the principle of a sufficiency economy will result in the success of community enterprise management (Jintana & Anantanatorn, 2020). That is, community enterprises that function by sound Sufficiency Economy Philosophy will have the management outcomes.

H3: Sufficiency Economy Philosophy has a direct positive influence on the success of community enterprise management

Research Model

Community enterprises play an essential part in boosting the community economy and maintaining the country's stability. As a result, business management that is compatible with local understanding will transform community enterprises into truly stable and durable economic foundations (Phueakbuakhao et al., 2023). Developing the business management capabilities of community enterprises will help the community become self-sufficient and sustainable, as well as develop the community economy. When the economic and social underpinnings are strengthened, they become more resilient to change (Thaichareon, 2023). When considering empirical evidence into the success of community enterprise groups, it found that there is only a small amount of research that investigates the relationship between Sufficiency Economy Philosophy, business management, and the success of community enterprise management, the research model for this research is presented as indicated in Figure 1.

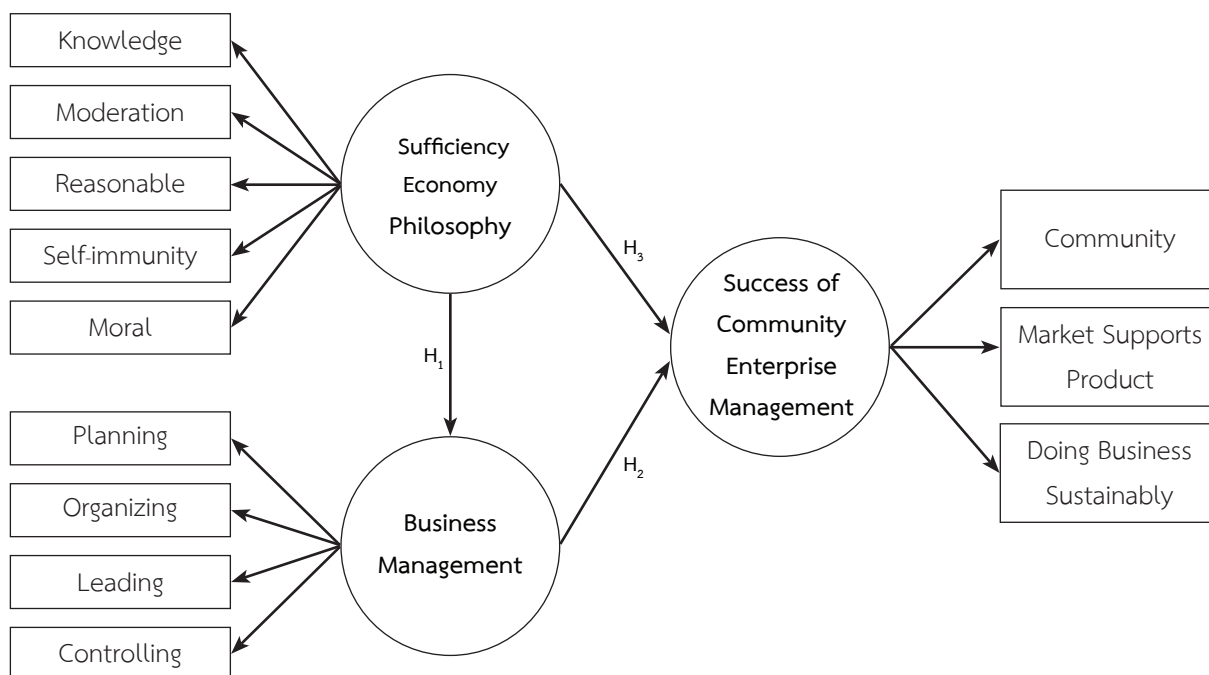


Figure 1 Research Model for Causal Factors Affecting the Success of Business Management

Methodology

Research Design

This quantitative research uses a survey design to study the relationship between three key constructs: 1) Sufficiency Economy Philosophy, with five observed variables (moderation, reasonableness, self-immunity, knowledge, and morality); 2) Business Management, with four observed variables (planning, organizing, leading, and controlling); and 3) The Success of Community Enterprise Management, with three observed variables (community potential, market support for products, and sustainable business practices).

Population and Sampling Procedure

The population is 603 community enterprises in Chanthaburi Province (Chanthaburi Provincial Agriculture Office, 2023), using the Rule of Thumb to find an example (Comrey, 1973) with a magnitude of 10-20 samples for each observed variable (Schumacker & Lomax,

2010; Hair et al., 1998) and the appropriate sample size should be at least 200 samples. (Kline, 2010). There were 12 observed variables for this research, and 20 samples were chosen for each observed variable, this provided 240 samples. Sampling was carried out using a stratification method based on the proportion of each district selected by simple sampling, using the lottery method.

Research Instruments

The research instrument is a questionnaire with a 5-point Likert scale. The Sufficiency Economy Philosophy questions were developed based on the research of Roektula and Churintr (2021), the business management questions by Faicharoenmongkol and Chiachana (2020), and the success of community enterprise management questions by Tubkrut et al. (2020). The validity of the research instrument was tested with 5 experts, and the consistency of the questions with the

objectives (IOC) was 0.67-1.00, greater than 0.50 (Kanchanawasi, 2002). A reliability test using 30 sets of community companies in Trat province (tryout) using Cronbach's alpha coefficient yielded a value of 0.994, greater than 0.70 (Phetcharot & Chamniprasart, 2002), indicating that the model's reliability is within acceptable limits.

Data Collection

Data was collected by distributing inquiries by mail and online, google form, and then checked for completeness for further data analysis.

Data Analysis

Descriptive statistics (frequency, percentage, mean, and standard deviation) were used for data analysis. Structural Equation Modeling (SEM) was employed to test the hypotheses, with goodness of fit indices as follows: $p\text{-value} > 0.05$, $\text{CMIN/df} < 2$, GFI and $\text{AGFI} > 0.95$, and RMR and $\text{RMSEA} < 0.05$ (Bollen, 1989; Diamantopoulos & Siguaw, 2000).

Result

Among the 240 respondents, 60.83% were female, 65.83% were aged between 30 and 40 years, 82.83% had education less than a bachelor's degree, 82.08% had been members for 1 to 5 years, and 58.33% were community enterprise presidents.

For community enterprises information, 40.83% were created by the persuasion of leaders, 35.83% had 3-star products, 87.08% had members under 10 years old, 72.08% had an operating time of less than 5 years, 27.08% were food products, 60.83% received operating funding through member fundraising, and 76.67% had an initial capital of 50,000 to 100,000 baht.

The results of an examination of the factors were used to test preliminary data to analyze the structural equation model for causal factors affecting the success of community enterprise management in Chanthaburi Province, as shown in Table 1.

Table 1 Descriptive statistics for Sufficiency Economy Philosophy, Business Management, and The Success of Community Enterprise Management

Construct	Mean ($\bar{x}$)	Standard Deviation (S.D.)	Description	Skewness	Kurtosis	VIF	Tolerance
Sufficiency Economy Philosophy	4.38	0.52	High	1.76	3.69	3.71	0.27
Business Management	4.22	0.50	High	1.83	4.05	3.71	0.27
The Success of the Community Enterprise Management	4.32	0.54	High	1.61	2.55	-	-

Table 1 showed that all factors had a high level of opinion. The Sufficiency Economy Philosophy had the highest level of opinion ($\bar{x} = 4.38$), followed by The Success of Community Enterprise Management ($\bar{x} = 4.32$) and Business Management ($\bar{x} = 4.22$). A preliminary analysis of the data for SEM found that 1) skewness ranges from -1.83 to 0.16 (less than 3), and kurtosis ranges from 2.55 to 4.05 (less than < 10), indicating that all factors have a normal distribution (Curran et al., 1996) 2) Redundant relationships between independent variables found that each variable had a VIF value of no more than 10 (Belsley, 1991) and a tolerance value above a given threshold of more than 0.10 (Foxall & Yani-de-Soriano, 2005).

Before analyzing SEM, ensure that the data is appropriate, from 12 observed variables,

66 pairs had a correlation value of no more than 0.80, that is, the degree of correlation of the variables was not very high. Therefore, the problem of multicollinearity is not exceeded and the variables are on a common element, so it is appropriate to analyze SEM (Byrne, 2010). Bartlett's test of sphericity = 4433.13, df = 66, p = 0.00, and the identity matrix correlation coefficient at a significance level of 0.01 is sufficiently correlated to be able to analyze the elements. This corresponds to the results of the Kaiser-Mayer-Olkin (KMO) analysis, which has a value close to 1 (0.96), with an index value of 0.80 or higher (Kim & Mueller, 1978), the data is very appropriate. This makes it possible to continue analyzing the elements as shown in Table 2.

Table 2 Pearson Correlation Analysis between The Observed Variable

Factors	PLN	ORG	LED	CNT	SUF	RSN	IMM	KNW	MOR	POT	MKT	SUS
PLN	1.00											
ORG	0.80**	1.00										
LED	0.78**	0.75**	1.00									
CNT	0.77**	0.79**	0.78**	1.00								
SUF	0.43**	0.40**	0.38**	0.43**	1.00							
RSN	0.65**	0.64**	0.64**	0.67**	0.48**	1.00						
IMM	0.68**	0.71**	0.68**	0.65**	0.67**	0.69**	1.00					
KNW	0.76**	0.69**	0.73**	0.76**	0.80**	0.76**	0.77**	1.00				
MOR	0.69**	0.70**	0.70**	0.66**	0.68**	0.75**	0.69**	0.72**	1.00			
POT	0.67**	0.73**	0.74**	0.73**	0.70**	0.74**	0.80**	0.68**	0.76**	1.00		
MKT	0.74**	0.76**	0.75**	0.74**	0.72**	0.72**	0.65**	0.68**	0.75**	0.80**	1.00	
SUS	0.70**	0.73**	0.72**	0.75**	0.74**	0.72**	0.80**	0.70**	0.80**	0.78**	0.80	1.00
Means	4.29	4.29	4.28	4.03	4.32	4.33	4.34	4.38	4.32	4.30	4.31	4.34
S.D.	0.66	0.59	0.57	0.48	0.58	0.55	0.55	0.54	0.55	0.54	0.58	0.60

Note: **Correlation is significant at the 0.01 level (2-tailed), Kaiser-Mayer-Olkin measure of sampling adequacy (KMO) = 0.96, Bartlett's test of sphericity = 4433.13, df = 66, sig = 0.00

The results of the study of causal factors affecting the success of community enterprise management in Chanthaburi Province are shown in Table 3.

Table 3 Analysis of Causal Variables of Business Management and The Success of Community Enterprise Management

Causal Factors				Sufficiency Economy Philosophy (SUFFCON)			Business management (BUSMGT)		
Effect factors				TE	DE	IE	TE	DE	IE
Business Management (BUSMGT)				0.89	0.89	-	-	-	-
The Success of Community Enterprise Management (SUCCESS)				0.98	0.77	0.21	0.24	0.24	-
Statistics									
$\chi^2 = 40.26$, $df = 38$, $\chi^2/df = 1.06$, $p\text{-value} = 0.37$, $GFI = 0.98$, $AGFI = 0.95$, $SRMR = 0.01$, $RMSEA = 0.01$									
Causal Factors	SUF	RSN	IMM	KNW	MOR	PLN	ROG	LED	CNT
Factor Loading	0.92	0.93	0.95	0.91	0.91	0.83	0.93	0.91	0.67
Effect Factors	SUS	MKT	POT						
Factor Loading	0.93	0.92	0.90						
Structure Equation of Variables				BUSMGT SUCCESS					
R-Square				0.79		0.97			
Correlation Matrix between Latent Variables									
Latent Variables				SUFFCON BUSMGT SUCCESS					
SUFFCON				1.00					
BUSMGT				0.85		1.00			
SUCCESS				0.85		0.94		1.00	

Note: $p < 0.01$ DE = Direct effect, IE = Indirect effect, TE = Total effect, SUF = Sufficiency, RSN = Reasonable, IMM = Self-immunity, KNW = Knowledge, MOR = Moral, PLN = Planning, ORG = Organizing, LED = Leading, CNT = Controlling, POT = Community potential, MKT = Market supports products, SUS = Doing business sustainably

The model consistency test found that $\chi^2/df = 1.06$ (40.26/38), GFI and AGFI = 0.98 and 0.95 respectively, RMSEA = 0.01, and SRMR = 0.01.

This indicates that the research model developed is consistent with the empirical data, as shown in Figure 2.

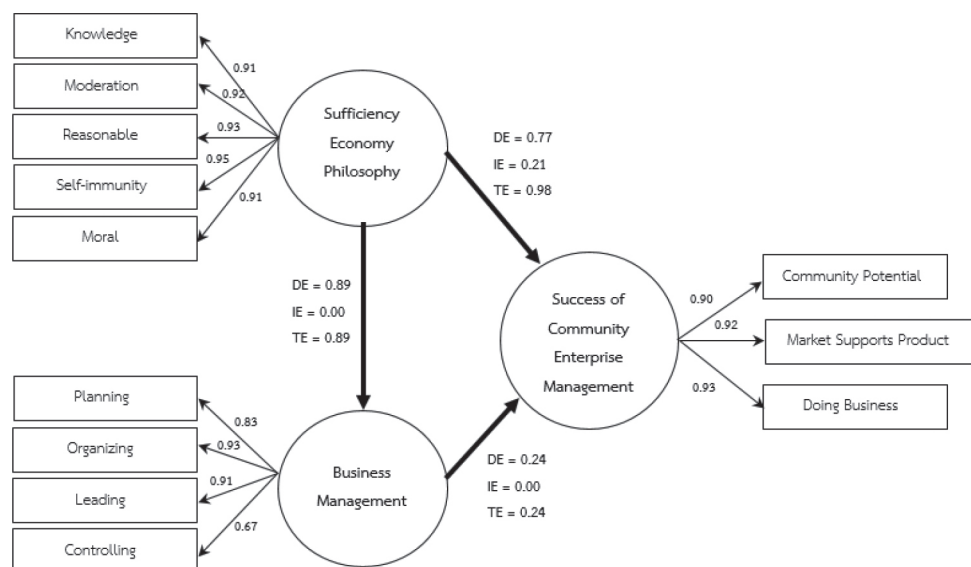


Figure 2 SEM of Causal Factors Affecting the Success of Community Enterprise Management

Table 3 and figure 2 show the path analysis results of the structural model, which revealed that the Sufficiency Economy Philosophy has a direct positive influence on business management (DE = 0.89, sig. = 0.01) with $R^2 = 0.79$, this implies that the Sufficiency Economy Philosophy could be accountable for 79.00% of the variance in business management. Meanwhile, business management has a direct positive influence on the success of community enterprise management

(DE = 0.24, sig. = 0.01). Sufficiency Economy Philosophy has a direct positive influence on the success of community enterprise management (DE = 0.77, sig. = 0.01) with $R^2 = 0.97$, this implies that the business management and Sufficiency Economy Philosophy could be accountable for 97.00% of variance in the success of community enterprise management. The results of the hypothesis test are shown in Table 4.

Table 4 Summary of Research Hypothesis Test Result

	Hypothesis	Hypothesis Test Results	
		Relation	Test Results
H1	The Sufficiency Economy Philosophy has a direct positive influence on Business Management	0.89	Supported
H2	Business Management has a direct positive influence on The Success of Community Enterprise Management	0.24	Supported
H3	Sufficiency Economy Philosophy has a direct positive influence on The Success of Community Enterprise Management	0.77	Supported

Discussion

The Sufficiency Economy Philosophy has a direct positive influence on Business Management, meaning that community enterprises in Chanthaburi Province can manage their businesses by leveraging community input to produce goods for sale, utilizing local knowledge and expertise (Damrongwattana, 2021). In pursuit of profitability, community enterprises are advised to demonstrate prudence (Rueangkittiya et al., 2020). By embracing a well-balanced approach to corporate management and ensuring thorough training and implementation, community enterprises can attain self-sustainability (Yodmanee, 2020).

Business Management has a direct positive influence on The Success of Community Enterprise Management. Effective planning provides businesses with a competitive advantage. The organizational structure must be properly managed and Identify each individual's responsibilities. Leaders must comprehend and create acceptable criteria. To maximize the capacities of community enterprises (Chankamon et al., 2022). Successful Community Enterprises design and produce items that meet market demands. Innovation and market acceptance are critical for community enterprises' long-term sustainability (Wong-ut & Chaipiboon, 2020).

The Sufficiency Economy Philosophy has a direct positive influence on The Success of Enterprise Management and an indirect

influence through Business Management. As a result, community enterprises in Chanthaburi Province should prioritize implementing the Sufficiency Economy Philosophy, which applies to all members of a social group. It begins with individuals in the community applying it until they attain self-sufficiency, after which they band together to form communal companies (Putthakhin et al., 2024). This involves creating items based on customer requirements, maintaining product quality control before market release or consumer delivery, and continually working to understand Business Management.

The application of Sufficiency Economy Philosophy principles, such as moderation and prudence, encourages community enterprises to adopt sustainable business practices. This includes careful resource management and long-term planning, which are critical for sustaining competitive advantage. The community has maintained adequate and high-quality production resources. Encourage members to participate in income-generating activities. Efficient resource management, including people, currency, and materials, is indicative of good community enterprise management (Thawiphithanan et al., 2023). The community has set up a market for accepting things. Produce high-quality products and sell them year-round. Positive contacts with the community and society are emerging (Kee-ariyo et al., 2023), paving the way for successful and sustainable business operations.

Conclusions

The study investigates factors influencing The Success of Community Enterprise Management in Chanthaburi Province, using a sample of 240 community enterprises. The sample selection was carried out using a stratified sampling method according to district proportions, followed by simple random sampling employing a lottery technique. The research objectives can be addressed as follows:

1. Developing a structural equation model: The study aimed to create a structural equation model of the causal elements in Business Management and The Sufficiency Economy Philosophy that influence The Success of Community Enterprise Management. The findings revealed that the model's variables are structurally related and provide a good fit with the empirical data. This indicates that the selected factors are significant in explaining The Success of Community Enterprise Management.

2. Assessing direct, indirect, and total influences: The research also aimed to examine the direct, indirect, and total influences of Business Management and The Sufficiency Economy Philosophy on The Success of Community Enterprise Management. The results showed that both business management and the Sufficiency Economy Philosophy have a direct positive influence on The Success of Community Enterprise Management. Additionally, the Sufficiency Economy Philosophy exerts an indirect positive influence on success through its impact on business management practices.

Recommendations

1. Academic Recommendations

This study's causal factor model was based on the success factors concept: community's potential, market-supporting items, and sustainable business operations. This study investigates two critical factors influencing The Success of Community Enterprises: Business Management and The Sufficiency Economy Philosophy. This leads to the development of a model of causal factors influencing the success of community enterprises.

Researchers might study success factors in other contexts, such as marketing strategies factors, which allow the business to grow responsibly and succeed in the long run, and business innovation factors as a means for businesses to gain a competitive edge. Balanced scorecard indicators are used to assess the overall performance of the business in a balanced way increase competitiveness and create clearer goals for the business.

2. Practical Recommendations

The study's findings will assist community enterprises in improving their operations through sufficiency economy concepts and business management practices. Results in improved management. As a result, the practice recommendations are as follows.

- 2.1 The implementation of the Sufficiency Economy Philosophy in community enterprises can be achieved through four approaches: 1) Moderation, The primary purpose is to enhance local livelihoods while generating income and benefits. The initiative stresses

local production methods and resources. 2) Reasonality: the organization's vision, goals, and policies must be clearly defined. Understanding consumer and market needs is critical. Planning and evaluation are integrated into daily corporate activities. 3) Self-immunity: Operations are enhanced by utilizing local resources and implementing simple manufacturing techniques. It is recommended to collaborate with other businesses or organizations to trade and exchange production and management technology. Creating a quality control system for products and services is critical. As well as meeting customer and market expectations. continual evaluation of consumer satisfaction. Furthermore, members should constantly expand their knowledge and skills. 4) Morality: It is not acceptable to exploit customers. Dividends should be distributed to the members promptly and equitably, with a portion of the profits set aside for community or social development.

2.2 Developing business management guidelines based on POLC principles that include: 1) Planning: This entails setting both short-term and long-term operational strategies. Tasks are allocated among team members, who should be encouraged to engage in the creation of policies and procedures. Operations must be meticulously organized and documented. 2) Organization: There must be a clear structure, positions, and responsibilities. Specify operational activities and use previous

operational failures as a basis for action planning. 3) Leadership: Requires the experience and expertise of leaders to develop acceptable practices that align with the organization's goals and objectives. Leaders must also foster a sense of community consciousness characterized by ethics, conscientiousness, and honesty, which are essential during work, problem-solving, and when building relationships with community members. 4) Control: Effective indicators are required to monitor organizational performance. Regular assessment of both organizational performance and its members is critical, with the results used to develop policies that address management difficulties.

3. Recommendations for Further Work

3.1 This study is quantitative and utilizes previously studied concepts. Future research could explore qualitative methods, such as focus groups or in-depth interviews with stakeholders, to discover new factors critical to the success of community enterprise management. This could offer valuable insights for community enterprises to enhance their product development and operational stability.

3.2 Expand the educational area from only Chanthaburi Province to eastern regions, and to the community enterprises in Thailand. To develop the community enterprises for the success of sustainable management.

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