



Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries. Case Study: Songkhla Province

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Abstract

“Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province” Research Objectives to study the impact and the adaptation potential of small business entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries. Case Study: Songkhla Province and research hypotheses divides to 1) To study the general information of small business entrepreneurs in Songkhla Province 2) Characteristics of entrepreneurs influencing the adaptation potential of small business entrepreneurs in Songkhla Province 3) Transformational leadership Influencing the adaptation potential of small business entrepreneurs in Songkhla Province. This research was conducted by collecting questionnaire data from small business entrepreneurs in 3 district of Songkhla Province, Thailand, classified into 3 groups (service business group, industrial business group Consumer Goods Business Group) 100 people per group a total of 300 people. Research results showed that Characteristics of entrepreneurs and Transformational leadership of entrepreneurs' impact on the adaptation potential of small business entrepreneurs to support trade liberalization in ASEAN economies. Case study: Songkhla Province.

Keywords: Adaptation potential, Small Business Entrepreneurs, Characteristics of entrepreneurs, Transformational leadership

บทคัดย่อ

การวิจัยเรื่อง “ศักยภาพการปรับตัวของผู้ประกอบการธุรกิจขนาดย่อมเพื่อรับการเปิดเสรีทางการค้าในประเทศไทยเศรษฐกิจอาเซียน กรณีศึกษา: จังหวัดสงขลา” มีวัตถุประสงค์การวิจัยเพื่อศึกษา

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ผลกระทบ และศักยภาพในการปรับตัวของผู้ประกอบการธุรกิจขนาดย่อมจากการเปิดเสรีทางการค้า ในประเทศไทย ศรีราชา จังหวัดชลบุรี ศรีราชา: จังหวัดสงขลา และมีสมมติฐานการวิจัย 1) ศึกษาข้อมูลพื้นฐานของผู้ประกอบการธุรกิจขนาดย่อมในจังหวัดสงขลา 2) คุณลักษณะของผู้ประกอบการมีอิทธิพลต่อศักยภาพในการปรับตัวของผู้ประกอบการธุรกิจขนาดย่อมในจังหวัดสงขลา 3) ภาวะผู้นำการเปลี่ยนแปลงมีอิทธิพลต่อศักยภาพในการปรับตัวของผู้ประกอบการธุรกิจขนาดย่อม ในจังหวัดสงขลา เป็นการวิจัยเชิงปริมาณเก็บรวบรวมข้อมูลภาคสนามจากแบบสอบถาม จากการลุ่มตัวอย่างเลือกแบบเจาะจงจาก 3 อำเภอ 1) อำเภอเมืองสงขลา 2) อำเภอหาดใหญ่ และ 3) อำเภอสะเดา จังหวัดสงขลา โดยแบ่งเป็นอำเภอละ 100 ตัวอย่าง จาก 3 ประเภทกลุ่มธุรกิจ 1) ธุรกิจบริการ 2) กลุ่มธุรกิจอุตสาหกรรม และ 3) กลุ่มธุรกิจสินค้าอุปโภคบริโภค จำนวนทั้งสิ้น 300 ตัวอย่าง ผลการวิจัยเชิงปริมาณสรุปได้ว่า คุณลักษณะของผู้ประกอบการ และภาวะผู้นำการเปลี่ยนแปลงของผู้ประกอบการส่งผลต่อศักยภาพการปรับตัวของผู้ประกอบการธุรกิจขนาดย่อมจังหวัดสงขลาเพื่อรองรับการเปิดเสรีทางการค้าในประเทศไทย ศรีราชา จังหวัดชลบุรี จังหวัดสงขลา

คำสำคัญ: ศักยภาพในการปรับตัว ผู้ประกอบการธุรกิจขนาดเล็ก คุณลักษณะของผู้ประกอบการ ภาวะผู้นำการเปลี่ยนแปลง

Introduction

Trade liberalization is caused by economic integration. Thailand is a member of ASEAN Community. The ASEAN Community has the goal of economic integration. "Single Market and Production Base" There is free movement of goods, services, investment and skilled labor within ASEAN. and free movement of capital since 2015. In this regard, trade links will create trade benefits for Thailand in terms of commodity and population movement information. As well as logistics and tourism Attract foreign investors to invest in basic public utilities in the country.

Border trade is an economic activity that is very important to the overall economy of Thailand. Because Thailand has borders with 4 neighboring countries. In the north, it borders with Burma and Laos. West border with Burma East borders with Laos and Cambodia. The southern part borders Malaysia. Causing border trade between neighboring countries. Most of the border trade is small enterprises which is a form of trading that has no hassle process and is convenient and fast. Both are legal through customs and illegally not passing through customs.



Thailand has an area adjacent to Malaysia both by land and by water. In the area of 4 provinces of Thailand namely Songkhla Province, next to Kedah State and Perlis State, Satun Province, next to Perlis State, Yala Province, next to Perak State and Kedah State and Narathiwat Province Contact with Kelantan and Perak states of Malaysia. The border trade between Thailand and Malaysia can be facilitated due to the transportation of goods by road and by sea. The trend can also be transported on both sides of the sea, namely The Gulf of Thailand and Andaman is the main reason why Malaysia It is the most important trading partner of Thailand.

Year 2021 (January – June) Thai–Malaysian border trade through Songkhla Province with a total trade value of 159,323 million baht. Compared to the same period of last year, an increase of 45.58% divided into exports worth 86,499 million baht, an increase of 64.57%. and imports worth 72,824 million baht, an increase of 28.03%. Thailand gained a trade balance of 13,675 million baht. The top 4 trade checkpoints with the highest total trade value were Sadao Customs, Songkhla Province, which accounted for 81.00 % of the Thai–Malaysian border trade. Followed by Padang Besar Customs, Songkhla (16.46%) Su–ngai–Klok Customs, Narathiwat Province (0.94 %) and Betong Customs, Yala Province (0.93%). The top 5 export products are rubber (15.91%), computers and equipment (12.92%), cars and equipment (6.64%), video equipment (3.40%) and circuit boards (3.05%). The top 5 imported products are magnetic tapes, magnetic disks for computers (20.51%), computer components (6.95%), plastic granules (4.75%), electrical machinery (4.16%), and aluminum (3.85%) (Department of Foreign Trade Ministry of Commerce, 2021)

Economic liberalization within the ASEAN Economic Community since 2015 until the present. As a result, small business entrepreneurs in Songkhla province do not compete in trade only in the southern border areas but must take into account the inevitable impact on business entrepreneurs from economic liberalization within the ASEAN Economic Community. Whether it is about the abolition of product tax eliminating non-tariff measures ASEAN Framework Agreement on Trade in Services that will affect to border trade entrepreneurs in tourism, computing, telecommunications, health, logistics and other service sectors to entrepreneurs from member countries ASEAN Economic Community. Liberalization of trade in services in ASEAN under the ASEAN Framework Agreement on Trade in Services (AFAS). This is to reduce and remove



regulations that hinder trade in services in ASEAN to enter the market (Market Access: MA) and the National Treatment (NT), which liberalizes trade in services under the General Agreement Trade in Services (GATS), Cross-Border Trade, Consumption Aboard, Commercial Presence and Movement of Natural Person. The liberalization of trade in services under the General Agreement on Trade in Services of the ASEAN Economic Community Affecting Thai–Malaysian border trade entrepreneurs in terms of freight management, transportation consulting services, and trade through the operator's business unit. Thailand has to treat like a nation. condition change conditions and trade issues of the ASEAN Economic Community making small business entrepreneurs in Songkhla province must turn to review and consider the performance of the trader so that the business can support the change Create a competitive advantage and build the ability to resist the current changes that will affect entrepreneurs. Therefore, it is necessary to develop the competence of entrepreneurs to be ready for change.

Research team is interested in studying the adaptation potential of small business entrepreneurs in Songkhla province to cope with the impact of trade liberalization. Trade expansion to create a commercial advantage for business operators both in adjusting in various aspects to be able to access, understand and be able to adapt very well.

Research Objectives

1. To study the general information of small business entrepreneurs in Songkhla Province from the liberalization of trade in the ASEAN Economic Community.
2. To study the impact of small business entrepreneurs in Songkhla Province from the liberalization of trade in the ASEAN Economic Community.
3. To study the adaptation potential of small business entrepreneurs in Songkhla Province from the liberalization of trade in the ASEAN Economic Community.

Literature review

The concepts of leadership, motivation and communication interact and influence decision making, quality control and performance goals. Blake and Mouton (1964) found the quality and the relationship of leadership influence people and production factors. On the other hand, Fiedler



(1978) has shown that leadership can be effective or ineffective depending on the situation, the relationship between the leader and followers, and the structure of the work. Leaders should have a way to motivate their followers to achieve the expected outcomes (Burns, 1978) by setting clear requirements and providing rewards in exchange for trying to achieve business goals. This exchange will foster staff satisfaction in working together to achieve the goals of the work (Bass, 1985). Leadership-oriented goals enable a high-performance environment that is relatively stable. Tate (2009) studied how the owner can change the environment for small business in England, and found that the characteristics of leaders, including individual personality was key. Thai – Malaysian entrepreneurs have to learn and develop leadership skills (Singh & Vohra, 2009) to communicate, interact with colleagues, customers and partners, leadership skills which include the ability to make decisions for the right target, quality control, performance goals and the ability to adapt the environment within the organization to support external factors (Dess, Lumpkin, & Covin 1998).

Competency characteristics are hidden within the individual. Leadership can encourage competency in the individual (McClelland, 1973). The criteria are set out in an individual's job responsibilities namely the elements of the competency of skills, knowledge, attitudes, values and opinions about their own image. Knowledge involves power, motivation, habits and self-image. The role of social skills within the individual drives people to work effectively (Boyatzis, 1982). A strong employer-employees relationship is the criterion for maximum operational efficiency (Spencer & Spencer, 1993). Competency characteristics of the individual, knowledge, motivation, habit, self-image, social roles and skills can lead to the growth and survival of the business (Bird, 1995). Competency skills include understanding the competency concept, competency of the organization, competency strategies and organizational commitment (Mulder, Lans, Verstegen, Biemans, & Meijer 2007). The entrepreneur needs competency to create opportunities, relationships, performance and organizational competency strategies, as well as competency in human resource management. Izquierdo, Deschoolmeester, and Salazar (2005) have researched the competency of operators in the view of scholars and entrepreneurs.

Competency is related to entrepreneurship (Li, Huang, & Tsai, 2009), namely the ability to create business opportunities, competency evaluation of business opportunities, competency of the



network business, ability to identify and resolve problems, and the ability to communicate. Hellriegel, Jackson and Slocum (2008) claim that managers should have competency in management capabilities, including communications, planning and performance management, ability to work as a team, tactical missions, cultural competency and understanding between nations, and self-control. Mitchelmore and Rowley (2010) measure competency by taking into account competency on an individual level, competency as a trader, business intelligence and competency management, competency skills and relationships. Ahmad, Ramayah, Wilson and Kummerow (2010) undertake a competency analysis to study the background of entrepreneur personal characteristics, including appearance, attitude, people in their own image, and social role.

Contingency theories are a class of behavioral theory that contend that there is no one best way of organizing / leading and that an organizational / leadership style that is effective in some situations may not be successful in others (Fiedler, 1964). In other words: The optimal organization / leadership style is contingent upon various internal and external constraints. Four important ideas of Contingency Theory are; 1. There is no universal or one best way to manage; 2. The design of an organization and its subsystems must 'fit' with the environment; 3. Effective organizations not only have a proper 'fit' with the environment but also between its subsystems and 4. The needs of an organization are better satisfied when it is properly designed and the management style is appropriate both to the tasks undertaken and the nature of the work group.

There are also contingency theories that relate to decision making (Vroom & Yetton, 1973). According to these models, the effectiveness of a decision procedure depends upon a number of aspects of the situation: the importance of the decision quality and acceptance; the amount of relevant information possessed by the leader and subordinates; the likelihood that subordinates will accept an autocratic decision or cooperate in trying to make a good decision if allowed to participate; the amount of disagreement among subordinates with respect to their preferred alternatives.

Border trade in Europe has had to adapt to multiple national cultures by decreasing the influence of different environments to develop competency skills, understanding the behaviour of consumers from different countries to create opportunities and increase the commercial value of the border trade (Muzychenko, 2008). The cross-border trade should improve competencies to fit



the environment, and management of different institutions throughout the European Union. Border trade in the United States needs to create a single market like Europe by increased cooperation with foreign partners (Meunier & Nicolaidis, 2005). Following the integration of the member countries of ASEAN, like the EU (Ahmad et al., 2010), economic cooperation including trade along the Thai – Malaysia border should be adjusted in the same way as the border trade within the EU to be ready to face increased cooperation with foreign partners (Meunier & Nicolaidis, 2005), and to improve knowledge, in the context of understanding the diversity of cultures and the needs of consumers in both countries. Some may have to cooperate with partners from those countries.

Mitchell, Biglan, Oncken and Fiedler (1970) analyze the situation from a management-oriented approach to the theory. Administrative procedures or methods are best. This selection is used to fit the situation. Strube and Garcia (1981) analyze a situation-oriented leadership and management efficiency. The application of the theory is attributed to experience. Ayman, Chemers and Fiedler (1995) provide a model of leadership as characterising a person who learns how to delegate his power to employees. According to a review by the Blue House (Luthans, 1973), the traditional management system has been replaced with a behavioural management system and procedures. In actual practice, not just any theory can be applied to every organization and management problem. Management should be flexible and adaptable to situations.

From the literature review related to research on “Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province” with research hypotheses 1) Characteristics of entrepreneurs influence on the adaptive potential of small business entrepreneurs in Songkhla and 2) transformational leadership Influencing the adaptation potential of small business entrepreneurs in Songkhla Province. The conceptual framework of the research project can be created as follows:



Conceptual Framework

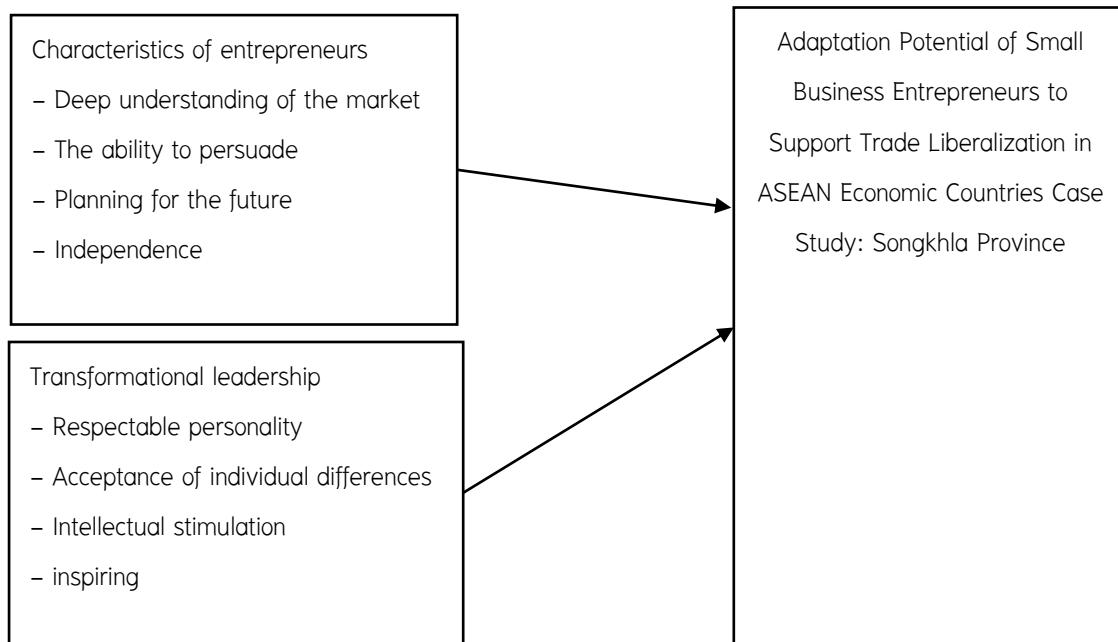


Figure 1: Conceptual Framework

Research Hypothesis

Company's characteristics Influence the adaptation potential of small business entrepreneurs in Songkhla Province.

Research Method

This research uses a quantitative research process by collecting field data using questionnaires. By selecting the population from small entrepreneurs in Songkhla Province classification of small businesses to 3 groups 1) Industrial businesses 2) Service business and 3) Wholesale and Retail business in Songkhla Province consists of 16 Districts as follows: 1) Mueang Songkhla District 2) Hat Yai District 3) Sathing Phra District 4) Ranot District 5) Chana District 6) Na Thawi District 7) Saba Yoi District 8) Thepha District 9) Rattaphum District 10) Sadao District



11) Krasaesin District 12) Na Mom District 13) Khuan Niang District 14) Bang Klam District 15) Singhanakhon District and 16) Khlong Hoi Khong District.

The selection of the sample was chosen by specific groups from 3 districts with industrial business group, service business group, wholesale and Retail business group. There are many consumer goods business groups, namely 1) Songkhla District, 2) Hat Yai District, and 3) Sadao District. Total 300 samples, divided into 100 samples per district, considering the following elements:

1) Entrepreneurs have driven adaptation issues. or preparation to support the impact on trade liberalization.

2) Entrepreneurs have knowledge and understanding of trade liberalization.

The questionnaire was presented to 3 experts to check the validity of the structure, content, use of language, and the clarity of the text. To be consistent with the Index of Item-Objective Congruence: IOC. Adjust according to the instructions. Sent for research ethics in human subjects. From research and development institute Thaksin University to apply for a research ethics certificate. Before using it for trial (Trial) with a non-sample group of 30 sets then used to calculate the confidence value Reliability of the whole questionnaire and each item by using the Cronbach Alpha Coefficient and the questionnaire from the experiment. To revise and revise into a complete questionnaire to collect data for the real research sample.

Research Results

From collecting the data of a research questionnaire entitled "Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province", 300 samples were divided into 5 parts as follows:

Part 1: General Status of Entrepreneurs

There are respondents A total of 300 samples were divided into

1) Gender, 179 females, representing 59.7%, and 121 males, representing 40.3%.

2) Age ranged from 31–40 years, the most, 132 people, representing 44%, range. Age 21–30 years, at the next level, 71 people, accounting for 23.7% 10 persons were older than 60



years old, representing 3.3 percent, and the least was less than 20 years old, 9 persons, representing 3%.

3) Education level The highest number of diplomas was 112 people, representing 37.3%, followed by 107 students, accounting for 35.7%, while primary education and doctoral education were the least, one person each, accounting for 0.3%.

4) Entrepreneurs whose original domiciles were in Songkhla Province, amounting to 135 people accounted for 45% and came from the other provinces of 165 people, accounting for 55%.

5) Used to operate other types of businesses before the current business of 255 people, accounting for 85% and never engaged in any other business before the current business 45 people accounted for 15%.

6) Have experience working from other places before starting the current business of 260 people or 86.7% and never worked anywhere else before the current business, 40 people accounted for 13.3%.

7) Working hours of entrepreneurs between 51–60 hours/week is the most, with 148 people, representing 49.3%, followed by between 61–70 hours/week, with 68 people, accounting for 22.7%, Over 81 hours. / week, 7 people accounted for 2.3 %, and the range of 30–40 hours / week, the least amount of 2 people, 0.7 %.

8) Age of the business between 1 – 5 years, the most number of 143 people, representing 47.7%, followed by between 6–10 years of 89 people, accounting for 29.7%, while the age of the business is less than 1 year, there are 19 people, 6.3%, Over 21 years, 13 people, representing 4.3%, between 16 – 20 years, the least, 8 people, 2.7%.

9) The number of employees in the business between 11–20 people, the highest number of 149 businesses, representing 49.7%, followed by between 1–10 people, 83 businesses, accounting for 27.7%, while between 31–40 people and between 41–50 people. The least amount of 5 businesses or 1.7 %.

10) Investments of businesses between 500,001–1,000,000 baht, the highest number of 107 businesses, equivalent to 35.7%, followed by between 1,000,001– 5,000,000 baht, 104 businesses, equivalent to 34.7%, investments less than 500,000 baht, 45 businesses, or 15%. while between 10,000,001–20,000,000 baht, the least amount of 6 businesses, accounting for 2%.



11) Categorized to Industrial business, Service Business, Consumer Goods Business and equal to 100 samples per group, representing 33.33% per business.

12) Operation characteristics Single owner is the most with 132 businesses representing 44 percent, followed by Ordinary partnerships of 100 businesses representing 33.3%, Limited partnerships with 40 businesses representing 13.3% and the least limited Companies representing 27 businesses. 9 %.

Part 2: Characteristics of an Entrepreneur

Respondents to research on “Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province” A total of 300 samples have entrepreneurial characteristics. Details are shown in Table 1

Table 1: Characteristics of SMEs to support trade liberalization in ASEAN economies: Case study: Songkhla Province

	N	Minimum	Maximum	Mean	Std. Deviation
Deep understanding of the market	300	3.20	4.60	4.0760	.36221
The ability to persuade	300	3.20	4.80	4.0147	.43744
Planning for the future	300	3.20	5.00	3.9580	.42114
Independence	300	3.20	5.00	3.9787	.45221
Valid N (listwise)	300				

From table 1 Characteristics of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province. It was found that 1) In terms of Deep understanding of the market, it was valuable Mean at 4.0760 Std. Deviation Value .36221, 2) Persuasive ability, Mean value at 4.0147, Std. Deviation .43744, 3) Planning for the future, Mean at 3.9580, Std. Deviation .42114 and 4) Independence, Mean at 3.9787, Std. Deviation .45221, respectively.



Part 3: Transformational Leadership of Entrepreneurs

Respondents to research on “Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province” A total of 300 samples had transformational leadership of entrepreneurs. Details are shown in Table 2.

Table 2: Transformational Leadership of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Respectable personality	300	3.20	5.00	3.9087	.40835
Accepting individual differences	300	3.20	5.00	3.8967	.42386
Stimulation of intelligence	300	3.00	5.00	3.8560	.42912
Inspiring	300	3.00	4.80	3.8120	.40810
Valid N (listwise)	300				

From Table 2, the adaptation potential of small business entrepreneurs to support trade liberalization in ASEAN economies. Case study: Songkhla Province, it was found that 1) Respectable personality, Mean values were at 3.9087 Std. Deviation .40835, 2) Accepting individual differences, Mean values were at 3.8967, Std. Deviation .42386, 3) Stimulation of intelligence, the mean value was 3.8560, Std. Deviation .42912, and 4) Inspiring, the mean value was 3.8120, Std. Deviation .40810, respectively.

Part 4: Adaptation Potential of Entrepreneurs

Respondents to research on “Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province” A total of 300 samples had the potential to adapt to entrepreneurs. Details are shown in Table 3.



Table 3: Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Management	300	3.20	4.80	3.9920	.39858
Marketing	300	3.00	5.00	3.8607	.43206
Operations and Technology	300	2.80	4.80	3.7313	.44581
Financial	300	2.80	4.80	3.8213	.41228
ASEAN Economic	300	2.40	5.00	4.1507	.39219
Community(AEC)					
Situation of COVID-19	300	3.40	5.00	4.7613	.31650
Valid N (listwise)	300				

From Table 3, the adaptation potential of small business entrepreneurs to support trade liberalization in ASEAN economies. Case study: Songkhla Province, it was found that 1) Management, the mean value was at 3.9920 Std. Deviation .39858, 2) Marketing, Mean at 3.8607 Std. Deviation .43206 3) Operations and Technology, Mean at 3.7313 Std. Deviation .44581 4) Finance, Mean at 3.8213 Std. Deviation .41228, 5) ASEAN Economic Community(AEC), Mean at 4.1507 Std. Deviation .39219 and 6) Situation of Covid-19, Mean at 4.7613 Std. Deviation .31650, respectively.

Discussion

Summary of research findings “Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries Case Study: Songkhla Province” There are details as follows:

Preliminary data analysis results on basic statistical values

Summary of measurement models of research use 2 primary variables used to measure



consist of 1) Characteristics of an Entrepreneur and 2) Transformational Leadership of Entrepreneurs that affect the adaptation potential of small business entrepreneurs to support trade liberalization in ASEAN economies. Case study: Songkhla Province. Details are shown in Table 4.

Table 4: Summary of the preliminary data analysis model on basic statistical values

Model				Std. Error of the Estimate	Durbin-Watson
	R	R Square	Adjusted R Square		
1	.802 ^a	.643	.640	.16372	1.530

a. Predictors: (Constant), Characteristics, Transformational Leadership
b. Dependent Variable: Adaptation potential

From Table 4, the values a. Predictors: (Constant), Characteristics, Transformational Leadership which affect dependent variables b. Dependent Variable: Adaptive Potential has an R-value of .802 and R Square of .643 with a Std Error of the Estimate. is .16372 and Durbin-Watson is 1.530.

Conclusion

Adaptation Potential of Small Business Entrepreneurs to Support Trade Liberalization in ASEAN Economic Countries. Case Study: Songkhla Province, consisted of two primary variables: 1) entrepreneurial characteristics and 2) transformational leadership. which affects the dependent variable is Adaptation potential of small business entrepreneurs to support trade liberalization in ASEAN economies. Case study: Songkhla Province. The researcher has conclusion the results based on the research hypothesis as follows.

The results of the data analysis for Answer questions according to research objectives.

Summary of measurement models use Adaptation potential of small business entrepreneurs in Songkhla Province from the liberalization of trade in the ASEAN Economic



Community for Predictors 2 variables 1) Characteristics of an Entrepreneur and 2) Transformational Leadership of Entrepreneurs Details are shown in Table 5.

Table 5: The results of the data analysis for Answer questions according to research objectives

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.324	2	7.162	267.189	.000 ^b
	Residual	7.961	297	.027		
	Total	22.285	299			

a. Dependent Variable: Adaptation potential

b. Predictors: (Constant), Characteristics, Transformational Leadership

From Table 5: ANOVA^a, a. Dependent Variable: Adaptation potential which affect b. Predictors: (Constant), Characteristics, Transformational Leadership. Model 1 Regression, Sum of Squares 14.324, df 2, Mean Square 7.162, F 267.189 and Sig .000^b.

Coefficients^a

Model	B	Standardized		t	Sig.
		Unstandardized Coefficients	Coefficients		
1	(Constant)	1.654	.110	15.040	.000
	Transformational Leadership	.535	.041	.715	13.047
	Characteristics	.082	.042	.109	1.981
					.048

a. Dependent Variable: Adaptation potential

Table 5: Coefficients^a, a. Dependent Variable: Adaptation potential which affect Model 1 (Constant) Transformational Leadership Unstandardized B .535, Coefficients Std. Error .041,



Standardized Coefficients Beta .715, t 13.047, Sig.000 and Characteristics Unstandardized B .082, Coefficients Std. Error .042, Standardized Coefficients Beta .109, t 1.981 and Sig .048.

From Unstandardized B and Coefficients Std. Error. It can be written as an equation as follows:

$$\text{Adaptation potential} = 1.654 + .535 \text{ Transformational Leadership} + .082 \text{ Characteristics}$$

Research Benefit

- 1) The results of the study are beneficial to small business entrepreneurs in Songkhla province in improving the quality of products and services, adjusting strategies to meet customer needs in order to increase their competitiveness in order to support the impact of liberalization.
- 2) The results of the study are beneficial to government organizations involved in promoting and formulating policies for entrepreneurship development.
- 3) The findings can be used as a guideline for developing the operational potential of business operators in other border provinces of the country.

Suggestions for further research

Qualitative research data collection section from semi-structured interviews with sample entrepreneurs from the service business group. Industrial business group and consumer goods business group.

Research limitations

Collecting quantitative research data to cover all 3 groups of entrepreneurs (service business industrial business group Consumer Goods Business Group) by selecting a specific sample from 3 districts 1) Songkhla District 2) Hat Yai District and 3) Sadao District, 300 samples were divided into 100 samples per district. Due to the current situation, there is a rather severe epidemic of Covid-19 that has been going on for almost 2 years, causing many entrepreneurs in the area to close their businesses / cancel business operations. In addition, Malaysia closed the country. (control not to allow Malaysian tourists travel outside the country) causing entrepreneurs in Sadao District and Hat Yai District was greatly affected. which resulted in conducting research



data collection Obtaining the planned amount is quite difficult. and takes longer than planned research.

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