

Extension Model of Administration and Management for Business of Community Enterprise

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Abstract

This research was aimed to 1) Study successful implementation of community enterprises, 2) Study factors relating to administration and management for business of community enterprises, 3) Analyze, synthesize, and develop the extension model of administration and management for business of community enterprises, and 4) Assess the extension model of administration and management for business of community enterprises. The research method was Mixed Method. The tools used were an In-Depth Interview with purposive sampling of 8 Key informants and a Survey of 520 cases with a Structured Interview. Descriptive Statistics, Comparative statistics (T-test), Factor Analysis, and Multiple Regression Analysis were used. The results found that the factors related to business administration and management, product distribution plans, and marketing-were at a high level ($\bar{x} = 4.19$, $SD = 0.908$), raw material quality inspection or source selection was at the highest level ($\bar{x} = 4.25$, $SD = 0.892$), continuous communication with community enterprise customers was at a high level ($\bar{x} = 4.03$, $SD = 0.966$). All 3 components, which were Business Operation, Business administration, and Business Promotion and Support components, affected the success of business administration and management. They could explain 41.10% of the variation in management success and business management services.

Keywords: Administration; Management; Business; Community enterprise; Community business

Introduction

Government policy encourages communities to form community enterprises (Department of Agricultural Extension, 2019). It is a business arising from the operation of people in the community by relying on resources, labor, local wisdom, and capital to produce goods or services. This group was established to solve the problems of people in the community and generate income for members who work together to meet the market's needs efficiently. In the operation of a community enterprise a group of people with a relationship and a common way of life has gathered together to operate a business related to producing goods and services, developing local wisdom, and creating community products. It also generates income for self-reliance, family, and community, building a solid community economic system with sustainable progress and developing business in terms of management, production, product development, packaging, and market and distribution. In other words, sustainable agricultural development results in solid and self-reliant communities. Community enterprises have a law called the "Community Enterprise Promotion Act 2005," in which the Department of Agricultural Extension is responsible for registering and promoting community enterprises that operate by the agency's mission. While the environment, economy, and society have changed amendments have been made to keep the law up-to-date. By "Community Enterprise Promotion Act (No. 2) B.E. 2562", this amendment to the Community Enterprise Promotion Act identifies the need to promote community enterprises to operate systematically with increased strength. The promoting and supporting community enterprises are ready to operate the business through juristic persons, such as in the form of farmers groups, cooperatives, juristic partnerships, Limited partnerships, or Limited companies. At present, 86,427 community enterprises have been approved for registration, and 653 community enterprises are operating in the form of juristic persons (Department of Agricultural Extension, 2022).

Community enterprises are essential to the local economy and strengthen farmers. Therefore, it is necessary to promote income in the community and develop the potential of the enterprise to be strong, knowledgeable, capable, and self-reliant. Upgrading the quality of community products to meet standards (Government Performance Report, 2020) and links between production and marketing can support trade in the exchange of goods between each other and promote the management of farmer institutions to strengthen and support the community economy; which is the basis of economic development, to receive the Extension of local knowledge and wisdom. Monetization, mutual assistance, and development of management abilities will happen when the community enterprise develops its business to an advanced level and has to expand its business to continue growing. The operation of many community enterprises still has many problems and obstacles in the operation, administration, and management. Enterprise marketing is not ready to compete in trade due to financial and accounting problems, such as a lack of working capital and no sound accounting system (Academic Office Secretariat House of Representatives, 2018). Lack of use of information technology and lack of continuous product development, as a result, the product does not meet the needs of consumers, needs to be standardized, and is only basic production. It is necessary to develop a business model suitable for community enterprises to achieve sustainability in

business operations and gain more results from business operations develop into entrepreneurship of higher business units and able to do business with the private sector domestically and internationally.

To develop community enterprises to be successful in business operations, it is necessary to have a model to promote administration and management for the business of community enterprises. It should encourage agricultural extensionists and community enterprises to conduct research by promoting the extension model of administration and management for the business of community enterprises. It consists of using research concepts to create agricultural innovation (Rerkrai, 1984, p. 143), including communication principles from the process of exchange and transmission between the sender and receiver to be the main component (Khlibtong, 2010). It is derived from the learning system in extension work. It is a process of exchanging knowledge between researchers, senders, community enterprise groups, and research users (Receivers) with the appropriate exchange of technology knowledge (Message) through various learning channels as a framework for modeling (Berlo, 1960). The researcher, therefore, conducted this research on the extension model of administration and management for business of community enterprises with the model of Research and Development using Mixed Method Research. The method is the use of both quantitative and qualitative methodologies. The results of this research can be used as a model for promoting and solving community enterprise problems in the area. It will be used as information for government agencies in private and public sectors. It has been used to elevate community enterprises to administer and manage a strong and sustainable business in the future.

According to the mentioned problem, it is necessary to study the extension model of administration and management for the business of community enterprises. For community enterprises to be able to administer and manage their business, it will be an important guideline for community enterprises that cannot run their business successfully. Therefore, this research will be useful as information for community enterprises, government, and private agencies to use in promoting community enterprises in the future.

Context and review of literature

Management Process “The POSCORB Model,” a concept developed by Luther Gulick and Lyamall Urwick, summarizes the management process (Berlo, 1960). It consists of 7 steps: 1. Planning: Set goals before what should be done. Administrative resources, goal setting, and procedures are prepared in advance. 2. Organizing: Organization division, organizational organization, division of labor, supervision, control and improvement of mechanisms, and administration and management. 3. Personnel management or Staffing: It is a recruitment of personnel to work as planned, including maintenance and development for higher efficiency. 4. Directing: Controlling, supervising, adjudicating, directing actions to be carried out in specified ways, and expediting work to achieve specified goals. 5. Coordinating: contacts, seeking cooperation, organizing methods. 6. Reporting: It is a system and procedure for reporting performance. 7. Budget allocation or Budgeting: financial practices income and expenses or scheduling the supply.

In the implementation, the principles of resource management 4 M had been applied (Department of Industrial Promotion, 2022), which are as follows: 1. People (Man), 2. Money or funds for the operation, 3. Materials and Machine: Use raw materials and machines for standard quality production and high efficiency; and 4. Management: It uses methods to manage departments in the organization according to the plan.

There were also 9 key components of the Business Model Canvas (BMC) (Qastharin, 2016), which are: 1. Customer segment: In this channel, it will be talked about analyzing customer groups who are our customers. 2. Value of products and services (Value proposition) or what makes customers choose our products and services. This part is essential. 3. Channels to reach customers (Channels): They are trading channels and channels to communicate with customers. We need to know first who our customers are. 4. Customer relationship is the creation and maintenance of customer relations. 5. Revenue streams or channels of income. 6. Cost structure. 7. Key resources: They are the resources that are important to the business, people, machines, capital, intellectual property, and land. 8. Key activities are the key activities that drive the business. 9. Key partners or supporting agencies. According to the related concepts and theories, it led to a conceptual framework for researching an extension model for administration and management for business of community enterprises. It will be used as information for community enterprises and government and private agencies in promoting community enterprises in the future.

Method

1: Study according to Objective 1 by in-depth interview to study the successful operation of the community enterprise (Best Practice). There was a criterion that it must be an outstanding community enterprise in administration and organizational management. It is Qualitative Research with Purposive Sampling, a total of 8 people. The form of in-depth interview was used with people involved in the community enterprise, who provided management knowledge and business management.

2: Study according to Objective 2 by Survey. This step is Quantitative Research. The population was the community enterprises that produce products in 3 provinces: Bangkok, Pathum Thani, and Sing Buri, totaling 721 places. Multi-stage Sampling was used, and the size of the community enterprise sample was by Taro Yamane's formula (1973). A total of 260 locations were obtained. After that, there would be interviews with 2 persons each, consisting of the chairman of the community enterprise and the implementation committee, totaling 520 persons. as shown in Table 1.

This research used a Structural Interview form to collect data by studying management and business management. Descriptive Statistics were used, including frequency, percentage, maximum value, minimum value, mean, and standard deviation.

Step 3: Study according to Objective 3 by analyzing, synthesizing, and developing an extension model of community enterprise. It was an analysis of Primary and Secondary Data from the research using descriptive statistics, comparative statistics (T-test), Factor Analysis,

Content Analysis, and Multiple Regression Analysis. Then, they were synthesized into a prototype model by using the relevant theoretical concepts as a framework for model synthesis.

Table 1 Population and sample used in this research

Province	Number of Population (sites)	Number of sample groups (sites)
Bangkok	205	74
Pathum Thani	325	117
Sing Buri	191	69
Total	721	260

Step 4: Study, according to Objective 4, the evaluation of the extension model of administration and management for business of community enterprises. The tools used to collect data analysis and evaluate the community enterprise development model by organizing a Focus Group forum. Analyzing, synthesizing, testing, and evaluating models and promotion methods were prepared by using guidelines to measure effectiveness, namely 1) Appropriateness, 2) Implementation possibility, 3) Conformity to the context, and 4) Practicality.

Findings

The successful implementation of community enterprises was obtained from the research step 1 by Content Analysis. From interviews with the community enterprise chairman and the community enterprise operation committee, it was found that the management and business management of community enterprises were good practices of community enterprises. Community enterprises mainly focus on group operations, including marketing planning by looking at market demand, product distribution planning, and product production. Since doing business needs to select sources and procure enough raw materials to produce products. Moreover, there was a quality check of raw materials before producing products, precise accounting, transparent, can be verified, continuous contact with customers in order to retain customers, having a passion for sales during the discussion, and the needs and satisfactions were also observed to impress the customer's products. The highlight of the community enterprise is to bring identity, tradition, and agricultural culture of local people, including the way of life of local people, to create value as a product. The success of administration and management is continuous product development, and the products released for sale have to look at the trend of demand and analyze customer groups before producing products for sale. Business enterprises must have the inventories of community enterprises and raw materials that can be produced immediately. The most important thing is the unity of the members, the cooperation of enterprise members in many activities, the common public benefit of the people in the community, receiving and needing the promotion of business administration and management of community enterprises, being promoted the production, and the need for innovative production of knowledge that increases work skills. Most of the problems

encountered were in terms of a decrease in the main raw materials in the community. That is, community enterprises need help with most of the labor needing more skills for work. Summarize the factors used to develop the model: Business management was the planning to look at market needs, planning units, and developing members' skills in operations. Business management: Community enterprises had budget accounting, expansion of raw material networks, quality inspection and selection of raw material resources. Business process: listening and following up to develop products, retain customers, love sales, create value for products from unique traditions and agricultural culture, and the way of life of local people as a product.

Factors related to business administration and management of community enterprises obtained were from research step 2 using Descriptive Statistics and standard deviation. Summarize the factors that were used to develop the model, consisting of:

1. The importance of business management: According to the interviews with the community enterprise president and the operating committee, the level of importance in business administration was found to be at a high level ($\bar{x} = 3.97$, SD. = 0.755) on average. It could be divided by the level of importance in business administration at a high level as 12 items: Planning in the production process ($\bar{x} = 4.18$, SD. = 0.865), product distribution planning, marketing ($\bar{x} = 4.19$, SD. = 0.908), Organizational structure determination ($\bar{x} = 3.91$, SD. = 0.915), Assignment of tasks according to organizational structure ($\bar{x} = 3.87$, SD. = 0.921), Assigning tasks based on member skills ($\bar{x} = 4.08$, SD. = 0.858), Arranging enough members to produce products ($\bar{x} = 4.12$, SD. = 0.821), command control according to organizational structure ($\bar{x} = 3.76$, SD. = 0.914), Coordination with related agencies leads to cooperation and smoothness ($\bar{x} = 3.96$, SD. = 0.967), Coordinate the marketing network to make the cooperation run smoothly ($\bar{x} = 4.00$, SD. = 0.927), Recording reports on production operations ($\bar{x} = 3.95$, SD. = 0.980), and Recording reports of problems that occur in the production of goods ($\bar{x} = 3.95$, SD. = 0.984).

2. The importance of business management: From interviews with the community enterprise chairman and the operating committee on the importance of business management, the average was at a high level ($\bar{x} = 4.13$, SD. = 0.898). When divided by the level of business management at the highest level, there is 1 item: raw material quality inspection/source selection ($\bar{x} = 4.25$, SD. = 0.892). This was followed by an important issue in business management; at the high level, 5 items were found as follows: budgeting / financial planning to estimate profit and loss ($\bar{x} = 4.04$, SD. = 1.022), Accounting for income-expense ($\bar{x} = 4.15$, SD. = 0.960), Sufficient supply of materials to produce goods ($\bar{x} = 4.10$, SD. = 1.086), Preparing machines to be ready to produce goods ($\bar{x} = 4.06$, SD. = 1.860), and Implementation of product production quality control according to the production process ($\bar{x} = 4.19$, SD. = 0.919).

3. The importance of business processes: According to interviews with the chairman of the community enterprise and the operating committee, it was found that, in the importance of business processes, the average was at a high level ($\bar{x} = 3.83$, SD. = 0.882). It could be divided according to the level of importance of the business process at a high level into 13 items as

follows: Consumer group analysis ($\bar{x} = 3.86$, SD.=1.052), Market segmentation analysis ($\bar{x} = 3.83$, SD.=1.063), Bringing uniqueness community wisdom to produce products ($\bar{x} = 3.94$, SD.=1.035), Continuous communication with community enterprise customers ($\bar{x} = 4.03$, SD.=0.966), Sales through stores ($\bar{x} = 3.87$, SD.=1.110), Online distribution ($\bar{x} = 3.69$, SD.=1.239), Product sales are the primary income ($\bar{x} = 3.89$, SD.=1.080), Network expansion in marketing increased ($\bar{x} = 3.68$, SD.=1.212), Using local primary resources to produce goods ($\bar{x} = 3.94$, SD.=1.009), The use of local external main resources in the production of goods ($\bar{x} = 3.56$, SD.=1.112), Product development to add value ($\bar{x} = 4.04$, SD.= 0.949), Promotional activities ($\bar{x} = 3.89$, SD.=1.113), Support from government agencies ($\bar{x} = 4.08$, SD.=1.028), Support from private agencies ($\bar{x} = 3.70$, SD.=1.205), and Support from educational institutions ($\bar{x} = 3.75$, SD.=1.242). Followed by important issues in terms of business processes, it was at a moderate level as follows: Contract manufacturing, which was the primary income ($\bar{x} = 3.40$, SD.=1.192).

Achievements of management and business management of enterprises consist of:

1. Success in organizational management/direction of community enterprise: On average, the level of success in organizational management/direction of community enterprise, on average, was at a high level ($\bar{x} = 3.68$, SD.= 0.734). It could be divided according to the level of success in organizational management / community enterprise direction at a high level into 4 items as follows: Goal setting and direction for community enterprise development ($\bar{x} = 3.54$, SD.= 0.917), Community enterprise member development (increase work skills) ($\bar{x} = 3.46$, SD.= 0.872), Participating in public activities with the community ($\bar{x} = 3.81$, SD.= 0.832), and The unity and cooperation of enterprise members ($\bar{x} = 3.92$, SD.= 0.845).

2. The results of community enterprise performance, it was found that the level of success of community enterprise performance, on average was at a high level ($\bar{x} = 3.58$, SD.= 0.807). It could be divided according to the level of success in community enterprise performance at a high level in 2 items: Reducing expenditures for community enterprise members ($\bar{x} = 3.43$, SD.= 0.872), and Creating jobs/increasing income for members ($\bar{x} = 3.73$, SD.= 0.873).

3. Success in business management: On average, success in business management, was at a moderate level ($\bar{x} = 3.19$, SD.= 0.934). It could be classified according to the level of success in business management at a high level into 1 item, namely Business continuity ($\bar{x} = 3.49$, SD.= 1.035). Followed by the important issues in business management, which were at a moderate level of 3 items as follows: Distribution of shares to members every year ($\bar{x} = 2.85$, SD.= 1.110), Profit growth increased every year ($\bar{x} = 3.07$, SD.= 1.065), and Inventory turnover of community enterprises ($\bar{x} = 3.35$, SD.= 1.004).

4. The results of the development of product quality showed that the development of product quality, on average, was at a high level ($\bar{x} = 3.58$, SD.= 1.002). It could be divided according to the level of success in developing product quality at a high level into 3 items as follows: Continuous product quality improvement ($\bar{x} = 3.64$, SD.= 1.035), Product

development to be diverse and meet the needs of consumers ($\bar{x} = 3.58$, SD.= 1.063), and Packaging design and development ($\bar{x} = 3.51$, SD.= 1.062).

Analysis, synthesis, and development of extension model to administration and management for business of community enterprises were obtained from the research step 3; the result of factor analysis and predicting the relationship between variables (Multiple Regression Analysis). It was found that the relationship between the key elements of management, and business management affected the success of management and business management as follows:

Analysis of important factors for business administration and management when analyzing using the factor analysis technique: From 34 variables in importance, management and business management, KMO was 0.954 and Bartlett's Test of Sphericity was Approx, Chi-Square was 22775.726, df was 561, and p-Value was 0.000. When determining the value of more than 1, variables could be grouped into 3 Components, summarized as shown in Table 2, and the details of each component in Table 3-5.

Table 2 The importance Components of administration and management for business

Variance of the variable	Percentage of variance	Cumulative percentage of variance	Number of variables in the composition
21.769	64.026	64.026	12
1.819	5.349	69.375	16
1.116	3.283	72.658	6

Table 2, The important Components of administration and management for business: it means the form of administration and management for business of community enterprises. The factor analysis could be divided into 3 components, namely the 1st component of 12 variables, the 2nd component of 16 variables, and the 3rd component of 6 variables.

Table 3 The first component or business operation components

No. of Variable	Variable	Component weight
1	X5. Member skill assignment	0.580
2	X6. Arranging enough members to produce goods	0.657
3	X7. Controlling, ordering according to the organizational structure	0.732
4	X8. Task tracking according to organizational structure	0.768
5	X11. Recording of production operations reports	0.598

No. of Variable	Variable	Component weight
6	X12. Recording of reports of problems occurring in the production of goods	0.614
7	X13. Budgeting/financial planning	0.785
8	X14. Accounting of income-expenses	0.733
9	X15. Sufficient supply of materials for the production of goods	0.812
10	X16. Arrangement of machines for production of goods	0.797
11	X17. Raw material quality inspection/select raw material source	0.763
12	X18. Implementation of product quality control	0.753
Eigen Value = 21.769, % variance = 64.026		

Table 3 divides the Analysis of important factors into the first component. The component weight was between .580 and .812, an Eigenvalue = 21.769, and a Percent of variance = 64.035%. This component was called. **“Business Operation Components”**.

Table 4 The second component or business administration components

No. of Variable	Variable	Component weight
1	X1. Planning in the production process	0.593
2	X2. Product Distribution Planning, Marketing	0.651
3	X3. Defining organizational structure	0.608
4	X4. Assignment of tasks based on organizational structure	0.618
5	X19. Consumer group analysis	0.650
6	X20. Market segmentation analysis	0.644
7	X21. Community wisdom to produce products	0.663
8	X22. Communication with community enterprise customers	0.679
9	X23. Distribution through stores (wholesale, retail)	0.657
10	X24. Online distribution	0.620
11	X25. Selling products is the main income	0.541
12	X26. Contract manufacturing is the main income	0.586
13	X27. Network expansion in marketing is increasing	0.690
14	X28. Use of local primary resources in the production of goods	0.526
15	X29. Use of local external primary resources in the production of goods	0.504
16	X30. Development of products to add value	0.641
Eigen Value = 21.769, % variance = 64.026		

Table 4, divides the Analysis of important factors into the second component. The component weight was between .504 and .690, an Eigenvalue = 1.819, and a Percent of variance = 5.349%. This component was called. **“Business administration Components”**.

Table 5 The third component or business promotion and support components

No. of Variable	Variable	Component weight
1	X9. Coordination with relevant partner agencies leads to cooperation go smoothly	0.599
2	X10. Coordination of network marketing makes cooperation smooth.	0.677
3	X31. Organizing promotional activities	0.599
4	X32. Support from government agencies	0.827
5	X33. Support from private agencies	0.829
6	X34. Support from educational institutions	0.805
Eigen Value = 21.769, % variance = 64.026		

Table 5, divides the Analysis of important factors was divided into the third component. The component weight was between .599 and .829, an Eigenvalue = 1.116, and a Percent of variance = 3.283%. This component was called. **“Business Promotion Components”**.

The three components of management style and business management, namely **1) Business Operation Components (X₁)**, **2) Business administration components (X₂)**, and **3) Business promotion and Support components (X₃)** to average (Composite Score) of all **3** components, were tested for the relationship between the components whether it could affect succession from the correlation coefficient by Pearson’s method (Pearson’s Correlation Coefficient), as shown in Table 6.

Table 6 The importance components of administration and management for business

Variables	X ₁	X ₂	X ₃	Y
Business Operation Components	1	0.483**	0.496**	0.463**
Business administration pattern		1	0.768**	0.812**
Business promotion and Support components			1	0.885**
Achievements of administration and management for business				1

Remark: ** means statistically significant at 0.01

Table 6 showed that all 3 components were related to management success and business management (Y) at a statistical significance of 0.01, with a correlation coefficient of 0.463,

0.812, and 0.885, respectively. The 3 components had a positive relationship, meaning that all 3 components affected management success and business management in the same direction.

2. Multiple Regression Analysis to analyze how the components of administration and management for business affected the success of administration and management for business. This was to be used to develop an extension model of administration and management for business of community enterprises—by selecting independent variables into all regression equations (Enter Regression). It was done to forecast the relationship of administration and management for business in 3 issues consisting of Business Operation Components (X_1), Business administration (X_2), and Business promotion and Support components (X_3). The predictions on management success and business management were made using inferential statistics, namely Multiple Regression Analysis and enter type, to predict the relationship between the variables. Then, the value was read for use in the results and presenting the study results in tables that could be summarized as shown in Table 7.

Table 7 Multiple correlation coefficients of administration and management for business components affecting management success and business management

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	b	Std. Error	Beta		
Business Operation Components (X_1)	59.935	10.731	0.411	5.585	0.000**
Business administration components (X_2)	-0.571	0.938	-0.049	-0.609	0.543
Business promotion and Support components (X_3)	20.118	3.692	0.319	5.448	0.000**
Constant	14.246	1.731		8.228	0.000**

Dependent variable = business management success $R = 0.641$ $R^2 = 0.411$

Remark: ** was statistically significant at 0.01

From Table 7, All 3 components together predicted the success of management and business management services with statistically significant (p -value < 0.001). Variables could explain the variation of management success and business management service at 41.10% ($R^2 = 0.411$).

The forecasting equation could be written in the form of raw scores as follows:

Business management success = $14.246 + 59.935_{(\text{Business Operation Components})} + 20.118_{(\text{Business promotion and support components})}$

Written in the form of a standard score equation as follows:

$Z_{\text{Achievement in business management}} = 0.411_{(\text{Business Operation Components})} + 0.319_{(\text{Business promotion and support components})}$

The Business Operation component (X_1) had a regression correlation coefficient of 59.935, meaning that if promoting the implementation of one operational model component, community enterprises had administrative success, and business management increased by 59.935 units. The Business Promotion and Support components (X_3) had a regression correlation coefficient of 20.118, meaning that if promoting a community enterprise according to the business support component 1 unit, the community enterprise had success in management and business management increased by 20.118 units.

3. Analysis for model development in conjunction with theories, concepts, extension, and development of agriculture: It can be summarized as a draft model for promoting community enterprise administration and business management. It consisted of findings from the study of successful operations of community enterprises obtained from the first research step by content analysis and factors related to community enterprises' management and business management. It was also obtained from the research step 2 using Descriptive Statistics and standard deviation. Step 3, the result of factor analysis, was used to develop the model consisting of 3 components; (1) Business Operation component, (2) Business administration component, (3) Business promotion and support component, and then predicting relationships between variables (Multiple Regression Analysis). The relationship between management priorities and business management affects management and business success. All 3 variables could explain 41.10% of the variation in management success and business management services. When various variables were entered into the model, it could be summarized as an extension model for the administration and management of business of community enterprises, as shown in Figure 1. The research results could be divided into 7 business promotion management and management components; Sender, Message, Media, Channel, Methods, and Receiver. They were a business promotion management and management process of a community enterprise called the SMMCRM process, with details as follows:

1) Sender: Supporting officers, academics, lecturers, and local developers, which requires communication skills, attitudes, knowledge, social systems, and community culture systems, which correspond to the audience

2) Message: the knowledge of promoting administration and business management of community enterprises, namely management knowledge. It consists of product distribution planning, marketing Planning in the production process, and organizing members to be sufficient for producing goods. Management aspects which are raw material quality inspection, raw material source, implementation of product quality control, and preparation of income-expense accounts. The Business components consist of market classification analysis,

identity, community wisdom, agricultural way of life to produce products, communication with community enterprise customers, distribution through stores (wholesale and retail), selling products as the main income, calculation of product cost, network expansion in marketing, and support from government agencies. It also includes 3 elements that affect community enterprises' management and business success.

3) Media: the personal media used to promote the administration and business management of community enterprises. For example, academics/ agricultural extensionists. Government officials, other agencies and teachers, and educational institution personnel.

4) Channel: or media; community enterprises most need channels or media. For example, electronic media such as websites, social media, event media such as exhibitions and booths, and printed media such as newspapers, periodicals, and brochures/posters.

5) Methods: forms and methods of promotion. Enterprises need a visit from agricultural extension officers, training, study visits, practice, and meetings/forums to exchange knowledge.

6) Receiver or Community enterprise: a community enterprise that needs knowledge or training in community enterprise development for changing business operations and feedback between the sender and the receiver to understand the corresponding substance.

7) Goal: The part derived from the results (Product evaluation). It will be used to change the business community enterprise to achieve success in business management. It then results in the development of business management and management, consisting of members of the enterprise, having unity cooperate, creating jobs/ increasing income for members' business continuity, and product quality development. The success will cause changes in community enterprises in 4 areas: learning process and social development (creating jobs), economy (generating income), and strong community.

Exposure: The audience will have to go through the process of accepting innovation, i.e., recognizing, interested, reflecting, experimenting, and implementing, which will result in a change to a business community enterprise. However, there will be no change if you decide not to accept innovation. Nevertheless, there will be a reverse reaction to the messenger. To consider improving the system suitable for groups that reject innovation to accept innovation.

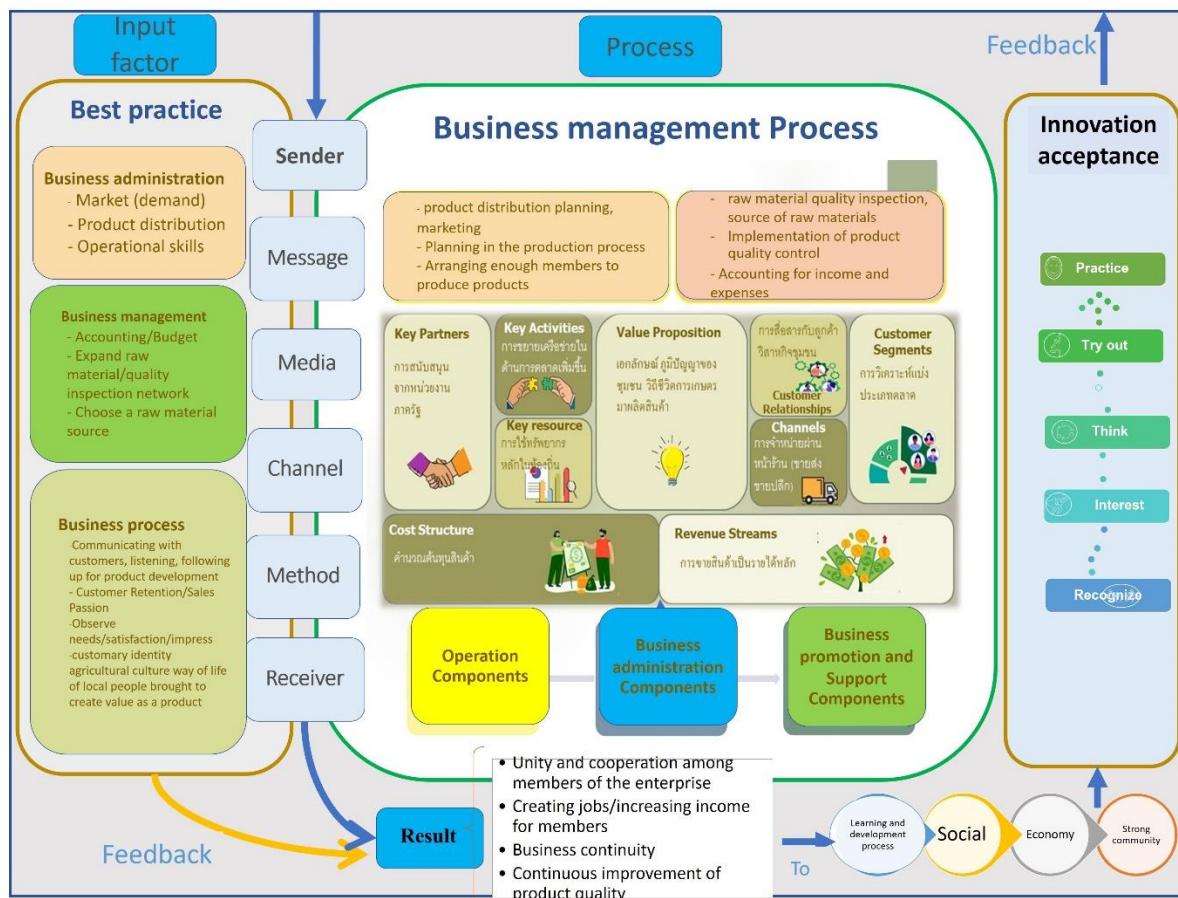


Figure 1 Extension model for administration and management for business of community enterprises

Source: authors

Discussion

The extension model for the administration and management of community enterprises' business was a guideline for the success of community enterprises. It had a successful approach to business management because it included a plan to look at the market demand distribution plan, and develop members' skills to perform tasks. In the Business management aspect Community enterprises had budget accounting, expanding the raw material network quality inspection, and selecting the source of raw materials. In the Business process aspect: Listening and following up for product development, customer retention, sales-mindedness, product and agricultural culture, and the way of life of local people as a product. In addition, there were factors related to business administration and management of community enterprises. Factor Analysis of community enterprises' management and business management could be divided into 3 components: 1. Business Operation components, 2. Business administration components, and 3. Business promotion and Support components. Multiple regression analysis predicted the relationship between the management and business priority components. It was found that it affected the success of management and business management. All three variables could

explain the variation in management success and business management services. The results were designed as a model and analyzed. It was found to be appropriate to implement, consistent with the context, and useful in promoting community enterprises' administration and business management. Therefore, the extension model for administration and management for business of community enterprises could be applied in real life. Chantuk et al. (2014) studied the planning structural equation modeling for the operation potential of food's OTOP in community enterprise, Sutthinarakorn and Yanprechaset (2017) studied the development of a management innovation model influencing value creation of community enterprise's products, and Natta et al., 2020 studied the extension workers development model for role in community enterprises extension and development. The study of Rodprasert and Tongtammasatit (2022) the potential community enterprise of rice marketing of the Chonburi municipality in which the information obtained is used to formulate a marketing strategy plan

Conclusion

The successful implementation of community enterprises was obtained from the research step 1 by Content Analysis to summarize the input factors, develop a business management model, plan to look at market demand, memory planning, and develop members' skills to perform tasks. In Business management, community enterprises had budget accounting, expanding the raw material network quality inspection, and selecting the source of raw materials. In Business process: listening and following up for product development, customer retention, having a passion for selling, creating value for products from the identity of agricultural traditions and culture, and the way of life of local people as products.

Factors related to administration and management for business of community enterprises, obtained from step 2 using descriptive statistics. The average result and standard deviation were used to summarize the input factors to develop the model. The model contained product distribution planning and marketing, planning in the production process, arranging enough members to produce products, inspection of raw material quality and source of raw materials, implementation of product quality control, and accounting. Business administration components consisted of market classification analysis, distribution through stores, communication with community enterprise customers, community wisdom identity, agricultural way of life to produce products, using local main resources, network expansion in marketing, product cost calculation, product sales as the main income, and support from government agencies.

Factors related to success in business management and management of enterprises consisted of success in organizational management/direction of community enterprises. It was found that the enterprise members were united in cooperation ($\bar{x} = 3.92$, SD.= 0.845). Community enterprise operations found that creating jobs/increasing income for members ($\bar{x} = 3.73$, SD.= 0.873). In terms of business management, it was found that business continuity ($\bar{x} = 3.49$, SD.= 1.035), and the achievements in product quality development showed that the product development was diversified and met the needs of consumers ($\bar{x} = 3.58$, SD.= 1.063).

Analysis, synthesis, and development of extension models to administration and management for business of community enterprises, obtained from the research step 3: Factor Analysis. The input model development consisted of 3 components: (1) Business Operation components, (2) Business administration components, and (3) Business promotion and Support components. Then, forecasting the relationship between the variables (Multiple Regression Analysis) was done to find the relationship between the important variables of business management and management that affect business administration and management success. Variables could explain 41.10% of the variation in management success and business management services. When various variables were entered into the model, it could be summarized as an extension model for the administration and management of business of community enterprises. It also used the messenger communication process, channels for sending and receiving messages that were suitable according to the communication principles.

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