

Success in Sustainable Community Enterprise Operations in Pathum Thani Province, Thailand

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Abstract

This study aims to (1) examine the participation and management processes of community enterprise members in Pathum Thani province and (2) evaluate the success of sustainable community enterprise operations in Pathum Thani province. This quantitative study collected data from 362 representatives of community enterprise members in Pathum Thani province, using stratified random sampling based on population proportions. The research tool was a questionnaire, and data were analyzed using statistical software. The statistical methods included percentage, mean, standard deviation, and stepwise multiple regression analysis. The study found that (1) Member participation in community enterprises was high in all aspects: participation in decision-making, evaluation, development, and benefit-sharing, respectively. As community enterprise management processes, all aspects were at a high level: directing, controlling, planning, staffing, and organizing, respectively. (2) The success of sustainable community enterprise operations was in all aspects, including production, management, finance and investment, and marketing. Additionally, the study found that member participation and community enterprise management processes positively influence the success of sustainable community enterprise operations in almost all cases, with statistical significance at the 0.05 level. Additional guidelines for developing community enterprises in Pathum Thani province should consider internal organizational factors, such as continuous product development, and external organizational factors, such as promoting knowledge of sales channels in modern marketing.

Keywords: Community enterprise, Sustainable success, Participation, Management process

Introduction

Nowadays, after the COVID-19 pandemic, the global economy has contracted, resulting in a 4.0% decrease in the gross domestic product (GDP) of ASEAN countries in 2020, according to data from the Asian Development Bank. In addition, the World Bank reported that the impact of the COVID-19 pandemic caused the greatest economic damage in the past 150 years, since 1870, leading to over 70-100 million people worldwide falling into extreme poverty (International Health Policy Development Office, 2021). In Thailand, the effects of the global COVID-19 pandemic have been significant, as the country still heavily depends on

foreign investments, tourism, and agricultural production for export and sale, as shown in Table 1.

Table 1 shows Thailand's GDP decreased significantly after the COVID-19 pandemic. The gross domestic product (GDP) dropped by -6.1% in 2020, then increased to 1.5% and rose to 2.6% in 2021-2022, respectively. The impact of the COVID-19 pandemic has severely affected both the global economy and the Thai, including community enterprises.

Thailand is one of the countries that relies on small and medium-sized enterprises (SMEs), an important business sector in Thailand, serving as a driving force for the economy from the grassroots or the people. If

communities develop strong, efficient, and sustainable businesses, they will improve the national economy. Community enterprises play a key role in the country's economic development. The economic value of SMEs in the country's GDP reflects this role. Specifically, the gross domestic product (GDP) of the small and medium-sized enterprise sector (SMEs) in 2022 amounted to

6,105,604 million baht, accounting for 35.2% of the national GDP, which totaled 17,367,310 million baht. This represents an increase from 2021, when the value was 1,200,713 million baht, or 34.5%, with a growth rate of 4.5%. Community enterprises are considered a part of the small and medium-sized enterprises sector (TDRI, 2023 online).

Table 1 Shows the gross domestic product of the world and Thailand

Gross product/ Year	2017	2018	2019	2020	2021	2022
World's GDP	4.0	3.6	2.9	-4.2	6.3	3.5
Thailand's GDP	3.9	4.2	2.1	-6.1	1.5	2.6

Source: International Monetary Fund 2023, and Office of the National Economic and Social Development Council. (2023)

In 2023, community enterprises and networks were officially registered as micro, small, and medium-sized enterprises (MSMEs) nationwide, totaling 83,553 enterprises with 1,466,678 members. Additionally, there were 607 networks comprising 15,422 members. In Pathum Thani province, 320 community enterprises were officially registered, totaling 3,753 members (June 30, 2023).

Therefore, community enterprise operators must learn how to manage the ability to produce quality goods or services to achieve stable and sustainable progress. Additionally, they must understand consumer behavior for seeking trade opportunities both domestically and internationally (Agricultural Extension System Development Group, Bureau of Technology Transfer Development, Department of Agricultural Extension, 2014).

Based on the information mentioned, "community enterprises" are an important tool for revitalizing, driving, and developing the economy of Thailand. They are a key factor in generating income and improving the quality of life for citizens. Moreover, they play a role in driving and advancing Thailand in an era of rapid change. Community enterprises also align with the strategy of Rajabhat Universities for local development over 20 years (2017- 2036), aiming to integrate collaboration within and outside the university (government, private sector, civil society) to implement development projects that achieve significant goals. Therefore, the research team is interested in studying the

management of community enterprises in Pathum Thani province to support the development of sustainable success and use it as a foundation for better local development in the future.

Objectives

1. To examine the participation and management process of community enterprises in Pathum Thani province, Thailand.
2. To evaluate the success of sustainable community enterprise operations in the Pathum Thani province, both finance and investment, marketing, management, production, and management.

Research hypotheses

Demographic factors, participation of community enterprise members, and community enterprise management have affected the sustainable success of community enterprise operations in Pathum Thani province.

Literature review

Community enterprise

According to the Community Enterprise Promotion Act B.E. 2005 and its amendments (No. 2) B.E. 2019, a community enterprise is defined as a community-based business involved in the production of goods, the provision of services, or other activities carried out by a group of individuals who share bonds and a common way of life and who come together to conduct such

business. This may include being a legal entity in any form or not being a legal entity.

Community enterprises are tools for solving problems and developing the economy and society, from the family level, the community level, and between communities, up to the national level. For example: 1) They serve as a mechanism for driving the community economy. Community enterprises are part of the production sector and income generation within the community economic system. 2) They are tools for human development alongside business development. Community enterprises focus on learning processes and activities based on knowledge, leading to successful business operations. 3) They provide a new alternative that helps community members learn and build confidence in creating products for consumption and use from resources within the community. This enables them to manage their livelihoods and achieve self-reliance. 4) They are units that create jobs and generate income within the community, leading to local employment and reducing the migration of labor to urban areas or the industrial sector, among other things (Sukanya et al., 2007).

Knowledge management is important to the enterprise. Therefore, enterprises must promote knowledge, such as seeking, sharing, and applying knowledge (Sahibzada et al., 2020, pp 1-18). Moreover, enterprises that want to improve their competitive advantage and performance should continuously focus on knowledge management (Wijaya et al., 2020, pp. 105-121).

Participation

Participation refers to the involvement of those who benefit from or have a stake in the development, making joint efforts at various stages of the development process with a sense of ownership or partnership to ensure that the work or project achieves success and mutual benefits. Community participation must continue from the project planning stage, involving the sacrifice of labor, materials, financial resources, or any available community resources.

Participative management encourages collaboration among those involved in operations, including managers and subordinates, to work together to achieve the organization's objectives. This approach

emphasizes the importance of human resources, innovation, and technology, as well as the development of human resources through various training programs to enhance skills, knowledge, and abilities, leading to more efficient work performance.

White (1982, pp. 207-208) defined participation as consisting of three dimensions: The first dimension involves participating in decisions about what should be done and how to do it. The second dimension involves participating in making sacrifices for development and implementing decided plans. The third dimension is sharing in the benefits derived from the operations. Additionally, White added a fourth key dimension to consider: participation in evaluation.

According to **White's theory of participation** (1982), it consists of four dimensions as follows:

1) Participation in decision-making: Involving everyone in the organization, including supervisors and subordinates, in decision-making enhances the effectiveness of operations. The diversity of ideas and experiences allows for the consideration of various information in decision-making.

2) Participation in development: This involves supporting and providing opportunities for people within the organization to express their opinions, demonstrate their potential, and learn and develop themselves to improve the organization.

3) Participation in sharing benefits: This encourages all employees to work to their fullest potential and inspires them to work.

4) Participation in evaluation: Evaluation is crucial in operations as it helps determine how past performance aligns with the objectives. Involving people in the organization in the evaluation process is beneficial because it provides a broader perspective and ensures fairness, leading to its success.

Management process

Concept of management or process of managing community enterprises

Management is about neat creating and involves controlling, overseeing, and developing various skills to ensure readiness in operations and achieving the objectives set by the organization. According to Harold Koontz's management principles (Harold Koontz, 1972),

as cited in Somyot (1997) , community enterprise management can be divided into five principles:

1) Planning: Involves carefully thinking ahead to decide what to do (What), why it is done (Why), when it will be done (When), where it will take place (Where), who will be responsible (Who), and how it will be carried out (How).

2) Organizing: This means arranging the structure of various tasks and the authority and duties of work to an appropriate level. They help accomplish the organization's work.

3) Staffing: This means selecting and placing people in jobs and maintaining the efficiency of employees in various positions within the organization. Managers must plan for manpower for different positions, assess the existing workforce, select suitable candidates, and provide training to enhance personnel efficiency.

4) Directing: This refers to the ability of managers to lead and motivate people to perform their best to ensure that the organization achieves its objectives.

5) Control: It means directing various activities in a way that aligns with the plan.

Success in sustainable

Success in sustainable entrepreneurship sustainability means standing continuously over the long term. Therefore, organizations aiming to develop into sustainable organizations must have a forward-looking vision.

Sustainable management refers to successful management that creates “ A state of sustainable development” in all three dimensions: environment, society, and economy. Success in sustainable entrepreneurship means that entrepreneurs who operate businesses successfully achieve their set goals and continue to develop in various areas, leading to the sustainability of their business operations. This is based on various factors, including financial factors, customer factors, internal process factors, and learning and growth

factors, according to the concept of Kaplan & Norton (1996).

This research is the principle that will lead to sustainable success. The researcher uses the BSC principles, the Balanced Scorecard (BSC), a concept developed by Kaplan and Norton in the early 1990s to assess organizations. It is a strategic performance management tool emphasizing measuring results from multiple perspectives. Since its introduction in businesses, the concept has been adapted to various industries (Madsen, 2015; Bohm et al., 2021). The BSC is one of the most influential management concepts of the modern era. A literature review since the 1990s has found extensive research on the BSC as a practical concept and approach in various business sectors, including small and medium-sized enterprises (SMEs).

Therefore, the researcher has identified four key perspectives of BSC on the factors affecting the sustainable success of community enterprises:

1) Finance and Capital: This is a crucial strategy for maximizing value and returns on investment. In finance, the focus is on creating a system to measure economic impacts while maintaining the current operational status of the organization.

2)Marketing: to achieve its objectives organization must have a target customer group. Initially, this involves defining the customer perspective and segmenting customers based on market share. It also includes strategies to attract new customers, retain existing ones, and ensure customer satisfaction.

3) Production: An organization must have standardized production processes, produce high-quality products that meet customer demands, and deliver them on time. Additionally, organizations must consider production costs to maximize their benefits.

4) Management: An organization must have a clear work structure and division of tasks, as well as established rules and regulations. Furthermore, the organization should facilitate site visits and training sessions and allow employees to express their opinions to foster collaborative development.

Methodology

Conceptual framework

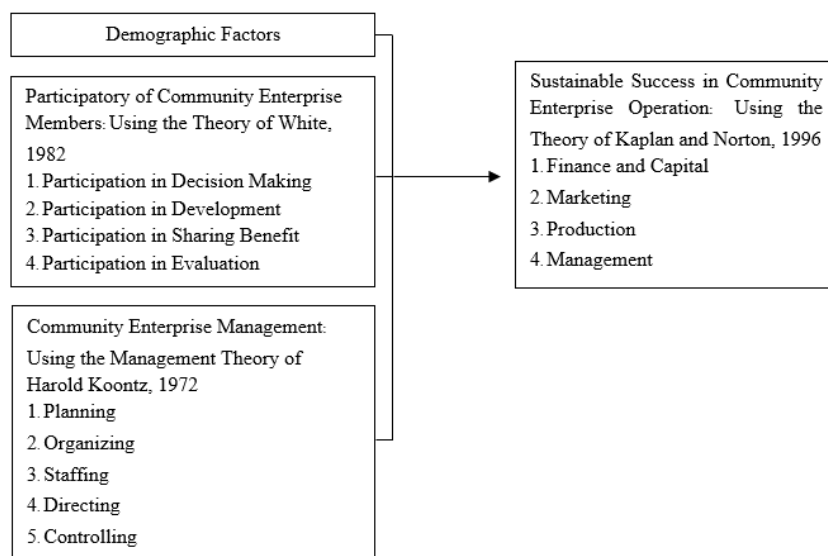


Figure 1 Research conceptual framework

Sample and sampling

Population and sample group: The population used in this study consists of 3,753 members from 320 community enterprises registered in Pathum Thani province. The researcher calculated the sample size using the **standard formula by Tora Yamane**, setting the confidence level at 95%, resulting in a sample size of 362 people. The data was collected using an online questionnaire.

Formulating research instrument: The researcher developed a questionnaire as the primary tool for quantitative research, ensuring that the content and topics were comprehensive and aligned with the research framework and objectives. The questionnaire was divided into sections corresponding to the specific aspects to be measured, ensuring consistency with the conceptual framework and research goals.

The questionnaire was submitted to three experts from Valaya Alongkorn Rajabhat University under the Royal Patronage to evaluate its content validity and language clarity. The researchers used the results to yield an Index of Item-Objective Congruence (IOC) score, which they then used to assess the questionnaire's quality.

The results showed that the research instrument consistency (IOC) was 0.98 on average, which is considered valid and usable. Additionally, in a pilot study involving 30 questionnaires, the Cronbach's Alpha Coefficient was 0.97, demonstrating high internal consistency.

Distribution of questionnaires: To obtain a sample size of 362 participants from 320 community enterprises in Pathum Thani, the researcher employed a probability sampling method, specifically simple random sampling. A total of 83 community enterprises were selected, representing the entire population. (Based on a 95% confidence level with a 10% margin of error) Researchers contacted these enterprises to collect online questionnaire responses from 5 members or committee members per group. (In the future, the researcher may increase data for each community enterprise to increase confidence and greater discrepancies). Participants returned approximately 400 questionnaires, and the researcher selected 362 of them for analysis.

Data collection: Researchers collected data by distributing a questionnaire to participants through social media platforms. The questionnaire consists of four parts: The first part collects demographic factor data. The second part focuses on the participation of community

enterprise members in Pathum Thani Province. The third part examines the management processes of various community enterprises. The fourth part evaluates the success of sustainable community enterprise operations within their communities. Parts 2 to 4 of the questionnaire use a Likert scale ranging from 1 to 5, indicating substantial agreement. Subsequently, these scores were converted into quantitative data and analyzed using the statistical software package for social sciences (STATA). Cronbach's alpha assessed the questionnaire's internal consistency reliability, yielding a value of 0.970, which indicates high reliability and excellent internal consistency.

Data analysis: The collected data was analyzed using the statistical software STATA. Inferential statistics were employed to compare differences in means and variances between groups. A regression analysis model was applied to determine the relationship with an acceptable confidence level of at least 0.05 or 95%. The analysis aimed to identify the regression relationships between respondents' demographic

characteristics, community enterprise members' participation, the community enterprise management process, and the sustainable success of community enterprises in Pathum Thani province.

Research results

The research results are as follows:

Part 1: Analysis of Demographic Factors of Community Enterprise Members in Pathum Thani Province

Found that: Most of the respondents were female (73.2%); age was over 50 years old (52.5%); highest level of education was high school/vocational certificate (43.7%); marital status was married (59.4%); occupations were primarily farmers, traders, or private business owners (43.6%); membership duration was less than 1 year (59.1%); work done in various cooperatives was production (38.1%); and the total monthly household income was 10,001-20,000 baht (51.4%).

Table 2 Average score of participation of community enterprise members

Participation of community enterprise members	Mean (\bar{X})	Standard Deviation (S.D.)	Level of participation
1. Decision-making Participation			
1.1 Regular participation in meetings, planning, monitoring, and finding ways to conduct the group's business.	3.8	0.74	High
1.2 Being informed of the income-expense reports and participate in determining the cost of goods and services.	3.79	0.74	High
Average total	3.8	0.74	High
2. Development Participation			
2.1 Participation in production planning to align with sales plans and customer needs every time.	3.79	0.72	High
2.2 Training is provided in various areas and rotate to other duties.	3.77	0.72	High
Average total	3.78	0.72	High
3. Benefit Participation			
3.1 Membership in the group provides benefits that improve occupation, income, quality of life, and respect in the community.	3.77	0.7	High
3.2 A sense of ownership or partnership in the group's achievements and receive shared benefits.	3.79	0.69	High
Average total	3.78	0.7	High
4. Evaluation Participation			

Participation of community enterprise members	Mean (\bar{X})	Standard Deviation (S.D.)	Level of participation
4.1 Regular involvement in recognizing the progress of the leaders' and committee's work is maintained.	3.8	0.69	High
4.2 Participation in the group's evaluation process, from planning, contributing labor, materials, funds, or any available in the community resources.	3.78	0.7	High
Average total	3.79	0.7	High
Overall average	3.79	0.72	High

Source: From the survey

Part 2 Analysis of Community Enterprise Members' Participation

Summary of research findings according to Objective 1: The participation of community enterprise members was, on average, at a high level (\bar{X} = 3.79).

When considering each aspect, all were at a high level, including participation in decision-making, which has the highest value, followed by participation in evaluation, development, and participation in benefits (\bar{X} = 3.80, 3.79, 3.78, and 3.78, respectively).

Table 3 Average score of community enterprise management process

Management process	Mean (\bar{X})	Standard Deviation (S.D.)	Level of Acceptance
1. Planning			
1.1 The community enterprise group has set goals, policies, business structures, and work methods for the future.	3.85	0.71	High
1.2 The group always has a plan for labor, production, capital used in production, and sourcing of raw materials, including product processing.	3.85	0.69	High
Average total	3.85	0.7	High
2. Organizing			
2.1 The community enterprise group has an organizational structure and systematic operations for each part and function.	3.83	0.66	High
2.2 The organization of your group ensures convenient task assignment and efficient internal and external coordination, free from redundancy.	3.83	0.68	High
Average total	3.83	0.69	High
3. Staffing			
3.1 The community enterprise group has a good system for staffing according to positions and for developing work performance.	3.84	0.68	High
3.2 The group always recruits and selects staff with appropriate knowledge and skills, ensuring maximum organizational efficiency.	3.86	0.67	High
Average total	3.87	0.68	High
4. Directing			

Management process	Mean (\bar{X})	Standard Deviation (S.D.)	Level of Acceptance
4.1 The leaders of the community enterprise group exhibit good leadership and human relations, ensuring thorough supervision of members and overall progress.	3.92	0.68	High
4.2 The group's leaders are highly enthusiastic and motivate the team to work together happily, contributing to the organization's success.	3.96	0.66	High
Average total	3.94	0.67	High
5. Controlling			
5.1 The work of the community enterprise group is monitored and inspected by the control department every time to ensure it meets organizational standards.	0.88	0.66	High
5.2 The group controls work inspection and budget utilization, with reports and evaluations conducted each time.	0.88	0.66	High
Average total	0.88	0.66	High
Overall average	3.87	0.68	High

Source: From the survey

Part 3 Analysis of Community Enterprise Management Process

Summary of research findings according to Objective 1: On average, the community enterprise management process was highly accepted (\bar{X} = 3.87).

When considering each aspect, all were at a high level. The highest score was for the directing process, followed by controlling, planning, staffing, and organizing (\bar{X} = 3.94, 3.88, 3.85, 3.85, and 3.83, respectively).

Table 4 Average score of success in sustainable community enterprise operations

Success in sustainable community enterprise operations	Mean (\bar{X})	Standard Deviation (S.D.)	Level of Success
1. Financial and Investment			
1.1 The community enterprise group has well-established financial management guidelines, including revenue, expenditure, and risk management related to financial liquidity.	3.86	0.66	High
1.2 The operations of the group utilize financial resources and investments obtained from savings, with members holding shares and receiving annual dividends sufficiently.	3.84	0.66	High
1.3 The group also receives financial support from external agencies, ensuring the group's strength and long-term self-reliance.	3.77	0.76	High
Average total	3.82	0.69	High
2. Marketing			
2.1 The community enterprise group plans its marketing strategy based on historical data and customer orders, with all product formulas being well received.	3.81	0.66	High

Success in sustainable community enterprise operations	Mean (\bar{X})	Standard Deviation (S.D.)	Level of Success
2.2 Your group's products are of good quality, certified by various standards, and consistently developed, leading to sufficient profits.	3.86	0.68	High
2.3 To increase market awareness, the group promotes products through various events and exhibitions, such as OTOP fairs or other booths.	3.77	0.81	High
Average total	3.81	0.72	High
3. Production			
3.1 The community enterprise group prepares production plans and sources raw materials sufficiently to meet demand every time.	3.87	0.66	High
3.2 To increase market awareness, the group various products with different colors and patterns and ensures quality checks before every sale.	3.82	0.7	High
3.3 The group continuously designs new products and modernizes the production process to meet standards.	3.83	0.71	High
Average total	3.84	0.69	High
4. Management			
4.1 The group has a management team with a clear work structure, dividing responsibilities among members based on their expertise and established group rules and regulations.	3.87	0.73	High
4.2 The group holds monthly board meetings, study tours, and training programs to develop members continuously.	3.79	0.73	High
4.3 The group encourages members to express opinions and solve group issues together in a united and stable manner, following the sufficiency economy principles.	3.84	0.69	High
Average total	3.83	0.69	High
Overall average	3.82	0.7	High

Source: From the survey

Part 4 Analysis of success in sustainable community enterprise operations

Summary of research findings according to objective 2: On average, the **Success of sustainable community enterprise operations** was at a high level (\bar{X} = 3.82). When considering each aspect, all were at a high level. The highest score was for production, followed by management, finance and investment, and marketing (\bar{X} = 3.84, 3.83, 3.82, and 3.81, respectively).

The results from the running equation in Table 6 show that: **Analysis of Variance Differences:**

Prob > Chi2 (p-value of Chi-square): p=0.66, indicating no statistically significant difference in the variances across different groups.

Conclusions

The mean differences between groups regarding the success of sustainable community enterprises and planning are statistically significant ($p < 0.05$). The variances within and between groups do not differ significantly ($p > 0.05$).

Therefore, the mean differences between the success of sustainable community enterprises and planning are statistically significant. Community enterprises have developed plans for labor, production, production capital, and sourcing raw materials for product processing. The variances, however, do not differ significantly. This indicates that the differences in means are genuine and are not affected by inconsistencies in the data's variances.

Summary of the research hypotheses in table 5 - 6-7

The regression analysis to examine the relationship between independent and dependent variables revealed the following:

1) Education level and income are significantly related to the sustainable success of community enterprises. However, demographic background factors such as gender, age, marital status, main occupation, year of member, and job characteristics do not significantly affect or relate to the sustainable success of community enterprises ($p > 0.05$).

2) Member participation and community enterprise management were positively related to the success of sustainable community enterprise operations in almost all cases, with statistical significance at the 0.05 level.

The results from the running equation in Table 5 show that the average differences between the marketing aspect of

products that were widely accepted and the continuous design of new products also differ significantly by at least one pair at a 99% confidence level, and the variance is different between groups

The results from the running equation in Table 5 show that:

Variance (Chi-square test) : Prob > Chi2= 0. 01 (indicating statistically significant differences in variance)

Conclusion: 1) There is a significant difference in the means between marketing and product (Prob > F=0. 00) 2) Variances between groups are significantly different (Prob > Chi2=0.01). Therefore, marketing and product may not always be balanced or stable, but they remain connected, with differences in outcomes and environmental factors.

Analysis of the research hypotheses

Table 5 Analysis of the differences in means and variances between the marketing aspect and the product aspect.

Data	SS	df	MS	F	Prob > F
Between Groups	95.91	3	31.97	166.64	0.00
Within Groups	68.69	358	0.19		
Variance: Prob > Chi2=0.01					

Source: From running the equation

Table 6 Analysis of the differences in means and variances between the aspect of success in sustainable community enterprise operations and the aspect of planning.

Data	SS	df	MS	F	Prob > F
Between Groups	86.20	3	28.74	305.92	0.00
Within Groups	33.63	358	0.093		
Variance: Prob > Chi2=0.66					

Source: From running the equation

Table 7 Regression Analysis of the Relationship Between Community Enterprise Management and the Success in Sustainable Community Enterprise Operations by using a Regression Model and Dependent Variable Y

Variable	Coefficient	Standard Error	P-value
Constant	0.1255069	0.7349420	0.089
Gender	0.0177869	0.0162725	0.275
Age	-0.0064013	0.0099306	0.520
Education	-0.0251110	0.0109281	0.022**
Status	0.0114045	0.0129925	0.381
Occupation	0.0070792	0.0046345	0.128
Year of Member	-0.0124206	0.0072494	0.088
Job Duties	-0.0038230	0.0064507	0.554
Income	0.0293275	0.0124186	0.019**
P-decision1	-0.0148813	0.0479082	0.756
P-decision2	0.1274774	0.0498809	0.011**
P-development1	-0.0104099	0.0351154	0.767
P-development2	0.1081093	0.0338075	0.002***
P-sharing1	0.0900439	0.0365564	0.014**
P-sharing2	-0.0540781	0.0409314	0.187
P-evaluation1	-0.0068536	0.0440183	0.876
P-evaluation2	0.0943534	0.0412046	0.023**
Planning1	0.0511263	0.0315197	0.106
Planning2	0.0319340	0.0324949	0.326
Organizing1	0.0511620	0.0354224	0.150
Organizing2	0.0338606	0.0365251	0.355
Staffing1	0.0641132	0.0579025	0.269
Staffing2	0.0424432	0.0578440	0.464
Directing1	0.1047958	0.0376653	0.006***
Directing2	0.0317903	0.0383333	0.408
Controlling1	0.0671014	0.0490157	0.172
Controlling2	0.1496179	0.0495687	0.003***
R-squared =	0.9526		

Source: From running the equation

Note: ** Significant at 0.05

***Significant at 0.01

Conclusion

This study enhances the understanding of the actual sustainable success of community enterprises in Pathum Thani province, Thailand. Using ANOVA and stepwise multiple regression analysis, the results reveal that demographic factors, including education level, years of membership, and income, play a significant and positive role in achieving sustainable success in community enterprises ($p < 0.05$).

Moreover, multiple regression analysis highlights the importance of member participation in development, directing, and controlling, which significantly impact sustainable success at a 99% confidence level. Leadership in community enterprises, characterized by strong leadership qualities and good interpersonal relationships, fosters effective supervision and progress, positively influencing sustainability at the same confidence level. Regular monitoring, budget oversight,

and performance evaluation are statistically significant factors for sustainable success, with statistical significance at 0.05.

The variance between marketing and product production is significantly different ($\text{Prob} > F=0.00$), suggesting an imbalanced relationship. However, integrated market knowledge development and innovation in production positively impact sustainability. Similarly, the variance between success and planning is significant ($p < 0.05$), highlighting a notable and meaningful relationship between sustainability and planning within this research context.

The high R-squared value of 0.9526 (or 95.26%) supports the model's strength in explaining sustainable success in community enterprises. Overall, capable leadership with good skills, effective management, budget monitoring, and evaluation, combined with member participation, positively contributes to sustainable success.

In conclusion, member participation and effective management in nearly all cases positively affect the sustainable success of community enterprises.

Research discussion

1) The researcher found that the participation of community enterprise members, on average, was at a high level, especially in decision-making, which had the highest average. The overall management processes of community enterprises were also widely accepted, and the success of sustainable community enterprise operations, on average, was high. This finding aligns with Sakulphong et al. (2022), research on "Operational Models of Community Enterprise Networks under the Sustainable Development Framework in Chiang Mai province found that the sample group had a strong bond with one another at a high level. Overall participation was also at a high level, leading to sustainable operations at a high level overall. The factors significantly influencing the sustainable operation of community enterprise networks at the 0.01 level included overall participation, income (less than 84,000 baht/ year), benefit-sharing participation, funding sources from the Bank for Agriculture and Agricultural Cooperatives, support from agricultural promotion officers, participation in networks (less than 1 year), and the highest education level being a bachelor's degree.

However, there were differences that the highest education level of community enterprise members in Pathum Thani province was high school or vocational certificate (43.7%).

2) The researcher found that the overall success of sustainable community enterprise operations in Pathum Thani province was at a high level. When considering specific aspects, all were at a high level, including production, management, finance and investment, and marketing. Additionally, the overall management of community enterprises was at a high level, as was the participation of community enterprise members. The community enterprise leaders demonstrated good leadership with strong interpersonal relationships, ensuring effective supervision and contributing to the sustainable success of community enterprises with 99 percent confidence. Moreover, the participation of community enterprise members in all areas, including decision-making, co-development, benefit-sharing, and evaluation, positively impacted the sustainable success of community enterprise operations. This aligns with the research of Inboong et al. (2020), who studied "Success Factors of Community Enterprise Groups Certified with Community Product Standards in Khon Kaen province. They found that the overall management of community enterprises certified with community product standards in Khon Kaen province was at the highest level, using Varimax Orthogonal Rotation and considering statistically significant Loadings at the 0.05 level, with Factor Loadings of 0.65 or higher as the criteria for important components, they identified the success factors of community enterprise groups certified with community product standards in Khon Kaen province as including: 1) good group management, 2) member participation, 3) production development, 4) financial and accounting systems, 5) planning, 6) entrepreneurship, and 7) leadership. This is also consistent with the study by Tanyong and Nimitrasadikul. (2022), who researched "The Development of Sustainable Success in Community Enterprise Business Operations in Nakhon Pathom province." Their findings revealed that for the sustainable success of community enterprise businesses, community enterprise operators in Nakhon Pathom province should focus on characteristics that emphasize the participation of community enterprise groups. They

should also exhibit transformational leadership, receive support from the government and related agencies, and build strength in management.

The research referenced in this group highlights that the success of community enterprises, regardless of location, significantly depends on having strong leadership within the organization. Effective leadership plays a crucial role in enhancing the development of community enterprises. This includes fostering high levels of member participation, implementing well-rounded management processes, ensuring products meet community product standards, and coordinating with government agencies and external organizations to secure ongoing support in funding, production development, and continuous new knowledge.

Research recommendation

Based on our research, we have highlighted the importance of member participation and internal management in community enterprises. We found that High levels of collaboration, particularly in decision-making, development, profit-sharing, and joint evaluations, are crucial. These factors help maintain the community's quality of life and preserve the uniqueness of community enterprises, which is a key success factor.

The significance of member participation also extends to fostering cooperation with other community enterprises and external organizations to gain support. This includes promoting new knowledge, such as modern production innovations and market expansion, which enhances the efficiency and sustainability of community enterprise operations.

The management process is a critical factor for all community enterprises. It requires systematic, appropriate, and continuous efforts in planning, organizing, staffing, directing, and monitoring. Leadership plays a pivotal role with community leaders, inspiring and motivating members to work efficiently as a team. Leaders also facilitate production improvements and the continuous development of new products, which boosts members' engagement and productivity.

Success in community enterprise operations is key to achieving sustainable growth. This involves assessing financial resources, marketing strategies, production processes, and management. Several success factors can also be adapted to enhance performance, including:

1) Production factors 2) Marketing factors 3) Management factors (finance, operations, and human resources) 4) Member cooperation 5) Leadership qualities 6) Workforce factors, and 7) External collaboration for financial resources and investment support. (Wijaya et al., 2020) These factors align with the study findings, emphasizing innovation, market expansion via social media, and leveraging technology to drive sales and business operations forward. Moreover, community enterprises should prioritize social responsibility and brand reputation, focusing on online marketing and community-oriented strategies that align with technological trends.

In summary, effective leadership, active member participation, and robust management practices are fundamental to the sustainable success of community enterprises. These principles serve as a guideline for all community enterprises to achieve long-term business success.

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