

ปัจจัยที่ทำให้ชุมชนท่องเที่ยวในประเทศไทยประสบความสำเร็จ
กรณีศึกษาบ้านบางพลับและคลองโคก จังหวัดสมุทรสงคราม

**Key Factors of Successful Community-Based Tourism in Thailand:
The Cases of Ban Bangphlap and Khlong Khon, Samutsongkhram Province**

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บทคัดย่อ

งานวิจัยนี้ศึกษาถึงปัจจัยที่ทำให้ชุมชนท่องเที่ยวประสบความสำเร็จโดยเน้นมุมมองทรัพยากรในด้านทรัพยากรมนุษย์ในเรื่องผู้นำการเปลี่ยนแปลงและคุณสมบัติ 5 ประการของทุนมนุษย์ การเก็บข้อมูลทำโดยแบบสอบถามกับกลุ่มประชากรทั้งหมด(160 คน)และสัมภาษณ์ผู้ให้ข้อมูล 5 คน ในการวิเคราะห์ได้ใช้แบบจำลองสมการโครงสร้าง ซึ่งแสดงผลว่าผู้นำการเปลี่ยนแปลงและทุนมนุษย์ส่งผลโดยตรงอย่างมากต่อความร่วมมือของชุมชนในการวางแผนกลยุทธ์ ความร่วมมือของชุมชนในการวางแผนกลยุทธ์ส่งผลโดยตรงอย่างสูงต่อความสำเร็จของชุมชนท่องเที่ยว ผลจากการสัมภาษณ์ยืนยันผลจากเชิงปริมาณ รัฐบาลจึงควรณรงค์เรื่องผู้นำการเปลี่ยนแปลง และคุณสมบัติ 5 ประการของทุนมนุษย์กับคนในชุมชนท่องเที่ยวให้มีการปฏิบัติจริง เพื่อให้นโยบายของรัฐบาล “หนึ่งตำบล หนึ่งชุมชนท่องเที่ยว”ประสบความสำเร็จ

คำสำคัญ: ชุมชนท่องเที่ยว ทุนมนุษย์มุมมองทรัพยากร การท่องเที่ยวอย่างยั่งยืน ผู้นำการเปลี่ยนแปลง

Abstract

This research focuses on key factors of successful community-based tourism in Thailand. Key factors emphasizing on resources-based view in term of human resources capital are focused: transformational leadership and other five competencies of human capital. Gathering data is done by questionnaire with the whole population(160 respondents) and interview with 5 key informants. Structural Equation Model is employed for analysis. The results present that transformational leadership and human capital directly highly influence community participation in strategic planning. Community participation in strategic planning directly influences greatly on community-based tourism's success. Results from interviews confirm the quantitative findings. Government is suggested to promote transformational leadership and the key competencies of human capital in practice to community-based tourism's participants to support Thai government policy "One Sub district, one tourism site" to succeed

Keywords: community-based tourism, human capital, resources-based view, sustainable tourism, transformational leadership

Paper Type: Research



1. Introduction

In the past, Thailand had implemented the National Economic and Social Development Plans which followed western development for the purpose of making the nation to be industrialization. Economic growth was the key solution for poverty alleviation. The country's economic growth had been raised, and was praised accordingly as a new remarkable economic base in the Southeast Asia. The results of this development style turned out to be negative outcomes in term of inequity of income, social problems, and environmental deterioration. Therefore, the paradigm of development shifted from the growth emphasis to people-centered development in the implementation of the Eight National Economics and Social Development Plan (1997-2001) as a balance and sustainable means, and change to bottom-up approach rather than top-down orientation. The major goals of the plan were humans' potential development, economic growth sustainability and stability, as well as natural environment restoration and conservation. It stressed on people participation in development and stimulating them to improve their communities with a self-reliance orientation and to cope with community problems as well as enable well-beings for the whole community.

Tourism was incorporated as a national tourism policy since the Forth National Economics and Social Development Plan (1977-1981) to raise national economic growth and income for Thais. It is an essential source for generating economic growth, employment, and income for many developing countries, as well as one of the essential sources for socio-economic development for many countries and a development priority for most developing nations(ILO, 2013, p.6) including Thailand as it used tourism as one of the tools to generate income to its citizens(Chuamuangphan, 2016, p.147) The tourism industry always has been essential contributor to Thailand's economic growth and foreign exchange earnings. However, mass tourism also has caused environmental, social and economic problems to local destinations So, Thailand implemented the National Ecotourism policy in 1998, and the National Ecotourism Action Plan 2002-2006 in 2001 to tackle these problems (Sriphomya, 2002, p.238, as cited in Asian Productivity

Organization, 2016), but in reality, nevertheless, tour operators' ways of doing tourism business compromise natural resources and environment (Ping, 2015, p.2) Ecotourism is criticized as same as mass tourism. So, community-based tourism (CBT) was introduced to cope with the negative impacts of the mass tourism and failure of ecotourism.

Since 2015, Economic Development Policy Based on Civil State Strategy has been implemented in Thailand, it emphasizes CBT as one of three methods to prosper the growth and development of the grassroots (Pracharathnetwork, 2016) Moreover, Thailand's new policy of tourism, as one of five main policies for boosting economy is " One Tumbon, one tourism site"; referring to every sub-district (or every district) should initiate and operate tourism site (various sources dated Jan16, 2016). Additionally, the new tourism trend regarding to appreciation of simplicity or local culture has emerged globally including Thailand. This new tourism trend has challenged the consumerism-oriented mass tourism (TAT Academy, 2016).

For the above reasons, all together, CBT is one of significant means of energizing grassroots economics and development as well as raising Thailand's economy as a whole. It possesses potential positive results such as empowerment of local communities in term of managing their own resources, more additional income by engaging in tourism or related sectors or direct employment, and cultural conservation, or environment conservation. Thus, effective CBT generates advantages that are supporting local economy via several sources of income, fairness in community participation, sustainable ecology and easing negative effect on the environment, conservation and promotion of cultural heritage and well-being, presenting experience of sub culture and local nature to tourists, illustrating pleasant management implementations and guarantee of quality experience and safety to all stakeholders engaged(Asia Pacific-Economic Cooperation: APEC, 2010, p.3).

Statement of the Problem

All these mentioned factors previously boost the significance of CBT for the nation. There will be enormously increase in numbers of tourism sites in several sub districts

or districts referring to tremendous supplies of CBTs and rigid competition among them, not to mention about other types of tourism sites as alternatives for tourists. Some will fail, some will just survive and some will sustainably succeed. The main question is what is the core mechanism that makes successful CBTs differentiate from others and thus contributes continuous success to them? Resource Based View (RBV) model regarding to human resources is studied besides concept of sustainability as humans are the center for managing and operating other resources as well as running CBTs. Most studies of successful CBTs focus on factors contributing the success (Armstrong, 2012) but limited researches study successful factors in RBV perspective concerning human capital resources. The first focused competency of this study concerning human resources is transformational leadership displayed by community leaders. Most studies of successful CBTs emphasize community leadership but neither specify what type of leadership nor study deeply how transformational leadership impacts the CBTs' success. There is increasing acknowledgement that local or regional leadership is a significant cause of development of local places (Beer, 2014, p.254). There are studies concerning leadership and its relation with the growth and wealth of specific locations (Collinge & Gibney, 2010, as cited in Beer, 2014, p.254) as well as role of local leadership in supporting economic recovery (Bailey et al, 2010 as cited in Beer, 2014, p.255) Stimson et al. (2002, as cited in Beer, 2014, p.255) posits that communities seeking economic advancement tend to form a leadership structure that is more likely to be collaborative rather than hierarchical, and it will include the co-operation of a range of organizations, individuals and companies over the longer term. Most studies tend to look at transformational leadership rather than transactional leadership (Bass, 1985, as cited in Beer, 2014, p.255). Transformational leadership involves guiding people, groups and the environment to higher levels to achieve change (Davies, 2009, as cited in Beer, 2014, p.255). However, transformational leadership as a role in contributing to the success of CBTs has received limited study. The rest of focused competencies, all together as human capital, are displayed by followers involving in the CBTs, namely tacit knowledge, self-reliance, conservation of tourism resources,

accessibility to outside supports, and emotional community identity. All competencies from both community leaders and followers are studied in term of their relationships regarding community participation in strategic planning contributing to success of CBTs in term of economic, social and environmental aspects.

Thus, this research provides a comprehensive analysis of the resource-based view specifically in human capital resources: transformational leadership and human capital as well as related concepts and theories contributing to the success of the two CBTs: Ban Bangphlap and Khlong Khon, Samutsongkhram province. The study significantly increases understanding of the key factors according to human capital resources of these both successful CBTs. The findings of the research contribute to policy development concerning of human resources development for community-based tourism in Thailand

2. Objectives

The objectives of the research are as following:

1. To examine whether transformational leadership has direct positive influence on community participation in strategic planning.
2. To examine whether human capital has direct positive influence on community participation in strategic planning.
3. To examine whether community participation in strategic planning has direct positive influence on the success of CBTs.

The following section is relative theories, models and concepts for this study.

3. Literature Review

3.1 The National Economic and Social Development Plan and the Government Policy of Thailand

Since 1961, Thailand has been implementing the National Economic and Social Development Plans as master plans for national development. The First to the Seventh plans followed western development style focusing on modernization. The third world nations including Thailand had followed this style for several decades in order to be modernization like western countries, Thailand attempted to

be industrialization and emphasized on economic growth to solve poverty problem. The nation's GNP and GDP increased for years, and thus was praised as a new promising economic country in the Southeast region. Thai citizens utilized natural resources and thought that their brains and know-how could produce those resources unlimitedly. Major capital like fund, labor, and machines were poured into production in order to achieve wealth (Sritanatorn, 2009, p.1) Although the economic indicators like GNP or GDP increased for years, but there were problems emerging from implementing growth development model as well. So, the Thai government reviewed the centered top-down approach and results from the First to the Seventh plans. The positive effect was good economics, but negative impacts were social problems and unsustainable development. The western development style is not applicable to the case of Thailand development as it could not generate sustainable outcomes to the nation. There were social problems, low quality of life, gaps of incomes, poverty in rural or remote areas, natural resources and environment deterioration. Therefore, there was significant adjustment since the Eight plan so that the country could cope with changes by shifting the nation's development paradigm from economic growth to people-centered development that people participation, holistic integration on the basis of balancing among humans, society, economics and environment were the major concerns as well as economic growth was used as a tool for human development. The approach was changed from top-down to bottom-up, holistic integration, and not separated-part development. People sector had participation in development that it was by people and for people. In addition, to implement people-centered approach more efficiently, sufficiency economy philosophy was employed into practice since the Ninth plan (2002-2006).

The people-centered development, coupled with sufficient economy philosophy have been carried on until the present (Turmpittayapaisith & Pa-em, 2009)

As the National Economic and Social Development Plan is a master plan of the nation for national development, when the master plan focuses on people-centered development, other relative plans and government policies including tourism plan

and policy must follow the former by emphasizing people-centered development. The Committee of National Tourism Policy was set up according to The Act of 2012. Its authority and responsibility is to set national tourism plan as a framework of promoting management and development of national tourism. The National Tourism Development Plan (2012-2016), conforming to the Eleventh National Economic and Social Development Plan (2012-2016) (The Committee of National Tourism Policy 2011, preface), focuses on building immune for all dimensions of tourism, simultaneously increases revenue and equity of income distribution to society on the basis of sufficient economy philosophy including participations from all sectors to implement the plan effectively into both nation and rural area levels. The plan's strategy of restoring and developing tourism sites for sustainable tourism as well as civil state strategy which supports Grassroots Economic Development Policy mainly via community-based tourism, are relevant to this study(The Committee of National Tourism Policy, 2011, p.26). Civil state forms working groups and work according to determined multiple strategies. One of working groups is the Working Group of Grassroots Economic Development and Civil State. The group's objectives are to create strong grassroots economy, happiness and more income to Thai locals. Figure1. illustrates Expected Contributions of Grassroots Economic Development Policy Based on Civil State Policy.

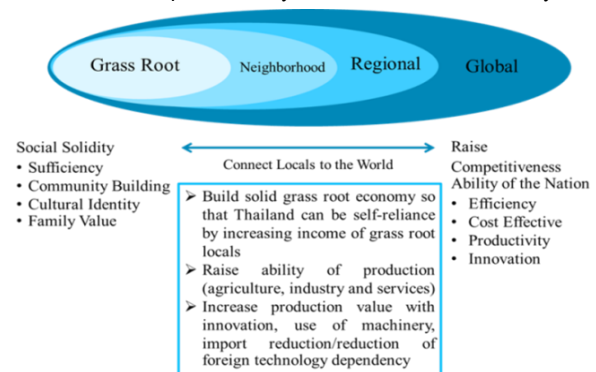


Figure 1: Expected Contributions of Grassroots Economic Development Policy Based on Civil State Policy

Source : Poramethee (2015, p.10)

Since people regarding to people-centered development are emphasized in government's national

master plan, national tourism plan, civil state policy, Grassroots Economic Development Policy mainly executing via community-based tourism, as well as this research are concerns of successful community-based tourism (CBT) in Thailand, community citizens need to utilize their capital, specifically, human capital resources as input for running CBTs successfully. Resource-based theory explains how resources including human capital resources can contribute sustained competitive advantage that, in turn, makes CBTs successful. The following section is explanations of RBV's and RBV regarding human capital resources.

3.2 Resource-Based View (RBV) and RBV Relating to Human Capital Resources

The resource-based view emphasizes on the characteristics of resources as sources of generating sustained competitive advantage for the firm (Barney, 1991). There are two assumptions underpinning of RBV: first, organizations in same sector are heterogeneous in term of strategic resources they regulate; second, the resources are not perfectly mobile across organizations, and as a result, heterogeneity is long enduring (Wedchayanon, 2016, p.99) Not all resources of the organization can generate sustained competitive advantage (Barney, 1991, p.106), worse yet, they can prevent organization from utilizing and implementing valuable strategies (Barney, 1986b, as cited in Barney, 1991, p.102) or cause it to implement strategies that decrease its efficiency and effectiveness (Barney, 1991, p.102). Regarding to RBV, firm's resources possessing VRIN (value, rareness, inimitability, and non-substitutability) characteristics have possibility of creating sustained competitive advantage (Barney, 1991, pp.105-106).

3.2.1 RBV Relating to Human Capital Resources

Scholars emphasize on RBV concerning to human capital resources with two focus points; knowledge, skills and abilities of organizational members and employee behaviors.

3.2.1.1 Knowledge, skills, and abilities or KSAs

Organization has to search for performance concerning knowledge, skills and abilities of its members, as well as give importance to individuals more than to operations and processes in organization (Flamholtz & Lacey, 1981, as cited in Wedchayanon, 2016, p.99) This way gives importance to individuals of organizations as an importance source, not

practices and or processes of organizations (Wedchayanon, 2016, p.99).

3.2.1.2 Employee Behaviors The value each employee gives to organization depends on their behavior in working (Flamholtz & Lacey, 1981, as cited in Wedchayanon, 2016, p.100). In RBV, human resources must provide value to the organization, must be rare, be inimitable and no equivalent substitutes so that they can be sources of sustained competitive advantage.

In running CBTs, communities have to bring on their resources, specifically, human capital resources. Community leaders are required to display transformational leadership because only displaying transformational leadership to community followers, leaders can lead, persuade, inspire, coach and mentor them to actively participate in performing CBTs. Human capital instilled in community followers is essential as well as CBTs cannot be successful by only community leaders. Without human capital instilled in followers, there is no effectiveness and efficiency in community participation, and thus failure of CBT can be expected. Both transformational leadership displayed by community leaders and human capital performed by community followers generate sustained competitive advantage according to RBV, and thus contribute the success to CBTs. Next section is elaboration of transformational leadership, human capital in term of tacit knowledge, self-reliance, accessibility to outside supports, conservations of tourism resources, and emotional community identity.

3.3 Transformational Leadership

Transformational leaders display their behavior to accomplish superior outcomes by exhibiting one or more of the four elements or dimensions of transformational leadership which are: idealized influence; displaying role model behavior; inspirational motivation; displaying motivation and inspiration with followers by challenge and persuasion concerning to their task; intellectual stimulation; encouraging innovation and creativity among followers with questioning assumptions, finding new approaches about work; and individualized consideration; supporting followers by promoting their personalized needs for accomplishment and career growth with coaching or mentoring (Bass & Riggio, 2006, pp.6-7)

3.4 Tacit Knowledge

Nonaka and Takeuchi propose the theory of organizational knowledge creation that knowledge creation is on the basis of tacit knowledge, which is difficult to express and be incorporated in man act (Nonaka & Takeuchi, 1995, as cited in Virtanen, 2014, p.14) not easily codified, may not be formally pinpointed, and able to be received solely via practice (Buckley & Ollenburg, 2013, p.2) The core of the idea of creation of knowledge was the mobilization of tacit knowledge by making it into explicit knowledge, or in other words, expression of an individual's tacit knowledge into wording. Examples of tacit knowledge are ideas, beliefs or intuitions and so forth (Nonaka & Takeuchi, 1995, as cited in Virtanen, 2014, p.14) Nonaka (1991, as cited in Skinnarland et al., p.3) opines that tacit knowledge, or in other words, "know how", exists in person's brain, that is deeply planted in the valuation, sentiment, patterns and exemplars of the person and thus causes it hard to normalize. While explicit knowledge is easily systematized, placed and shared by information, official documents, books and manuals in methodical language (Nonaka et al., 2006, as cited in Skinnarland et al., p.3). Both tacit and explicit are two components of knowledge. Tacit knowledge is hard to record in written or formal form (Nonaka, 1991, as cited in Ambrosini & Bowman, 2001, p.813). It refers to personalized knowledge as it possesses a cognitive dimension in term of their scripts that individuals act the same based on their mental models in certain circumstances (Sternberg, 1994; Nonaka, 1991, as cited in Ambrosini & Bowman, 2001, p.813). It sets firmly in individuals and appears to be totally natural. This explains the reasons it cannot be articulated but it attaches to individuals (Ravetz, 1971, as cited in Ambrosini & Bowman, 2001, p.813) Another character of tacit knowledge is context specific that is set deeply in conduct and in a person's dedication to a particular context (Nonaka, 1991:98, as cited in Ambrosini & Bowman, 2001, p.813) Tacit knowledge is obtained via inner processes of human like proficiency, internalizing or personal talent. Knowers are not aware of the knowledge they have as well as they are unable to explain. As a result, enterprises are searching for methods of sharing and transferring tacit

knowledge among their staff and groups, as well as preempt knowledge loss from turnover (Elmorshidy, 2016, p.1)

3.5 Self-Reliance

Self-reliance emphasizes on one's own ideas, abilities and novelty, which is based on trusting one's own qualifications and intellect. Self-reliance appreciates one's own intellectual and physical resources as a major sources in order to pursue one's objectives. This encouragement of own material and mental resources does not mean declining the external resources but considering the external resources as secondary option, and the use of external resources does not give emotional fulfillment. Self-reliance denies the use of external resources if it is the expense of one's self-respect or one's autonomy of alternatives and actions. Nevertheless, there are two exceptions, when it is either mutual help or encountering instant severe threat that threaten one's life, such as Tsunami. And secondly, it excludes appropriating others' resources without a mutually honorable exchange (Rahman, 1980, pp. 82-83).

3.6 Conservation of Tourism Resources

Tourism resources are defined by Coast Learn (2014) as tourism destination's primary and secondary attractions. Primary resources comprise natural resources, cultural resources, social resources while secondary resources are composed of accommodation, catering, travel organizations, transportation, entertainment, information service, supplementary services, facilities, and service infrastructure. Success or failure of any tourism depends on availability and types of tourism resources (Roe, et al., 2001, p.33, as cited in Armstrong, 2012, p.5). According to Neto (2002, p.6), although tourism generates significant economic beneficial to several nations, regions and communities, it also creates negative environmental and sociocultural impacts, such as depletion of natural resources and degradation of environment resulted from tourism are serious problems in many tourism sites. Worst yet, after negative impacts of tourism cause environmental degradation, the latter, in turn, creates a critical threat to the former. From these, conservation of tourism resources is essential for the success or failure of tourism sites as well because tourism resources cannot be sustainable if people do not use them in

conservative way as they can be destroyed, depleted, polluted or devastated.

3.7 Accessibility to Outside Supports

Outside organizations that support CBTs are government agencies, NGOs, donors, funders, brokers, private tour operators and academia. Pawar (2010, p.125) argues that participation in community development at practical level is very difficult for many underprivileged, powerless and weak people to get involved unless they have accessibility and supports, otherwise, only the most confident, well-resourced and privileged people are likely to involved (Beresford & Croft, 2000, p.356, as cited in Pawar, 2010, p.125)

3.8 Emotional Community Identity

Community identity refers to collective identity determining the community's specificity and differentiate attributes. As a driving force, it is essential for people, batches and community to build self-respect, esteem, coherences, senses of belonging, and sociable responsibilities which, in turn, facilitates community participation. The invention, conduct, and preservation of collective identity are learning processes like identity to build meanings and values through social interactions on the basis of their own noticeable personalities (Ruongaramsri, 2000, as cited in Ratanakosol et al, 2016, p.2). Abrams and Hogg(2006, as cited in Yang & Zin, 2016, p.469) opine that when a community individual perceives himself as community membership, he may undertake the positive stereotypes identified by sodality and this generates community identity. Xin and Ling (2015, as cited in Yang & Xin, 2016, p.470) propose two dimensions of community identity: functional identity and emotional identity. Functional identity refers to "the degree to which residents satisfy and identify with the community functioning". On the other hand, emotional identity refers to "residents' emotional bond with the community" For this research, only emotional dimension is focused.

3.9 Community Participation in Strategic Planning

Participation refers to none power, or underprivileged or grassroots citizens engage, participate, plan and decide for themselves in social, political and economic affairs that affect their living instead of being

controlled by top authority (Pawar, 2010, p.121) Timothy (1999, p.372) proposes community participation in tourism generally known as A Normative Model of Participatory Tourism Planning that locals participate in the decisions and in the benefit sharing (McIntosh & Goeldner 1986 ; Wall 1995, as cited in Timothy, 1999, p.372) Strategic planning refers to a thoughtful disciplined method for creating basic resolutions and conducts that frame and lead what an institute is, together with what and why it does(Bryson, 2011, pp.6-7). It is an organized planning procedure with steps to pinpoint the present situation of the organization, mission, vision, values, goals, SWOT, (strengths, weaknesses, opportunities, and threats), strategies, action plans, and control(Foundation for Community Association Research, 2014, p.4). So, community participation in strategic planning refers to community locals participate in determining CBT's planning, implementing, controlling and evaluating of strategies.

3.10 Community Based Tourism (CBT)

Community-based tourism(CBT) is a type of tourism on sustainability foundation that augments high degree of community participation (Hatton,1999 as cited in Telfer & Sharpley, 2010, p.124) It is perceived contrary to the large-size mass tourism business that employ some locals to do labored low-paid jobs. (Hatton, 1999, as cited in, 2010, p. Telfer & Sharpley 124) but a tourism alternative which local community totally manage and operate the tourism. CBT also obtains favor as one of strategies for conservation and development because environmental and social responsibility as well as sustainability concerning tourism are more emphasized (The Mountain Institute, 2004). It is a type of local tourism, favoring local citizens and focused on interpreting and communicating the local culture and environment (APEC, 2010). CBT has been perceived as a tool to provide empowerment to local Communities, specifically in third world nations, to develop a befitting sustainable grass- roots tourism rather than mass tourism (France, 1997, p. 10 ; Mann, 2000, as cited in Telfer & Sharpley, 2008, p. 26 ; Burns, 2004, pp. 24-43, cited in Rocharungsat, 2008, p.61, as cited in Armstrong, 2012, p.2) and to generate economic growth and poverty alleviation to local communities (Goodwin & Santilli, 2009, p.7; UNWTO,

2004, p.924; Marris, 2001, p.5, as cited in Armstrong, 2012, p.2)

3.11 Backgrounds of Ban Bangphlap and Khlong Khon Communities

Ban Bangphlap community is located at Moo 4, Bangprom Sub District, Samutsongkhram province. It is the city of three water, and closed to Mae Klong river. So, the majority of population's occupation is fruits farmer. This CBT has been leaded by Somsong Saengtawan since the beginning. The community is also a prototype of sufficient economy village as well as a center of learning and ecotourism village. Tourists can enjoy experiencing local way of life, cycling and visiting farms, or learning how they make a living with locals such as technology for agriculture, food preservation (named as Glubchart products) , etc. The community receives several awards such as Excellent Awards of Community Based Tourism in 2008, 2010, 2013 and 2015 from Tourism Authority of Thailand, Outstanding Award of Ecotourism in 2007 from Tourism Authority of Thailand (Saengtawan, 2016)

Khlong Khon is located at Moo 3, one of seven villages of Khlong Khon sub district, Samutsongkhram province. Majority of the land is coastal plains. There is mangrove forest and the coastal area is salty water and Brackish water (Khlong khon Sub district Administrative Organization : Khlong khon SAO, 2015) In the past during 1986-1990, there was gigantic invasion of mangrove forest along the Thai gulf for tiger prawn farms. Chemicals from the farms were dumped into the sea and caused negative effect to ecosystem in estuary area, locals led by former village head Rattanaphongthara rehabilitated the area by planting mangrove since 1981. It is essential to restore the area that HRH Princess Maha Chakri Sirindhorn visited there for five times during 1997-2004 for planting mangrove forest and pleasure. It is estimated that approximately 5,000 rais of mangrove forest were rehabilitated for the moment. When the mangrove forest has been brought back, community members gather together to set up ecotourism project in 2004 to earn additional income and help conserve mangrove forest as well. At the present, the group is CBT and Center of Khlong Khon Mangrove Forest Conservation. This CBT has been leaded by Peeniti, son of Paiboon for several years

after the latter retired. Majority of village people make their living by coastal fishing, doing shrimp, mussel, or cockle farms. Besides these, they also earn money by making and selling shrimp paste, coconut sugar (Khlong khon Sub-District Administration Organization, 2014) as well as selling cooked sea food at restaurants or homestays renting (Rattanapongtara, 2017)

Tourists can enjoy mangrove planting, skiing, catching cockle, monkey watching, visiting mussel farms, and visiting Krateng(cottage in sea) . The community won outstanding community-based tourism award from TOT in 2007. They also receive awards of outstanding organization in the name of Center of Khlong Khon Mangrove Forest Conservation, in both province and nation levels in conservation and revitalization of sustainable mangrove forest from The Ministry of Culture in 2017(Rattanapongtara, 2017) From all above theories and concepts, conceptual framework is proposed as figure 2:

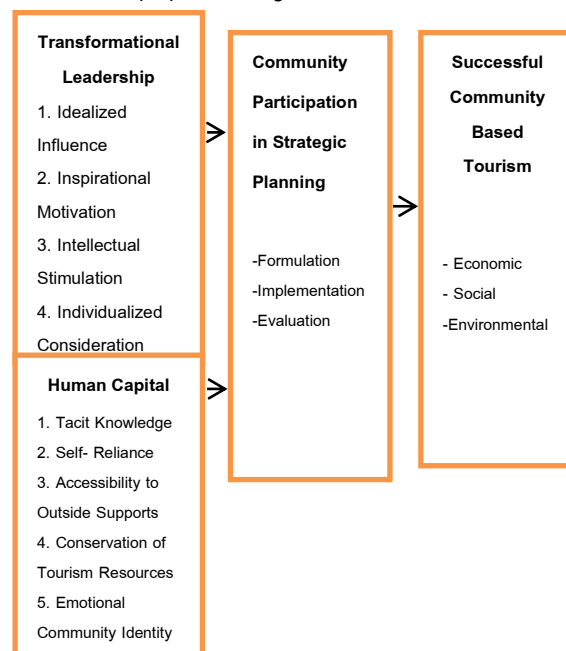


Figure2 : Conceptual Framework

4. Research Methods

4.1 Research Design

This study employs mixed methods by using quantitative method with Structural Equation Model (SEM) technique and later using qualitative method by interviewing

with five key informants for complementary of quantitative results more deeply. It is explanatory sequential design (Cresswell, 2014, p.15) The purpose in general of this design is to describe quantitative findings with qualitative (Cresswell, 2014, p.224) SEM is one of the best multivariate techniques at the present to test conceptual framework or a theoretical model which is derived from researcher's experience, knowledge and rationale literature review (Prasitratthasin, 2013, p.381)

4.2 Units of Analysis

This study is based on the individual level, examining perspectives of members in communities about how these factors influence the success of their CBTs.

4.3 Population and Sampling Methods

The target population comprises all members in communities who are involving with community-based tourism projects: Ban Bangplap and Khlong Khon communities, Samutsongkhram province in 2017.

Simple random sampling is selected. Yamane's formula in Punyaratabandhu (2013, p. 176) is used for calculation of sample size as follows:

$$n = \frac{N}{1 + N(e)^2}$$

when n = calculated sample size

N = number of population

e = allowable error

If e = 0.05 is determined for the two CBTs;

According to interview with community leaders, Kru Somsong from Ban Bangplap, and Khun Peeniti from Khlong Khon, Samutsongkhram who have been working in their CBTs, they inform number of involving people in 2017, in both CBTs as follows:

Somsong (2017), members involve in CBT = 100 persons; Peeniti (2017) members involve in CBT = 60 persons accordingly.

Then, total population = 100 + 60 = 160 persons

When $e^2 = .0025$, so, sample size is $n = 160 / 1 + (160 * .0025) = 160 / 1.4 = 114$ persons

However, as SEM; a method requires tremendous samples, is exploited, so, all population is used as sample, thus, number of questionnaires to be used is 160 ones.

4.4 Research Instruments

This study employs questionnaires and interview for collecting data in both CBTs. For the questionnaire, Likert scale is used with 6 degrees of agreement, from the highest to the lowest agreement. Questions in questionnaire are verified by three expertise scholars. After having them verified by them, they are revised and pilot study is tested with 30 respondents in Wat Taling Chan Floating Market, Bangkok who have been doing CBTs and thus examining reliability before revising and employing them in survey. For the interview, five key informants are asked with a major question "what factors they think are important for successful CBTs?". The first key informant is scholar local who has been involving in CBT for a long time in Banglumpoo, Bangkok. The second and third ones are government officials of Tourism Authority of Thailand in Samutsongkhram province. The forth and the fifth are locals who actively have been doing CBTs in their communities, each is from each community.

4.5 Data Collection

All 160 people in both communities are approached by researcher and researcher assistants for answering questionnaires. Purposes of research, how to approach respondents and all questions are described to research assistants. Immediate checking on questionnaires is required as returned to see any omitted questions and respondents are asked promptly to complete. So, there is no missing data. Either survey or interview survey is used for collecting data as it depends on respondents' situations, eg. use interview survey if they have eye problems or are busy when they are approached.

4.6 Hypothesis

Hypothesis 1: Transformational leadership directly positive influences community participation in strategic planning.

Hypothesis 2: Human capital directly positive influences community participation in strategic planning.

Hypothesis 3: Community participation in strategic planning directly positive influences community-based tourism's success.

4.7 Data Analysis

For quantitative data analysis, SEM by using AMOS software is employed to analyze and test the research hypothesis. For qualitative data analysis, data from interviewing with 5 key informants is analyzed.

4.8 Validity and Reliability Test

Questions in questionnaire are verified by the three experts and distributed to 30 respondents in Wat Taling Chan Floating Market, Bangkok for testing. All data is filled in SPSS to calculate for Cronbach's Alpha and Pearson Correlations. All variables' Cronbach's Alpha except tacit knowledge's are higher than 0.80 while the rest of variables' correlations pass cut-off criteria at high level. However, the above three scholars accept all questions including the two recoded questions that cause alpha too low, so, they are still included on questionnaire for field survey. However, they are removed from the model when the measurement model of SEM has to be improved as they generate low factor loadings and reliability.

5. Research Findings and Discussions

All demographics data of all respondents are processed in SPSS. Descriptive data of respondents are presented in 6.1

5.1 Descriptive Data of Respondents

Of the total respondents, 62.5% were from Ban Bangphlap while 37.5% are from Khlong Khon. Regarding to gender, 56.3% are female while 43.8% are male. In term of the age, 48.8% are equal to or more than 50 years, 20.0 % are between 20 and 29 years, 15.6% are between 30 and 39 years and 15.6% equally, are between 40 and 49 years. With respect to length of years joining CBTs, 39.4% joining CBTs between 6 to 10 years, 21.9% joining CBTs between 1 to 5 years, 20.6% and 18.1% joining CBTs more than 16 years and between 11 to 15 years respectively.

Also, the data has to be processed in AMOS to improved model fit indices as well as validity and reliability in measurement model and structural model stages so that all figures pass cut-off criteria and then obtain the model after improvement. The structural model after improvement is presented according to figure3.

After improvement, factor loading values are between 0.728-0.978, representing strong relationships between items and constructs. All model fit indices' values are satisfactory for passing cut-off criteria.

Table 1 Total, Direct, Indirect Effects – Estimation of the Model of CBT's Success_1

Dependent Variable	Effects	Independent Variables	
		TFL	HC
Community_Participation	DE	0.519	0.445
	IE	0.000	0.000
	TE	0.519	0.445
$R^2 = 0.71$			

DE = Direct Effect, IE = Indirect Effect, TE = Total Effect, * $p < .000$.

Table 2 Total, Direct, Indirect Effects – Estimation of the Model of CBT's Success_2

Dependent Variable	Effects	Independent Variables		
		TFL	HC	Community_Participation
CBT_Success	DE	0.000	0.000	0.921
	IE	0.478	0.409	0.000
	TE	0.478	0.409	0.921
$R^2 = 0.85$				

DE = Direct Effect, IE = Indirect Effect, TE = Total Effect, * $p < .000$.

When TFL=transformational leadership; HC=human capital; Community_Participation = Community participation in strategic planning; CBT_Success = Community based tourism's success.

Table 3 Hypothesis and Findings



Hypothesis	Findings
1. There is positive direct influence of transformational leadership on community participation in strategic planning.	Accepted
2. There is positive direct influence of human capital on community participation in strategic planning.	Accepted
3. There is positive direct influence of community participation in strategic planning on CBTs' success.	Accepted

5.2 Direct Positive Influence of Transformational Leadership on Community Participation in Strategic Planning

To accomplish the first objective, hypothesis 1 is tested. From the result presented in table1, when p value is significant, transformational leadership has high direct positive influence on community participation in strategic planning as it has direct effect of 0.519 which is also equal to total effect. Regarding to dimensions of transformational leadership, the most influence dimension on transformational leadership is individualized consideration, equaling to 1.01, while the other three dimensions; idealized influence, intellectual stimulation, and inspirational motivation have same value of 0.92 influence on transformational leadership. These, in turn, influence on community participation in strategic planning. Qualitative findings confirm these as key informants opine that community leaders must be knowledgeable to

mentor/coach/train their followers whether knowledge relating to their careers and/or relating to tourism. Ban Bangphlap followers need to learn about new technology of non-chemical planting and tourism administration while Khlong Khon followers are coached on tourism operations. For other dimensions, leaders must be able to earn trust from followers as they are involved with fund and revenue, have motivation skill to convince them to be creative and dedicate to work. These four dimensions stimulate community participation in strategic planning.

This finding of the study confirms the previous researches. Davies (2009, abstract, p.388) states that local leadership possessing characteristics of transformational leadership can influence results of better adaptive community capacity. It positively affects organizational commitment among homestay operators in homestay project (Yusnita et al., 2012, p.2) Because of transformational leadership, there is a change from no-coordination to co-ordination of involved stakeholders in Monmouthshire case.

5.3 Direct Positive Influence of Human Capital on Community Participation in Strategic Planning

To accomplish the second objective hypothesis 2 is tested. From the result presented in table1, when p value is significant, human capital has high direct positive influence on community participation in strategic planning as it has direct effect of 0.445 which is also equal to total effect. For human capital, the most influence variable on it is accessibility to outside supports with the value of 0.96, the second, third, forth, and fifth influence variables on it are tacit knowledge, emotional community identity, conservation of tourism

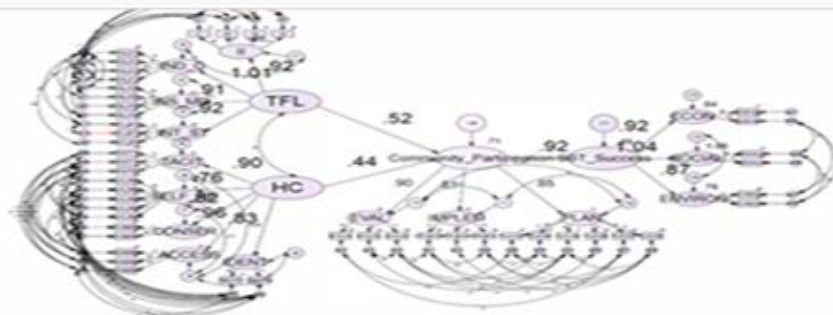


Figure3: Structural Model after improvement

resources, and self-reliance accordingly with the values of 0.90, 0.83, 0.82 and 0.76 respectively. Their influences on human capital, in turn, cause influence of human capital on community participation in strategic planning. Qualitative study confirms the quantitative findings as key informants opine that human capital instilled in locals supports them to give their input in doing CBTs. The more human capital they have, the more participation they do for CBTs as they have high ability to do so. That is why they develop their KSAs continuously. For the previous studies' findings to support this research's result, it is difficult to find as studies of human capital are about relationship between human capital and organizational performance (Ruanggoon, 2015, pp. 25-26) Nevertheless, there are relative studies pinpointing that human capital is required for community participation. Vlaenderen (2001, as cited in Wedchayanon & Chorkaew, 2014, p. 826) opines that locals are required of being empowered for participating in development procedure that demands a process of capacity building with underpinning of their local knowledge and sharing of resources. Wedchayanon and Chorkaew (2014, p. 841)'s study of the Huay Sai Royal Development Project confirms Vlaenderen (2001)'s opinion that in the project's first step of development, officers support locals by building sound foundation at the household level to empower them to possess adequate self-reliance and then they can participate whether in groups, community or communal organizations, in several actions to empower their community. This is one of three successful determinants of the project. As Mae Kampong initiates and drives CBT, it provides villagers training courses of human resource development. The trainings endorse villagers to have better understanding and recognition of CBT and thus to help community development (Armstrong, 2006 ; Deliü & Smajloviü, 2014, as cited in Jitpakdee et al, 2016, p.410)

This implies that HRD increases human capital inside locals which in turn increases community participation. Examples of human capital instilled in Mae Kampong villagers are: they participate directly and indirectly in co-operative management system that locals select committee to manage CBT's business and they follow up their committee's management; they set rules and agreements to follow as

monitor tools and conservation of resources and these make them strict at environmental conservation and thus they use resources from forest at least (Jitpakdee et al, 2016, p.411) This study confirms the Wedchayanon & Chorkaew (2014)'s research and Jitpakdee et al. (2016) that human capital positively impacts community participation.

5.4 Direct Influence of Community Participation in Strategic Planning on Successful CBTs

To accomplish the third objective, hypothesis 3 is tested. From the result presented in table2, community participation in strategic planning has extremely high direct positive influence on CBTs' success as it has direct effect of 0.921 which is also equal to total effect. Qualitative findings confirm the quantitative findings as all key informants state that community participation is essential for the success of CBTs. Locals participate in CBTs by giving opinions, efforts and time to planning, functioning, controlling and evaluating of CBTs' operations. This study confirms several previous studies by presenting the power of community participation over the CBT's success. Key informants from Bulungula and Prainha do Canto Verde communities state that genuine community participation in all stages is a key determinant for the success of CBT. While key informant from Nong Khao opines that if tourism is not understood or positively perceived by community, it cannot be sustainable. As a result, consultation and involvement are provided to the community in decision making about tourism projects (Armstrong, 2012, p.20)

The study of Pit Jitpakdee et al. (2016, p. 408) indicates that community participation is one of key success factors for Mae Kampong CBT. Mae Kampong villagers participate actively in the whole process of tourism development, from planning to controlling, to evaluation and to benefit sharing, and this contributes success to their CBT (Kontogeorgopoulos et al., 2014, pp.116-117)

5.5 Indirect Influence of Transformational Leadership on the success of CBTs.

From table 2, transformational leadership has indirect positive effect of 0.478 on CBTs' success through community participation in strategic planning. Qualitative results confirm the quantitative finding as all key informants opine that leadership is the key factor affecting the success

of CBTs, and, moreover, the leadership characteristics they describe, suggest the transformational leadership's characteristics. This study confirms previous researches. Transformational leadership displayed in Monmouthshire indirectly contributes increases in beneficiaries' business turnover and profitability, and their confidences of future business, together with stimulation of Monmouthshire's rural economy. Kontogeorgopoulos et al. (2014, pp.116-117) opines that transformational leadership of Prommin contributes greatly on Mae Kampong CBT's success.

5.6 Indirect Influence of Human Capital on the success of CBTs

From table 2, human capital has indirect positive effect of 0.409 on success of CBTs through community participation in strategic planning. This refers to positive impact of human capital on CBT's success. Qualitative findings of this study affirm the quantitative result. Accessibility to outside supports is essential as outsiders, specifically government agencies, do not approach CBTs if they are not famous, but locals must approach them. Tacit knowledge is essential as it relates to tourism activities like mangrove planting, non-chemical farming or coconut sugar making as well as several tourism resources like Glubchart products, shrimp paste, or seafood. Emotional community identity endorses locals to have dedication themselves to CBTs and patience for long-run benefits. Conservation of tourism resources is a must as tourism resources draw tourists' attractions to visit their CBTs. If they cannot conserve tourism resources, tourists travel somewhere else. And self-reliance is very important as locals are key men who do all processes of CBTs and outsiders are just supporters, thus they have to be self-reliant. All these five competencies of human capital are mentioned by key informants. There are other studies showing positive relationship between human capital and CBT's success. Jitpakdee et al (2016)'s study can be concluded that human capital is behind the key factors; co-operative management system, local participation, income distribution system, and rules and agreements, contributing to Mae Kampong's success as they are determined and carried on by Mae Kampong people. Wedchayanon and Chorkaew (2014, pp.822-823) opine that two of key success factors of Huay Sai Project are: development method that is compatible

with locals' way of life and local wisdom as well as development with step-by-step approach that initiates to build solid foundation for them individually. The qualitative finding is also positive like the quantitative result. Key informants opine that tacit knowledge, self-reliance, conservation of tourism resources, accessibility to outside supports and emotional community identity are the key determinants for the success of CBTs. The qualitative finding is positive like the quantitative result. Key informants opine that tacit knowledge, self-reliance, conservation of tourism resources, accessibility to outside supports and emotional community identity are the key determinants for the success of CBTs.

6. Conclusion, Implications and Policy

Recommendations

6.1 Conclusion

The purpose of the research is to empirically understand the influence of the factors: transformational leadership and human capital in term of tacit knowledge, self-reliance, conservation of tourism resources, accessibility to outside supports and emotional community identity affecting the successful community based tourism. It enriches our understanding with regard to the key success factors in Thailand context. The study suggests that transformational leadership and human capital have high direct influence and indirect influence on community participation in strategic planning, and on CBT's success respectively, whilst community participation in strategic planning has gigantic direct influence on CBT's success. Community based tourism is a means of community development that employs bottom-up approach in which locals are the ones who plan, operate, control, assess and share benefits with underpinning of sustainable development and sustainable tourism emphasizing on three pillars of economic, social and environmental sustainability. If community based tourism is managed and operated sustainably effectively, it can contribute sustainable several benefits to locals according to these three aspects and thus accomplishes the purposes of Thailand's National Economic and Social Development Plan's people-centered development paradigm and Grassroots Economic Development policy. As people are the ones who plan and how to use other resources and who work and

share benefits together, according to RBV relating to human capital resources, human's traits that can contribute sustainable competitive advantage must possess valuable, rare, inimitable and non substitutable attributes (Wedchayanon, 2016, pp.101-106)

If they can build traits which are communal specificity and in community's historical and cultural embedding (Barney, 1992 ; Wright & McMahan, 1992 as cited in Wedchayanon & Chorkaew, 2014, p.826) that are in line with locals' wisdom and lifestyle, these built traits are key success factors contributing success to community like the case of Huay Sai Royal Development Project (Wedchayanon & Chorkaew, 2014, p.822) In the same vein, sustainable success of CBTs can be accomplished if locals' traits that are community differentiation and in community context in term of history, local culture and wisdom, are developed and instilled in them. Thus, human capital resources can generate sustainable competitive advantage which means sustainable success of CBT as they are valuable in term of heterogeneous sorts and levels of skills; they are rare in term of people's variance of contribution and skills, or their higher average of cognitive ability; they are inimitable in term of characteristics of unique history, casual ambiguity, and social complexity; they are non-substitutable in term of inability to be substituted by other resources in the long run. In addition, other qualities generating sustainable competitive advantage are: human resource pool comprising the whole organization (Wright et al, 1994, p.313) role of human resources whether in static or dynamic environment (Wedchayanon, 2016, pp.105-106); and human resource practices. The first two, but the third, factors are applicable to CBT, as CBT is the mean for community development, not official organization, that requires community participation, and accomplishment of the success in social and environmental aspects besides economic aspect, therefore, transformational leadership, human capital and sharing benefits take place of such practices like transactional leadership, recruitment and selection, compensation, performance evaluation of those organizations. Empowering communities by developing their transformational leadership instilled in leaders and human capital instilled in followers and active community participation

to be sources of sustainable competitive advantage are means to accomplish sustainable success of CBTs with regard to resource based view.

6.2 Implications

6.2.1 Theoretical implications

1. The research contributes to the traditional model of successful CBTs by proposing all major independent variables in human capital resources with RBV underpinning while the traditional ones emphasize on non HR predictors rather than HR independent variables or mixture of a few HR variables and non HR variables. The major independent variables in human capital resources of this study are transformational leadership and human capital.

2. This study also extends knowledge of RBV regarding human resources capital in CBTs as sustained competitive advantage and the key factor for successful CBTs. For this study, transformational leadership and five competencies of human capital which are tacit knowledge, self-reliance, conservation of tourism resources, accessibility to outside supports and emotional community identity, can generate sustained competitive advantage, and then contribute the successful CBTs.

3. The research extends the role of human capital resources by including transformational leadership and human capital in the model as major predictors for the successful CBTs. The traditional researches specify community leadership, but not the type of leadership whilst this study specifies the type which is transformational leadership. Human capital in term of tacit knowledge, self-reliance, conservation of tourism resources, accessibility to outside supports and emotional community identity are the extension of HR independent variables as well for the successful CBTs.

4. This study contributes transformational leadership theory in community-based tourism and in Thailand contexts. It proves that transformational leadership besides being employed in official organizations like private firms or government agencies, is the effective leadership style for CBTs as well. Also, it can prove that the theory is relevant to Thailand which is the third world and Asian nation.

5. The model of successful CBTs is extended by including community participation with explicit specification of strategic planning. The variable acts as mediator between human capital resources (transformational leadership and human capital) and successful CBTs, while traditional model of successful CBTs employs only community participation as one of major independent variable.

6.2.2 Practical implications

1. Transformational leadership is suggested for being employed in running CBTs in order to be the successful CBTs. It can be displayed by not only community leaders but also, committee, group heads, women, potential youths as many CBTs are managed by committee and group heads as well as women and youths also genuinely participate in many CBTs.

2. Human capital should be developed as followers are ones who participate in operation of all stages of CBTs. Tacit knowledge, self-reliance, conservation of tourism resources, accessibility to outside support and emotional community identity are suggested as key competencies for being developed in followers.

3. For tacit knowledge, it can be developed on the basis of community locals' KSAs as well as community contexts and community backgrounds. Tacit knowledge should be identified and developed inside local followers.

4. Community locals must be educated with community participation in strategic planning and are motivated to participate in doing it in practice. They can practice thinking strategically, step by step planning, controlling, evaluating and immediate solving problems.

5. Fairness and equity in benefit sharing is suggested to be on attention. Although it is not in conceptual framework, but from qualitative finding, fair and equitable benefit sharing is mentioned, therefore, it is suggested to be in genuine practice as it endorses all stages of community participation in strategic planning. In addition, the positive relationship between human capital and community participation in strategic planning can be boosted by implementing fair benefit sharing. To motivate locals to participate more actively in CBT, it is suggested that benefit sharing with fair and equitable distribution, as well as redistribution of products in term of goods and services must

be on practice (Zachariah & Sooryamoorthy, 1994, as cited in Mathbor, 2008, pp.15-16)

6. If transformational leadership is promoted to community leaders in all levels, human capital is developed to be instilled in community residents and community participation in strategic planning is educated to them, it will culminate in contributing the success of CBTs.

6.2.3 Policy Recommendations

The study's results present how transformational leadership and human capital influence the CBTs' success via community participation in strategic planning. For ensuring the success of CBTs so that the "One Tambol, One CBT" policy will be effectively robust, it is the responsibility of the government to implement human resource development as its priority to provide HRD education to the community citizenry nationwide by doing following suggestions:

1. Government should promote policy of human capital resources in term of transformational leadership, self-reliance, tacit knowledge, conservation of tourism resources, accessibility to outside supports, and emotional community identity as a tool for CBT development projects.

2. Transformational leadership education should be provided to community leaders, community committee, group leaders and potential community leaders like youths or women via seminars, training courses, workshops, researches, or interactions with community leaders with high transformational leadership. If they understand role of transformational leadership for successful CBT development, they are willing to learn, apply, and rub it in their beings (Davies, 2009, as cited in Beer, 2014, p.255).

3. Human capital education, should be promoted to community locals so that human capital is built inside them via trainings whether with small or big groups, site visits, seminars, workshops, etc. Government needs to realize that the education should be based on locals' tacit knowledge, skills and abilities as well as community specific and history

In order to successfully develop human resources capital. Government is also suggested to convince community locals to participate in HRD program by brainstorming and discussions about what are their distinguish human capital traits concerning of their

knowledge, skills, abilities, community's unique history, causal ambiguity, social complexity, and their roles in human resources pool. Local culture and way of life is suggested to be on HRD education as it determines who they are and differentiates them from others. Government should encourage locals to identify what are their distinguish local culture and way of life that they are proud of to maintain, follow, transfer to their youngsters, and present to visitors. Their local culture and way of life attracts many tourists to visit CBTs because they appreciate simplicity, detail consciousness, sub-culture, minimalism and local values (TAT academy, 2016)

4. Fair and equitable benefit sharing should be promoted to all community members, specifically, community leaders and committee as it encourages genuine and active participation in CBTs. CBTs must emphasize community participation and benefit sharing simultaneously in genuine practice to be successful (Brown, 1998, as cited in Rocharungsat, 2008, p.66) In addition, benefit sharing must be fair and equitable (Zachariah & Sooryamoorthy, 1994, as cited in Mathbor, 2008, pp.15-16) Without local participation, CBT cannot be sustainably successful. They should discuss and make agreements about income distribution system and other benefits sharing. Therefore, benefit sharing with fairness and equity is a must from the initiating to running to maintaining of success of CBT. System of income distribution must be fair to maintain community participation like the showcase of Mae Kampong (Jitpakdee, 2016, p.411)

7. References

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