

# A CAUSAL RELATIONSHIP MODEL OF FACTORS AFFECTING THE SUCCESS OF COMMUNITY ENTERPRISE IN UPPER NORTHEASTERN AREA 2

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## ABSTRACT

This research study aimed to study the elements of organizational success that affect the leadership and community engagement of community enterprises in the Upper Northeast Area 2. In this study, the researchers used secondary data from a review. The research process consists of collecting data from research studies by analyzing and synthesizing data from documents to obtain elements of organizational success that affect the leadership and community engagement of community enterprises in the Upper Northeast Area 2.

These studies have shown that the elements of leadership success consist of 6 aspects: 1. leadership, 2. personality, 3. human relations, 4. knowledge, 5. decision-making, and 6. enthusiasm. The elements of community involvement consist of 4 aspects: 1. counseling, 2. cooperation, 3. collaborative learning, 4. collaborative action.

**Keywords:** Leadership Success, Community Engagement, Community Enterprises

## INTRODUCTION

In particular, it creates opportunities and competencies for entrepreneurs competing in domestic and international markets (Office of the National Economic and Social Development Council, 2018). Allowing people in the community to gather to form groups and use community resources to create products for sale in various markets according to the potential of people in the community is one of the ways to promote and support the integration of groups. The entrepreneurship of people in the community for business purposes has expanded rapidly, with the number of registrations for entrepreneurship and the number of members continuously increasing in the form of "Community Enterprises" (Community Enterprises Promotion Division, 2018).

Community enterprises are government policies that will promote, push and prioritize entrepreneurship. The objective is to build a foundation for strengthening the community. Moreover, most importantly, it results in the stable and sustainable growth of

the country's economy based on economic growth that focuses on the resources surrounding it, such as natural resources. Nearby raw materials are used as strategies to support the development and expansion of the production base. This makes it possible for developed countries to follow the set guidelines. The government has adopted a national development strategy on understanding. Apply sufficiency economy philosophy to emphasize fit. Rationality and rationality come together as concepts. The government pushed for policy implementation through policy six, focusing on increasing the country's economic potential. Policy issue 6.17 increase the capacity of enterprises to be strong and able to compete effectively. By adding new knowledge to improving the efficiency of production processes, including product development and management within the organization. (Juthaphad, A., and Inunchote, I., 2021).

A group forms community enterprises in the Upper Northeast Area 2 in Sakon Nakhon, Nakhon Phanom, and Mukdahan provinces. Those interested in pursuing a career supplement their income to feed their families. Most of the members have their main occupations: field and garden. Therefore, it was agreed in the group that they would jointly set up a community product group (Boonnam, P., et al., 2020). Therefore, the community enterprises group has the idea of developing processing to bring various products to create added value within the community and create jobs for people in the Community (Puangkaew, N., et al., 2020).

### **Objectives**

- 1) To study the success elements of community enterprise leadership in the Upper Northeast Area 2.
- 2) To study the composition of community participation of community enterprises in the Upper Northeast Area 2.

### **Methodology**

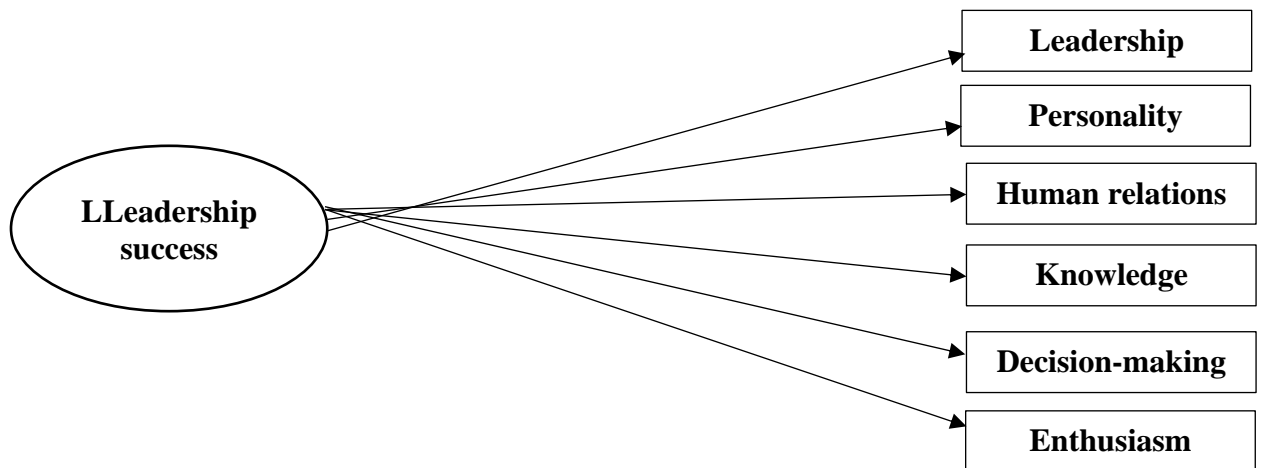
The researcher used secondary data as documented research in conjunction with the data collection process in this research. The study analyzes and synthesizes data from various documents to obtain elements of leadership success and community engagement of community enterprises in the Upper Northeast Area 2.

### **Results**

The elements of leadership success consist of 6 areas.

1. Leadership includes:
  - 1.1 Act following the law and morality as a role model for people in the Community.
  - 1.2 Speak publicly with confidence.
  - 1.3 Dare to express opinions and protect the interests of the community.
  - 1.4 Be a leader in all community activities.
  - 1.5 It is relied upon by people in the community to coordinate various matters.
2. Personality includes:
  - 2.1 Properly positioned, discreet, trustworthy.
  - 2.2 Be a philanthropist who regularly volunteers to help others.
  - 2.3 Dress up with a good personality.
  - 2.4 Take care of and solve people's problems in the village/community.
  - 2.5 Friendly, easy to approach.
3. Human relations include:
  - 3.1 Be friendly and smiling with everyone in the community.

- 3.2 Reach out to all households to inquire about their livelihoods.
- 3.3 Accept the opinions and suggestions of others.
- 3.4 Good communication skills with village people.
- 3.5 Be willing to listen to the criticisms of other people.
- 4. Knowledge includes:
  - 4.1 High level of education.
  - 4.2 Coordination skills.
  - 4.3 Knowledge of politics and government.
  - 4.4 Good communication skills in public places.
  - 4.5 Knowledge of relevant legal regulations.
- 5. Decision-making includes:
  - 5.1 Make quick decisions.
  - 5.2 Fair decisions are made.
  - 5.3 Information is gathered, and the opinions of members are asked before making a decision.
  - 5.4 Decisions are made based on the common good.
  - 5.5 Make decisions based on accuracy and legality.
- 6. Enthusiasm includes:
  - 6.1 Networking is done.
  - 6.2 Be punctual.
  - 6.3 Pay attention to the problems of people in the community.
  - 6.4 Have innovative ideas and want to develop communities/ community enterprises to prosper.
  - 6.5 Be selfless and have a service spirit for the common good.

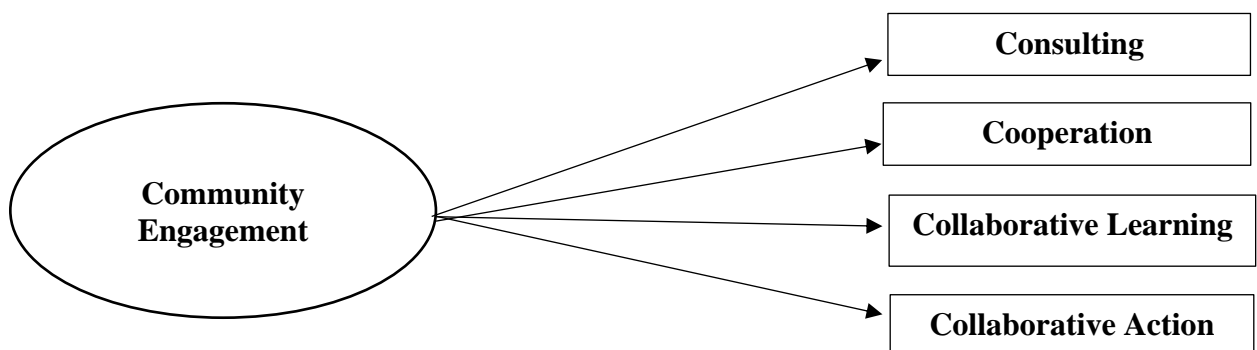


**Figure 1:** Elements of leadership success

According to study results, it was found that the composition of community involvement consists of 4 areas.

- 1. Counseling includes:
  - 1.1 Participate in consultation on developing solutions in the community.

- 1.2 Have the opportunity to consult on the preparation of Projects or activities of community enterprises.
- 1.3 Participate in consultation on the situation of the environment in the community.
- 1.4 Participate, mentor, and drive the community to self-execution.
- 1.5 Participate in the formulation of community attitudes and concepts.
2. Cooperation includes:
  - 2.1 Engage members within the community or outsiders in developing community enterprise activities.
  - 2.2 Engage members within the community or third parties in organizing information systems—news for community enterprise development.
  - 2.3 Engage members within the community or outsiders in cooperating and developing community enterprises to be connected and support each other.
  - 2.4 Engage members within the community or outsiders in putting preventive measures in place and preserving the environment in the community.
  - 2.5 Engage members within the community or outsiders in developing the competitiveness of community enterprises.
3. Collaborative learning includes:
  - 3.1 Have the opportunity to exchange knowledge with third parties to discuss problems with community enterprises.
  - 3.2 Have the opportunity to exchange knowledge with outsiders to search for problems and obstacles in developing community enterprises.
  - 3.3 Have the opportunity to participate in the exchange of knowledge with outsiders in organizing enterprise activities.
  - 3.4 The opportunity to exchange learning with outsiders and attend the meeting to propose ideas for preparing a community project plan.
  - 3.5 Have the opportunity to exchange learning with external parties, such as study visits, etc.
4. Collaborative action includes:
  - 4.1 Regularly monitor and evaluate the supervision of community enterprises.
  - 4.2 Provide information to users to make decisions.
  - 4.3 Have proposed problems and orientations. A solution to develop that is clear to the point.
  - 4.4 Systematization in the development of quality meaning.
  - 4.5 Investment promotion, production of products and tools for various activities.



**Figure 2:** Elements of Community Engagement

## CONCLUSION

Based on the results of the study, the composition of leadership success. In conclusion, leadership variables include personality, human relations, knowledge, decision-making, and enthusiasm. It affects the success of community enterprises in the Upper Northeast Area 2. Moreover, factors affecting the success of community enterprises include consulting, cooperation, collaborative learning, and collaborative action. Following Kornphobubpha, P. (2022) finds that a good leader must help develop a person to be knowledgeable, capable, or to thrive in their career according to their potential. It can get others to accomplish tasks while gaining followers' and groups' respect, trust, loyalty, and cooperation. The leadership aspect should include the following: Therefore, leadership is significant and essential for management. Executives must use appropriate leadership to persuade others to act together and lead the organization to achieve its goals (Motham, T., 2021).

The study results of the elements of community engagement showed that the community engagement variables include counseling, cooperation, and the variables that affect the organization's success include the timely completion of tasks, Standardized performance, resource utilization, and operational innovation. Khotchomphu, A. (2017) says that the process of getting the job done includes:

- Step 1: Participation in decision-making.
- Step 2: Participation in the decision-making planning stage.
- Step 3: Participation in implementation.
- Step 4: Participation in receiving results advantage.
- Step 5: Participation in the monitoring and evaluation.
- Step 6: Participation in improvement and development.

### Suggestions for further research

1. Other variables, such as strategic management variables, including corporate reputation concepts or corporate entrepreneurial concepts, should be studied to determine why they influence the success of community enterprises.
2. The time for data collection and collection should be increased by conducting group interviews or single interviews with people with experience in providing information to obtain more detailed research data.

### Acknowledgement

The author would like to thank the Research and Development Institute, Suan sunandha Rajabat university, for invaluable help throughout this research.

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