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CAUSAL RELATIONSHIP MODEL OF FACTORS INFLUENCING THE SUCCESS OF COMMUNITY ENTERPRISES IN NONTHABURI, THAILAND

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Abstract

This study aimed to develop and examine the consistency of a causal relationship model of factors influencing the success of community enterprises in Nonthaburi Province of Thailand. The research utilized quantitative methods and collected data through questionnaires from 384 community enterprise entrepreneurs selected through multi-stage sampling. The study's results indicated that the community enterprise entrepreneurs shared common values in conducting business based on the Sufficiency Economy Philosophy, had strong innovation management capabilities, and achieved high levels of success in their enterprises. The developed causal relationship model of factors influencing the success of community enterprises in Nonthaburi aligned well with empirical data, with the following fit indices: CMIN/df = 1.249, GFI = 0.976, NFI = 0.986, CFI = 0.997, RMSEA = 0.026, RMA = 0.015, and a coefficient of determination of 0.947. This indicated that the variables in the model could explain 94.7% of the variance in the success of community enterprises in Nonthaburi. Furthermore, it was found that shared values in conducting business based on the Sufficiency Economy Philosophy and innovation management capability had a direct and statistically significant influence on the success of community enterprises in Nonthaburi at the .01 level.

Keywords: Share Value of Sufficiency Economy Philosophy, Innovation Management Capability, Success of Community Enterprises, Causal Relationship Model

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Introduction

In the development of a country, there are two main theoretical approaches: one that prioritizes income and one that emphasizes the basic needs of humans (Ek-Iem, 2021). While income growth is important, the well-being of the population must also be considered. The government recognizes the importance of enhancing income and promoting the strength of local community economies to raise the standard of living and well-being of people in these communities. This approach aims to address issues of poverty, inequality, and inequity (Kalyanamitra, 2016). The government has outlined a master plan under the national strategy, aligned with the 13th National Economic and Social Development Plan (2023-2027), which uses the Sufficiency Economy Philosophy as a guiding principle for national development. Grassroots economic development is in line with the United Nations' Sustainable Development Goals, which aim to eradicate poverty in all forms and recognize it as a crucial foundation for economic development (Rodkaew et al., 2020).

However, entrepreneurs and community enterprises face challenges in strengthening their business activities, production, and group management. Therefore, the approach for adapting and developing the sustainability of community enterprises involves conducting business under the Sufficiency Economy Philosophy or Share Value of Sufficiency Economy Philosophy (SEBS). This approach emphasizes moderation, reasonableness, resilience, knowledge, prudence, and ethics (Mongsawad, 2010). In addition to fostering shared values in conducting business based on the Sufficiency Economy Philosophy, innovation management capability is another critical factor that leads to the development and invention of new innovations, which enhance the competitiveness of community enterprises (Ferraresi et al., 2012; Frega et al., 2018).

Therefore, the development of the grassroots economy must involve preparing people and systems to adapt to future changes and building resilience across all sectors based on the Sufficiency Economy Philosophy. Additionally, developing innovation management capabilities is essential to promote the success of community enterprises in Nonthaburi Province of Thailand, a region prone to high economic and social inequality. The provincial strategy of Nonthaburi focuses on grassroots economic development according to the Sufficiency Economy Philosophy and improving the quality of life for its residents. Consequently, this article aims to develop a causal model of the factors influencing the success of community enterprises in Nonthaburi. This model will serve as a guideline to strengthen community enterprises and reduce economic and social disparities, thereby improving the standard of living for the populace in line with the Sufficiency Economy Philosophy and encouraging self-management participation. This will contribute to the long-term economic security of communities in Nonthaburi. This research aims at investigating the influence of relationship-oriented cultural difference acceptance on communication performance through corporate language in the electronic industry.

Literature Review

Share Value of Sufficiency Economy Philosophy and the Success of Community Enterprises

The Share Value of Sufficiency Economy Philosophy (SEBS) emphasizes social and environmental responsibility, focusing on the balance between humans, society, and the environment. These values include resilience, highlighting preparedness for change; perseverance, stressing the importance of not giving up in the face of challenges; moderation, aiming for sustainable profit; sharing, promoting quality products and reasonable prices; ethics, upholding honesty and integrity; socio-environmental development, working together to preserve the environment; and consideration for all stakeholders. Therefore, SEBS plays a crucial role in the success of community enterprises (Reilly & Karounos, 2009; Seaver, 2010).

Moreover, SEBS serves as a foundation for group members to learn and apply in problem-solving and adapting to external environments, leading to internal group integration (Beauregard, 2006). This encourages group members to work diligently to create satisfaction and maximum benefits for stakeholders. When personnel share a sustainable vision and values, the organization can progress through creativity and dedication to achieving sustainable goals as per the Sufficiency Economy Philosophy, which encompasses economic, social, and environmental balance, stability, and sustainability (Russell, 2005).

Furthermore, SEBS fosters group unity, collaboration, and friendliness. A culture that emphasizes innovation motivates members to undertake challenging yet practical tasks with creativity. These values promote group success, smooth internal operations, expected outcomes, job satisfaction, and long-term commitment to the group. These values can also be passed on to new generations to enhance group efficiency and lead to success. Therefore, it can be concluded that SEBS significantly influences the sustainable success of community enterprise groups (Rodkaew et al., 2020; Kongnoon & Sirisunhirun, 2019; Mongsawad, 2010; Ruengdet & Wongsurawat, 2010). This leads to the following research hypothesis.

H1: Share value of sufficiency economy philosophy has a positive influence on the success of community enterprises in Nonthaburi.

Innovation Management Capability and the Success of Community Enterprises

The innovation management capability of community enterprise entrepreneurs refers to the application of knowledge, techniques, methods, or modern technological innovations to enhance and increase the efficiency of production, marketing, management processes, and competitive strategy development. Key components include creating new products or services that meet market demands, improving marketing approaches to reach new customers, developing internal processes to increase efficiency, fostering an organizational culture that encourages new thinking, and formulating strategies that integrate innovation across all aspects of the organization. The literature review on the relationship between innovation management capability and the success of community enterprises provides an overview of the importance of innovation in various aspects of business operations, which is a critical indicator of the success of community enterprises. Several scholars assert that innovation management capability is a crucial factor leading to the development and creation of unique innovations (Nybakk et al., 2009; Ferraresi et al., 2012). Moreover, behavioral innovation management capability promotes behavior within the enterprise that supports adapting to new processes, products, and approaches. Strategic innovation management capability involves applying appropriate activities and personnel within the organization to create competitive advantages (Supsin et al., 2018). Therefore, innovation management capability significantly influences business success (Songsom, 2017), affecting both financial and non-financial performance outcomes (Suwanphusit & Chayomchai, 2018). This leads to the following research hypothesis.

H2: Innovation management capability has a positive influence on the success of community enterprises in Nonthaburi.

Research conceptual framework

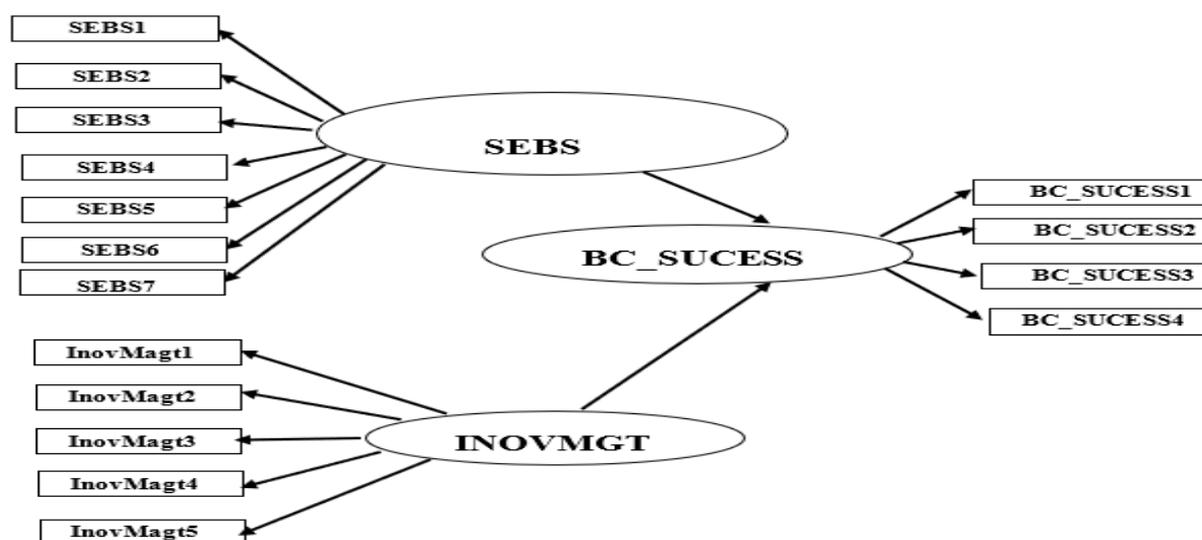


Figure 1 Research conceptual framework

Research Methodology

This research employed a quantitative approach, collecting data from 384 community enterprise entrepreneurs. The sample size was determined using structural equation modeling (SEM) techniques, which recommend a sample size of at least 20 times the number of observed variables (Anderson & Gerbing, 1988; Jackson, 2001; Schumacker & Lomax, 2010). With 16 observed variables in this study, a minimum sample size of 320 is required. Multi-stage sampling was used to select the sample, involving three stages: Stage 1: Dividing Nonthaburi Province into six districts and selecting all districts; Stage 2: Selecting 32 community enterprises from each district using stratified sampling; Stage 3: Selecting 12 entrepreneurs from each community enterprise, totaling 384 samples.

Measurement scales for the variables were then developed, including (a) Share Value of Sufficiency Economy Philosophy (SEBS), (b) Innovation Management Capability (InvoMagt), and (c) Success of Community Enterprises (BC_SUCCESS) in Nonthaburi. A literature review was conducted to define the components and operational definitions of each variable, which were then formulated into items or questions to collect data based on the study's conceptual framework. These included (a) objective measures indicating the frequency of operations using a 5-point rating scale from 5 (most frequent) to 1 (least frequent), and (b) subjective measures, using a Likert scale, where 5 indicates strong agreement and 1 indicates strong disagreement. Content validity was assessed, with the questionnaire's index of item-objective congruence (IOC) ranging from 0.67 to 1.00, meeting the criterion of $IOC > .60$ (Polit & Beck, 2006). Reliability was evaluated using Cronbach's alpha coefficient, yielding a value of .812, indicating high reliability (Prasitratthasin, 2012). The questionnaire was then prepared, and informed consent was obtained from volunteers, ensuring confidentiality. Coordination with the Nonthaburi Provincial Administrative Organization was established to obtain permission and coordinate with target community enterprises. The names of 384 members from the 32 selected community enterprises were obtained for the survey. After data collection, coding and data entry were performed. Data analysis involved: (a) Univariate Statistical Analysis: Including frequency, percentage, mean, standard deviation, skewness, and kurtosis and (b) Multivariate Statistical Analysis: To develop and validate the model, and test the research hypotheses using Structural Equation Modeling (SEM) with statistical software.

Results

This study aimed to develop a causal relationship model of factors influencing the success of community enterprises in Nonthaburi. The results were as follows.

Factors Influencing the Success of Community Enterprises in Nonthaburi

Table 1 Details of Factors Used in the Analysis

Factor	Min	Max	\bar{x}	SD.	Skewness	Kurtosis
Share Value of Sufficiency Economy Philosophy (SEBS) CR = 0.961, AVE = 0.654						
Immunity (SEBS1)	1.25	5.00	3.76	0.74	-0.34	-0.17
Perseverance (SEBS1)	1.75	5.00	3.79	0.71	-0.24	-0.46
Moderation (SEBS1)	1.25	5.00	3.81	0.72	-0.33	0.04
Sharing (SEBS1)	1.67	5.00	3.70	0.77	-0.18	-0.54
Ethics (SEBS1)	1.33	5.00	3.77	0.74	-0.27	-0.22
Socio-environmental Development (SEBS1)	1.50	5.00	3.79	0.74	-0.35	-0.12
Stakeholder Care (SEBS1)	1.50	5.00	3.79	0.71	-0.30	-0.21
Innovation Management Capability (InovMagt) CR0 = 0.931, AVE = 0.582						
Product and Service Innovation (InovMagt1)	1.50	5.00	3.79	0.71	-0.30	-0.21
Marketing Innovation (InovMagt2)	1.25	5.00	3.76	0.72	-0.36	0.06
System and Process Innovation (InovMagt3)	1.50	5.00	3.78	0.68	-0.29	-0.16
Behavioral Innovation (InovMagt4)	1.75	5.00	3.73	0.65	-0.29	-0.14
Strategic Innovation (InovMagt5)	1.25	5.00	3.77	0.76	-0.44	-0.07
Success of Community Enterprises (BC SUCCESS) CR = 0.934, AVE = 0.640						
Business Success (BC_SUCCESS1)	1.50	5.00	3.80	0.73	-0.40	0.04
Quality of Life Improvement (BC_SUCCESS2)	2.00	5.00	3.70	0.66	-0.05	-0.29
Self-reliance (BC_SUCCESS3)	1.40	5.00	3.72	0.66	-0.19	-0.21
Social Contribution (BC_SUCCESS4)	1.80	5.00	3.75	0.68	-0.20	-0.38

From Table 1, it was observed that the factors influencing the success of community enterprises in Nonthaburi, comprising three latent variables and 16 observed variables, were at a high level. The variables had minimum values of 1.25 and maximum values of 5.00, with means ranging from 3.70 to 3.81, indicating a high level. The standard deviations of the variables ranged from 0.65 to 0.77, showing that the data was closely distributed around the mean, and these standard deviations did not exceed 30% of the mean. Considering the skewness values, which ranged from -0.44 to -0.05, the variables exhibited a distribution that skewed slightly to the right or left, indicating that the scores were generally higher than the mean. The kurtosis values ranged from -0.46 to 0.06, suggesting that the distribution was slightly more peaked than a normal distribution. The accepted criteria for skewness and kurtosis were skewness not exceeding 3.0 and kurtosis not exceeding 7.0 (Kline, 2011). In addition, the multicollinearity problem among the independent variables was tested. These variables included SEBS, InovMagt, and BC_SUCCESS, comprising 16 observed variables. The correlation coefficients ranged from

0.474 to 0.783, which were positive and did not exceed 0.80. This indicated that the independent variables were sufficiently independent and did not show excessive correlation. Therefore, it could be concluded that the data was normally distributed and there was no multicollinearity problem among the independent variables, fulfilling the conditions for structural equation modeling (Schumacker & Lomax, 2010).

Results of Variable and Measurement Quality Assessment

1) Convergent validity was examined by considering the Average Variance Extracted (AVE). The results indicated that the AVE values for the latent variables: Share Value of Sufficiency Economy Philosophy (SEBS), Innovation Management Capability (InvoMagt), and Success of Community Enterprises (BC_SUCCESS) in Nonthaburi, as shown in Table 1, ranged from 0.582 to 0.654. These values are greater than 0.5, indicating that the items or indicators in the study possess convergent validity (Hair et al., 2010). Additionally, the Construct Reliability (CR) values ranged from 0.931 to 0.961, exceeding the threshold of 0.7. This demonstrates that the items or indicators for all variables have high construct reliability (Hair et al., 2010).

2) Discriminant validity was assessed by comparing the square root of the AVE of each variable with the correlation coefficients between that variable and others (Hair et al., 2010). The results, as shown in Table 2, indicated that the square root of the AVE for the latent variables: SEBS, InvoMagt, and BC_SUCCESS, were higher than the correlation coefficients between the variables. This demonstrates that the items or indicators have good discriminant validity.

Table 2 Discriminant Validity Assessment

Factor	CR	AVE	Correlation Coefficient		
			SEBS	InvoMagt	(BC_SUCCESS)
Share Value of Sufficiency Economy Philosophy (SEBS)	0.928	0.649	0.806		
Innovation Management Capability (InvoMagt)	0.873	0.580	0.758	0.762	
Success of Community Enterprises (BC_SUCCESS)	0.870	0.627	0.778	0.757	0.792

Note: The bold, italicized numbers along the diagonal represent the square root of the AVE.

Development of the Causal Relationship Model of Factors Influencing the Success of Community Enterprises in Nonthaburi

The initial analysis of the model's fit with the empirical data revealed that the developed model did not align well with the empirical data (Table 2). Therefore, the model was adjusted by allowing certain error terms of variables to correlate, considering related theories, concepts, and previous research, and referencing the Modification Indices suggestions. Connections between variables were adjusted to reduce the Chi-Square value since the model fits better when the Chi-Square value is lower (Vanichbuncha, 2014). The adjusted model showed better alignment with the empirical data, as detailed in Table 3.

Table 3 Table summarizing the criteria for verifying the consistency between pre- and post-adjustment

Indices	Criteria	Pre-adjustment		Post-adjustment	
		Index value	Result	Index value	Result
χ^2	$p > 0.05$	0.00	Inconsistent	77.453	Consistent
CMIN/df	< 3.00	11.22	Inconsistent	1.249	Consistent
GFI	≥ 0.90	0.805	Inconsistent	0.976	Consistent
AGFI	≥ 0.90	0.760	Inconsistent	0.948	Consistent
NFI	≥ 0.90	5.063	Inconsistent	0.986	Consistent
IFI	≥ 0.90	.183	Inconsistent	0.997	Consistent
CFI	≥ 0.90	0.805	Inconsistent	0.997	Consistent
RMR	< 0.05	0.183	Inconsistent	0.009	Consistent
RMSEA	< 0.05	0.163	Inconsistent	0.026	Consistent

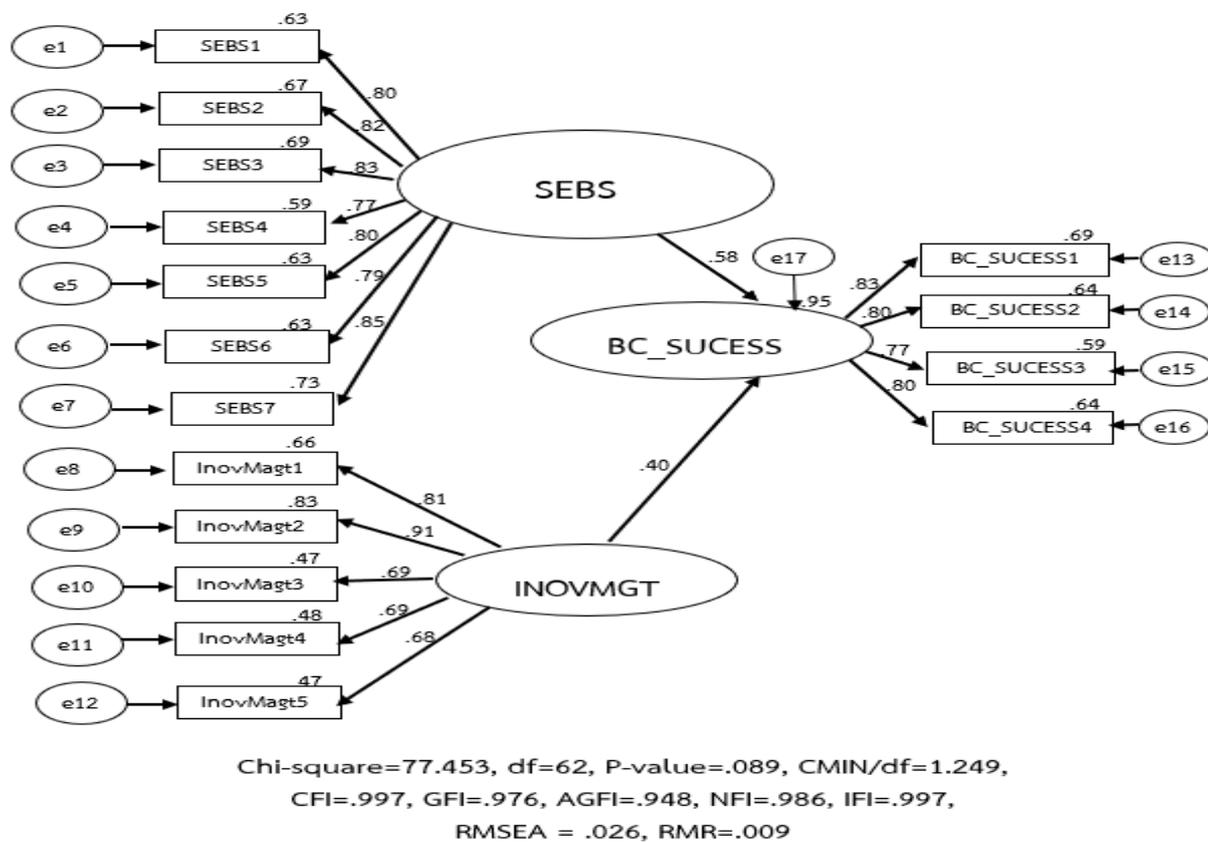


Figure 2 Structural Equation Model of Factors Influencing the Success of Community Enterprises in Nonthaburi

Results of Influence and Relationship Analysis Based on Structural Equation Modeling

The structural equation modeling analysis of the influence of factors affecting the success of community enterprises in Nonthaburi is presented in Table 4.

Table 4 Path Analysis Results

Factor (Correlation Path)	Estimate	SE.	t-value	Result
Share Value of Sufficiency Economy Philosophy (SEBS) ---> Success of community enterprises in Nonthaburi	0.58**	0.15	3.527	Accept research hypothesis 1

Factor (Correlation Path)			Estimate	SE.	t-value	Result
Innovation Management Capability (InvoMagt)	--->	Success of community enterprises in Nonthaburi	0.40**	0.15	3.512	Accept research hypothesis 2
$R^2 = 94.7$						

** a statistical significance level of .01

From Table 4, it was found that Share Value of Sufficiency Economy Philosophy (SEBS) had a direct positive influence on the success of community enterprises in Nonthaburi, with a regression coefficient of 0.58 with a statistical significance level of .01. Similarly, Innovation Management Capability (InvoMagt) also had a direct positive influence on the success of community enterprises in Nonthaburi, with a regression coefficient of 0.58, significant at the .01 level. The variables in the model explained 94.7% of the variance in the success of community enterprises in Nonthaburi.

Conclusion and Discussion

The study results revealed that the influence of Share Value of Sufficiency Economy Philosophy (SEBS) and Innovation Management Capability (InvoMagt) significantly impacted the success of community enterprises in Nonthaburi, aligning with the research hypotheses. This might be because SEBS promotes a balanced, sustainable, and ethical approach to both life and business operations. It fosters self-reliance, perseverance, and the value of moderation, avoiding the risks associated with short-term profit maximization. SEBS also encourages resilience by developing innovations in various fields (Sripatta, 2006).

This value system considers social and environmental impacts, promoting social responsibility through sharing and community collaboration, which leads to business sustainability and community acceptance. Furthermore, it promotes honesty, mutual support, and business cooperation to strengthen and ensure the success of community enterprises (Ruengdet & Wongsurawat, 2010; Phokanit, 2019). Sustainable local resource development reduces reliance on external resources, mitigating risks from various crises (Sangayotin, 2017). Prudent risk management further enhances the stability of community enterprises.

Additionally, the positive influence of Innovation Management Capability on the success of community enterprises can be attributed to the ability to develop new products and services that meet market and consumer needs (Jintana & Boonlab, 2022). Innovations in system and process management reduce costs, increase productivity, and create competitive advantages (Sutthinarakorn, 2017). Effective planning and strategic management address market challenges and opportunities efficiently (Acar & Acar, 2012; Mir & Pinnington, 2014).

Knowledge Gained from the Research

This research resulted in the development of the "Yoo Dee Mee Sook" model, which reflects the causal relationships leading to the success of community enterprises in Nonthaburi, as illustrated in Figure 3.



Figure 3 "Yoo Dee Mee Sook" Model

Figure 3 expands on the empirical findings, demonstrating that the influence of SEBS and InvoMagt contributes to the success and sustainability of community enterprises in Nonthaburi. The efficient use of resources, environmental conservation, and the creation of community networks help establish financial stability. Simultaneously, incorporating new technologies and innovations enhances efficiency and market responsiveness, leading to stable incomes and well-being for the community.

Recommendations

The research findings indicate that SEBS and InvoMagt significantly impact the success of community enterprises in Nonthaburi. Based on these findings, the researcher proposes two key policy recommendations to support the success of community enterprises.

- 1) Promote Business Practices Based on the Sufficiency Economy Philosophy: Encouraging community enterprises to adhere to the Sufficiency Economy Philosophy will foster long-term sustainability and confidence. Key practices include resource and knowledge sharing among members and the community, utilizing local resources to develop socio-environmental resilience, and fostering perseverance, moderation, and ethics in business operations. Building resilience to handle risks and ensuring comprehensive stakeholder care are crucial for building trust and maintaining good relationships.
- 2) Enhance Innovation Management Capability: Developing innovations in marketing management, product and service management, system and process management, behavioral management, and strategic management will improve the competitiveness of community enterprises and their ability to respond effectively to market changes. Utilizing new technologies in marketing, developing unique products, and improving system efficiency will increase competitiveness and add value to community enterprises.

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Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

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