

“BUSINESS ENVIRONMENT WITH BUSINESS POTENTIAL OF COMMUNITY ENTERPRISES IN THE SOUTHERN BORDER PROVINCES OF THAILAND”

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ABSTRACT:

the purposes of this research were to study: 1) business potential 2) business environment 3) correlation between business environment and business potential in southern border provinces of Thailand. Questionnaires method were employed in this research, collected from members of three community enterprises group of Thai army housewives in southern border totally 41 members. According to the result of this study, overall of the three community enterprises had business potential in high level also with business environment were high important in operation process of these community enterprises in southern boarder provinces. However, all aspects of internal business environment consisted of properties, operation process, products and service and external business environment; competitors, raw material suppliers, regulators, law, political, socialization and technology had positive correlation with potential of community enterprises in southern boarder provinces. Therefore members of community enterprises in southern border provinces should recognize and keep up to date in environment changing in order to develop their potential in business.

Keywords:

environment, business potential, community enterprises, southern boarder provinces of Thailand

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BUSINESS ENVIRONMENT WITH BUSINESS POTENTIAL

Business development and competitive are escalated. Many countries have mainly focus on business environment, and use strategies of building business environment into main issue of each country (Cao, Jiang and Zou, 2020) therefore, to run business perfectly, techniques and strategies are mainly focused for business development (Basril and Siam, 2017) There are different perspectives of each business which can be achieved and gain more benefit and keep their business survived (Hunter and Kazakoff, 2014) Business have been operated under environment which directly impact to the process, there are some aspects in business environment have been

concerned; political business, law, people, socialization and technology; they are all challenges and opportunities in business. In addition, entrepreneurs and partners must control business environment before making decision in any operation process, they have to use more skill and resources to produce products and service. However, business environment influences to business in the way of over control and dynamic. To achieve in competitive of business, the successor have to continuous study environment and always keep adjust business plan. In addition, environment analysis has been continuous and mainly focuses in planning, operation and predict in every aspects. In term of business operation, utilize team's potential and bringing their strength

to compete in market is the must, especially new business model “Community enterprises” this is alternative options of sustainable community development Community enterprises are different from other business because purpose of trading income is for socialization. The management structure have been allowed member correlate with organization. It can be said that community enterprise is more than trading for social but it build sustainable in community. In addition cooperation of member in community (Tracey, Phillips and Haugh, 2005) show that community enterprise is trade model for socialize which followed by community’s objectives through business activities. This is effectiveness strategy to make more sustain ability in the community (Nwankwo, Phillips and Tracey, 2007) Community enterprises play important role to produce products in commercial way and gain more income for member. They are grouping to produce products based on member’s skill, some group realize how to use natural recourses with applicable and suitable. However, turnover of community enterprise is not high and they have been keeping develop in many aspects (Jeraon, 2017) From survey in community enterprise , there are not any analysis of business potential so it is important to focus on studying the potential in business , business environment , the relationship between business environment and business potential of community enterprise because in the future it can be used for development community enterprise to be strength as well as people in area who have stake with community enterprise. This will be benefit for development of the community economy, which is the basis of country development.

RELATED RESEARCH AND HYPOTHESIS BUSINESS ENVIRONMENT

The management had to understand nature of environment both internal and external in organization. They had to managed to be achieved goal by balancing those environments to be success. The environment was separated into

internal environment and external environment (Mahpasuthanon, 2011) as following detail;

1. Internal environment analysis was to study factors inside business that affect to management operation by using 4Ps analysis. These consisted of 1) People referred to human resources in organization 2) Properties referred to assets that organization is belong to both tangible and intangible assets 3) Process referred to operation management such as production, financial, marketing etc. 4) Product and services (Boonyatistarn, 2010)

2. External analysis was to study factors from outside business that affect to management operation. These consisted of operating environment factors and general environment. Operating environment consisted of 1) Customers who pay money for product and service 2) Suppliers referred to organization who had responsibility to distribute raw material for production or service 3) Business alliances were other organizations with work together or joint venture in the way of supporting each other or be completed what other organizations were lacked on. 4) Competitors were other organization which run business as same as our products and service 5) Regulators were organization which had power to control or design the rule or had influence over an organization’s policies or practice (Mahpasuthanon, 2011). General environment consist of 1) Political for example government’s policies, political and government characteristics etc. 2) Economics such as economics potential of that area, trade situation, cost living, investment etc. 3) Social such as community potential, attitude towards product and service, cultural and traditional etc. 4) Technology such as information system, communication, innovation, knowledge exchange, etc. 5) Law such as rules and regulations etc. 6) environmental such as natural resources, geography, topography weathering etc (Boonyatistarn, 2010).

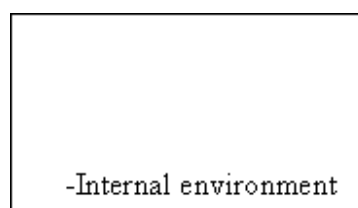
Business potential of community enterprise

There were activities that the entrepreneur have been responsible for, can be categorized into 4 main aspects: 1) Production was the activity that

produce products and services, including location selection, production planning, capacity planning, purchasing of raw materials, etc. 2) Marketing was the activity of moving goods or services from the producer to the consumer, involved with managing in marketing mix, these included with products, services, pricing and marketing promotions. 3) Finance referred to activities related to financing, stock and effectiveness use in funds. 4) An activity that promotes those three aspects (Sasong, 2016). However, the main scope of business management can be divided into five aspects: financial, production, marketing, organizational management and human resources (Pride, Hughes and Kapoor, 2012). Therefore, analyzing in business potential of the southern community enterprises in this research were analyzed the potential of business activities that entrepreneurs had to manage and perform well, can be categorized into 5 main aspects: financial and accounting, production, marketing, organizational management and human resources. From the management study of the potential of community enterprise Na Muensri Textile Group, Trang Province, was outstanding in term of leadership and strong community enterprise management. In handling unique products, developing a variety of products. Besides, in term of knowledge and information management, they kept develop knowledge to members and built themselves become to learning center for interested persons (Tangruchiku, Khamsri, Rattana and Sakulsak, 2016). The study of potential in community enterprise of Mueang Pan District, Lampang Province, was found at a high potential. The aspect of highest average was the way to use local wisdom to produce products or services, and second was knowledge sharing and experiences from people in the community and also there is an expert in community enterprises (Sirisukantha, 2016)

Moreover, a study of the operation of community enterprises in the Songkhla lake region found that political factors, economic factor and social factors contribute to the operation of community

enterprises (Phromsakha na Sakon Nakhon and Sangkharat, 2013) The study of the success factors of small and medium business in Hat Yai District, Songkhla Province consisted of internal and external factors such as people, financial marketing, management, customer, competition, economy, politics and law and technology (Wangbenmud and Bindulem, 2014). The factors which influenced to community enterprise development in Mueang Pan District, Lampang Province was the way to bring local wisdom to produce product and service and be promoted by government (Sirisukanta, 2016) the study factors of positive relationship with strength of community enterprise management in Surin Province found 12 aspects which were planning, practice, investigate, improvement, products development, marketing development, government policies, participatory development, local wisdom, self-reliance and sufficient economy. The result show that Pearson Correlation range at 0.53 – 0.84 and there were interaction at 0.01 (Peerasak Worachat, 2019) besides, the factors which influence to community enterprise of agricultural products in western provinces were entrepreneur, marketing management, knowledge management, quality management (Permchat, Kerdpitak and Busabha, 2018) as previous state can be shown that business environment were related with business potential of community enterprise and we summarized into conceptual framework of this relationship between business environment and business potential of community enterprise of housewives army in southern boarder provinces in Thailand.



RESEARCH METHODOLOGY

Population and Samples: Population in this research was member of community enterprise of

house wives army in southern border in Thailand. They were categorized into five groups that were Community Enterprise Housewives 15th Infantry Division, 151 Infantry Division, Batik community enterprise, Sirindhorn Camp, Community Enterprise Housewives 15th Infantry Division, 153rd Infantry Regiment 3rd Infantry Battalion, Housewife community enterprise 15th Infantry Brigade, Military Intelligence Branch, Community Enterprise Housewives 15th Infantry Brigade, 15th Engineer Battalion totally 56 person. The group of samples were especially selected only member of community enterprises who still have business since established which were 1) Community Enterprise Housewives, 15th Infantry Division, 151 Infantry Division (Krajood Product) 20 person 2) Batik community enterprise, Sirindhorn Camp, 11 person 3) housewife community enterprise, 15th Infantry Brigade, Military Intelligence Branch (Cold pressed coconut oil product) 10 person totally 41 person.

Data Collection: The collecting tool in this research was closed end questionnaires with rating scale at 3 levels. They were high medium low, there were two parts of questions. Part 1 the questions were about business potential of community enterprise 25 questions by evaluating business potential in 5 aspects which were organization management, financial and accounting, production, marketing and human resources. This adapted from evaluation community enterprises potential form of Secretariat Office of Community Enterprise Promotion Board. For part 2 the questions were about business environment totally 36 questions which were internal environment; people, assets, operation process, products and service and external environment; management environment consisted of customers, supplier raw materials, business alliances, competitor and regulators including with general environment consist of political, economics, socialization, technology, law and natural environment. The questionnaires were completed and rechecked by 3 experts for accurate with contents and structure in order to

find index of consistency between questions and contents, thus every questions had index of consistency more than 0.5. However, experts had suggested that some questions need to adjust the answer options. And in some points, had to rewrite to made it clearer and more refined. In the part of the revised questionnaire had been used in the demographic groups that were a member of the community product producer group in the southern border provinces but they are not a sample of 30 people. When calculating the reliability of the questionnaire, was using the coefficient alpha Cronbach method. It was found that the first part of the questionnaire, which was a question about the business potential of Army housewives community enterprises in the southern border provinces. There was an alpha coefficient between 0.770-0.864 and Part 2 questionnaire questioning the business environment of Army housewives in the southern border provinces. The alpha coefficient ranged from 0.793-0.836. The reliability coefficient alpha of Cronbach. The generally accepted value was 0.7000 (Keller and Warrack, 1997) indicating that every part of the questionnaire generated were reliable and acceptable. In addition, when asking the questionnaire with the target group, a complete questionnaire response rate was found as 100 percent.

Data Analysis: The statistics which use for analyzing data from questionnaires were finding mean and the standard deviation of the business potential score and the business environment of community enterprises of Army housewives in the southern border provinces. And to investigate the correlation between business potential and business environment of community enterprises of Army housewives in the southern border provinces by using Pearson product moment correlation.

RESEARCH RESULT

The business potential of the community enterprise of Thai Army housewives in the southern border provinces of three groups which were housewives community enterprise, 15th

Infantry Division, 151st Infantry Division, manufacturer of basketry Krajoood products which had 17 person, Batik Community Enterprise, Sirindhorn Camp Batik manufacturer which had 13 person and community enterprises,

housewives, the 15th Infantry Brigade, Military Intelligence Branch. cold pressed coconut oil products manufacturer which has 11 members, details were shown in Table 1

Table 1 Business Potential of Community Enterprises of Army Women in the Southern Border Provinces

Business Potential	N = 17		N = 13		N = 11		summariz e		level
	\bar{x}	S.D.	\bar{x}	S.D.	\bar{x}	S.D.	\bar{x}	S.D.	
Financial and Accounting	2.44	0.20	2.5	1	2.4	0.18	2.4	0.16	High
Production	2.51	0.22	2.7	2	2.4	0.25	2.5	0.27	High
Marketing	2.52	0.27	2.4	2	2.4	0	2.4	0.26	High
Management	2.35	0.18	2.3	7	2.4	0.21	2.3	0.19	High
Human resources	2.44	0.21	2.5	7	2.4	0.16	2.4	0.20	High
Total	2.45	0.14	2.5	2	2.4	0.14	2.4	0.14	High

$\bar{x} = 2.34 - 3.00$ means community enterprise potential has high level

From Table 1, it was found that community enterprises Business potential in all aspects were reached at a high level. The highest average was production, followed by marketing. And next which were in same average; Finance and accounting, human resources. The last one was organization management. This was due to the business potential in these aspects were the key areas of business management (Pride et al., 2012; Phanitchakul, 2011). Moreover, the aforementioned work was a factor affecting the success and failure of the community business operation (Bangkerd, 2013). This was to make members realized and made the effort to develop their work in to the best and also lead business operations of the community enterprises to be more efficient and effective to meet the business goals.

The business environment of community enterprises of Army housewives in the southern

border provinces; The business environment of the Thai Army Housewives Community Enterprise of southern border in Thailand provinces all 3 group consisted of the Community Enterprise of the Housewives, 15th Infantry Division, 151st Infantry Division, with 17 members, Batik Community Enterprise, Sirindhorn Camp with 13 members and community enterprises, housewives, the 15th Infantry Brigade, Military Intelligence Branch. Which has 11 members, details are shown in Table 2.

Table 2 Business Environment of Army Housewife Community Enterprise in the Southern Border Provinces

Business Environment	N = 17		N = 13		N = 11		Total		Level
	\bar{x}	S.D.	\bar{x}	S.D.	\bar{x}	S.D.	\bar{x}	S.D.	
Internal Environment	2.44	0.17	2.48	0.23	2.50	0.21	2.47	0.20	High
External Environment	2.38	0.26	2.46	0.31	2.52	0.34	2.44	0.31	High
General Environment	2.62	0.38	2.61	0.28	2.54	0.42	2.60	0.39	High
Total	2.48	0.27	2.52	0.27	2.52	0.32	2.50	0.30	High

$\bar{x} = 2.34 - 3.00$ indicates the business environment is of high importance.

$\bar{x} = 1.67 - 2.33$ means the business environment is of moderate importance.

$\bar{x} = 1.00 - 1.66$ indicates the business environment is of low importance.

From Table 2; it was found that the internal business environment, external environment and general environment are very important to running a business. It was much an emphasis on the internal environment which was the process external environment in terms of operations and competitors and the general environment in term of economics. This was due to business management processes in various areas, including production, finance, marketing, management and people, to be able to drive and lead the business to success. For the external environment in the term of competitors it was assumed that competitors operate the same business as community enterprises that would affect the market share of community enterprises and it was also a force to stimulate the business development of community enterprises As for the utmost importance to the general external environment in the economic field may be because the economy was an indicator of the purchasing power of consumers. However, other areas of the business environment were of great importance to the business operations of community enterprises.

Relationship between business environment and business potential of community enterprises of Army housewives in the southern border provinces

Table 3 Correlation coefficient between business environment and business potential of community enterprises of Army housewives in the southern border provinces

Variabl e	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	X ₉	X ₁₀	X ₁₁	X ₁₂	X ₁₃	X ₁₄	X ₁₅	Y
X ₁	1															
X ₂	.032	1														
X ₃	.085	.591*	1													
X ₄	.054	.809*	.740*	1												
X ₅	.456*	.071	.062	.106	1											
X ₆	.318*	.354*	.376*	.173	.060	1										
X ₇	.000	.262	.076	.231	-.218	.014	1									
X ₈	.280	.574*	.319*	-.581*	.090	.212	-.141	1								
X ₉	.107	.307	.408*	-.544*	.086	.008	-.020	.513*	1							
X ₁₀	.098	.390*	.545*	.604*	-.145	.071	.381*	.121	.144	1						
X ₁₁	.000	.009	.229	-.349*	.120	-.202	.192	.180	.221	.028	1					
X ₁₂	.051	.132	.187	-.172	.198	.033	-.026	.063	.015	.082	.014	1				
X ₁₃	.050	.107	.025	-.212	.097	-.148	.101	.314*	.286	.120	.284	.173	1			
X ₁₄	.471	.108	.230	.039	.211	.458*	.065	.135	.129	.069	.148	.174	.018	.1		
X ₁₅	.048	.225	-.073	.357	.097	-.006	-.299	-.149	-.126		.491**	.072	.042	.020	.169	1
Y	.157	.709*	.693*	.697*	.079	.387*	.153	.483*	.422*	.393*	.162	.363*	.337*	.448*	.006	1

*p<.05

**p<.01

- X₁ was an internal business environment in a term of human resources
- X₂ was an internal business environment in a term of properties
- X₃ was an internal business environment in a term of operation process
- X₄ was an internal business environment in a term of operation product and service
- X₅ was an external business environment in a term of customers
- X₆ was an external business environment in a term of supplier of raw material
- X₇ was an external business environment in a term of business alliance
- X₈ was an external business environment in a term of competitors
- X₉ was an external business environment in a term of regulators
- X₁₀ was an external business environment in a term of political
- X₁₁ was an external business environment in a term of economic
- X₁₂ was an external business environment in a term of social
- X₁₃ was an external business environment in a term of technology
- X₁₄ was an external business environment in a term of law
- X₁₅ was an external business environment in a term of natural environment

Y was a business potential of housewives army community enterprise of southern border in Thailand.

From table 3 it can be shown that internal business environment of organization had positive relation with the potential of community enterprise which were properties, operation, products and service with Pearson correlation at range 0.693-0.709 of significant at 0.01. Moreover, external business environment had positive relation with potential of community enterprise which were competitors, regulators and law. The Pearson correlation was at 0.422-0.483 of significant at 0.01 including with raw material, political, social and technology with had Pearson correlation at 0.337-0.393 of significant at 0.05.

CONCLUSION AND DISCUSSION

Researching in environment of community enterprise, internal and external business environment and general environment were high significant to run business. Mainly focused on internal environment was operation process the external environment was about management and competitors and general environment was about economics. This was due to the operation process, production, financial, marketing, management and people were complied with (Hans, 2018) in term of environment study in order to understand business, analyze opportunities and discuss under unusual circumstance. It can be shown that environment has able to controlled and unable to controlled, it most important to study and analyze in order to understand the operation process of community enterprise. This was complied with (Muneenam, 2013; Promchai and Suwannachot, 2011) in term of organization factors. It can be said that clear management and systemized were factors of success in business. This was shown that environment influenced to the operation process of community enterprise They had to continuous operate in order to be most effectiveness. These were conformed to (Wangbenmud and Bindulem, 2014) In the term of external factors, customers, competition,

economy, politics, law and technology were the success factors of small and medium business. This can be showed that government played important role for community enterprise development. They supported in the term of education, skill development in various fields, marketing and setting regulations to support the implementation of community enterprises. This enabled enterprises to meet industry product standards and complied with (Somerville and McElwee, 2011) it was found that community enterprises were making community to understand of continued participation as a member, mainly by community enterprise activities. The relationship

between community membership was examined, but there were still conflicts (Laouiti, Gharbi, and Liouane, 2014) it was found that the external environment was of less importance to the business performance. This may be due to the strength of the business that makes the environment less impactful. However, business environment was related to business potential of community enterprise in the positive way. These were separated into internal environment of organization which were properties, operation process, product and service. In term of external environment which were competitors, supplier of raw material, regulators, law, political, social and technology, these conformed to (Worachat, 2018) About operating in business which were positive related with operation strength in community enterprise, it can be shown operational planning of community enterprises had be cleared in the operation process in order to be recognition. From the research process, it was seen that the group had been working for a long time, resulting group management was more efficient in production processes, marketing, finance and human resource management. These were conformed to (Worachat, 2018) regarding to the business management process had positively correlated with the strength of community enterprise management. This study can be found that the business environment had a positive effect on the

business potential. In term of competitive among group, members had more skill and built the strength, these were conformed to (Worachat, 2018) and (Sirisukanta, 2016) regarding to government policies had a positive relationship with the strength in the management of community enterprises and factors affecting the development of community enterprise potential, supporting funding in accordance with (Promsakha Na Sakon nakorn abd Sangkarat, 2013) in term of political factors and social factors, facilitating in operation of community enterprises. The results were promotion from government for the establishment of community enterprises and there was a fund to borrow to support community enterprises.

In term of business potential of community enterprise consisted of financial, production, marketing, operation process and human resources, building community enterprise more skill and ability to achieve in running business process. Providing more distribution channel such as advertisement, promotion, provide knowledge of marketing development, these were conformed to (Wangbenmud and Bindulem, 2014) regarding to factors of success in operating of small and medium businesses had been mainly focused on financing investment and increasing distribution channels (Wani, 2018) regarding to community enterprise surviving, they must had skill on financial planning, marketing, social network. From the study can be found that community enterprise mainly focused on financial development, marketing, management, and cooperation. They established identity products, gained more knowledge in management, technique and skilled on production and packaging. Conserve local wisdom and resources, these conformed with (Stott, Fava and Slawinski, 2019) regarding to community enterprises which was an important learning hub for those looking to develop products. Social and community are bringing up the relationship among community enterprises come to work together, these were conformed to (Wingwon,

2013), and the business environment influenced operation process results of current and future performance in business. Therefore, community enterprise recognized business environment both internal and external of organization and community enterprise potential in order to keep business up to date and achieved in business goal.

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