



## A Study of Participatory Learning Organization Conditions for Community Enterprise Development in Bangpli District, Samutprakan Province

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### Abstract

The objectives of this study were: 1) to study the state of being a participatory learning organization for community enterprise development of Bangpli District in Samutprakan Province; 2) to investigate factors of the organization for being in such a state; and 3) to construct an operational model for such an organization. The first group of samplings were 97 members of the community enterprise and staff of agencies related to participatory learning conditions. The second group consisted of six leaders of the community enterprise and one employer of agencies related to the community enterprise, selected to investigate factors of the organization and construct an operational model. The last group consisted of 12 leaders of the community enterprise and three employers of agencies related to the community enterprise to find the appropriateness of such a model. A set of questionnaires was used as a tool for collecting research data analyzed by means of means, standard deviations, and Confirmatory Factor Analysis (CFA). The findings can be summarized as follows:

1. The participatory learning organization for community enterprise development of Bangpli District in Samutprakan Province was at high level. The state of being such an organization, its participatory aspect and guidelines of Community Enterprise Promotion Act were all at very high levels ( $\bar{X} = 4.28$ ,  $S = 0.36$ ), ( $\bar{X} = 4.24$ ,  $S = 0.47$ ) and ( $\bar{X} = 4.22$ ,  $S = 0.40$ ), respectively, significantly higher than that of a set criterion at  $p = 0.05$ .

2. The factors of the community's aforementioned participatory learning organization for community enterprise development are composed of being learning organization, participation and guidelines of Community Enterprise Development Acts. The result was regarded as an appropriate model for developing community enterprise development in the community.

3. The model of structured participatory learning organization in Bangpli District was evaluated: the model evaluation was ranked as appropriately as the high level ( $\bar{X} = 4.83$ ,  $S = 0.28$ ) at significant  $p = 0.05$ . The mentioned measurement model consisted of being learning organization with systems thinking brainstormed by team members, participation suggested by group members responsible for the group's benefits, participation rules and goals. Under the Acts of Community Enterprise, the mission of Department of the Enterprise Promotion requires continuous management and coordination including guidelines to promote development and to make progress to the group.

**Keywords:** Learning Organization, Participation, Community Enterprises, Community Enterprise Development

### Introduction

Community Enterprise Promotion Act, B.E. 2548 (2005) allows community members to gather and establish local business in order to upkeep domestic economic which is a fundamental cornerstone for the development of sufficiency economy. The Act also helps support local wisdom to generate financial resources, enhance local business and reinforce local economic system in growing entrepreneurship. Effective community cooperation leads to an improvement of products, an effective quality control, and alternate market channels. Moreover, betterment in small and medium enterprises can also be supported by establishing trust in business, ensuring consumers' safety and supplying financial assistance. If members have a sense of community ownership, it would also support learning environment, networking their relationship, exchanging knowledge and relating the enterprises to their daily routine. Investment from business sections also integrates its business with local community by sharing



knowledge and technology, creating financial opportunities and introducing financial products for the development. These opportunities help strengthen the community, circulate cash and credit to low-income members, and allocate budget and service to support local business (Secretariat Office of Community Enterprise Promotion Board (SCEB), 2017).

Community Enterprises (CEs) are found under Sufficiency Economy Philosophy and operated by autonomous communities with a notion that their resources are cultivated from wisdom, culture, norms, kinship and trust. The communities initiate the innovation based on their unique wisdom. The activities are also systematically initiated to relate members with their learning process which can be considered as a core value to sustainability development. Also, the communities are established to generate income and decrease community expenditure. By doing these, CEs are owned, participated, and responsible by their community members.

Samutprakan Province has a vision to develop its city and people by supporting people's devotion with sufficiency economy and encouraging people to devise their experience and norms in a good conduct. The province is also supported by its local organization in providing knowledge sharing of technology for manufacture, market plan, leader provision, unity and trust. These elements unite members to promote new career paths with highest benefit to the communities. Interestingly, Academic Service Team of Southeast Bangkok College took a field trip to Bangphi District, Samutprakan Province, and the results showed that members of the community had agricultural profession and some members had no income. The gathering of community members could help increase revenue to assist their financial status apart from their full-time employment. The members also gathered to socialize and work for a reliable leader. The CEs are established in some communities to produce snack, vegetable, fish product, agricultural products, and other daily products. In many cases, the manufacture exceeds the market demand causing budget shortage, a lack of professional development skills, insufficient tools and technology, or unbeneficial support from other organizations. These issues can be assisted by establishing the CEs and developing more effective market plan to solve excessive production, lessen raw material and budget, supply adequate labor, raise income, produce demanding and technological goods, and diminish either over-demand or under-demand products. Therefore, these issues interest numbers of researcher in the investigation of participatory learning organization (PLO) for Community Enterprise Development (CED) in Bangpli District, Samutprakan Province. Then, the study of the state of being a PLO for CED in Bangpli District, Samutprakan Province, was conducted to structure the CEs. The results can also be used to construct an operational model for public gathering in developing CEs, thus lessening problems with solid method of community gathering could assist effective CEs, develop local economic and create local identity specifically for Bangpli District to Samutprakan Province, respectively.

### **Research Objectives**

1. To study the state of being a participatory learning organization for community enterprises development of Bangpli District in Samutprakan Province;
2. To investigate factors of the organization of a participatory learning organization for community enterprise development of Bangpli District in Samutprakan Province; and
3. To construct an operational model for a participatory learning organization for community enterprise development of Bangpli District in Samutprakan Province.



## Literature Review

First, this investigation explored, analyzed and synthesized theoretical frameworks and studies of Peter Senge's a participatory learning organization (Senge, 1990, pp. 5-15) with five disciplines; 1) Personal Mastery, 2) Mental Models, 3) Shared Vision, 4) Team Learning and 5) System Thinking. Second, Michael Marquardt's notion of Building the Learning Organization (Marquardt, 1996, pp. 49-50) which includes people, learning, knowledge and technology was applied in this study. Third, a research article titled "Management Model for Becoming a Learning Organization of Southeast Bangkok College" (Thongrassamee, 2014, pp. 99-104) which addresses the topics of vision, strategy and policy, structure and job description, systems thinking, administrative system, personal background, and team working was also applied in the study. Forth, the article titled "The Affecting Factors of Woman's Participation in Community Development Case Study Samchuk, Suphanburi" (Sawangstri and Puakfak, 2015) which addresses aim and purpose, benefits, relationship among members, leadership, organizational support, and social status and economy was also used as a framework on the aspect of community gathering in this investigation. Fifth, this study also applied Community Enterprise Promotion Act from research article titled "An Analysis of the Success of Community Enterprise: A Case Study of Chemical-free Local Vegetable Growers in Singhanat Subdistrict, Lat Bua Luang District, Phra Nakhon Si Ayutthaya" (Nutchanat, 2015, pp. 12-13) including the development of community enterprise network. The following figure 1 summarizes theoretical framework addressed in the previous section concerning community enterprises

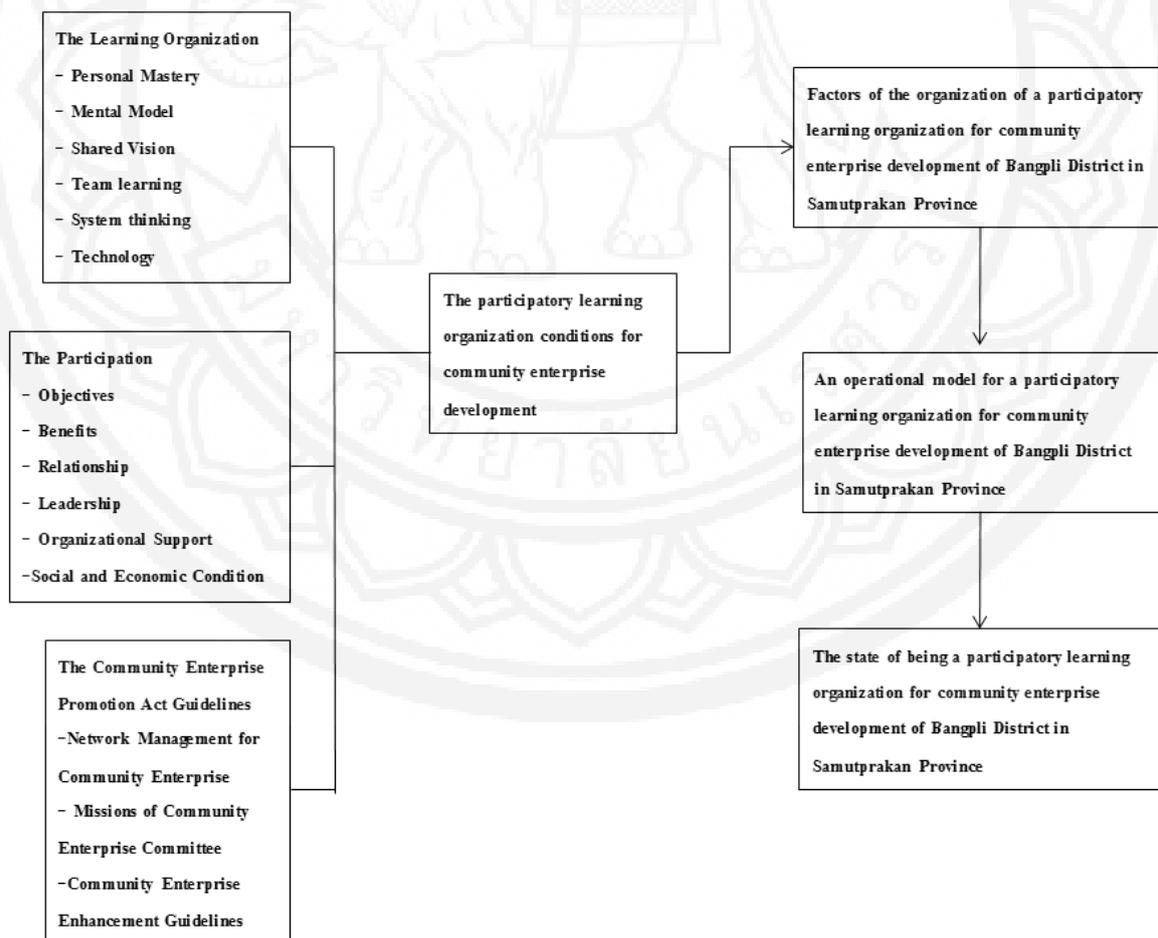


Figure 1 Theoretical Framework



### Methodology

#### 1. Research Process

Creation and validation of research tools, sample groups and statistics are as follows.

**Stage 1** Researchers studied the organization of a PLO for CED of Bangpli District in Samutprakan Province by distributing open-end questionnaires based on Likert Rating Scale. The questionnaires were validated by the three experts to certify the Index of Item Objective Congruence and to select questions with IOC value from 0.60 to 1.00. The pilot study was conducted to members of other community enterprises and other related operatives in the total number of 30. The reliability of the full questionnaires was .989. The discriminant index of the questionnaire was 60 questions in total which was equivalent from 0.301 to 0.834 for each question. These questions were distributed to the first sample group with 97 members. First, the selection of the sample was to consider the total number of 76 CEs in Bangpli District Community Enterprises (Data in 2016) with 769 members (Secretariat Office of Community Enterprise Promotion Board (SCEB), 2017). Then, the selection was also based on the outstanding and continuous operation of their CEs. Ten CEs from six districts, as in Table 1, and the calculation  $n = \frac{N}{1 + Ne^2} = \frac{769}{1 + 769(e^2)} = \frac{769}{1 + 769(0.10^2)} = \frac{769}{8.69} = 88$  (Yamane, 1967, p. 581) which was equivalent to 88 samples of CEs are shown in Table 2.

**Table 1** Number and Information of Community Enterprises in Bangpli District, Samutprakan Province

| District        | Number of Community Enterprises | Samples of Community Enterprises | Name of Community Enterprises (Date of Approval) and Products   |
|-----------------|---------------------------------|----------------------------------|---|
| 1. Bangpli Yai  | 18                              | 1                                | 1. Bangpli Yai glassblower (13 July 2012): glassblowing souvenir  |
| 2. Bang Kaew    | 18                              | 2                                | 1. Thip Mongkol Bang Kaew (26 February 2010): Curry puff<br>2. Matchurin Community (20 February 2016): Products from gac such as soap, shampoo, body lotion etc.  |
| 3. Bang Pla     | 12                              | 3                                | 1. Suan Kaow San Farm Woman (28 July 2008): Fertilizer and wash products for sunflower sprout<br>2. Healthy Drink, Bang Pla District (29 July 2010): herb drinks<br>3. Charlie Group-Wan Community Development (24 February 2006): fish chili paste and other fish products |
| 4. Bang Chalong | 15                              | 2                                | 1. Learning Center for Bakery, Processed Hyacinth and Applied Arts from Punnikar Decoupage (13 July 2012): Bakery, weave products, and decoupage<br>2. Thai Wisdom Learning Center, Samutprakan Province (11 March 2011): Plant and process Lingzhi mushroom                |
| 5. Raja Thewa   | 6                               | 1                                | 1. Raja Thewa Agricultural Community (25 January 2010): Organic kale  |
| 6. Nong Prue    | 7                               | 1                                | 1. Nong Prue Farm Woman (18 October 2005): Mango and other fruit preservation   |
| <b>Total</b>    | <b>76</b>                       | <b>10</b>                        |   |

**Table 2** Number of Population and Samples of Community Enterprise Members Participated in the Investigation

| District        | Number of Sample of Community Enterprises | Name of Community Enterprises  | Population (Person) | Sample (Person) |
|-----------------|---|--|---------------------|-----------------|
| 1. Bangpli Yai  | 1   | Bangpli Yai Glassblowing Group   | 25                  | 10              |
| 2. Bang Kaew    | 2   | 1. Thip Mongkol Bang Kaew  | 25                  | 10              |
|                 |   | 2. Matchurin Community   | 25                  | 10              |
| 3. Bang Pla     | 3   | 1. Suan Kaow San Farm Woman  | 25                  | 10              |
|                 |   | 2. Healthy Drink, Bang Pla District  | 25                  | 10              |
|                 |   | 3. Charlie Group-Wan Community Development   | 25                  | 10              |
| 4. Bang Chalong | 2   | 1. Learning Center for Bakery, Processed Hyacinth and Applied Arts from Punnikar Decoupage | 25                  | 10              |
|                 |   | 2. Thai Wisdom Learning Center, Samutprakan Province                                       | 25                  | 10              |
| 5. Raja Thewa   | 1   | Raja Thewa Agricultural Community  | 8                   | 3               |
| 6. Nong Prue    | 1   | Nong Prue Farm Woman   | 12                  | 5               |
| <b>Total</b>    | <b>10</b>                                 |  | <b>220</b>          | <b>88</b>       |

The additional groups of population were sampled from other related community enterprise officers including Bangpli District of Agricultural Extension Office; community leaders, headmen, or headman assistants who were available for research procedure. Purposive sampling of nine samples was performed. The first sample group was consisted of 97 members with 94 replies. It was accounted for 97% which was acceptable (Aaker, Kumar, Leone and Day, 2006, p. 237). Quantity, ratio, average, standard deviation, and T-test were used to analyze data.

**Stage 2** Data from the study of PLO conditions for CED in Bangpli District, Samutprakan Province, was collected to analyze factors of the PLO from aforementioned communities for CED. The data collection was performed to examine the state of being of the learning organization, and to establish the model of structured PLO in Bangpli District. The research methodology was to specify interview group to the second sample group including seven participants who were community enterprise leaders or head of related organizations. The data was then synthesized to model PLO for CED in Bangpli District, Samutprakan Province. The statistic used in this analysis was a Confirmatory Factor Analysis (CFA).

**Stage 3** The study of the model started from the verification of research tools. The three experts examined the Index of Item Objective Congruence and selected the questions with IOC value ranging from 0.60 to 1.00. The questions were distributed to the third sample group with the total number of 15 participants who were community enterprise leaders or other related organization leaders. The guidelines of PLO conditions for CED in Bangpli District, Samutprakan Province, were acquired. Standard deviation and T-test were used to analyze data.

**Table 3** A Summary of Population and Samples in the Investigation

| Population and Samples  | Population (Person) | Sample (Person) | Actual Participation (Person) |
|---|---------------------|-----------------|-------------------------------|
| <b>Group 1</b>  |                     |                 |                               |
| 1. Members, heads and representatives of community enterprises  | 769                 | 88              | 88                            |
| 2. Officers from other related organizations and Bangpli District of Agricultural Extension Office including community leaders, headmen or headman assistants | 30                  | 9               | 6                             |
| <b>Total</b>  | <b>799</b>          | <b>97</b>       | <b>94</b>                     |



**Table 3 (Cont.)**

| Population and Samples  | Population (Person) | Sample (Person) | Actual Participation (Person) |
|---|---------------------|-----------------|-------------------------------|
| <b>Group 2</b>  |                     |                 |                               |
| Heads of District of Agricultural Extension Office and community leaders including headmen, headman assistants, chief and delegates of community enterprises in six sub districts of Bangpli District | 24                  | 7               | 7                             |
| <b>Total</b>  | <b>24</b>           | <b>7</b>        | <b>7</b>                      |
| <b>Group 3</b>  |                     |                 |                               |
| Heads of District of Agricultural Extension Office and community leaders including headmen, headman assistants, chief and delegates of community enterprises in six sub districts of Bangpli District | 24                  | 15              | 15                            |
| <b>Total</b>  | <b>24</b>           | <b>15</b>       | <b>15</b>                     |
| <b>Overall</b>  | <b>847</b>          | <b>119</b>      | <b>116</b>                    |

**2. T-test value for the study**

If the average was either higher or equal to 3.50 at significant value .05, the condition of the PLO for CED in Bangpli District, Samutprakan Province, occurred.

**Results**

1. The results revealed the condition of the PLO for CEs in Bangpli District, Samutprakan Province, with the state of being of the learning organization, the participatory state, and the Act of Community Enterprise Promotion Guidelines in Table 4, 5, 6 and 7, respectively.

**Table 4** Average, Standard Deviation, T Value and P Value of Samples' Responses to the Learning Organization

| Questions   | 94 Samples (Person) |      | t     | p     | Meaning |
|---|---------------------|------|-------|-------|---------|
|   | $\bar{x}$           | S    |       |       |         |
| ● The State of Being of the Learning Organization | 4.28                | 0.36 | 20.82 | .000* | High    |
| 1. Personal Mastery                               | 4.41                | 0.32 | 18.94 | .000* | High    |
| 2. Mental Model                                   | 4.43                | 0.43 | 19.38 | .000* | High    |
| 3. Team Learning                                  | 4.31                | 0.39 | 18.66 | .000* | High    |
| 4. Shared Vision                                  | 4.40                | 0.37 | 20.96 | .000* | High    |
| 5. System Thinking                                | 4.20                | 0.43 | 15.29 | .000* | High    |
| 6. Technology                                     | 4.08                | 0.54 | 10.20 | .000* | High    |

\* Significance Level at .05

As shown in Table 4, the Learning Organization was demonstrated in the state of the PLO for CEs in Bangpli District, Samutprakan Province. The state of being of the learning organization is significantly high ( $\bar{x} = 4.28, S = 0.36$ ). Comparing to the criteria, the average is statistically higher than 3.50. To consider each question, it is found that Personal Mastery, Mental Model, Team Learning, Shared Vision, System Thinking and Technology are significantly high ( $\bar{x} = 4.41, 4.43, 4.31, 4.40, 4.20, 4.08$  and  $S = 0.32, 0.43, 0.39, 0.37, 0.43, 0.54$ ), respectively. Comparing to the criteria, the average is statistically higher than 3.50 which could be explained that the state of being of the PLO condition for CEs in Bangpli District, Samutprakan Province occurred.

**Table 5** Average, Standard Deviation, T Value and P Value of Samples' Responses to Participation

| Questions                        | 94 Samples (Person) |      | t     | p     | Meaning |
|----------------------------------|---------------------|------|-------|-------|---------|
|                                  | $\bar{x}$           | S    |       |       |         |
| ● Participation                  | 4.24                | 0.47 | 15.36 | .000* | High    |
| 1. Objectives                    | 4.22                | 0.56 | 12.04 | .000* | High    |
| 2. Benefits                      | 4.18                | 0.63 | 9.78  | .000* | High    |
| 3. Relationship                  | 4.31                | 0.57 | 13.79 | .000* | High    |
| 4. Leadership                    | 4.45                | 0.46 | 18.96 | .000* | High    |
| 5. Organizational Support        | 4.04                | 0.62 | 8.49  | .000* | High    |
| 6. Social and Economic Condition | 4.40                | 0.46 | 17.60 | .000* | High    |

\* Significance Level at .05

As shown in Table 5, the Participation was demonstrated in the state of the PLO for CEs in Bangpli District, Samutprakan Province. The state of being of the Participation is significantly high ( $\bar{x} = 4.24$ ,  $S = 0.47$ ). Comparing to the criteria, the average is statistically higher than 3.50. To consider each question, it is found that Objectives, Benefits, Relationship, Leadership, Organizational Support, and Social and Economic Condition are significantly high ( $\bar{x} = 4.22, 4.18, 4.31, 4.45, 4.04, 4.04$  and  $S = 0.56, 0.63, 0.57, 0.46, 0.62, 0.46$ ), respectively. Comparing to the criteria, the average is statistically higher than 3.50 which could be explained that the state of being of the PLO for CED in Bangpli District, Samutprakan Province, occurred.

**Table 6** Average, Standard Deviation, T Value and P Value of Samples' Responses to the Community Enterprise Promotion Act Guidelines

| Questions   | 94 Samples (Person) |      | t     | p     | Meaning |
|---|---------------------|------|-------|-------|---------|
|   | $\bar{x}$           | S    |       |       |         |
| ● The Community Enterprise Promotion Act Guidelines | 4.22                | 0.40 | 13.48 | .000* | High    |
| 1. Network Management for Community Enterprises     | 4.35                | 0.45 | 16.95 | .000* | High    |
| 2. Missions of Community Enterprise Committee       | 3.95                | 0.54 | 8.14  | .000* | High    |
| 3. Community Enterprise Enhancement Guidelines      | 4.13                | 0.54 | 11.29 | .000* | High    |

\* Significance Level at .05

As shown in Table 6, the Community Enterprise Promotion Act Guidelines were demonstrated in the state of the PLO for CEs in Bangpli District, Samutprakan Province. The state of being of the Participation is significantly high ( $\bar{x} = 4.24$ ,  $S = 0.47$ ). Comparing to the criteria, the average is statistically higher than 3.50. To consider each question, it is found that Objectives, Benefits, Relationship, Leadership, Organizational Support, and Social and Economic Condition are significantly high ( $\bar{x} = 4.22, 4.18, 4.31, 4.45, 4.04, 4.04$  and  $S = 0.56, 0.63, 0.57, 0.46, 0.62, 0.46$ ), respectively. Comparing to the criteria, the average is statistically higher than 3.50 which could be explained that the state of being of the PLO condition for CEs in Bangpli District, Samutprakan Province, occurred.



**Table 7** Average, Standard Deviation, T Value and P Value of Samples' Responses to the Condition of the Participatory Learning Organization for Community Enterprises in Bangpli District, Samutprakan Province

| Questions  | 94 Samples (Person) |      | t     | p     | Meaning |
|--|---------------------|------|-------|-------|---------|
|  | $\bar{x}$           | S    |       |       |         |
| The State of Being a Participatory Learning Organization | 4.25                | 0.36 | 18.52 | .000* | High    |
| ● The Learning Organization                              | 4.28                | 0.36 | 20.82 | .000* | High    |
| ● The Participation                                      | 4.24                | 0.47 | 15.36 | .000* | High    |
| ● The Community Enterprise Promotion Act Guidelines      | 4.22                | 0.40 | 13.48 | .000* | High    |

\* Significance Level at .05

As shown in Table 7, the study of the state of the PLO for CEs in Bangpli District, Samutprakan Province demonstrates that the state of being of the PLO is significantly high ( $\bar{x} = 4.25$ ,  $S = 0.36$ ). Comparing to the criteria, the average is statistically higher than 3.50 which could be explained that the state of being of the PLO condition for CEs in Bangpli District, Samutprakan Province, occurred.

2. The results show factors of a PLO for CED of Bangpli District in Samutprakan Province in Table 8

**Table 8** Statistics Subsequent to Factors Extraction by Principal Component Analysis Indicating the Factors of the Organization of a Participatory Learning Organization for Community Enterprise Development of Bangpli District in Samutprakan Province

|   | Component Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|---|-------------------------------|---------------|--------------|-------------------------------------|---------------|--------------|
|   | Total                         | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1 | 9.096                         | 60.638        | 60.638       | 9.096                               | 60.638        | 60.638       |
| 2 | 1.892                         | 12.613        | 73.251       | 1.892                               | 12.613        | 73.251       |
| 3 | 0.992                         | 6.610         | 79.861       |                                     |               |              |
| 4 | 0.820                         | 5.467         | 85.328       |                                     |               |              |
| 5 | 0.550                         | 3.664         | 88.992       |                                     |               |              |
| 6 | 0.453                         | 3.020         | 92.012       |                                     |               |              |
| 7 | 0.266                         | 1.774         | 93.786       |                                     |               |              |
| 8 | 0.252                         | 1.681         | 95.467       |                                     |               |              |

As shown in Table 8, a factor analysis of the PLO condition for CEs in Bangpli District, Samutprakan Province, was performed to explore a structure of a PLO for CED of Bangpli District in Samutprakan Province. The selection of eigenvalues, which were equal to or higher than one, demonstrated that there were two factors relating to the PLO condition for CEs in Bangpli District, Samutprakan Province. The first factor was the state of being of a PLO which demonstrated the variance of the original variable (Eigenvalues = 9.096) and its ratio is 60.638. The second factor was the CEs supporting guidelines which demonstrated the variance of the original variable (Eigenvalues = 1,892) and its ratio is 12.613.

3. The findings of the establishment and the analysis of factors of a PLO for CED of Bangpli District in Samutprakan Province led to the interview protocol which was participated specifically by leaders of CEs or other related organizations. The interview results suggested that a PLO was an integral part in supporting CEs. Nonetheless, the participation which seems to be a personal consideration was a drive for a continuous operation of CEs. Therefore, the researcher also performed a confirmatory factor analysis of a PLO for CED of Bangpli District in Samutprakan Province as shown in Figure 2.

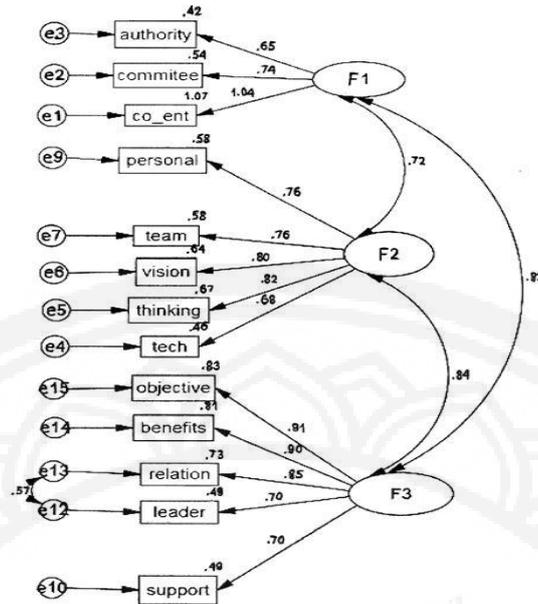


Figure 2 A Result of Multi-Factor Congeneric Model

Chi-Square = 446.18, df = 61, p = .102

RMSEA = 0.053, GFI = 0.912, IFI = 0.902, CFI = 0.998

From Figure 2, it is found that after the adjustment, the following values are reported as Chi-Square = 446.18, df = 61, p = .102. The p-value is higher than the indicated level of significance (0.05). Additionally, the values of GFI, IFI and CFI are higher than 0.9. Also, RMSEA value is between 0.05 and 0.08. Therefore, the model is in line with the empirical evidence of the interview results from leaders of CEs or other related organizations. In other words, the adjustment of this new model was performed by lessening the two related variables which were Mental Model and Social and Economic Condition, and the two-way-arrows were also created to illustrate the relationship of e12 and e13 as aforementioned variables.

In summary, the model of a confirmatory factor analysis of a PLO for CED of Bangpli District in Samutprakan Province demonstrated certain factors related to The Community Enterprise Promotion Act Guidelines (F1) including Network Management for Community Enterprise, Missions of Community Enterprise Committee, and Community Enterprise Enhancement Guidelines. Besides, factors which encouraged the state of being a learning organization (F2) were Personal Mastery, Team Learning, Shared Vision, System Thinking, and Technology. Last, participatory factors (F3) were Objectives, Benefits, Relationship, Leadership, and Organizational Support.

4. The suitability investigation of a PLO for CED of Bangpli District in Samutprakan Province is presented in Table 9, 10, 11 and 12, respectively.



**Table 9** Average, Standard Deviation, T Value and P Value of Samples' Opinion towards the State of Being a Learning Organization

| Questions   | 15 Samples |      | t     | p     | Meaning |
|---|------------|------|-------|-------|---------|
|   | $\bar{x}$  | S    |       |       |         |
| ● The State of Being of the Learning Organization | 4.81       | 0.14 | 36.05 | .000* | Highest |
| 1. Personal Mastery                               | 4.80       | 0.18 | 27.91 | .000* | Highest |
| 2. Team Learning                                  | 4.83       | 0.17 | 30.81 | .000* | Highest |
| 3. Shared Vision                                  | 4.80       | 0.23 | 22.20 | .000* | Highest |
| 4. System Thinking                                | 4.85       | 0.23 | 22.54 | .000* | Highest |
| 5. Technology                                     | 4.81       | 0.14 | 36.05 | .000* | Highest |

\* Significance Level at .05

As shown in Table 9, the respondents demonstrates the highest level ( $\bar{x} = 4.81$ ,  $S = 0.14$ ) of the suitability of a PLO for CED of Bangpli District in Samutprakan Province in terms of the Learning Organization. Comparing to the criteria, the average is statistically higher than 3.50. To consider each question, it is found that Personal Mastery, Team Learning, Shared Vision, System Thinking and Technology are significantly highest ( $\bar{x} = 4.80, 4.83, 4.80, 4.85, 4.81$  and  $S = 0.18, 0.17, 0.23, 0.23, 0.14$ ), respectively. Comparing to the criteria, the average is statistically higher than 3.50 which could be explained that the Learning Organization met the state of being of the PLO condition for CEs in Bangpli District, Samutprakan Province. The two most significant factors, System Thinking and Team Learning, were also reported by community members.

**Table 10** Average, Standard Deviation, T Value and P Value of Samples' Opinion towards the Participation

| Questions                 | 15 Samples |      | t     | p     | Meaning |
|---------------------------|------------|------|-------|-------|---------|
|                           | $\bar{x}$  | S    |       |       |         |
| ● The Participation       | 4.86       | 0.18 | 28.61 | .000* | High    |
| 1. Objectives             | 4.88       | 0.25 | 21.64 | .000* | High    |
| 2. Benefits               | 4.90       | 0.28 | 19.34 | .000* | High    |
| 3. Relationship           | 4.84       | 0.20 | 25.59 | .000* | High    |
| 4. Leadership             | 4.86       | 0.22 | 23.81 | .000* | High    |
| 5. Organizational Support | 4.83       | 0.18 | 28.61 | .000* | High    |

\* Significance Level at .05

As shown in Table 10, the respondents demonstrates the highest level ( $\bar{x} = 4.86$ ,  $S = 0.18$ ) of the suitability of a PLO for CED of Bangpli District in Samutprakan Province in terms of the Participation. Comparing to the criteria, the average is statistically higher than 3.50. To consider each question, it is found that Objectives, Benefits, Relationship, Leadership, and Organizational Support are significantly highest ( $\bar{x} = 4.88, 4.90, 4.84, 4.86, 4.83$  and  $S = 0.25, 0.28, 0.20, 0.22, 0.18$ ), respectively. Comparing to the criteria, the average is statistically higher than 3.50 which could be explained that the Participation met the state of being of the PLO condition for CEs in Bangpli District, Samutprakan Province. The two most significant factors, Benefits and Objectives, were also responded by community members.



**Table 11** Average, Standard Deviation, T Value and P Value of Samples' Opinion towards The Community Enterprise Promotion Act Guidelines

| Questions   | 15 Samples |      | t     | p     | Meaning |
|---|------------|------|-------|-------|---------|
|   | $\bar{x}$  | S    |       |       |         |
| ● The Community Enterprise Promotion Act Guidelines | 4.81       | 0.18 | 28.53 | .000* | High    |
| 1. Network Management for Community Enterprises     | 4.75       | 0.31 | 12.45 | .000* | High    |
| 2. Missions of Community Enterprise Committee       | 4.85       | 0.16 | 33.07 | .000* | High    |
| 3. Community Enterprise Enhancement Guidelines      | 4.82       | 0.26 | 19.75 | .000* | High    |

\* Significance Level at .05

As shown in Table 11, the respondents demonstrates the highest level ( $\bar{x} = 4.81$ ,  $S = 0.18$ ) of the suitability of a PLO for CED of Bangpli District in Samutprakan Province in terms of The Community Enterprise Promotion Act Guidelines. Comparing to the criteria, the average is statistically higher than 3.50. To consider each question, it is found that Network Management for Community Enterprises, Missions of Community Enterprise Committee, and Community Enterprise Enhancement Guidelines are significantly highest ( $\bar{x} = 4.75$ , 4.85, 4.82 and  $S = 0.31$ , 0.16, 0.26), respectively. Comparing to the criteria, the average is statistically higher than 3.50 which could be explained that The Community Enterprise Promotion Act Guidelines met the state of being of the PLO condition for CEs in Bangpli District, Samutprakan Province. The two most significant factors, Missions of Community Enterprise Committee, and Community Enterprise Enhancement Guidelines, were also reported by community members.

**Table 12** Average, Standard Deviation, T Value and P Value of Samples' Opinion towards the Suitability of a Participatory Learning Organization Model for Community Enterprise Development of Bangpli District in Samutprakan Province

| Questions  | 15 Samples |      | t     | p     | Meaning |
|--|------------|------|-------|-------|---------|
|  | $\bar{x}$  | S    |       |       |         |
| ● The Suitability of the Model                       | 4.83       | 0.28 | 30.42 | .000* | Highest |
| 1. The Learning Organization                         | 4.81       | 0.14 | 36.05 | .000* | Highest |
| 2. The Participation                                 | 4.86       | 0.18 | 28.61 | .000* | Highest |
| 3. The Community Enterprise Promotion Act Guidelines | 4.82       | 0.26 | 19.75 | .000* | Highest |

\* Significance Level at .05

As shown in Table 12, the respondents demonstrates the highest level ( $\bar{x} = 4.83$ ,  $S = 0.28$ ) of the suitability of a PLO for CED of Bangpli District in Samutprakan Province. Comparing to the criteria, the average is statistically higher than 3.50. To consider each question, it is found that the Learning Organization is significantly reported highest ( $\bar{x} = 4.81$  and  $S = 0.14$ ), the Participation is significantly reported highest ( $\bar{x} = 4.86$  and  $S = 0.18$ ), and the Community Enterprise Promotion Act Guidelines is significantly reported highest ( $\bar{x} = 4.821$  and  $S = 0.18$ ). Comparing to the criteria, the average is statistically higher than 3.50 which could be explained that the state of being of the PLO condition for CEs in Bangpli District, Samutprakan Province, was appropriate.



### A Summary of Research Results

1. The results showed that the overall condition of a PLO in terms of the state being of a learning organization, the participation, and the Community Enterprise Promotion Act guidelines were high. Comparing to the criteria, it was grounded that the results were statistically significant.

1.1 The state of being the PLO was consisted of 1) Personal Mastery including participating activities to create learning process and enhancing skills, as well as applying knowledge, to create value in lives; 2) Team learning including teamwork, knowledge exchange, listen and accept others' opinion; 3) Shared vision including self-construct vision and participation for future goal of community enterprise; 4) System thinking including systematic plan for solution; and 5) technology including a method of implementing new knowledge and technology to operation, approaching technology and applying electronics tools to connect effectively.

1.2 The Participation was consisted of 1) clear objectives in life, encouragement of sharing opinions among community members, proposals of new ideas, acceptance of each other's views, creativity for product development, and support for learning process and persistent self-development; 2) equal division of benefits, clear budget and expenditure, and rational management; 3) good relationship, trust among members, encouragement when mistakes occur; 4) a role model leaders pushing forward learning process, love and unity among community members, accepting others' opinion and having decentralization management which independently allows decision making; and 5) organizational support instructing members of CEs to sustain their operation or products and inventing new methods in initiating benefits to CEs, as well as other participated organizations, to help create new products to the community and reward community members as their encouragement.

1.3 The Community Enterprise Promotion Act Guidelines were consisted of 1) managing system, scope of work, clear regulations, other organizations' support of necessary resources, and flexibility from organization regulations; 2) missions of Community Enterprise Committee including the allocation of annual budget management supporting the operation of community enterprise throughout the year, cooperative assistance with other organizations supporting CEs, opinion sharing session among staff and from different sections, and knowledge sharing from experts to members; and 3) Community Enterprise Enhancement Guidelines including the allocation of products development organization, any activities support CEs' pride, solution support from various perspectives, encouragement to critical thinking based on personal skills.

2. From the study of factors of the organization of a PLO for CEs of Bangpli District in Samutprakan Province, it was found that there were two factors establishing the CEs which were a factor of the state of being of the organization of a learning organization and participation, and a factor of community organization support guidelines. From the analysis of the interview results specifically to community and other related organization leaders, it was found that the state of being a learning organization mainly supported the operation of the organization. Also, the factor of participation could be considered as a separate factor because participation is, in fact, a personal consideration of devotion to the communities. This separation should bring a clearer message to the development of community organization.

3. The factor analysis results of the model of constructed PLO for CEs of Bangpli District in Samutprakan Province showed that specific interview and a Confirmatory Factor Analysis of a PLO for CED of Bangpli District in Samutprakan Province indicated certain models including the factor of learning organization, the factor of participation, and the factor of The Community Enterprise Promotion Act. Also, the suitability of a PLO model for CED of Bangpli District in Samutprakan Province, in terms of the Community Enterprise Promotion Act



guidelines, was reported the highest level. The model included the factor of the learning organization state in which members had systematic thinking and worked as a team. Next, the factor of participation which the members realized their benefits and losses, and comprehensively realized the purposes of the community. Furthermore, the Community Enterprise Promotion Act Guidelines should be persistently and operatorily managed by the community enterprise committee and the guidelines should support the development of the community.

### Discussion

From the study of the state of being a PLO for CED of Bangpli District in Samutprakan Province and the model of a PLO for CED of Bangpli District in Samutprakan Province, it was found that the factors of a PLO were high. The result was also significantly higher than the criteria. This might be because members and other related agents are in charge of developing their own community with personal mastery, leader counselor and knowledge development from other related organizations including non-formal education centers, sub-district administration organization or local district institution, etc. These results are in line with Peter Senge's findings (Senge, 1990, pp. 5-11) which states that personnel should advance their knowledge and personal skills. The results of this study are also in line with Michael Marquardt's notion (Marquardt, 1996, p. 55) which states that the management of any organizations should be regulated by the policies to support individual knowledge and skill development. Also, knowledge training would bring about learning process to the members. Moreover, the results are also in line with Thongrassamee's (2014, p. 98) investigation of "Management Model for Becoming a Learning Organization of Southeast Bangkok College". The study of Thongrassamee demonstrates that the state of being a learning organization can be encouraged by supporting the learning and studying environment, indicating the significance of public sphere, and working as a team. Furthermore, this investigation is also in line with Chaiyasri's (2009) study of Development Tactics of Community Enterprise of Agricultural Group of Phakong Village, Huaysom Sub-district, Phukradueng District, Loei Province which was found that the organization structure is managed overtly with elected committee. At the same time, rules and regulations are created based on mutual agreement. Members are also developed by attending the meeting or training, and going on a field trip. Activities including strategic planning, manufacturing control, networking, supporting of raw material, market and knowledge sharing are also held to strengthen members' unity and devotion along with monthly cooperation for organization development. The study is also in line with Visavateeranon and Wibulma (2016, p. 189) whose investigation titled "Strong Communities for Creating Communities Sustainability in Bangkok Metropolitan: Success Indicators and Lessons in Community" found that planning vision and direction could help developing systematic community. Also, members apply the economy sufficiency philosophy to autonomously operate their community and create activities. Besides, this investigation is in line with Visavateeranon's (2017, pp. 252-253) study of The Lesson Learnt from Development of Village in the Mountainous Plain Development Project of Sakaeo-Prachin Buri under Royal Initiative which was found that the issue of applying wisdom knowledge to create local professions is supported by community knowledge sharing, transferring knowledge to younger generation, knowledge creation activities and unity support. Furthermore, this study is in line with Soodkeeree's (2015, pp. 13-14) study of Sustainable Community Development Model which was found that organization development required participation for escalating the community with knowledge sharing and beneficial offers.

For the Participatory factor, it was found that the overall state of being is high. Comparing to the criteria, it was found statistically high since the concept of CEs were derived from community gathering to generate income



to members themselves and their families. The gathering was expanded with clear and mutual objectives. The majority of members were unemployed housewives who took care of their children at home. The gathering brought the members income to the families. Having considerate leaders also creates a good relationship between leaders and members, thus bringing about respectfully and devotedly participation to the communities. Furthermore, financially support and observation from government organization showed external interest which could lessen the isolation of CEs. This finding is in line with Nuchanart's study (2015, pp. 103–104) titled "An Analysis of the Success of Community Enterprise: A Case Study of Chemical-free Local Vegetable Growers in Singhanat Subdistrict, Lat Bua Luang District, Phra Nakhon Si Ayutthaya" which was found that the autonomous CEs demonstrated a better life quality after the community gathering. The average income was increased and sufficient for living expense. Also, movie saving was could be a new method of welfare for a betterment among members in CEs. This investigation is also in line with Visavateeranon and Wibulma's study (2016, p. 192) titled "Strong Communities for Creating Communities Sustainability in Bangkok Metropolitan: Success Indicators and Lessons in Community" which found that a participatory community for development associate represents the participation of community members in mutual realization, opinion presentation, and decision making by applying Sufficiency Economy Philosophy to plan systematic community. The community also established a learning center for manufacturing their products lessening their expenditure and assist family wellness. In addition, the study of Soodkeeree (2015, pp. 13–15) titled "Sustainable Community Development Model" found that good leadership characteristics would help CEs develop local economy and share mutual visions with the members. The leaders should also accept diverse opinion and participation from members, shared benefits, respect the elders, and create unity and caring society. The investigation is also in line with Sawangsri and Puakfak's (2015, pp. 161–162) study which examined "The Affecting Factors of Woman's Participation in Community Development Case Study Samchuk, Suphanburi". It is found that the voluntary participation from female members demonstrated mutual notion of social structure, belief, value, tradition and attitude.

For the factor of the Community Enterprise Promotion Act guidelines, it is found that the overall state of being including organization was high. Comparing to the criteria, it was found statistically higher than the criteria. This might be because the operation of CEs must include rules, regulations and clear job description to members. Also, the organization should be managed by the committee which properly and continuously supports CEs and budget by financial organizations. The community should also channel network for the CEs' operation and support guidelines for the products including product development and presentation, public relation to the products or local activities. The study is also in line with Visavateeranon's (2016, pp. 49–57) study of The Development of Sustainable Villages which was found that community development required mental, profession, and system development. Various activities including economy and society should be held.

Fundamental facility for domestic sphere by using the Sufficiency Economy Philosophy, fund raising for community development and money saving project would depend on members' participation, understanding and unity of members. Government organization support, knowledgeable and devoting leaders, committee boards, governmental support, leaders with strength and devotion, village committee, project advisor and coordinator to governmental sections, scholars from institutes who benefit from the projects, financial and knowledge support from governmental sections in supporting community members to effectively work and develop themselves, as well as local products to reach standard with participation to support further development and assist the operation of CEs. This study is additionally in line with Chaiyasri's (2009) investigation which examined Development



Tactics of Community Enterprise of Agricultural Group of Phakong Village Huaysom Sub-District Phukradueng District Loei Province. It was found that government organization provided financial support, and indicated clear responsibilities and regulations. Members then had more income. Families and community were better united. The state of being of people's organization gained acceptance and help develop the community. The aspect of budget management brought about money saving from shares to gain acceptance. These activities were performed to generate income to the community by using community enterprise capital. It is in line with the Community Enterprise Promotion Act B.E. 2548 (2005) which categorizes issues of Community Enterprise Management, Community Enterprise Committee, and Community Enterprise Guidelines. The support of CEs for the development should also consider production and service which are provided by united members. These members share collective lifestyle and operate the enterprises to generate income to themselves, family, their own and other communities.

### Recommendations

Some recommendations are offered to the study. 1) The majority of community enterprise members are unemployed housewives whose income was from their own family members. If family gathering occurs, the members tend to devote and gain more benefits from their free time which possibly creates more income to the family. Leaders should possess knowledge, acceptance, and trust. They should also be employed to avoid financial problem and issues of organizational operation. 2) There should be organizations, either from public and private sectors, who can provide knowledge to develop CEs and source for budget to manage the development of CEs. 3) The members' participation brings about trust, sincere, care and unity to structure working environment for the society and regularly held activities for sustainability. 4) Research findings can be used as a guideline for communities in other areas. The construction of the organization can be developed by considering characteristics which are in accordance with the learning factors emphasizing members' participation and guidelines to support knowledge, professional skills, and held activities with proper budget for future efficiency.

Future investigation is suggested to perform a comparative study of CEs from different time periods. Also, the study of community enterprise operation under specified budget or budget allocation from government or private sections is recommended. The study of CEs in other sub district or provinces to explore unstated factors which might local affect CEs in other context is also recommended. Besides, the study of a relationship of merging CEs and the sustainability of CEs is recommended to set a road map for national CEs' operation.

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