



Enhancing Community Leaders' Potential for Steering Sufficiency Economy Philosophy in Rang Ka Yai Sub-District, Phimai District, Nakhon Ratchasima Province

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Abstract

The objectives of this study were: 1) to investigate guidelines for enhancing community leaders' potential for steering the Sufficiency Economy Philosophy; 2) to enhance community leaders' potential using participatory action research; and 3) to support information and learning related to the holistic steering of Sufficiency Economy Philosophy. The study employed the participatory action research and key informant were 20 community leaders and officials at Rang Ka Yai Sub-district. The study aimed to find guidelines for the community leaders for steering the Sufficiency Economy Philosophy through to the follow-up for providing information on the leaders' continuing actions within the community.

The study showed the following results: 1) The majority of the community leaders had their occupation in agriculture. For the community leader potential in terms of leader characteristics and performance as the leaders' roles according to the sufficiency economy philosophy was perceived by the people in the community at the high level. 2) The operation of steering the sufficiency economy philosophy, the results showed that community leaders, made changes in their paradigm and implemented the guidelines to improve the community. 3) Results on the support of information and learning related to the holistic steering of Sufficiency Economy Philosophy found that the leaders forwarded knowledge in the process of steering the Sufficiency Economy Philosophy which leaded to the development of the community potential of learning skills and the ability lives based on the strong self-dependency.

Keywords: Enhancing Potential, Sufficiency Economy Philosophy, Community Leaders*

Background and Significance of the Study

Thailand's economic is in the form of capitalism with high competition and monopoly causing a conflict of interest and injustice. Surviving within this situation leads to a strong need to develop new types of economy that is suitable for Thai society with the change in economy structure and policy to be effective, justice and sustainable. From this reason, Sufficiency Economy Philosophy created by His Majesty King Bhumibol is introduced to Thailand with the ultimate goal of developing the country to survive in this economic crisis (Office of the National Economics and Social Development Board, 2012). Sufficiency Economy Philosophy is the guideline for life for all Thai people with the foundation of moderation, reasonableness, and self-immunity to the rapid changes through the use of knowledge for balance in life with consideration of ethics. This includes the decrease in outside-reliance with results in sustainable strength of the community (Upromai, 2008, p. 17).

This philosophy has been integrated in National Economics and Social Development Plan Volume 8 to 12, the present one with the focus on citizen as the center of the development in all aspects and steered towards the actual performances in all levels with the moderation and integration in the country development (Office of the National Economics and Social Development Board, 2012). The economic crisis has led the community to rely on themselves by analyzing their potential through collaborative learning and being in the unity to strengthen their community by integrating this Sufficiency Economy Philosophy into their lives. Community leaders are thus



considered a significant factor in community development including both formal and informal community leaders. Their duty is to search, manage and create potential learning process in the community. Community leaders must not only understand this philosophy thoroughly and create learning society but also integrate this philosophy in everyday life in relation to the present context to create immunity for community.

This research emphasizes on major factors for steering Sufficiency Economy Philosophy in holistic way at Rang Ka Yai Sub-District, Phimai District, Nakhon Ratchasima Province, in particular enhancing community leaders' potentials to integrate this Sufficiency Economy Philosophy from the members to household and to community using sustainable household account, job development and Sufficiency Economy Philosophy village.

Objectives

1. To study ways of enhancing community leaders' potential for steering sufficiency economy philosophy
2. To drive sufficiency economy philosophy to enhance community leaders through participation research
3. To provide information and learning to move forward sufficiency economy philosophy in general

Delimitation and Limitation of the Study

Participatory action research is employed in this study in data collection, self-knowledge development and plan implementation to ensure the potential of community based on this philosophy and collaboration in 20 areas of Rang Ka Yai Sub-District, Phimai District, Nakhon Ratchasima Province. Owing to this rationale, the research entitled "Enhancing Community Leaders' Potential for Steering Sufficiency Economy Philosophy in Rang Ka Yai Sub-District, Phimai District, Nakhon Ratchasima Province" focuses on developing community leaders' potentials in both concept and practice using data from participatory action research to create model of Sufficiency Economy Philosophy village in holistic and sustainable way.

Conceptual Framework and Literature Review

Theory and related literature review on Enhancing Community Leaders' Potential for Steering Sufficiency Economy Philosophy in Rang Ka Yai Sub-District, Phimai District, Nakhon Ratchasima Province includes theory of leadership and Sufficiency Economy Philosophy as follows (Tantiwetchakul, 2007, p. 54; Office of the National Economics and Social Development Board, 2012). Leadership is defined as influential person who inspires, has effective communication skills and leads the subordinators to perform the activity collaboratively to effectively achieve the organization's goal. Sritong (2009, p. 3) defines leadership as the potential person that brings the members to collaboratively think, perform and improve the community. The leaders also assist the members to collaboratively achieve the goal. Characteristics of community leaders are 1) knowledgeable in particular field, 2) having members, 3) capable of utilizing the knowledge and 4) having potential. To conclude, community leaders are knowledgeable, capable, being a moderator to support, cooperate and lead the members to effectively performs the community activity. Chongvisal (2013, p. 9) categorized the community leaders into formal and informal leaders. The first type is the natural leaders that have long relationship and respect from their dedication to the community while the latter type comes from the election or promotion with clear responsibility in the position. Community leaders' potential and community development should be both developed because the leaders are the key factor for communities survive and growth in current situation.



Sufficiency Economy Philosophy has been created by His Majesty King Bhumibol for Thai people as appeared in his speech in 1974 "...the country should be developed step by step from the foundation after an economic crisis in 1997. This philosophy should be used as a guideline to solve the problem in a sustainable way under the change of globalization era. The king also emphasized in his speech on December 4th, 2000 that "... saving not stingy and being flexible with reasons are considered Sufficiency Economy. This will help Thai people to live happily..." The scholar elaborates his philosophy as in the study from Tantiwetchakul (2007, p. 45), the former secretary of the Office of Royal Development Project Boards that this economy is a self-reliance with strong economic foundation and people can rely on themselves and live sufficiently. This philosophy is easy to understand and can be brought into practice. Wasi (2007, pp. 5–10) states that there are 7 qualities in sufficiency namely sufficiency for everyone, mind, environment, community, wisdom, culture and stability. Sufficiency leads to balance and Sufficiency Economy Philosophy can be referred to differently as a Foundation Economy and Balanced Economy. Upromai (2008, p. 17) pinpoints the Sufficiency Economy Philosophy as the concept for life with moderation and reasonableness for individuals, families and society with regulation and sustainability. The goal of this philosophy is to stimulate the society to think of living life in moderation and adapt to change in current situation in Thailand. Sufficiency Economy Philosophy is the foundation in life with self-dependence and consists of 5 aspects: 1) mind: awareness and creativity for the nation, 2) society: support and networking, 3) natural resources and environment: smart management and value creation, 4) technology: meeting the needs and suitable for environment, created from wisdom and 5) economy: decrease in spending and living moderately. Puang-ngam, (2010, p. 142) states that this philosophy emphasizes on living one's life under sufficiency with moderation, reasonableness, self-immunity with appropriate knowledge for balance in life and consideration in morals and honesty from person to nation and cease dependence from external factors to strengthen the community in a sustainable way. This philosophy is a guiding instrument for person to nation to move forwards with moderation, consciousness, mindfulness and reasonableness in line with knowledge and ethics.

Enhancing leaders' potential are defined variedly on fields and implication, and French scholar in Postmodern era called Foucault refers to power as the living forces related to all aspects in human interaction. It is claimed that where there is "power", "knowledge" exists and in reverse.

To pose a power one must intact with individual, individual is an instrument for thought and force the activity to express the "power" (Foucault, 1980, pp. 109–110). Wellerstein (1993) indicated that empower is a social procedure to support individual and community to select and identify their future. Empowering community is a connection between individuals and community that receiving the power and can be developed in decision making and change. This community empower creates balance in resource management, problem-solving skill, raising awareness, and most importantly creating collaboration that leads to social change and enhancing individual's power from resource management. The result enhances mind, success in resource management, decision making and sharing resource and support community to resolve their problems (Thiangthum, Lagampan, and Powwattana, 2012, pp. 49–50).

Research Methodology

The study of theory and related literature review on Enhancing Community Leaders' Potential for Steering Sufficiency Economy Philosophy in Rang Ka Yai Sub-District, Phimai District, Nakhon Ratchasima Province is used in the conceptual framework as illustrates in Figure 1.

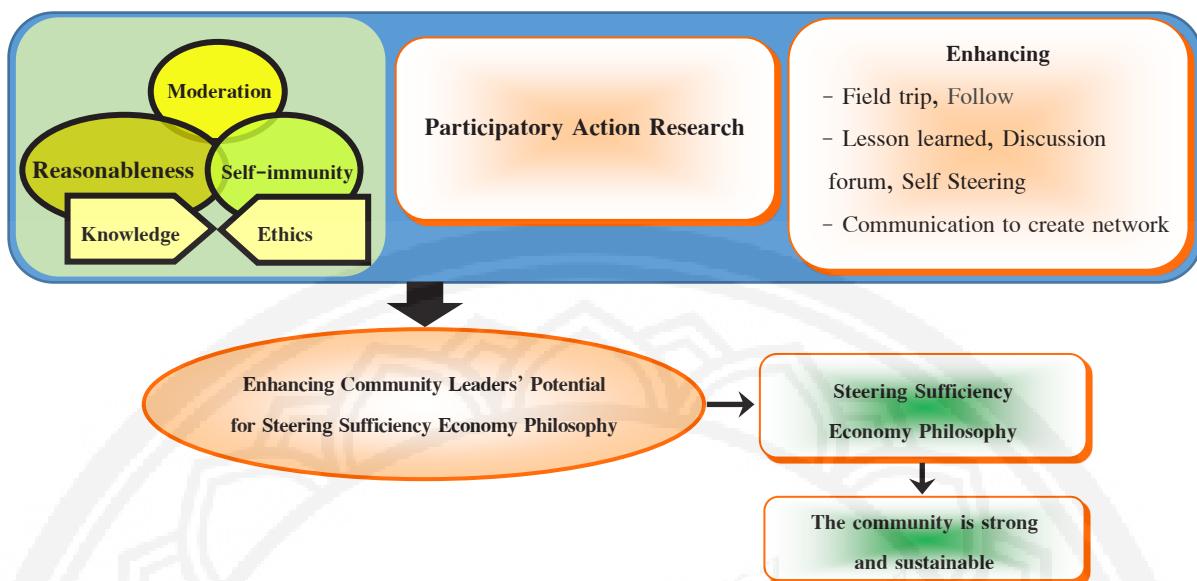


Figure 1 Conceptual Framework as Illustrates

Research Procedures

This research is a participatory action research between research team of Enhancing Community Leaders' Potential for Steering Sufficiency Economy Philosophy in Rang Ka Yai Sub-District, Phimai District, Nakhon Ratchasima Province and stakeholders from 20 villages in this area. The aim is to collect the data about community leaders and their potential from both formal and informal leaders through field survey, community leaders' potential evaluation form. This includes the field trip of the leaders from 20 villages, arranging discussion forum and lesson learned to enhance community leaders' potential for steering Sufficiency Economy Philosophy as in Figure 2.

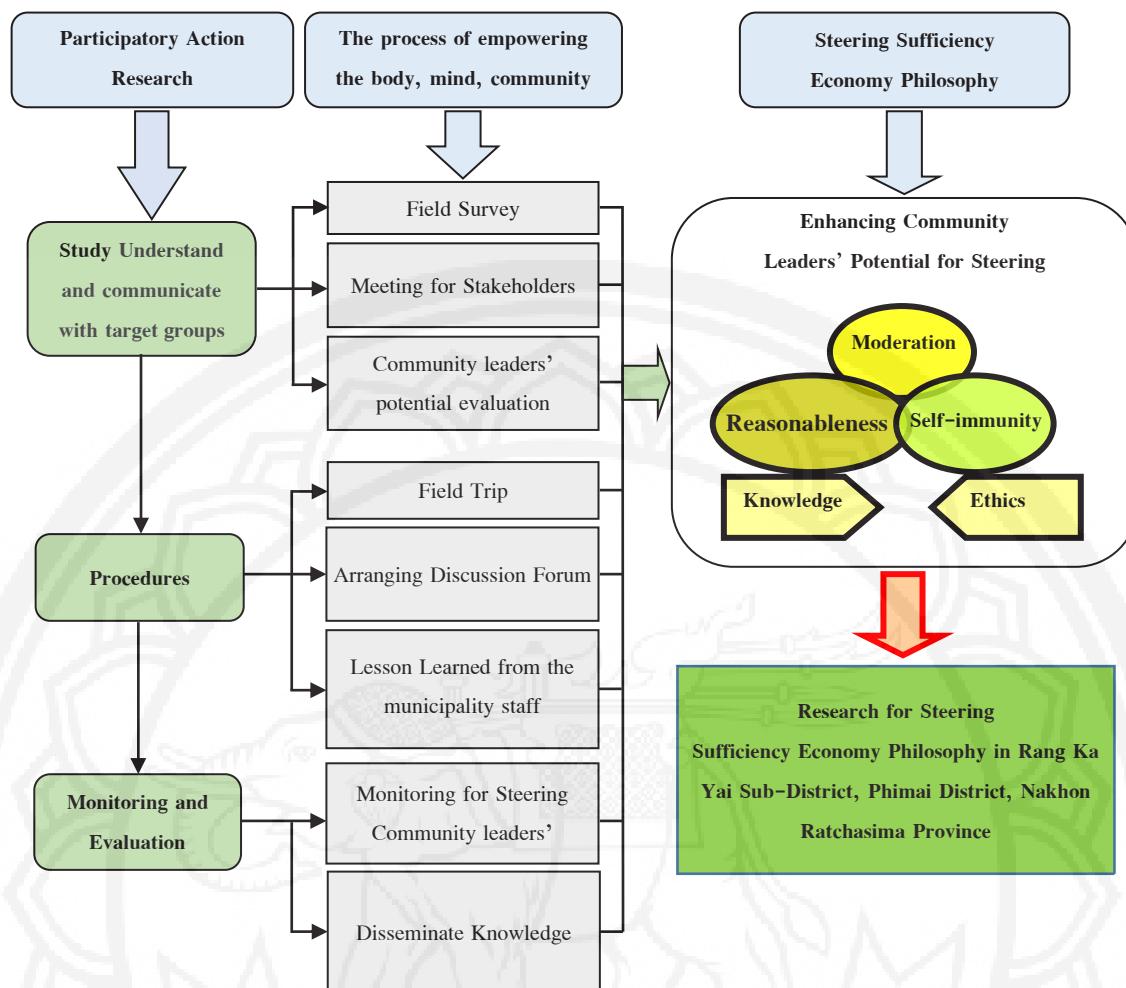


Figure 2 Research procedures

Figure 2 illustrates research methodology from research objectives as follows.

1. To investigate guidelines for enhancing community leaders' potential for steering the Sufficiency Economy Philosophy

1.1 Population and Sample

The population was 14,454 community members and stratified sampling was employed to select the sample group from 20 villages: Putza, Chakat, Chongkho, Rang Ka Yai, Ta Pun, Nongnamkin, Rang Ka Noi, Nong Sa Mong, Putza Kao Na, Ni Kom Pattana, Ni Kom Samakki, Nong Rang, Ta Pun Ta wan Eok, Putza Pattana, Ta Pun Sammakki, Sammaki 1, Nong Khu Prachasan, Nong Sa Mong Pattana, Ta Pun Prachasan, and Nong Sai. Taro Yamane's formula (Yamane, 1973, p. 125) was used to find the sample size at the .05 level and the sample group was 390 using simple random sampling as a representative of community leaders in Table 1.

**Table 1** Sample group

No	Population	Sample	No	Population	Sample
1	567	15	11	751	20
2	821	22	12	726	19
3	916	25	13	598	16
4	1,296	35	14	675	18
5	813	22	15	550	15
6	994	27	16	645	17
7	731	20	17	445	12
8	558	15	18	656	18
9	970	27	19	591	16
10	697	19	20	453	12
Total				14,454	390

1.2 Research Instruments

Research instrument was questionnaire to evaluate community leaders' potential and validated by experts in the fields for content validity using IOC table (Index of Item Object Congruence) = $\sum R / N$. The value was at 0.85, and reliability value was obtained from Cronbach's Alpha Coefficient (Hair and others, 2006, p. 102) at 0.95.

1.3 Data Collection

Data was collected from the results of the discussion forum on the research with municipality boards, representative of staff, community leaders and related stakeholders. Field survey was employed to collect primary data of the leaders, resources and wisdom to enhance community leaders' potential in Rang Ka Yai Sub-District, Phimai District, Nakhon Ratchasima Province. Questionnaire to evaluate community leaders' potential based on Sufficiency Economy Philosophy was used to collect the data.

1.4 Data Analysis

Content analysis was used to analyze the data from field survey and quantitative analysis was employed to evaluate leaders' potential using percentage, mean, standard deviation in 3 aspects and 2 conditions.

2. To enhance community leaders' potential using participatory action research

2.1 The Population and Sample

Both formal and informal community leaders consist of 63 samples from Sub-district chief, head of the village, local scholars, elders and staff from Rang Ka Yai municipality using purposive sampling.

2.2 Research Instruments

Research instrument was questionnaire to evaluate community leaders' role and validated by experts in the fields for content validity. The reliability value was obtained from Cronbach's Alpha Coefficient (Hair and others, 2006, p. 102) at 0.91. This includes questionnaire for satisfaction on field trip and a summary form from discussion forum and lesson learned from the municipality staff.

2.3 Data Collection

Data was collected from the results of field trip from both formal and informal leaders, a questionnaire to evaluate community leaders' roles, questionnaire for satisfaction on field trip and a summary form from discussion forum and lesson learned from the municipality staff.



2.4 Data Analysis

Content analysis was used to analyze the data in this part.

3. To support information and learning related to the holistic steering of Sufficiency Economy Philosophy.

The study employed the participatory action research and key informant are 20 Community Leaders' and officials at Rang Ka Yai Sub-district.

3.1 The Population and Sample

The population and sample consisted of 40 samples and they came from government representatives, formal and informal community leaders consists of 63 samples from Sub-district chief, head of the village, local scholars, elders and staff from Rang Ka Yai municipality using purposive sampling.

3.2 Research Instruments

Research instrument was observation form for follow-up on enhancing community leaders' potential, summary form from discussion forum and data return of Rang Ka Yai area.

3.3 Data Collection

Data was collected from the results of the follow-up on enhancing community leaders' potential, discussion forum and data return of Rang Ka Yai area for the holistic steering of Sufficiency Economy Philosophy.

3.4 Data Analysis

Content analysis was used to analyze the data in this part from the follow-up on enhancing community leaders' potential, discussion forum and data return of Rang Ka Yai area.

Code of Ethics

This research relates directly to human, and researchers explained and communicate with all informants for conducting this study. Memorandum of Understanding between researchers and related informants was created using Code of Ethics. Researchers asked for permissions to record all data that would be used in discussions and dissemination in printed documents mainly for academic purposes.

Results of the Study

1. Results for an investigation of the guidelines for enhancing community leaders' potential for steering the Sufficiency Economy Philosophy both formal and informal community leaders from Sub-district chief, head of the village, local scholars, elders and staff from Rang Ka Yai Sub-district, Phimai District, Nakhon Ratchasima Province shows that there are 20 villages in this area with 20 heads of the community (formal leaders) and 20 scholars and elderly (informal leaders). The villages include Putza, Chakat, Chongkho, Rang Ka Yai, Ta Pun, Nongnamkin, Rang Ka Noi, Nong Sa Mong, Putza Kao Na, Ni Kom Pattana, Ni Kom Samakki, Nong Rang, Ta Pun Ta wan Eok, Putza Pattana, Ta Pun Sammakki, Sammaki 1, Nong Khu Prachasan, Nong Sa Mong Pattana, Ta Pun Prachasan, and Nong Sai. Enhancing the community leaders' potential deals with knowledge exchange and sharing between the Rang Ka Yai municipality staff and the local community leaders in all 20 villages with the total of 23 staff, the grand total of three stakeholders was 63.

Generally, majority of the community leaders were agriculturalists and they had great experience and knowledge in this field. They also worked as part time for producing handicraft and furniture. They had great community leaders' characteristic, worked with reasonableness, acted as representative of the members to



collaboratively work with other organizations, passed on the information for the community and encourage members to participate in the community's activity, for example local fair and an election of community council members. All the Rang Ka Yai administrators and staff dedicated and provided financial support for members to create household account and participate with the One Tambon One Product Project (OTOP) based on the knowledge, local wisdom through Sufficiency Economy Philosophy.

Results for an evaluation of community leaders' potential and performance based on community leaders' characteristics in Sufficiency Economy Philosophy are presented in Table 2.

Table 2 Evaluation of community leaders' potential and performance based on community leaders' characteristics in Sufficiency Economy Philosophy

Item	Community Leaders' Potential		Potential Level	Performance Based on Community Leaders' Characteristics		Potential Level
	\bar{x}	S.D.		\bar{x}	S.D.	
1. Moderation	3.85	0.760	มาก	3.86	0.854	มาก
2. Reasonableness	3.92	0.792	มาก	3.82	0.804	มาก
3. Self-immunity	3.98	0.793	มาก	4.01	0.834	มาก
4. Knowledge	3.95	0.787	มาก	3.84	0.857	มาก
5. Ethics	3.87	0.803	มาก	3.99	0.833	มาก
Total	3.91	0.645	มาก	3.89	0.706	มาก

Table 2 shows community members' opinions towards community leaders' potential and performance based on community leaders' characteristics in Sufficiency Economy Philosophy. Generally, community leaders' characteristics are at high level with the means of 3.91 and standard deviation at 0.645. Focusing on individual factors, their characteristics are at high level in all factors and the highest level is self-immunity ($M = 3.98$, S.D. = 0.793), knowledge ($M = 3.95$, S.D. = 0.787), reasonableness ($M = 3.92$, S.D. = 0.792) and ethics ($M = 3.87$, S.D. = 0.803) respectively. These characteristics are good model to develop community economy. However, the lowest means are moderation ($M = 3.85$, S.D. = 0.760).

Opinions towards community leaders' performance are generally at high level with the means of 3.89 and standard deviation at 0.706. Focusing on individual factors, their performances are at high level in all factors and the highest level is self-immunity ($M = 4.01$, S.D. = 0.834) by supporting members to collaborative work in group, for example saving group, occupation group and village fund. This is followed by ethics ($M = 3.99$, S.D. = 0.833) by working with transparency. Following is moderation ($M = 3.86$, S.D. = 0.865) by creating the appropriate project with the community context and the last one is knowledge ($M = 3.84$, S.D. = 0.857) by supporting member to continually learn new thing. The lowest mean is reasonableness ($M = 3.82$, S.D. = 0.804).

2. Results for enhancing community leaders' potential using participatory action research show the results from filed trip at Bu Sai Homestay by Uncle Inn and Choke at Wang Nam Keow District Nakhon Ratchasima, the model of community implemented Sufficiency Economy Philosophy. The community leaders received knowledge about new theory of agriculture that was congruence with way of living and using local resources effectively. The leaders from Rang Ka Yai exchanged knowledge and specify their potentials under Sufficiency Economy Philosophy with moderation, reasonableness, self-immunity with ethics and knowledge. Discussions forum among the municipality staff, community leaders and scholar in this area were arranged for enhancing community leaders' potential for steering the Sufficiency Economy Philosophy. There are 4 zones as in Table 3.



Table 3 Results from enhancing community leaders' potential for steering the Sufficiency Economy Philosophy at Rang Ka Yai Sub-district, Phimai District, Nakhon Ratchasima

Zone	Findings
1	The community leaders received knowledge from the field trip to apply in Rang Ka Yai by planning the living sufficiency, analyzing the resources for creating the value and applying all knowledge to create job in the community, for example producing bio fertilizer and growing plants. Most importantly, the community leaders need to be the model and arrange the forum to disseminate the knowledge to the community.
2	The community leaders used the knowledge to adjust their attitude and thinking for the concept of sharing what they have left. They are able to apply the integrated farming and marketing to develop Rang Ka Yai. It is found that community leaders in this area were able to produce bio fertilizer, grow organic plants and creating learner center in the community.
3	Community leaders gained knowledge about integrated plants that could generate the income all year round. The government organizations should arrange leadership skill training, finding market and creating voluntary project between villages to create network.
4	Community leaders gained knowledge about integrated farming, sufficiency in life and farming model that should be disseminate to the community. The leaders should pass on the knowledge and create the working groups in the community.

Results from knowledge evaluation of community leaders' characteristics based on Sufficiency Economy Philosophy and satisfaction for the field trip show that leaders had the knowledge about their characteristics in general at a high level ($M = 4.16$, $S.D. = 0.382$). Results from field trip satisfaction show that leaders had high satisfaction in general at a high level ($M = 4.13$, $S.D. = 0.298$).

Focusing on individual factors, their satisfaction towards the field trip are at high level in all factors. The community leaders had great experience and could apply the knowledge to develop their community. The lesson learned activity with 20 municipality staff of Rang Ka Yai are also able to change members' income in daily life, provide knowledge about integrated and sufficient farming in the future to live their lives sufficiently, use local resources and create new jobs that will benefit for their lives.

3. Results for supporting information and learning related to the holistic steering of Sufficiency Economy Philosophy

Results for supporting information and learning related to the holistic steering of Sufficiency Economy Philosophy in Rang Ka Yai Sub-district, Phimai District, Nakhon Ratchasima show that appropriate support of information and learning procedures should focus on the community leader, the key person in steering the Sufficiency Economy Philosophy's villages. All the procedures in this research based on an integrated research plan through meeting with 4 zones of community leaders, 20 areas, community products selection, market fair, Annual Thais Help Thais Market Project, household account project, Community Plan for Sufficiency Economy Philosophy, 20 Learning Centers in 20 communities and report for information dissemination at Rang Ka Yai Sub-district, Phimai District, Nakhon Ratchasima.

All the research teams followed-up, evaluated, suggested and supported the information for steering of Sufficiency Economy Philosophy of community leaders to assist the members to be self-reliance. Results from reflection from the members are as follows.

3.1 Reflections from the success in household account project revealed that community leaders suggested and raised members' awareness for the importance, system and knowledge of this account. Members knew about the income and expense that were significant in life based on Sufficiency Economy Philosophy.



3.2 Reflections from the success in community leaders' potential indicated that community leaders should be role model, dedicate, solve problem, seek for knowledge and disseminate this knowledge to the community to strengthen the community in a sustainable way.

3.3 Reflections from the success in establishing working group showed that community leaders should collaborate in this group, provide recommendation, solve problem, arrange the training in accounting to be able to manage and develop the local products. There should also be a support for senior members by providing jobs for this group.

Community leaders should also be cooperative among the communities to support the knowledge and information in job, invention of new products, marketing for living sufficiently in life using the local resources for well-being of the members with moderation and sharing.

3.4 Reflections from the success in Sufficiency Economy Philosophy villages indicated that community leaders should be role model, for example growing plants, using integrated farming, raising poultry and having household accounts. The leaders should also support the member to understand the rules of community, create body of knowledge in terms of Sufficiency Economy Philosophy, disseminate knowledge about this philosophy and ultimately be self-reliance and level up the community to be Sufficiency Economy Philosophy village.

Discussions

1. Results for an investigation of the guidelines for enhancing community leaders' potential for steering the Sufficiency Economy Philosophy revealed that general of majority of the community leaders were agriculturalists and they had great experience and knowledge in this field. They also work as part time for producing handicraft and furniture. They had great community leaders' characteristic and encourage members to participate in both inside and outside community's activity to achieve the goal. The results correspond with the study from Sritong (2009, p. 3) who defined the community leaders as person who were capable in cooperate the members to think, analyze and create change in the community. They acted as facilitator to find the solution with the members to achieve the goal. This result also shows congruence with the study from Bhanthumnavin (2017, p. 5) that referred to situational factors as factors affecting emotion, believes and behaviors of individuals. Administrators and staff at Rang Ka Yai were willing to support, provide budget and labor for household account project and enable locals to work in line with the OTOP project based on their potentials, knowledge, wisdom and resources at the community through Sufficiency Economy Philosophy.

The current findings are also related to a study of Chongvisal (2013, p. 9) that refers to formal community leaders as who had precise responsibility, for example Sub-district minister, Sub-district chief and head of the village, these people supported the needs of the local under the law for qualified performance.

Results from knowledge evaluation of community leaders' characteristics and performances based on Sufficiency Economy Philosophy to enhance community leaders' potential in 3 factors and 2 conditions show that locals perceived community's leaders' potential at high level because they can collaboratively work with other organizations.

This result shows congruence with the study of Kwamkhunkoei et al. (2014, p. 21) that implementing the Sufficiency Economy Philosophy affects the economy development in the community with the cooperation among locals and stakeholders for sustainable development. Puntasen (2006, p. 18) also refers to immunity as a preparation for impacts and changes with reasonable and well planning.



For reasonableness, community leaders should accept locals' opinions with reasons and this finding is in line with the study of Upramai (2008, p. 30) that ethics in Sufficiency Economy Philosophy is not only based on the religion but also about being diligent, economical, patient and conscious. For leaders with moderation, it was found that leaders should have vision, plan to succeed the goal based on community context, know community, people, resources and individuality for management.

Locals also shared their views about problems in leaders' performance that they do not have enough time to work for the community and this leads to the lack of information. They suggested that leaders should follow up and pass on this information to them. The leaders should be educated in agricultural development such as tapiocas, rice and sugar cane and pass on this knowledge to the locals.

This result is congruence with the study of Laoratsri (2010) that implemented Sufficiency Economy Philosophy in None Mueang Sub-district, Kham Sakaesaeng District, Nakhon Ratchasima and found the similar results that leaders should follow up and pass on this information to locals, use the knowledge and reasonableness and have the concept of social responsibility. Leaders should prepare, plan, work effectively and disseminate the knowledge to locals for their work.

2. Results for enhancing community leaders' potential using participatory action research show the results from field trip, discussion forum and evaluation for community leaders' characteristics in the field trip and lesson learned from Rang Ka Yai staff show that enhancing community leaders' potential created change in the community through the procedures in developing power and potential in the individuals. This result is related to a study of Chaovalit (2008, pp. 2–30) that community leaders should be educated about their characteristics, responsibility for their position and society and develop themselves in terms of knowledge, skill, attitude and vision as the leaders to support their team and community to achieve the goal based on the community context.

The lesson learned with 20 Rang Ka Yai staff shows that the government organizations play significant role in developing this area to be Sufficiency Economy Philosophy village and the result corresponds with the study of Sanmano (2008). In this study community leaders' characteristics affected the community success based on Sufficiency Economy Philosophy.

Conceptual framework from Seree Pongpit was used to analyze characteristics of Sub-district leaders: Facilitator, Catalyst and Net worker. The lesson learned from this study was used to support all the staff in Rang Ka Yai area to implement the knowledge to enhance the community leaders' potential, support these leaders to aware of sufficiency and encourage the leaders to participate in self-and community development. The results also support the leaders to skillfully select the local wisdom, create reasonable thinking process and community management, develop their potential in management of wisdom, resource, culture to preserve the tradition and create new body of knowledge in setting strategic business plan for their community under Sufficiency Economy Philosophy.

This result relates to a study of Loatong and Saunsokchaug (2017, p. 99) that participatory management in community economy should be created between community leaders and locals. This includes the development in knowledge for community management. Communication between community and other organizations created sustainable development for economy. The activity in enhancing community leaders' potential through Sufficiency Economy Philosophy created shifts the paradigm between community leaders, administrators and staff to develop the community based on context, way of living and add the value of the community's products in a sustainable way.



3. Results for supporting information and learning related to the holistic steering of Sufficiency Economy Philosophy at Rang Ka Yai Sub-district, Phimai District, Nakhon Ratchasima reveal that the information support in all learning procedures of the community leaders was appropriate.

The community leaders were the key persons in promoting the community to be Sufficiency Economy Philosophy village. All the procedures support the leaders to create the body of knowledge in steering this philosophy. Researcher followed up, evaluated, suggested and supported the information for steering of Sufficiency Economy Philosophy of community leaders to assist the members to be self-reliance. This result corresponds with the study from Sritong (2013, p. 51) that with appropriate information support could assist both the leaders and the community to be self-reliance, using reasonableness, prioritization, consideration of the impact, create balance in economy and self-immunity to face economic crisis.

The research procedures show the integration of the research body for steering the Sufficiency Economy Philosophy in holistic way, the researchers, administrators, municipality staff, community leaders, local scholars and related stakeholders in Rang Ka Yai are a collaboratively learned under the motto “Understand Implement Develop” which relate to the work of Samukkethum, Jariyavidyanont and Juntaronanont (2017, pp. 52–53). In this study, factors affecting the success in community development were leadership and community participation. Community leaders should inspire and encourage locals to participate in the development activities. This includes the network from related stakeholders. Success in community development under Sufficiency Economy Philosophy depends on network from both community and outsiders. This finding also relates to a study of Wachamathura (2009, pp. 18–24) that Sufficiency Economy Philosophy learning can be applied in all levels particularly through the support from all the networkers both the government organizations and the community.

Lastly, the research teams obtained the lesson learned to develop as the guideline for enhancing community leaders' potential for steering the Sufficiency Economy Philosophy through participatory action research strengthen community leaders' potential and the preparation for this purpose at Rang Ka Yai Sub-district, Phimai District, Nakhon Ratchasima. The guidelines would lead to the development of community potential, enable the locals to be self-reliance, level up the area to be learning center and model of self-reliance community and be a resource for steering the Sufficiency Economy Philosophy in holistic way. Ultimately, this model can be implemented in other community based on the Sufficiency Economy Philosophy

Implication of the Study

1. Results from community leaders' potential evaluation should be used in analysis, plan, support and improve community leaders' potential for steering the Sufficiency Economy Philosophy based on the community context.
2. Body of knowledge from enhancing community leaders' potential for steering the Sufficiency Economy Philosophy creates a paradigm for community development that can be disseminated to other community.
3. The knowledge and lesson learned from enhancing community leaders' potential for steering the Sufficiency Economy Philosophy at Rang Ka Yai Sub-district, Phimai District, Nakhon Ratchasima should be used to develop the activity for continual community development project.
4. There should be a support in educating the youngsters for steering the Sufficiency Economy Philosophy in a sustainable way.
5. There should be continual network creation for community development.



Recommendation for Future Studies

1. Researcher can develop new target area from the needs of the local to meet the policy of the Sub-district administrative organization, for example the potential development of the Sub-district administrative organization and self-reliance on the Sufficiency Economy Philosophy for elderly.
2. Research topics should be in management, local business management potential for steering the Sufficiency Economy Philosophy, for example agricultural product development, local wisdom, logistic and demands for agricultural product management.
3. The future research can be a study of community leaders' and administrators' potential development for ASEAN Community.

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