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Cooperation and Dependence, Participation, and Organizational Commitment Influencing Success of Community Enterprises

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Abstract:

This research aims to 1) to study the components of cooperation and dependence, participation, and commitment on community enterprises, 2) to study the components of success of community enterprises, and 3) to study the causal relationship between cooperation and dependence, participation, and commitment on community enterprises, and success of community enterprises. The researcher used the mixed methods in conducting this research. The research results show that with regard to the components of cooperation and dependence, the samples, in total, really often practice the components of cooperation and dependence, which cooperation and dependence with the highest mean is cooperation principle, followed by the resources used in supporting cooperation, and the process of cooperation respectively. With regard to the components of participation, the samples, in total, often practice the components of participation, which participation with the highest mean is the participation in making decision, followed by the participation in accepting advantage, the participation in results evaluation, and the participation in operation respectively. With regard to the components of commitment on community enterprises, the samples, in total, often practice the components of commitment on community enterprises, which commitment on community enterprises with the highest mean is affective commitment, followed by normative commitment, and continuance commitment respectively. The components of success of community enterprises are in the level of the most real, which success of community enterprises with the highest mean is finance, followed by personnel development, process, future, and marketing and customers respectively. With regard to the cooperation and dependence, participation, and commitment on community enterprises of the samples classified by demographic profiles, the samples who are different in gender, age, and marital status had the same behavior of the cooperation and dependence, participation, and commitment on community enterprises, while the samples who are different in education level, income, and period of participating in the community enterprises had the different behavior of the cooperation and dependence, participation, and commitment on community enterprises with the statistical significance at the level of .05. The causal relationship between cooperation and dependence, participation, and commitment on community enterprises, which the researcher developed to be relevant to the empirical data; $F = 151.78$; $df = 66$; $p\text{-Value} = 0.000$; $RMSEA = 0.066$, which χ^2 / df is not exceeded 3.00 ($\chi^2 / df = 2.30$), and $RMSEA$ is not exceeded 0.08 ($RMSEA = 0.066$) and, the component weight of the variables of participation and commitment on community enterprise had the statistical significance ($P < 0.01$), which means that of the variables of participation and commitment on community enterprise are the important variables signifying the success of the community enterprise, by that the components weight of these variables is between .030 – 0.76.

Keywords: Cooperation and dependence, participation, organizational commitment, success, community enterprises, SEM

1. Introduction

The community economy is the basis of the development of sufficient economy. Nowadays the community economic is not ready to attend both domestic and international competitions. Thus the law should be reinforced to support the operation of community enterprise in the aspect of knowledge and local wisdom, which will help the community to have self-reliance; and also to strongly develop the community economic system (Agricultural Land Reform Office, 2014).

The community economic system is the effective management of resources and cost, since the production, marketing, investment, and welfare. All these come from the learning system and the appropriate management to guarantee the sustainable system. Therefore, the learning system should be created to the business group for creatively adding value to the resources (Klahan, 2008). The leader of community enterprise has to communicate to the members to understand the self-reliance of the community enterprise.

The leader, thus, takes an important role in stimulating the members to freely share and exchange the opinion in working. In addition, the leader of the community enterprise has to transmit the local wisdom to the members to create the best relationship in the community enterprise. The members will respect and rely on the leader. Thereby, the leader is the inspiration stimulator for the members to dedicate themselves for working to drive the community enterprise to reach its goal (Phitaksan, 2013).

Eiamheng Tapioca Starch Industry Co., Ltd. is one of the largest manufacturers of cassava starch in Thailand. The company was initially established since 1981, as the 50 Rai of cassava starch drying bed of Weerasakpuechphol, situated on Khonburi – Soengsang, Soengsang district, Nakhonratchasima province.

At first, the company purchased cassava starch from the agriculturists, and produced the cassava to be traded in Thailand. The production process has been developed to be more modern, and managed the resources. This also creates job opportunities to the agriculturist, and also the participation from the society to be concerned about the environment under the concept that “If the agriculturist survives, so does the company, and also being environmentally friendly”. The company and the agriculturists will live together forever.

Nowadays, the company produces approximately 850 tons of cassava starch, which causes 13,600 square meters of wastewater per day. If the company releases this wastewater without the treatment, it will cause the water pollution. Thus, the company treats the water by the wastewater treatment pond; according to the royal thought of King Rama IX, in changing the wastewater to be in good quality and reusing in planting. The company began this project in 2002, by setting high water tower tank to distribute water to the agriculturist in the area around the company. The immunization of Eiamheng Tapioca Starch Industry Co., Ltd. is supporting the increase of cassava productivity of the agriculturist; and the quality of cassava starch is better. The agriculturists mostly sell their product to the company.

According to the Theory of Sufficiency Economy, A New Theory, about supporting the agriculturists to establish the organization of the agriculturists, “Club of Eiamheng Agriculturist” was established in 2002, with the 18 initial members. Recently, it is registered and becomes “Eiamheng

Agriculturist Community Enterprise” in 2007, with 378 members, occupying 3,000 Rai. The operation of the community enterprise is not only development the planting of members, but Eiamheng Agriculturist Community Enterprise also established the learning center of the Theory of Efficiency Economy for transmitting the efficient lifestyle.

One of the strategies of the company is to strengthen the basis about the community enterprise to the agriculturists, and to develop the cooperation and dependence between the company and the agriculturists. Because of the more aggressive competition, the company has to create sustainable good relationship between the business and the society. To create the basis about the concept of business, the community takes an important part in creating income for the agriculturist, which will bring about the good life quality of family and society. Thereby, the community enterprise must be strong. The increase of the income of the agriculturist leads to the positive effect to the total economic situation of the country.

The community business should focus on strengthening the community, supporting the self-reliant community business, using local wisdom, and local materials, by the local people and for the local people (Buafai, 2003).

From these reasons, the researcher saw the importance of creating job opportunity and stable income to the agriculturists under the operation of the strong community business. The researcher was interested in studying cooperation and dependence, participation, and commitment on community enterprises, and success of community enterprises. The research results will be used in making the understanding to the agriculturist about the basis creation of community business to be stable. In addition, it is for sustainable upgrading the life quality of Thai agriculturists.

1.1. Purpose of Research

1. To study the components of cooperation and dependence, participation, and commitment on community enterprises.
2. To study the components of success of community enterprises.
3. To study the causal relationship between cooperation and dependence, participation, and commitment on community enterprises, and success of community enterprises.

1.2. Hypothesis of Research

- a. H01 The samples with different demographic profile have the same behavior about cooperation and dependence, participation, and commitment on community enterprises.
- b. H11 The samples with different demographic profile have different behavior about cooperation and dependence, participation, and commitment on community enterprises.

- c. H02 The variables of cooperation and dependence do not have the relationship with the statistical significance at the level of .01 with the success of community enterprises.
- d. H12 The variables of cooperation and dependence have the relationship with the statistical significance at the level of .01 with the success of community enterprises.
- e. H03 The variables of participation do not have the relationship with the statistical significance at the level of .01 with the success of community enterprises.
- f. H13 The variables of participation have the relationship with the statistical significance at the level of .01 with the success of community enterprises.
- g. H04 The variables of commitment on community enterprises do not have the relationship with the statistical significance at the level of .01 with the success of community enterprises.
- h. H14 The variables of commitment on community enterprises have the relationship with the statistical significance at the level of .01 with the success of community enterprises.

2. Literature Surveys

2.1. Concept about Corporate Success

Kaplan and Norton (1992), and Frese (2000) defined success as the capability in operating business to reach the goals or the satisfying results, the satisfaction in other's view, the satisfaction in success comparing to the competitor, the satisfaction as the owner, the satisfaction in the income, the number of employee, the cost of the mechanic and the tool in case of selling business. When the business walks into the age of technology, the business is forced to create the value in the future through the investment in customer, partner, employee, business process, technology and innovation. Thus, the results evaluation of the business is not only in the aspect of finance, but also in the success in the aspect of customers, internal business process, learning and growing, and learning and innovation. Maltz (2000) studied the method of corporate success evaluation via the motional operation results in various dimensions, consisting of the dimension of finance, the dimension of marketing, the dimension of process, the dimension of personnel development, and the dimension of future. The research results show that 1) with regard to the dimension of finance, the indicator in the first ranking is the total sales, followed by net profit, and the increase of income; 2) with regard to the dimension of marketing, the appropriate indicators are the customers satisfaction, customer retention rate, and service quality; 3) with regard to the dimension of process, the appropriate indicators are the period of launching in the market of new product and service, the quality of new product development, and the process of project management; 4) with regard to the dimension of personnel development, the appropriate indicators are high-performance employee retention rate, the quality development of technique and capable employee, and the quality of leadership development; 5) with regard to the dimension of future, the appropriate indicators are the depth and the quality of the strategic planning, and the preparation for the changes of the environments from the external factors. These five dimensions are very useful to be used in the initial corporate success evaluation.

2.2. Concept of Cooperation and Dependence

Shaw & Custanzo (1982), Dubrion & Ireland (1993) and Bardach (1998) defined cooperation as the social process in doing some activities together between more than two organizations, aiming to adding the value in cooperative working for reaching whether the same or a different goal. They all cooperatively indicate the acting, direction, and then practice it, and so take part in being responsible in practicing and accepting the advantage under the cooperative practice, basing on the agreement and freedom. Morse (1976) said that the interdependence is an important characteristic of the development process to the modernity. Cooper (1986) divided the interdependence in 4 types; 1) The structured interdependence, 2) The interdependence, following the purposes of the policy. 3) The interdependence in sharing the common external impact, and 4) The interdependence in the policy. Dubrion and Ireland (1993) divided the model and characteristics of the coordinate working in 4 characteristics; 1) the cooperation principles in formulating the acting direction, 2) the cooperation structure and mechanic, which each organization must have freedom in appointing the representative for indicating the goal, purpose, cooperation operation, and expected outcome together, 3) the resources used in supporting the cooperation in creating the coordinate mechanic in order to brainstorming the attitude and experience for the effective cooperation, and 4) the process of cooperation operation, which is the cooperation in production and workforce development, production planning, production process development, and the creation of innovation and new technology.

2.3. Concept of Participation

United Nation (1981) defined participation as all members in the community equally have the occasion to participate in the operation and the influence on the activities and development process, and also the effect of the development. There are many styles of participation covering the exchange of data, news, consult, and mechanic creation to strengthen the stakeholders. In addition, Oakley and Marsden (1984) said that the participation must consist of 3 components; 1) Participation must be active, 2) Participation involves choice, and 3) Participation's choice must have the possibility of being effective. Pears and Stiefel (1980) said about 4 characteristics of participation; 1) participation in making decision, 2) participation in operation, 3) participation in accepting the advantage, and 4) participation in results evaluation. Cohen and Uphoff (1981) divided the steps of participation; 1) participation in making decision, the first priority is to indicate the demand and set priority, then choose the policy, the related population, and the decision; 2) participation in operation, which comes from the question that who will be useful to the project and how do they do; 3) participation in accepting

the advantage, which has to consider the advantage distribution in the group, including both positive results and negative impact, this will be useful to each individual and also the society; 4) participation result evaluation, the important things are the views, preferences, and expectation, that have an influence on changing the behavior of group members.

2.4. Concept of Organizational Commitment

Marsh & Mannari (1977), Mowday et al. (1982) and Eisenberger et al. (1990) defined organizational commitment as the intention of employee to be highly attempt to create the advantage to the organization, to have a good attitude, the feeling of being a part of the organization, and accept the goal and value of the organization. This also demonstrates the loyalty, the relationship, and the unity. It is the relationship which can be realized the assistance and the support of the organization. In addition, Allen et al. (1993) divided the organizational commitment in 3 characteristics; 1) Affective commitment, which is the feeling and emotion of wanting to create the unity in group, of ownership, attachment to the organization, involve in the organization. Due to the reason that each one's goal is relevant to the organization's, and that each one has the intention to help the organization to reach its goal. The more experience each one has, the more organizational commitment he has; this is the viewpoint of vision. 2) Continuance commitment, it is the personal demand that wants to maintain the membership of the organization, because of the satisfaction in the returns from the organization without any feeling of need. It is also the attitude that to attend the organization is necessary, unless that one will lose some advantage from the self investment comparing balance between the return from the organization to others. This is the viewpoint of behavior. 3) Normative commitment; the feeling of conscience in duty or the agreement that ought to be a part of the organization, it is the commitment from the evaluation that it is a must as the social norm for the correctness in the aspect of society. The members think that it is the bond to be a part of the organization and need to realize the organizational norm, such as loyalty, veneration, faith to the organization. It is the viewpoint of social norm.

3. Research Methodology

The researcher used the mixed methods research design; both quantitative and qualitative research.

The secondary data were retrieved from reviewing the document and the related research; while the primary data were collected by distributing the questionnaire to 378 samples, but only 300 complete questionnaires were collected, which is 79.36%. The researcher also used the focus group method to retrieve the qualitative data from 10 key informants. The statistics used in this research are Frequency, Percentage, Mean, Standard Deviation, t-test, Pearson Correlation, F-test, Confirm Factor Analysis (CFA), Structural Equation Model (SEM) and used Content Analysis in analyzing the qualitative data.

4. Research Results

4.1. Demographic Profiles

The results show that 66.00% of members of community enterprise are female, and 34.00% are male. As for age, 40.70% aged 31 – 40 years old. As for education level, 44.70% finished primary school. As for marital status, 83.30% are married. As for income per month, 72.70% earn 5,000 – 15,000 Baht per month. As for period of participating in the community enterprises, 52.70% have participated in the community enterprise for 6 – 10 years respectively.

4.2. The Analysis of the Components of Cooperation and Dependence

With regard to the components of cooperation and dependence, the samples, in total, really often practice the components of cooperation and dependence. In particular, the cooperation principle has the highest mean, followed by the resources used in supporting cooperation, and the process of cooperation respectively (see table 1).

Components	\bar{X}	S.D.	Translation	Ranking
1. The cooperation principle	4.31	.533	really often	1
2. The resources used in supporting cooperation	4.30	.522	really often	2
3. The process of cooperation	4.23	.512	really often	3
Total	4.28	.476	really often	

Table 1: Mean and standard deviation of the components of cooperation and dependence in total and in particular

4.3. The Analysis of the Components of Participation

With regard to the components of participation, the samples, in total, often practice the components of participation. In particular, the participation in making decision has the highest mean, followed by the participation in accepting advantage, the participation in results evaluation, and the participation in operation respectively (see table 2).

Components	\bar{X}	S.D.	Translation	Ranking
1. The participation in making decision	4.17	.603	often	1
2. The participation in operation	4.10	.600	often	4
3. The participation in accepting advantage	4.14	.596	often	2
4. The participation in results evaluation	4.11	.544	often	3
Total	4.13	.526	often	

Table 2: Mean and standard deviation of the components of participation in total and in particular

4.4. The Analysis of the Components of Commitment on Community Enterprises

With regard to the components of commitment on community enterprises, the samples, in total, often practice the components of commitment on community enterprises. In particular, affective commitment has the highest mean, followed by normative commitment, and continuance commitment respectively (see table 3).

Components	\bar{X}	S.D.	Translation	Ranking
1. Affective commitment	4.32	.520	really often	1
2. Continuance commitment	4.09	.443	often	3
3. Normative commitment	4.16	.514	often	2
Total	4.19	.441	often	

Table 3: Mean and standard deviation of the components of commitment on community enterprises in total and in particular

4.5. The Analysis of the Components of Success of Community Enterprises

With regard to the components of success of community enterprises, in total, the success of community enterprises is in the level of the most real. In particular, finance has the highest mean, followed by personnel development, process, future, and marketing and customers respectively (see table 4).

Components	\bar{X}	S.D.	Translation	Ranking
1. Finance	4.42	.440	the most real	1
2. Marketing and customers	4.32	.429	the most real	5
3. Process	4.39	.424	the most real	3
4. Personnel development	4.40	.457	the most real	2
5. Future	4.37	.445	the most real	4
Total	4.38	.365	the most real	

Table 4: Mean and standard deviation of the components of success of community enterprises in total and in particular

4.6. The comparing analysis results between cooperation and dependence, participation, commitment on community enterprises, classified by the demographic profiles of the member of the community enterprises in the aspect of gender, age, education level, marital status, income per month, and period of participating in the community enterprise

With regard to the comparing analysis results between cooperation and dependence, participation, commitment on community enterprises, classified by the demographic profiles of the member of the community enterprises in the aspect of gender, the results show that the samples with different gender have the same behavior of cooperation and dependence, participation, commitment on community enterprises (see table 5).

Components	Gender	n	\bar{X}	S.D.	t	df	p
Cooperation and dependence	Male	102	4.31	.514	.845	298	.399
	Female	198	4.26	.456			
Participation	Male	102	4.16	.557	.634	298	.526
	Female	198	4.11	.511			
Commitment on community enterprises	Male	102	4.22	.457	.764	298	.446
	Female	198	4.18	.432			

Table 5: The comparison analysis results between cooperation and dependence, participation, commitment on community enterprises, classified by the demographic profiles of the member of the community enterprises in the aspect of gender

With regard to the cooperation and dependence, participation, and commitment on community enterprises of the samples classified by gender, the samples who are different in age, and marital status had the same behavior of the cooperation and dependence, participation, and commitment on community enterprises, while the samples who are different in education level, income, and period

of participating in the community enterprises had the different behavior of the cooperation and dependence, participation, and commitment on community enterprises with the statistical significance at the level of .05 (see table 6).

Components	Age		Education level		Marital status		Income per month		Period of participating in the community enterprise	
	F	p	F	p	F	p	F	p	F	p
Cooperation and dependence	.656	.623	4.903*	.002	.195	.823	10.948*	.000	4.544*	.011
Participation	.642	.633	5.799*	.001	.796	.452	14.576*	.000	3.511*	.031
Commitment on community enterprises	.390	.815	4.011*	.008	.271	.762	4.776*	.009	5.976*	.003

Table 6: The comparison analysis results between cooperation and dependence, participation, commitment on community enterprises, classified by the demographic profiles of the member of the community enterprises in the aspect of age, education level, marital status, income per month, and period of participating in the community enterprise

** Statistical significance at the level of .05

4.7. The Correlation between the Components of the Cooperation and Dependence, Participation, and Commitment on Community Enterprises, and Success of Community Enterprises

With regard to the correlation between the components of the cooperation and dependence, participation, and commitment on community enterprises, and success of community enterprises is in the same direction with the statistical significance at the level of .01; which can be presented that these variables are relevant to the research paradigm of the relationship between the components of the cooperation and dependence, participation, and commitment on community enterprises, and success of community enterprises; which the highest correlation is the relationship between commitment on community enterprises (COM) and success of community enterprises (SUC) at the level of .594, followed by the relationship between cooperation and dependence (AGR) and success of community enterprises (SUC) at the level of .526, and the relationship between participation (PAR) and success of community enterprises (SUC) at the level of .385 (see table 7).

Variables	AGR	PAR	COM	SUC
AGR	1	.743**	.781**	.526**
PAR		1	.696**	.385**
COM			1	.594**
SUC				1

Table 7: The correlation between the components of the cooperation and dependence, participation, and commitment on community enterprises, and success of community enterprises

** Statistical significance at the level of .01

4.8. Causal Relationship Analysis

With regard to the relationship between cooperation and dependence, participation, and commitment on community enterprises, these components are relevant to the empirical data; they are the real components of cooperation and dependence, participation, and commitment on community enterprises, and success of the community enterprises. Thus, the researcher developed the model and received the index of relevance to the standard; $\chi^2 = 151.78$; $df = 66$; $p\text{-Value} = 0.000$; $RMSEA = 0.066$, which χ^2 / df is not exceeded 3.00 ($\chi^2 / df = 2.30$), and $RMSEA$ is not exceeded 0.08 ($RMSEA = 0.066$). Therefore, the relationship between cooperation and dependence, participation, commitment on community enterprises, and success of the community enterprise is relevant to the empirical data. The component weight of the variables of participation and commitment on community enterprise have the statistical significance ($P < 0.01$), which means that of the variables of participation and commitment on community enterprise are the important variables signifying the success of the community enterprise, by that the components weight of these variables is between .030 – 0.76 (see figure 1).

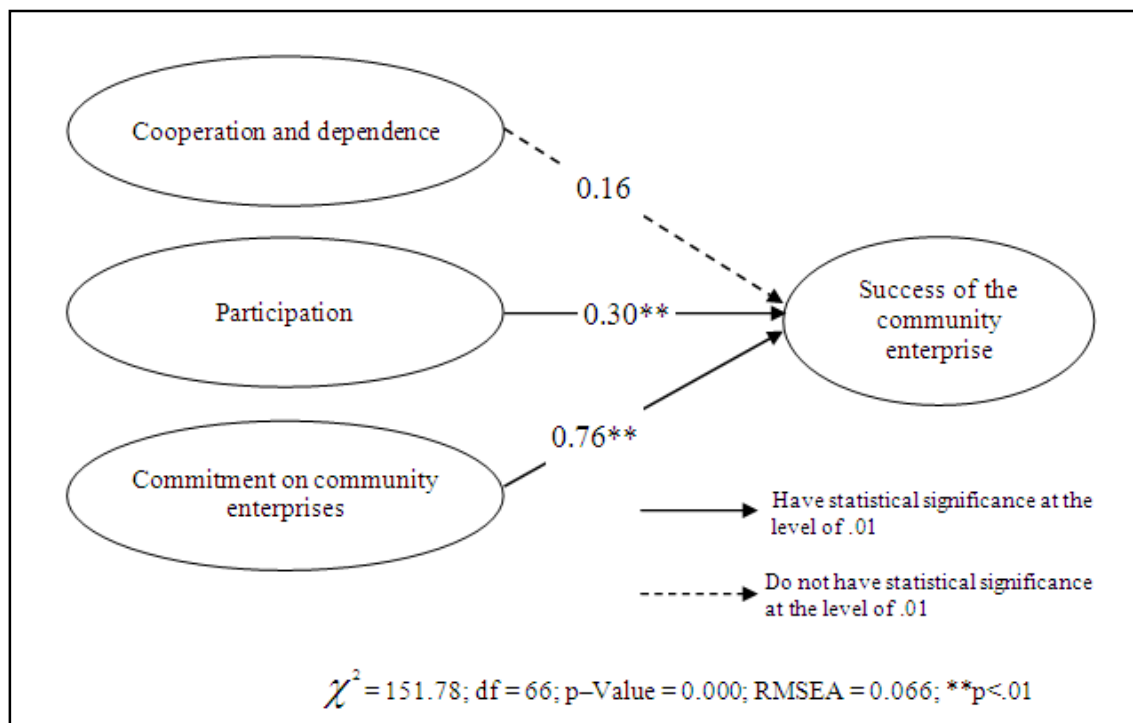


Figure 1: The relationship between cooperation and dependence, participation, commitment on community enterprises, and success of the community enterprise

4.9. The Content Analysis

The findings from the synthesis of the qualitative data are that the members of the community enterprises and Eiamheng Tapioca Starch Industry Co., Ltd. have cooperation and dependence, participation, and commitment on community enterprise, and also focus on the success of community enterprise. The results are as follows:

The key informants shared their attitudes in the same direction about cooperation and dependence between the community enterprise and Eiamheng Tapioca Starch Industry Co., Ltd. The agriculturists accepted the cooperation and dependence from the company until they can establish the community enterprise, but the company is still ready to provide the assistance to the community enterprise. The assistance is in the form of cooperation, beneficence, care, living together as family. It is necessary that the community and the company can sustainably live together. The cooperation and dependence helped improving the life quality of members; in the past, some did not have their own land for planting, some had the debt of 600 – 700 thousands Baht. Nowadays, most members have stable occupation, better life quality, and some can send their children to study in the university and graduated, and work as the nurse and the government officers.

In addition, the agriculturists in Soengsang district applied the water-use model of the community enterprise to increase the productivity of the cassava; which is the beginning of groundwater drilling rigs in Soengsang district. At last, this also stimulates the government to support the water drilling rigs about the interest of the agriculturist who drilled groundwater by themselves.

The key informants shared their attitudes about participation in 2 dimensions; first is the participation inside the community enterprise, and second is the participation between the community enterprise and the company. In the total image, there will be the appointment between the members to attend the meeting to talk about the principles, the problems solution, the policy, and the future direction, such as the participation in water management. As for the company, the company participates in the activities of the community enterprise, especially about the environment, and the atmosphere of coordination, also the complementation of academic for effectively managing the resources.

The key informants shared their attitudes about the commitment between members of the community enterprise and the commitment between the community enterprise and the company. The members have love and commitment on community enterprise, and also the intention to suggest and to be the role model for other members who love and attempt to be the agriculturist to be successful. The company has helped the community enterprise in the aspect of land, financial investment to buy seed, water system, and the purchase of cassava with the appropriate price. For many years, the company has been the inspiration to the agriculturists to fight for surviving from being landless people to have the job and also the success in occupation; everyone loves the company owner, and also the commitment. In the same time, the commitment from the company to the community enterprise is the happiness from taking care of the agriculturists, who can be compared as the fence of the company, to have good life quality and the financial status; the children have better future. “If the agriculturist survives, so does the company, we have to be interdependent, and sustainably live together”.

The key informants shared their attitudes about the success of community enterprise in the same direction. The success comes from the care of the industry and the community. The success of community enterprise is that members of the community enterprise have better life quality, to live sufficiency self-reliant life, and also to apply A New Theory by planting the vegetable for earning the short-

term income, and planting the cassava to earn the long-term income. The treated water from the company helps reducing the cost, and the use of chemical fertilizer, but the productivity increases. As for the success of community enterprise, water is effectively distributed to the members. It is also found that the cooperation can create the success of the community enterprise about the shared value creation. The agriculturists have the land for planting, the stable occupation and income, the better life quality. The parents can take well care of their children so that the children do not get involved in the drugs but have unity in the community.

In addition, the dimension of the future community enterprise is stability and sustainability. Nowadays, the first founded committee is increasingly old, thus there should be the new committee to Learn the activities of the community enterprise, and also the concept of agriculture. Thus, they understand the importance of cassava which is industrial crop. Due to the fact that there are increasingly members attending the community enterprise, there is the problem about a lack of water. Thereby, there is the effective water management, and also the water fee in order to create the fund to the community enterprise in order that the community enterprise can rely on itself in the future. In addition, there is also the land management, scholarship to children, and the method to reduce the cost of fertilizer by using the residue from the company as the organic fertilizer. Moreover, there is the suggestion to the government to prioritize the living together with cooperation and dependence between the company and the community in order to increase the effectiveness of the agriculturist through the community enterprise with the assistance of the government about the fund and knowledge.

5. Conclusion and Discussion

With regard to the analysis of the quantitative data, commitment on community enterprise has the causal relationship with the success of community enterprise with the statistical significance at the level of .01; which is relevant to the findings of the focus group by the key informants. The members have love and commitment on the community enterprise and can be the role model to other members who love and attempt to be the agriculturist to be successful and also the inspiration stimulator to others. This is relevant to the concept of Marsh & Mannari (1977), Mowday et al. (1982) and Eisenberger et al. (1990) defined organizational commitment as the intention of employee to be highly attempt to create the advantage to the organization, to have good attitude, the feeling of being a part of the organization, and accept the goal and value of the organization. This also demonstrates the loyalty, the relationship, and the unity. It is the relationship which can be realized the assistance and the support of the organization. In addition, Allen et al. (1993) divided the organizational commitment in 3 characteristics; 1) Affective commitment, which is the feeling and emotion of wanting to create the unity in group, of ownership, attachment to the organization, involve in the organization. Due to the reason that each one's goal is relevant to the organization's, and that each one has the intention to help the organization to reach its goal. The more experience each one has, the more organizational commitment he has; this is the viewpoint of vision. 2) Continuance commitment, it is the personal demand that wants to maintain the membership of the organization, because of the satisfaction in the returns from the organization without any feeling of need. It is also the attitude that to attend the organization is necessary, unless that one will lose some advantage from the self-investment comparing balance between the return from the organization to others. This is the viewpoint of behavior. 3) Normative commitment; the feeling of conscience in duty or the agreement that ought to be a part of the organization, it is the commitment from the evaluation that it is a must as the social norm for the correctness in the aspect of society. The members think that it is the bond to be a part of the organization and need to realize the organizational norm, such as loyalty, veneration, faith to the organization. It is the viewpoint of social norm.

With regard to the participation, it has the causal relationship with the success of community enterprise with the statistical significance at the level of .01; which is relevant to the findings from the focus group of the key informants. The participation is between the community enterprise and Eiamheng Tapioca Starch Industry Co., Ltd. In the total image, there will be the appointment between the members to attend the meeting to talk about the principles, the problem's solution, the policy, and the future direction, such as the participation in water management. This is relevant to the concept of United Nation (1981) defined participation that all members in the community equally have the occasion to participate in the operation and the influence on the activities and development process, and also the effect of the development.

There are many styles of participation covering the exchange of data, news, consult, and mechanic creation to strengthen the stakeholders. In addition, Oakley and Marsden (1984) said that the participation must consist of 3 components; 1) Participation must be active, 2) Participation involves choice, and 3) Participation's choice must have the possibility of being effective. Pears and Stiefel (1980) said about 4 characteristics of participation; 1) participation in making decision, 2) participation in operation, 3) participation in accepting the advantage, and 4) participation in results evaluation. Cohen and Uphoff (1981) divided the steps of participation; 1) participation in making decision, the first priority is to indicate the demand and set priority, then choose the policy, the related population, and the decision; 2) participation in operation, which comes from the question that who will be useful to the project and how do they do; 3) participation in accepting the advantage, which has to consider the advantage distribution in the group, including both positive results and negative impact, this will be useful to each individual and also the society; 4) participation result evaluation, the important things are the views, preferences, and expectation, that have an influence on changing the behavior of group members.

With regard to cooperation and dependence, the findings from the focus group of the key informants show that the dimension of the cooperation and dependence between the community enterprise and

Eiamheng Tapioca Starch Industry Co., Ltd. The assistance is in the form of taking care, and living together as family; the community enterprise can sustainably survive together with the company sustainably. This is relevant to the concept of Shaw & Cuzanzo (1982), Dubrion & Ireland (1993) and Bardach (1998) defined cooperation as the social process in doing some activities together between more than two organizations, aiming to adding the value in cooperative working for reaching whether the same or different goal. They all

cooperatively indicate the acting direction, and then practice it, and so take part in being responsible in practicing and accepting the advantage under the cooperative practice, basing on the agreement and freedom. Cooper (1986) divided the interdependence in 4 types; 1) The structured interdependence, 2) The interdependence, following the purposes of the policy. 3) The interdependence in sharing the common external impact, and 4) The interdependence in the policy. Dubrion and Ireland (1993) divided the model and characteristics of the coordinate working in 4 characteristics; 1) the cooperation principles in formulating the acting direction, 2) the cooperation structure and mechanic, which each organization must have freedom in appointing the representative for indicating the goal, purpose, cooperation operation, and expected outcome together, 3) the resources used in supporting the cooperation in creating the coordinate mechanic in order to brainstorming the attitude and experience for the effective cooperation, and 4) the process of cooperation operation, which is the cooperation in production and workforce development, production planning, production process development, and the creation of innovation and new technology. In addition, Morse (1976) said that the interdependence is an important characteristic of the development process to the modernity. While the analysis of the quantitative data, in the dimension of the cooperation and dependence in the community enterprise has the relationship with success of the community enterprise without the statistical significance at the level of .01; which is not relevant to the findings from the focus group of the key informants. This can be presented the behavior of the members of the community enterprise. Even members of the community enterprise have commitment on community enterprise and participation as the membership, but the dependence that the members received does not come from the members in the community enterprise, but from the dependence between the community enterprise and Eiamheng Tapioca Starch Industry Co., Ltd.

6. Recommendations

From the research results, the members of the community enterprise prioritize the commitment on enterprises and participation more than cooperation and dependence, thus the researcher would like to give recommendations as follows:

1. The research results should be used in strengthening the community enterprise to be more self-reliant by creating knowledge, understanding about the cooperation so that the members realize the importance of the performance development and strong point creation of the community enterprise, and also participate in being responsible for operating under the action plan.
2. The community enterprise should formulate the direction in establishing the fund for developing the product for the internal operation of the community enterprise; and also appoint the good coordinator to management both internal and external cooperation.
3. The community enterprise should be supported about the operation process by cooperatively creating both short-term and long-term working plan; including inviting the expert about the operation of the community business to narrate and exchange the experiences.
4. There should be more study about the cluster model of cooperation of the business for the supply chain management of the community enterprise to develop the community enterprise to have stable income.
5. There should be the study about the tripartite cooperation among the community enterprise, business, and the governmental organization in order to create the strength to the community enterprise.
6. There should be more study about the direction to create the commitment of the heir to the community enterprise for creating the sustainability of the community enterprise in the future.

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