

Causal Model of Competency from Community Enterprise Entrepreneurs OTOP in Thailand

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Abstract

This research aims to study the current and required community enterprise entrepreneurs OTOP in Thailand, to support the competition by using questionnaires. The samples are 120 community enterprise entrepreneurs and community enterprise members. Statistics are used for data analysis, frequency, percentage, mean, standard deviation, and PNI modified. Research results found that the overall performance level of the business is at a high level, with an average of 3.84 (SD = 0.81). When considering each aspect, it was found that most of the performance is the best, which is characteristic with a mean of 3.93 (SD = 0.84) and secondary skill level averaging 3.87 (SD = 0.79). Knowledge has a standard of 3.71 (SD = 0.81), respectively. The order of importance of PNI modified demand indicators are as follows: 1) knowledge, 2) characteristics, 3) skills. For enhancing competitiveness, community enterprise entrepreneurs (OTOP) should be competent in the development of 1) knowledge of issues of regulations, trade, production, and information technology, 2) skills in continuous networking, product development, and continued organizational innovation, and 3) characteristics, knowledge exposure, and innovation; The focus on entrepreneurship is to create a more competitive advantage.

Keywords: Competency, Community Enterprise Entrepreneur, Thailand.

Introduction

The country's development, under the changing flow from outside the country of economic integration, is important to Thailand for the integration of the Asian region, under the ASEAN Free Trade Framework with China, Japan, and India. The Asia-Pacific Cooperation Framework, along with the liberalization of the ASEAN Community (ASEAN Economic Community: AEC) in 2015, may cause volatility. It is complex and affects Thailand's economic and social development, which requires preparation in many areas, especially in the development of human resources and various mechanisms. Thailand needs to increase existing immunity and accelerate domestic exemption in order to prepare for the society and the country's economic system to adapt to the impacts of the changing landscape, while continuing to develop the country, including Thai civilization, towards a quality society [1, 2].

A community enterprise is a small organization that gathers people and produces products. Most of the services are products created from local wisdom. They generate income and self-reliance within families, among communities, and between communities. The government has continually promoted the creation of community

enterprises, especially OTOP community enterprises. The One Tambon One Product (OTOP) project is a government policy that aims to bring local wisdom towards the development of local products. At present, the quality and standards of the products is defined as having five levels, namely: 5-star is standard quality product with export potential; 4-star is a product with potential. It is recognized at the national level and can be developed internationally. A 3-star level is a mid-range product that can be developed into a 4-star level. A 2-star level is a product that can be developed into a 3-star group with periodic assessments of its potential. A 1-star level is a product that cannot evolve to a 2-star level because it is fragile and difficult to develop [3, 4].

Under the auspices of the ASEAN Economic Community, the size of the Thai market will expand to become the ASEAN market with a population of over 590 million people [5]. Reducing or eliminating tariffs and non-tariff trade barriers in ASEAN, including lowering or removing barriers to trade in services and investments and facilitating trade and investments affects the cost of exports. The importing of raw materials and finished goods, including relocating production bases to member countries with competitive advantages, can take full advantage of each country's strengths. This is an opportunity for Thai entrepreneurs, who have the potential to expand the market for quality products and services to the ASEAN market [6, 7].

However, the integration of the ASEAN Economic Community provides an opportunity for more products of other ASEAN countries to enter the Thai market at lower prices and with better quality. This is a considerable obstacle for Thai entrepreneurs. In particular, community enterprises (OTOPs) may face more intense competition. The International Trade Education Center University of the Thai Chamber of Commerce has studied the readiness of Thai businesses to enter the ASEAN Economic Community. It was found that in 2011, approximately 73.3 percent of small and medium-sized enterprises (SMEs) were not yet ready to join the ASEAN Economic Community, while the remaining 26.7 percent of entrepreneurs were prepared to compete (The University of the Thai Chamber of Commerce, Internet, 2013). Community enterprises, although small enterprises, should prepare for entering the ASEAN Economic Community. Therefore, community enterprise operators need to have appropriate competence under such circumstances, especially community enterprise entrepreneurs with 4-star OTOP products, which can be developed internationally. The gap between the current competence and the competence required to prepare for entrance into the ASEAN Community creates a guideline to encourage community enterprise operators to increase the quality of their products.

Therefore, the researcher is interested in studying the current competence of community enterprise entrepreneurs (OTOP) and the required competencies to be ready for competition by focusing on learning the current competency level of the four-star enterprise entrepreneurs (OTOP) in Nakhon Si Thammarat province and to better understand the competence of community enterprise operators (OTOP) and relevant agencies in developing the capabilities of community enterprises (OTOP) in Thailand. This objectives: to study the current competence of community enterprise entrepreneurs in Thailand and to study the required competencies of community enterprise operators in Thailand and Guidelines for enhancing the capacity of community enterprise entrepreneurs (OTOP) in Thailand in preparing for the competition.

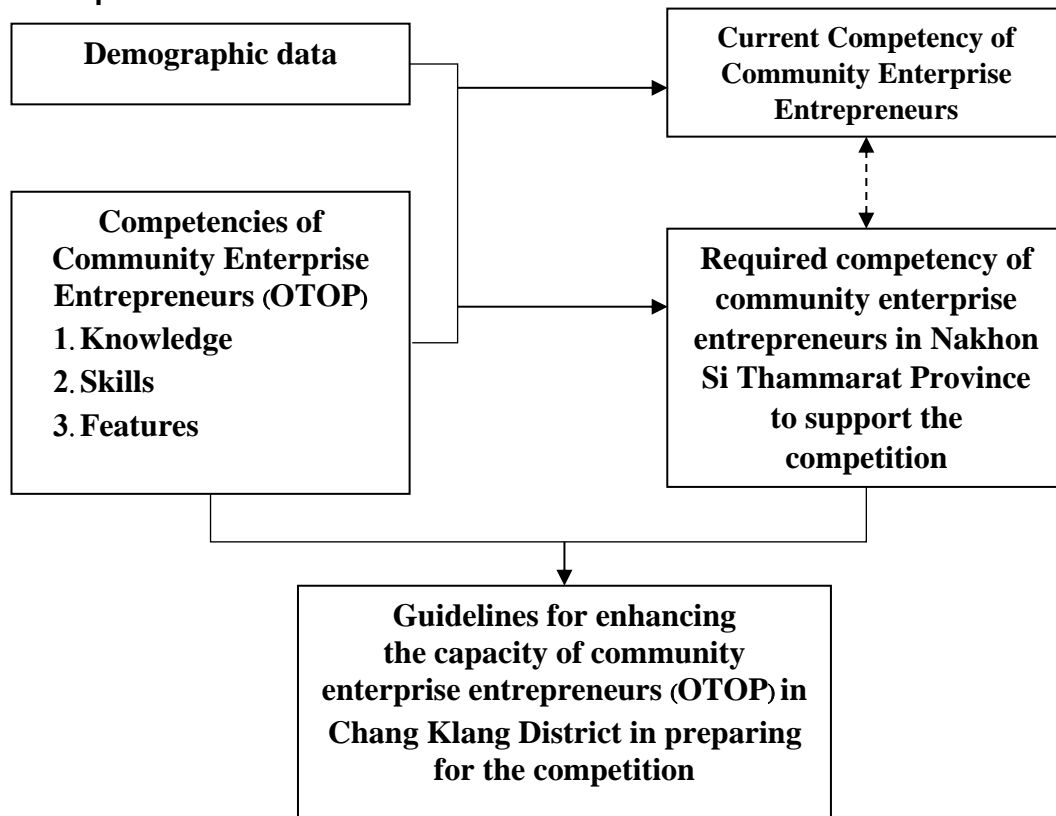
[8] has researched the characteristics of entrepreneurs and the success of small and medium enterprise entrepreneurs in Phra Nakhon Si Ayutthaya Province. The objective is to study the characteristics of entrepreneurs and the success of small and medium enterprises entrepreneurs. To analyze the composition of the operator's attributes and to predict the relationship model of the composition of entrepreneurial characteristics affecting the success of small and medium enterprises entrepreneurs. The sample consisted of 400 small and medium enterprise entrepreneurs. The attributes that entrepreneurs attach importance to at the highest level and the top 3 levels are adherence to the quality of the product or service—honesty to customers

and customer satisfaction with products or services, respectively. Small and medium enterprise entrepreneurs had a moderate level of overall business success. The result of factor analysis (Factor analysis) obtained 14 elements of characteristics of small and medium enterprises entrepreneurs as follows: 1) commitment to entrepreneurship 2) innovation and marketing ability 3) human relations 4) Networking 5) Quality of Products or Services 6) Business Opportunities and Productivity 7) Optimism 8) Management 9) Leadership 10) Skills and Expertise 11), responsibility, 12) work system, 13) health, and 14) business ethics, and found that the composition of entrepreneurial characteristics can predict the success of small and medium-sized enterprises (SMEs) by 55.70% overall[9, 10].

[2] has conducted research on the relationship between entrepreneurial skills and the performance of small and medium enterprises (SMEs) in the Northeastern region. The objective is to study entrepreneurial skills. Performance and the relationship between entrepreneurial skills and the implementation of small and medium-sized enterprises in the Northeastern region. The samples used in the research were 380 SMEs entrepreneurs. The research results found that Small and medium enterprise entrepreneurs have a high level of overall and all aspects of entrepreneurial skills. General performance and income in all 2002-2005 were between 1% and 10%. Analysis of the Relationship Between Entrepreneurial Skills and Performance, 2002-2004 found that entrepreneurial skills in innovation risk tolerance Aggressive competition are related to overall performance[11-13].

[14] study the success of entrepreneurs in Muang District. Surat Thani Province Collect data using questionnaires. The sample group was entrepreneurs in Muang district. The results showed that entrepreneurs had high entrepreneurial traits in descending order, namely, having vision and goals. Error handling failed. Honesty Seeking information and expertise from others perseverance in seeking opportunities Ambitious, risk-taking, motivated, and empowered. Self-confident, self-motivated, creative and have human relations, respectively[5, 15]

Conceptual framework



Research Method

Population and sample: The population used in this data collection is the Community Enterprise Group (OTOP), Chang Klang District, Nakhon Si Thammarat Province. The sample group used Yamane's formula at an acceptable level of 95%.

Research instruments: A Study of Competency of Community Enterprise Entrepreneurs (OTOP) in Chang Klang District, Nakhon Si Thammarat Province. The researcher used a questionnaire for the research which consisted of 2 parts, as follows: Part 1. General information of the respondents including gender, age, and education level. The time period of being a member of a community enterprise group. Community Enterprise Product Type Number of members of the community enterprise group. Part 2. Questionnaire regarding the current competency of Community Enterprise Entrepreneurs (OTOP) and the required competency of Community Enterprise Entrepreneurs (OTOP) to support the competition. The study results by David McClelland and Spencer, the related papers, and the research were adapted to correspond with interviews with community enterprise operators and community enterprise experts.

Data analysis: The researcher selected a method for analyzing the data obtained from the questionnaire using a package for social science research. The researcher used statistical theory to analyze and present the data to achieve the objectives of this study. The statistics used for data analysis are as follows: Part 1. Analysis of the data obtained from the questionnaire with a ready-made computer program. The data analysis can be divided as follows: General data analysis and behavior of tourists attending traditional festival activities using the descriptive statistical processing method gathered from the collected data, which consists of a frequency distribution (Frequency) and percentage (Percentage). Part 2. Current competency of Community Enterprise Entrepreneurs (OTOP) and desired competency of Community Enterprise Entrepreneurs (OTOP). Conducted descriptive statistics analysis consisting of percentage, mean, and standard deviation and a comparative data analysis of the gap between the required level of competency of Community Enterprise Operators (OTOP) in Nakhon Si Thammarat Province to support the competition and their current performance. The Modified Priority Needs Index (PNI_{modified}) formula [5] has been modified.

$$\text{Formula } PNI_{\text{modified}} = (I-D)/D$$

where PNI_{modified} = Required Importance Index

I = Desired Competency of Community Enterprise Operators

D = Current Competency of Community Enterprise Entrepreneurs

Results

Demographic data analysis of OTOP Community Enterprise Entrepreneurs, in Thailand, including age, education level, and time serving as chairman of the Community Enterprise Group, as well as the number of members of the Community Enterprise Group and the product category, OTOP community enterprise, Chang Klang District Nakhon, Si Thammarat Province. The results of the analysis are as follows: Demographic Factor Analysis of Community Enterprise Entrepreneurs (OTOP).

Analysis of the current competency of OTOP Community Enterprise Entrepreneurs, Chang Klang District, Nakhon Si Thammarat Province.

Data Analysis of current competency of OTOP Community Enterprise Entrepreneurs, Chang Klang District Nakhon, Si Thammarat Province shows the knowledge, skills, and characteristics by analyzing the mean and standard deviation (S.D.). The results of the analysis are as follows:

Table 1.

Mean Analysis. The standard deviation of the current performance level of community enterprise entrepreneurs as a whole.

Overall current performance of Community Enterprise Entrepreneurs	Average	S.D.	Performance Level
Knowledge	3.71	0.81	a lot
Skill	3.87	0.79	a lot
Features	3.93	0.84	a lot
Overall Appearance	3.84	0.81	a lot

Table 1 demonstrates that Community Enterprise Entrepreneurs have a high level of overall business competency, with an average of 3.84 (SD = 0.81) and a mean of 3.93 (SD = 0.84), followed by a mean of skills at 3.87 (SD = 0.79) and a mean of knowledge at 3.71 (SD = 0.81), respectively.

Table 2.

Mean Analysis. The standard deviation of the current level of competence of Community Enterprise Entrepreneurs, in terms of knowledge.

Current Competency of Community Enterprise Entrepreneurs	Average	S.D.	Performance Level
Knowledge			
1. Planning	3.89	0.79	a lot
2. Production	3.88	0.64	a lot
3. Product quality standards	3.97	0.66	a lot
4. Organization management	3.64	0.77	a lot
5. Information technology	3.59	0.94	a lot
6. Trade regulations	3.31	1.03	moderate
Overall Appearance	3.71	0.81	a lot

Table 2 shows that Community Enterprise Entrepreneurs have a high level of competence in business knowledge as a whole, with an average of 3.71 (SD = 0.81). The best known is the product quality standard, with an average of 3.97 (SD = 0.66), followed by planning, with an average of 3.89 (SD = 0.79), and finally production, with an average of 3.88 (SD = 0.64).

Table 3.

Mean Analysis. Standard Deviation of Current Competency Level of Community Enterprise Entrepreneurs in Skills

Current Competency of Community Enterprise Entrepreneurs	Average	S.D.	Performance Level
Skill			
1. Expertise in local wisdom	3.93	0.62	moderate
2. Continuous product and organization development	3.77	0.72	a lot
3. Organizational innovation	3.75	0.70	a lot
4. Continuous networking	3.81	0.62	a lot
5. Seeking new markets	3.71	0.80	a lot
6. Human relations and communication skills	3.70	0.79	a lot
7. Problem-solving and decision-making abilities	4.09	0.72	a lot
8. Ability to teach and transfer	4.13	0.62	a lot
9. Ability to manage a team	3.91	0.73	a lot

Overall Appearance	3.87	0.79	a lot
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Table 3 shows that Community Enterprise Entrepreneurs have a high level of skill-based business competency, with an average of 3.87 (SD = 0.79). The best was teaching and teaching ability, with a mean of 4.13 (SD = 0.62), followed by problem-solving and decision-making abilities, with an average of 4.09 (SD = 0.72), and proficiency in local wisdom at 3.93 (SD = 3.93).

Table 4.

Mean Analysis. Standard Deviation of Current Competency Level of Community Enterprise Entrepreneurs features.

Current Competency of Community Enterprise Entrepreneurs	Average	S.D.	Performance Level
Features			
1. Entrepreneurship focus	3.86	0.93	a lot
2. Leadership	3.98	0.79	a lot
3. Having the potential for organizational development	3.94	0.71	a lot
4. Pursuing business opportunities	4.09	0.70	a lot
5. Continuous exposure to new information and innovations	3.79	0.80	a lot
6. Immediate response to problems	3.88	1.09	a lot
7. Being creative	3.80	0.92	a lot
8. Honesty and Integrity	4.13	0.78	a lot
Overall Appearance	3.93	0.84	a lot

Examining Table 4 allows us to see that Community Enterprise Entrepreneurs have a high level of business competency, in terms of characteristics as a whole, with an average of 3.93 (SD = 0.84). Integrity has an average of 4.13 (SD = 0.78), followed by an average of 4.09 (SD = 0.70) in business opportunity, and 3.98 (SD = 0.79) in leadership, respectively.

Analysis of the required competency of Community Enterprise Operators (OTOP), Chang Klang District, Nakhon Si Thammarat Province, to support competition supports the competition by separating competence into three areas, namely knowledge, skills, and characteristics, by average and standard deviation (S.D.). The results of the analysis are as follows:

Table 5.

Mean Analysis. The standard deviation and the distribution of performance levels to support overall competitiveness.

Current Competency of Community Enterprise Entrepreneurs	Average	S.D.	Performance Level
Knowledge	4.26	0.68	most
Skill	4.20	0.64	most
Feature	4.33	0.91	most
Overall Appearance	4.26	0.74	most

Table 5 demonstrates how Community Enterprise Entrepreneurs hold the highest level of overall business competency, with an average of 4.26 (SD = 0.74), a mean of 4.33 (SD = 0.91), followed by skills 4.20 (SD = 0.64), and knowledge 4.26 (SD = 0.68), respectively.

Table 6.

Mean Analysis. Standard Deviation and Distribution of Performance Levels to Support Knowledge Competition.

Current Competency of Community Enterprise Entrepreneurs	Average	S.D.	Performance Level
Knowledge			
1. Planning	4.28	0.64	most
2. Production	4.55	0.67	most
3. Product quality standards	4.26	0.62	most
4. Organization management	4.20	0.63	most
5. Information technology	4.16	0.76	a lot
6. Trade regulations	4.13	0.78	a lot
Overall Appearance	4.26	0.68	most

Table 6 shows that Community Enterprise Entrepreneurs have a level of competence in business knowledge, as a whole, at the highest level, with an average of 4.26 (SD = 0.68). The average production was 4.55 (SD = 0.67), followed by planning 4.28 (SD = 0.64), and product quality standards at 4.26 (SD = 0.62), respectively.

Table 7.

Mean Analysis. Standard Deviation and Distribution of Performance Levels to Support Skills Competition.

Current Competency of Community Enterprise Entrepreneurs	Average	S.D.	Performance Level
Skill			
1. Expertise in local wisdom	4.25	0.61	most
2. Continuous product and organization development	4.20	0.66	most
3. Organizational innovation	4.17	0.71	a lot
4. Continuous networking	4.28	0.62	most
5. Seeking new markets	4.01	0.77	a lot
6. Human relations and communication skills	4.00	0.72	a lot
7. Problem-solving and decision-making abilities	4.26	0.69	a lot
8. Ability to teach and transfer	4.30	0.85	a lot
9. Ability to manage a team	4.32	0.84	most
Overall Appearance	4.20	0.64	most

Table 7 demonstrates the degree to which Community Enterprise Entrepreneurs exhibit the skill level of competence in business, as a whole, at the highest level, with an average of 4.20 (SD = 0.64). The ability to manage the team had an average of 4.32 (SD = 0.84), followed by the ability to teach and transfer at 4.30 (SD = 0.85), and the mean of continuous networking, with an average of 4.28 (SD = 0.62).

Table 8.

Mean Analysis. Standard Deviation and Competitive Performance Level Distributions Features

Current Competency of Community Enterprise Entrepreneurs	Average	S.D.	Performance Level
Feature			
1. Entrepreneurship focus	4.41	0.81	most

2. Leadership	4.32	0.84	most
3. Having the potential for organizational development	4.16	1.09	a lot
4. Pursuing business opportunities	4.12	1.16	a lot
5. Continuous exposure to knowledge and innovations	4.42	0.82	most
6. Immediate response to problems	4.26	0.97	most
7. Being creative	4.43	0.87	most
8. Honesty and integrity	4.48	0.74	most
Overall Appearance	4.33	0.91	most

Table 8 finds Community Enterprise Entrepreneurs maintaining the highest level of business competency, in terms of overall characteristics, with an average of 4.33 (SD = 0.91). Honesty and integrity have an average of 4.48 (SD = 0.74), followed by creativity, with an average of 4.43 (SD = 0.87), and continuous exposure to knowledge and innovation, with an average of 4.42. (SD = 0.82), respectively.

A comparative analysis of the gap between the required competencies of Community Enterprise Operators (OTOP), Chang Klang District, Nakhon Si Thammarat Province to support the competition with the current performance level.

A comparative analysis of the gap between the required level of competency of Community Enterprise Entrepreneurs (OTOP) in Chang Klang District to support the competition and the current status of competency classified competence into three areas: knowledge, skills, and attributes by indexing. The measure of the importance of the need (PNI modified) and the importance of performance analysis results are as follows:

Table 9.

Results of data analysis comparing the gap between the required competency levels of Community Enterprise Operators (OTOP), Chang Klang District, Nakhon Si Thammarat Province, with the overall current level of performance.

overall performance	Performance level average				PNI modified	Priority
	Desire d (I)	Level	Curre nt (D)	Level		
1. Knowledge	4.26	most	3.71	a lot	0.15	1
2. Skills	4.20	most	3.87	a lot	0.09	3
3. Features	4.33	most	3.93	a lot	0.10	2

Table 9 illustrates the gap between the required competency level of Community Enterprise Operators (OTOP) and the current level of competency in each aspect. The priorities are arranged according to the index of importance of needs from the PNI modified as follows: 1) Knowledge, 2) Characteristics, and 3) Skills, respectively.

Table 10.

Results of data analysis comparing the gap between the required level of competency of Community Enterprise Operators (OTOP), Chang Klang District, Nakhon Si Thammarat Province, with the current level of competence in knowledge.

Knowledge Competence	Performance level Average				PNI modified	Priority
	Desired (I)	Level	Current (D)	Level		
1. Planning	4.28	most	3.89	a lot	0.10	5
2. Production	4.55	most	3.88	a lot	0.17	2
3. Product quality standards	4.26	most	3.97	a lot	0.07	6

4. Organization management	4.20	most	3.64	a lot	0.15	4
5. Information technology	4.16	a lot	3.59	a lot	0.16	3
6. Trade regulations	4.13	a lot	3.31	moderate	0.25	1

Table 10 illustrates the gap between the required level of competence of Community Enterprise Entrepreneurs with that of the current level of competence in knowledge, in order of priority, according to the need-based indicators, PNI modified, as follows: 1) trade regulations, 2) production, and 3) information technology.

Table 11.

Results of data analysis comparing the gap between the required competency levels of Community Enterprise Operators (OTOP), Chang Klang District, Nakhon Si Thammarat Province, with that of the current level of competence in skills.

Skill Competence	Performance Level Average				PNI modified	Priority
	Desired (I)	Level	Current (D)	Level		
1. Expertise in local wisdom	4.25	most	3.93	moderate	0.08	4
2. Continuous product and organization development	4.20	most	3.77	a lot	0.11	2
3. Organizational innovation	4.17	a lot	3.75	a lot	0.11	2
4. Continuous networking	4.28	most	3.81	a lot	0.12	1
5. Seeking new markets	4.01	a lot	3.71	a lot	0.08	4
6. Human relations and communication skills	4.00	a lot	3.70	a lot	0.08	4
7. Problem-solving and decision-making abilities	4.26	most	4.09	a lot	0.04	5
8. Ability to teach and transfer	4.30	most	4.13	a lot	0.04	5
9. Ability to manage a team	4.32	most	3.91	a lot	0.10	3

Table 11 illuminates the gap between the required competency level of Community Enterprise Entrepreneurs and the current skill level competency, in order of priority, according to the PNI modified need-based significance index, as follows: 1) Build a network continually. 2) Continuous product, organizational development, and organizational innovation; and 3) the ability to manage teams.

Table 12.

Results of data analysis comparing the gap between the required competency levels of Community Enterprise Operators (OTOP), Chang Klang District, Nakhon Si Thammarat Province, with the current level of performance features.

Feature Performance	Performance Level Average				PNI modified	Priority
	Desired (I)	Level	Current (D)	Level		
1. Entrepreneurship focus	4.41	most	3.86	a lot	0.14	3
2. Leadership	4.32	most	3.98	a lot	0.08	5
3. Having the potential for organizational development	4.16	a lot	3.94	a lot	0.05	6
4. Pursuing business opportunities	4.12	a lot	4.09	a lot	0.01	7
5. Continuous exposure to new knowledge and innovations	4.42	most	3.79	a lot	0.17	1
6. Immediate response to problems	4.26	most	3.88	a lot	0.10	4
7. Being creative	4.43	most	3.80	a lot	0.16	2
8. Honesty and integrity	4.48	most	4.13	a lot	0.08	5

Table 12 shows the gap between the required competency level of Community Enterprise Operators and the current level of competency, in terms of characteristics and in order of priorities, according to the needs-based indicators, PNI modified, as follows: 1) continuous exposure to new information and innovations; 2) creativity, and 3) entrepreneurship focus.

The results of the causal influence analysis of knowledge competence skill. The researcher presented the results of Direct Effects (DE), Indirect Effects (IE), and Total Effects (TE). The results of the analysis are presented in Table 1, Consistency of the causal model.

Competencies from Community Enterprise Operators (OTOP) in Chang Klang District, Nakhon Si Thammarat Province. Based on the assumptions and empirical data, it is noted that the model is consistent with the empirical data. When considering the statistical values used to check the coherence between the model and the observed data, i.e., qui-square is equal to 6.20 degrees of freedom equal to 8, the probability (p) is similar to 0.6249, i.e., r insignificantly differs from zero, which shows that the central hypothesis is accepted as the Causal Model of Competency from Community Enterprise Entrepreneurs (OTOP) in Chang Klang District, Nakhon Si Thammarat Province.

This is developed in harmony with the empirical data, which is consistent with the analysis results. The Harmony Index (GFI) is 1.000, the Adjusted Harmony Index

(AGFI) is 0.9680, approaching 1, and the Residual Mean Square Root Index (RMR), equal to 0.02104, is close to zero.

Knowledge competency (KNOW) from the study demonstrates that Trade Regulations (LAW), Manufacturing (PROD), and Information Technology (INFOR) can explain that the changes in Knowledge competency (KNOW) are 75%. There is a significant positive direct influence at .05 levels from trade regulations (LAW), production (PROD), and influence sizes of 0.26 and 1.75, respectively. There is a significant negative direct effect at the .05 level from Information Technology (INFOR) at -1.06. A significant positive indirect effect at the .05 level from Trade Regulations (LAW) Manufacturing (PROD) and Information Technology (INFOR), with influence sizes of 0.16, 0.13 and 0.37, respectively, can be written as a model equation, as follows:

$$\text{Knowledge competency (KNOW)} = 0.26(\text{LAW}) - 1.06(\text{INFOR}) + 1.75(\text{PROD}), R^2 = 0.75$$

Skills Competency (SKILL). The study shows that Continuous Networking (NET), Continuous Product and Organization Development and Organizational Innovation (ORG), and the Ability to Manage Teams (ABLI) explain the change of Skills Competency (SKILL) at 83.0%. There is a significant positive direct influence at the .05 and .10 levels through Continuous Networking (NET), Continuous Product and Organizational Development, Organizational Innovation (ORG), and Team Management Ability (ABLI), with influence sizes of 0.20, 0.325, and 0.38, respectively, with significant positive influence at the .05 level of networking. Continuous Networking (NET), Continuous Product and Organization Development Organizational Innovation (ORG), and the Ability to Manage Teams (ABLI) show influence sizes of 0.15, 0.09, and 0.41, respectively, and can be written as a model equation, as follows:

$$\text{Skill competence (SKILL)} = 0.20(\text{NET}) + 0.35(\text{ORG}) + 0.38(\text{ABLI}), R^2 = 0.83$$

Characteristic Competency (CHAR) Studies show Continuous exposure to Knowledge and Innovation (INNOV), Creativity (CREAT), Entrepreneurship Focus (FOCUS), Immediate Response to Problems (RESP), Leadership (LEAD), and Honesty and Integrity (HONE). The Low-Cost Leadership Factor (COST) is directly influenced by a significant positive effect at .05 and .10 on Knowledge Exposure and .10 on Continuous Innovation (INNOV), Creativity (CREAT), Entrepreneurship Focus (FOCUS), Immediate Response to Problems (RESP), Leadership (LEAD), and Honesty and Integrity (HONE), with influence sizes of 0.091, 0.160, 0.660, and 0.062, respectively. These can be written as the following equations:

$$\text{Feature performance (CHAR)} = 0.091(\text{INNOV}) + 0.16(\text{CREAT}) + 0.036(\text{FOCUS}) - 0.026(\text{RESP}) + 0.062(\text{LEAD}) + 0.66(\text{HONE}), R^2 = 0.85$$

Discussion of the results of the research

In this research study, the research team was aware of the competence of Community Enterprise Operators (OTOP), Chang Klang District, Nakhon Si Thammarat Province, to build competitiveness. The results are discussed, as follows:

Competencies of Community Enterprise Entrepreneurs (OTOP), Chang Klang District, Nakhon Si Thammarat Province. 1) Knowledge consists of planning, production, product quality standards, organization management information technology, and trade regulations. 2) Skills consist of expertise in local wisdom, continuous product and organizational development and innovation, corporate networking, seeking new markets, human relations, communication abilities, problem-solving, and decision-making abilities. The ability to teach and transfer and the ability

to manage the team and its attributes include the focus on entrepreneurship, leadership, having the potential for organizational development, seeking business opportunities, continuous exposure to knowledge and innovations, immediate response to problems, creativity, and honesty and integrity.

Current Competency of Community Enterprise Entrepreneurs (OTOP), Chang Klang District, Nakhon Si Thammarat Province. The overall average is high. The knowledge competency averages a high level. When considering each aspect, it is seen that the side with the highest mean is the average product quality standard, at 3.97 (S.D. = 0.66), indicating that Community Enterprise Entrepreneurs pay attention to developing products to meet quality standards and be accepted by customers. The aspect that needs to be developed is trade regulation, which has the lowest mean, at 3.31 (SD = 1.03), which is consistent with Somnuk et al.'s (2010) research. Entrepreneurship found that innovation is an essential tool in building the competitiveness of entrepreneurs. At the same time, entrepreneurship is a critical mechanism in innovation.

Skill competencies overall are at a high level. When considering each aspect, it appears that the most significant factor is the ability to teach and transfer jobs. This shows that Community Enterprise Operators (OTOP) are promising entrepreneurs with the ability to manage people in the group. This corresponds to the [12] study showing the learning behavior patterns of entrepreneurs, including competency habits and behaviors related to entrepreneurial learning. That study found that the learning behavior patterns of entrepreneurs affect the success of entrepreneurs and consist of six main themes: seeking learning opportunities, specific education, deep learning, continuous learning, combining learning outcomes with experience, and success in transferring knowledge to the current situation.

Feature performance is at an overall high level. When considering each aspect, it is clear that the most important elements are honesty and integrity. This shows that entrepreneurs do business honestly and do not take advantage of consumers, which is consistent with [8] research conducted on the characteristics of entrepreneurs and the success of small and medium enterprises in Ayutthaya province. The objective was to study the characteristics of entrepreneurs and the success of small and medium enterprises. Entrepreneurs found that the most critical attributes are to adhere to the quality of products and services in order to foster customer loyalty and satisfaction with products or services.

In terms of considering the competency to increase the competitiveness of Community Enterprise Operators (OTOP) in Chang Klang District, Nakhon Si Thammarat Province, creating competitive advantages by Community Enterprise Operators (OTOP) should be developed as follows:

Performance	Development Issues
Knowledge	Trade rules
	Production
	Information technology
Skill	Continuous networking
	Continuous product and organization development
	Organizational innovation
Feature	Exposure to knowledge and innovation
	Creativity
	Entrepreneurial focus

Recommendations from research

From the results of the study on A Study of Competency of Community Enterprise Entrepreneurs (OTOP), Chang Klang District, Nakhon Si Thammarat Province, the recommendations can be summarized as follows:

Community Enterprise Entrepreneurs (OTOP) should develop competence 1) on knowledge issues, rules, trade, production, and information technology, 2) skills, continuous networking, continuous product and organizational development and innovation, and 3) the characteristics of knowledge exposure, creative innovation, and entrepreneurial focus to create more competitive advantages.

Suggestions for further research

Further study should include a separate community enterprise group (OTOP) to better understand the needs and development requirements of community enterprises for each product to be able to set guidelines for developing Community Enterprise Entrepreneurs (OTOP) with further competence.

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