

Factors of Community Management Potential Affecting the Strength of OTOP Innovative Tourism Communities in Ongkharak Area, Nakhon Nayok, Thailand

Somjate Waiyakarn^{1*}

Faculty of Education, St Teresa International University, Thailand

Email: somjate.wai@trsu.ac.th

*Corresponding Author

Ubon Dhanesschaiyakupta²

Faculty of Humanities and Social Sciences, St Teresa International University, Thailand

Email: deanhm@trsu.ac.th

Chanida Muangkaew³

Faculty of Education, St Teresa International University, Thailand

Email: chanida.mua@trsu.ac.th

Warairat Sompong⁴

Faculty of Business Administration, St Teresa International University, Thailand

Email: warairat.som@trsu.ac.th

Kingkeaw Sangpaew⁵

Faculty of Nursing, St Teresa International University, Thailand

Email: kingkeaw.sang@trsu.ac.th

Received: 21/04/2024

Revised: 25/05/2024

Accepted: 27/05/2024

Abstract

This research is a case study with the aim to investigate factors of community management potential affecting the strength of OTOP Innovative Tourism Communities in the Ongkharak district area, Nakhon Nayok, Thailand. This research is quantitative, conducted on people living in the main tourist attraction area that is the must-see “Khlong 15 tree market”. Two communities were selected, namely Community A and Community B in Ongkharak district, Nakhon Nayok, with a sample group of 377 people selected using simple random sampling. The data collection instrument was a questionnaire developed by the researcher. Statistics used in the research were mean, S.D., and multiple regression analysis. Results of the study found that 1) the community management potential of OTOP innovative tourism communities in the Ongkharak area, both overall and according to all 7 aspects, were at a high level 2) the overall strength of the community that had been assessed as a tourism community was higher than those that had been developed but not yet assessed and classified 3) 3 out of 8 factors had a significant effect on community strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand. Cooperation networks with private sector organizations (X_6), public mind of people in the community (X_3) and public relations of the community (X_7) together had a positive effect on community strength (Y) of the OTOP innovative tourism communities, statistically significant at the .01 level.

Keywords: OTOP Innovative Tourism Communities, Community management potential, Community strength

1. Introduction

OTOP Innovative Tourism Communities is the name of a tourism community development project that is used to drive Thailand's national development according to the policy of Thai Niyom Yangyuen, in order for the community to grow economically and socially. Income is generated within the community as a result of the cooperation from all sectors, namely the government, private and public sectors taking part in the development. This is an extended implementation of the government OTOP project that has been in operation since 2001 (Department of Community Development, 2018; Kunpluem, 2019).

OTOP, an acronym of One Tambon One Product, is a project to stimulate local entrepreneurial business. This originated from the One Village One Product concept of Oita City, Japan, which is a guideline to create prosperity for the community, to be able to elevate the well-being of people in the community. This is done through the production or management of local resources into quality products. The products have their own unique features or identities that are aligned with the culture in each region. They can be sold in both domestic and international markets (Chanbancherd & Puncreobutr, 2016; Kunpluem, 2017).

However, through supporting, promoting, developing products and developing marketing channels according to the OTOP project, many products of the communities were found to lack competitiveness. People felt uneasy that they had to sell their products outside their community. Marketing channels were limited and lacked entrepreneurial preparedness. As a result, product sales are usually generated by only one entrepreneur or a small group within the community, not truly distributed to the larger population of the community. Consequently, the economic development of grassroot communities has not been as successful as originally intended (Chanbancherd & Puncreobutr, 2016; Wuttiipattanapong et al., 2023).

The Department of Community Development, therefore, changed the OTOP project from having to sell OTOP products outside their communities to become the OTOP innovative tourism communities project. This is done by increasing income generating channels according to the needs of the community (demand-driven local economy), with an aim to generate product sales within the community. Therefore, competing to sell products outside their community would no longer be necessary. They simply have to be a good host, utilizing the charm, wisdom, way of life, culture and creativity of the community and convert them into income. That means transforming the community into a tourist attraction, in which community members collaboratively think, produce products and services, and link community-level tourism routes to attract people to travel to the community. Community products, goods and services should be valuable enough for tourists to pay a visit and spend money on various community activities. Income would thus be distributed among people in the community, leading to grassroot economy development and a stronger community (Sriayut & Bunjoon, 2021).

Therefore, the promotion of OTOP innovative tourism communities, develops the managerial potential of various communities and helps them progress into tourism communities. This involves community development in 3 areas: the potential to attract tourists, with an assigned weight of 50 points, the preparedness of the community and facilities, assigned weight of 30 points, and products and services, assigned 20 points (Department of Community Development, 2018; Kongphanurak, 2020).

The potential to attract tourists consists of 5 indicators: (1) the connection with main tourist attractions (attracting tourists from the main tourist sites and the travel from those sites to the community), (2) tourist attractions within the community and being widely known

(having unique selling points such as nature, history, culture, tourism activities and public relations through various channels), (3) tourist statistics (average number of tourists per month, consistency and frequency of tourist visits, reaching the target audience through various channels, trend of increasing tourists, community capacity to accommodate tourists), (4) income generation and distribution of tourism income (income from goods and services, tourism activities, accommodations, restaurants, travel services, activities generating income for people in the community, the distribution of income and beneficiaries in the community), and (5) tourism network coordination bringing tourists into the community (collaboration with the Tourism Business Association and travel management companies, the inclusion of community visits in travel packages, travel routes and the tourism calendar) (Department of Community Development, 2018; Wannaosote, 2021).

The preparedness of the community and its facilities involve three indicators: (1) the preparedness of organizations and personnel (those responsible for tourism management, community tourism personnel, tourism coordinators, public relations officers, community narrators, interpreters or local tour guides), (2) the organization of tourism management systems (community rules for allocating and distributing the income, environmental and waste management, tourist safety measures, community plans for tourism), (3) facilities for accommodating tourists (tourism information service points, brochures, maps, directional signs, tourist attraction information signs, transport facilitation, standard community accommodation, restaurants, souvenir shops) (Department of Community Development, 2018; Wannaosote, 2021).

Regarding the products and services, this consists of 2 indicators: (1) uniqueness of local products (products derived from the use of local or seasonal raw materials, unique local food/fruits, souvenirs exhibiting that tourists have been to the place – which can attract purchases, production observations or even participation in the production by tourists), (2) tourism services (various forms of activities, such as those incorporating arts and culture, tradition, history, way of life, nature, adventure, ecology, agriculture, organized into various forms of tourism programs, allowing tourists to choose according to their interests. In addition, having communication channels with the community, such as reserving a tour package and requesting information and details) (Department of Community Development, 2018; Wannaosote, 2021).

The development of community management potential leads to categorizing tourism communities into four types: type A, type B, type C, and type D. Type A tourism communities are “Attractive” star tourism communities or communities equipped to receive tourists (an assessment score of higher than 90 out of 100 points and an evaluation score for the potential to attract tourists of more than 40). Type B tourism communities are “Bright star” tourism communities or communities that have a promising future for further development (an assessment score of 80-90 out of 100 points and an evaluation score for the potential to attract tourists of higher than 40). Type C tourism communities are unique/specialized tourism communities, “Case study”, or communities with an identity that is unique in one way or another (an assessment score of less than 90 out of 100 points and an evaluation score for potential to attract tourists of less than 40 but is unique in other aspects). Type D tourism communities are those that have OTOP products but are unclear about tourism management. It is a “product Delivery” group or a community with the ability to sell products (an assessment score of less than 80 out of 100 points and the potential to attract tourists of less than 40) (Department of Community Development, 2018; Kongphanurak, 2020).

Various communities, therefore, developed themselves according to the conditions of being a tourism community and requested an assessment to be classified into one out of the four types of tourist communities. The assessment process started from 2018 to 2023, with

communities that were classified as tourist communities and those that did not qualify. Nevertheless, despite the main project goal being a tourist community, the end goal of the project is grassroots economic development to strengthen the community (Jaihan et al., 2023).

Therefore, in order to follow up on the results obtained from the continuous work put in (Wattanasan & Puncreobutr, 2021) as well as to monitor the end goals arising from the OTOP innovative tourism communities project that had achieved a certain level of success (Hemaphan, 2022), the researchers whose duty was to provide academic services to the society in the Ongkharak district, Nakhon Nayok, therefore deemed that there should be a study on the factors of community management potential affecting the community strength of the OTOP innovative tourism communities. This would be a case study conducted on two communities in the Ongkharak district, Nakhon Nayok, Thailand. This location is an important tourist attraction with the must-see “Khlong 15 Tree Market”. The two selected communities consisted of Community A (assessed as a type D tourism community) and Community B (a developing community but not yet assessed and classified). The purpose is to study the community strength resulting from such development.

Results of this research would be useful to administrators who are policymakers in community development, grassroots economic development, tourism development and the OTOP innovative tourism communities project development. The information could be used in the implementation of the project, to achieve the goals of the 20-year national strategy, from 2017 to 2036. It would also be beneficial to local and community administrators, to enhance the community management potential, strengthen the community, and develop community products and services. This would be consistent with the local development plan and the national economic and social development plans. Furthermore, research results would also be beneficial to administrators of higher education institutions, program administrators and faculty members in the fields of business administration, tourism, community economic development and improving the quality of life. The information obtained could be used to improve academic services provided to society and/or curriculum development so as to further enhance the quality of Thai graduates.

2. Research Objectives

This research has the following objectives:

2.1 To investigate the community management potential level of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand.

2.2 To analyze the level of community strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand.

2.3 To compare the community management potential and the community strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, according to the community classification assessment.

2.4 To study the factors of community management potential affecting the strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand.

3. Research Methodology

This research is a quantitative research.

The population consists of 20,000 people living in the main tourist attraction area, namely the must-see “Khlong 15 Tree Market”, Ongkharak district, Nakhon Nayok. The sample group was selected from residents of the two communities within the tourist attraction areas that are similar in terms of community context, namely Community A, which had been assessed and classified as a type D tourist community, and Community B, which is a developing but not yet assessed and classified as a tourist community. The researcher

calculated the sample size using the Krejcie and Morgan tables, totaling 377 people, selected through simple random sampling.

3.1 The variables studied are as follows:

1) The independent variable is community management potential.

For the factors of community management potential, the researcher integrated the concept of developing community management to progress to a tourist community of the Department of Community Development (2018) and Wuttipattanapong et al. (2023) and a new perspective on community development from Thomton et al. (2012) and Sanprasit (2017), forming the research framework. This consists of 8 factors: participation from community members (X_1), morale and encouragement of community members (X_2), public mind of people in the community (X_3), use of the community’s local wisdom (X_4), support from government agencies (X_5), cooperation networks with private sector organizations (X_6), public relations of the community (X_7), and community leaders’ learning (X_8).

2) The dependent variable is community strength.

For the community strength, the researcher integrated the concepts of the operational drive of OTOP innovative tourism communities project of the Department of Community Development (2018), entrepreneurship of Dorado (2005) and Garud et al. (2007) and the success of tourism communities by Hemaphan and Mahakanjana (2017), forming the research framework. This consists of 4 aspects: economic (Y_1), social (Y_2), cultural (Y_3), and natural resources and environment (Y_4).

4. Research instruments and statistics:

The instrument used was a questionnaire created by the researcher, with a discriminant index between 0.387 to 0.919, and a reliability index of .90. The statistics used in the research were mean, S.D., t-test, Pearson product moment correlation, VIF (Variance Inflation Factor) and multiple regression analysis.

The study period was between September 2023 and November 2023.

5. Research Results

The results obtained from the study are as follows:

5.1 Level of community management potential

The study on factors of community management potential was conducted by having people evaluate the potential of their own community in providing services to accommodate tourists, as a community that is a new tourist destination according to the OTOP innovative guidelines. The results of the study are shown in Table 1.

Table 1 Community management potential of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand (N=377)

Factors	Mean	S.D.	Potential level	Ranking
Participation from community members (X_1)	3.59	.517	High	7
Morale and encouragement of community members (X_2)	3.73	.616	High	2
Public mind of people in the community (X_3)	3.80	.636	High	1
Use of the community’s local wisdom (X_4)	3.61	.538	High	6
Support from government agencies (X_5)	3.66	.562	High	3
Cooperation networks with private sector	3.62	.564	High	5

organizations (X ₆)				
Public relations of the community (X ₇)	3.64	.596	High	4
Community leaders' learning (X ₈)	3.51	.476	High	8
Overall community management potential	3.64	.342	High	

Table 1 shows that the overall community management potential of OTOP innovative tourism communities in Ongkharak district, Nakhon Nayok, was at a high level (3.64). Likewise, the individual factors of community management potential were also at a high level. The top three factors were the public mind of people in the community (3.80), followed by morale and encouragement of community members (3.73), and support from government agencies (3.66), respectively. The least three factors were the use of the community's local wisdom (3.61), followed by participation from community members (3.59), and community leaders' learning (3.51), which ranked the lowest.

5.2 Level of community strength

The study on community strength was conducted with people living in the area of an important tourist attraction, the must-see “Khlong 15 Tree Market”, Ongkharak district, Nakhon Nayok. The sample group was selected from 2 communities with similar community contexts, namely Community A, which was already assessed and classified as a type D tourism community, and Community B, which was already developed but not yet assessed and classified. The results are shown in Table 2.

Table 2 The strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand (N=377)

Aspects	Mean	S.D.	Strength level	Ranking
Economic (Y ₁)	3.55	1.060	High	1
Social (Y ₂)	3.45	.470	Medium	4
Cultural (Y ₃)	3.52	.900	High	2
Natural resources and environment (Y ₄)	3.47	.509	Medium	3
Overall community strength level	3.51	.402	High	

Table 2 shows that the overall community strength of the OTOP innovative tourism community was assessed to be at a high level (3.51). When considering the community strength in each individual aspect, it was found that the sample group assessed themselves as having a high level of community strength in the economic and cultural aspects, with a mean of 3.55 and 3.52, respectively. However, the sample group assessed themselves as having a medium level of community strength in the natural resources and environment and social aspects, with a mean of 3.47 and 3.45, respectively.

5.3 Comparison

5.3.1 Comparison of community management potential

Comparing the community management potential of two communities with similar community contexts in the tourist area of the must-see “Khlong 15 Tree Market”, Ongkharak district, Nakhon Nayok, between Community A, which was classified as a type D tourist community, and Community B, which was developed but not yet assessed and classified. The results of comparison are shown in Table 3.

Table 3 Comparison of management potential of OTOP innovative tourism in the Ongkharak area, Nakhon Nayok, Thailand, classified by the community classification assessment (N=377)

Factors	Community A (273)		Community B (104)		t	p
	Mean	S.D.	Mean	S.D.		
Participation from community members (X ₁)	3.77	.328	3.13	.626	9.906**	.000
Morale and encouragement of community members (X ₂)	3.97	.383	3.12	.686	11.968**	.000
Public mind of people in the community (X ₃)	3.95	.462	3.40	.833	6.365**	.000
Use of the community's local wisdom (X ₄)	3.78	.356	3.15	.662	9.116**	.000
Support from government agencies (X ₅)	3.85	.386	3.16	.643	10.266**	.000
Cooperation networks with private sector organizations (X ₆)	3.78	.376	3.18	.721	8.159**	.000
Public relations of the community (X ₇)	3.79	.387	3.26	.837	6.135**	.000
Community leaders' learning (X ₈)	3.62	.294	3.22	.697	5.598**	.000
Overall community management potential	3.81	.140	3.20	.332	17.932**	.000

* p < .05 ** p < .01

Table 3 reveals that overall, the community management potential of Community A, which was assessed and classified as a tourism community, was higher than Community B, which was developed but not yet assessed and classified, with a statistical significance level of .01.

When considering each individual factor, it was found that the community management potential of Community A was higher than Community B in every factor, with a statistical significance level of .01. This consists of morale and encouragement of community members, support from government agencies, participation from community members, use of the community's local wisdom, cooperation network with private sector organizations, public mind of people in the community, public relations of the community, and community leaders' learning, respectively.

5.3.2 Comparison of community strength

Comparison of the strength of two communities in the tourist destination area of the must-see "Khlong 15 Tree Market", Ongkharak district, Nakhon Nayok, between Community A, which was assessed and classified as a type D tourist community, and Community B, which was already developed but not yet assessed and classified. The results of the comparison are shown in Table 4.

Table 4 Comparison of the community strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, classified by the community classification assessment (N=377)

Aspects	Community A (273)		Community B (104)		t	p
	Mean	S.D.	Mean	S.D.		
Economic (Y ₁)	3.60	1.126	3.40	.850	1.927	.055
Social (Y ₂)	3.52	.267	3.26	.756	3.341**	.001
Cultural (Y ₃)	3.57	.911	3.37	.857	2.083*	.039
Natural resources and environmental (Y ₄)	3.52	.299	3.34	.829	2.091*	.039
Overall community strength	3.55	.379	3.34	.422	4.457**	.000

* p< .05 ** p< .01

According to Table 4, it was found that the overall community strength of Community A, which was assessed and classified as a tourism community, was higher than Community B, which has been developed but not yet assessed and classified, with a statistical significance level of .01.

When considering each individual aspect, it was found that there were differences as follows: Regarding the social aspect, it was found that the community strength of Community A, which was assessed and classified as a tourism community, was higher than Community B, which has been developed but not yet assessed and classified, with a statistical significance level of .01.

Regarding the natural resources and environmental aspect and the cultural aspect, Community A was found to have a higher community strength than Community B, with statistical significance at the .05 level.

Regarding the economic aspect, it was found that Community A had a higher community strength than Community B, but the difference was not statistically significant.

5.3.3 Analysis of the effect of community management potential factors on community strength Analysis of the effect of community management potential factors on community strength within the OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, is as follows:

The relationship between community management potential factors and the community strength of the OTOP innovative tourism communities, in each variable, through the analysis of Pearson correlation coefficients revealed a low correlation, with the Pearson correlation coefficients (r) between .011 - .158. The researcher tested for multicollinearity using VIF values. The test results showed that the VIF values of various variables ranged from 1.022-1.129, which were less than 10, indicating that the variables are not related or there is no multicollinearity problem. This can be applied to the multiple regression analysis.

Through the analysis of the effect of community management potential factors on the community strength, the researcher tested the hypothesis through multiple regression analysis, using the stepwise method and forming a regression equation in the form of raw scores and standard scores. The results are displayed for the multiple correlation analysis (R), the coefficient of determination (R²), the adjusted forecast coefficient (adj R²), the standard error of the forecast (S.E. est), and the variance obtained from the multiple regression analysis, as shown in Table 5.

Table 5 Test of correlation in regression coefficients for community management potential factors affecting the community strength of the OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand (N=377)

Factors of community management potential	Community strength			t	p
	b	S.E.b	β		
Constant	2.425	.179		13.583	.000 ^{**}
Cooperation networks with private sector organizations (X ₆)	.119	.038	.168	3.184	.002 ^{**}
Public mind of people in the community (X ₃)	.095	.033	.150	2.827	.005 ^{**}
Public relations of the community (X ₇)	.078	.034	.115	2.282	.023 [*]
F= 12.639 P = 0.000 R =.304 R² = .092 AdjR² = .085					

* p< .05 ** p< .01

Table 5 reveals the analysis results of community management potential factors affecting the community strength, which shows that 3 out of 8 potential factors had a positive effect on the community strength: cooperation networks with private sector organizations (X₆), public mind of people in the community (X₃) and public relations of the community (X₇), with a statistical significance level of .01, and a coefficient of determination of 9.20% (R² = 0.092). The forecasting equation is as follows.

The equation in raw score form:

$$Y = 2.425 + .119(X_6) + .095(X_3) + .078(X_7)$$

The equation in standard score form:

$$Z_y = .018(X_6) + .150(X_3) + .115(X_7)$$

6. Conclusion

The results of the study can be summarized as follows:

6.1 Community management potential of the OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, as a whole was at a high level. Likewise, each of the 8 individual factors studied also had a high level of community management potential, with public mind of the people in the community ranked the highest and community leaders' learning ranked the lowest.

6.2 The overall community strength of the OTOP innovative tourism communities in Ongkharak, Nakhon Nayok was at a high level. However, when considering the community strength in each of the four areas, it was found that the community strength in the economic and cultural aspects were at a high level, while the community strength in natural resources and the environment, and the social aspect was at a medium level. The highest ranking of community strength was the economic aspect and the lowest ranking was the social aspect.

6.3 The comparison of community management potential of the OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, found that the community that had been assessed and classified as a tourism community had a higher community management potential than the community that had not yet been classified, both overall and in each of the 8 individual factors.

The community management potential of the OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, was classified according to the assessment for community classifications.

6.4 The comparison of community strength of the OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, found that the strength of the community that had been assessed and classified as a tourism community was higher than the community that was developed but not yet assessed and classified.

The community strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, was classified according to the assessment for community classifications.

6.5 Three factors of community management potential: cooperation networks with private sector organizations, public mind of people in the community, and public relations of the community, together had an effect on the community strength of the OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, with coefficients of determination accounting for 9.20% ($R^2 = 0.092$).

7. Discussion of Results

According to the research results, it was found that the community management potential of the community that had been assessed and classified as a tourism community was higher than the community that had already been developed but not yet assessed and classified. This may be due to the community development process according to the management guidelines of the OTOP innovative tourism communities' project of the Department of Social Development. There is systematic community development in three important aspects: the potential to attract tourists, the readiness of the community and its facilities, and the products and services. Each aspect has clear indicators specified, clear issues for consideration and scoring criteria for each aspect that the communities must develop. There are also provincial level and district level agencies to provide knowledge, reinforcements, support, and periodic monitoring, up until the process of announcing the classification into OTOP innovative tourism communities (Department of Community Development, 2018).

This is consistent with the research results of Wutipipattanapong et al. (2023) which found that the potential of tourism communities increased in 9 areas. Namely, creating an impression on tourists, facilities and accommodations, local food, culture and tradition of the community, natural tourist attractions, cultural and religious tourist attractions, community management, organizing activities in the community, and the sustainability of natural resources conservation.

Furthermore, it consistent with the study results of Sanpasit (2017) and Waentip and Pilum (2016) which found that the development of OTOP innovative tourism communities translates to improving the potential of people in the community, improving the potential of entrepreneurs in the community, and also creating social capital.

In addition, from the results of the study which suggested that the strength of the community that had been assessed and classified as a tourist community was higher than the one that had been developed but not yet assessed and classified. This may be due to the fact that the assessment for the classification of tourism communities is a significant driving force for organizational development and change, stemming from the strategic response of community leaders and characteristics of institutional entrepreneurs. This is to create organizational legitimacy by seeking the strength of the community for its survival in society (Bushe and Marshak, 2016). This is in line with the research by Hemaphan (2022), which found that the participation by people in society in community innovation and the cooperation with external networks would be able to drive the economic success of the community. This is also in accord with the research by Woravat et al. (2019) which found

that important indicators of the strength of OTOP innovative tourism communities were economic, social, cultural, and natural resources and the environment.

8. Recommendations

8.1 Recommendations for the application

From the study, it was found that among all the factors of community management potential, public mind of people in the community ranks first and community leaders' learning ranks last. This indicates that various agencies involved can develop communities to achieve the goals set forth by the OTOP innovative tourism communities' project. However, the community leaders' learning came last among all the potential factors. This may be a result of the community members' expectations of their leaders. Therefore, administrators at the policy level in charge of community development, grassroots economic development, and tourism development, should incorporate activities related to the learning development of community leaders into the OTOP innovative tourism communities' project.

According to the study, it was found that the economic aspect of OTOP innovative tourism communities ranked first in terms of community strength, with the social aspect ranked last. This shows that as far as tourism community development is concerned, people in the community recognize that it generates income in the community and a clearly visible economic growth. Meanwhile, they have not yet realized that there is potential improvement in the way of life of people in the society. Therefore, administrators of agencies involved in community development, local administrators and community administrators can plan more activities for social development within the community.

The study revealed that three factors, namely, cooperation networks with private sector organizations, public mind of people in the community, and public relations of the community, together had an effect on the community strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand. This demonstrates that the integration of community development, grassroots economic development and tourism development contribute to the community strength. Therefore, administrators of educational programs in each field of study, such as business administration, tourism, and social development programs, should apply the information obtained from the social services to improve the curriculum to be consistent with the new demands of society.

8.2 Recommendations for further research

According to the study, which found that there were 5 factors: participation from community members (X_1), morale and encouragement of community members (X_2), use of the community's local wisdom (X_4), support from government agencies (X_5), and community leaders' learning (X_8), that did not have an effect on the community strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand. This may result from the fact that the researcher conducted the study with sample groups only in the tourist attraction area of the must-see "Khlong 15 Tree Market", Ongkharak district, Nakhon Nayok. Therefore, further study should be conducted with a new sample group from other OTOP innovative tourism communities to confirm these research results.

The study revealed that the community management potential, consisting of cooperation networks with private sector organizations, public mind of people in the community, and public relations of the community, together had an effect on the community strength of OTOP innovative tourism communities in the Ongkharak area, Nakhon Nayok, Thailand, with a coefficient of determination accounting for only 9.20 percent. This may result from the fact that the researcher conducted the study specifically on an OTOP innovative tourism community type D and an OTOP innovative tourism community that has not yet been assessed and classified, which may not have great community strength yet. Therefore, further

studies should be conducted on OTOP innovative tourism communities which are classified as types A, B and C, to clearly validate the results of this study.

References

- Bushe, G. R. & Marshak, R. J. (2016). The Dialogic Mindset: Leading Emergent Change in a Complex World. *Organization Development Journal*, 34(1), 37-65.
- Chanbancherd, S., & Puncrobutr, V. (2016). Using Business Model O2O for District Products: A Case Study of Uncle Pome' Pounded Unripe Rice Products, Nakhon Nayok Province, Thailand. *Food Industry eJournal*, 5(54), 1-7.
- Department of Community Development. (2018). *Handbook of OTOP Tourism Community Management*. Retrieved March 29, 2019. From <https://www.oic.go.th/fileweb/cabinfocenter3/drawer051/general/data0000/00000042.pdf>.
- Dorado, S. (2005). Institutional Entrepreneurship, Partaking, and Convening. *Organization Studies*, 26(3), 385-414.
- Garud, R., Hardy, C., & Maguire, S. (2007). Institutional Entrepreneurship as Embedded Agency: An Introduction to the Special Issue. *Organization Studies*, 28(7), 957-969.
- Hemaphan, P. (2022). The Success of OTOP Tourism Villages: Process and Institutional Entrepreneurship. *Journal of Community Development and Life Quality*, 10(1), 22-34.
- Hemaphan, P., & Mahakanjana, C. (2017). Determinants of Stakeholder Participation toward Sustainable Tourism Development: An Empirical Study of Active Beach Destinations in Thailand. *Sripatum Review of Humanities and Social Sciences*. 17(1), 103-114.
- Jaihan, P., Nalao, A., & Kidkhamuan, W. (2023). Management Guidelines of OTOP Inno-life Tourism for Strengthening Community in Nakhon Phanom Province. *Journal of Social Science Panyapat*, 5(2), 41-56.
- Kongphanurak, O. (2020). *Success Factors of OTOP Nawatwithi Tourism Communities Project in Klong Luang District, Pathum Thani Province*. An Independent Study Submitted to Thammasat University for the Master of Political Science (Politics and Governments for Executive). Bangkok: Thammasat University.
- Kunpluem, P. (2017). A Development of Knowledge Management Process for Local Wisdom: A Case Study of Eastern OTOP Groups. *Journal of Politics, Administration and Law*, 9(3), 273-295.
- OTOP Tourism Community in Nakhon Ratchasima Province. *NEU Academic and Research Journal*, 9(2), 71-80.
- Sanprasit, W. (2017). The Success Factors of OTOP. *Journal of Information*, 16(2), 147-158.
- Sriayut, K., and Bunjoon, O. (2021). Participation of OTOP Tourism Community at Ban Ton Pho, Pathumthani Province for Sustainable Tourism. *Journal of Humanities and Social Sciences Bansomdejchaopraya Rajabhat University*, 15(2), 33-63
- Thomton, P. H., Ocasio, W., Lounsbury, M. (2012). *The institutional Logics Perspective: A New Approach to Culture, Structure and Process*. UK: Oxford University Press.
- Waentip, C. and Pilum, K. (2016). Factors Affecting the Success and Failure of OTOP Fabric and Clothing of Suwannaphum District, Roi-et Province. *Journal of Politics and Governance*, 6(1), 66-81.
- Wannaosote, W. (2021). *OTOP Nawatwithi Community-Based Tourism Management Model for Sustainable Community Development*. Thesis for the Doctor of Philosophy (Management). Bangkok: Silpakorn University.
- Wattanasan, P., & Puncrobutr, V. (2021). Conceptual Framework for Transferring Lessons Learned from Work for The Development of Best Practices. *Turkish Online Journal of Qualitative Inquiry*, 12(7): 4848-4856.
- Woravat, T., Kanaphum, S., & Kosonkittumporn, S. (2019). Factors Affected the Strength of Nawatwithi OTOP Tourism Community in Nakhon Ratchasima Province. *Northeastern University NEU Academic and Research Journal*, 9(2), 71-80.

- Wuttipattanapong, P., Intamon, C., & Somsanhan, T. (2023). The Potential of Community-based Tourism under The OTOP Community Tourism Project: A Case Study of I-Sarn Local Culture-Oriented Tourism Village (Ban Sasom), Khong Chiam District, Ubon Ratchathani. *Journal of Public Administration and Politics*, 12(1), 41-63.
- _____. (2019). Tourism Community OTOP Nawatwithi. *Sripatum Chonburi Academic Journal*. 16(12), 14-22.