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NAKHON PATHOM COMMUNITY DEVELOPMENT STRATEGIES: IMPLICATION ON BUILDING COMMUNITY CAPABILITY FOR PRODUCT DEVELOPMENT AMONG SMALL AND MICRO COMMUNITY ENTERPRISE

Mohamed Samsudeen Sajahan¹ & Nur Zainie Abd Hamid²

Universiti Teknologi MARA, Malaysia

msamsudeen@uitm.edu.my¹

INTRODUCTION

Cultivating capability is regarded as an important tool for successful execution and sustainability of product development among local community (Laverack & Thangphet, 2009; Aref, Redzuan, & Gill, 2010; Laverack, 2006; Gibbon, Labonte, & Laverack, 2002). There is a considerable body of literature that suggest the importance of identifying priorities and opportunities in building community capabilities for development (Victurine, 2000) and as well discusses approaches for its implementation and evaluation (Goodman et al., 1998; Hawe et al., 2000; Labonte and Laverack, 2001; Gibbon, Labonte and Laverack, 2002). Assessment of the implementation or evaluation on building community capability is regarded as essential to serve a meant in scrutinising project a achievement; lead to a better demonstration to policy maker about changes within their communities and also to access future project funds.

BACKGROUND OF STUDY

Literature addressing how community capacity can be deliberately enhanced in a programme or project unanimously stressed the importance of performing evaluation (Gibbon et al., 2002; Laverack, 2006). The evaluation is observed as fundamental among practitioner (i.e. funder, program planner and evaluator) to ensure the programme has a greater impact on constructing community capabilities and eventually sustaining the programmes for longer term. In addition, the “outcome” of the evaluation will also address how community capacity can be deliberately enhanced in a programme or project context, regardless of content, and through relationships between government or non-government organizations, community workers and community members.

However, common pitfalls encounter by the stakeholder in conducting the evaluation are as listed below:

- a) The need to differentiate between building community capabilities and community empowerment in the process of community development (Laverack, 2006).
- b) Lack of study in understanding community capacity building in the product development and among small and micro enterprises (Aref et al., 2010).
- c) Failure to include community participation in the evaluation of building community capabilities (Gibbon et al., 2002).

RESEARCH OBJECTIVE

Following the five (5) research questions, this study aims to explore five (5) research objectives, which are:

1. To identify and discover the *Nakhon Pathom* Community Development Strategies in building community capability.
2. To delve into the types of product development project undertaken within the *Nakhon Pathom* Community Development Strategies among Small and Micro Community Enterprise (SMCE).
3. To explore the impact of *Nakhon Pathom* Community Development Strategies on Building Community Capability for Product Development.
4. To scrutinize the problem encountered by the *Nakhon Pathom* province Small and Micro Community Enterprise (SMCE) in the product development process.
5. To construct a guideline for stakeholder on how to develop and execute in the upcoming community development programmes to nurture community capability.

LITERATURE REVIEW

Building Community Capability

According to Laverack, (2006) community capacity, like community development, is describes a process that increases the assets and attributes that a community is able to draw upon in order to improve their lives. More specifically, Labonte and Laverack (2001, p. 114) define community capacity building as the 'increase in community groups' abilities to define, evaluate, analyse and act on health (or any other) concerns of importance to their members'. Meanwhile Aref et al. (2010) defined community capabilities as the characteristics of a community that enable it to mobilize, identify and solve problems. Chaskin et al. (2001) postulated that building community capability in a process of how community capitals and existing organizational resources within a given community are integrated and leveraged to solve collective problems and improve that community (Chaskin et al., 2001). The bottom-line of building community is the development of skills and abilities that will enable community members to take decisions and actions for themselves.

Dimension of community capacity building

Assessing dimensions of community capacity building is an important step in developing community strategies for product development. Understanding the dimension will addresses the needs of the stakeholder on how community capacity can be deliberately enhanced in a programme or project context, regardless of content, and through relationships between government or non-government organizations, community workers and community members.

According to Labonte & Laverack, (2001a) the dimensions of community capacity are understood as the "qualities of a capable community". Labonte & Laverack (2001b) argued that there is a broad agreement concerning the dimensions of community capacity and previous attempts to conceptualize CCB have involved identifying characteristics or qualities of a capable community (Labonte & Laverack, 2001a). Listed below are the identification of the factors or 'domains' that influence community capacity as a process in the early literature

Author	Number of Dimension	Dimensions Details
Labonte & Laverack (2001a, p. 117)	9	Community capacity: participation, leadership, organizational structure, problem assessment, resource mobilization, asking why, link with others, role of external agents and program management.
Bopp et al. (2000)	7	Shared vision, sense of community, community participation, community leadership, resources, skill and knowledge, communication and ongoing learning
Laverack (2005)	9	Participation, problem assessment capacities, equitable relationship with external agents, organizational stature, resource mobilization, links to other resources and people, leadership, asking why, and control over program management.
MacIellan et al. (2007)	9	Community participation, community leadership, community structures, asking why, resource mobilization, link with others, external support, skill and knowledge, and sense of community.

This research has identified nine essential dimensions of community capacity assessment that can be fostered within local communities are suggested by Labonte & Laverack (2001a, p. 117). The main concern is on improving stakeholder participation; increasing problem assessment capacities; developing local leadership; empowerment of organisational structures; improving resource mobilisation; strengthening link to other organisations and people; enhancement of stakeholder ability to “ask why”; increase stakeholder control over programme management and creates an equitable relationship with outside agents. The description of the dimensions is as listed below:

Domain	Interpretation in the literature (<i>Gibbon, Labonte and Laverack, 2002</i>)	Project interpretation (<i>Thangphet, 2006</i>)
Participation	Participation is fundamental. Only by participating in small groups or larger organizations can individual community members better define, analyse and act on issues of general concern to the broader community.	The involvement of leaders and community members in managing _____ activities. The participation can be in small groups or the whole community.
Leadership	Participation and leadership are closely connected. Leadership requires a strong participant base just as participation requires the direction and structure of strong leadership.	The role plays in initiating and leading activities related to community _____.
Organizational Structure	Organizational structures in a community include small groups such as committees, church and youth groups. These are the organizational elements which represent the ways in which people come together in order to socialize and to address their	The existence of organization in managing community _____.

	concerns and problem. The existence of and the level at which these organizations function is crucial.	
Resource mobilization	The ability of the community to mobilize resources both from within and the ability to negotiate resources from beyond itself is an important factor in its ability to achieve successes in its efforts.	The ability of the community to mobilize resources from within and outside the community.
External Linkages/Link with Others	Links with people and organizations, including partnerships, coalitions and voluntary alliances between the community and others, can assist the community in addressing its issue.	The link between the community and external organizations related to community _____.
Problem Assessment	The identification of problems, solutions to the problems and actions to resolve the problems are to be carried out by the community. This process assists communities to develop a sense of self-determination and capacity.	The ability of the community in problem solving related to community _____.
Project Management	Programme management includes the control by the community over decisions on planning, implementation, evaluation, finances, administration, reporting and conflict resolution. The first step is to have clearly defined roles, responsibilities and line management of all the stakeholders.	The involvement of community members in planning, decision making, implementation and evaluation activities related to community _____.
Critical Assessment/ Asking Why	The ability of the community to critically assess the social, political, economic and other causes of inequalities is a crucial stage towards broader capacity building.	The ability of the community in directing its own community _____ development.
Outside Agents	Outside agents are often an important link between communities and external resources. Their role is especially important to increasingly transform power relationships between the agency and the community, such that the community assumes increasing authority	The equitable relationship between the community and external agents in _____ development.

Source: (Laverack & Thangphet, 2009)

SMALL AND MICRO COMMUNITY ENTERPRISE (SMCE)

Small and micro community enterprise (SMCE) is a community business that deals with manufacturing products and providing services or others, that is operated by a group of people who have a common affiliation as well as a ways of life and gather together to carry out business, whether in any form of juristic person or not, to generate incomes for self-reliance families in the community and among communities. SMCE is an entrepreneurship for creative community capital management for self-reliance. The community capital includes local resources, agricultural products, knowledge, wisdom, traditions, and cultures in local areas (Department of Agricultural Extension, 2006). The government, in addition, is ready to provide modern knowledge and management to

connect community products to the domestic and international markets so that communities are strong and self-reliant. Moreover, people can participate in income generation by using local wisdom resources to develop products and services with the quality, strengths, and value added that are needed by both domestic and international markets (Chiang Mai Provincial Community Development Office, 2013).

Community enterprises are enterprises in which members of a community are involved, such that these members participate in the organization through production, selling products, sharing money to set up enterprises, financial management, and using resources in the community for production (Petprasert & Wongkul, 2002, p. 1-11). In addition, community enterprises work for sustainable regeneration in their communities through a mix of environmental, economic, cultural, and social activities (Development Trusts Association, 2000, p. 3). The community sector is made up of thousands of charities, social enterprises, faith groups, and unconstituted community groups in metropolitan, urban, and rural community areas (Bailey, 2012). Pongpit (2005, p. 40) explained seven characteristics of community enterprises, as follows: ownership by a group of people in the community; finished goods provided through a production process in the community; goods and production that come from community's creative work and innovations; goods and products based on local wisdom, but combined with universal wisdom; local people working together using participation and all activities are related through a network system, knowledge practice, and self-sufficiency of the family and community inhibiting

Based on existing literature, listed below are some drawback faced by SMCE in Thailand province.

Author	Industries/Location	Factor Impeding Development
Promsaka Na Sakolnakorn (2009)	Textile Industry	Knowledge and personnel, recognition of value added, supply chain, marketing management, manufacturing management and technology, and financial management.
Purateera et al. (2009)		knowledge and skills of the entrepreneur, the entrepreneur's capability, technology, the entrepreneur's attitude, the motivation for engaging in business, the source of investment funds, and the entrepreneur's creativity.
Suantan et al. (2008)	Songkhla Lake Basin	knowledge management and knowledge sharing skills, and knowledge was not transferred to other people, which prevented the community from developing.

Nakhon Pathom" provincial/local development strategy, 2015- 2018

"Nakhon Pathom" province has a 4-year provincial/local development strategy, 2015- 2018, by focusing on:

1. The development of agriculture and processing industries to add value to products with safety, international standards, and environmental friendliness;
2. As well as increasing production and processing efficiency to increase value and develop basic factors in order to reduce production costs;

3. Promoting trade and investment;
4. Developing effective distribution channels, including improving the system, form, and method of community development as follows:
 - a. Establishment of various levels of 976 women development committees, comprising 1 provincial women committee, 7 district women committees, 102 subdistrict women committees, and 866 village women committees.
 - b. The 3,464 village development volunteers and 198 subdistrict development volunteers are committed to operate 13 strong-level community organization coordinating centres, 58 moderate-level community organization coordinating centres, 32 need-improvement-level community organization coordinating centres, 102 subdistrict organization coordinating centres, 7 district organization coordinating centres, and 1 provincial organization coordinating centre.
 - c. There were 66 leaders of the communities, groups, organizations, and community networks, passing the community work standard evaluation in the year 2013, and 140 community leaders, participating in the development leadership course to strengthen communities

(Source: Nakhon Pathom Provincial Community Development Office, 2016)

RESEARCH METHODOLOGY

This study proposed for a multi-method approach with the aims of using multiple method of data collection to suit with the aim of this study. The idea of multi-method approach derives a comprehensive finding of certain study to answer all objective of the study. Each method has its own flawed. The imperfection in mono method allows the researchers to combine methods, not only to gain their individual strengths but also to compensate for their faults and limitations (Loosen and Schmidt, 2016). According to the authors, the multi method approach offers the distinct advantage of quick, close coordination and comparison of different methods and their findings (Loosen and Schmidt, 2016). As this study aims at understanding the impacts and problem encounter in Nakhon Pathom Community Development Strategies on Building Community Capability for Product Development; the multi-method approach is the most appropriate to gather information from many perspectives: OTOP manufacturers and entrepreneurs; community; the relevant agencies; as well as feedback from the key experts on this issue.

The application of multi-method in this study is divided into four main stages, which are:

STAGE 1: Information gathering, analysis and instrument development

The first stage is regarded as an initial research stage which involved actions including:

- Review relevant literature surrounding the community development, building community capacity; evaluation of building community capacity
- Gather relevant information such as official reports, statistics, government documents and other relevant sources of information.
- Developing research instruments (assessment model, approach, domain, guidelines and question for interview & focus group discussion session).

STAGE 2: Data collection activities of this study.

There are three (3) phases of data collection involved in this study which are:

Phase 1: Analyse reports, statistics, government documents and other relevant sources of information (content analysis). The first phase of data collection involved content analysis of relevant documents related to this research. Among the important documents include:

- Empirical research through journals, books and others.
- Government reports, policies, rules and regulations and other relevant documents.
- Information from the official website of government agencies, non-governmental organizations, international agencies and others.

Phase 2: Conduct interviews with key respondents & key persons representing the relevant agencies (qualitative)

In this phase, a preliminary data collection will be conducted with the aim to gain detailed information and knowledge on community development programmes, who are involve, when the programme was initiated, what are the strategies, what is the goal and objective, identify agencies and organisation involved. This is considered as a preliminary data collection with the aim of building a good rapport with key stakeholder and ensuring the accurate selection of the potential respondents to participate in this study.

Phase 3: Data collection through survey among respondents of study (Focus Group & Interview)

For this reason, survey will be in the form of open-ended questions. At the end of the survey, the respondents will be offered to be interview and join focus discussion for further feedback. The participant in interview and focus group discussion is a voluntary basis and it is not compulsory for the respondents to participate. If they are willing to participate, they may leave their contacts (mobile phone, email, WhatsApp and others) for the researchers to contact. Respondents who are willing to participate further will be called for an interview. The respondents will be reminded that they can withdraw themselves at any time during the interview. The respondents also will be asked if they want their interview to be conducted through face-to-face, through phone or through written interview. They will be asked whether they allow their interviews to be recorded (voice).

STAGE 3: Findings and analysis

Once the data collection is completed, all data gathered from this research will be analysed and send for expert validation.

STAGE 4: Preparing report and submission

The final stage is preparing report of this research for final submission. The report will be presented in a form Two (2) publications in high impact journals (Scopus) & One (1) research book

POPULATION

The sample selection method was the purposive sampling as follows: Population in the study in Nakhon Pathom:

- The 559 registered OTOP manufacturers and entrepreneurs in 2012, comprising 199 community manufacturers, 325 single entrepreneurs, and 35 SME entrepreneurs.
- The 1,034 registered OTOP products, consisting of 415 food products, 60 beverage products, 88 fabric & apparel products, 246 apparatus, decoration, & souvenir products, and 225 non-food herbal products.

The following criteria were used to select The OTOP product community enterprise.

- Farmer groups, housewife groups, occupational groups;
- Suan Sunandha* Rajabhat University students;
- Persons with leadership and creativity;
- Persons able to participate in the study area.

SIGNIFICANT OF STUDY

This research aims to produce fundamental understanding community development programmes and its linkage with building community capability for product development among *Nakhon Pathom* province community. In addition, the findings are expected to provide valuable information on the impact of *Nakhon Pathom* Community Development Strategies on Building Community Capability for Product Development and also scrutinize the problem encountered by the *Nakhon Pathom* province Small and Micro Community Enterprise (SMCE) in the product development process. Eventually the findings will offer a platform for constructing a guideline for stakeholder on how to develop and execute in the upcoming community development programmes to nurture community capability to generate revenue for the country, strengthen local communities sustainably, and building link into international trade businesses.

CONCLUSION

Understanding and building community capacity knowledge by using the approach outlined in this paper, provided both an end in strengthening locally based provision and a means to consolidate locally based organizations. This is hoped the study will help the responsible stakeholder to be more aware of their strengths and weaknesses in building community capabilities, managing product development and eventually improving strategic planning and collective action in the existing and upcoming community development programmes.

Keywords: Nakhon Pathom Community Development Strategies, Community Capacity, Product Development, Small and Micro Enterprise, Participatory Action Research (PAR), Domain Approach

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