SEPSA 2015

The 2\textsuperscript{nd} International Conference

The Social and Economic Prospects in Southern Mekong Sub-Region of Southeast Asia
Content of SEPSA 2015

Part 1 Oral Presentation

1. Vernacular Homestay: In Comparison of ASEAN Standard Homestays’ Physical Housing
2. The Leader Characteristics, Participation of Members and Organizational Success: Evidence from The Rice Center, Buriram Province, Thailand
3. Factors in the decision to choose a particular restaurant based on reviews found in online social medias among online social media users
4. IBBA Students’ Perception on Service Quality Towards Satisfaction: An Application of SERVPERF in the Service of the Faculty of Management Science Ubon Ratchathani
5. Accessibility to Funds: Case study of Battambang Province, Cambodia
6. Dawei: Dream for Thai Investors and Thai Industries
7. Cultural Dimensions in Globalization Period A Comparison of Thai and Chinese Multinational Corporations
8. A Comparative Study of Repurchase Intention Concerning Luxury Products Between Thai and Chinese Customers
9. Factors affecting adoptions of packaging technology of small-scale entrepreneurs
10. Using ICT for Study of Undergraduate Students in Public Autonomous Universities in Bangkok
11. Development of Information System for Healthy Diet Clean Food Delivery
12. The characteristics of SME entrepreneurs who are successful in the lower northeastern area
13. A Study of Customer Loyalty towards Samsung Smartphone in Yangon, Myanmar
14. A Study of Factors Associating Employees’ Job Satisfaction of WXYZ Hotel in Bangkok, Thailand
15. The Impact of the US Macroeconomic Indicators Announcements on the Volatilities of 10 ASEAN Currencies from 2006 to 2014
16. Determinants of Consumer Adoption for The Environmentally Friendly Food Products – A Mediator Role of The Ecologically Conscious Consumer Behavior (ECCB) scale

Part 2 Poster Presentation

1. Factors Related to Quality of Life of the Elderly Living Alonein Kaumnurmsab Subdistrict, Warinchamrab District, Ubonratchathani Province.
2. Health Promoting Behaviors of Nursing Students in Ratchathani University
3. Health Promotion Model for Dementia Older Adults Prevention.
4. A Model of Health Self-reliant : A Case Study of Ratchathani Asoke Community
5. Graduate Users’ Opinion Toward the Desirable Characteristics of Nursing Graduates
6. Health Promoting Lifestyles in Chronic Peptic Ulcer Patients Without Complication
Project Proposal

The 2nd International Conference 2015 on Social and Economic Prospects in Southern Mekong Sub-Region of Southeast Asia (SEPSA)
July 28th-29th, 2014

RATIONALE

In 2015, Thailand will participate in the newly-established ASEAN Economic Community (AEC) along with the other member countries, Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, and Vietnam. This organization will lead to important changes in the economy and culture of the region. The public and private sectors in Thailand have been urged to prepare themselves for and seek new opportunities from the upcoming ASEAN integration that will involve the free flow of labor, foreign investment relocation to countries with readily-available resources, and knowledge exchanges in economy and society.

The Faculty of Management Science at Ubon Ratchathani University is an educational institution which produces graduates and conducts research regarding business management to prepare for the upcoming ASEAN. The Faculty is aware of the changes, opportunities, impacts, and directions of becoming part of the ASEAN community. In order to better develop the economy and society of the member nations, conferences, which can trade ideas and tools for development, are indispensable to the greater growth of the region, as well as create new means of networking for scholars and businesspeople. Such conferences will provide new avenues of knowledge regarding economy and society, which will prepare us for changes in the future. Therefore, it is a great opportunity, and a big step forward, for the Faculty of Management Science, Ubon Ratchathani University, to organize The 2nd International Conference on Social and Economic Prospects in the Southern Mekong Sub-region of Southeast Asia. This will be a place where researchers, scholars, and graduate students can disseminate and exchange knowledge and research, thus leading to constructive collaboration between institutions in preparation for the ASEAN community.
OBJECTIVE OF THE CONFERENCE

This conference has three aims:
1. To provide a forum at which researchers, scholars, and graduate students can present research concerning economy and society in the Southern Mekong Sub-region of Southeast Asia;
2. To create a researchers’ and scholars’ network at domestic and international levels;
3. To celebrate the Candle Festival of Ubon Ratchathani Province and the 16th anniversary of the formation of the Faculty of Management Science, Ubon Ratchathani University.

TARGET GROUP

Qualifications of the participants

Researchers, Scholars, Students, and Interested Individuals

Number of participants: 100

ORGANIZERS

Ubon Ratchathani University, Burapha University, Far East University, Khon Khen University, Mahasarakham University, The University of Battambang, MeanChey University, Ubon Ratchathani Rajabhat University, Surin Rajabhat University, Nakhon Phanom University, Silpakorn University, Cheasim University

CONFERENCE SCOPE

SEPSA looks forward to the submissions we will receive, under the following criteria:

(1) The SEPSA Conference invites submission of academic and professional research papers/abstracts from the full range of business and economics disciplines in the Southern Mekong Sub-Region of Southeast Asia, including Economics, Finance Economics, Accounting, Organizational Behaviors, Marketing, Business Ethics, General Management, Strategic Management, Operations Management, Management Information System, Public Sector Management, Logistic, IT. Other related topics are also welcome.

(2) The SEPSA Conference encourages discussion of the latest research-in-progress. Authors who cannot submit full papers can present their latest findings at the SEPSA Conference if their abstracts are accepted. In these cases, only the peer reviewed abstracts will be included in the conference proceedings.
Interested parties without papers/abstracts for presentation are also invited to participate as attendees at the SEPSA Conference.

**CONFERENCE DATE:** July 28th-29th, 2015

**SUBMISSION GUIDELINES**

1. Submit full paper/abstract (in MS Word) via [www.sepsa.in.th](http://www.sepsa.in.th).

2. Full papers/abstracts received by the deadline will be (double-blind) peer-reviewed by an internal panel on a rolling basis, with the notification of acceptance/rejection being issued within 15 days of receiving the submission.

3. In case your paper/abstract is multi-authored, the submitting author will serve as the corresponding author, who has the responsibility to forward all correspondences to his/her co-authors (e.g., acceptance/rejection emails).

**PUBLICATION OPPORTUNITIES**

Publication at *SEPSA Conference Proceedings*:

Full papers/abstracts accepted for the SEPSA Conference will be published at the SEPSA *Conference Proceedings*.

**IMPORTANT DATES**

**Deadline for proposed paper abstract:** June 15th, 2015  
**Notification of acceptance/rejection:** June 20th, 2015  
**Deadline for Full Paper submission:** June 30th, 2015  
**Deadline for early-bird registration:** July 5th, 2015  
**Deadline for registration:** July 15th, 2015  
**Conference date:** July 28th – 29th, 2015

**REGISTRATION FEE**

All conference participants must pay the registration fee. For each paper/abstract, at least one author must attend and pay the registration fee. For all participants with or without papers/abstracts for presentation at the SEPSA Conference, the registration fee is:
<table>
<thead>
<tr>
<th>Foreign Author</th>
<th>Thai Author / Foreign Students</th>
<th>Audience/ UBU Graduate Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early-bird</td>
<td>USD 150</td>
<td>1,500 BAHT</td>
</tr>
<tr>
<td>Regular</td>
<td>USD 200</td>
<td>2,000 BAHT</td>
</tr>
</tbody>
</table>

* These prices are included a lunch, a dinner and the conference’s documents, but exclude for travelling program expense. For more information please contact us at Email: info@sepsa.in.th or penpheu@hotmail.com, Tel. +66-960056994

**CONFERENCE PROGRAM**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>08.00-09.00</td>
<td>Registration</td>
</tr>
<tr>
<td>09.00-09.30</td>
<td>Opening Ceremony – President of Ubon Ratchathani University</td>
</tr>
<tr>
<td>09.30-11.00</td>
<td>“Social, Economic and Cultural Outlook of Southern Mekhong Sub-Region: Micro-Globalisation” by Dr. Yun Kim, Chair Professor and Vice Provost, Far East University, Korea</td>
</tr>
<tr>
<td>11.00-11.15</td>
<td>Morning Break</td>
</tr>
<tr>
<td>11.15-12.00</td>
<td>“Chance and Challenges toward the Hub of ASIA” by Dr. Pisit Leeahtam</td>
</tr>
<tr>
<td>12.00-13.00</td>
<td>Lunch</td>
</tr>
<tr>
<td>13.00-14.30</td>
<td>Presentation/ Poster Session</td>
</tr>
<tr>
<td>14.30-14.45</td>
<td>Afternoon Break</td>
</tr>
<tr>
<td>14.45-16.30</td>
<td>Presentation / Poster Session (count.)</td>
</tr>
<tr>
<td>17.00-19.00</td>
<td>Welcome Dinner</td>
</tr>
<tr>
<td>19.00-19.30</td>
<td>Closing Ceremony</td>
</tr>
</tbody>
</table>

**July 29th, 2015**

Whole 1 or 2 days: Tour Program in Ubon Ratchathani or Laos (Selected by the presenter or audience)
Leaders’ Character, Participation of Members and Organizational Success: Evidence from the Rice Centers, Buriram Province in Thailand

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Email: Drrapheephan@gmail.com

ABSTRACT

This study aimed to investigate the relation between the leaders’ character and the participation of members, and the relation between the government awareness, and the organizational success. The data was collected through questionnaire from 502 members of community rice center committee working in 51 community rice centers, Buriram province, Thailand. The statistics employed in this study were descriptive statistics, correlation, and Ordinary Least Squares (OLS) regression analysis. The results revealed the leaders’ character had positive effect on the participation, and the participation of the members had positive effect on the organizational success. The leaders were progressive and had proactive vision. They had motivation power to motivate the members and the committee. The members and the committee had idea to develop their community rice centers. On the other hand, the government’s awareness moderated negatively between the members’ participation and organizational success. The potential discussion with the result was implemented in the study. Theoretical and managerial contributions were included. Conclusion, suggestions, and directions of the future research were also highlighted.

Keywords: Leaders’ Character, Participation of Members; Government Awareness, Organizational Success

INTRODUCTION

Thailand will open its doors to welcome people from Southeast Asian countries in 2015 as a member of ASEAN Economic Community (AEC). The eleventh national economic and social development plan (2012-2016) of Thailand had the goal to develop the countryside to be prosperous, make the operation plans to be practical, encourage every sector of the country to be ready for the changing globalization. The government focused on developing the inhabitants who live in the countryside. Those people were encouraged to earn their living by self-sufficient economy. Generally, most of them are farmers and they grow rice, corn and rubber trees. However, the government encouraged the farmers to cultivate rice because the area in Thailand was suitable for rice growing. The Bureau of Rice Production Extension (BRPE) is the government office and BRPE operates the rice breeding development project.

Buriram province is in the lower northeastern part of Thailand and it is the countryside. It has 51 community rice centers and there were 10,000 farmers who were their members. Those farmers planted the rice and they sold the seeding rice. The government officers from The Bureau of Rice Production Extension, District Agriculture Office, and Cooperative Auditing Department Buriram have taught them the knowledge about rice farming and encouraged them to make account. Among those people, the heads of community rice center committee were the important persons who have power to motivate the
members to pay attention to operate in the rice centers. Good participation of members brought success to organizations (Tsai and Pai, 2013). Likewise, the farmer projects were successful because the government agricultural offices who worked in the city and the countryside helped them. Because of the officers’ help, the farmers had rice with good quality and good quality of life (Thorbecke and Morrison, 1989). This study’s conceptual framework was based on the Transformational Leadership Theory (Shin and Zhou, 2003), and focused on the character of the leaders, the participation of members, and the organizational success.

RESEARCH OBJECTIVES

The scholar of human resource management suggested that the leader’s personality was the important factor causing positive results to the groups’ performance. Therefore, this study had three objectives to investigate: first, to investigate whether the leader’s character affects the participation of member, second, to study if the participation of members enhances the organizations’ success, and third, to explore whether the government’s awareness of the organizations affected organizations’ success. This study employed the Transformational Leadership Theory as the theoretical foundation to describe the power of the leaders motivating the followers to work.

To clearly verify the aforementioned participants, 502 samples were the committee of the community rice centers, in Buriram province, Thailand. There were five sections in the current study: firstly, literature review, secondly, methodology, thirdly, result, fourthly, discussion, and finally, the conclusion.

LITERATURE REVIEW

The current study applied the Transformation Leadership Theory to explain the conceptual frame work. There were four variables but the relationship of the three variables were shown in the hypotheses.

Transformational Leadership Theory

Transformational Leadership Theory discusses the personality of leaders motivating subordinates to work and bring success to the organizations. These leaders give good response to their followers and have authority to order the followers to work. They are fair, broad-minded, pay attention to the employees’ interest; make the followers to be compliance. Their vision is proactive, have plans in working, realize the causes of problems, and be ready to solve (Pillai, Schriesheim and Williams, 1999).

Leaders’ Character

Leaders’ character refers to the personality of leaders who are authorized and have power to encourage or help their subordinates or members of the organizations to work and gain success. The other desired characters of the leaders are having proactive vision and being very good at motivating their followers (Dvir, Eden, Avolio and Shamir, 2002). In the context of this study, the inhabitants were farmers and they live their simple life. Moreover, they were the committee of community rice centers. The rice centers had leaders who always help the members to be able to work successfully. The leaders coordinated with the government officers to improve the quality of seed rice and practice the farmers to do the accounting. Therefore the leaders was the important persons to push the committee discussion and comment and bring success to their centers (Jongwutiwes, Sighatert and Passago). From doing literature review, the researcher predicted that the leaders’ character yield positive effects on the participation of members as the hypothesis proposed below.

Hypothesis 1: Leaders’ character will have positive effect on the participation of members
Participation of Members refers to members of organization work cooperatively because the leaders change their opinions and encourage them to work, and the leaders accepted their ideas (Shin and Zhou, 2003). The members do not have conflict with their co-workers and they help their organizations to develop fast. The organizations have new idea and new effective operation, and they train the members. The members discuss the new idea among their friends and they learn new skill and advanced knowledge. In the context of the community of rice centers, the committee participated in discussion with the members, they accepted the opinions of members, took the opinions into practice, and got good results (Dessler, 2013). Likewise, the members had some arguments or positive conflicts, but after discussion, the organizations had fast development. In addition, the members shared the agricultural equipment, compost fertilizer, and agricultural machinery with the other members. These characters yielded positive effects to the organizations (Jongwutiwes, Sighatert and Passago, 2010). Therefore, this study predicted that the participation of members lead organizational to success as the hypothesis proposed below.

Hypothesis 2: Participation of members will have positive effect to the organizations’ success

Government Awareness refers to the level of the governmental officers’ connection with the members of community rice centers. The examples of connection were they gave the new knowledge, new practice of rice planting, and encourage the members to breed the rice. The members learned the new practice of accounting and recording, adapted the process of planting rice and the new methodology in their farming (Jongwutiwes, Sighatert and Passago, 2010; Kridram, Punpungt, Lorprakhon, Salkrin and Phong-inwong, 2014).

Hypothesis 3: Government awareness intervenes the participation of members and organizational success

Organizational Success refers to the level of operating capability of the community rice centers in making the project successful. The members of the rice centers have the happy life and they have techniques to save the environment, be able to cope with social changing and technology. They have high earning from selling rice seed. The community rice centers gain reputation and the communities are awarded from the governmental office. In addition, the communities are accepted by social and public, and the members are united ((Jongwutiwes, Sighatert and Passago, 2010; Phong-inwong and Kwangkhankrai, 2013).

Fig. 1. Relationship model of the characters’ leader and organizational success
METHODOLOGY

The current study investigated the characters’ leader and organizational success, and the samples were members of committee of community rice centers in Buriram Province. Thailand is an agricultural country where rice has been the economic crop. The samples of this study were chosen from the database of Bureau of Rice Production Extension (BRPE) in February, 2015. The database showed 51 Community Rice Centers in Buriram Province, and there were 1,050 members of the committee (http://brpe.ricethailand.go.th/). The reasons of selecting the committee as samples were they were farmers, the members of rice community, had experience of rice farming, had the process to rice producing, and they were important factors to bring success to the community rice centers. In addition, the heads of these people were also help the organizations successful through motivating the members. Therefore, the community rice centers of Buriram were successful because they had effective leaders, members who had good participation, and gained awareness from the government.

The samples of this study were 1050 rice committee who were working in the 51 community rice centers in Buriram province, Thailand. The questionnaires were sent to the head committee and they collected the data from the members of the committee. However, the returned questionnaires were 502 usable. The effective response rate was approximately 47.80%.

Variables

All constructs in the model were measured with multiple-item scales. Each of these variables were measured by 5-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The measurements of dependent and independent variable were elaborated as follows:

Leader character (LC) is evaluated by considering the head committee’s behaviors. Those behaviors were whether they have power and they motivated the followers to work, whether they have challenging idea and proactive visions, encourage the members to create the work, and whether they supported the members to work in a unity (Dvir, Eden, Avolio and Shamir, 2002).

Member of participation (MP) is evaluated by looking at the data concerning the participation of the members with the leader and with the other members. The members shared the idea, discussed the work skill, and shared the agricultural equipment, compost fertilizer, and agricultural machinery with the other members.

Government awareness (GA) is evaluated by considering the frequency the government officers visited the members of community rice centers, the level of government officers gave the new knowledge and the new practice of rice planting, encourage the members to breed the rice, teach the members how to do the new practice of accounting and recording, and helped the members to employ the process of planting rice and the new methodology.

Organizational success (OS) is evaluated by studying the level of success the community rice centers operated the projects. The members have the happy life, techniques to preserve the environment, be able to cope with social changing and technology, have the high earning from selling their rice seed. The community rice centers gain reputation and the communities have won awards from the government office. Finally, the communities are accepted by social and public.
Reliability and validity

This study assessed the measurement model using confirmatory factor analysis (CFA) and test the hypotheses using multiple regression analyses by $n=30$. To set items to CFA to test validity of construct, all factors loaded were .453 to .908 which were greater than 0.40 cut-offs and were statistically significant the rule-of-thumb (Nunnally and Bernstein, 1994), as shown in Table 1. The reliability of the measurement was evaluated by Cronbach’s alpha coefficients. The value of Cronbach’s alpha coefficient for all constructs was higher than the 0.6 cutoff value (Hair, 2006: 340), ranging from .722 to .954, as shown in Table 1. For the content validity, the researcher asked the experts to evaluate the appropriateness of each topic and item.

To prevent possible response bias problems between respondents and non-respondents, a t-test comparison of the means of all variables between early and late respondents was conducted correspondingly with the test for non-response bias by Armstrong and Overton (1977). The results showed no significant differences between early and late respondents. There was non-response bias between respondents and non-respondents. The late respondents represented non-respondents, therefore, non-response bias was not a problem in this research.

Table 1. Result of Measuring Validity (N=30)

<table>
<thead>
<tr>
<th>Items</th>
<th>Factor loading</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader character (LC)</td>
<td>.700-.908</td>
<td>.954</td>
</tr>
<tr>
<td>Member participation (MP)</td>
<td>.540-.927</td>
<td>.605</td>
</tr>
<tr>
<td>Government awareness (GA)</td>
<td>.475-.927</td>
<td>.852</td>
</tr>
<tr>
<td>Organizational success (OS)</td>
<td>.588-.933</td>
<td>.800</td>
</tr>
</tbody>
</table>

Hypotheses testing

This study utilized regression analysis to verify the research framework and hypotheses. The independent variables were entered into the equations as a group (stepwise method). The grades that were calculated from exploratory factor analysis were used. Data in character leader, member participation, government awareness, and organizational success were average. The conceptual models were specified as follows.

Equation 1: $OS = \alpha_0 + \beta_0LC + \varepsilon_1 \quad$ (Model 1)
Equation 2: $OS = \alpha_0 + \beta_0MP + \varepsilon_1 \quad$ (Model 2)
Equation 3: $OS = \alpha_0 + \beta_0GA + \varepsilon_1 \quad$ (Model 3)
Equation 4: $OS = \beta_0 + \beta_0MP + \beta_0GA + \beta_0MPGA + \varepsilon_1 \quad$ (Model 4)
Table 2. Descriptive Statistics and Correlation Matrix (N=502)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Leader character (LC)</th>
<th>Member participation (MP)</th>
<th>Government awareness (GA)</th>
<th>Organizational success (OS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>3.635</td>
<td>3.862</td>
<td>4.062</td>
<td>3.910</td>
</tr>
<tr>
<td>S.D</td>
<td>.833</td>
<td>.609</td>
<td>.669</td>
<td>.538</td>
</tr>
<tr>
<td>Leader character (LC)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member participation (MP)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government awareness (GA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational success (OS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**p<.01,  Beta coefficients with standard error in parenthesis

Before expounding the results of the regression analysis, this study examined possible multicollinearity problems by studying correlations between the variables included in the regression analysis. In this way, by means of pearson’s correlation coefficient, the researcher can measure the degree of linear association between every pair of variables. Indeed, the descriptive statistics and correlation matrix for all variables were presented. The verified multicollinearity problems by intercorrelations among independent variables were not higher than the 0.8 cut-offs (Stevens,2002). The VIFs range was 1.00, well below the cut-off value of 10 as recommended by Neter, Wasserman and Kutner (1985), meaning the independent variables were not correlated with each other. Therefore, there were no substantial multicollinearity problems encountered in this study as show in Table 2.

RESULTS
The demographic of the samples showed that most of the samples were females, 90 %. Moreover, 52.6% of the samples were 51 years old, 32.1% were 46-50 years old, 11% were 36-45 years old, and 4.4% were 41-44 years old. For the level of education, 87.9 % graduated primary school level, and 22.1% finished high school as 22.1%. The data of earning revealed 54.8% earned 10,000-15,000 baht per month, 27.3% gained between 15,001-20,000 baht per month, and 18% got under 10,000 baht per month.

For the three variables: leaders’ character, members’ participation, and organizations’ success, the researcher reviewed the literature and found that the leaders had positive influence on the participation of members and organizational success, and the government awareness had positive influence on organizational success. Table 3 presents the results of OLS regression of the relationships among the character leader, the participation members, government awareness and organizational success and the results are shown in Model 1, Model 2 and Model 4.

Hypothesis 1, the previous research revealed that the personality of leader was the important factor for supporting organizational success. The organizations that have the leader's decent characters received the interest from the government officers to improve the community rice centers. The committee leaders were the person who cooperated with the members and the government officers. Likewise, the committee leaders motivated the members to create the process of rice planting. The activities of the leaders supported the previous research showing the leaders who had the power and positive thinking motivated the
subordinates to work and found success (Jongwutiwes, Sighatert and Passago, 2010; Kridram, Punpungt, Lorprakhon, Salkrin and Phong-inwong, 2014). Moreover, the leaders who accepted the followers’ idea and they encouraged the followers to develop skills and knowledge brought success to organizations. Therefore, the Hypotheses H1 (H1 = β1 = 0.305, p < 0.01) was supported.

Interestingly, for Hypothesis 2, the result showed that the participation of members has the positive effect on the organizational success. In the context of the community rice centers where the members have discussed ideas between the other members, they had the new skills and modern knowledge (Jongwutiwes, Sighatert and Passago, 2010). The head committees participated with members and they accepted the opinions of other members. Likewise, the members discussed their positive conflict but their organizations developed quickly. In addition, the members shared their agricultural equipment, compost fertilizer and agriculture machinery with the other members. These findings were similar to the previous research showing the participation of members have positive effect on good ideas and the organizations’ performance (Kridram, Punpungt, Lorprakhon, Salkrin and Phong-inwong, 2014). Therefore, Hypothesis H2 was supported.

Surprisingly, Hypothesis 3 was not supported. However, the previous research suggested the external environment was one of the factors supporting the organizations’ success. Moreover, the government policy supported the activities of the communities or the projects of inhabitants. The government officers trained the new skills and new techniques of rice planting to the farmers. On the other hand, hypothesis 3 was not supported because the government officers did not do the direct connection with the members and the heads of committee. The government officers coordinated to the heads of committee or the heads of communities. Therefore, the hypothesis 3 was not supported.

From the above findings, the current study posited there were two hypotheses accepted. The scholars of human resource management suggested the leaders have the role to motivate their followers, and those followers or members have the roles to give good participation to the leaders. Moreover, the leaders shared the new ideas and they encouraged the committee to do discussion. Those activities made the organizations have the operational efficiency and the leaders and the members were the unity. On the other hand, the government awareness yielded negative results between the participation of members and organizational success. In this case of Buriram, the cause maybe only the leaders and the governmental officers had the coordination frequently. In fact, the government officers have a little coordination with the committee and the members. Because of these activities, the government awareness was a negative effect between the participation of members and organizational success (Jongwutiwes, Sighatert and Passago, 2010).
Table 3. Result of OLS Regression Analysis

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Model 1</th>
<th>Model 2</th>
<th>Model 3</th>
<th>Model 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Members participation (MP)</td>
<td>Organizational success (OS)</td>
<td>Organizational success (OS)</td>
<td>Organizational success (OS)</td>
</tr>
<tr>
<td>Leader character (LC)</td>
<td>.305*** (.043)</td>
<td>.288*** (.040)</td>
<td>.290*** (.043)</td>
<td></td>
</tr>
<tr>
<td>Members participation (MP)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government awareness (GA)</td>
<td>-.023 (.045)</td>
<td>-.031 (.043)</td>
<td></td>
<td>.026 (.043)</td>
</tr>
<tr>
<td>MP x GA x OS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjust R²</td>
<td>.091</td>
<td>.081</td>
<td>.001</td>
<td>0.079</td>
</tr>
<tr>
<td>VIF</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>

***p<.001, a Beta coefficients with standard errors in parenthesis.

DISCUSSION

The researcher found the leaders’ character and participation of member have positively influenced on organizations’ success. The relations of independent variables and the mediators were high significant because the leaders were skillful, had knowledge and power. Therefore, they were accepted by the members and the committee of the community rice centers. Interestingly, the inhabitants in the countryside of Thailand are kind and they live their simple life. Therefore, H1 and H2 were consistent with the objectives in this study. On the other hand, the result of the H3, the governmental awareness intervened negatively between the members’ participation and the organizational success.

The research method of this study was the quantitative research. To make the method reliable, the researcher tested the validity and reliability of variables, and tested the bias of respondents. To prevent the problem of bias between respondents and non-respondents, a t-test comparison of the means of all variables - early and late respondents- was conducted correspondingly with the test for non-response bias by Armstrong and Overton (1977). The results revealed no significant differences between early and late respondents. Therefore, the test demonstrated non-response bias between respondents and non-respondents, and the late respondents represented non-respondents. The non-response bias is not a problem in this research.

However, H3 was not significant and accepted. In the further research, the researchers should be aware of Maslow's theory in explaining the conceptual framework. The members of
community rice centers needed to develop their quality of life and they wanted to have modern life. In the present time, the members are very happy in their homes. In addition, the members of community rice centers have the tacit knowledge but they have not had the modern knowledge. Therefore, the government officers should frequently visit, give knowledge, and advise the members.

CONCLUSION
This study is intended to provide a clearer understanding of the relationship among leaders, participation of members, government awareness, and organizational success. This research made an important contribution to the theory. However, the Transformational Leadership Theory was expanded to conceptual model in this study. From the results of this study helped the leaders identify and justify the key components affecting the transformational leadership and the personality of leaders. In addition, this information can be applied to continuously create higher social responsibility.

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