

การจัดการเงินทุนหมุนเวียนของผู้ประกอบการในหมู่บ้านแม่กำปอง จังหวัดเชียงใหม่ ประเทศไทย

Working Capital Management of Entrepreneurs in Mae Kampong Village, Chiang Mai
Province, Thailand

วันลอพ ล้อมตะคุ^{1,*} สิทธิชัย ลีวิวัฒนวงศ์² และシリเกียรติ รัชชุสาสติ³

Wanlop Lomtaku ^{*,1} Sittichai Leewiwatwong² and Sirikiat Ratchusanti³

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บทคัดย่อ

งานวิจัยครั้งนี้ มีวัตถุประสงค์ 1) เพื่อวิเคราะห์การบริหารเงินทุนหมุนเวียนของผู้ประกอบการในเขตหมู่บ้าน แม่กำปอง อำเภอแม่օnon จังหวัดเชียงใหม่ และ 2) เพื่อศึกษาปัจจัยที่ส่งผลต่อความมั่นคงและยั่งยืนของธุรกิจภายในหมู่บ้านแม่օnon จังหวัดเชียงใหม่ โดยใช้แบบสอบถามและแบบสัมภาษณ์เชิงลึกเป็นเครื่องมือในการเก็บรวบรวมข้อมูลจากกลุ่มตัวอย่าง จำนวน 88 ราย วิเคราะห์ข้อมูลด้วยสถิติเชิงพรรณนา ประกอบด้วยความถี่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน การวิเคราะห์ทดสอบพหุ และวิเคราะห์เชิงเนื้อหา

ผลการศึกษาพบว่า ผู้ประกอบการส่วนใหญ่ประกอบธุรกิจมากกว่า 1 ประเภท ส่วนใหญ่ทำธุรกิจนำเที่ยว ส่วนใหญ่ ออกมเงินโดยการฝากเงินกับสถาบันการเงิน แหล่งเงินทุนที่นำมาใช้ดำเนินธุรกิจ คือ เงินออม ผู้ประกอบการจะมีรายได้ต่อเดือนมากกว่ารายจ่ายต่อเดือน ในช่วงฤดูหนาว (ตุลาคม-มกราคม) ธุรกิจส่วนใหญ่มีเงินสด เพื่อใช้หมุนเวียนในกิจการ กลุ่มตัวอย่างให้ความสำคัญ กับการบริหารเงินสดและการบริหารเงินทุนหมุนเวียนในภาพรวมในระดับมาก ปัจจัยที่ส่งผลต่อความมั่นคงและยั่งยืน ของธุรกิจภายในหมู่บ้านแม่กำปอง ได้แก่ ปัจจัยด้านการสนับสนุนช่วยเหลือจากหน่วยงานภาครัฐและเอกชน โดยมีขนาดของอิทธิพล เท่ากับ 0.400 ที่ระดับนัยสำคัญ 0.01

อีกทั้ง ผลการศึกษา ยังพบว่า ตัวแปรด้านยอดที่ส่งผลมากที่สุด ต่อความมั่นคงและยั่งยืนของธุรกิจภายในหมู่บ้านแม่กำปอง ได้แก่ ปัจจัยผู้นำหินแก่ประโยชน์ส่วนรวมมากกว่าประโยชน์ส่วนตน โดยมีขนาดของอิทธิพล เท่ากับ 0.596 ที่ระดับนัยสำคัญ 0.01 ซึ่งข้อค้นพบนี้ เป็นภาพสะท้อนว่า หมู่บ้านแม่กำปอง มีการบริหารจัดการในรูปแบบวิสาหกิจเพื่อสังคมที่ขับเคลื่อนโดยชุมชน

คำสำคัญ: การบริหารเงินทุนหมุนเวียน ผู้ประกอบการในหมู่บ้านแม่กำปอง วิสาหกิจชุมชนเพื่อสังคม การวิจัยแบบผสมวิธี

^{1,2,3}Lecturer, Department of Finance and Investment, Faculty of Business Administration and Communication, Phayao University.

*Corresponding author e-mail: : wanlop_ltk@mju.ac.th

Abstract

The purposes of this research were 1) to analyze the working capital management of entrepreneurs in Mae Kampong Village, Chiang Mai Province, Thailand. And 2) to study factors affecting business stability and sustainability in Mae Kampong Village, Chiang Mai Province, Thailand. Using questionnaires and in-depth interviews to collect data from a sample of 88 entrepreneurs. Data were analyzed using descriptive statistics. It consists of frequency, percentage, mean, and standard deviation. Multiple regression analysis and content analysis. The study results found that most entrepreneurs operate more than one type of business. Most of them do travel business. Most people save money by depositing funds with financial institutions. The source of funds used to run the business is savings. Entrepreneurs will have monthly income greater than monthly expenses during winter (October-January). Most businesses have cash for use in circulation. Entrepreneurs are given importance in cash management and overall working capital management at a high level. Factors affecting the stability and sustainability of businesses within Mae Kampong Village were supported by government and private agencies. The size of influence is equal to 0.400 at the significance level of 0.01

Furthermore, the study results found that the sub-variable that had the greatest impact on the stability and sustainability of businesses within Mae Kampong Village was the factor of leaders prioritizing public benefit over personal benefit, with an influence size of 0.596 at a significance level of 0.01. This finding reflects that Mae Kampong Village has a management model of social enterprise driven by the community.

Keywords: Working capital management, Entrepreneurs in Mae Kampong Village, Community-based social enterprise, Mixed Methods Research.

1. Introduction

Because it requires a trade-off between risk and performance, working capital management (WCM) is crucial for businesses (Deloof, 2003; Smith, 1980). According to Nasir and Afza (2009), companies that recognize the value of working capital can reduce risk and improve performance.

According to studies conducted by Baños-Caballero et al. (2010) and Peel and Wilson (1996), entrepreneurs place greater importance on WCM compared to larger companies. This is due to the fact that entrepreneurs mainly rely on WCM as a crucial source of financing and lack access to external financing (Fazzari and Petersen, 1993; Petersen and Rajan, 1997; Whited, 1992). (Padachi, 2006). Entrepreneurs also require proper management in comparison to larger enterprises, they have a higher ratio of current assets and liabilities relative to overall assets and liabilities (Padachi, 2006).

Less Net Working Capital (NWC) means a lower investment in working capital, while a higher net working capital NWC denotes a higher investment in working capital. Higher NWC may help improve the performance of firms because it can stimulate sales (Baños-Caballero et al., 2010), prevent production interruptions (Blinder and Maccini, 1991), strengthen a firm's long-term relationship with their customers (Ng et al., 1999). and influence the acquisition of merchandise at times of low demand (Emery, 1987).

Some research shows that minimizing the investment in working capital will result in higher performance because of the lack of finance in general and the expensive nature of external finance in particular (Baños-Caballero et al., 2014). Following this thinking, Autukaite and Molay (2011) state that firms can reduce their dependence on outside financing, lower their financing cost, and enjoy financial flexibility through effective working capital management. Ganessan (2007) asserts that reducing the investment in working capital leads to less need for financing and less cost of capital, which increases the cash available to shareholders.

Mae Kampong Village is located at Huai Kaew Subdistrict, Mae-On District, Chiang Mai Province, Thailand. It is a popular tourist attraction in Chiang Mai Province. It was established over 100 years ago, and the houses are near rivers and creeks. Mae Kampong villagers are natives who migrated from Doi Saket District. In the past, a type of flower that looked like yellow-red flowers grew along the banks of rivers and streams and was called Dok Kampong. Therefore, the village's name was called after the flower's name combined with the river Ban Mae Kampong.

Mae Kampong Village has local wisdom. It stands out for its Miang, or tea and coffee leaves, from planting to processing. In addition, the village of Mae Kampong also has an outstanding tourist attraction, such as Mae Kampong Waterfall, which cascades in height. It has Doi Mon Lan, the highest point in Mae On District. Cherry blossoms bloom, and the most important thing is the people's way of life in the Mae Kampong Village community. Mae Kampong Village Homestay was officially opened on December 10, 2000, as an eco-homestay village. Later, in 2004, Mae Kampong Village Homestay became a homestay that received the Thai Homestay Standard Award. Until 2017, Mae Kampong Village continued to receive the Thai Homestay Standard Award, which is very popular with tourists. (Raepet & Boonsayan ,2021). This is because it is an eco-tourism destination in Mae Kampong Village. This has led to the emergence of many entrepreneurs and businesses in Mae Kampong Village, but the entrepreneur must be a person from Mae Kampong Village only. The village committee does not allow capitalists outside Mae Kampong Village to do business in Mae Kampong Village. The current businesses in Mae Kampong Village include houses, homestays, tour guides, shops, restaurants, coffee shops, etc.

The Mae Kampong community has come together to carry out economic activities with the aim of improving the livelihoods of its people and preserving the village's culture and environment. Mae Kampong is an example of a community that has successfully used tourism as a tool for sustainable development and is an example of a community-based social enterprise (CBSE).

In contrast to other social business companies, community-based social enterprise (CBSE) sets itself apart. Because they both aim to address social concerns and create social value, CBSEs are a subset of social business (Kleinhans et al., 2020). CBSEs have a strong commitment to their communities and focus their efforts on meeting particular local problems, in contrast to more general social enterprises. Because these businesses are run and controlled by locals, the earnings and advantages they provide are given back to the community (Johnson, 2018). Unfortunately, local governments frequently make it difficult for CBSEs to obtain financing and help to improve their performance (Ditta-Apichai et al., 2020; Wallace, 2005).

Because of their social purposes, CBSEs could find it difficult to obtain conventional types of funding, such bank loans. It is critical to understand that, depending on certain areas or local laws, community organizations' assistance from local governments might differ greatly, which may affect the outcome of community-led projects (Bailey

et al., 2018). Local governments in nations like South Africa, the Netherlands, and England might decide to fund community initiatives only if they are thought to serve larger objectives, which could cause them to become out of step with the needs or priorities of the community (Koster, 2008). The lack of sufficient funding to assure enterprise sustainability is a major contributing reason to the reduction in social enterprise growth (Tykkyläinen, 2019). Although funding plays a crucial role in the expansion of social enterprises, White et al. (2022) contend that in the absence of institutional social support mechanisms like laws and regulations as well as programs that encourage cooperation and networking among social enterprises, decline events take place. Furthermore, an illustration of the expansion of Thai social companies highlights important elements, such as human capital, personal.

Sastsara (2021) studied access to funding sources and problems in accessing funding sources of community enterprise entrepreneurs in Phra Nakhon Si Ayutthaya Province and found that the problems in accessing funding sources are a lack of knowledge and understanding of the conditions of loans from financial institutions, unclear accounting systems, and unclear loan objectives. The solution is to create an understanding of the loan conditions, increase management skills, and write a business plan in order to be able to meet the conditions for requesting a loan from funding sources.

As a result, the researcher is keen to investigate how community-based social enterprises in the case study of Mae Kampong Village and how entrepreneurs in Mae Kampong Village manage working capital in their businesses. The research methodology is a mixed research method. Using content analysis to summarize the study's findings and conducting in-depth interviews with pertinent individuals and a questionnaire was created to gather information from a sample of Mae Kampong Village's entrepreneurs. It will offer recommendations for community-based social enterprise in Thailand as well as tourist industry entrepreneurs regarding the effective and efficient handling of cash and working capital, which can result in long-term business success.

2. Literature Review

2.1 Context of the community-based social enterprise case in Thailand

Numerous typologies that seek to represent the distinctive traits of social entrepreneurs and their organizations have been examined in the literature on social entrepreneurship. Chen et al. (2018) examined creative entrepreneurs using a four-dimensional matrix (constructionist, opportunist, producer, and designer) as an example of the Baldrige excellence model. The entrepreneurial scope of social engagement (seasoned champions, corporate veterans, social activists, and local pragmatists) was the main focus of Abebe et al. (2020). According to Margiono et al. (2018), social initiatives that seek to eradicate poverty in underserved areas and other sustainable solutions must have four essential components:

- (1) the goal of generating social and public benefit;
- (2) logic of private ownership;
- (3) financing, either public or private; and
- (4) Private or governmental authority.

The current study focuses on social entrepreneurs who are dedicated to tackling sustainability by resolving socioeconomic and environmental issues in their local communities in the global south, especially Thailand. Because

of Thailand's unfavorable business environment, these businesses generally rely on income from sales and trade operations (Teerakul et al., 2012; Morakot Ditta-Apichai et al., 2020).

2.2 Theories and research related to working capital management in operations

Working capital (WC) refers to a firm's current assets, which are used to finance current assets or operate the business. Current assets refer to assets with a useful life of less than one year. Therefore, working capital is used to purchase raw materials, purchase goods, pay wages, pay insurance premiums, pay transportation costs, pay advertising costs, pay utilities, etc. Meanwhile, net working capital (NWC) is generally defined as the difference between current assets (CA) and current liabilities (CL) (Finnerty 2006; Fazzari and Petersen 1993). Working capital management involves the management of current assets, current liquidity, and their interrelationships (Finnerty, 2006).

To measure the efficiency of working capital management, the traditional indicator is the liquidity of the business or Current Ratio (CR), which shows how many times the current assets are compared to the current liabilities. This is to assess the ability of the company to pay the debt through measuring the liquidity of assets (Liquidation of Assets) (Farris & Hutchison, 2002). Since the current ratio uses figures from the financial statement, which is a static financial statement, the resulting ratio shows the results of the financial statement period that occurred in the past, which is not the present. Therefore, it may not reflect the current business strategy. Therefore, many researchers doubt that the equity ratio is sufficient to check the efficiency of management. (Emery, 1984; Kamath, 1989; Soenen, 1993; Shin and Soenen, 1998; Gallinger, 1997). Gitman (1974) noted the limitations of traditional static ratios and introduced the concept of the cash conversion cycle (CCC), which incorporates operational analysis into the analysis of a firm's liquidity. Later, the concept of liquidity continuity was developed, focusing on the timing of a firm's operations, from cash outflows to cash inflows, or the net time between paying creditors for production resources and receiving cash back from sales to customers. The cash conversion cycle is a dynamic measure of a firm's liquidity, gathering data from both the statement of financial position and the income statement, which measure the firm's performance (Richards & Laughlin, 1980).

Over the past decade, several studies have analyzed and assessed the relationship between working capital management efficiency and firm profitability. Deloof (2003) tested this relationship among a sample of Belgian firms, using the cash cycle as an indicator of working capital management efficiency, while using net operating income and gross operating income as indicators of profitability. The study found that reducing the collection period for trade receivables and inventory turnover can increase firms' profitability. Garcia-Teruel and MartinezSolano (2006) subsequently tested this relationship among a sample of small and medium-sized firms in Spain, using the cash cycle as an indicator of working capital management efficiency and the return on assets (ROA) ratio as an indicator of operating efficiency. They also included the collection period, debt repayment period, and inventory turnover. The study found that firms can create added value by reducing the collection period, reducing inventory turnover, and shortening the cash cycle.

3. Methodology

This research is a mixed-methods study (Explanatory Mixed Method Design). Data were collected by conducting in-depth interviews with entrepreneurs in Mae Kampong village, Chiang Mai Province, using a semi-structured interview format. The interview data were then analyzed for content to develop a questionnaire. The

questionnaire was then used to collect data from a sample group of entrepreneurs in Mae Kampong village, Chiang Mai Province. The research method is as follows:

3.1 Population and Sample

The population used in this study is entrepreneurs in Mae Kampong village, Chiang Mai Province, 109 cases (information of the secretary of the Mae Kampong Village Committee as of 25 May 2024) Calculate the sample size from Taro Yamane's formula (Yamane, 1973) with a confidence interval of 95% and an error of 0.05%. A sample group of 86 people and a sample group of entrepreneurs in Mae Kampong village, Chiang Mai Province, answered and returned questionnaires for 88 people.

The tools used in this study were an in-depth interview and a questionnaire. The example of in-depth interview Questions were 1) What is the primary source of your family's income? 2) What type of business does your family have? 3) Which business brings you the most income? 4) In the winter, summer, and rainy seasons of the year, what is the monthly revenue and expenses? 5) Which source of money is used to run your business? 6) Information about working capital, including current assets, including cash, bank accounts, debtors, inventories, and advance expenses. 7) Information about working capital regarding current assets, including current liabilities. 8) Information about the liquidity management of the business-cash management 9) Information on liquidity management of the business-working capital management 10) Factors that enable you to conduct business in Mae Kampong Village with stability and sustainability-village leadership 11) Factors that enable you to conduct business in Mae Kampong Village with stability and sustainability - management in the village 12) Factors that enable you to conduct business in Mae Kampong Village with stability and sustainability - location and location of the village.

The questionnaire consisted of 5 parts: Section 1: information on personal factors and factors that determine working capital; Section 2: information on working capital, current assets, and current liabilities of the business, Section 3: information on liquidity management of the business; Section 4: factors that result in being able to conduct business in Mae Kampong Village with stability and sustainability; Section 5: Stability and sustainability of business within Mae Kampong Village.

Content validity test is a test of questionnaire validity by finding the IOC (Index of item objective congruence) value. The questionnaires were sent to 3 professors and experts, each with different expertise in 3 areas: research methodology, management, and finance, to consider content validity. The results of the content validity test were analyzed by selecting questions with a consistency value of .60 or higher. The questionnaire was then tested for reliability. It was piloted with a population of 30 people with the same characteristics as the sample group and analyzed for Cronbach's alpha coefficient, with the Cronbach value greater than 0.75. The entire questionnaire had a reliability value of 0.951.

3.2 Data Collection

The researcher contacted Mae Kampong village leaders to request an in-depth interview with five entrepreneurs and summarize the interview results in a content analysis summary. Then, the researcher developed a questionnaire and collected it from the sample group in Mae Kampong Village, Chiang Mai Province. 88 entrepreneurs responded to the questionnaire.

3.3 Data Analysis

Data from in-depth interview were analyzed using content analysis, descriptive statistical analysis consisting of frequency, percentage, mean, and standard deviation, and reference statistics using multiple regression statistics.

4. Research Results

The results of the data analysis are divided into five parts: Part 1: Results of qualitative research to develop a research questionnaire on working capital management of entrepreneurs in Mae Kampong Village, Chiang Mai Province. Part 2: Results of the analysis. General information of entrepreneurs in Mae Kampong Village, Part 3, results of a comparative analysis of monthly income and expenses. From doing business of entrepreneurs in Mae Kampong village classified by season, part 4, results of analysis of working capital management and liquidity management of the business, and part 5, model of factors that make businesses in Mae Kampong village stable and sustainable.

Part 1: Qualitative Research Results to Develop a Questionnaire on Working Capital Management of Entrepreneurs in Mae Kampong Village, Chiang Mai Province, Thailand.

Table 1 Issues related to working capital management found from interviews and sample speech of the interviewee

Issues found from the interviews	Examples of speech from the respondent
1. What is the primary source of your family's income?	The respondent said, "The primary sources of revenue for the family include tea-making, grocery store startup, coffee shop opening, village excursions, and coffee roasting."
2. What type of business does your family have?	The respondent said, "The family-run enterprises include cultivating coffee, roasting coffee goods, starting a grocery store, building a coffee shop, providing lodging, and hosting homestays."
3. Which business brings you the most income?	The respondent said, "The most profitable businesses are those that provide lodging and homestays for visitors."
4. In the winter, summer, and rainy seasons of the year, what is the monthly revenue and expenses?	The respondent said, "The season with the most revenue from tourism will be during the winter." "Income from the house during the high season is approximately 150,000 baht per month and have fixed expenses of approximately 63,000 per month by most expenses, which is the wages of 7 employees," said the respondent, who owns a housing company. The respondent, who owns a grocery business, stated that her monthly income from sales is about 30,000 baht.
5. Which source of money is used to run your business?	The respondent said, "The money that has accrued has been used to expand the firm and cover the profits made from operations during the previous year."

Table 1 Issues related to working capital management found from interviews and sample speech of the interviewee
(Continued)

Issues found from the interviews	Examples of speech from the respondent
6. Information about working capital, including current assets, including cash, bank accounts, debtors, inventories, and advance expenses.	The respondent said, "We need to have enough cash on hand to cover the business's ongoing costs. To handle inventories, for instance, supermarket retailers require a minimum cash holding of roughly 50,000 baht every month. Furthermore, there is the option to save money by making bank deposits, savings cooperative deposits, and village fund deposits."
7. Information about working capital regarding current assets, including current liabilities.	The respondent said, "There isn't any debt. With money earned from labor or from previous years' business operations, the company progressively grows."
8. Information about the liquidity management of the business-cash management	The respondent said, "Strive to keep personal and work costs apart, and keep enough cash on hand to pay for bills each month."
9. Information on liquidity management of the business-working capital management	The respondent said, "To prevent getting into debt, try not to invest too much money."
10. Factors that enable you to conduct business in Mae Kampong Village with stability and sustainability-village leadership	The respondent said, "We are appreciative of the previous generation of village leaders who encouraged the creation of savings and money cooperatives in the community. They ought to continue providing the villagers with excellent support, such as paying for deliveries and rewarding children who complete their education at various levels to encourage the community to value education. A village fund has been set up to help with day-to-day operations. Create a network, schedule training for various projects, and request that other specialists share their expertise with the villages. For instance, there is a coffee roaster available for public use that is used to manufacture roasted coffee goods."
11. Factors that enable you to conduct business in Mae Kampong Village with stability and sustainability - management in the village	The respondent said, "The community has monthly meetings where they discuss shared resolutions including encouraging entrepreneurs, conducting business ethically, and considering the welfare of everybody. Making a Miang with a lot of firewood is a good way to get the villagers involved in maintaining the village, but we can't ruin the forest by clearing trees. Encourage individuals not to reduce the costs and levies that are collected from each business's revenue in order to support those who run homestay operations and promote forest protection."

Table 1 Issues related to working capital management found from interviews and sample speech of the interviewee
(Continued)

Issues found from the interviews	Examples of speech from the respondent
12. Factors that enable you to conduct business in Mae Kampong Village with stability and sustainability - location and location of the village	The respondent said, "A popular tourist destination with an abundance of natural resources is Mae Kampong Village. This is because the locals assist in protecting the forest and its resources."
13. Factors that enable you to conduct business in Mae Kampong Village with stability and sustainability - Support from government and private agencies.	The respondent said, "Government organizations like the Royal Project Foundation arrived to teach the locals how to cultivate coffee before it was processed into roasted coffee. The One Tampon One Product (OTOP) project provides financial help to the village. As a result, a savings cooperative was established, providing the village's residents with a source of savings and money to borrow for business continuation."
14. Factors that enable you to operate a business in Mae Kampong Village with stability and sustainability - business working capital management services	The respondent said, "In order to turn a profit when selling goods or services, the price will already be increased, protecting the company from losses."
15. Do you think that businesses in Mae Kampong Village will continue to survive firmly and sustainably forever?	The respondent said, "The company will remain viable and steady during its existence. This is a result of having strong backing from both the public and private sectors. Having competent village leaders and managing working capital well in business go hand in hand. The villagers support one another in abiding by the set norms and laws, such as not making loud noises after 9:00 p.m., which is another source of it. The cost of lodging is not refundable. collaborating to protect the local Lanna communities' way of life and conducting business in a way that doesn't deplete the village's natural resources and environment."

Part 2 Results of General Data Analysis of Entrepreneurs in Mae Kampong Village Area.

Entrepreneurs in Mae Kampong Village, Chiang Mai Province. Most have family sizes of 1-3 people and 4-6 people (46.59% and 46.59% respectively). Most businesses operate in Mae Kampong village (93.18%).

Most entrepreneurs do more than one type of business (56.82%), with the majority of entrepreneurs doing tour bus business (24.80%), followed by housing (21.00%) and general trading (17.20%), respectively.

The business that generates the most income is the travel business (30.68%), followed by housing business and general sales business (27.27% and 17.05% respectively), and family members also work in other occupations such as construction contractors (40.20%). Other occupations that family members do next include work for a private company (38.10%).

Most of them have been doing business in Mae Kampong Village for 4-6 years (39.77%), followed by 1-3 years and 7-9 years (25.00% and 15.91%, respectively).

Most entrepreneurs have only one method for saving money (56.82%). The method used for saving money the most is saving money at banks/financial institutions (27.70%), followed by saving money at the village savings cooperative/fund and using savings to improve houses/homestays/expand businesses (27.70% and 19.00% respectively).

Most entrepreneurs financed only one source of funds for business (92.05%), with the most used source of funds for doing business being savings (from a period when there was more income from doing business than expenses) (73.70 %), followed by borrowing from funds. Village savings cooperative (20.00%)

Most entrepreneurs have no debt (48.86%), followed by less than 30,000 baht and 30,001-60,000 baht, respectively (25.00% and 17.05%).

Part 3 Results of Comparative Analysis of Monthly Income and Expenses from the Business Operations of Entrepreneurs in Mae Kampong Village, Classified According to Season.

Table 2 A comparison of monthly income and expenses from the business operations of entrepreneurs in Mae Kampong Village Classified by season.

Income-Expense	Winter Season (October-January)		Summer Season (February-May)		Rainy Season (June-September)	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Income per month from business						
Less than 20,000 baht	12	13.64	64	72.7273	41	46.59
20,001 – 40,000 baht	39	44.32	19	21.5909	36	40.91
40,001 – 60,000 baht	22	25.00	3	3.40909	7	7.95
60,001 – 80,000 baht	9	10.23	1	1.13636	2	2.27
80,001 – 100,000 baht	4	4.55	1	1.13636	1	1.14
100,001 baht or more	2	2.27	n/a	n/a	1	1.14
Total	88	100.00	88	100.00	88	100.00
Expense per month from business						
Less than 20,000 baht	31	35.23	66	75.00	51	57.95
20,001 – 40,000 baht	34	38.64	15	17.05	27	30.68
40,001 – 60,000 baht	17	19.32	4	4.55	7	7.95
60,001 – 80,000 baht	4	4.55	2	2.27	n/a	n/a
80,001 – 100,000 baht	1	1.14	1	1.14	n/a	n/a
100,001 baht or more	1	1.14	n/a	n/a	3	3.41
Total	88	100.00	88	100.00	88	100.00
Income-Expense from business						
Income is more than expenses	65	73.86	14	15.9091	25	28.41
Income equals expenses	16	18.18	18	20.4545	37	42.05
Expenses are more than income	7	7.95	56	63.6364	26	29.55
Total	88	100.00	88	100.00	88	100.00

Table 2 indicates that throughout the winter months of October through January, companies in Mae Kampong Village, Chiang Mai Province, had more monthly income than expenses. During the rainy season (June to September), their monthly income is equivalent to their monthly costs. Additionally, throughout the summer (February–May), their monthly expenses exceed their monthly income.

During the winter (February -May), most entrepreneurs have a monthly income of 20,001 -40,000 baht and monthly expenses of 20,001 -40,000 baht, while during the rainy season and summer. Most entrepreneurs have a monthly income of less than 20,000 baht and monthly expenses of less than 20,000 baht.

Part 4 Results of Analysis of Working Capital Management and Liquidity Management of the Business.

In managing the business's working capital regarding current assets and liabilities, it was found that most businesses had cash to be used for circulation in the business in a period not exceeding 1 year (62.50%), have both bank deposits, savings, and fixed deposit accounts (87.50%), no trade receivables (77.30%), inventories (51.10%), and no trade payables (77.30%).

In terms of liquidity management of businesses, the sample group gave importance to overall cash management at a high level, with an average of 3.64. It was found that small aspects of cash management had the highest average: having cash reserves to use to enhance liquidity, with an average of 3.82.

Regarding liquidity management of the business in terms of working capital management, the sample group gave importance to overall working capital management at a high level, with an average of 3.41. In terms of working capital management in sub-aspects, the aspect with the highest average was liquidity planning and the need for money consistently, with an average of 3.80.

Part 5: Model Factors Contributing to Stability and Sustainability of Businesses in Mae Kampong Village.

In terms of factors that contribute to a stable and sustainable business overall, the sample group emphasized the administrative factors in the village the most, with an average of 4.39, followed by factors related to the village's location and village leadership factors, with averages of 4.34 and 4.25, respectively.

As for the factors that contribute to a stable and sustainable business for village leaders, it was found that the sample group gave importance to the overall village leadership factor at the highest level, with an average of 4.28. In the sub aspects, it was found that the most average aspect was that the village leaders had a vision. See opportunities and seize opportunities to use in village development, with an average of 4.35, followed by leaders who value public benefits more than their own, with an average of 4.34.

As for the factors that contribute to stable and sustainable business management in the village, it was found that the sample group gave importance to the management factors at the highest level, with an average of 4.39. In the sub-aspects, it was found that the aspect with the highest average value was the provision of welfare to all members of the village. to cultivate love concern within the village and create the value of doing things for the common good, such as welfare, hospital stays, children's education, funeral expenses, etc., with an average of 4.50, followed by the issuance of measures to prohibit outside capitalists from operating businesses in the village. To reserve the business for village members to operate, an average 4.45.

As for the factors that contribute to a stable and sustainable business in terms of location and village location, it was found that the sample group gave importance to the factor of place and location of the village at the highest level, with an average of 4.34. In the sub-aspects, it was found that the aspect with the highest average is having rich forests, waterfalls, streams, and good weather throughout the year, with an average of 4.49, followed by having a good culture and traditions, with an average of 4.36. The village members are from Chiang Mai and are not a minority.

As for the factors that contribute to business stability and sustainability in terms of support and assistance from government and private agencies, it was found that the sample group gave importance to factors of support and assistance from government and private agencies. Overall, at a high level, the average was 4.00. In the sub-aspects,

it was found that the aspect with the highest average was support and knowledge from various government and private agencies, with an average of 4.02, followed by funding/budget support from government agencies for the village, with an average of 3.99.

As for the factors that contribute to a stable and sustainable business in terms of business working capital management services, it was found that the sample group gave importance to the factor of business working capital management services. Overall, at a high level, the average was 4.05. In the sub-aspects, it was found that the aspect with the highest average is that businesses have saved money for use in business operations, with an average of 4.06, followed by businesses in Mae Kampong Village that have controlled various expenses so that they are not higher than their income average of 4.03.

From developing a model of factors affecting the stability and sustainability of businesses within Mae Kampong Village, Chiang Mai Province found that Overall variables that affect the stability and sustainability of businesses in Mae Kampong Village, Mae On District, Chiang Mai Province include support factors from government and private agencies. The influence size equals 0.400 at the significance level of 0.01 with the regression equation and model, as shown in Figure 1.

Stability and sustainability of business within Mae Kampong Village = $0.442 + 0.400$ Support factors from government and private agencies **

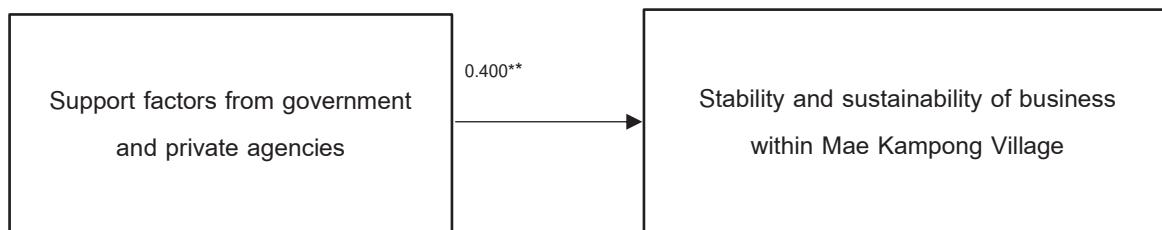


Figure 1. Model of factors affecting the stability and sustainability of businesses within Mae Kampong Village, Chiang Mai Province (Overview variable)

From developing a model of factors affecting the stability and sustainability of businesses within Mae Kampong Village, Chiang Mai Province found that the sub-variables that affect the stability and sustainability of businesses within Mae Kampong Village Chiang Mai Province, 8 factors

Including the fact that leaders put the public interest above their own and factors in collecting and counting cash at the end of each day at the significance level of 0.01, with the size of influence equal to 0.596 and 0.295, respectively, and the factor is liquidity planning and the need for money regularly, overall factor of receiving good support from government and private agencies , The business do not incur debt or create as little debt as possible, and the overall factor of having good working capital management services for the business is at a significance level of 0.05, with influence sizes equal to 0.253, 0.259, 0.276, and 0.386, respectively. the factor is business can increase liquidity when needed in a timely manner, and funding/budget support factors from government agencies are given to

the village at the significant level of 0.10, with influence sizes equal to 0.228 and 0.230, respectively, with the regression equation and model shown in Figure 2.

$$\text{Sustainability} = 0.047 + 0.596 \text{ Leader03}^* + 0.295 \text{ Cash02}^* + 0.253 \text{ Liquide01}^{**} + 0.259 \text{ Public03}^{**} - 0.276 \text{ Working04}^{**} + 0.386 \text{ Working05}^{**} - 0.228 \text{ Liquide04}^{***} + 0.230 \text{ Public01}^{***}$$

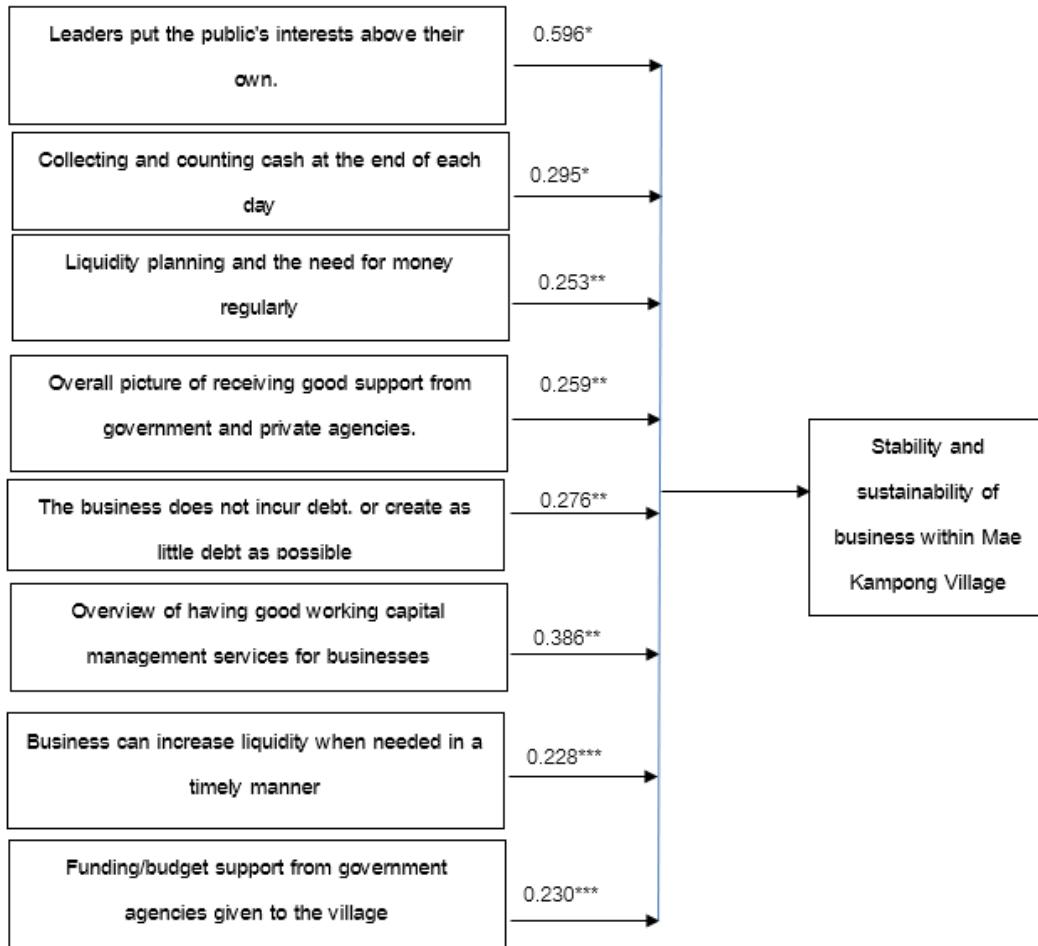


Figure 2. Model of factors affecting the stability and sustainability of businesses within Mae Kampong Village, Mae-On District, Chiang Mai Province (Sub-aspect variables)

5. Conclusion and Discussion

The study used theories, concepts, and related literature to examine the working capital management of entrepreneurs in Mae Kampong Village, Chiang Mai Province, Thailand. The results are discussed below.

Factors affecting the stability and sustainability of businesses within Mae Kampong Village, Chiang Mai Province, include support and assistance from government and private agencies. Business working capital management Both in terms of current assets and current liabilities, liquidity management in cash management and working capital management does not influence the sustainability of businesses in Mae Kampong Village. This is not consistent with Sriwichupong (2020), who studied liquidity management that affects the business growth of small and medium-sized businesses in Thailand and found that liquidity management in terms of cash management Liquidity

management, capital management It has a positive influence on the growth of small and medium-sized businesses in Thailand. Significant at the 0.05 level. and is not consistent with the research of Prasi (2019), who conducted a study on operational problems and support needs of small and medium-sized businesses in Nakhon Sawan Province; it was found that competition is quite high in today's business environment. Most will face financial problems, lack of liquidity, insufficient funds, and financial resources. There are not numerous avenues available for local product distribution. This is not consistent with the research of Kiniman (2003), which studied the need for entrepreneurs' potential in operating small and medium-sized enterprises in Bangkok and found that lack of working capital was the main issue facing small and medium-sized businesses.

Support factors from government and private agencies positively influence the stability and sustainability of businesses within Mae Kampong Village, Chiang Mai Province. This is consistent with the research of Atchacharoensathit (2001), which studied the role of state financial institutions in developing small and medium-sized enterprises (SMEs). It was found that government financial institutions mainly support SMEs in short-term measures in granting loans to enhance financial liquidity finance, which may not help in building strength in the long run and is consistent with the research of Thanbancha (2002), who studied the role of the government sector in supporting small and medium enterprises and found that SME entrepreneurs face financial liquidity problems from a lack of loan sources from private financial institutions arising from a lack of a correct financial accounting system. The bank's loan process is so extensive that, as a result, SME entrepreneurs need to borrow from outside the system, causing high interest costs.

6. Limitations and Suggestions for Further Research

The study of working capital management of entrepreneurs in Mae Kampong Village, Chiang Mai Province, Thailand, has the following recommendations.

Suggestions for Entrepreneurs in Mae Kampong Village and Other Tourism Communities.

The research results found that entrepreneurs in Mae Kampong Village, Chiang Mai, Thailand, have monthly income equal to monthly expenses during the rainy season. (June-September) and have monthly expenses greater than monthly income in the summer (February-May) because most of the operators' income comes from tourists who visit Mae Kampong Village. As a result, entrepreneurs may find other sources of revenue during the summer and rainy seasons, such as farming. You might also take this opportunity to make improvements to your house, business, or vehicle maintenance so that you're prepared to assist clients who will be traveling in the upcoming winter. Additionally, public relations may encourage visitors to stay during the summer and even more so during the rainy season. Integrating the benefits and draws of summertime travel to Mae Kong Pong in order to increase the number of visitors during this time.

Suggestions for Policy and Relevant Agencies.

Entrepreneurs in Mae Kampong Village, Chiang Mai Province, Thailand, a tourism community, have good working capital management—partly because of good village management, having a good leader, and receiving good support from government and private agencies in promoting the capital budget and knowledge. Consequently, other tourist destinations across the nation may be able to use the public and private sector organizations engaged in Mae Kampong Village's management techniques. Other tourist communities around the nation will benefit from this.

Additionally, business owners manage their working capital well. The outcome of this will keep the company stable and sustainable.

In addition, the government and related agencies may take the following actions to help improve the working capital management of community enterprise entrepreneurs, such as: 1) The government should support a revolving fund project in the form of a "special village fund"; 2) provide knowledge on sustainable working capital management to communities; and 3) The government should design fiscal policies that support small enterprises in ecotourism destinations.

Limitations and Suggestions for the Next Study.

The study of working capital management of entrepreneurs in Mae Kampong Village, Chiang Mai Province, Thailand, is just one example of a tourism community where operators have good working capital management partly because of good village management, having a good leader, and receiving good support from both government and private agencies. Therefore, in the next research, Longitudinal design may be applied to compare several community enterprises in tourism. This is to compare the guidelines for working capital management of entrepreneurs in other tourism communities to understand the problems, obstacles, or factors that affect the stability and sustainability of businesses in tourism communities.

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