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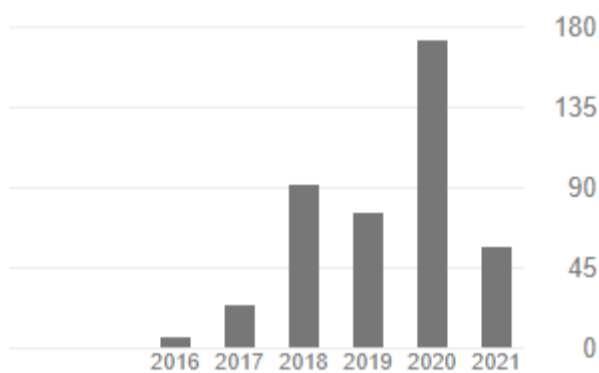
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Special Issue I



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The Development of Product and Packaging of Community Enterprises for Income Increasing in Ranong Province

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Abstract---Community enterprises working in Thailand has vital importance to generate income for the people which has important contribution to the economic well-being. However, the achievement of higher performance in community enterprises is a challenge. In this way, the current study proposed the important role of product development and product packaging to promote community enterprise performance in Thailand. Questionnaire is used for data collection from the community enterprises working in Ranong province, Thailand. 148 valid responses are received from the employee working among community enterprises. Findings highlighted that product development has positive influence to enhance economic wellbeing with the help of community enterprises performance. Furthermore, product packaging also plays influential role in economic well-being by improving the community enterprise performance.

Keywords---product development, product packaging, community enterprise performance, economic well-being, Ranong province.

Introduction

Communities in various local areas has important contribution to the development of the country. Because these communities are involved in various income generating activities which are helpful in nation development. Most importantly, the contribution of local communities in economic development of the country cannot be neglected (Mongkhonchairoek & Raksamueng, 2019). Furthermore, these communities are also involved in the promotion of various business industries which has significant effect on economic welfare. These communities not only contributing at national level but it has major contribution at local level because businesses associated with the community are generating several employment opportunities for the people. Therefore, the communities working in any country has influential role in the community development (Ramly, Sum, Ishak, & Lim, 2021). The number of community enterprises are increasing significantly which is a positive sign for any nations.

Similar with other countries community and enterprises are also working in Thailand in various local areas. Particularly, these enterprises are working in Ranong province of Thailand (Kumpetch, Pranee, Kortana, & Pungnirund, 2022). The performance of these community enterprises is most significant for the country as well as for the community because the success of enterprises causes to generate handsome income has contribution to the economic development as well as well-being of the societies. Thailand is one of the countries in which poverty also exist to a certain level (Cetthakrikul et al., 2018) and the government of Thailand is trying to overcome this issue. In this way, the community enterprises also contributing significantly to reduce the level of poverty. Therefore, the performance of these community enterprises is most important because it is linked with the economic well-being of community.

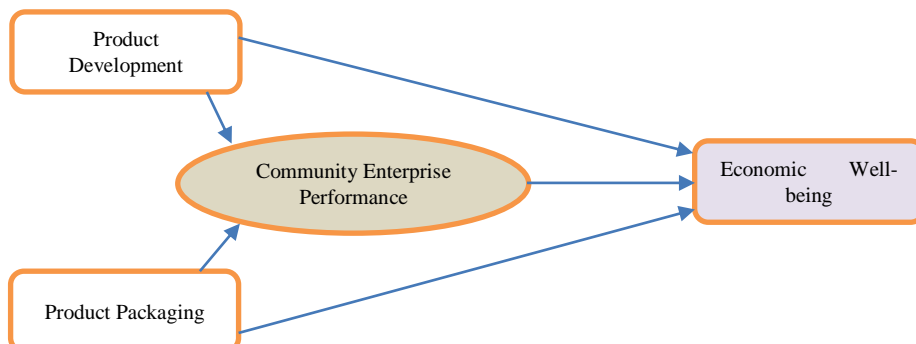
However, community enterprises are facing various issues related to the community enterprise performance (Chanthes, 2021; Ruangkalapawongse & Ruangkalapawongse, 2020) which has negative effect on economic well-being of the people. It is imperative to promote performance of community enterprises in various areas of Thailand such as Ranong province with the help of various strategies. Because the promotion of community enterprises causes to increase community well-being which has the importance to resolve various issues at local level related to the income generating activity. It is important because performance of community is strongly associated with the wellbeing of the people. Therefore, the current study proposed various strategies to promote economic welfare through community and enterprise performance improvement. As there are several products produced by communities in various areas. This product development is most important in these areas to promote enterprise performance (Chansuchai, 2019) and economic well-being. The successful development of products at community level related to any industry may have influence on overall enterprise performance. There are several types of products development at local areas, however it is needed to promote these products with the help of various activities. Therefore, this study proposed that product development at local areas has the potential to promote community enterprise performance which may lead to the economic well-being. Furthermore, it is also important to highlight that packaging at local areas also has significant importance. All these

products are highlighted among various multinational companies as well as various other companies at bigger size (Watz & Hallstedt, 2022), however, it is not addressed among the community enterprises at local area. In this way, by considering the importance, the current study highlighted that it can play most important role in community enterprises in Thailand.

Finally, the current study is an attempt to examine the integration between product development and product packaging to promote community enterprise performance and the role of community enterprise performance in economic well-being of community in Thailand. In this way community enterprise performance is playing a mediating role between product development and economic well-being, product packaging and economic value. Several studies highlighted product development as well as product packaging (Giersing et al., 2021; Xie, Gao, Zhang, Bai, & Liu, 2019) but both these elements are discussed at higher level among the bigger company. Additionally, economic wellbeing in relation to the product development and product packaging is also not highlighted among community enterprises in Thailand. Thus, the current study contributing to the literature with the help of introducing various important elements such as product development as well as product packaging among the community enterprises

Literature Review

Among local community, there are several enterprises working on various small business activities. In Ranong province, Thailand, these enterprises are the major sources of income of the people (Pranee, Kortana, & Pungnirund, 2020). These micro-enterprise's communities are developing various products which are helpful to promote income generating activities. These products are shared with other communities and most of the communities are also producing such valuable products which can be exported to other countries to generate revenue. Therefore, enterprises working in various local areas of Thailand are playing vital role by developing unique products. Most importantly, these communities are working to develop various tourism industry related products. It also includes the cultural products which causes to generate income by attracting the tourist from various parts of the world. The success of these product is most important to promote overall performance of enterprises. Product development has important role in the well being of the people. As highlighted in several previous studies that product development has important role in income generating activities. Therefore, the current study addressed product development has positive influence on economic wellbeing. This relationship is highlighted in the framework of the current study given in Figure 1.



Moreover, product development has important role in community enterprise performance as mentioned in previous studies that product development is key to the success of enterprises (Diaz, Schöggel, Reyes, & Baumgartner, 2021). The unique products developed by various communities are causes to increase the overall performance of these enterprises. The unique product also attracts the people from different parts of the world to purchase these products which has potential to enhance the level of enterprise performance. Although it is tough for the enterprises to enhance the overall performance in competition and within the limited resources. However, it can be achieved by developing the unique products for the people. Therefore, this study addressed positive relationship between product development, community enterprise performance and economic well-being. Hence, following hypotheses are proposed;

Hypothesis 1. Product development has positive effect on economic-wellbeing.

Hypothesis 2. Product development has positive effect on community enterprise performance.

Product packaging design refers to the creation of the exterior of a product (Accorsi et al., 2022; Karima, Claudia, & Jacques, 2022; Spence & Velasco, 2018). That includes choices in material and form as well as graphics, colours and fonts that are used on wrapping, a box, a can, a bottle or any kind of container. Therefore, product packaging is majorly based on the exterior design of the products which may include the use of material in packing along with the color as well as graphics. These elements such as design of packaging along with the colors and graphics can attract the customers. However, these elements are not discussed in product packaging in relation to the community enterprises in the literature, but it is not highlighted in relation to the enterprise performance. Due to the lack of knowledge as well as expertise the people running these enterprises in various local areas do not focus on the packaging of products. The low-quality packaging of products at local area reflects the negative image in the minds of people. Therefore, it is needed to improve packaging with the help of graphics, colors and better design. As highlighted in previous studies that product packaging has central importance in product success and product performance (Accorsi et al., 2022). In this way, it is really important for communities to promote product packaging to enhance the economic well-being through community enterprise performance. The increase in product success or product performance has central importance to promote enterprise performance. The promotion of enterprise performance with the help of product packaging can lead to the economic well-being. Along with the influential effect of product development and community enterprises and economic well-being the product packaging also has significant influence on enterprise performance and economic outcomes. In this way, the current study proposed the positive role of product packaging in community and economic wellbeing which led to the following hypotheses.

Hypothesis 3. Product packaging has positive effect on economic-wellbeing.

Hypothesis 4. Product packaging has positive effect on community enterprise performance.

Moreover, the current study also proposed the mediating role of community enterprise performance. This mediating role is addressed by observing various evidences from the literature and by following the recommendations of Baron and

Kenny (1986). By following the Baron and Kenny (1986) approach, it is observed that there is a significant relationship between product development community enterprise performance and economic well-being. The significant relationship is also observed between product packaging and community enterprise performance. Furthermore, it is also observed that product packaging has significant relationship with economic well-being. Finally, it is also observed that community enterprise performance has a significant relationship with the economic well-being which is also addressed in previous studies. By following the literature, it is observed that all the paths are significant. Therefore, in this situation according to the Baron and Kenny (1986), community enterprise can be used as mediating variable. The first mediation effect of community enterprises performance is considered between product development and economic well-being. The second mediation effect is considered between product packaging and economic well-being. Finally, two indirect effects are proposed in below hypothesis. Furthermore, from the above discussion, according to the previous studies, community enterprise performance is significantly related with economic well-being which is highlighted in the direct effect between community enterprise performance and economic well-being. Thus, it is hypothesized that;

Hypothesis 5. Community enterprise performance has positive effect on economic-wellbeing.

Hypothesis 6. Community enterprise performance mediates the relationship between product development and economic wellbeing.

Hypothesis 7. Community enterprise performance mediates the relationship between product packaging and economic wellbeing.

Research Methodology

The population of the study is community enterprises working in Thailand (Nittayakamolpun, 2020; Pholphirul, Charoenrat, Kwanyou, Rukumnuaykit, & Srijamdee, 2020). Most specifically community enterprises in various local areas of Thailand are considered in the current study. Therefore, this study considered economic well-being as dependent variable. The economic well-being of people living in the communities is considered. In this way, the current study considered employees working in community enterprises of Thailand as respondents of the current study. Therefore, data collection is made from these employees working in community enterprises of Thailand. Furthermore, Ranong province of Thailand is considered for the current study as number of community enterprises are working in this area, however the performance of these enterprises is limited. In this way to address the community enterprise performance and economic well-being, the current study considered quantitative research approach in which data collection is carried out with the help of questionnaire.

For data collection this study designed a questionnaire in which five variables are measured namely; product development, product packaging, community enterprise performance and economic well-being. Product development is measured based on the community enterprises and new product making strategies. It is measured by observing that how many products are produced by the community enterprises along with the innovation in various existing products. Product packaging is measured by using the material used in this product packaging along with the importance of the community towards product

packaging. The intention of community enterprises to package well by different products based on market orientation is also considered to measure product packaging. The current study measured community enterprise performance with the help of observing the performance of various products developed by the communities. In this way, the current study considered product success in the market. This study measured dependent variables namely; economic well-being with the help of increase in the income of individual due to the community enterprises in the province of Thailand.

Finally, after the adoption of various measures from previous studies the current study designed the questionnaire and questionnaires were distributed among the community enterprises in Ranong province of Thailand. All the questionnaires are distributed among the employees working in community enterprises. 350 questionnaires were distributed among these enterprises. However, all the respondents do not respond to the survey. Only 148 questionnaires were returned. Finally, the study used 145 questionnaires in the current study to check the relationship between variables. Study carried out initial data screening in which various missing values were found. The data statistics are given in Table 2 after data screening. It is found that economic well-being has five missing values, product development has two missing values and community enterprises has one missing value. These missing values were fixed before data analysis and this study also fixed various errors related to the outlier in the data.

Table 1
Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
PD1	1	0	3.167	3	1	7	0.962	-1.081	1.016
PD2	2	0	2.917	3	1	7	1.869	-0.654	0.474
PD3	3	0	3.319	3	1	7	1.698	-0.914	0.031
PD4	4	0	3.611	3	1	7	2.026	-1.033	0.294
PD5	5	0	2.968	3	1	7	1.759	-0.313	0.539
PP1	6	0	3.438	3	1	7	1.836	-0.786	0.24
PP2	7	0	2.933	3	1	7	2.04	-0.337	0.451
PP3	8	0	3.479	3	1	7	1.829	-0.647	0.347
PP4	9	0	3.062	3	1	7	1.501	-0.008	1.064
PP5	10	0	3.153	3	1	7	1.391	0.584	0.818
CEP1	11	0	3.16	3	1	7	1.326	0.848	0.785
CEP2	12	0	3.125	3	1	7	1.353	0.679	0.721
CEP3	13	0	3.062	3	1	7	1.355	0.35	0.562
CEP4	14	0	3.188	3	1	7	1.379	0.213	0.556
CEP5	15	0	3.076	3	1	7	1.307	0.707	0.762
EWB1	16	0	3.035	3	1	7	1.421	0.019	0.496
EWB2	17	0	3.153	3	1	7	1.464	0.048	0.604
EWB3	18	0	3.139	3	1	7	1.422	0.195	0.645
EWB4	19	0	3.208	3	1	7	1.358	0.032	0.472

EWB5	20	0	3.146	3	1	7	1.338	0.308	0.52
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Data Analysis

In this section of the study, the current study examined the effect of independent variables on dependent variable along with the role of mediating variable. For this purpose, the current study uses statistical software namely; partial least square (PLS). The first part of this software is highlighted in Figure 2 in which confirmatory factor analysis (CFA) is carried out (Afthanorhan, 2013; Hair et al., 2019). The confirmatory factor analysis is carried out to check the factor loadings which are helpful to examine the internal item reliability. The minimum threshold level of factor loading is considered 0.7 in the current study. It is observed from Figure 2 and Table 2 that product development is measured by using five scale items and all the items have factor loading above 0.8. Product packaging is measured by using five items and all the items have factor loading above 0.8. Moreover, community enterprise performance is also measured by using five items and it is observed that all the items are above 0.8. Finally economic well-being is also measured by using five scale items having none of the item below 0.8.

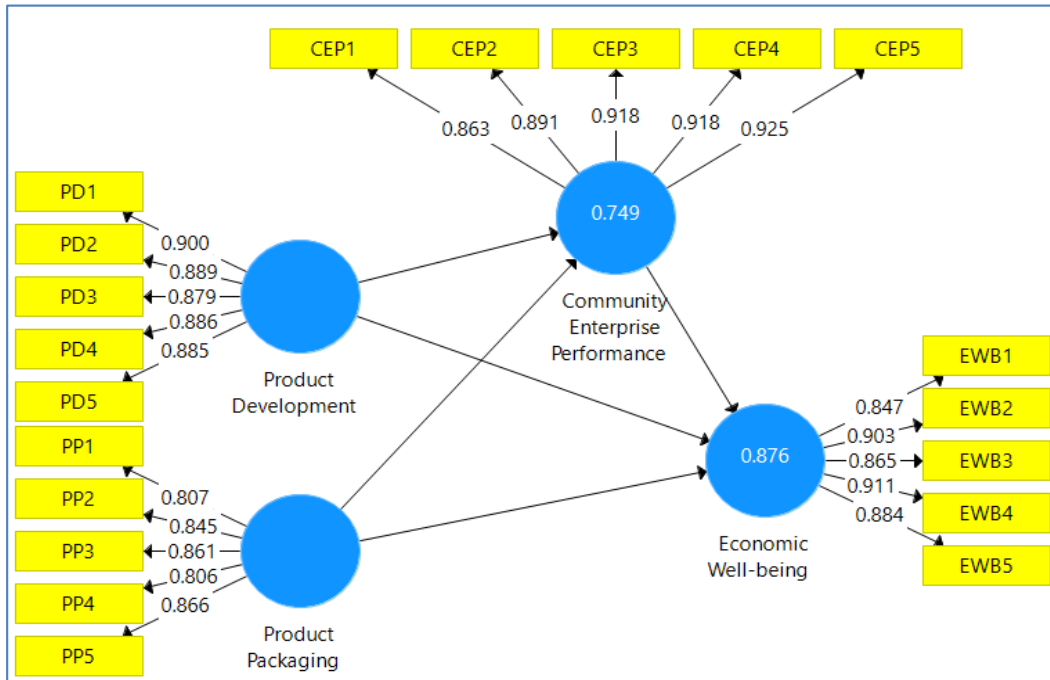


Figure 2. Confirmatory Factor Analysis (CFA)

Table 2
Factor Loadings, Composite Reliability and Average Variance Extracted (AVE)

Variables	Items	Loadings	Alpha	CR	AVE
Community Enterprise Performance	CEP1	0.863	0.943	0.957	0.816
	CEP2	0.891			
	CEP3	0.918			
	CEP4	0.918			
	CEP5	0.925			
Economic Well-being	EWB1	0.847	0.933	0.946	0.779
	EWB2	0.903			
	EWB3	0.865			
	EWB4	0.911			
	EWB5	0.884			
Product Development	PD1	0.9	0.929	0.949	0.788
	PD2	0.889			
	PD3	0.879			
	PD4	0.886			
	PD5	0.885			
Product Packaging	PP1	0.807	0.896	0.948	0.701
	PP2	0.845			
	PP3	0.861			
	PP4	0.806			
	PP5	0.866			

Table 2 highlighted the composite reliability which is considered to confirm the convergent validity (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). Table 2 also shows average variance accepted (AVE) which is also confirmed to check the convergent validity. It is observed that all the variables namely; product development, product packaging, community enterprise performance and economic well-being has composite liability higher than 0.7 and AVE is higher than 0.8 5 which confirmed the convergent validity. Discriminant validity is highlighted in Table 3 which is also important to achieve. Two methods are used to measure discriminant validity. These methods include cross-loading which is given in Table 3 and HTMT_{0.9}. Both the methods have confirmed the discriminant validity.

Table 3
Discriminant Validity

	Community Enterprise Performance	Economic Well- being	Product Development	Product Packaging
CEP1	0.863	0.814	0.549	0.76
CEP2	0.891	0.838	0.592	0.769
CEP3	0.918	0.842	0.6	0.768
CEP4	0.918	0.864	0.582	0.758
CEP5	0.925	0.836	0.621	0.79
EWB1	0.855	0.887	0.637	0.785
EWB2	0.813	0.903	0.52	0.717
EWB3	0.816	0.865	0.594	0.751
EWB4	0.81	0.911	0.497	0.725
EWB5	0.8	0.884	0.478	0.71
PD1	0.624	0.615	0.9	0.781
PD2	0.618	0.587	0.889	0.774
PD3	0.558	0.519	0.879	0.753
PD4	0.555	0.504	0.886	0.754
PD5	0.526	0.509	0.885	0.747
PP1	0.578	0.547	0.787	0.807
PP2	0.588	0.561	0.805	0.845
PP3	0.643	0.596	0.849	0.861
PP4	0.819	0.8	0.544	0.806
PP5	0.836	0.819	0.609	0.866

After the assessment of reliability and validity, the current study proceeded the data analysis to check the relationship between variables. Figure 3 shows a structural model which is helpful to examine the relationship. In this way, the current study observed the significance of the relationship while using t-value and direction of the relationship by using beta value. The hypotheses results are provided in Table 4 and Table 5. T-value 1.96 is observed to check the significance of the relationship.

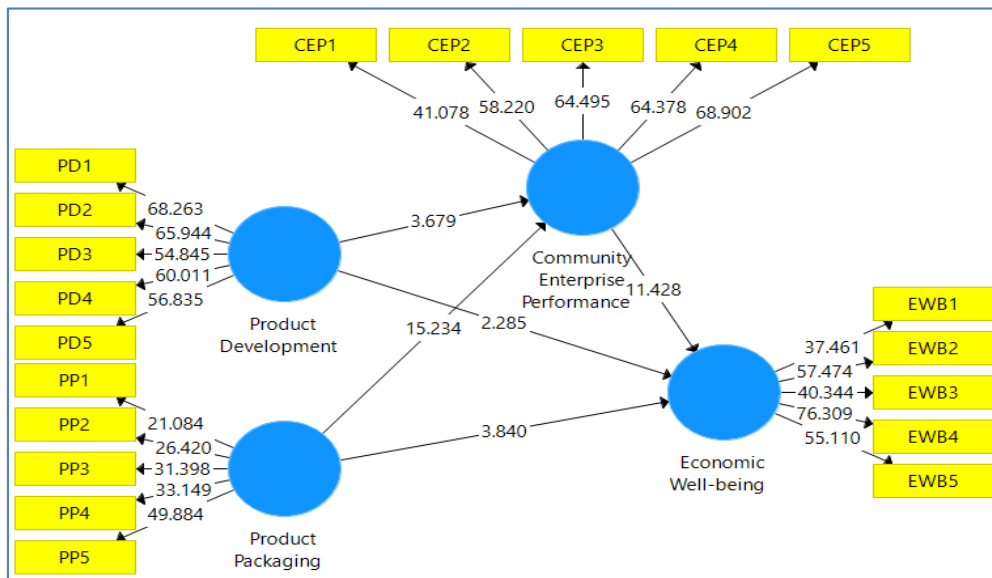


Figure 3. PLS Structural Model

Table 4
Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Community Enterprise Performance -> Economic Well-being	0.741	0.736	0.065	11.428	0
Product Development -> Community Enterprise Performance	0.302	0.299	0.082	3.679	0
Product Development -> Economic Well-being	0.156	0.146	0.068	2.285	0.023
Product Packaging -> Community Enterprise Performance	1.111	1.109	0.073	15.234	0
Product Packaging -> Economic Well-being	0.339	0.336	0.088	3.84	0

Results given in Table 4 shows that community enterprise has significant effect on economic wellbeing with t-value 11.428. Furthermore, product development also has a significant relationship with community enterprise performance with t value 3.679. Product development has significant effect on economic well-being with t-value 2.285. Similarly, product packaging also provided significant results in relationship to community enterprise performance and economic well-being. It is found that product packaging has significant relationship with community enterprises with t-value 15.2 34. Furthermore, it is observed that product packaging also has a significant relationship with economic value and with the

help of t-value 3.84. The direct effects which were considered by the current study are significant. Therefore, all the direct hypotheses are supported.

Table 5
Mediation Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Product Development -> Community Enterprise Performance -> Economic Well-being	0.224	0.219	0.06	3.745	0
Product Packaging -> Community Enterprise Performance -> Economic Well-being	0.824	0.816	0.083	9.927	0

The other indirect effects are given in Table 5 which were also examined in similar way by considering the t-value 1.96. The mediation effect of community enterprise performance is considered in this study. In this study, the mediating effect of community enterprise performance is considered between product development and economic well-being. It is found that community enterprise performance is a mediating variable between product development and community wellbeing with t value 3.745. It is also observed the mediating role of community enterprise performance between product packaging and economic well-being. It is found that community enterprise performance is a mediating variable between product packaging and economic wellbeing with the t-value 9.927. Finally, it is also very important to check the variance explained by all the variables in economic wellbeing. In this way, the study found that the r-squared value of economic well-being is 0.876 which indicates that product development, product packaging and community enterprise performance has the ability to bring 87.6 % change in economic well-being which is strong.

Conclusion

The current study investigated the effect of product development and product packaging on community enterprise performance and economic well-being. The purpose of this study was to check the effect of integration between product development, product packaging and community enterprise on economic wellbeing in Ranong, Thailand. To fulfill this purpose, this study carried out a survey among the community enterprise in Thailand and data analysis is carried out by using statistical tool. Results of the study highlighted that product development has positive role to promote community enterprise performance and economic well-being. The increase in product development among the community has the potential to increase economic wellbeing of the people with the help of community enterprise performance. Product development has the potential to promote community enterprise performance. It is observed from the findings of the study that product packaging also has influential role to promote performance of community enterprises. The products developed by the community should be

promoted with the help of proper packaging. It has ultimate effect on community enterprise performance which causes to increase economic development of the community. Therefore, it is concluded that product development and product packaging of local enterprises in Thailand has the potential to increase community enterprise performance which further causes to enhance economic well-being.

Study Implications

By addressing the relationship between community enterprise and economic well-being, the current study contributed to the body of knowledge through different ways. This study addressed the important role of community enterprise performance in economic well-being of the people which is rarely addressed in Thailand with the help of product development and product packaging. More specifically, the current study introduced the importance of product packaging in community enterprise performance which is ignored by previous studies. Several studies highlighted the importance of packaging however, it is addressed in several big companies and small companies such as micro enterprises of communities are ignored by the literature. Therefore, this study added the value to the literature by introducing product packaging, community enterprise and economic well-being. These theoretical implications of the study have vital importance for the practitioners. As this study recommended to the management of community enterprises to promote product packaging in the performance of community enterprises.

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The Development of Product and PAckaging of Community Enterprises for Income Increasing in Ranong Province

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The Development of Product and Packaging of Community Enterprises for Income Increasing in Ranong Province

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Abstract---Community enterprises working in Thailand has vital importance to generate income for the people which has important contribution to the economic well-being. However, the achievement of higher performance in community enterprises is a challenge. In this way, the current study proposed the important role of product development and product packaging to promote community enterprise performance in Thailand. Questionnaire is used for data collection from the community enterprises working in Ranong province, Thailand. 148 valid responses are received from the employee working among community enterprises. Findings highlighted that product development has positive influence to enhance economic wellbeing with the help of community enterprises performance. Furthermore, product packaging also plays influential role in economic well-being by improving the community enterprise performance.

Keywords---product development, product packaging, community enterprise performance, economic well-being, Ranong province.

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Introduction

Communities in various local areas has important contribution to the development of the country. Because these communities are involved in various income generating activities which are helpful in nation development. Most importantly, the contribution of local communities in economic development of the country cannot be neglected (Mongkhonchairoek & Raksamueng, 2019). Furthermore, these communities are also involved in the promotion of various business industries which has significant effect on economic welfare. These communities not only contributing at national level but it has major contribution at local level because businesses associated with the community are generating several employment opportunities for the people. Therefore, the communities working in any country has influential role in the community development (Ramly, Sum, Ishak, & Lim, 2021). The number of community enterprises are increasing significantly which is a positive sign for any nations.

Similar with other countries community and enterprises are also working in Thailand in various local areas. Particularly, these enterprises are working in Ranong province of Thailand (Kumpetch, Pranee, Kortana, & Pungnirund, 2022). The performance of these community enterprises is most significant for the country as well as for the community because the success of enterprises causes to generate handsome income has contribution to the economic development as well as well-being of the societies. Thailand is one of the countries in which poverty also exist to a certain level (Cetthakrikul et al., 2018) and the government of Thailand is trying to overcome this issue. In this way, the community enterprises also contributing significantly to reduce the level of poverty. Therefore, the performance of these community enterprises is most important because it is linked with the economic well-being of community.

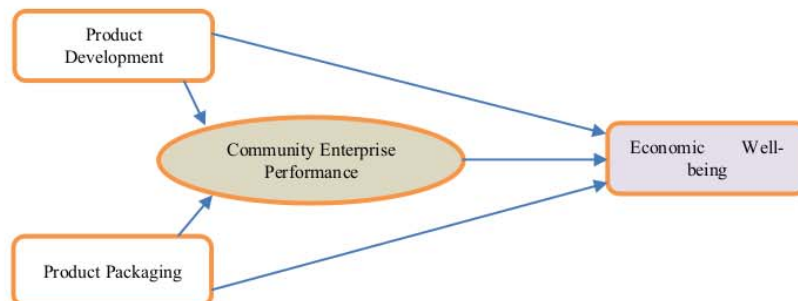
However, community enterprises are facing various issues related to the community enterprise performance (Chanthes, 2021; Ruangkalapawongse & Ruangkalapawongse, 2020) which has negative effect on economic well-being of the people. It is imperative to promote performance of community enterprises in various areas of Thailand such as Ranong province with the help of various strategies. Because the promotion of community enterprises causes to increase community well-being which has the importance to resolve various issues at local level related to the income generating activity. It is important because performance of community is strongly associated with the wellbeing of the people. Therefore, the current study proposed various strategies to promote economic welfare through community and enterprise performance improvement. As there are several products produced by communities in various areas. This product development is most important in these areas to promote enterprise performance (Chansuchai, 2019) and economic well-being. The successful development of products at community level related to any industry may have influence on overall enterprise performance. There are several types of products development at local areas, however it is needed to promote these products with the help of various activities. Therefore, this study proposed that product development at local areas has the potential to promote community enterprise performance which may lead to the economic well-being. Furthermore, it is also important to highlight that packaging at local areas also has significant importance. All these

products are highlighted among various multinational companies as well as various other companies at bigger size (Watz & Hallstedt, 2022), however, it is not addressed among the community enterprises at local area. In this way, by considering the importance, the current study highlighted that it can play most important role in community enterprises in Thailand.

Finally, the current study is an attempt to examine the integration between product development and product packaging to promote community enterprise performance and the role of community enterprise performance in economic well-being of community in Thailand. In this way community enterprise performance is playing a mediating role between product development and economic well-being, product packaging and economic value. Several studies highlighted product development as well as product packaging (Giersing et al., 2021; Xie, Gao, Zhang, Bai, & Liu, 2019) but both these elements are discussed at higher level among the bigger company. Additionally, economic wellbeing in relation to the product development and product packaging is also not highlighted among community enterprises in Thailand. Thus, the current study contributing to the literature with the help of introducing various important elements such as product development as well as product packaging among the community enterprises

Literature Review

Among local community, there are several enterprises working on various small business activities. In Ranong province, Thailand, these enterprises are the major sources of income of the people (Pranee, Kortana, & Pungnirund, 2020). These micro-enterprise's communities are developing various products which are helpful to promote income generating activities. These products are shared with other communities and most of the communities are also producing such valuable products which can be exported to other countries to generate revenue. Therefore, enterprises working in various local areas of Thailand are playing vital role by developing unique products. Most importantly, these communities are working to develop various tourism industry related products. It also includes the cultural products which causes to generate income by attracting the tourist from various parts of the world. The success of these product is most important to promote overall performance of enterprises. Product development has important role in the well being of the people. As highlighted in several previous studies that product development has important role in income generating activities. Therefore, the current study addressed product development has positive influence on economic wellbeing. This relationship is highlighted in the framework of the current study given in Figure 1.



Moreover, product development has important role in community enterprise performance as mentioned in previous studies that product development is key to the success of enterprises (Diaz, Schögggl, Reyes, & Baumgartner, 2021). The unique products developed by various communities are causes to increase the overall performance of these enterprises. The unique product also attracts the people from different parts of the world to purchase these products which has potential to enhance the level of enterprise performance. Although it is tough for the enterprises to enhance the overall performance in competition and within the limited resources. However, it can be achieved by developing the unique products for the people. Therefore, this study addressed positive relationship between product development, community enterprise performance and economic well-being. Hence, following hypotheses are proposed;

Hypothesis 1. Product development has positive effect on economic-wellbeing.

Hypothesis 2. Product development has positive effect on community enterprise performance.

Product packaging design refers to the creation of the exterior of a product (Accorsi et al., 2022; Karima, Claudia, & Jacques, 2022; Spence & Velasco, 2018). That includes choices in material and form as well as graphics, colours and fonts that are used on wrapping, a box, a can, a bottle or any kind of container. Therefore, product packaging is majorly based on the exterior design of the products which may include the use of material in packing along with the color as well as graphics. These elements such as design of packaging along with the colors and graphics can attract the customers. However, these elements are not discussed in product packaging in relation to the community enterprises in the literature, but it is not highlighted in relation to the enterprise performance. Due to the lack of knowledge as well as expertise the people running these enterprises in various local areas do not focus on the packaging of products. The low-quality packaging of products at local area reflects the negative image in the minds of people. Therefore, it is needed to improve packaging with the help of graphics, colors and better design. As highlighted in previous studies that product packaging has central importance in product success and product performance (Accorsi et al., 2022). In this way, it is really important for communities to promote product packaging to enhance the economic well-being through community enterprise performance. The increase in product success or product performance has central importance to promote enterprise performance. The promotion of enterprise performance with the help of product packaging can lead to the economic well-being. Along with the influential effect of product development and community enterprises and economic well-being the product packaging also has significant influence on enterprise performance and economic outcomes. In this way, the current study proposed the positive role of product packaging in community and economic wellbeing which led to the following hypotheses.

Hypothesis 3. Product packaging has positive effect on economic-wellbeing.

Hypothesis 4. Product packaging has positive effect on community enterprise performance.

Moreover, the current study also proposed the mediating role of community enterprise performance. This mediating role is addressed by observing various evidences from the literature and by following the recommendations of Baron and

Kenny (1986). By following the Baron and Kenny (1986) approach, it is observed that there is a significant relationship between product development community enterprise performance and economic well-being. The significant relationship is also observed between product packaging and community enterprise performance. Furthermore, it is also observed that product packaging has significant relationship with economic well-being. Finally, it is also observed that community enterprise performance has a significant relationship with the economic well-being which is also addressed in previous studies. By following the literature, it is observed that all the paths are significant. Therefore, in this situation according to the Baron and Kenny (1986), community enterprise can be used as mediating variable. The first mediation effect of community enterprises performance is considered between product development and economic well-being. The second mediation effect is considered between product packaging and economic well-being. Finally, two indirect effects are proposed in below hypothesis. Furthermore, from the above discussion, according to the previous studies, community enterprise performance is significantly related with economic well-being which is highlighted in the direct effect between community enterprise performance and economic well-being. Thus, it is hypothesized that;

Hypothesis 5. Community enterprise performance has positive effect on economic-wellbeing.

Hypothesis 6. Community enterprise performance mediates the relationship between product development and economic wellbeing.

Hypothesis 7. Community enterprise performance mediates the relationship between product packaging and economic wellbeing.

Research Methodology

The population of the study is community enterprises working in Thailand (Nittayakamolphon, 2020; Pholphirul, Charoenrat, Kwanyou, Rukumnuaykit, & Srijamdee, 2020). Most specifically community enterprises in various local areas of Thailand are considered in the current study. Therefore, this study considered economic well-being as dependent variable. The economic well-being of people living in the communities is considered. In this way, the current study considered employees working in community enterprises of Thailand as respondents of the current study. Therefore, data collection is made from these employees working in community enterprises of Thailand. Furthermore, Ranong province of Thailand is considered for the current study as number of community enterprises are working in this area, however the performance of these enterprises is limited. In this way to address the community enterprise performance and economic well-being, the current study considered quantitative research approach in which data collection is carried out with the help of questionnaire.

For data collection this study designed a questionnaire in which five variables are measured namely; product development, product packaging, community enterprise performance and economic well-being. Product development is measured based on the community enterprises and new product making strategies. It is measured by observing that how many products are produced by the community enterprises along with the innovation in various existing products. Product packaging is measured by using the material used in this product packaging along with the importance of the community towards product

packaging. The intention of community enterprises to package well by different products based on market orientation is also considered to measure product packaging. The current study measured community enterprise performance with the help of observing the performance of various products developed by the communities. In this way, the current study considered product success in the market. This study measured dependent variables namely; economic well-being with the help of increase in the income of individual due to the community enterprises in the province of Thailand.

Finally, after the adoption of various measures from previous studies the current study designed the questionnaire and questionnaires were distributed among the community enterprises in Ranong province of Thailand. All the questionnaires are distributed among the employees working in community enterprises. 350 questionnaires were distributed among these enterprises. However, all the respondents do not respond to the survey. Only 148 questionnaires were returned. Finally, the study used 145 questionnaires in the current study to check the relationship between variables. Study carried out initial data screening in which various missing values were found. The data statistics are given in Table 2 after data screening. It is found that economic well-being has five missing values, product development has two missing values and community enterprises has one missing value. These missing values were fixed before data analysis and this study also fixed various errors related to the outlier in the data.

Table 1
Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
PD1	1	0	3.167	3	1	7	0.962	-1.081	1.016
PD2	2	0	2.917	3	1	7	1.869	-0.654	0.474
PD3	3	0	3.319	3	1	7	1.698	-0.914	0.031
PD4	4	0	3.611	3	1	7	2.026	-1.033	0.294
PD5	5	0	2.968	3	1	7	1.759	-0.313	0.539
PP1	6	0	3.438	3	1	7	1.836	-0.786	0.24
PP2	7	0	2.933	3	1	7	2.04	-0.337	0.451
PP3	8	0	3.479	3	1	7	1.829	-0.647	0.347
PP4	9	0	3.062	3	1	7	1.501	-0.008	1.064
PP5	10	0	3.153	3	1	7	1.391	0.584	0.818
CEP1	11	0	3.16	3	1	7	1.326	0.848	0.785
CEP2	12	0	3.125	3	1	7	1.353	0.679	0.721
CEP3	13	0	3.062	3	1	7	1.355	0.35	0.562
CEP4	14	0	3.188	3	1	7	1.379	0.213	0.556
CEP5	15	0	3.076	3	1	7	1.307	0.707	0.762
EWB1	16	0	3.035	3	1	7	1.421	0.019	0.496
EWB2	17	0	3.153	3	1	7	1.464	0.048	0.604
EWB3	18	0	3.139	3	1	7	1.422	0.195	0.645
EWB4	19	0	3.208	3	1	7	1.358	0.032	0.472

EWB5	20	0	3.146	3	1	7	1.338	0.308	0.52
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Data Analysis

In this section of the study, the current study examined the effect of independent variables on dependent variable along with the role of mediating variable. For this purpose, the current study uses statistical software namely; partial least square (PLS). The first part of this software is highlighted in Figure 2 in which confirmatory factor analysis (CFA) is carried out (Afthanorhan, 2013; Hair et al., 2019). The confirmatory factor analysis is carried out to check the factor loadings which are helpful to examine the internal item reliability. The minimum threshold level of factor loading is considered 0.7 in the current study. It is observed from Figure 2 and Table 2 that product development is measured by using five scale items and all the items have factor loading above 0.8. Product packaging is measured by using five items and all the items have factor loading above 0.8. Moreover, community enterprise performance is also measured by using five items and it is observed that all the items are above 0.8. Finally economic well-being is also measured by using five scale items having none of the item below 0.8.

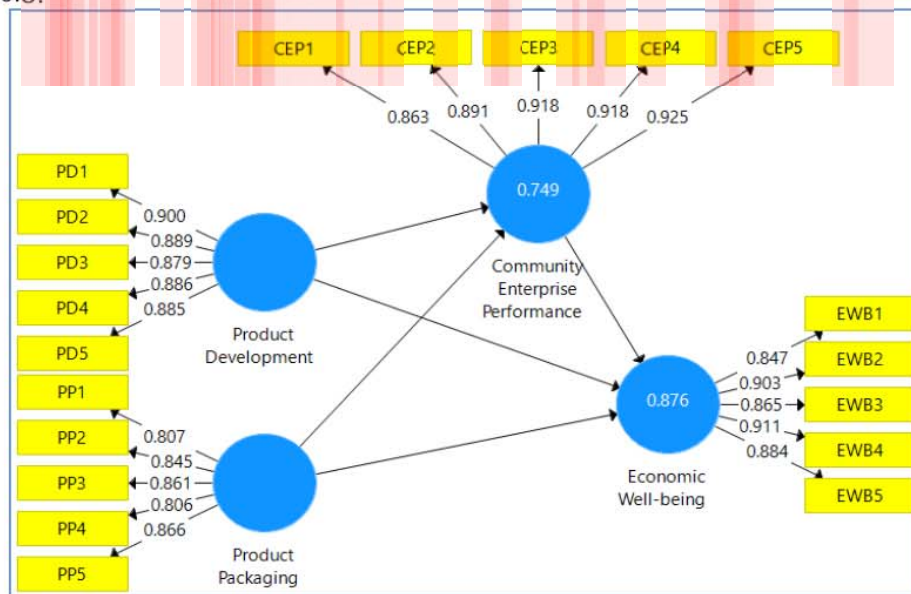


Figure 2. Confirmatory Factor Analysis (CFA)

Table 2
Factor Loadings, Composite Reliability and Average Variance Extracted (AVE)

Variables	Items	Loadings	Alpha	CR	AVE
Community Enterprise Performance	CEP1	0.863	0.943	0.957	0.816
	CEP2	0.891			
	CEP3	0.918			
	CEP4	0.918			
	CEP5	0.925			
Economic Well-being	EWB1	0.847	0.933	0.946	0.779
	EWB2	0.903			
	EWB3	0.865			
	EWB4	0.911			
	EWB5	0.884			
Product Development	PD1	0.9	0.929	0.949	0.788
	PD2	0.889			
	PD3	0.879			
	PD4	0.886			
	PD5	0.885			
Product Packaging	PP1	0.807	0.896	0.948	0.701
	PP2	0.845			
	PP3	0.861			
	PP4	0.806			
	PP5	0.866			

Table 2 highlighted the composite reliability which is considered to confirm the convergent validity (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). Table 2 also shows average variance accepted (AVE) which is also confirmed to check the convergent validity. It is observed that all the variables namely; product development, product packaging, community enterprise performance and economic well-being has composite liability higher than 0.7 and AVE is higher than 0.8 5 which confirmed the convergent validity. Discriminant validity is highlighted in Table 3 which is also important to achieve. Two methods are used to measure discriminant validity. These methods include cross-loading which is given in Table 3 and HTMT_{0.9}. Both the methods have confirmed the discriminant validity.

Table 3
Discriminant Validity

	Community Enterprise Performance	Economic Well- being	Product Development	Product Packaging
CEP1	0.863	0.814	0.549	0.76
CEP2	0.891	0.838	0.592	0.769
CEP3	0.918	0.842	0.6	0.768
CEP4	0.918	0.864	0.582	0.758
CEP5	0.925	0.836	0.621	0.79
EWB1	0.855	0.887	0.637	0.785
EWB2	0.813	0.903	0.52	0.717
EWB3	0.816	0.865	0.594	0.751
EWB4	0.81	0.911	0.497	0.725
EWB5	0.8	0.884	0.478	0.71
PD1	0.624	0.615	0.9	0.781
PD2	0.618	0.587	0.889	0.774
PD3	0.558	0.519	0.879	0.753
PD4	0.555	0.504	0.886	0.754
PD5	0.526	0.509	0.885	0.747
PP1	0.578	0.547	0.787	0.807
PP2	0.588	0.561	0.805	0.845
PP3	0.643	0.596	0.849	0.861
PP4	0.819	0.8	0.544	0.806
PP5	0.836	0.819	0.609	0.866

After the assessment of reliability and validity, the current study proceeded the data analysis to check the relationship between variables. Figure 3 shows a structural model which is helpful to examine the relationship. In this way, the current study observed the significance of the relationship while using t-value and direction of the relationship by using beta value. The hypotheses results are provided in Table 4 and Table 5. T-value 1.96 is observed to check the significance of the relationship.

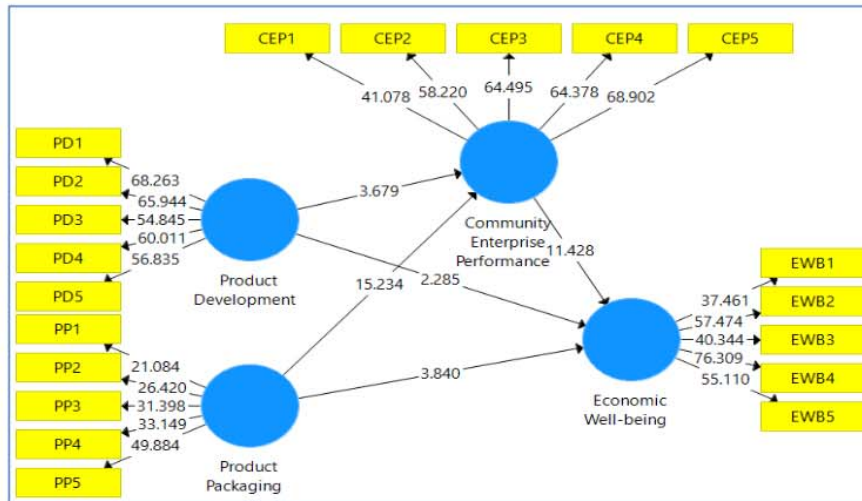


Figure 3. PLS Structural Model

Table 4
Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Community Enterprise Performance -> Economic Well-being	0.741	0.736	0.065	11.428	0
Product Development -> Community Enterprise Performance	0.302	0.299	0.082	3.679	0
Product Development -> Economic Well-being	0.156	0.146	0.068	2.285	0.023
Product Packaging -> Community Enterprise Performance	1.111	1.109	0.073	15.234	0
Product Packaging -> Economic Well-being	0.339	0.336	0.088	3.84	0

Results given in Table 4 shows that community enterprise has significant effect on economic wellbeing with t-value 11.428. Furthermore, product development also has a significant relationship with community enterprise performance with t value 3.679. Product development has significant effect on economic well-being with t-value 2.285. Similarly, product packaging also provided significant results in relationship to community enterprise performance and economic well-being. It is found that product packaging has significant relationship with community enterprises with t-value 15.2 34. Furthermore, it is observed that product packaging also has a significant relationship with economic value and with the

help of t-value 3.84. The direct effects which were considered by the current study are significant. Therefore, all the direct hypotheses are supported.

Table 5
Mediation Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Product Development -> Community Enterprise Performance -> Economic Well-being	0.224	0.219	0.06	3.745	0
Product Packaging -> Community Enterprise Performance -> Economic Well-being	0.824	0.816	0.083	9.927	0

The other indirect effects are given in Table 5 which were also examined in similar way by considering the t-value 1.96. The mediation effect of community enterprise performance is considered in this study. In this study, the mediating effect of community enterprise performance is considered between product development and economic well-being. It is found that community enterprise performance is a mediating variable between product development and community wellbeing with t value 3.745. It is also observed the mediating role of community enterprise performance between product packaging and economic well-being. It is found that community enterprise performance is a mediating variable between product packaging and economic wellbeing with the t-value 9.927. Finally, it is also very important to check the variance explained by all the variables in economic wellbeing. In this way, the study found that the r-squared value of economic well-being is 0.876 which indicates that product development, product packaging and community enterprise performance has the ability to bring 87.6 % change in economic well-being which is strong.

Conclusion

The current study investigated the effect of product development and product packaging on community enterprise performance and economic well-being. The purpose of this study was to check the effect of integration between product development, product packaging and community enterprise on economic wellbeing in Ranong, Thailand. To fulfill this purpose, this study carried out a survey among the community enterprise in Thailand and data analysis is carried out by using statistical tool. Results of the study highlighted that product development has positive role to promote community enterprise performance and economic well-being. The increase in product development among the community has the potential to increase economic wellbeing of the people with the help of community enterprise performance. Product development has the potential to promote community enterprise performance. It is observed from the findings of the study that product packaging also has influential role to promote performance of community enterprises. The products developed by the community should be

promoted with the help of proper packaging. It has ultimate effect on community enterprise performance which causes to increase economic development of the community. Therefore, it is concluded that product development and product packaging of local enterprises in Thailand has the potential to increase community enterprise performance which further causes to enhance economic well-being.

Study Implications

By addressing the relationship between community enterprise and economic well-being, the current study contributed to the body of knowledge through different ways. This study addressed the important role of community enterprise performance in economic well-being of the people which is rarely addressed in Thailand with the help of product development and product packaging. More specifically, the current study introduced the importance of product packaging in community enterprise performance which is ignored by previous studies. Several studies highlighted the importance of packaging however, it is addressed in several big companies and small companies such as micro enterprises of communities are ignored by the literature. Therefore, this study added the value to the literature by introducing product packaging, community enterprise and economic well-being. These theoretical implications of the study have vital importance for the practitioners. As this study recommended to the management of community enterprises to promote product packaging in the performance of community enterprises.

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