

**PROMOTING MICRO ENTREPRENEURS WITH FOSTERING NETWORKS, LEVERAGE THE STRENGTHS OF THE MICRO SME ENTREPRENEUR AND TRUST IN GOVERNMENT TO SUPPORT THE BENEFITS COMMUNITY IN THE INCLUSIVE BUSINESS PROJECT**

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**Abstract**

Problems of hawkers and stall, including slum communities in the Bangkok area, affect the environment and the standard of living. The purpose of the research was to 1) study the level of administrative factors, namely to support the network Taking advantage of the strength of micro-entrepreneurs and trust in government policy implementation. Through the interstitial factor is Commitment to implementing government policy Entrepreneurial potential and the resulting factor is Financial value and social value 2) Study the influence of administrative factors in the Pracharat project under the supervision of Bangkok Metropolitan Administration. The inclusive business, namely “Pracharrat” to enhance the Micro SME’s performance, the project implementation is the collaborative of the government, society, and the entrepreneurs in each community. The study conducts on the questionnaire of 200 micro entrepreneurs random entrepreneurs to investigate the level of significance on three antecedent management factors: network support, leveraging the integration of micro-entrepreneurs, and trust in public policy deployment to drive the entrepreneurs’ benefits receive on the financial and social value. The results of the study using a structural equation model using the Covariance Based SEM analysis method. Fostering Network (FN) influences Entrepreneurial Capability (EC) and influences Engagement in the Government Policy Deployment (ED). Trust (TR) influences Engagement in the Government Policy Deployment (ED), Engagement in the Government Policy Deployment (ED), influence on Financial Value (FV) and Social Value (SC) influence. Supported by the Fostering Network (FN), the highest total influence on Social Value (SV) was 0.516 and the highest total influence on Financial Value (FV) was 0.504, followed by Ttrust (TR), overall influence on Social Value. (SV) was 0.427 and the total influence on Financial Value (FV) was 0.399. Engagement in the Government Policy Deployment (ED) positively influenced Social Value (SV) and Financial Value (FV) were 0.963 and 0.899, respectively.

**Keywords:** inclusive business; leverage the strengths of the micro SME entrepreneur; trust; financial value; social value

**1. Introduction**

*1.1 Introduce the Problem*

The situation of poverty of the Thai people is an issue that the government has been concerned with. Solving problems of poverty and social inequality is one of the national strategic policies

that the government has emphasized and performed continuously. Government policies that have been adopted to drive development from the local level focus on cooperation between government agencies, private sector, and civil society to solve problems, promote quality of life, create opportunities and careers to earn more, reduce social disparities, enhance quality of life of Thai people, and create stability, wealth, and sustainability.

In Bangkok as a source of works, rural workers have flown to stay in various communities for working, including their family members. This is the origin of doing businesses in various communities in Bangkok. Doing businesses without good management has many negative effects, such as area management and hygiene and crime problems. In addition, doing businesses is unstable because of the lack of management principles in all dimensions.

### *1.2 Explore Importance of the Problem*

For this reason, the government has realized the importance of these problems. Therefore, solutions have been established to make these problems an opportunity to promote tourism in Bangkok by adopting the civil state approach to solve problems in doing businesses in the communities. Government agencies and communities have provided their cooperation to concretely manage the community businesses in the name of the Phacharat Project with emphasis on the fostering networks. This relies on the power of the business networks of micro SME entrepreneurs and on the engagement in government policy deployment with good governance in order to lead to the financial value that can enhance the quality of life and the social value. In addition, it can also lead to the goal of Thailand development under the government's policy 4.0 so that the quality of life of the disadvantaged or poor people is enhanced with more opportunities in society.

Low-income people who are self-employed called "Micro SME entrepreneurs" are different from "SME entrepreneurs" in every dimension, such as business registration and low investment, and most of them often develop their products to sell in the communities near their houses. These micro SME entrepreneurs are a foundation of the communities because, besides doing businesses, they also help their communities by selling products with low prices. This kind of business exists in all underdeveloped or developing countries because the communities are concentrated in the economic areas for work.

From the aforementioned promotion of micro SMEs, the government has been determined to develop people and push for both disadvantaged and poor people to have security in their lives by promoting them as a micro SME entrepreneur to reduce the burden of the government that must come to help subsidize various welfares in the form of a grant. For this reason, the government has given a policy to drive the basic economy with the implementation of the Phacharat Project so that both low-income and poor people have a place of business and their quality of life is improved.

From the importance of these problems, it was the source of the study on business operations according to the Phacharat Project model.

### *1.3 Related Literature*

#### **Fostering networks (FN)**

According to O'Donnell (2004), a business networking refers to a process of building a relationship, both formal and informal, between the business and the other businesses located in the country or abroad. Similarly, according to Sloep (2009), a network refers to a bridge between the roles of people, organizations or departments together on a voluntary manner to achieve their specified objectives and goals by allowing members of the network to participate in thinking, making decisions, planning, doing, being responsible, following up and evaluating, and receiving benefits. According to Dredge (2006), a networking is a matter of mutual forwarding, inheritance, and communication. For example, a public learning networking requires roles from various agencies, especially government agencies, to help coordinate, enhance, and support people's learning in their way of life. The leaders are responsible for coordinating the various learning subjects at the community level along with using appropriate communication methods to persuade members to see the concepts. This is an important process by starting from the realization of the need for networking, contacting with the organizations that will take part of the network, creating a mutual obligation, developing a relationship, expanding the activities or groups, and monitoring and evaluation.

#### **Leverage of strength of micro SME entrepreneurs (LS)**

**Leverage (Leverage)** refers to the ability to use the power of the resource network association of micro SME entrepreneurs with differences in terms of their knowledge and businesses, but these different skills and capabilities can be put together as power to support each other in the form of "cluster" to lead to success of the business network (Noor & Naziruddin, 2018). As for strength of small micro SME entrepreneurs, they have the expertise and participation in the continued success of their businesses, including the ability to reach their customers in the communities. However, they have many weaknesses, such as accessibility to expensive raw materials, local marketing, and low market values due to the difficult access to trade sources and store management problems. Therefore, there has been an idea to bring these small businesses together under names, such as "Walking Street", "Weekend Market" or Civil State Project", which have been successfully among both communities and tourists from other sources. Running this kind of business successfully requires the professionalism of the management and the cooperation of the entrepreneurs. With this kind of business model, which is different from a business belonging to one company or from a franchise business, it is therefore necessary to study the concepts, attitudes, knowledge, and competence of the small entrepreneurs that will be brought into the business management. This is to enable the network businesses to respond to 5 factors: market situation, financial structure relationship, production relationship, research technical relationship and competence, and relationship in the development of entrepreneur capability, leading to the achievement of network business strengthening (Dinçer, 2007).

#### **Trust in government policy deployment (TR)**

Trust generally refers to reliability, confidence, conviction, and faith that link among group of persons to persons or persons to organizations, which results in interdependence and reduction of fright or anxiousness. It is both emotional and logical actions. When it comes to trust in persons

or organizations, it will be believed that these things will not have a negative effect (Zainab M. et. Al., (2010). In addition, according to Freire A (2000), trust in the organization is divided into two levels, i.e. macro level is the relationship between organization and society and micro level is the relationship between persons and groups of persons. Trust as a social mechanism allows persons to become more tolerant and deal with increased uncertainty. Therefore, reliability or credibility is viewed as a common feature and is a function of social order, which is used by groups or society to allow members to act as the society expects. As for businesses, trust is a form of confidence that is clearly built up to carry out certain business objectives. Trust is typically governed by organizations, corporations or multiple people who hold ownership of the property of their business on behalf of the beneficiary. This determines business trust for equality, justice, protection, and responsibility under the laws.

### **Engagement in government policy deployment (ED)**

Engagement in government policy deployment from the perspectives of micro SME entrepreneurs participating in the Project refers to the engagement in government policy deployment according to the processes supported by the government for micro SME entrepreneurs. There are many dimensions in the engagement in government policy deployment, such as engagement in government policies of finding funding sources and places of businesses. In addition, it includes the engagement in government policies of developing skills, knowledge, and marketing approaches to strengthen community enterprises, which have been implemented in many countries, such as government projects for development of small enterprises and strengthening through comprehensive strategic marketing planning in Indonesia. Moreover, it is also concerned with expanding and developing markets, developing marketing infrastructure, expanding marketing cooperation with established organizations, network development, product marketing, and government intervention in marketing. This is expected to facilitate the improvement of micro SME performances contributing to the country's economic growth (Ernani Hadiyati, 2015).

### **Entrepreneur capability (EC)**

According to Sun Zao and Liu Qing-Yan (2006), entrepreneurial potential largely refers to the ability of individual entrepreneurs to identify and seize market opportunities. Entrepreneurial potential has different meanings. Potential is the competence of a person who has different ability from others and has obtained it through experience, business, accumulated knowledge, original social capital, working concept, business network, and other relevant factors. Entrepreneurs must bear the risks and have business management capabilities. Entrepreneurial potential is the ability to acquire the necessary resources to use at the right moments and it is recognized in the markets. It may help create new marketing opportunities at the beginning of the businesses. Entrepreneur capability may be critical to success. However, this capability becomes less important when the business has been growing in a more specific way. It allows companies to improve the integration of their resources (Roudini et.al., 2012).

### **Financial value (FV)**

Financial value refers to the value of the effective products, services or elements and is represented by amounts in the currency used as a reference. The financial valuation controls all economic transactions in terms of both consumption and production (Alfonso M., 1994).

According to Melicher (2012), finance for entrepreneurs involves the application and adjustment of financial tools and techniques, including principles of planning, fundraising, operations, and valuation of businesses. Entrepreneurs often focus on the financial management of their businesses while going through the entrepreneurial processes. In addition, according to De Beer (2012), financial and administrative management of the businesses involves recording and analyzing information and communicating management results that protect assets, promote activities, and achieve business objectives.

### **Social value (SV)**

According to Certo & Miller (2008), social value is something that society or people in society will benefit from. It may or may not have value, but it has a positive effect or affects the good feeling of people in society. In this regard, social value can also be seen from the behavior of people in society, social change, and social culture and values.

#### *1.4 Development of theories and hypotheses*

### **Social network theory**

This theory is a concept of social science describing the connections and relationships in the social structure (Kadushin, 2004). It first appeared in the late 19<sup>th</sup> century. It attempts to link people in the community or group of people to create a network. In any environment, entrepreneurs must build a relationship network to share valuable information, technology, and finance (Birley, 1985). In the study of Dennis et.al. (2014), a theoretical analysis of the roles of social networks in entrepreneurship was conducted. The results indicated that promoting entrepreneurs by social networking could promote innovation and reduce uncertainty in doing businesses.

### **Resource-based entrepreneurship theory**

According to Barney (1991), accessibility to resources is a critical aspect of entrepreneurship utilizing the opportunity and growth of new businesses (Alvarez & Busenitz, 2001). This theory focuses on financial, human, and social resources (Aldrich, 1999), representing three categories of resources under resource-based entrepreneurship as follows:

**Financial resources (liquidity)** indicate that people with financial resources can effectively leverage resources in the pursuit of opportunities. It is believed that entrepreneurs can start new businesses without much investment;

**Social resources** or networks are a view that social connection of a person or group of people or relationship between each other is critical to transforming opportunities gained in business starting and running (Shane & Eckhardt, 2003); and

**Human resources** take into account two important factors: education and experience (Becker, 1975). The entrepreneurs' knowledge and experience gained over the years are a multitude of resources in the persons and can serve as a source of understanding differences in identifying opportunities and utilizations that each person has (Anderson & Miller, 2003).

### 1.5 Conceptual framework

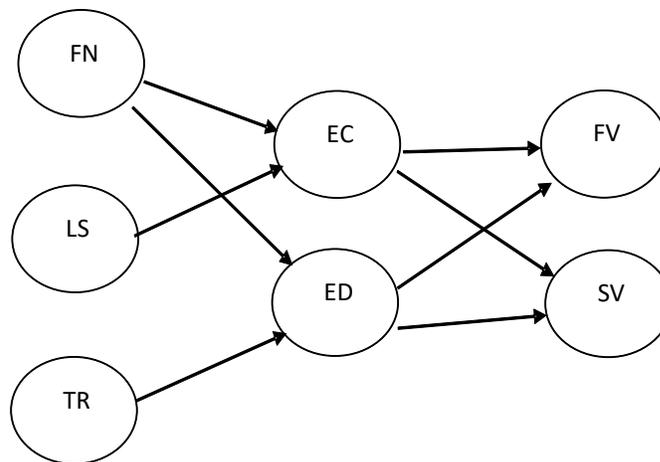


Figure 1: Concept Framework

### 1.6 Research objectives

This study was a quantitative research to investigate the perceived level of micro SME entrepreneurs operating their businesses under the Phacharat Project model. It examined the factors of fostering networks (FN), leverage of strength of micro SME entrepreneurs (LS), and trust in government policy deployment (TR) that result in the engagement in government policy deployment (ED) and affect the entrepreneur capability (EC), financial value (FV), and social value (SV) among entrepreneurs under the Pharcharat Project.

### 1.7 Research hypothesis

1. Network support (FN) and the Leverage of strength of micro SME entrepreneurs (LS) have a positive influence on Entrepreneurial Capability (EC).
2. Network support (FN) and trust in government policy deployment (TR) have a positive influence on Engagement in government policy deployment (ED)
3. Entrepreneur capability (EC) and Engagement in government policy deployment (ED) have a positive influence on financial value (FV) and social value (SC).

## 2. Method

### 2.1 Sample population and sampling plans

This research was a confirmatory analysis of causal factors, i.e. fostering networks (FN), leverage of strength of micro SME entrepreneurs (LS), and trust in government policy

deployment (TR), with engagement in government policy deployment (ED) and entrepreneur capability (EC) as mediator variables and financial value (FV) and social value (SV) of micro SME entrepreneurs as dependent variables. The population used in this study micro SME entrepreneurs under the Phacharat Project supervised by the Bangkok Metropolitan Administration.

The sample size determination was mainly based on the model. Therefore, it relied on the guaranteed minimum values to test the structural equations using the Cohen principle (1988) as

$n \geq 50 * r^2 - 450 * r + 1100$   $r = \frac{j}{k}$  and where j is the number of measurement variables and k is the latent variables. According to the calculation, the sample size was n and minimum number of samples was 200, which was obtained from the designation of 6 latent variables and 36 empirical variables.

## 2.2 Research instruments

In this research, the researcher conducted the research by using questionnaires. Questions can be obtained from relevant literature reviews. The data in the questionnaire consisted of personal characteristics refer to demographic and income attributes. Management variables are sub-questions. The Likert scale 5 levels are used as follows: Fostering Network (FN) Leverage of strength of micro SME entrepreneurs (LS) and trust in government policy deployment (TR) Policy Interstitial factors include: Entrepreneurship Capability (EC) and trust in governmental policy deployment (TR). Financial value (FV) and social value (SV) synthesized from literature review.

Examine the execution tools By checking for content validity from experts who inspect the accuracy and precision of the gauge It was tested with a population of 30 units and tested with the alpha coefficient (Cronbach's Alpha) using the accepted alpha coefficient greater than 0.7 (Hair, Black, Babin, Anderson, & Tatham, 2006). The confidence value of all variables was greater than 0.7.

## 2.3 Data analysis

1. Descriptive Statistics consist of  $\bar{x}$  mean X Standard Deviation and Coefficient of Variance (CV).
2. Inferential Statistics: Structural Equation Model (SEM) analysis.

## 3. Results

These research results answered the objectives regarding the perceived levels of micro SME entrepreneurs operating their businesses according to the Phacharat Project model by investigating the factors of fostering networks (FN), leverage of strength of micro SME entrepreneurs (LS), and trust in government policy deployment (TR) that result in the engagement in government policy deployment (ED) and affect the entrepreneur capability (EC), financial value (FV), and social value (SV). According to the confirmatory factor analysis (CFA) to determine the fit of division of construct variables in each factor, the results were as follows:

*3.1 Statistics and Data Analysis*

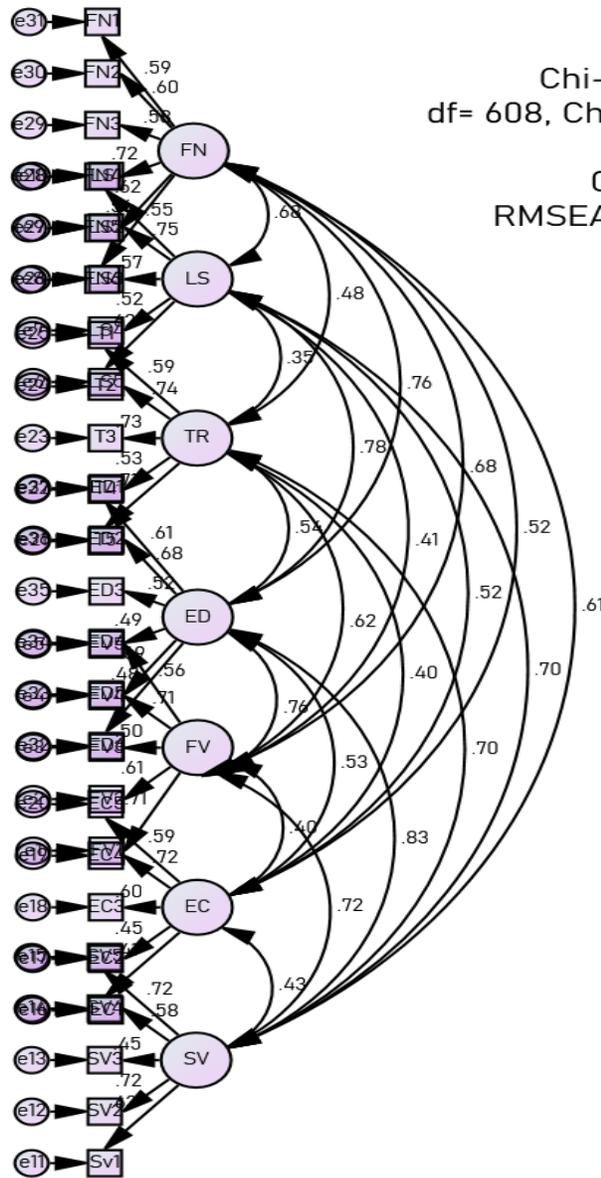
Compare the factors in the conceptual framework.

Factor	$\bar{X}$	SD	CV	Level
Fostering Network (FN)	3.72	0.864	0.232	high
Leverage of the strength micro SME entrepreneurs(LS)	3.70	0.849	0.229	high
Trust in government policy deployment (TR)	3.74	0.872	0.233	high
Engagement in government policy deployment (ED)	3.52	0.880	0.250	high
Entrepreneurs Capability (EC)	3.88	0.888	0.229	high
Financial Value (FV)	3.53	0.816	0.231	high
Social Value (SC)	3.72	0.894	0.240	high

Compare the factors that cause the promotion Entrepreneurs in the Pracharath Project under the coordination of Bangkok, the three factors, specific level, each factor It can be seen that all 3 factors have the same mean score as well as the coefficient of variation. The interstitial factor The potential of small entrepreneurs had a higher average score than government policy commitments. When comparing the results, it was found that the financial value Have a grouping score slightly higher than social values This is because financial valuation is more understandable and tangible, based on net profit. Emotional values which rely on different social concepts and norms Therefore, they are assessed differently than Financial values are assessed in the same direction. Difference in the coefficient of variation of the financial value factor and social value. Is not at a significant level, therefore, in comparing only the specific dimensions, the factors are considered Social value It is perceived higher than the financial value.

*Analysis of the research framework*

The Confirmatory factor analysis test to see the suitability of dividing variables in each factor (Construct), the results of analysis are as follows.



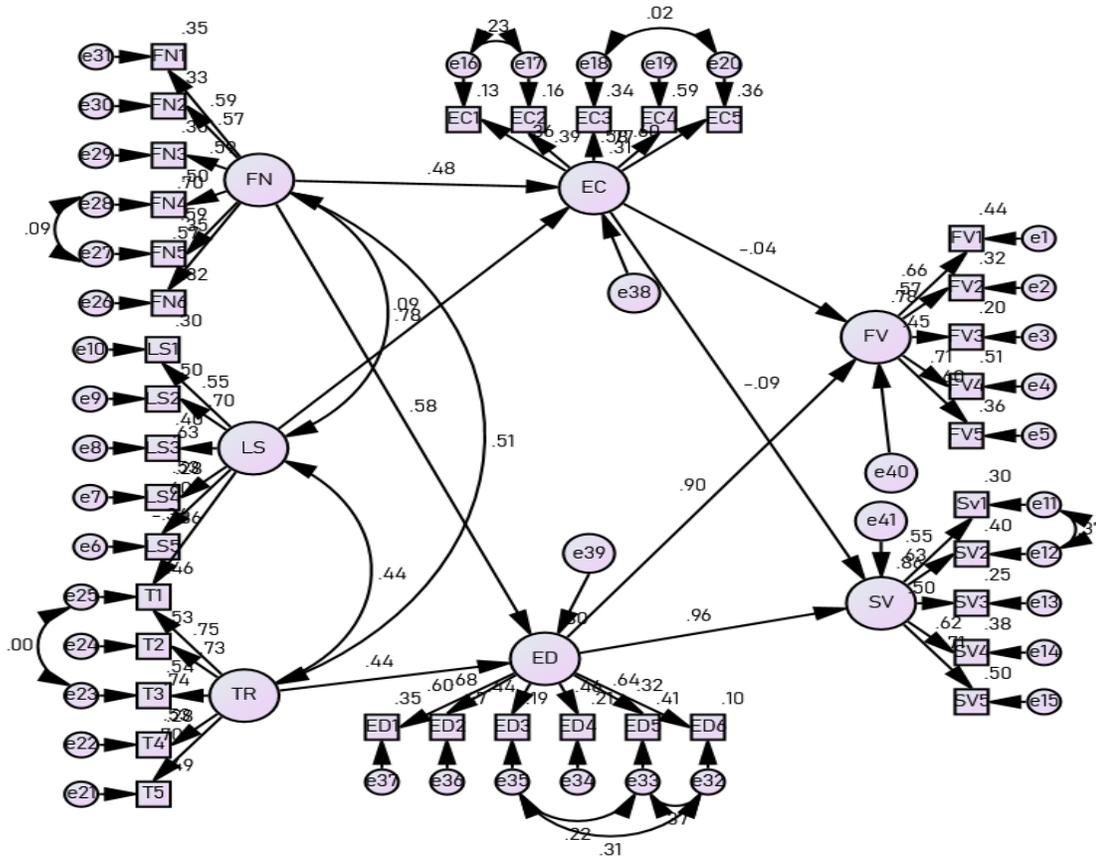
Chi-Square = 1970.380,  
 df= 608, Chi-Square/df= 3.241,  
 p-value =.000  
 GFI= .801, CFI= .824,  
 RMSEA = .078, RMR = .051

Figure 2: Confirmatory factor analysis (CFA)

According to the analysis results, the fit indices for confirmatory factor analysis confirmatory (CFA) were as follows: Chi-Square/df = 3.241, Normed Fit Index (NFI) = 0.836, Parsimony Normed Fit Index (PNFI) = 0.815, Comparative Fit Index (CFI) = 0.824, Root Mean Square Residual (RMR) = 0.051, Root Mean Square Error Average (RMSEA) = 0.078, and Goodness of Fit Index (GFI) = 0.801. From these results, the fit of the model for dividing the

factors was at an acceptable level and all empirical variables had weight values at the significant level.

Results of analysis and adjustment for suitability using Covariance Based method.



Chi-Square = 1703.324, df= 604, Chi-Square/df= 2.820,  
 GFI= .797, CFI= .826, RMSEA = .078, RMR = .048

Figure 3: The influence line adaptation results are standardized. (Standardized Estimate)

Table 1 Index values Harmony appropriate from the analysis of the conceptual model

Index	Value	(good fit)		References
Chi Square	1703.32	-		-
Degree of Freedom	604	-		-
$\chi^2 / df$	2.82	$\leq 3.00$	Good fit	Wheaton et al., (1997)
RMSEA	0.080	$< 0.08$	Acceptable	MacCallum et al., (1996)
NFI	0.739	$> 0.90$	Acceptable	Bollen (1990)
CFI	0.826	$> 0.90$	Mediocre fit	Hu & Bentler (1999)
GFI	0.797	$> 0.90$	Acceptable	Sharma et al., (2005)
AGFI	0.749	$> 0.90$	Acceptable	Sharma et al., (2005)
IFI	0.881	$> 0.90$	Mediocre fit	Miles & Shevlin (2007)
RMR	0.048	$< 0.05$	Good fit	Byrne(1998); Diamantopoulos & Siguaw (2000)

The results of the test in the model using 8 values of the harmony standard, it appears that the results met 2 good values (Good fit), Mediocre fit had 2 values, and the results were accepted (Acceptable) with 4 values. The p-value was not used because  $p - value > 0.05$  was used to verify suitability. It is often not used for reasons that such values are often unstable depending on Two reasons Is the complexity of the subject (Number of empirical variables and Construct variables) and sample sizes used for analysis. In general,  $p - value > 0.05$  results in not often used in judgment. (Schlrmelleh-Engel et al., 2003; Vandenberg, 2006) Therefore, the conceptual model analysis results are considered fairness is at fair criteria.

Table 2: Hypothesis testing according to the research concept framework

Hypothesis	CV	t-test	p-value	results
FN -> EC	0.324*	2.364	0.018	Support
LS -> EC	0.064	0.525	0.599	Not Support
TR -> ED	0.218***	3.637	0.000	Support
FN -> ED	0.329***	3.734	0.000	Support
ED -> FV	1.563***	4.147	0.000	Support
ED -> SV	1.521***	3.939	0.000	Support
EC -> SV	-0.119	-1.073	0.283	Not Support
EC -> FV	-0.054	-0.479	0.632	Not Support

Note: The criteria are \* $p=0.05$ , \*\*  $p=0.01$ , \*\*\* $p=0.001$

Test results according to Conceptual framework:

(a) Test results Non-standard influence line coefficient (Unstandardized Estimate) of each factor.

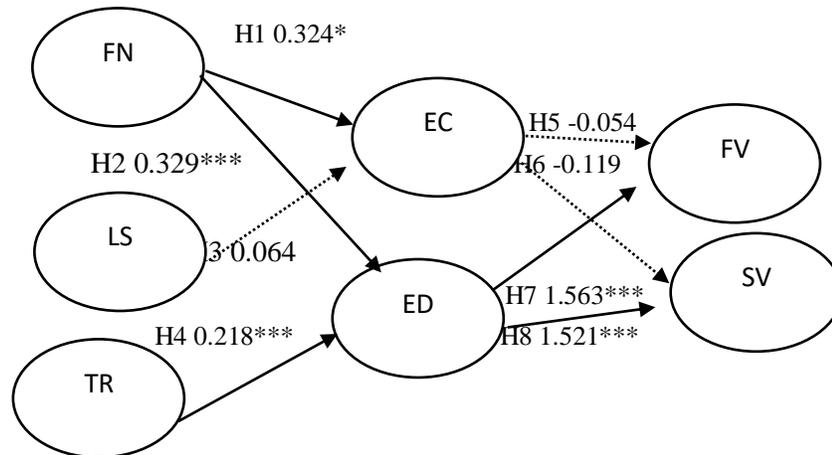


Figure 4: Non-standard influence line coefficient (Unstandardized Estimate) of each factor

(b) Test results standard influence line coefficient (Standardized Estimate)

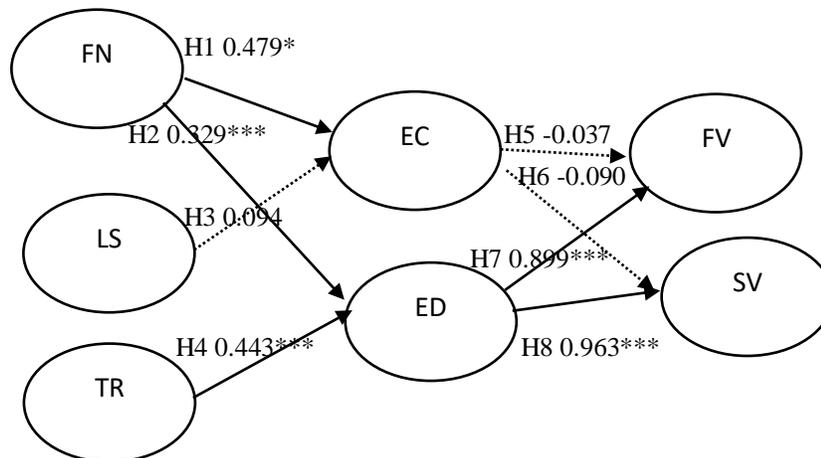


Figure 5: Standard influence line coefficient (Standardized Estimate)

Results of the 8 hypothesis testing from table 2

H1: Fostering Network (FN) has a positive influence on the Entrepreneurs Capability (EC).

H2: Fostering Network (FN) has a positive influence on Engagement in government policy deployment (ED).

H3: leverage of strength of micro SME entrepreneurs (LS) has no influence on the Entrepreneurs Capability (EC)

H4: Trust (TR) has a positive influence on Engagement in government policy deployment (ED).

H5: Engagement in government policy deployment (ED) positively influenced Financial value (FV).

H6: Engagement in government policy deployment (ED) positively influences Social value (SV).

H7: Entrepreneurs Capability (EC) has no influence on Financial value (FV)

H8: Entrepreneurs Capability (EC) has no influence on Social value (SV)

*Table 3: Total influences and direct and indirect influences based on standardized estimates*

Factor	R <sup>2</sup>	FN	LS	TR	EC	ED
EC DE	0.309	0.479*	0.094	NA	NA	NA
IE		NA	NA	NA	NA	NA
TE		0.479*	0.094	NA	NA	NA
ED DE	0.795	0.581***	NA	0.443***	NA	NA
IE		NA	NA	NA	NA	NA
TE		0.581***	NA	0.443***	NA	NA
FV DE	0.780	NA	NA	NA	-0.037	0.899***
IE		0.504**	-0.003	0.399**	NA	NA
TE		0.504**	-0.003	0.399**	-0.037	0.899***
SV DE	0.858	NA	NA	NA	-0.090	0.963***
IE		0.516**	-0.008	0.427**	NA	NA
TE		0.516**	-0.008	0.427**	-0.090	0.963***

*Note: DE: Direct Effect, IE: Indirect Effect, TE: Total Effect*

From three antecedent factors, i.e. fostering networks (FN), leverage of strength of micro SME entrepreneurs (LS), and trust in government policy deployment (TR), two mediator factors, i.e. engagement in government policy deployment (ED) and entrepreneur capability (EC), and two output factors, i.e. financial value (FV) and social value (SV), fostering networks (FN) had the highest total influence on social value (SV), 0.516, and on financial value (FV), 0.504, followed by the trust in government policy deployment (TR) with the total influence on social value (SV) at 0.427 and on financial value (FV) at 0.399. As for intermediate factors, the engagement in government policy deployment (ED) had the positive influence on social value (SV) and financial value (FV) at 0.963 and 0.899, respectively.

#### **4. Discussion**

According to the results of this study, fostering networks (FN) had the influence on entrepreneur capability (EC) and engagement in government policy deployment (ED). This supported the study of Arent & Janet (2003) describing that a network consisting of state, communities, society, and entrepreneurs provides the entrepreneurs with access to resources, such as facilities, utilities, knowledge, customers, and raw materials to be used in their businesses. In addition, according to Dennis, Albert & Donald (2014) conducting a theoretical analysis of the roles of social networks in businesses, these networks also play a role in promoting innovation and reducing uncertainty in doing businesses. Moreover, according to Mastura Abdul-by Rashid & Muhammad-Hijas (2009) investigating the use of social network theory to link the development

of capability of entrepreneurs who have developed small and medium residences in Malaysia, a network consisting of contractors, consultants, and material suppliers can support the business success in the residential industry.

Leverage of strength of micro SME entrepreneurs (LS) had no influence on entrepreneur capability (EC). These results were different from those of Gilbert (2017) investigating the leverage of knowledge sharing to create innovation or of Huan Zou et al. (2010) investigating the leverage of new investment strategies affecting the technological and networking capabilities by making a connection between the technological capability and the support network capability. This is because, according to empirical information of the nature of the businesses, the business types were not very diverse with repeated business operations.

Trust in government policy deployment (TR) had the influence on engagement in government policy deployment (ED) because the level of trust in government was essential for fair and efficient operations of the state, such as compliance with rule of law or provision of basic public and infrastructure services. This is because proper functioning is the main driver of trust in government. According to Knack & Zak (2003), Johnston, Krahn & Harrison (2006), Blind (2007), and the Commitment & Trust Theory of Bourdeau (2005), if the service providers give their customers confidence that they will be dependable with honesty, sincerity, service competences, straightforward and beneficial services, and ability to adapt their service models to meet future needs of customers, it will possibly result in customers' attitude loyalty in terms of their understanding, feelings, behaviors, and actions. When applied, this refers to the actions of government agencies towards the entrepreneurs under the Project.

Engagement in government policy deployment (ED) had the influence on financial value (FV) and social value (SV). This supported the past studies. According to Fabio Bertoni et al. (2017) investigating the employment growth for entrepreneurs receiving government-sponsored loans associated with access to the Spanish government agency-sponsored funding during 2005 – 2011, the engagement in government-supported funding enabled entrepreneurs to generate profit for their companies and indirectly increased the average employment by 10.6%, creating financial and social values to create jobs in different areas, allowing people to do local jobs, making family members happy, improving quality of life of workers, and preserving traditions of the communities.

## **Recommendations**

### **Administrative implications**

For business operations according to the Phacharat Project model under the government policy coordinated by the Bangkok Metropolitan Administration, the BMA's agencies responsible for coordination must have measures and establish a plan with entrepreneurs and surrounding communities in order to create motivation to entrepreneurs and low-income people participating in the Project as well as to increase their confidence and career stability. The results of the study of the Phachart Project model in each factor can be integrated in operations to achieve stability. For example:

Fostering networks (FN) are a support in facilities and utilities that are beneficial in doing businesses. Government agencies have encouraged entrepreneurs to participate in the design and management of the Phacharat Project. In addition, there has been a network to link information and do businesses between entrepreneurs in the Project.

Leverage of strength of micro SME entrepreneurs (LS) is a leverage of entrepreneurs who have expertise in each field to bring them together and create business diversity in the Phacharat Project, resulting in the support of the overall benefits.

As for trust in government policy deployment (TR), government agencies must build confidence and trust among entrepreneurs participating in the Project. This trust is created by transparent public administrations and policies with good governance. As a result, these entrepreneurs have trust in participating in the Project.

Engagement in government policy deployment (ED) is a guideline for implementing government policies according to the government-supported processes, such as policies for career development and fundraising with low interest. After implemented with entrepreneurs, they will have more engagement.

Entrepreneur capability (EC) is the entrepreneur's ability to make the most of the available resources. It is a process of combining knowledge, skills, techniques, and resources in conducting business activities.

Financial value (FV) is an application and adjustment of the financial tools and techniques, principles of financial planning, fundraising, operations, and current business valuation. Entrepreneurs have to focus on financial management of their businesses.

Social value (SV) is an important mechanism that makes the Phacharat Project successful, creating a good relationship arising from the cooperation of many parties within society.

### **Theoretical implications**

The results of this study can be expanded to the concept of inclusive business under the supervision of the Bangkok Metropolitan Administration called the Phacharat Project to indicate that they use the same principles. Theoretically, the results supported the social network theory describing the connections and relationships in the social structure that was applied to a group of micro SME entrepreneurs, communities, and state to create mutual benefits. In addition, the commitment-trust theory that is often used to describe the marketing approaches was also used to explain the relationship between the network of micro SME entrepreneurs and the state representatives in the Phacharat Project.

### **Limitations and future research**

This study collected data during the time the COVID-19 disease was still present and the government took measures to prevent its outbreak. This created the information under these government measures, not as normal as in the past. Therefore, future research in which the life of the people will be based on new normal may have a different pattern. It is thus recommended to

do this research again to see discrepancies. Moreover, if there is a policy on the proportion of different types of businesses entering the Phachart Project, investigating this model is likely to get different results in terms of fostering networks.

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