



The results of knowledge management and human resource development to solve the problem of inequality in the border and economic corridors in Maemoh City, Lampang Province

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Abstract

The purposes of this study were to: (1) study the target area's needs; (2) develop and study the suitability of a curriculum for career competency based on the target area's needs; and (3) implement and compare participants' achievement before and after curriculum implementation. The Mohluang Community, Maemoh city in Lampang province was selected as the target area since the village leaders had a positive vision for human resource development to reduce inequality. The participatory action research design was utilized in this study. The research instruments constituted a curriculum for career competency in terms of comprehensive community enterprises, a curriculum handbook, and a semi-structured interview. Content analysis and percentages were used for data analysis. The following findings were revealed: (1) The target area needs a comprehensive community enterprise that fosters collaboration among career groups in the community; (2) A competency career curriculum was developed with two phases, namely; (2.1) the process of mastering locals' development in Mohluang Community for driving a comprehensive community enterprise, and (2.2) the process of extension to locals in Mohluang Community to enhance career competency in terms of comprehensive community enterprises. The developed curriculum was suitable as it led to the involvement of participants in knowledge sharing and collaborative performance; (3) After curriculum implementation, the following results were obtained: (3.1) Sales of local products generated a 3 percent increase in revenue; (3.2) Three local products were developed; and (3.3) a local tourism business plan was developed in the community.

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Introduction

Human resources, new skills, and targeted poverty alleviation are all goals of the Ministry of Higher Education, Science, Research and Innovation. The goal is to implement an economic and social improvement project in a sub-district that tries to integrate projects efficiently and fully fulfil the needs of the community, thus local organizations that can develop area-based system integrator are needed. Over 80 universities are located throughout Thailand and are capable of serving as system integrators at the sub-district level. The university can use its body of knowledge, technology, and innovation to engage with government sectors and local administrative organizations for economic and social development in sub-districts and targeted poverty reduction (Office of the permanent secretary for the Ministry of Higher Education, Science, Research and Innovation, 2020).

National strategy (2018–2037) is Thailand's first national strategy plan, established in accordance with the kingdom of Thailand's constitution, and aimed at realizing Thailand's vision of "Stability, Prosperity, and Sustainability" to become a developed country by implementing the concept of sufficient economy: (1) Thailand is stable in the face of threats in both internal and foreign changes at all levels, including country, society, parental, and individual levels. There is stability in all dimensions, including military, economic, environmental, and political; (2) Thailand has had consistent and long-term economic growth in order to reach out to high-income countries and eliminate inequality. Thai residents enjoy a high standard of living as a result of equal progress; (3) The Thai people's prosperity, wealth, and quality of life are more likely to rise in lockstep. For natural resource use, economic growth must be based on the principle of sustainability. Furthermore, after 2015, the most significant issue of development is to achieve sustainable development goals—SDGs—which focus on equilibration in three dimensions of sustainable development. In a collaborative and integrated manner of working, there are economic, societal, and environmental dimensions in which no one is left behind. The SDGs emphasize human-centred development as a means of driving economic growth and reducing inequality. To address the issue, the government should be in charge of establishing smart communities that are self-sufficient and capable of competing internationally using their body of knowledge, technology, and communication skills. Thailand shares 31 province

boundaries with other nations, including Laos, Myanmar, Cambodia, and Malaysia. All these boundaries are significant strategic development areas but are located away from the capital. Contagious diseases, emergent diseases, limitless diseases, maternity and child health, family planning clinic, smuggling foods, medicines, health items, and drug concerns are among the issues they face (Office of Commission of National Economic and Social Development, 2018).

Although boundaries are important strategic development regions, they face many of the issues outlined above, including Thailand's development strategy in terms of human resource development to eliminate inequality. It is critical to improve Thai people's quality of life and potentials, particularly in the border and economic corridor, which includes undeveloped areas like Maemoh city in Lampang province. These areas lack opportunities, and have a high rate of economic, political, and societal disparity. Maemoh District, Lampang Province is an area with a large flow of capital and budget from both the public and private sectors because it is the location of Maemoh Power Plant. This is done as a form of budget support for various projects. However, the flow of funds is still fragmented and does not cover all areas in Maemoh district, i.e., funds from various funds are concentrated for only a few groups of stakeholders. This has resulted in problems of inadequate access to funding and problems of income distribution among communities. (Maemoh District Administrative Committee, 2020, p. 26) In terms of occupation, it was found that even though Maemoh district received a large budget from many agencies in the area, it still lacks a strategic development plan for sustainability especially in the issue of career promotion comprehensive vocational experience training for the people in the community. That includes marketing and financial management so that the community can be self-reliant contribute to sustainable development in the future (Maemoh District Administrative Committee, 2020, p. 29). According to the Maemoh district development plan (2023–2027), there is economic inequality in Maemoh district, as well as a problem with career group development. Locals want a community career development guideline, specific expertise, established markets for local product sales, and a database of career groups (Maemoh District Administrative Committee, 2020). The key processes used to promote and manage this knowledge consist of using KM and HRD to solve inequality.

The Minister of Higher Education, Science, Research and Innovation's policy intends to establish area-based development in conjunction with institutions in Thailand's

lower north. Naresuan University, Lampang Rajabhat University, and Uttaradit Rajabhat University are in charge of promoting area-based development, reducing inequality, promoting lifelong learning, and enhancing life and career potential in order to be competitive, global, and digital in terms of sharing knowledge and experience for re-skilling, knowledge transfer, and up-skilling. This can be achieved by working with local authorities, like the Maemoh Power Plant, which is a state enterprise in energy affairs.

Literature Review

The goals of the national security development plan (2018–2021) include plans for developing and managing rural areas. This strategy intends to address issues that influence local residents' security and improve local residents' potentials in the target area, which has a high security risk. The working approach emphasizes collaboration and integration in the economy, society, and national security to improve the quality of life for residents in the target region, as well as the community's security, well-being, and long-term development. Citizens benefit from the results of the development plan, particularly in rural areas. This plan has security limitations and problems that have been organized using area-based development, which follows a royal idea to build security in the border, the system of self-protection, and transportation among other countries in the border that need to collaborate with local communities and organizations. (Office of the National Security Council Prime Minister's Office, 2017) This development plan is in line with the Prime Minister's Office of the National Economic and Social Development Council's Office (2016), which launched the 12th national economic and social development plan (2017–2021) by identifying the national development strategy for rural development and management. The first strategy of the 12th national economic and social development plan intends to improve and promote human resources development, which includes (1) Thais with positive characteristics and courteous behaviour that conforms to Thai societal norms; (2) Every generation of Thais having been educated to improve their knowledge, skills, and capacities; (3) Thais having received an excellent education that meets international standards; (4) Thais are healthy; and (5) Social institutions, such as family institutions, educational institutions, religious institutions, community, media institutions, and private organizations, are vigorous and capable of participating in national development.

The working process must use knowledge transfer in building career competency of community enterprises that locals are capable of being owners, partners, and self-management for making revenue and career groups in the community. This is in line with the government's policy of promoting and managing knowledge for human resource development to reduce inequality. Furthermore, by implementing the concept of sufficiency economy, locals can become self-sufficient. Community enterprises, according to the Office of the Secretary of Community Enterprise Promotion (2020), should be local businesses founded by a group of people who share a common vision and commitment to producing local goods and services in order to meet current economic demands and build a strong community. Community enterprises are a sort of local development that helps individuals to gain a better understanding of their ability to manage natural resources in their own community while also earning cash from residents who believe in their own potential. Community enterprises must manage the production of local products by groups of people such as local groups, associations, and cooperatives that encourage members to produce local products and services and receive public profit in a traditional way of life based on their culture and society for being self-reliant in their parents and communities or with other external communities. Group and member management, marketing and client management, production management, financing and accounting management, and local development for sustainability are the five components of community enterprise management (Kaewyod, 2012).

The crucial aspect that can assist the community in developing career competency of comprehensive community enterprises for long-term development is the creation of a working process based on the sufficiency economy concept. The notion of sufficiency economics, according to the office of the royal development projects board (2016), is a philosophy that emphasizes that the middle road is an overarching principle for appropriate action by the public at all levels. This refers to behaviour starting at the family, community, and national levels in terms of development and administration in order to modernize in line with globalization forces. Sufficiency entails moderation, reasonability, and the requirement for self-immunity in order to be adequately protected against the effects of internal and external changes. To accomplish this, it is necessary to apply information with caution. The application of theories and techniques for planning and implementation at each step must be done with extreme caution. Simultaneously, it is critical to reinforce the nation's moral fibre, ensuring that everyone, notably

public officials, academics, and businessmen at all levels, adhere to the ideals of honesty and integrity first and foremost. Furthermore, a style of life based on patience, endurance, diligence, wisdom, and prudence is required to maintain balance and respond correctly to crucial challenges posed by global socioeconomic, environmental, and cultural changes. Furthermore, it is critical to encourage residents to use the knowledge management process, which is critical for the development of community enterprises through the development of successful local business plans. Nonaka (2006) proposed the “SECI” model of knowledge management, which consists of four basic components in building and moving the cycle of creating a body of knowledge in businesses.

1. Socialization (Tacit to Tacit) — Socialization is a process of information transfer that includes observation, imitation, and apprenticeship practice. Apprentices learn by imitation, observation, and practice with the help of their teachers or mentors. In effect, socialization is about acquiring knowledge through physical closeness, with direct interaction as a supported technique. Sharing one's experience with others leads to socialization. It can also come from direct interactions with clients, as well as interactions with other sections or working groups in your company like brainstorming with co-workers. Common organizational activities, such as being together and living in the same area, convey tacit knowledge.

2. Externalization (Tacit to Explicit) — Externalization is the process of making tacit knowledge explicit. Knowledge is solidified and consequently shared with others, providing the foundation of new knowledge for instance; publishing or expressing knowledge. This type of interaction can be got through concepts, visuals, and textual texts, for example.

3. Combination (Explicit to Explicit) — Combination is the process of arranging and integrating multiple types of explicit information (for example, in building prototypes). This kind of knowledge conversion can be aided by the creative use of computerized communication networks and large-scale databases: explicit knowledge is acquired from within or outside the organization, then integrated, altered, or processed to generate new knowledge. The newly acquired explicit information is subsequently communicated to all the members of the organization.

4. Internalization (Explicit to Tacit) — Internalization is the process of an individual obtaining and applying knowledge, known as learning-by-doing. Explicit knowledge, on the other hand, becomes a part of an

individual's knowledge and becomes an asset for an organization. Internalization entails a continual process of individual and group reflection, as well as the ability to detect connections and recognize patterns, as well as the ability to make sense of fields, ideas, and concepts.

Research Objectives

1. To study the target area's needs, (Mohluang Community, Maemoh city, Lampang province).
2. To develop and assess the suitability of a competency career curriculum based on the target area's needs, Mohluang Community, Maemoh city, Lampang province.
3. Implement and study the effectiveness of the curriculum for career competency based on the target area's needs.

Methodology

This research was conducted in 3 phases following participatory action research design as follows:

Phase 1: Studying the target area's needs (Mohluang Community, Maemoh city, Lampang province).

1.1 Interviews were conducted with local groups in the target area, and questionnaires administered by research assistants who live in the target area for completion in order to gather information related to the area's needs. The topics under survey included: (1) societal issues: including parental aspects, educational, communicative, nutritious, and cultural aspects; and (2) Cultural issues consisted of information pertaining to the cultural and traditional aspects like community festivals, information related to local products and information related to the tourist attraction.

Equally, economic aspects such as family revenue, major and minor careers, source of income, and production potentials were also surveyed, in addition to political aspects such as community activities, community groups, inhabitants' participation in community activities. There are also some problem aspects like societal problems which include human resource management, public health services, economic problems (agriculture, tourism etc.), and political problems made up of any conflicts that can be an obstacle to community collaboration. Finally, educational expectations related to school, curriculum, instructors, pupils etc., careers that comprise of producers, entrepreneurs, managers, and

local business owners, and public health services (sanitarium, clinic, area for exercises, dhamma retreat) were also surveyed.

1.2 Focus group and individual indepth interview were also organized with government sectors, private organizations and community enterprises, and local leaders to collect data on the needs for developing the target area, with a focus on aspects and perspectives in terms of society, economy, politics, problems, obstacles, opportunities, and locals' expectations for area-based development. Topics for focus groups included what the community's needs are that should be promoted, supported, and improved quality of life.

1.3 A meeting was held with locals in Mohluang Community with the aim of soliciting comments and suggestions in the target area. The findings from studying the needs were presented to residents, government agencies, and private organizations in order to get more information with some corrections effected based on the needs of the community.

Phase 2: Developing and evaluating the suitability of a competency career curriculum based on the target area's needs in Mohluang Community, Maemoh City, Lampang Province.

2.1 The findings of the target area's needs study in phase 1 were utilized in developing a curriculum for career competencies in terms of comprehensive community enterprises and an appropriate curriculum handbook for the community. The developed curriculum consisted of aspects such as the leader's role in local community businesses, the strengths, and weaknesses of local business plans, developing and creating creative Mohluang Community enterprise growth plans, and reflections on Mohluang Community enterprise development plans.

2.2 A second meeting was held to evaluate the suitability of the career competency curriculum in terms of comprehensive community enterprises and a curriculum handbook in order to obtain feedback and suggestions on the target area. Residents, government agencies, and private organizations were presented the developed curriculum to get their ideas and opinions. A modification was made on some activities base on the comments and suggestions provided by various parties. Focus groups were held on topics such as "What are the strengths, weaknesses, opportunities, and obstacles of community enterprise groups leading to the preparation of community enterprise development plans?"

Phase 3: Implementing and studying the effectiveness of a career competency curriculum based on the target area's needs.

3.1 Before the implementation of a curriculum for career competency, the indigenes in the target area were given information in the year 2020 about revenue from local product sales, development of local products, and a local tourism business plan.

3.2 A curriculum for career competency in terms of comprehensive community enterprises which focused on re-skilling and up-skilling, utilized in providing knowledge to locals in the target area through blended training and collaborative work.

3.3 Locals were educated using a two-step program including activities and knowledge transfer. Firstly, Leaders were trained to manage the community enterprises. Secondly, participants from various career groups were trained according to the career competency curriculum steps which focused on developing the community and reducing inequality.

3.4 After the implementation of a career competency curriculum in terms of comprehensive community enterprises, the locals in the target area were given information in the year 2021 about revenue from local product sales, development of local products, and a local tourism business plan.

3.5 The results of career competency in community enterprises were used to create an appropriate community enterprise model in the target area which is capable of providing employment for locals, giving them the opportunity to be self-sufficient and letting them to enjoy a high quality of life by following the concept of sufficiency economy.

3.6 A meeting was held, with the goal to obtain feedback and suggestions on the target area. Various parties were presented a community enterprise model by researchers in order to learn about and listen to their ideas and comments. Based on feedback and ideas from the various parties, the model was modified to make it concise, well-equipped, and appropriate to serve as a guide for locals in Mohluang Community in order to improve long-term career competency in terms of comprehensive community enterprises. The following topics were used to conduct focus groups: Is the model of occupation in the form of community enterprise good and appropriate for our community? Is there anything you think should be changed?

The research procedures are summarized as follows (Figure 1).

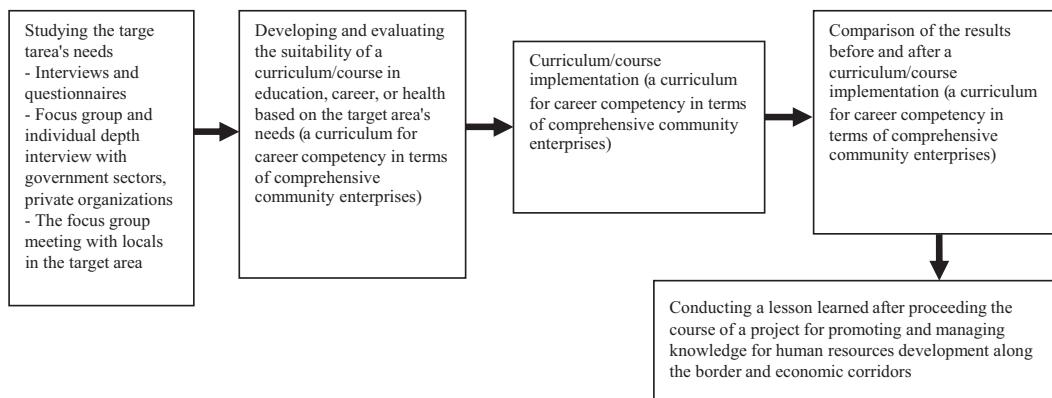


Figure 1 Summary of research procedures

Research Participants

The Mohluang Community in Maemoh city, Lampang province, was chosen as the target area after an in-depth interview with village leaders revealed a positive vision for human resource development in order to reduce inequality. There were 50 participants, including 25 from the tourism group, 4 from the Banana Chips and Ancient Rice Paddies group, 3 from the homestay group, 8 from the basket weaving group, 2 from the Naem Mae Orapin group, 1 from the fabric elephant keychains group, 2 from the herbal compress ball group, and 5 from the Herbal Chili Paste Community Enterprise.

Research Instruments

The research tools included: (1) the Maemoh Community Enterprise Curriculum, which was developed in response to the needs of the target communities; (2) the Maemoh Knowledge Management Manual; and (3) a semi-structured interview. All research instruments and related documents were presented to the various parties in the target area for suitability checks during a focus group meeting. The Maemoh Community Enterprise Curriculum and the Maemoh Knowledge Management Manual were approved after two rounds of review by a committee of experts appointed by the National Research Council for further evaluation.

Data Analysis

In terms of comprehensive community enterprises, percentages were used to evaluate the career competency. The results of studying the needs of the target area, evaluating the suitability of the career competency curriculum in terms of comprehensive community

enterprises, a curriculum handbook, and a model of community enterprises were analyzed using content analysis.

Results and Discussion

The Results of Studying the Target Area's Needs, Mohluang Community, Maemoh District, Lampang Province

The findings from the study of the target area's needs revealed that the most critical need is for a comprehensive community enterprise to be created by developing local community enterprises or career groups' potential in management to improve ability in developing business plans through collaborative work among community members. Firstly, the process of establishing a comprehensive community enterprise: leaders in the target area were trained using a curriculum designed to develop the potential of leadership abilities in collaborative management for Mohluang's community enterprises. This included: (1) Leadership skills and the public mind, (2) Partnership, (3) Management of projects and community enterprises in accordance with the good governance framework, (4) Collaboration, and (5) Network. Secondly, the local people in the target area were trained to design and create local business plans and marketing strategies, which connect in various professional groups.

The Results of Developing and Evaluating the Suitability of a Career Competency Curriculum/course based on the Target Area's Needs, Mohluang Community, Maemoh District, Lampang

Based on the local peoples' demand, a career curriculum based on the needs of the target area was developed for Mohluang Community. Locals need to create a comprehensive community enterprise. A career competency curriculum is based on the needs of the target area and focuses on developing locals' potential in managing community enterprises and their ability to analyze and create local business strategies. This will connect diverse career groups in the community to work collaboratively. The curriculum implementation process involved two phases as follows: Phase I: The process of developing leaders in Mohluang Community to control a comprehensive community enterprise, and phase II: The process of developing locals in Mohluang Community to enhance career competency in terms of comprehensive community enterprises. The curriculum is considered suitable when there is collaborative knowledge exchange.

The career curriculum based on the needs of Mohluang Community is illustrated as follows (Figure 2).

The Results of Implementing the Career Competency Curriculum based on the Target Area's Needs and Comparing before and after Implementation.

A curriculum for career competency in terms of comprehensive community enterprises and activities for re-skilling and up-skilling, were utilized for knowledge transmission to the locals in the target area through various activities such as blended training and collaborative work. After the implementation of the career competency curriculum, the findings were revealed as follows: (1) Sales of local products generated a 3 percent increase in revenue; (2) three local products are developed; and (3) a community local tourism business plan was put in place (Table 1).

Furthermore, a comprehensive community enterprise model was developed to serve as a guide for the local population in Mohluang Community in order to improve long-term career competency in terms of comprehensive community enterprises. The concept of sufficiency economy was used as the process of the model that collaborates and supports in 5P (Public-Private-People-Partnership-Profit).

A comprehensive community enterprise model is presented as follows (Figure 3).

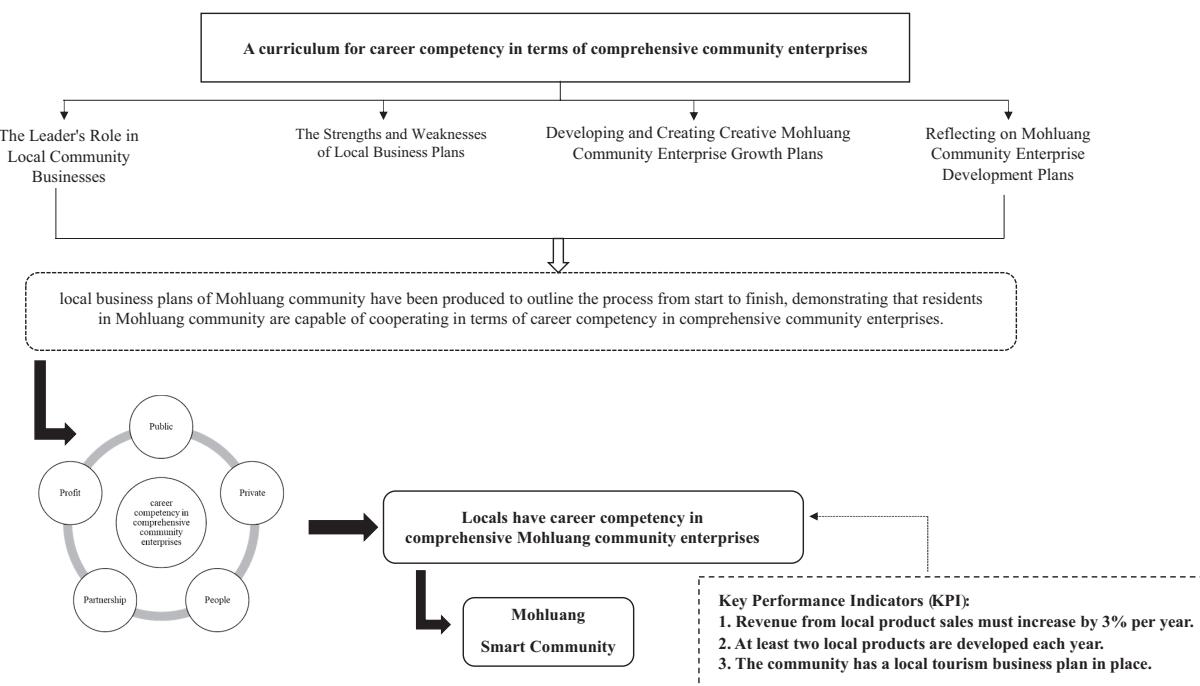


Figure 2 The career competency curriculum based on the needs of Mohluang Community

Table 1 Comparison of the results before and after a curriculum for career competency in terms of comprehensive community enterprises implementation

Key Performance Indicators (KPI)	Year		Result
	2020	2021	
1. Revenue from local product sales must increase by 3% per year.			
1.1 A career group of crisp chili paste	50,000 Baht	55,000 Baht	Revenue from local product sales increased by 3% per year.
1.2 A career group of local key rings	22,000 Baht	27,000 Baht	Revenue from local product sales increased by 3% per year.
1.3 A career group of home stay	27,000 Baht	36,000 Baht	Revenue from local product sales increased by 3% per year.
1.4 A career group of hand-made basket	-	5,000 Baht	This career group started to work in 2021. There is no information for revenue in 2020.
1.5 A career group of local tourism	105,000 Baht	-	This career group has been affected by the spread of COVID-19. No information for revenue in 2021.
2. At least two local products are developed each year.			
2.1 A career group of local key rings	-	There is a new product that is an aromatic and herbal bag, which is created in the shape of an elephant.	A new product, an aromatic and herbal bag in the shape of an elephant, is available for this career group.
2.2 A career group of hand-made basket	-	There is a new product that is developed in different colors, patterns, and sizes.	A new product is being produced in a variety of colors, patterns, and sizes such as gift baskets, hampers, and flowerpots etc.
2.3 A career group of crisp chili paste	-	There are new products that are developed in 3 tastes, and the amount of crisp chili paste oil reduced.	New products, dried fish chili powder, dried shrimp chili powder, and crisp longan chili paste are available in this career group. Furthermore, the amount of crisp chili paste oil has been reduced.
3. The community has a local tourism business plan in place.			
Mohluang Community	-	A career group of Mohluang Community in tourism has been doing registration for being a community enterprise.	Mohluang Community has a community enterprise in local tourism that collaborates with other career groups in the community.

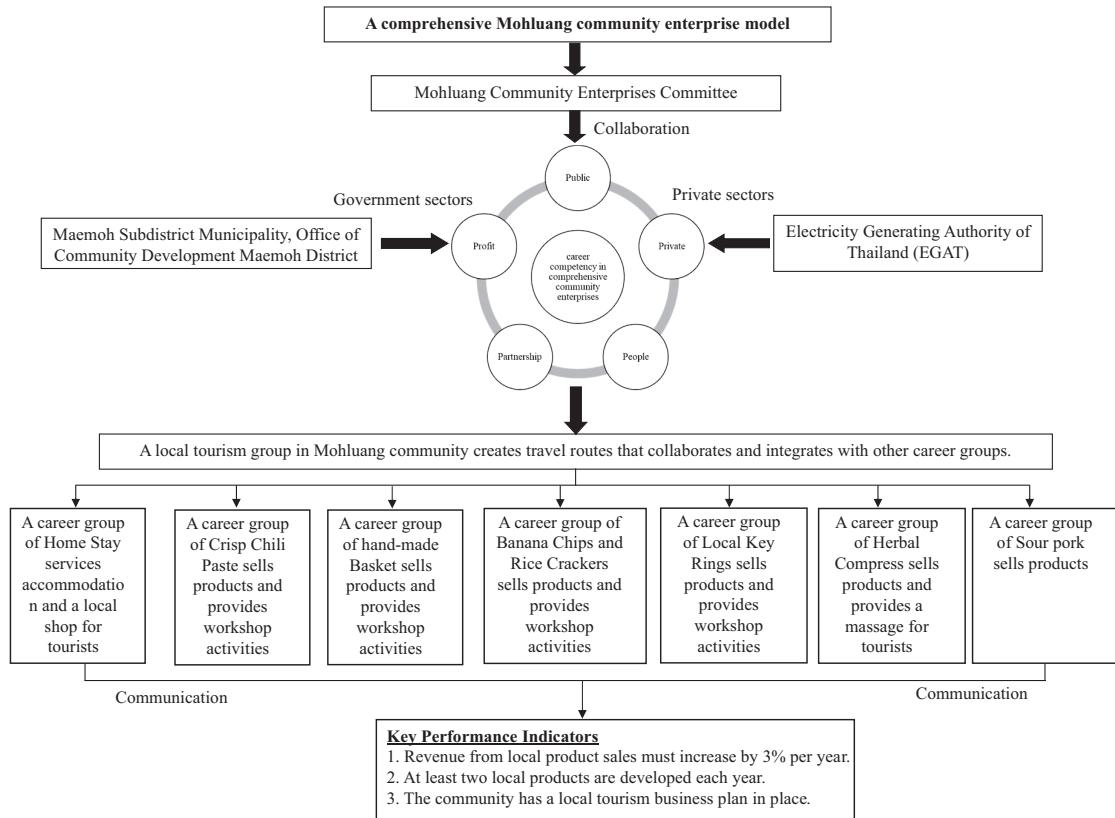


Figure 3 A comprehensive Mohluang Community enterprise model

Results and Discussion

Study the Target Area's Needs, Mohluang Community, Maemoh District, Lampang Province

In the Study of the target area's needs, Mohluang Community in Maemoh district, Lampang province, the findings revealed that an economic inequality was the problem in the community. The locals needed to solve that problem by increasing revenue from local product sales, developing local products, and making a local tourism business plan. Thus, the most critical need is for a comprehensive community enterprise to be created by developing local community enterprises or career groups' potential in management to improve ability in developing business plans through collaborative work among community members. Firstly, the process of establishing a comprehensive community enterprise where leaders in the target area were trained using a curriculum designed to develop the potential of leadership abilities in collaborative management for Mohluang's community enterprises, which included: (1) Leadership skills/the

public mind, (2) Partnership, (3) Management of projects/ community enterprises in accordance with the good governance framework, (4) Collaboration, and (5) Network. Secondly, the local people in the target area were trained to design and create local business plans and marketing strategies, which connect in various professional groups.

The results of the study on needs were consistent with the study conducted by Chiang Mai Rajabhat University and Office of Monitoring and Evaluation, Office of the Special Commission to coordinate projects on the royal initiative (2014). In summary, for the Executives Assessment Report of the Royal Agricultural Development Station Project as for the demonstration and broadcasting station for agriculture and forestry Royal Initiative Environment in the case of Ban Paek Sam, Wiang Haeng District Chiang Mai Province, which found tourism promotion as an issue that deserves consideration from the examples of many areas that place importance on promoting tourism but neglecting potential consequences, such as focusing on increasing tourist traffic but lacking planning preparation for support, etc. There should be a joint meeting of all parties involved to plan. Prepare to

develop the area to be ready to accommodate tourists who will come into the area in all aspects. The structure, roles, duties and responsibilities of the various departments must be clearly defined, with sufficient personnel development to support them. They may request academic support from specialized agencies such as educational institutions or various government agencies. People need to participate in management especially in relation to local development policies that will be implemented in the future.

Development and Evaluation of the Suitability of a Career Competency Curriculum/course based on the Target Area's Needs in Mohluang Community, Maemoh City, Lampang Province

Base on the demands of the local population, a career competency curriculum was designed for Mohluang Community. The local population required the development of a comprehensive community enterprise. As such, a career competency curriculum was developed consisting of two phases as follows; Phase I focused on the process of training the local community leaders to control a comprehensive community enterprise, and phase II concentrated on training the locals of Mohluang Community to enhance their career competency in terms of comprehensive community enterprises. A curriculum based on the needs of the target area focuses on the development of locals' potential in managing community enterprises and their ability to analyze and create local business strategies, which connects diverse career groups in the community to work together. Locals were trained using a two-step program that included activities and knowledge transfer. Initially, the Mohluang Community's approach of headmen development was taught as hands-on training for headmen in managing a full community enterprise. Secondly, by following a curriculum for career competency in terms of comprehensive community enterprises, people from a variety of career groups in the community have performed well. As a result of designing a curriculum, its appropriateness was assessed as participation in exchange for recognition and collaborative performance. The results were also in conformity with Deewong (2016) who conducted a study with the objectives to: (1) to study the current situation in the operation of community enterprises in the area of Map Ta Phut Complex; (2) to study the problems and obstacles in the implementation of community enterprises in the area of Map Ta Phut Complex; (3) to develop guidelines for the development of community enterprises in the Map Ta Phut Complex. The results on guideline development and

evaluation revealed that government sectors played an important role in providing knowledge, skills in marketing promotion, capital, and regulations for a development guideline to operate community enterprises. Furthermore, a guideline for community enterprises in Map Ta Phut Complex was suitable and potentially practical for implementation.

Implementation of a Career Competency Curriculum/course based on the Target Area's Needs and Comparison of the Results before and after Implementation.

The use of knowledge management and human resource development can address inequality in occupation and income. The findings on curriculum implementation in Mohluang Community resulted in the formation of headmen and mentors who can advise on how to develop a comprehensive community enterprise for Mohluang's residents. Considering that locals performed by following local business plans that can help them reach their full potential in career competency of comprehensive community enterprises, which aim to encourage various career groups to have sales of local products, such generated a 3 percent rise in revenue, developed a quality of three local products, and created an effective plan of local tourism management in Mohluang Community. According to the findings, sales of local products generated a 3 percent increase in revenue because locals created an effective plan of local tourism management that collaborated with other career groups in Mohluang Community. An effective plan of local tourism management gave the opportunity for career groups to offer their good and services such as a career group of home stay serviced accommodation and a local shop for tourists, a career group of crisp chili paste, hand-made basket, and local key rings sold products and provided workshop activities. The findings backed up Chiang Mai Rajabhat University and the Office of Special Projects Monitoring and Evaluation (2014) discovering that the preparation plan for community enterprise support must be given to all relevant sectors when compared to other similar studies. In today's changing economic environment, technology and social media must be used to aid in production, public relations, and sales, which necessitates collaboration between community enterprises and youth who will play a role in supporting technology. It is also in line with Kanjanavisut (2015), who said that locals should be allowed to own community enterprises and play a major role in their operations. Community enterprise products have been created through the working process and the use of local

materials in the community. Community enterprises should have a working system that coordinates all activities in the community's various career groups. Locals can communicate and assist one another in creating a learning process, which is the main point for moving forward with community enterprises and sharing new ideas with one another in order to develop local products and be knowledge-based community enterprises. Furthermore, the most important goal of entrepreneurship in community enterprises is to create a self-sufficient community.

Conclusion and Recommendation

This research focused on the promotion and knowledge management for human resource development along the border and economic corridors to reduce inequality in Mae moh district, Lampang. From the research findings, Mohluang Community was chosen as the target area because the village leaders have positive vision for human resources development to reduce inequality. The target area needs a comprehensive community enterprise that focuses on collaborative career groups in the community. The target area required the development of locals' potential in community enterprise management, which includes the ability to analyze and create business plans in collaboration with community career groups. To meet the demand in the target area, a curriculum for career competency in terms of comprehensive community enterprises which focused on mastering and developing the leaders of Mohluang Community for driving a comprehensive community enterprise was developed. It also focused on the process of extension to locals in Mohluang Community for enhancing career competency in terms of comprehensive community enterprises. A curriculum's suitability is considered as involvement in exchange for acknowledgment and collaborative performance. Locals were educated using a two-step program in a curriculum that included activities and knowledge transfer such as blended training and collaborative work. After the implementation of a curriculum for career competency in terms of comprehensive community enterprises, the following results were obtained: (1) Sales of local products generate a 3 percent rise in revenue; (2) Three local products are developed; and (3) The community has a local tourism business plan in place. Furthermore, the comprehensive community enterprise model was developed to serve as a guide for locals in Mohluang Community in order to improve long-term career

competency in terms of comprehensive community enterprises.

The crucial aspect that can assist the community in developing career competency of comprehensive community enterprises is the creation of a curriculum for career competency based on knowledge management in which locals will socialize and externalize with others to improve ability in developing business plans through collaborative work among community members. Then, locals will combine and integrate multiple types of explicit knowledge (for example, in prototyping) to apply knowledge through learning-by-doing to create local business plans and marketing strategies that connect in various professional groups.

Based on the findings of this study, the topic on sustainable human resource development should be taken into consideration following the needs of the target area in terms of career development, which focuses on community-based learning for the development of a comprehensive community enterprise, and the following recommendations are provided to assist in the improvement of community enterprises for sustainable development in local areas.

1. Data centers require the management of local economic information, which is available to any entity that can benefit from it. A memorandum of understanding (MOU) between the government and the commercial sector should be created to handle information cooperatively, with university divisions acting as mentors to consult community members.

2. The project should produce important outcomes in the areas of learning, knowledge management, generating and using innovation in order to create a learning community for lifelong learning that encourages all generations in the community to know how to study and grow their local products. Locals should understand how important it is to utilize the learning process to develop innovative local products and to share profits with other community organizations.

3. The community enterprise system should interact with local institutions since the government and commercial sectors are encouraging communities to combine the role of working with locals and institutions and develop policies or strategies for working together in the community.

Conflict of Interest

The authors declare that there is no conflict of interest.

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