

# HUMAN RESOURCE MANAGEMENT INFLUENCING WORK ADAPTABILITY OF EMPLOYEES OF ELECTRICAL EQUIPMENT COMPANIES IN THAILAND

**Kyle Andrea Hufanda<sup>\*</sup>, Pramjai Ouejit<sup>\*\*</sup>**

*\* Department of Human Resource Management, Faculty of Management Sciences,  
Suan Sunandha Rajabhat University*

*\*\* Department of Entrepreneurship, Faculty of Management Sciences,  
Suan Sunandha Rajabhat*

*E-Mail: s63127310037@ssru.ac.th<sup>\*</sup>, pramjai.ou@ssru.ac.th<sup>\*\*</sup>*

## ABSTRACT

The main purpose of this research is to study the causal relationship of personality, human resource management, and work adaptability which affecting the intention to remain working at a Bangkok-based manufacturer and distributor of electrical equipment company. The research sample group consisted of 202 employees from an electrical equipment manufacturer and distributor. The data in the research was collected from each of the department's employees using a questionnaire that is a stratified sampling and simple random sampling. The statistical data used in the study are percentage, mean, standard deviation and structural relationship model analysis. The results of the study discovered that there are four factors influencing the work adaptability of the workers, and among them the most influential factor is to understand the personality traits of others, followed by responsibility, self-disclosure, and human resource management. It is also found that the variable of job adaptability will also affect the intention to remain working in the job.

## INTRODUCTION

The phenomenon of resigning is increasing both domestically and internationally. [1] According to Baker&Zuech's Gartner Human Resource Management Survey (2021) and [2] Flemming's World Economic Forum (2021), mass resignations may occur. The survey found that employees are more likely to quit when stressed and burned out by changing work conditions. 41% of 31,092 full-time workers in 31 countries, including Thailand, are considering quitting, according to a survey. [3] Microsoft, (2021, p. 23) The research report on Thailand's employment direction in the era of Industry 4.0 [4] Srisuchari, S., Tangtipongkul, K., Aroonruengsawat, A., & Deesombun, T. (2018 p.123) found that working in a highly competitive system may cause stress and anxiety. Businesses must also adapt to the government's Industry 4.0 policy. Index Terms—Human resource management, Work adaptability, Intention maintaining the work New technologies and work style changes increase stress and pressure. Many quit working. To replace departing employees and recruit new ones, the company must deal with the loss of professional expertise in this field. Every professional skill increases the cost of hiring and training in time and money [5] Flamholtz, E.G., Johanson, U., & Roslender, R. (2020 p. 1791-1813).

Therefore, the researcher wants to study work adaptability factors. Analyzing the factors that affect job retention is expected. Because the employee's willingness to remain in their position reflects their satisfaction with the company and motivates them to work efficiently. Personal, organizational, work, and compensation and benefit variables are studied to determine adaptation and willingness to stay on the job, according to past studies. Including the relationship with colleagues [6] Poompuenpol, N. (2016, p. 16); Wantayanun, N. (2013, p. 9) however the human resource management process plays an important role in keeping employees with the organization through various methods, including motivation for development and maintaining the working environment, so that employees have the intention to work in the organization for a long time with voluntary and satisfaction.

Maintaining competitiveness requires retaining talented employees [7] Supreeya Muangrod, (2020, p. 18). Human resource management may affect work adaptation.

Nonetheless, in addition to the issue of human resource management, which is a factor in the organization, there is another issue that must be considered. Another factor that is important in adaptation is the personal factor. Because now recruitment has grown in importance in personality testing. This personality characteristic drives behavioral reactions at work since it influences these behaviors' motivation. It is harder to observe than generic demographic variables.

When it comes to demographic analysis, although the values are the same, they were rather people who grew up in various generations. Human behavior is not always consistent. However, understanding and knowing an employee's personality and identity will be a factor that is true to that employee's identity. It is also challenging to change over time [8] Krit Jarinto, (2017, p.189-210). This will require the organization to put together the aspects of a suitable working environment, allowing employees to adapt to work and work in the organization in the long run [9] Pulkanok Wongpinpech, (2014, p.45-54).

In this study, personality factors were combined with human resource management to create components that would affect work adaptation and have a long-term effect on persistence intentions. It's a structural equation model for future HR management. This study's research was conducted by Bangkok-based electrical equipment manufacturers and distributors. It has over 2,800 million baht in annual revenue and was founded in 1984. There are significant customers in both the public and private sectors, as well as in the industrial group, commerce, and housing. It has a progressive HR policy that emphasizes teamwork. A research-friendly organization includes human resource management processes that help employees grow steadily and reach their full potential.

The results from this research can be used to help develop human resource management policies and organize various working environments for employees to help the organization maintain its employees for as long as possible.

## **RESEARCH OBJECTIVES**

1. Determine the consistency of the causal relationship of personality, human resource management, and work adaptability, influencing the intention to remain working.
2. Study the causal relationship of personality, human resource management and competency adjustment in the organization that influence the willingness to remain in the job of the employees.

## LITERATURE REVIEW

The concept of intention to remain in the job

Work perseverance is a person's desire to work for a company [10] Sourdif, (2004, p.59-68). Without quitting, transferring, or leaving an organization shows dedication [11] Boyle, Hansen, & Taunton, (1999, p. 361-371). As long as possible, keep personnel with knowledge, competence, expertise, and practical skills [12] Mathis & Jackson, (2004, p. 163-164). 1) To prevent talent loss because people are an organization's most valuable resource and retention measures will improve performance [13] Benjamat Thongruang, (2017, p. 51). Employees will look for better jobs. Thus, replacing staff wastes organizational resources. 2) Retaining staff improves reputation. Outsiders will observe staff care. 3) It's simple to say a corporation failed to protect and aid employees, risking national security. Thus, personnel retention benefits the organization. Worker satisfaction is essential in management. To motivate everyone, encourage senior executives and team members to collaborate. Coworkers may like your company. supervisor or office.

[14] Juraiwan Bindulem (2019, p. 68) lists the factors that keep employees working. 1) Gender, age, marital status, degree of education, employment status, monthly income, years of work, domicile, and family duties are personal factors. 2) Company elements such organizational culture and values, employment stability and continuity, welfare, responsibility and independence, coworker connections, and supervisor help 3) Organizational fairness in rewards, reward determination, and work systems. Also, with Mathis and Jackson (2004, pp. 164-168), who share similar concerns and list five reasons why employees stay at work: 1) Employer qualities, competent management, positive culture, organizational values, and employment security determine a person's decision to stay. 2) Work-life balance, job design, and time flexibility Training, development, coaching, progression, and career planning are career possibilities. Work remuneration, recognition, and rewards Relationships with Employees

[15] Chew & Chan (2008) examined how organizational adaptation affects work intentions. Work intention, including work-related emotions, is quantified. [16] Churaiwan Bindulem (2019, 16-18 p.) studied workers' obligations, happiness, and retention, including Nittaya Wantayanan. (2013, p.91) examined the willingness to work in the same area despite challenges.

Therefore, dedication and determination will show the purpose to stay in the position and contribute to the company's success, including employee satisfaction.

The concept of Workplace Adaptive Ability

Self-awareness causes adaptation. It relieves stress and increases social interaction. Work adaptation involves adjusting a person's feelings so they can conduct in a way that meets their needs and matches the situation. [17] Lakkhana Siriwat (2018, p. 7-17) discusses adaptation's causes: Lifestyles change with the environment. Happiness comes from that. 2) Personal development. Values, beliefs, understanding, and reasoning change with growth. Thus, people must adapt before they can behave properly according to their roles and responsibilities. 3) Personal needs, such as avoiding hardship and being accepted by others. Motivation, personality, and demand affect internal demand. At the same time, unanticipated demand will put pressure on behavior and decision-making. Three job adaptation characteristics were found

by [18] Sirirat Siripan (2009, p.18) 1) Understanding and accepting work can help solve many workplace challenges. 2) Accept and follow the organization's norms, laws, and regulations; 3) Adjust to coworkers. Employees' ideas and courage show in their ability to accept and build great relationships with coworkers and managers. Work adaptability variables include (1) hobbies, personality, and expertise, according to [19] Klaharn Na Nan (2014, p. 43-41). (2) employment qualities like career potential, working circumstances, and satisfaction (3) Other factors including family and socioeconomic background

According to [20] Khantiya Sukuna (2016, p. 26), job happiness comes from good work adaptation. Workplace adaptation issues often lead to job dissatisfaction. And commonly comments that the work is unsuitable for them, that they are not equipped to execute the task, or that they are still unable to determine the profession motivated to continue working. [21] Zeth Pattanamas and Thitat Trisirichot (2019, p. 74–89) and Pankawong Pinpetch (2014, p. 45–54) have examined the concepts and theories of work adjustment, including Theory of work adjustment: TWA, Theory of work role transitions, and Pathways adjustment. Adaptability may affect job retention in organizational and human work.

We can conclude from the concept of work adaptation and the aforesaid work's goal. Adaptability at work: Work adaptation, workplace adaptability, and colleague adaptability Work intention will be affected by this. Therefore, the following assumptions might be made:

Hypothesis 1: Adaptability at work affects continuous intention at work.

The concept of Personality

Personality is a person's stable psychological features and mechanisms. Interpersonal relationships and psychological, physical, and societal changes shape character. It generates an inner-outer behavioral pattern. shapes Genetics, upbringing, learning, and childhood shape personality. Measurement of personality helps explain and understand. and forecast behavior [22] Tipwimol Joralee, (2015, p. 17)

Personality trait research continues. Research has validated [23] McCrae & Costa's Five-Factor Model (2008, p. 139-153) as a personality categorization tool. Five-factor model 1) Neurosis—emotional stability—includes anxiety, anger, depression, shyness, impulsivity, and tension. 2) Extraversion: warmth, sociality, self-confidence, dynamic, self-seeking, cheerful. 3) Openness comprises imagination, aesthetics, sensitivity, open-mindedness, and worth. 4) Understanding is honest, helpful, submissive, gentle, and trustworthy. 5) Accountability comprises skill, organization, responsibility, success goal, self-discipline, and prudence.

[24] Awais, Mohamed, Rageh & Pandiyan (2014) found that personality can explain work adaptability using the five personality traits. According to [25] Jitravee Musikasut (2013, p. 123), a person's nature makes them adaptable to employment. Klahan Na Nan agrees (2014, p.43-44). Personality and job satisfaction explained 39% of work adaptability. Thus, 5 personality traits affect work adaptation.

Concept of Human Resource Management

Human resource management develops people and careers, manages performance, and integrates organization development to boost competitiveness. [26] Yukantawanichchai (2017, p.48-67) Burachat Jandeang, Komsan Bupta, Saowalak Kosolkittiamporn (2018, p. 219-236). Mathis & Jackson (2004, pp. 4-6) stated that HRM includes hiring, motivating, and retaining. [27] Poorungruang (2017, p. 4-29) HRM 1) Recruitment and selection discover and encourage qualified people from within and outside the firm to apply for job openings. Then, applications

are objectively and fairly assessed using various criteria and techniques. 2) Motivation involves rewarding and promoting employees based on their knowledge, skills, and effort. 3) Human resource development sets standards and procedures for staff training and development to promote work-related knowledge, skills, and positive attitude. 4) The company retains staff by offering career advancement chances. Employees can vent through several routes. Fact-finding and employee-driven solutions resolve disagreements. Encourage work-life balance. workplace safety management

Organizational management requires human resource management. HR ensures staffing and stability. To flourish in the current competitive environment, acquire and retain qualified people. Staff must be responsible, creative, friendly, and willing to improve. [28] Kulmas Sirimat and Kittiphan Kongsawatkiat (2013, p. 525-540) researched human resource management elements that influence key competences to enter the AEC, and [29] Somvaley Chayamarit (2021, pp. 38-50) agreed. [30] Wiliam & Terence (1981, pp. 281) say personnel development helps people grow and adapt.

Thus, human resource management includes recruitment, selection, motivation, development, and maintenance. The company can control these aspects to help employees adjust to work. Personality and HR literature review. Thus, the researcher can create the research hypothesis.

Hypothesis 2. Personality and human resource management influence ability to adapt to work.

Based on literature [31] Jitravee Musikasut (2013) found that all five personality characteristics can explain employee work adaption. Personality also affects work adaptability, according to Klahan Na Nan (2557, p. 43-44) Kulmas Sirimat and Kittiphan Kongsawatkiat (2013) found that HRM methods increase work adaptability. [32] Burachat Jandeang and Komsan Bupati with Kosolkittiamporn (2018, p. 219-236) explained how human resource management may assist employees adjust to the workplace and stay employed. According to Pinkanok Wongpinpech (2014, p. 45-54) the philosophy of work adjustment helps employees adjust to their occupations (TWA). It can be linked to personality traits, human resource management, and work adaptability based on research review. Additionally, the intention to remain in the job. The relationship can be shown in Figure 1.

Fig. 1 Conceptual Framework



## RESEARCH METHODOLOGY

This study identified three traits: 1) An electrical equipment company in Thailand, 2) March 2021–August 2021, and 3) Causal relationships and personality patterns, HRM, and work

adaptability affecting job retention. This survey included 314 permanent employees of private enterprises that import, manufacture, and distribute air conditioning, cooling, and power distribution equipment. The study sampled 202 Bangkok-based electrical equipment manufacturers and distributors. Step 1 Sample size was 10–20 per variable [33] Hair, Black, Babin, Anderson, & Tatham, 2010, pp. 741-742). SEM analysis takes 200 people if the sample size is 10 per variable for each of the 18 variables. Step 2 Stratified sampling was used to calculate the proportion of each of the organization's 10 work divisions. which may be assigned 23, 23, 43, 18, 23, 15, 11, 14, 12, and 20 personnel by the department that retains them after rounding up. 202 persons must organize simple random sampling representatives to collect data.

This study employed questionnaires with diverse literary works to define terms. To determine the tool's concept, researcher examined literature, including concepts, hypotheses, and relevant studies. [34] Ivancevic (2001, p. 127-550) uses Chidchanok Phoorungreang (2017, p. 80-85) to measure HRM aspects. And use the personality assessment tool according to the five aspects of the personality measurement model of McCrae&Costa (2008, p. 139-153), which is applied to Jittawee Musikasut (2013, p.142-143), including the literary application (2013, p.141), and Klahan Na Nan (2014, p.39-67) measured work adaptability. Isachon's writing reflects his aim. Bhumibol and Nittaya Wantayanun were used. This study has 6 parts 1) Personal factor information consists of Gender, age, marital status, monthly income, education, working hours and family members. The Rating Scale questionnaire consists of questions 2) Human Resources Management Factors 3) Personality factor 4) Adaptability 5) Remaining at work 6) Open question.

This survey used concepts and relevant research to identify the study variables and construct and build the questionnaire to evaluate the research instruments. Three HRM and research specialists evaluated the questionnaire's content validity using the Index of Item Objective Congruence (IOC), with all items having an IOC more than 0.5 and a value between 0.67 and 1.0 for validating sentiment research methods. Reliability that the researcher tested the questionnaire with 30 sets of identical employees and tested Cronbach's alpha coefficient, which assigns a confidence level to each component is > 0.8 dependability.

## **DATA COLLECTION AND ANALYSIS**

The researcher cooperated with the organization and submitted the questionnaire to collect data according to the required proportion using simple random sampling to explore personality causality. HR and work adaptability effect employee retention. Confirmatory component analysis (CCA) and Structural Equation Modeling

**Table 1** Model Consistency Measurement Criteria

| Order | Statistics used to measure consistency  | Acceptance level |
|-------|---|------------------|
| 1     | Chi-square value ( $\chi^2$ )           | > 0.05           |
| 2     | Proportion chi-square value $\chi^2/df$ | < 2.00           |
| 3     | GFI, CFI value                          | > 0.90           |
| 4     | RMSEA                                   | < 0.08           |

(SEM) were employed. Following were the model consistency criteria. [35]Arbuckle, 2019, pp.55-654; Carmines, & Mclver, (1981, pp.80)

In analyzing data to test Reliability and Construct Validity, the researcher used confirmatory factor analysis (CFA). Component Reliability (CR), Average Variance Extracted (AVE), Maximum Correlation Square (MVS), and Mean Square of Correlation (AVS), all of which passed the criteria for analysis [36] Fornell & Larcker (1981, p. 39-50), as shown in Table 2.

The results of the confirmatory factor analysis of the measurement model 1) Adaptive ability to work (ADP) was measured with 3 observational

**Table 2** Reliability and Construct Validity Test

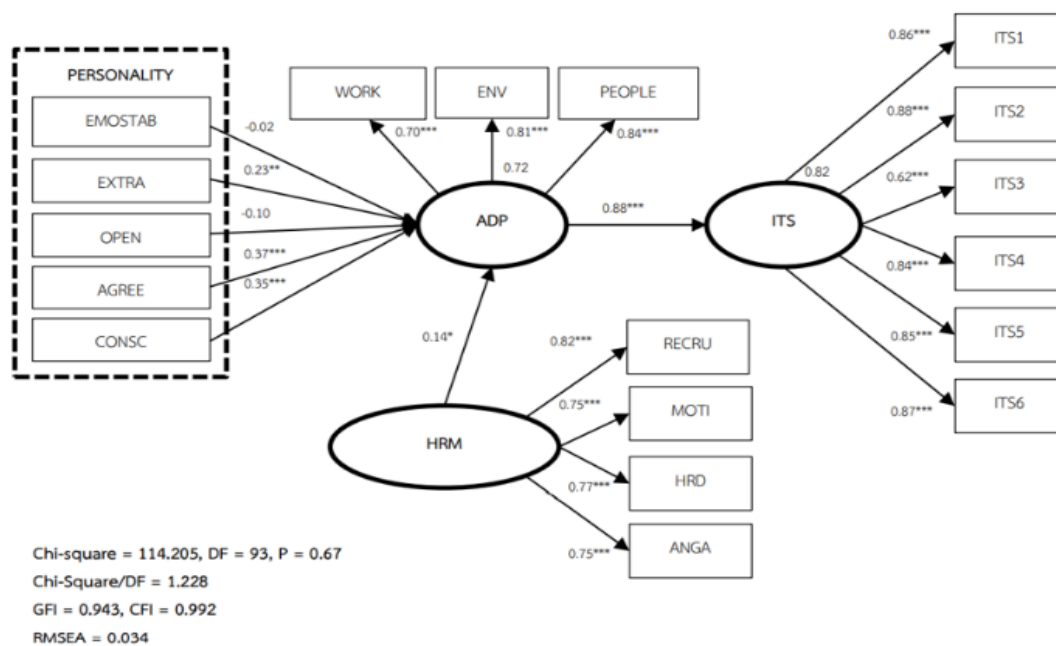
| Latent Var. | Observed Var. | Factor Loading | Reliability | CR (>0.7) | AVE (>0.5) | MVS (<AVE) | AVS (<AVE) |
|-------------|---------------|----------------|-------------|-----------|------------|------------|------------|
| ADP         | WORK          | 0.695          | 0.811       | 0.788     | 0.617      | 0.412      | 0.348      |
|             | ENV           | 0.810          |             |           |            |            |            |
|             | PEOPLE        | 0.843          |             |           |            |            |            |
| HRM         | RECRU         | 0.815          | 0.862       | 0.856     | 0.598      | 0.436      | 0.325      |
|             | MOTI          | 0.754          |             |           |            |            |            |
|             | HRD           | 0.773          |             |           |            |            |            |
|             | ANGA          | 0.750          |             |           |            |            |            |
| ITS         | ITS1          | 0.862          | 0.912       | 0.945     | 0.678      | 0.697      | 0.445      |
|             | ITS2          | 0.875          |             |           |            |            |            |
|             | ITS3          | 0.615          |             |           |            |            |            |
|             | ITS4          | 0.836          |             |           |            |            |            |
|             | ITS5          | 0.849          |             |           |            |            |            |
|             | ITS6          | 0.874          |             |           |            |            |            |

variables. Adaptation to colleagues (PEOPLE), followed by adaptation to the working environment (ENV) and adaptation to work (WORK), respectively. 2) Human (HRM) was measured with four observational variables. The highest weighted component was Recruitment and selection (RECRU), followed by Human Resource Development (HRD), Motivation (MOTI), and Retention (ANGA), respectively; (ITS2), followed by Happiness in the work assigned (ITS6) Willingness to work long term (ITS 1) Happiness in working in the organization (ITS5) Willingness for the organization to achieve its goals (ITS4).

**Table 3** Test results of path coefficient of factors affecting intention to stay at work of an electrical equipment manufacturer and distributor in Bangkok. and verifying the model's consistency with empirical data.

| Relationship |   | Unstandardized | Standardized | t      | P         | R <sup>2</sup> |
|--------------|---|----------------|--------------|--------|-----------|----------------|
|              |   | B              | S.E.         | Beta   |           |                |
| EMOSTAB      | → | -0.024         | 0.048        | -0.022 | -0.497    | 0.619          |
| EXTRA        | → | 0.343          | 0.109        | 0.229  | 3.134**   | 0.002          |
| OPEN         | → | -0.161         | 0.101        | -0.103 | -1.599    | 0.110          |
| AGREE        | → | 0.584          | 0.124        | 0.370  | 4.702***  | 0.000          |
| CONSC        | → | 0.520          | 0.146        | 0.351  | 3.567***  | 0.000          |
| HRM          | → | 0.160          | 0.068        | 0.135  | 2.349*    | 0.019          |
| ADP          | → | 0.756          | 0.062        | 0.879  | 12.254*** | 0.000          |

Chi-Square = 114.205, P = 0.67, Chi-Square/DF = 1.228, GFI = 0.943,  
CFI = 0.992, RMSEA = 0.034



**Figure 2** The results of the analysis of rational relationship patterns of personality, human resource management and work adaptability affecting the willingness to remain in the job of employees of a manufacturer and distributor of electrical equipment in Bangkok.

## CONCLUSIONS AND RECOMMENDATIONS

Causal relationship analysis of personality Human resource management and work adaptability affecting the willingness to remain in the job of employees of a manufacturer and distributor of electrical equipment in Bangkok. It was found to be consistent with the empirical data. It consists of factors of adaptation to work (ADP) that affect attention to work (TS), in which the components of work adaptation (ADP) are measured by 3 variables, the weight of the observed variables with values. the maximum is Employment at work (PEOPLE), and work intent (ITS) were measured with 6 variables. The factors that affect work adaptation (ADP)



consist of personality factors and human resource management factors (HRM). which is the side with the highest path coefficient, followed by responsibility (CONSC) and self-disclosure(EXTRA), respectively. Human resource management (HRM) variables that affect work adaptation (ADP) was measured with 4 observational variables, with the highest weighted observational variable being Human Resource Recruitment and Selection (RECRU)

#### Research Recommendations

1. Encourage coworkers to adjust to build company unity. Mentoring programs can provide faster advice than supervisors. Supporting employees' learning and productivity.
2. Personality testing can be used to attract and hire employees. Improve teamwork and coexistence.
3. Promote work adaption through human resource management. This will encourage ideal conduct. The working mechanism that fosters cooperation and a suitable work environment, and the place for interchange and learning.

### CONCLUSIONS AND RECOMMENDATIONS

I would like to sincerely thank Suan Sunandha Rajabhat University for all of their assistance with this research.

### REFERENCES

- [1] Baker, M. & Zuech, T. (2021). Gartner HR Research Reveals More Than Half of Employees have Experienced Significant Damage to Their Workforce Health Since the Start of the COVID-19 Pandemic. Retrieved November 9, 2021.
- [2] Fleaming, S. (2021). Survey: 40% of employees are thinking of quitting their jobs. Retrieved November 9, 2021.
- [3] Microsoft. (2021). Trend Index: Annual Report. The Next Great Disruption Is Hybrid Work – Are We Ready?. Retrieved November 9, 2021.
- [4] Srisuchari, S., Tangtipongkul, K., Aroonruengsawat, A., & Deesombun, T. (2018). Thailand Employment Trends in the Era of the Fourth Industry Revolution. Thammasat University Research and Consultancy Institute. Retrieved November 9, 2021, from <http://nlrc.mol.go.th/research/TGUPyC0.pdf>.
- [5] Flamholtz, E.G., Johanson, U., & Roslender, R. (2020). Reflections on the progress in accounting for people and some observations on the prospects for a more successful future. *Accounting, Auditing & Accountability Journal*, 33(8), 1791-1813.
- [6] Wantayanun, N. (2013). Factors Related to Intention to Stay at Work of Temporary Employed Registered Nurses, Hospitals in Sakonnakhon Province. Poompuenpol, N. (2016). Factors Influencing Employees' Retentions: A Case Study of Delmax Machinery Company Limited.
- [7] Muangrod, S. (2020). Guideline for Retaining Generation Y Staff in The Medium-Size Hotel Business in Bangkok. Master of Management, Graduate School of Tourism Management, National Institute of Development Administration.
- [8] Jarinto, K. (2017). Personality: Key Success to HR Management Using Hierarchical Linear Modeling, *RMUTT Global Business and Economics Review*, 12(2), 190-210.

- [9] Wongpinpech, P. (2014). Concept of work adjustment of newcomers in organization, *Life Sciences and Environment Journal*, 15(1), 45-54.
- [10] Sourdif, J. (2004). Predictors of nurses' intent to stay at work in a university health center. *Nursing and Health Sciences*, 6(1), 59-68.
- [11] Boyle, D. M., Bott, M. J., Hansen, H. E., Woods, C. Q., & Taunton, R. L. (1999). Manager leadership and critical care nurses' intent to stay. *American Journal of Critical Care*, 8(6), 361-371.
- [12] Mathis, R. L., & Jackson, J. H. (2004). *Human Resource Management*. Singapore: Thomson Learning.
- [13] Thongruang, B. (2019). Factors Influencing Retention of Personnel to Remain in The Organization: A Case Study of Thai PP-R Co., Ltd and Its Affiliates.
- [14] Bindulem, J. (2021). Factors Related to the Intention to Stay of Government Officers and Employees of the Songkhla Provincial Administration Organization.
- [15] Chew, J., & Chan, C.C.A. (2008). Human resource practices, organizational commitment and intention to stay. *International Journal of Manpower*, 29(6), 503-522.
- [16] Bindulem, J. (2021). Factors Related to the Intention to Stay of Government Officers and Employees of the Songkhla Provincial Administration Organization.
- [17] Sariwat, L. (2018). Why Is It Necessary to Adjust?, *Journal of Educational Administration and Supervisor*, 9(3), 7-17.
- [18] Siripunt, S. (2009). Factors Affecting to Task Adjustment of The Officers an Woranan Infotech Company Limited in Wangtonglang District, Bangkok. Master of Education degree, Educational Psychology, Faculty of Education, Srinakharinwirot University.
- [19] Na-nan, K. (2014). Influence of Personality Characteristics and Satisfaction on Work Adjustment of New Graduates. *Journal of Management Sciences*, 31(1), 39-67.
- [20] Sukuna, K. (2016). Work Adjustment Behavior of Small and Medium Enterprises of Workers in Pathum Thani Province after ASEAN Economic Community Integration. Master of Business Administration, International Business, Faculty of Business Administration, Rajamangala University of Technology Thanyaburi.
- [21] Pattanamas, Z., & Tresirichod, T. (2019). Factor effecting for Laos employee retention in multinational corporation (MNC) in LAO PDR, *Journal of Graduate School of Commerce- Burapha Review*, 14(1), 74-89.
- [22] Joralee, T. (2015). Big Five Personality Traits, Adversity Quotient, and Perceived Organizational Citizenship Behavior of Employees in a Small Power Producer Group. Master of Arts in Industrial, Faculty of Liberal Arts, Thammasat University.
- [23] McCrae, R. R., & Costa, P. T., Jr. (2008). The five-factor theory of personality. In O. P. John, R.W. Robins, & L. A. Pervin (Eds.), *Handbook of personality: Theory and research* (pp.159-181). New York: The Guilford Press.
- [24] Awais B. M., Mohamed B. M., Rageh I. A., & Pandiyan S. V. (2014). Effects of personality traits (big five) on expatriates adjustment and job performance, *Equality, Diversity and Inclusion*, 33(1), 73-96.

- [25] Musikasut, J. (2013). Factors of Personality and Job Characteristics Influencing Work Adaptation of Staff in the Auto Parts Industry. Master of Business Administration, General Management, Faculty of Business Administration, Rajamangala University of Technology Thanyaburi.
- [26] Yukuntawanitchai, T. (2017). Human Resource Management in New Economy, *Humanity and Social Science Journal Ubon Ratchathani University*, 8(1), 48-67.
- [27] Phoorungreung, C. (2017). Human Resource Management of Accounting Offices in Chiang Mai Province. Master of Business Administration, Business Administration, Faculty of Business Administration, Maejo University.
- [28] Sirimart, K., & Kongsawatkiat, K. (2013). Human resource management factors that influence the readiness of organization in the AEC: A case study of international (diploma) hotel management school, *Journal of finance investment marketing and Business management*. 3(4). 525-540.
- [29] Chayamarit, S. (2021). Human Resource Development to Accommodate the Public and Private Sector Organizations in the Digital Age, *Journal of Multidisciplinary in Humanities and Social Sciences*, 4(1), 38-50.
- [30] William, G. & Terence, R. (1981). *Organization theory: A structural and behavioral Analysis*. (4th ed.). New York: McGraw-Hill.
- [31] Musikasut, J. (2013). Factors of Personality and Job Characteristics Influencing Work Adaptation of Staff in the Auto Parts Industry. Master of Business Administration, General Management, Faculty of Business Administration, Rajamangala University of Technology Thanyaburi.
- [32] Jandeang, B., Bubpata, K., & Kosolkittiamporn, S. (2018). Human Resource Management Process, *Journal of Research and Development Institute Rajabhat Maha Sarakham University*, 5(1), 219-236.
- [33] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. (7th ed.). New York: Pearson Prentice-Hall.
- [34] Ivancevich, John M. (2001). *Human Resource Management*. (8th ed.). New York: McGraw-Hill.
- [35] Arbuckle, J. L. (2019). *IBM SPSS Amos 26 User's guide*. New York: IBM. Carmines, E., & Mclver, C. (1981). Analyzing models with unobserved variables: analysis of covariance structures. In G. W. Bohrnstedt, & E. F. Borgatta (Eds.), *Social measurement: Beverly Hills, CA: Sage Publications*.
- [36] Fornell, C., & Larcker, D. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50.