

HUMAN RESOURCE MANAGEMENT INNOVATION, INNOVATION CAPABILITIES, TALENT MANAGEMENT, LEADERSHIP STRATEGIC POLICY AND COMPETITIVE ADVANTAGES THAT AFFECT THE ORGANIZATIONAL EFFICIENCY OF ENTREPRENEURS SECURITY BUSINESS IN THAILAND

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Abstract

This study investigates the influence of human resource management, innovation capabilities, talent management, leadership, strategic policy, and competitive advantage on the organizational efficiency of security business entrepreneurs in Thailand. In today's competitive market, understanding the impact of these factors on business efficiency is essential for improving performance and fostering sustainable growth. By identifying key influences, the research offers practical insights to help entrepreneurs strengthen their organizations and enhance their competitiveness in the security sector. The adjusted structural equation model shows a good fit with the empirical data, confirming that the model is consistent and the parameter estimates are acceptable. The model reveals that human resource management (IH) impacts both competitiveness (CA) and organizational performance (OP). Moreover, innovation capability (IC), talent management (TM), leadership (LEA), and strategic policy (SP) each exert direct and indirect effects on competitiveness and organizational performance, supporting the model's alignment with the empirical data. Human resource management innovation, innovation capabilities, talent management, leadership, strategic policy, and competitive advantages—can significantly improve organizational efficiency in Thailand's security business. By focusing on these areas, entrepreneurs can develop a resilient and agile organization capable of thriving in a competitive landscape.

Keywords: Human Resource Management, Innovation Capabilities, Talent Management, Leadership Strategic Policy and Competitive.

1. INTRODUCTION

Currently, despite the increasing demand for service efficiency in the security industry in Thailand, the sector is facing a labor shortage and has not achieved its potential for growth (Aboramadan, 2020). The primary challenge lies in managing personnel, particularly the recruitment and retention of security guards for organizations (Afsar, 2020). Although more than 200 security guard positions were rotated in 2023, in addition to operating in compliance with the law, security businesses must also adhere to the Security Business Act B.E. 2558 (2015). This act outlines specific qualifications for hiring security guards, including the requirement for a security guard license (Alsafadi, 2021) From an entrepreneur's perspective, security guards represent vital human resources that require careful management. The loss of

trained security personnel not only affects service quality but also imposes recruitment, training, and development costs on the organization. Furthermore, the competitive landscape in the security service industry intensifies as companies vie for well-qualified and skilled employees who meet the standards necessary to support their business effectively. This competition can lead to strategies such as price reductions, which may negatively impact quality as a result of cost-cutting measures, thereby lowering the number of security guards and service quality (Beraldin, 2020). The rapid growth in the security sector has resulted in intense competition for both customers and high-quality security guards (Cherif, 2020). Data from the Department of Business Development reveals that most legally registered security service companies in Thailand have a registered capital of less than 5 million baht and relatively small workforces (Department of Business Development, 2023). As such, the majority of security service businesses in Thailand are classified as Small and Medium Enterprises (SMEs). Numerous studies have explored the competitive dynamics and operational efficiencies within SMEs in similar industries (Borah, 2004). Given these challenges, the researcher is interested in studying the impact of human resource management innovations, innovation capabilities, talent management, and competitive advantages on the operational efficiency of security businesses in Thailand. The goal is to provide insights for entrepreneurs in the security service sector, enabling them to apply these findings to enhance their decision-making processes, improve organizational efficiency, and increase their potential for success.

2. RESEARCH OBJECTIVES

- 1) To examine the levels of human resource management, innovation capability, talent management, leadership, strategic policies, competitiveness, and organizational efficiency among security business operators in Thailand.
- 2) To analyze the influence of human resource management, innovation capability, talent management, leadership, strategic policies, and competitiveness on the organizational efficiency of security business operators in Thailand.
- 3) To develop a model for enhancing the organizational efficiency of security business operators in Thailand.

3. METHODOLOGY

Population and Sample Scope

The population for this research comprises entrepreneurs, executives, and employees at the supervisory level who work in the Human Resources (HR) departments of security service establishments legally registered as juristic persons with the Ministry of Commerce. According to the database of the Department of Business Development (2023), there are 3,761 security service companies in Thailand. The researcher defines the target population as entrepreneurs, executives, and supervisory-level HR employees within these security service companies. The sample size is estimated based on a ratio of 1 observed variable to 20 respondents. A literature review identified 20 observable variables relevant to the structural equation model analysis

used in this research. Following the guidelines established by Natthayan Phatphisetwong (2013) and Hair et al. (2010), a sample size of 300-500 is considered adequate for this analysis. Therefore, the researcher has determined a sample size of 400 individuals to align with these standards for structural equation model analysis. For the qualitative sample, the researcher conducted in-depth interviews with entrepreneurs, executives, supervisors, and other HR personnel from 20 security service companies in Thailand, selected through purposive sampling. The collected data were analyzed through content analysis to support the discussion, data analysis, and hypothesis testing.

Scope of Variables

The variables in this research, derived from a literature review, are categorized into three types:

- **External Variables:** Human resource management, innovation capability, talent management, leadership, and strategic policy.
- **Intermediate (Transitive) Variable:** Competitive advantage.
- **Endogenous Variable:** Organizational efficiency of security service companies in Thailand.

Content Scope

This study investigates factors influencing the organizational efficiency of security service companies in Thailand, focusing on human resource management, innovation capability, talent management, and competitive advantage.

Time Scope

This research was conducted from June 2023 to May 2024.

Area Scope

The study was conducted within the geographic boundaries of Thailand.

4. RESULT

In this research, the researcher employed a mixed-method approach, combining both quantitative and qualitative research methods. Data collected were analyzed using a statistical software package designed for social science and demographic research. The results of the quantitative analysis were then explained in conjunction with qualitative findings, which were obtained through interviews with experts knowledgeable in the research topic. The research findings are presented as follows:

- 1) **Data Analysis and Verification:** This section covers the analysis of data collected using a measurement scale developed by the researcher.
- 2) **Presentation of Respondent Demographics:** This part provides demographic information about the respondents.
- 3) **Testing the Measurement Model:** This includes confirmatory factor analysis, hypothesis testing, and path analysis within the structural equation model.

To facilitate a clear understanding of the research findings, the researcher has defined the statistical values and symbols for each variable used in this study. The definitions of these symbols, which represent the variables, are provided in Table 1.

Table 1: Symbols and Abbreviations and Variable Definition

Symbols and Abbreviations	Variable Definition
IH	Human Resource Management
IC	Innovation Capability
TM	Talent Management
CA	Competitive Advantage
LEA	Leadership
SP	Strategic Policy
OP	Organizational Performance

Table 2: Observed Variables and Variable Definition

Observed Variables	Variable Definition
IH1	Recruitment
IH2	Rewards
IH3	Training
IH4	Engagement
IC1	Process
IC2	Product
IC3	Service
TM1	Talent Identification
TM2	Talent Development
TM3	Talent Retention
LE1	Directive Leadership
LE2	Supportive Leadership
LE3	Participative Leadership
SP1	Economics and Finance
SP2	Environment
SP3	Well-being
CA1	Quality
CA2	Price
CA3	Customer Delivery
CA4	Speed to Market
CA5	Product Development
OP1	Sales
OP2	Market Share
OP3	Profit
OP4	Management
OP5	New Product Rate

The following analysis presents the characteristics of direct influence, indirect influence, and overall influence within the path of influence from the causal latent variables to the dependent variables. This comprehensive examination enables a deeper understanding of how these variables interact and affect each other within the context of the research. The direct influence reflects the immediate effects of each causal variable on the dependent outcomes, illustrating

the strength and significance of these relationships. Conversely, the indirect influence captures the effects mediated through other variables, revealing the complexity and interconnectedness of the factors at play. Lastly, the overall influence aggregates both direct and indirect pathways, providing a holistic view of the impact that each latent variable has on the dependent variable. This framework is crucial for understanding the dynamics of organizational efficiency in the context of the security business in Thailand and serves as a basis for strategic decision-making.

Table 3: Standardized Component Loadings of Latent Variables Studied in the Model Using Confirmatory Factor Analysis

Variable	λ	S.E.	t	R ²
Human Resource Management (IH)				
Recruitment	0.80	-	-	0.64
Rewards	0.73	0.059	15.529***	0.53
Training	0.77	0.062	15.439***	0.59
Engagement	0.80	0.062	15.644***	0.64
Composite Reliability (pc): 0.858	Average Variance Extracted (pv): 0.601			
Innovation Capability (IC)				
Process	0.78	-	-	0.60
Product	0.92	0.064	18.030***	0.86
Service	0.76	0.061	15.895***	0.58
Composite Reliability (pc): 0.862	Average Variance Extracted (pv): 0.677			
Talent Management (TM)				
Talent Identification	0.83	-	-	0.68
Talent Development	0.73	0.062	14.683***	0.53
Talent Retention	0.85	0.068	15.909***	0.73
Composite Reliability (pc): 0.846	Average Variance Extracted (pv): 0.648			
Leadership (LEA)				
Directive Leadership	0.83	-	-	0.69
Supportive Leadership	0.78	0.059	15.926***	0.61
Participative Leadership	0.78	0.060	16.334***	0.61
Composite Reliability (pc): 0.839	Average Variance Extracted (pv): 0.635			
Strategic Policy (SP)				
Economics and Finance	0.92	-	-	0.84
Environment	0.87	0.042	22.845***	0.75
Well-being	0.72	0.045	16.687***	0.52
Composite Reliability (pc): 0.878	Average Variance Extracted (pv): 0.707			
Competitive Advantage (CA)				
Quality	0.70	-	-	0.49
Price	0.72	0.74	12.558***	0.52
Customer Delivery	0.71	0.81	12.204***	0.51
Product Development	0.77	0.82	13.237***	0.60
Composite Reliability (pc): 0.816	Average Variance Extracted (pv): 0.526			

Variable	λ	S.E.	t	R ²
Organizational Performance (OP)				
Sales	0.75	-	-	0.56
Market Share	0.72	0.071	12.761***	0.51
Profit	0.83	0.084	14.406***	0.68
Composite Reliability (pc): 0.811	Average Variance Extracted (pv): 0.590			

Notes:

- λ : Standardized loadings.
- S.E.: Standard Error.
- t: t-value; *** denotes significance at the $p < 0.001$ level.
- R²: Coefficient of determination indicating the proportion of variance explained by the model.
- pc: Composite Reliability, indicating the internal consistency of the latent variables.
- pv: Average Variance Extracted, reflecting the amount of variance captured by the construct.

Hypothesis Testing Results

The results of the hypothesis testing can be summarized and explained in detail as follows:

Hypothesis 1: The factors of human resource management influence the competitive advantage of security business entrepreneurs in Thailand. It was found that human resource management factors have a statistically significant influence on the competitive advantage of security business organizations in Thailand at the 0.05 level, with an influence coefficient of 0.166. This finding is consistent with the established hypothesis.

Hypothesis 2: The factors of human resource management influence the organizational performance of security business entrepreneurs in Thailand. It was found that human resource management factors have a statistically significant influence on the organizational performance of security business organizations in Thailand at the 0.05 level, with an influence coefficient of 0.144. This finding aligns with the established hypothesis.

Hypothesis 3: The factors of innovation capability influence the competitive advantage of security business entrepreneurs in Thailand. It was found that innovation capability factors have a statistically significant influence on the competitive advantage of security business organizations in Thailand at the 0.05 level, with an influence coefficient of 0.129. This finding is consistent with the established hypothesis.

Hypothesis 4: The factors of innovation capability influence the organizational performance of security business entrepreneurs in Thailand. It was found that innovation capability factors have a statistically significant influence on the organizational performance of security business organizations in Thailand at the 0.05 level, with an influence coefficient of 0.125. This finding aligns with the established hypothesis.

Hypothesis 5: The factors of talent management influence the competitive advantage of security business entrepreneurs in Thailand. It was found that talent management factors have a statistically significant influence on the competitive advantage of security business organizations in Thailand at the 0.05 level, with an influence coefficient of 0.107. This finding is consistent with the established hypothesis.

Hypothesis 6: The factors of talent management influence the organizational performance of security business entrepreneurs in Thailand. It was found that talent management factors have a statistically significant influence on the organizational performance of security business organizations in Thailand at the 0.05 level, with an influence coefficient of -0.099. This finding is conditionally consistent with the established hypothesis.

Hypothesis 7: The factors of leadership influence the competitive advantage of security business entrepreneurs in Thailand. It was found that leadership factors have a statistically significant influence on the competitive advantage of security business organizations in Thailand at the 0.001 level, with an influence coefficient of 0.310. This finding aligns with the established hypothesis.

Hypothesis 8: The factors of leadership influence the organizational performance of security business entrepreneurs in Thailand. It was found that leadership factors have a statistically significant influence on the organizational performance of security business organizations in Thailand at the 0.001 level, with an influence coefficient of 0.289. This finding is consistent with the established hypothesis.

Hypothesis 9: The factors of strategic policy influence the competitive advantage of security business entrepreneurs in Thailand. It was found that strategic policy factors have a statistically significant influence on the competitive advantage of security business organizations in Thailand at the 0.001 level, with an influence coefficient of 0.343. This finding aligns with the established hypothesis.

Hypothesis 10: The factors of strategic policy influence the organizational performance of security business entrepreneurs in Thailand. It was found that strategic policy factors have a statistically significant influence on the organizational performance of security business organizations in Thailand at the 0.05 level, with an influence coefficient of 0.149. This finding is consistent with the established hypothesis.

Hypothesis 11: The factors of competitive advantage have a direct positive influence on the organizational performance of security business entrepreneurs in Thailand. It was found that competitive advantage factors have a direct positive influence on the organizational performance of security business organizations in Thailand at the 0.01 level, with an influence coefficient of 0.237. This finding aligns with the established hypothesis.

Analysis of the Adjusted Structural Equation Model

After the researcher modified and developed the structural equation model (adjusted model) based on the hypotheses to align with empirical data, it was allowed that the variance of the standard error (θ) of the observed variables, in 10 pairs, could be correlated according to the

recommendations from the modification indices suggested by the statistical analysis program. It was found that the adjusted structural equation model is consistent with the empirical data at an acceptable level, as indicated by the fit index values as follows:

The fit indices of the adjusted structural equation model are as follows: the Chi-Squared (χ^2) value is 472.531 with 208 degrees of freedom (df), resulting in a p-value of 0.230. The ratio of Chi-Squared to degrees of freedom is 2.272. The Goodness of Fit Index (GFI) is 0.904, and the Normed Fit Index (NFI) is 0.908. The Incremental Fit Index (IFI) and Comparative Fit Index (CFI) both yield values of 0.946. Additionally, the Root Mean Square Residual (RMR) is 0.045, and the Standardized Root Mean Square Residual (SRMR) is 0.0467. The Root Mean Square Error of Approximation (RMSEA) is calculated at 0.056, with a p-value for close fit (PCLOSE) of 0.057. Finally, the Critical N (CN) is 205. These indices indicate a satisfactory fit of the model to the empirical data.

All fit statistics met the evaluation criteria. Based on these results, it can be concluded that the adjusted structural equation model fits the empirical data (model fit). Therefore, the parameter estimates in the adjusted structural equation model are sufficiently reliable for practical application. The researcher has presented the analysis results as shown in Figure 1 and detailed the comparison of the statistics with the defined benchmark values in Table 1

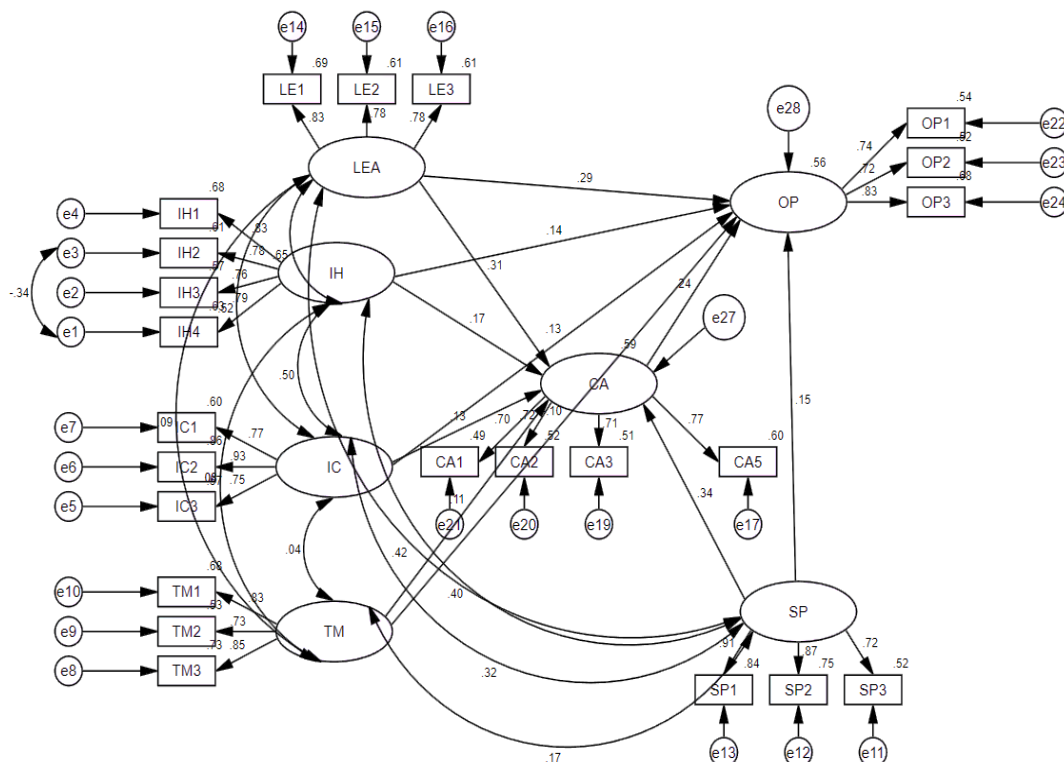


Figure 1: Results of the analysis of the revised structural equation model and its consistency with the empirical data are presented as standard scores

Table 4: Results of the comparison of the calculated statistical values with the standard criteria to check the consistency of the revised structural equation model with the empirical data

Criteria	Threshold Value	Model Statistics	Assessment
Chi-Squared (χ^2)	p-value \geq .05 (Bollen, 1989)	$\chi^2 = 472.531$, df = 208, p-value = .230	Pass
Relative χ^2 (χ^2/df)	≤ 5.00 (Loo & Thorpe, 2000)	2.272	Pass
RMSEA	$\leq .08$ (Hair et al., 1998)	0.056	Pass
PCLOSE (p-value for close fit)	$\geq .05$ (Browne & Cudeck, 1993)	0.057	Pass
RMR	$\leq .08$ (Hair et al., 1998)	0.045	Pass
SRMR	$\leq .05$ (Diamantopoulos & Siguaw, 2000)	0.048	Pass
GFI	$\geq .90$ (Kelloway, 2015)	0.904	Pass
NFI	$\geq .90$ (Diamantopoulos & Siguaw, 2000)	0.908	Pass
IFI	$\geq .90$ (Tanaka, 1993)	0.908	Pass
CFI	$\geq .90$ (Diamantopoulos & Siguaw, 2000)	0.946	Pass
CN	≥ 200 (Hoelter, 1983)	205	Pass

The indices indicate that the fit of the adjusted structural equation model aligns with empirical data. Based on the fit indices presented, it can be concluded that the adjusted structural equation model is compatible with the empirical data, and the parameter estimates in this model are considered acceptable. The improved structural equation model (adjusted model) reveals that the factors related to human resource management (IH) significantly influence competitive advantage (CA) and organizational performance (OP). Similarly, the factors of innovation capability (IC), talent management (TM), leadership (LEA), and strategic policy (SP) have both direct and indirect effects on competitive advantage (CA) and organizational performance (OP). This model is consistent with empirical data, and the details of the influence coefficients of the variables in the model are as follows:

- 1) Human resource management (IH) has a direct influence on competitive advantage (CA) with an influence coefficient of 0.166, significant at the 0.05 level.
- 2) Human resource management (IH) has a direct influence on organizational performance (OP) with an influence coefficient of 0.144, significant at the 0.05 level.
- 3) Innovation capability (IC) has a direct influence on competitive advantage (CA) with an influence coefficient of 0.129, significant at the 0.05 level.
- 4) Innovation capability (IC) has a direct influence on organizational performance (OP) with an influence coefficient of 0.125, significant at the 0.05 level.
- 5) Talent management (TM) has a direct influence on competitive advantage (CA) with an influence coefficient of 0.107, significant at the 0.05 level.
- 6) Talent management (TM) has a direct influence on organizational performance (OP) with an influence coefficient of -0.099, significant at the 0.05 level.

- 7) Leadership (LEA) has a direct influence on competitive advantage (CA) with an influence coefficient of 0.310, significant at the 0.001 level.
- 8) Leadership (LEA) has a direct influence on organizational performance (OP) with an influence coefficient of 0.289, significant at the 0.001 level.
- 9) Strategic policy (SP) has a direct influence on competitive advantage (CA) with an influence coefficient of 0.343, significant at the 0.001 level.
- 10) Strategic policy (SP) has a direct influence on organizational performance (OP) with an influence coefficient of 0.149, significant at the 0.05 level.
- 11) Human resource management (IH) has an indirect influence on organizational performance (OP) with an influence coefficient of 0.039, significant at the 0.05 level.
- 12) Innovation capability (IC) has an indirect influence on organizational performance (OP) with an influence coefficient of 0.031, significant at the 0.05 level.
- 13) Talent management (TM) has an indirect influence on organizational performance (OP) with an influence coefficient of 0.025, significant at the 0.05 level.
- 14) Leadership (LEA) has an indirect influence on organizational performance (OP) with an influence coefficient of 0.073, significant at the 0.001 level.
- 15) Strategic policy (SP) has an indirect influence on organizational performance (OP) with an influence coefficient of 0.081, significant at the 0.05 level.
- 16) Human resource management (IH) has a total influence on organizational performance (OP) with an influence coefficient of 0.184, significant at the 0.05 level.
- 17) Innovation capability (IC) has a total influence on organizational performance (OP) with an influence coefficient of 0.156, significant at the 0.05 level.
- 18) Talent management (TM) has a total influence on organizational performance (OP) with an influence coefficient of -0.074, significant at the 0.05 level.
- 19) Leadership (LEA) has a total influence on organizational performance (OP) with an influence coefficient of 0.362, significant at the 0.001 level.
- 20) Strategic policy (SP) has a total influence on organizational performance (OP) with an influence coefficient of 0.231, significant at the 0.05 level.

The model developed reflects the factors influencing the performance of security businesses in Thailand, termed “2ICT-LOS.” From the development of the structural equation model using empirical data and subsequent testing, the researcher has taken the most complete version of the developed model to create a framework that can be referenced and used as a guideline for strategizing or policymaking in similar business contexts to enhance overall organizational effectiveness. After developing the model, the researcher consulted with 20 experts who have stakes or involvement in managing businesses in the studied context to gather their insights and verify the appropriateness of the model. This collaboration led to the naming of the model

as “2ICT-LOS MODEL.” This 2ICT-LOS MODEL framework serves as a guide for managers and stakeholders to apply it for enhancing their organizations' capabilities through excellent operations. It emphasizes considering the factors selected and studied for their relationships, which include human resource management, innovation capability, talent management, competitive advantage, leadership, and strategic policy—essential components for improving the performance of security businesses in Thailand. When all these elements are combined, they create a model that channels influence toward increasing the performance level of security businesses within the Thai context, as illustrated in Figure 2

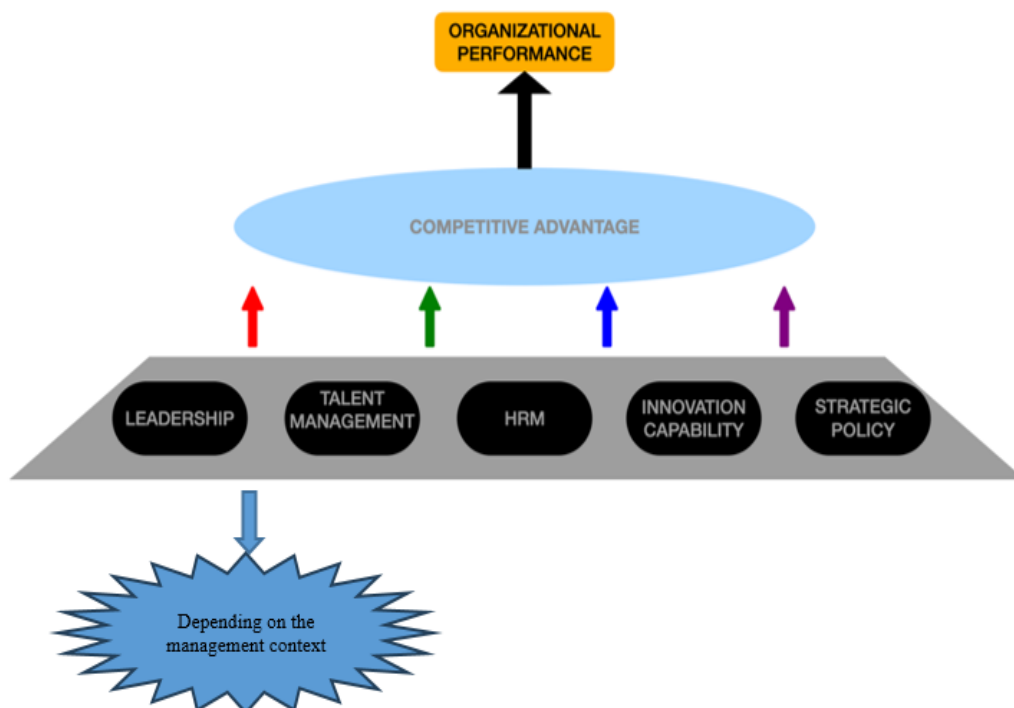


Figure 2: 2ICT-LOS MODEL

The **2ICT-LOS MODEL** developed from the study examines the influence among multiple factors that affect the performance of security businesses within the context of Thailand.

5. CONCLUSION

In Thailand's security business sector, effective management of human resources, innovation capabilities, and talent is essential for achieving competitive advantages and enhancing organizational efficiency. Each of these elements plays a pivotal role:

- 1) Human Resource Management Innovation:** Innovative HR practices can improve employee engagement, retention, and productivity, leading to better organizational performance. Emphasizing training and development helps align employee skills with the evolving demands of the security industry.

- 2) **Innovation Capabilities:** Organizations that foster a culture of innovation can adapt to changes and challenges more effectively. This adaptability contributes to maintaining a competitive edge and improving service delivery.
- 3) **Talent Management:** Strategic talent management ensures that the right individuals are recruited, developed, and retained. Effective talent management practices lead to a skilled workforce that can drive operational efficiency and customer satisfaction.
- 4) **Leadership:** Strong leadership is critical in guiding organizations toward their strategic goals. Effective leaders inspire teams, promote a culture of accountability, and facilitate communication, which enhances overall organizational efficiency.
- 5) **Strategic Policy:** Clear and coherent strategic policies guide organizations in decision-making and resource allocation. A well-defined strategy helps align operational activities with long-term objectives, driving efficiency and competitiveness.
- 6) **Competitive Advantages:** Leveraging unique strengths and capabilities allows organizations to differentiate themselves in the marketplace. Building on competitive advantages enhances brand reputation and customer loyalty.

The **2ICT-LOS MODEL** provides a strategic framework for enhancing the performance of security businesses in Thailand. It underscores the importance of integrating human resource management, innovation capability, talent management, leadership, and strategic policy into organizational practices.

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