THE DEVELOPMENT OF TALENT ACQUISITION PROCESS IN INDUSTRIAL BUSINESS SECTOR TO COPE WITH DIGITAL TECHNOLOGY CHANGE

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ARTICLE INFO	ABSTRACT
	Purpose: The aim of this study is to examine the variable factor of the development of talent acquisition process in industrial business sector to cope with digital technology change and develop a structural equation model. **Theoretical framework:** The Scientific Management Principles of Frederick Winslow Taylor (1895). Use scientific principles to recruit, train, coach, and develop employee skills. Learn new ways of working. **Design/methodology/approach:** The mixed research methodology was employed by starting with qualitative research based on in-depth interviews with nine experts to create tools for quantitative research and conducting a group discussion with 11 experts to find a consensus on the model of this research. **Findings:** The developed structural equation model analysis showed that it was under the empirical data and passed the SEM evaluation criteria with CMIN-ρ (0.075), CMIN/DF (1.146), GFI (0.96), and RMSEA (0.017) at the statistically significant difference of 0.05. **Research, Practical & Social implications:** The research benefits developing procedures for recruiting and selecting qualified individuals to work with the organisation to gain economic advantages in Thailand and the global.

O DESENVOLVIMENTO DO PROCESSO DE AQUISIÇÃO DE TALENTOS EM SETOR DE NEGÓCIOS INDUSTRIAIS PARA LIDAR COM A MUDANÇA DE TECNOLOGIA DIGITAL

RESUMO
Objetivo: O objetivo deste estudo é examinar o fator variável do desenvolvimento do processo de aquisição de talentos no setor empresarial industrial para lidar com a mudança da tecnologia digital e desenvolver um modelo de equação estrutural.

Enquadramento teórico: Os Princípios de Gestão Científica de Frederick Winslow Taylor (1895). Use princípios científicos para recrutar, treinar, treinar e desenvolver as habilidades dos funcionários. Aprenda novas formas de trabalhar.

Design/metodologia/abordagem: A metodologia de pesquisa mista foi empregada começando com pesquisa qualitativa baseada em entrevistas em profundidade com nove especialistas para criar ferramentas para pesquisa

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quantitativa e conduzindo uma discussão em grupo com 11 especialistas para encontrar um consenso sobre o modelo desta pesquisa.

Resultados: A análise do modelo de equação estrutural desenvolvido mostrou que estava abaixo dos dados empíricos e passou nos critérios de avaliação SEM com CMIN-ρ (0,075), CMIN/DF (1,146), GFI (0,96) e RMSEA (0,017) no estatisticamente diferença significativa de 0,05.

Pesquisa, implicações práticas e sociais: A pesquisa beneficia o desenvolvimento de procedimentos para recrutamento e seleção de indivíduos qualificados para trabalhar com a organização para obter vantagens econômicas na Tailândia e no mundo.

Palavras-chave: Percepção de Dados, Seleção Centrada, Característica do Seletor, Tecnologia e Inovação, Modelo de Equação Estrutural.

EL DESARROLLO DEL PROCESO DE ADQUISICIÓN DE TALENTO EM SECTOR EMPRESARIAL INDUSTRIAL PARA HACER FRENTE AL CAMBIO DE TECNOLOGÍA DIGITAL

RESUMEN

Propósito: El objetivo de este estudio es examinar el factor variable del desarrollo del proceso de adquisición de talento en el sector empresarial industrial para hacer frente al cambio de tecnología digital y desarrollar un modelo de ecuación estructural.

Marco teórico: Los Principios de la Administración Científica de Frederick Winslow Taylor (1895). Utilice principios científicos para reclutar, capacitar, asesorar y desarrollar las habilidades de los empleados. Aprende nuevas formas de trabajar.

Diseño/metodología/enfoque: se empleó la metodología de investigación mixta comenzando con una investigación cualitativa basada en entrevistas en profundidad con nueve expertos para crear herramientas para la investigación cuantitativa y realizando una discusión grupal con 11 expertos para encontrar un consenso sobre el modelo de esta investigación.

Hallazgos: El análisis del modelo de ecuaciones estructurales desarrollado mostró que estaba por debajo de los datos empíricos y pasó los criterios de evaluación SEM con CMIN-ρ (0.075), CMIN/DF (1.146), GFI (0.96) y RMSEA (0.017) en el nivel estadístico. diferencia significativa de 0,05.

Implicaciones de investigación, prácticas y sociales: la investigación beneficia el desarrollo de procedimientos para reclutar y seleccionar personas calificadas para trabajar con la organización para obtener ventajas económicas en Tailandia y en el mundo.

Palabras clave: Perspectiva de Datos, selección Centrada, Característica del Selector, Tecnología e Innovación, Modelo de Ecuación Estructural.

INTRODUCTION

Thai industries face a lack of labour in the total labour market, which continuously decreases yearly. The employment rate in Thailand has decreased continuously from 2013 to 2021, as presented in Table 1. Manufacturing workers receive wages inconsistent with their productivity, one of the factors resulting from working resignation (Ministry of Labour, 2022). Furthermore, IMD World Competitiveness Yearbook 2021 reported that Thailand's labour productivity is less developed than other countries. (Carsten, 2006). In the high unemployment situation, the labour market has many workers needing work, creating competition among the vacant workers. Hence, this situation might be an ample opportunity for organisations to find quality candidates (Dimple et al., 2018; Deloitte, 2017). Human resources are considered the first production factor that must be considered. However, the new generation prefers to work

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freelance by working more freely because the work takes a short period; the result can be completed quickly and can change jobs easily (Napathorn, 2022). In addition, most of the population can access the internet more, so the business organisation must use this opportunity to benefit by using internet technology to reach people. Sign up quickly and get better performance. (Dimple et al., 2018; Deloitte, 2018). This research, therefore, aimed to study the development of talent acquisition process in industrial business sector to cope with digital technology change. In addition, the research benefits developing procedures for recruiting and selecting qualified individuals to work with the organisation to gain economic advantages in Thailand and the global.

RESEARCH OBJECTIVE

1. To study the variable factors of the development of talent acquisition process in industrial business sector to cope with digital technology change.

2. To develop a structural equation model for proving the development of talent acquisition process in industrial business sector to cope with digital technology change.

LITERATURE REVIEW

Understand the Talent Employee

Employees are critical in a business where the need for continuous investment and development aligns with corporate strategies, such as skill assignments and various knowledge required in the changing environment (Taylor, 1895; Deloitte, 2019; Balcerzak, 2016). Employee skills can effectively contribute to an organisation (Ras et al., 2017); skills still be primary factors and with continued importance, including cognitive abilities and complex problem-solving skills (Aulbur & Bigghe, 2016). Developing employees to become accustomed to the environment and turning behaviours back into challenges can enable employees to stay in the organisation (Strzepek, 2018). People interaction skills enable people to interact effectively with internal and external people. In addition, in terms of learning, it helps quality people to adapt and work together (Deloitte, 2017). Talking about compensation today is more acceptable than in the past (Ksorn ferry consultant, 2019). Hence, an organisation will be able to attract applicants to apply for a job and must understand people from different generations. For example, generation Z is more interested in compensation than the millennials

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and generation X. Meanwhile, the workers in the generation of baby boomers are more interested in work obligations than money.

Nevertheless, it is undeniable that compensation information affects decision-making; the millennial generation, the Y-generation, is highly flexible and autonomous (Wilkins, 2012). Therefore, the employment of people in millennials and generation Y will have the working styles suitable for working on a project-based contract. In addition, the organisation must have a way to attract candidates, such as corporate branding (Taneja, 2015; Karacay, 2018).

Data Insight

Data insight refers to the analysis of the specific qualifications of each job position that the organisation needs in the present times. The organisation must; (1) gather various employee information, search for applicant information, and then share necessary information with those responsible for recruiting. (2) Search sources to find diverse candidates, estimate recruitment costs, and select appropriate schedules. (3) Set clear and open guidelines for recruitment and selection. (4) Gather applicant requirements, keep candidate personal information confidential and secure by limiting access to applicant information, and (5) Set a contingency plan to handle the lack of candidates under required qualifications. Moreover, the critical issue is that the notification of applicants results in different steps. Today's personnel must be specialised in positions directly impacting a company's financial results (Zojceska, 2018).

Employees are diverse and then accept the diversity and differences of people in the organisation resulting in business success. (Businesswise, 2019) mentioned that the applicant data collection, sorting properties and characteristics of quality people in each job category and job description by making the qualifications of people more suitable for the job. Considering employee satisfaction in the job and increasing their skills that affect work needs can increase work efficiency (Achmad, 2023; Qaralleh, 2023), which is regarded as a matter of taking advantage of quality people (Wilkins, 2012). In communicating information, the organisation should use mixed communication and influenced communication through advertising media. Direct marketing public relations, or websites, are essential to increase satisfying connections between stakeholders and optimise communication impact. In addition, to increase the

company's value, entrepreneurs should consider using business process automation through technology and an analytical perspective in data integration (Sukhawatthanakun, 2022).

Selection Centric

Selection centric refers to searching for personnel with knowledge, abilities, skills, attitudes, and interest in the position. Furthermore, most importantly, it must be suitable for the organisation's desired job. To get good personnel and work for the organisation effectively (Yingsombat, 2017). An effective personnel selection method is to acquire personnel with knowledge and competence. Be well-behaved and suitable for various organisation positions in the digital technology age. Two recruitment methods are commonly used: internal and external (Choochuay, 2013). Organisations may need to consider factors and approaches to help improve the recruitment process, such as identifying a talent pool and high potential within the organisation.

Choosing the right person for the position does not just consider technical competency. Nevertheless, one must look at other skills, including team management, to quickly learn to manage change abilities or soft skills (Fischer & Partners Executive Recruitment, 2020). The applicant Tracking System is designed to reduce recruiters' workload, saving time(Deloitte, 2017). This system eliminates the need to read individual candidate profiles like in the past because managing candidate information in each step is more convenient. The efficient system also reduces the organisation's cost by reducing paperwork which leads to an overall increase in applicant satisfaction (Adecco, 2020). Create a positive experience for candidates after the rejection or hiring (Smart Recruiters, 2019). Many organisations are trying to find ways to present and create a good experience, creating a unique corporate image to reach a wide range of candidates by creating a more comprehensive channel of access to candidates (Miles & McCamey, 2018). Nowadays, online digital media is considered the medium that can attract applicants very well (Adecco, 2020)

Selector Characteristic

Selector Characteristic refers to the unique characteristics of the person who responds to recruiting personnel for the organisation. The organisation must acquire knowledgeable, competent, well-behaved personnel is suitable for various positions in the digital technology era. Recruiters must understand and be able to approach candidates' needs. To create a good experience, recruiters and selectors must create a good image for the organisation through

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various application processes (Onishuk, 2017). Knowledge of analysing individual applicants, using social media, and communicating with candidates is crucial for creating a positive candidate experience. This practice includes knowing how to use the tools to appropriately determine the selection of applicants to reduce the problem of getting candidates that are not suitable for the organisation, reduce the turnover rate and reduce the cost that organisations incur from inefficient recruitment (Thongkhachoke, 2008). In addition, knowledge and skills in technology create expertise in the job (Deloitte, 2018).

Technology and Innovation

Technology and innovation refer to using technology and innovation to help facilitate the recruitment process with accuracy (Singh, 2021), convenience, and speed efficiency. SAP, ERP, artificial intelligence (A.I.), internet, social media real-time data sharing on cloud computing through the Internet of Things (IoT) according to international standards, current work processes need to focus on technology and innovation (Deloitte, 2018; Poungsuwan, 2022) Nowadays, technology has played an essential role in people's communication. Forms of applying for jobs and finding jobs have also changed (Adeco, 2020). Making the system faster requires developing and improving the work of the recruitment team. Furthermore, managers in each line of work (Line Manager) to be more flexible (Bytecrunch Technologies, 2020) to meet the needs of modern people where everything social media is used to apply for jobs such as Facebook, Twitter, or LinkedIn (Scoutout. co, 2020).

HYPOTHESES

The researcher formulated the theoretical research assumptions from the research objectives and related literature, which can be summarised into six research hypotheses, as shown in Figure 1.

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Figure 1 Research hypotheses and conceptual framework
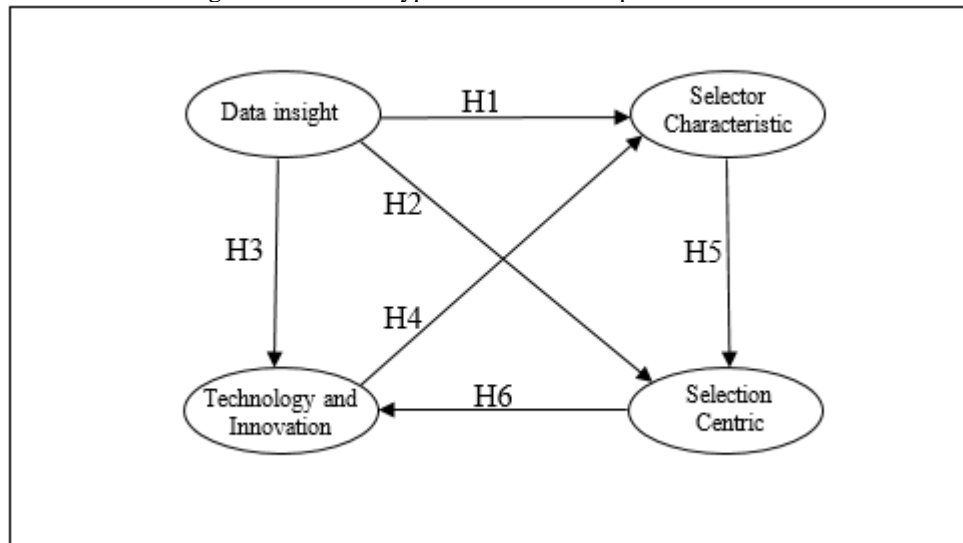
Source: Prepared by the authors (2023).

H1: 'Data Insights' latent variable directly influences the 'Selector Characteristic' latent variable. (Eckhardt et al., 2014; Hamilton & Sodemanb, 2020(

H2: 'Data Insights' latent variable directly influences the 'Selection Centric' latent variable. (Wilkins, 2012; Pouryazdan et al., 2017; Hamilton & Sodemanb, 2020(

H3: 'Data Insights' latent variable directly influences the 'Technology and Innovation' latent variable. (Rodrigues & Martinez, 2020; Poungsuwan, 2022)

H4: 'Technology and Innovation' latent variable directly influences the 'Selector Characteristic' latent variable. (Rodrigues & Martinez, 2020; Ghosh, 2021)

H5: 'Selector Characteristic' latent variable directly influences the 'Selection Centric' latent variable. (Lo et al., 2015; Potočnik et al. 2021)

H6: 'Selection Centric' latent variable directly influences the 'Technology and Innovation' latent variable. (Kaewmanee & Chiyachantana, 2018; Rodrigues & Martinez, 2020; Husna et al., 2021)

RESEARCH METHODOLOGY

This research is a mixed-methodology research consisting of 3 steps: a qualitative research using in-depth interviews, quantitative research techniques, and qualitative research using the focus group method; details are as follows.

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Qualitative Research

Qualitative research used in-depth interview techniques for collecting data. The sample group used in this research consisted of 9 experts using the purposive sampling method with the qualifications of experts criterion. The expert was divided into three groups: entrepreneurs or executives in industrial business organisations, government agencies and related agencies, and academics, with three persons per group. The structured interview with open-end questions followed the concept of four latent variables reviewed from theory and literature. The four latent variables are (1) Data Insight, (2) Selection Centric, (3) Selector Characteristic and (4) Technology and Innovation. After the in-depth interview finishing, the researchers summarised all interview content and constructed the questionnaire as a quantitative research tool for the following step.

Quantitative Research

Quantitative research used survey techniques. Five experts evaluated the questionnaire's content and assessed the manuscript. First, item objective congruence (IOC) analysis was used to evaluate these variables for the index of the relevant objective or content, and the results showed a range of 0.60–1.00 (acceptable criteria at >0.50). Then, the researcher distributed 30 questionnaires as try-out sets to a similar target sample group (Silpcharu, 2021). Finally, using the SPSS programme: version 24.0 to analyse the try-out data, the discrimination for checklist question items was 0.55-0.91, and rating-scale question items were 0.46-0.86 (accepted criteria at >0.30). Furthermore, the reliability of 100 variables in four latent variables for the try-out questionnaire analysed from Cronbach's Alpha statistic showed 0.99 (accepted criteria at >0.80). Therefore these statistical results indicated that the questionnaire met all standard criteria; then, the questionnaire was suitable for collecting the survey research.

The samples were determined from 2,184 businesses that received the Department of Labor Protection and Welfare award in 2017-2021 (Ministry of Labour's Thailand, 2022). The industry sector complies with the Ministerial Regulations on the number of employment and investment value. Small and medium-sized industrial businesses must employ workers of not more than 200 people and have an investment value of not over 200 million baht. On the other hand, large industrial businesses must employ workers of more than 200 people and have an investment value of higher than 200 million baht.

Determining the sample size using the criteria of the compositional analysis type research or structural equation model has defined the size of 500 very good samples. A multi-

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step sampling method (Silpcharu, 2018) consists of cluster sampling procedures. The industrial business is divided into two sizes: small and medium-sized industrial businesses and large industrial businesses. Use probability-based sampling by lottery method and collect data from the sample.

The collected data from questionnaires of 500 samples were analysed using the SPSS programme: version 24.0 for descriptive statistics and reference statistics employed in the hypotheses testing. Finally, the AMOS programme: version 24.0, was obtained to analyse the developed structural equation model as multivariate statistics testing.

Qualitative Research

Qualitative research used focus group discussion techniques. The researchers intended to use this technique to confirm the developed structural equation model and research results of this research; experts in the industrial sector used a purposive sampling method with selection criteria qualifications of experts. Then, 11 well-known executive persons in businesses were selected to join the focus group meeting discussion. Finally, the researchers summarised the discussion content as a recommendation for adjusting the research report.

RESULT AND DISCUSSION

The analysis results show the importance of the development of talent acquisition process in industrial business sector to cope with digital technology change supporting changes to the digital technology era.

The Importance Level of the Latent Variable

Research results found that the development of talent acquisition processes in the industrial business sector to cope with digital technology change, in overall mean, was at a high level with a mean of 4.34. When analysing the level of importance in each element, the importance level could be prioritised as follows. (1) 'Selector Characteristic' latent variable had a mean of 4.36. (2) 'Selection Centric' latent variable had a mean of 4.34. (3) 'Data Insight' latent variable had a mean of 4.33 (S.D.=0.47), and last, (4) 'Technology and Innovation' latent variable had a mean of 4.33 (S.D.=0.48), respectively, as shown in Table 1.

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Table 1 The importance level of the latent variable

The latent variable of the development of talent acquisition process in industrial business sector to cope with digital technology change	$\bar{X}$	S.D.	Importance Level
Overall	4.34	0.46	High
Data Insight	4.32	0.48	High
Selection Centric	4.34	0.50	High
Selector Characteristic	4.36	0.48	High
Technology and Innovation	4.33	0.50	High

Source: Prepared by the authors (2023).

The development of talent acquisition process in industrial business sector to cope with digital technology change classified by the size of industrial business, the results appear as follows: small and medium-sized businesses found the development of talent acquisition process in industrial business sector to cope with digital technology change as a whole is very important. It has an average of 4.34, and when analysing the importance level on a case-by-case basis, it is found that all aspects There is a high level of importance, in descending order, as follows: (1) 'Selector Characteristics' latent variable had a mean of 4.36. (2) 'Selection Centric' latent Variable has a mean of 4.34. (3) 'Data Insight' latent variable had a mean of 4.33 (S.D.=0.47), and (4) 'Technology and Innovation' latent variable had a mean of 4.33 (S.D.=0.48), respectively.

Large-sized businesses found the development of talent acquisition process in industrial business sector to cope with digital technology change, with an overall mean at a high level with a mean of 4.34. After analysing the importance level could rank in descending as follows: (1) 'Selector Characteristic' latent variable had a mean of 4.36. (2) 'Selection Centric' latent variable had a mean of 4.34 (S.D.=0.50). (3) 'Technology and Innovation' latent variable had a mean of 4.34 (S.D.= 0.51), and (4) 'Data Insight' latent variable had a mean of 4.31, respectively.

Table 2 The importance level of the latent variable classified by the size of the industrial business

The latent variable of the development of talent acquisition process in industrial business sector to cope with digital technology change	Small and Medium-size Businesses			Large-size Businesses		
	$\bar{X}$	S.D.	Importance Level	$\bar{X}$	S.D.	Importance Level
Overall	4.34	0.45	High	4.34	0.46	High
Data Insight	4.33	0.47	High	4.31	0.49	High
Selection Centric	4.34	0.49	High	4.34	0.51	High
Selector Characteristic	4.36	0.48	High	4.36	0.46	High
Technology and Innovation	4.33	0.48	High	4.34	0.51	High

Source: Prepared by the authors (2023).

The Structural Equation Model Analysis

The researcher then adjusted the model based on modification indices, as (Arbuckle, 2016) recommended. After considering the value of the results obtained from the AMOS program with theoretical principles, eliminate some inappropriate observational variables one by one until reaching a subject with all four standard statistical values. The structural equation model was modified entirely and harmonised with empirical data that the probability of chi-squares (CMIN-ρ) was 0.075 rather than 0.05. Relative chi-square (CMIN/DF) was 1.146, lower than 2.00. The goodness fit index (GFI) was 0.960, more than 0.90, and the root means square error of approximation (RMSEA) was 0.017, lower than 0.08. Therefore, it could be concluded that all four statistics passed the assessment criteria of the structural equation model, as shown in Table 3-4 and Figure 2.

Table 3 Statistical value after the model modification

Statistical Value	Standard Value	Before Modification	After Modification
1. CMIN-ρ (Chi-square probability)	> 0.05	0.000	0.075
2. CMIN/DF (Relative Chi-square)	< 2.00	2.087	1.146
3. GFI (Goodness of Fit Index)	> 0.90	0.664	0.960
4. RMSEA (Root Mean Square Error of Approximation)	< 0.08	0.047	0.017

Source: Prepared by the authors (2023).

Table 4 Statistical value of structural equation model after the model modification

| Variables | Estimate | | R^2 | Variance | C.R. | P |
	Standard	Unstandard				
Data Insight				0.21		
Selector Characteristic	0.46	0.48	0.81	0.04	3.64	***
Selection Centric	0.35	0.31	0.85	0.02	3.31	***
Technology and Innovation	0.58	0.52	0.79	0.04	4.13	***
Technology and Innovation				0.04		
Selector Characteristic	0.45	0.52	0.81	0.04	3.30	***
Selector Characteristic			0.81	0.04		
Selection Centric	0.59	0.50	0.85	0.02	4.98	***
Selection Centric			0.85	0.02		
Technology and Innovation	0.31	0.32	0.79	0.04	2.08	*
Data Insight				0.21		
DI1	0.68	1.00	0.47	0.24		
DI3	0.67	1.05	0.44	0.29	13.38	***
DI4	0.69	1.06	0.48	0.26	13.84	***
DI5	0.72	1.16	0.52	0.26	14.37	***
DI7	0.63	0.94	0.40	0.28	12.70	***
DI10	0.65	1.08	0.42	0.34	13.08	***
Selector Characteristic				0.04		
CH2	0.68	1.00	0.46	0.27		

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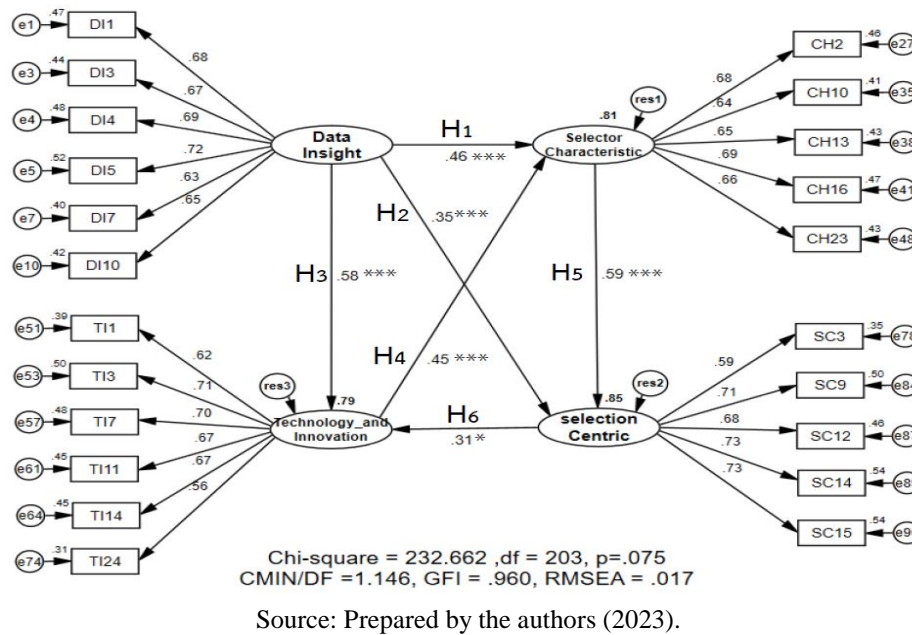|						
CH10	0.64	0.93	0.41	0.29	12.77	***
CH13	0.65	1.01	0.43	0.31	13.05	***
CH16	0.69	0.97	0.47	0.24	13.70	***
CH23	0.66	0.99	0.43	0.30	13.12	***
Selection Centric				0.02		
SC3	0.59	1.00	0.35	0.31		
SC9	0.71	1.34	0.50	0.29	12.26	***
SC12	0.68	1.14	0.46	0.25	11.94	***
SC14	0.73	1.46	0.54	0.29	12.59	***
SC15	0.73	1.40	0.54	0.28	12.56	***
Technology and Innovation				0.05		
TI1	0.62	1.00	0.39	0.27		
TI3	0.71	1.27	0.50	0.28	12.86	***
TI7	0.70	1.18	0.48	0.25	12.73	***
TI11	0.67	1.20	0.45	0.30	12.34	***
TI14	0.67	1.16	0.45	0.28	12.36	***
TI24	0.56	0.89	0.31	0.30	10.69	***

Source: Prepared by the authors (2023).

The evaluation of the structural equation modelling of the development of talent acquisition process in industrial business sector to cope with digital technology change. The 'Data Insight' latent variable directly influences the 'Selector Characteristic' latent variable with a standardised regression weight was 0.46 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.81, variance value was 0.04, directly influences the 'Selection Centric' latent variable; with a standardised regression weight was 0.35 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.85, variance value was 0.02, and directly influences the 'Technology and Innovation' latent variable with a standardised regression weight was 0.58 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.79, and the variance value was 0.04.

The 'Technology and Innovation' latent variable directly influences the 'Selector Characteristic' latent variable, with a standardised regression weight was 0.45 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.81, and the variance value was 0.04.

The 'Selector Characteristic' latent variable directly influences the 'Selection Centric' latent variable with a standardised regression weight was 0.59 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.85, variance value was 0.02.

The 'Selection Centric' latent variable directly influences the 'Technology and Innovation' latent variable with a standardised regression weight was 0.31 at a statistically significant of 0.05, multiple squared correlations value (R^2) was 0.79, the variance value was 0.04

Figure 2 The structural equation model after model modification in the standardised estimated mode

Chi-square = 232.662 ,df = 203, p=.075
CMIN/DF =1.146, GFI = .960, RMSEA = .017

Source: Prepared by the authors (2023).

'Data Insight' latent variable; there are six numbers, arranged in descending order by a standardised regression weight as follows (1) Observe variables; Study and collect rules and regulations on labour management of the government sector and relevant agencies to determine the correct recruitment guidelines (DI5); with a standardised regression weight was 0.72 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.52, and the variance value was 0.26. (2) Observe variable; Analyse in-depth details of candidates from direct and indirect sources (DI4); with a standardised regression weight was 0.69 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.48, and the variance value was 0.26. (3) Observe variable; Analyse to find the specific qualifications of each job position that the organisation needs in the present day (DI1); with a standardised Regression Weight was 0.68 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.47, and the variance value was 0.24. (4) Observe variable; Analyse situations outside the organisation, both opportunities and obstacles, to be guidelines for finding opportunities and preventing obstacles in recruiting quality personnel in the digital technology era (DI3); with a standardised regression weight was 0.67 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.44, and the variance value was 0.29. (5) Observe variable; determines the applicant's qualifications following the position (DI10); with a standardised regression weight was 0.65 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.42, and the variance value was 0.34. Finally, (6) Observe variable: Study public relations media that applicants are interested in looking for a job (DI7);

with a standardised regression weight was 0.63 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.40, and the variance value was 0.28.

'Selector Characteristic' latent variable; five numbers were arranged in descending order by a standardised regression weight as follows (1) Observe variable; Work time appropriate to assigned tasks (CH16); with a standardised regression weight was 0.69 at a statistically significant of 0.001. multiple squared correlations value (R^2) was 0.47; the variance value was 0.24 2) Observe variable; Honesty and honesty in operations and fairness in recruiting personnel (CH2); with a standardised regression weight was 0.68 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.46, and the variance value was 0.27. (3) Observe variable; More ability to search for the panel's talents was within candidates (CH23); with a standardised regression weight was 0.66 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.43, and the variance value was 0.30. (4) Observe variable; Have empirical work that was accepted by colleagues (CH13); with a standardised regression weight was 0.65 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.43, the variance value was 0.31, and (5) Observe variable; Experienced in recruiting (CH10); with a standardised regression weight was 0.64 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.41, and the variance value was 0.29.

'Selection Centric' latent variable; there were five numbers, arranged in descending order by a standardised regression weight as follows (1) Observe variable; Specify a timeline in the recruitment process that was not too late or too early (SC15); with a standardised regression weight was 0.73 (C.R.=12.59) at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.54, and the variance value was 0.28. (2) Observe variable; Set procedure that clearly describes the details of the recruitment and recruitment process (SC14); with a standardised regression weight was 0.73 (C.R.=12.56) at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.54, and the variance value was 0.29. (3) Observe variable; Use recruitment services from the public and private sectors (SC9); with a standardised regression weight was 0.71 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.50, and the variance value was 0.29. (4) Observe variable; Develop application design that was easy to understand, comprehensive and up-to-date (SC12); with a standardised regression weight was 0.68 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.46, and the variance value was 0.25, and (5) Observe variable; Determine procedures for recruiting personnel following rules, regulations, and

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correct practices of the government and relevant agencies (SC3); with a standardised regression weight was 0.59 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.35, and the variance value was 0.31.

'Technology and Innovation' latent variable there were six numbers, arranged in descending order by a standardised regression weight as follows (1) Observe variable; Using artificial intelligence to search candidate information from documents online admissions (TI3); with a standardised regression weight was 0.71 at a statistically significant 0.001, multiple squared correlations value (R^2) was 0.50, and the variance value was 0.28. (2) Observe variable; Applicant data was stored with a cloud system for easy retrieval (TI7); with a standardised regression weight was 0.70 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.48, and the variance value was 0.25. (3) Observe variables; Bring online platforms to help find potential candidates such as LinkedIn (TI14); with a standardised regression weight was 0.67 (C.R.=12.36) at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.45, and the variance value was 0.28. (4) Observe variable; Profession to control, supervise and support the use of technology correctly (TI11); with a standardised regression weight was 0.67 (C.R.=12.34) at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.45, and the variance value was 0.30. (5) Observe variable; Develop and design an effective website to publicise recruitment (TI1); with a standardised regression weight was 0.62 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.39, the variance value was 0.27, and (6) Observe variable; Choose online media that was reliable, accurate, and up-to-date (TI24); with a standardised regression weight was 0.56 at a statistically significant of 0.001, multiple squared correlations value (R^2) was 0.31, and the variance value was 0.30.

DISCUSSION

Key issues identified from the research on the development of the talent acquisition process in the industrial business sector to adapt to digital technology changes are discussed below. The researchers have reviewed relevant research papers to support or contradict these findings and have proposed solutions for five main items as follows:

Based on the hypothesis testing results, the 'Selector Characteristic' latent variable directly influenced the 'Selection Centric' latent variable with a standardised regression weight of 0.59. Recruiters play a crucial role in the talent acquisition process. They are responsible for effectively communicating with applicants through job advertisements, providing preliminary

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selection results, scheduling interviews, and notifying candidates of job application outcomes. This demonstrates that recruiters are involved in every step of the recruitment process. Therefore, recruiters must continually develop themselves, especially in conducting behavioral job interviews. These interviews, also known as behavior-based job interviews, focus on revealing how an applicant's past performance can be used to predict their future behavior or performance in a new role. Recruitment should focus on assessing an applicant's skills, knowledge, ability, and motivation, as suggested by Thongkhachoke (2008). This is consistent with D'Alleo's (2011) research, which found that recruitment officers should possess the necessary skills to manage the process, such as practical evaluation skills. Recruiters must be unique and highly professional, demonstrating good interpersonal and communication skills, as well as an understanding of the organisation's work reality and characteristics. The performance of different skills was found to be significantly correlated, and similarities were observed between the two groups of professionals, showcasing a structure consistent with the psychology profession. Research by Backhaus and Tiko (2004) suggested that managers' loyalty and support for the brand could enhance employee brand commitment. Moreover, as the results indicate, external communication also significantly impacts employees' loyalty. As a result, it is advisable for companies to develop a balanced strategy for brand management that encompasses human resources, marketing, and employee supervision. By adopting a more holistic approach across all organisational departments, employees can enjoy a better brand experience, which, in turn, leads to an improved brand experience for customers. To ensure significant external brand equity, substantial internal brand equity can be leveraged. Girum (2022) found that organisational transformation instills employees with a sense of commitment to the success of the social enterprise, helping shape organisational culture and creating a work environment that fosters a sense of co-ownership. This includes encouraging individuals to participate in determining the organisation's policies and direction, promoting cooperation and shared goals.

(2) The results of hypothesis testing revealed that the 'Data Insight' latent variable directly influences the 'Selection Centric' latent variable with a standardised regression weight of 0.846 at a statistically significant level of 0.001. This outcome demonstrates, through empirical data, that personal characteristics of internal systems and challenges of the external environment make recruitment a complex and resource-intensive business process. The recruitment process in any company is of utmost importance, given the significance of human capital as a strategic resource. By analysing the recruitment process at Company Z in depth,

this study aims to provide practical advice and lay the groundwork for further research in practice. We recommend using a systematic data-driven approach to ensure comprehensive information is gathered through data orchestration, ultimately facilitating business processes.

The results of hypothesis testing revealed that the 'Data Insight' latent variable directly influences the 'Selection Centric' latent variable with a standardised regression weight of 0.846 at a statistically significant level of 0.001. This demonstrates, through empirical data, that personal characteristics, internal systems, and challenges of the external environment make recruitment a complex and resource-intensive business process. The recruitment process in a particular company is of high quality. By recognising the importance of human capital as a strategic resource and analysing the recruitment process at Companies Z, we have gathered insights to provide practical recommendations and lay the groundwork for further research in practice. We recommend adopting a systematic, data-driven approach to ensure comprehensive data insights through the aggregation of data to facilitate business processes (Tsarenko & Krishnamurthy, 2021).

Furthermore, the result is consistent with Yadav et al.'s study (2021), which found that enabling the recruitment and selection process and providing enterprise-level support for proper knowledge management processes are crucial. The effectiveness of the recruitment and selection process is a well-known tool that significantly contributes to organisational development and improves the overall effectiveness of the recruitment process.

Sourcing and selection of corporate support, as well as the opinions of recruiters, have shown a relationship between independent variables in organisational development. This is consistent with Hamilton & Sodemanb's study (2020), which investigated the opportunities and challenges of using big data analytics for human resource management strategies, primarily focusing on job applicant screening and strategic human capital management. Being able to handle big data analytics has enabled HR departments to enhance the company's overall performance. Big data can help explore new data sources that assess employee performance in real-time, enabling the identification and development of knowledge that impacts company performance and enhances the company's potential. However, to ensure the success of extensive analysis in HR, regulatory and ethical challenges must also be addressed. These challenges include privacy concerns and, in Europe, compliance with the General Data Protection Regulation (GDPR). In this context, we discuss how big data analytics can facilitate strategic transformation within HR and the organisation as a whole.

CONCLUSION

This research aimed to study the variable factor of the development of talent acquisition process in industrial business sector to cope with digital technology change and develop a structural equation model. Research results, the development of the process of recruiting quality personnel in the industrial business sector supports the transformation into the digital technology era, prioritizing all four elements as follows. 1) Selector Characteristic 2) Selection 3) Technology and Innovation 4) Data Insight

THE LIMITATIONS OF THE RESEARCH

This study is a study in the industrial sector of Thailand. Therefore, the application needs to change the context of each area and the characteristics of a population

SUGGESTIONS FOR FUTURE WORK.

Emphasis should be placed on studying the gaps between sectors, such as government, education, and private sectors, to create a process that raises awareness in all areas, making the development of recruiting high-quality personnel in the industrial business sector more efficient. By prioritising the transition into the digital technology era, the country's overall performance can create a competitive advantage on an international level, stemming from a strong, domestically developed innovation ecosystem that addresses the needs of all sectors.

The organisations should pay attention to the current obstacles and leading causes related to the structure and nature of their operations while developing the talent acquisition process. Simultaneously, organisations face challenges in understanding the core issues and compiling them for research planning and improving the standards of talent acquisition development in the industrial business sector to cope with digital technology changes.

The emergence of the new coronavirus strain in 2019 (COVID-19) has directly impacted the industrial sector, which operates under restrictions. As a result, there should be an emphasis on contingency planning in case of future uncertainties. The adaptation of all sectors should involve transitioning to online systems for maintaining efficient operational performance. By embracing new methods, they can create new opportunities in innovation, science, and technology. This will help develop the talent acquisition process in the industrial business sector to cope with digital technology change more efficiently.

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