


**GUIDELINES FOR EVALUATING THE FAIR PERFORMANCE OF PERSONNEL IN THE
MANUFACTURING AND SERVICE BUSINESS SECTOR**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 22 May 2023</p>	<p>Purpose: This study aimed to investigate a fair method for evaluating employee performance in the manufacturing and service sectors.</p>
<p>Keywords:</p> <p>Performance Evaluation; Fair; Personnel; Service; Business; Manufacturing Business.</p>	<p>Theoretical framework: This research past concepts and theories that the researcher was able to summarize the guidelines for fair performance evaluation of personnel in the business sector have four components as follows: Evaluation Method, Support Factor, Assessor Characteristics and Data Insight.</p>
	<p>Design/methodology/approach: The study developed into a structural equation model and conducted as qualitative research with in-depth interviews with nine experts. Tools for quantitative research were created, and a group discussion with 11 qualified participants was held to reach a consensus on the model's certification. Survey information from a questionnaire administered to 500 business owners or executives in charge of manufacturing and services was used for quantitative research. And hierarchical linear multiple regression using SPSS and Structural Equation Modeling (SEM) technique was used to test the study hypotheses.</p> <p>Findings: The study adopts a confirmatory factor analysis to develop the structural equation model through data collection from in the manufacturing and service sectors, in Thailand</p> <p>Research, Practical & Social implications: The study which enables employers to operate smoothly by receiving benefits or profits according to the objectives of that enterprise. It is achieved when the commandant and subordinates can work together effectively and achieve peace in the industry.</p> <p>Originality/value: This study provides and offers an academic reduce the turnover rate of employee and fair performance of personnel the manufacturing and service sectors in Thailand.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i6.1714</p>

**DIRETRIZES PARA AVALIAR O DESEMPENHO JUSTO DO PESSOAL NO SETOR DE NEGÓCIOS
DE MANUFATURA E SERVIÇOS**

RESUMO

Objetivo: Este estudo teve como objetivo investigar um método justo para avaliar o desempenho dos funcionários nos setores de manufatura e serviços.

Estrutura teórica: Os conceitos e teorias passados nesta pesquisa que o pesquisador conseguiu resumir as diretrizes para a avaliação justa do desempenho do pessoal no setor de negócios têm quatro componentes, como segue: Método de avaliação, fator de apoio, características do avaliador e percepção dos dados.

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Projeto/metodologia/abordagem: O estudo foi desenvolvido em um modelo de equação estrutural e conduzido como pesquisa qualitativa com entrevistas em profundidade com nove especialistas. Foram criadas ferramentas para pesquisa quantitativa, e foi realizada uma discussão em grupo com 11 participantes qualificados para chegar a um consenso sobre a certificação do modelo. Para a pesquisa quantitativa, foram utilizadas informações de um questionário aplicado a 500 proprietários de empresas ou executivos responsáveis por manufatura e serviços. E a regressão linear múltipla hierárquica usando o SPSS e a técnica de Modelagem de Equações Estruturais (SEM) foi usada para testar as hipóteses do estudo.

Resultados: O estudo adota uma análise fatorial confirmatória para desenvolver o modelo de equação estrutural por meio da coleta de dados dos setores de manufatura e serviços na Tailândia

Implicações sociais, práticas e de pesquisa: O estudo permite que os empregadores operem sem problemas, recebendo benefícios ou lucros de acordo com os objetivos da empresa. Isso é alcançado quando o comandante e os subordinados podem trabalhar juntos de forma eficaz e alcançar a paz no setor.

Originalidade/valor: Este estudo fornece e oferece uma ferramenta acadêmica para reduzir a taxa de rotatividade de funcionários e o desempenho justo do pessoal nos setores de manufatura e serviços na Tailândia.

Palavras-chave: Avaliação de Desempenho; Justo; Pessoal; Serviços; Negócios; Negócio de Manufatura.

DIRECTRICES PARA LA EVALUACIÓN EQUITATIVA DEL RENDIMIENTO DEL PERSONAL EN EL SECTOR EMPRESARIAL MANUFACTURERO Y DE SERVICIOS

RESUMEN

Objetivo: Este estudio tuvo como objetivo investigar un método justo para evaluar el desempeño del personal en los sectores de manufatura y servicios.

Marco teórico: Los conceptos y teorías pasados en esta investigación que el investigador pudo resumir las directrices para la evaluación justa del rendimiento del personal en el sector empresarial tienen los cuatro componentes siguientes: Método de evaluación, factor de apoyo, características del evaluador y percepción de los datos.

Diseño/metodología/enfoque: El estudio se desarrolló en un modelo de ecuaciones estructurales y se llevó a cabo como investigación cualitativa con entrevistas en profundidad a nueve expertos. Para la investigación cuantitativa se crearon herramientas y se llevó a cabo un debate en grupo con 11 participantes cualificados para llegar a un consenso sobre la certificación del modelo. Para la investigación cuantitativa se utilizó la información de un cuestionario aplicado a 500 empresarios o ejecutivos responsables de fabricación y servicios. Y para comprobar las hipótesis del estudio se utilizó la regresión lineal múltiple jerárquica con SPSS y la técnica de modelización de ecuaciones estructurales (SEM).

Resultados: El estudio adopta el análisis factorial confirmatorio para desarrollar el modelo de ecuaciones estructurales mediante la recopilación de datos de los sectores manufacturero y de servicios de Tailandia.

Implicaciones sociales, prácticas y para la investigación: El estudio permite a los empresarios funcionar sin problemas, obteniendo beneficios o ganancias de acuerdo con los objetivos de la empresa. Esto se consigue cuando el jefe y los subordinados pueden colaborar eficazmente y lograr la paz en el sector.

Originalidad/valor: Este estudio proporciona y herramienta académica para reducir la tasa de rotación de empleados y el rendimiento justo del personal en los sectores manufacturero y de servicios en Tailandia.

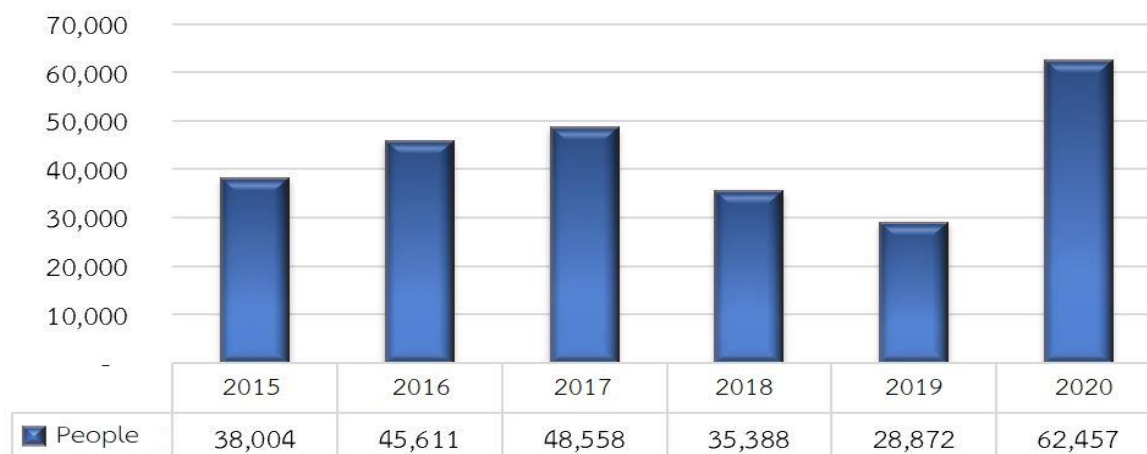
Palabras clave: Evaluación del Rendimiento; Justo; Personal; Servicios; Empresa; Empresa Manufacturera.

INTRODUCTION

Thailand is stepping into Thailand 4.0 in B.E. 2022; as a result, human resource management has become crucial. This is because public and private organizations face increasingly intense competition both inside the country and overseas. Human resource management that is performed appropriately and systematically will only have an essential part in engaging and retaining quality personnel to work with the organization for as long as possible. Managing personnel in an organization has the commitment and desirable

characteristics of providing development, training, education, and learning. Organizations, therefore, must have guidelines for developing knowledge, skills, and attitudes related to subjects that require personnel to have the knowledge and be able to implement effectively. Human resource management has become an important topic in the modern era. It is a method for evaluating the performance of everyone without losing any business competitors and performing a performance evaluation. It is an essential tool that allows commandants to know each personnel member's strengths, weaknesses, capabilities, and performance. This will result in proper personal development and make the organization's operation effective (Lamesawan et al., 2022). Performance evaluation is, therefore, important and beneficial to management, as previously mentioned. Therefore, various organizations determine the performance evaluation required within their departments. Although performance evaluation is not new in Thailand, it has been used in various organizations for a long time. Although various organizations have used these methods appropriately and effectively, their success is challenging. Because the size, type, and structure of the organizations are different, From the study of Mwema, N.W., & Gachunga, H.G. (2014), implementing a performance evaluation system is important to proceed carefully to prevent various problems from occurring that might happen afterward from the implementation of the performance evaluation system, and in the past. The performance evaluation in the system could have been more problematic in terms of unclearness of performance evaluation, such as assignment metrics, scoring criteria, and task goals, and there was a problem of unfairness and not pellucid. According to Pawirosumarto et al. (2017), there is no standard performance evaluation. Evaluation of work as a team may need to perform better. However, the team must also be evaluated poorly together, and the commandant may be evaluated as biased both positively and negatively; it destroys morale and encouragement and may cause inefficiency. This results from a one-sided evaluation by the commandant, which could be more coherent with the overall organization. In this regard, from the study of Thouchya et al. (2014), the researcher used information from the Department of Employment registration form that has statistics on leaving work because of unfair evaluation since B.E. 2015 – 2020, as shown in Figure 1.

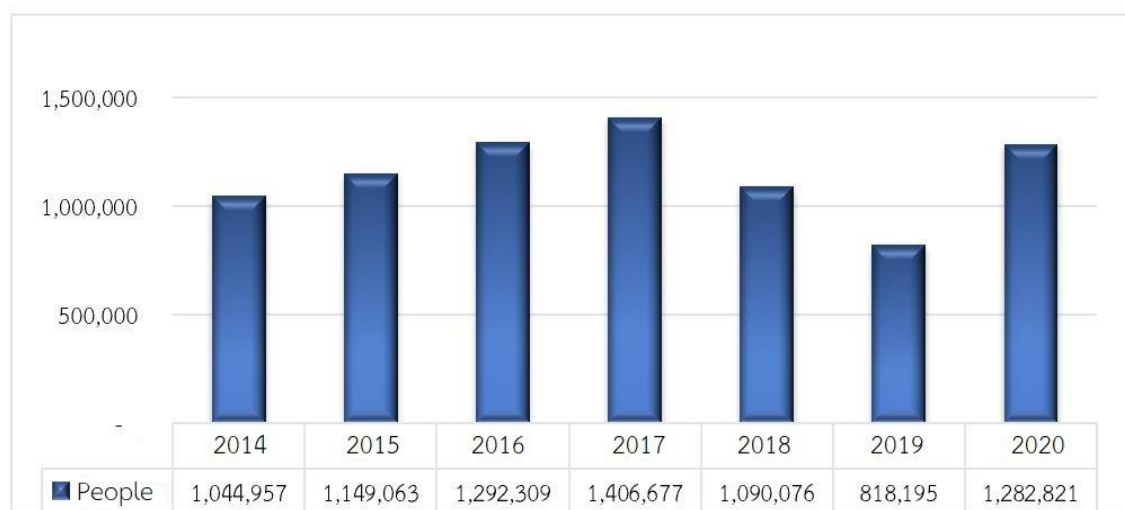
Figure 1: Number of people who resigned because of an unfair evaluation of B.E. 2015 – 2020



Source: Department of Employment, B.E. (2021)

From Figure 1, for the number of people who resigned due to unfair evaluation, there is a growing trend that data from voluntary resignation affects management in the organization. It harms the morale of those working and causes the organization to incur additional administrative costs. It includes new recruitment costs, training costs, and disruptions and losses in productivity. It can be coherent from the picture of the beneficiaries across the country who voluntarily resigned since the B.E. Department of Employment, 2014–2020, as shown in Figure 2.

Figure 2: Number of beneficiaries across the country who voluntarily resigned in B.E. 2015 – 2020



Source: Social Security Office, BE (2021)

From Figure 2, the number of beneficiaries across the country voluntarily resigned B.E. 2014 – 2020. There was a voluntary resignation in B.E. 2020 of up to 1,282,821 people, which

is a very high number. If commandants and subordinates treat each other well with a fair evaluation, they understand and accept each other's roles. It will give employees a good quality of life, make them happy to work, and intend to increase productivity, and provide good service. Consumers come to use the service in those enterprises of employers, which enables employers to operate smoothly by receiving benefits or profits according to the objectives of that enterprise. It is achieved when the commandant and subordinates can work together effectively and achieve peace in the industry. This will directly affect the economic prosperity and peace of the country (Department of Labor Protection and Welfare, B E. 2021). Therefore, performance evaluation is essential and beneficial to management and fairness, resulting from the evaluation results in the department. Therefore, a performance evaluation within the department is required. It is important to proceed carefully to prevent subsequent problems, and using performance evaluations has caused controversy. Therefore, the researcher is interested in studying an approach for the fair evaluation of personnel performance in the business sector as a strategy for managing entrepreneurs in the future.

OBJECTIVE

1. To study the components of guidelines for fair performance evaluation of personnel in the business sector.
2. To develop a structural equation model for a fair evaluation of personnel performance in the business sector.

LITERATURE REVIEW

Past concepts and theories that the researcher was able to summarize the guidelines for fair performance evaluation of personnel in the business sector have four components as follows:

- 1) The definition of Evaluation Method components (evaluation method) is a form of evaluation that clearly shows operational planning and operational methods concisely. It encourages using standardized tools for data collection, analyzes the data according to the specified plan, and summarizes the evaluation results according to the standard criteria laid down by the business organization, leading to a fair evaluation method. Boonta (2016) found that performance appraisal for salary promotion studied the criteria and methods of performance evaluation. This study evaluates performance as an important tool or one of the elements in the modern human resource management

process, where various elements are coherent, as in one unit. This is an integral part of helping human resource management to be effective. Performance evaluations help the commandant or supervisor understand each worker's strengths, weaknesses, competency levels, and potential. Business organizations will be trained to improve, correct weaknesses, and develop strengths correctly and appropriately so that personnel can work more widely. This will lead to appointing suitable people and providing higher positions, including advancement in the professional field, so that personnel can work for the benefit of the business as efficiently as possible.

2) Component of support factor, the definition of support factors, is a process that executives are responsible for involving personnel throughout business organizations. Jointly use knowledge, skills, and experience in recruiting, selecting, and recruiting persons with suitable qualifications to work in business organizations, including maintaining and developing personnel to have appropriate potential and good quality of work life. Odunlam (2014) examined the remuneration and performance management of personnel in the manufacturing sector. A famous case study of business organizations in the food and beverage industry is intended to determine how compensation management affects personnel performance. This study evaluated the relationship between working conditions and personnel performance. It further evaluates welfare rates and service affects the performance of personnel. Survey the relationship between compensation management and improved productivity and the relationship between compensation management and personnel retention. The study results concluded that there are service relations, welfare, and personnel performance. A significant relationship exists between compensation management and increased productivity. There was also a significant relationship between compensation management and personnel retirement, concluding a significant positive relationship between compensation management and personnel performance; from the study by Lovell, R. B. (1980).

3) Elements of assessor characteristics, the definition of assessor characteristics, is the evaluator's characteristic and quality that is fair to the evaluated person. According to a study by Buangern (2018), guidelines for personnel management according to Brahmawiharn Dharma overall in all aspects were at a high level. It includes personnel recruitment, development, performance evaluation, and planning. The guidelines for

personnel management according to the Brahmawiharn Dhamma principles can be divided into the following:

1. Personnel planning Brahmawiharn Dhamma principles should be used to plan personnel management for maximum benefits in personnel administration.
 2. Recruitment plans should be made to help subordinates when they encounter problems in one area to boost their morale at work.
 3. Person development: An executive should appreciate the working personnel to build morale in the workplace and congratulate them for their progress.
 4. Person performance evaluation, executives should be neutral in evaluating personnel performance with fairness to all parties.
- 4) Elements of data insight defines the evaluators' insights as worker information, which will be evaluated; it is the collection of data, observations, and inquiries. The results from both primary and secondary sources were used to analyze both the quantity of work and the quality of personnel to be used as information for fair performance evaluation. According to a study by Thomas (2018), self-evaluation and peers in forms for learning development: critical factors of design, participation, and feedback. It is intended for self- and peer-evaluation purposes, which helps gain additional insights into the evaluation process and improve one's work. Self-evaluation and peer evaluation require careful design and implementation to be practical tools in a structured evaluation process. Further development of the ability to provide continuous and timely feedback and engagement, key factors for successful self- and peer evaluation.

DATA AND METHODOLOGY

This research involves the creation of new knowledge using mixed research methods (mixed Methodology Research). This research consisted of three sections: qualitative research, in-depth interviews, and quantitative research. By collecting survey data and conducting qualitative research, focus group discussions were conducted to confirm the validity of the research model.

1. Qualitative research was conducted through in-depth interviews. The population used in this research consisted of nine qualified experts using a purposive sampling method. According to the executive committee of the Doctor of Business Administration Program, the Industrial Business Administration Faculty of Business Administration, King Mongkut's University of Technology North Bangkok has assigned research on

guidelines for fair performance of personnel in the business sector. It consists of experts in three groups: a group of business executives (three), representatives from government organizations (three), and three education experts.

2. In the quantitative research, the population used in this study was determined to be responsible for the credit provision of 1,229 financial institutions. The sample size was determined using component analysis or structural equation modeling. The sample size was set at a level of 500, and a multistage sampling method was used. Silpcharu (2021) consists of cluster sampling procedures by dividing the business into two types: service business and manufacturing business, and using probability random sampling with the lottery method and collecting data from the sample group.

3. An expert panel of 11 conducted qualitative research with group discussion techniques to certify the population model for this research, and a purposive sampling method was used to select participants.

RESULTS AND DISCUSSION

Guidelines for fair performance evaluation of personnel in the manufacturing and service sectors and the conclusions of the research results are as follows:

The analysis of guidelines for fair performance evaluation of personnel in the business sector with qualitative research with in-depth interview techniques from experts found four components. The four components are evaluation method components Support factor components, assessor characteristics components and data insights components.

The levels of important components of a guideline for fair performance evaluation of personnel in the business sector found that, overall, the importance was at the highest level, with an average of 4.53. In-depth Data insight was of the highest level of importance, with an average of 4.54. The Evaluation Method had the highest level of importance, with an average of 4.52. The Support Factor is of the highest level of importance, with an average of 4.52, and the Assessor Characteristic is of the highest level of importance, with an average of 4.52.

Comparison of different approaches to fair performance evaluation of personnel in the manufacturing and service sectors classified by business type. Differences were considered statistically significant at a level of .05. Each aspect was significantly statistically different at the level of .05 in the amount of the three aspects. The three aspects are the data insight, evaluation method, support factor, and one more aspect, which did not find any difference in Assessor Characteristics.

Structural equation modeling guidelines for fair performance evaluation of personnel in manufacturing and service industry sectors were used to analyze and modify the model. This was performed by considering modification indices according to the recommendations of Arbuckle. By considering the value of the results obtained from the program with theoretical academic principles, we eliminated some unsuitable observational variables one by one and performed a new model processing. It was performed until all four passing statistical values were obtained and was entirely consistent with the empirical data of Silpcharu (2020), as shown in Table 2, the structural equation model shown in Figure 3, and the variable meaning in Table 3.

Table 1. A comparison of the importance level of personnel performance evaluation approaches fairness in the manufacturing and service sectors.

Components of guidelines for fair performance evaluation of personnel in the business sector.	Service Business			Manufacturing Business			t-Value	P-Value
	\bar{x}	S.D.	Importance level	\bar{x}	S.D.	Importance level		
The importance of the overall element.	4.55	0.29	Highest	4.50	0.28	Highest	2.15	0.03*
1. Data Insight aspect.	4.60	0.31	Highest	4.48	0.30	High	4.19	0.00*
2. Evaluation Method aspect.	4.55	0.28	Highest	4.48	0.32	High	2.45	0.01*
3. Support Factor aspect	4.55	0.36	Highest	4.49	0.36	High	2.07	0.04*
4. Assessor Characteristics aspect.	4.50	0.36	Highest	4.54	0.34	Highest	-0.92	0.36

Source: Prepared by the authors (2022)

Table 2. A statistical value that evaluates the conformity of the structural equation model before and after model improvement.

Statistics	Criteria used to be considered.	Before improvement.	After improvement.
1. CMIN- ρ (Chi-square probability level values)	More than 0.05	0.000	0.088
2. CMIN/DF (Relative chi-square)	Less than 2.00	6.602	1.082
3. GFI (Conformity Index)	More than 0.90	0.338	0.936
4. RMSEA (The root mean square index of the error estimation)	Less than 0.08	0.106	0.013

Source: Prepared by the authors (2022)

Figure 3. Structural equation model guidelines for evaluating the performance of personnel fairness in the manufacturing and service sectors in Standardized Estimates

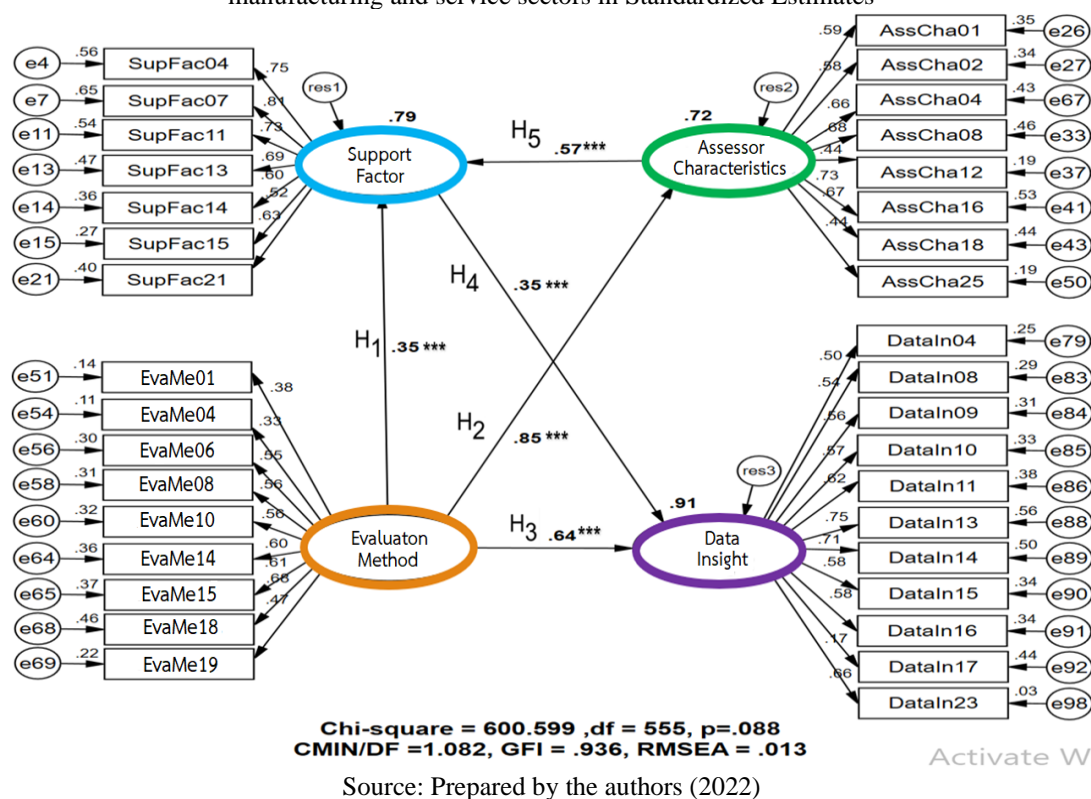


Table 3. Variable Definition

Variable	Meaning	Variable	Meaning
SupFac04	Provide an orientation for new recruits to understand the culture of the organization and the relevant background knowledge on the job.	AssCha01	Evaluators have corrected knowledge and understanding of methods and procedures for evaluation.
SupFac07	Comparisons with similar business evaluation forms are available.	AssCha02	Can analyze problems thoroughly in all aspects and have a reasonable conclusion.
SupFac11	An annual award is given to the evaluatee for outstanding performance to improve morale in working.	AssCha04	Become a digital technologist who can apply modern technology for evaluation Wetpanich (2021).
SupFac13	Regularly strengthen and maintain good relations between evaluator and evaluatee.	AssCha08	Flexible to suit all situations and ready for the changes.
SupFac14	Implementation of software systems for performance evaluation.	AssCha12	Have a good attitude towards work and colleagues, being good friends and having the ability to coordinate.
SupFac15	With wireless technology, performance can be recorded online.	AssCha16	Listen to opinions from the performance evaluation team, summarize the results of periodic evaluations.
SupFac21	Encourage personnel to increase knowledge, especially new techniques for evaluating.	AssCha18	Able to give advice and point out important issues for improvement or development to the evaluatee.
EvaMe01	Earnings from the sale or lease of unnecessary valuable assets.	AssCha25	Know how to compromise and be a democracy.
Variable	Meaning	Variable	Meaning

EvaMe04	Define morality and ethics as one of the criteria evaluation of the performance of personnel.	DataIn04	Asking a colleague of the evaluatee.
		DataIn08	Information from questioning colleagues.
		DataIn09	The ability to work together as a team.
EvaMe06	Performance evaluations must be consistent with the objective of the organization.	DataIn10	Skills and other talents than the work in practice, such as moderator, music, etc.
EvaMe08	The performance evaluation form is simple and standardized.	DataIn11	Concentrating on self-success or self-improvement.
EvaMe10	Evaluation should cover all aspects of the evaluatee.	DataIn13	Prioritization of tasks eligibility.
EvaMe14	Control the operations to be in accordance with the various procedures defined.	DataIn14	Performance that is echoed by customers or external organizations.

Source: Prepared by the authors (2022)

Results of the hypothesis test for analyzing the causal influence between the latent variables in the structural equation model. A guideline for the fair evaluation of personnel performance in the manufacturing and service sectors was found to be following five assumptions:

H1: Evaluation Method, direct influence on the supporting factors, and Support Factor are statistically significant at 0.001. It has a standardized regression weight of 0.35.

H2: Evaluation Method, directly influenced by the evaluator attributes component Assessor Characteristic, is statistically significant at 0.001. It has a standardized regression weight of 0.85, following the first research hypothesis set.

H3: Components of the Evaluation Method directly influence the insights component data insight, which is statistically significant at the 0.001 level. According to the research hypothesis, it had a standardized regression weight of 0.64.

H4: Component of Contributing factors: The Support Factor directly influences the insights component data insight statistically significantly at 0.001. It had a standardized regression weight of 0.35.

H5: Evaluator components and assessor characteristics directly influence and are statistically significant at 0.001. It had a standardized regression weight of 0.57.

The critical points found in the research are the guidelines for the fair evaluation of personnel performance in the manufacturing and service sectors. Performance evaluations are important and valuable for management and to reduce the unfairness arising from the evaluation results of the organization. Therefore, performance evaluation is set up within their departments because it is essential and must be taken carefully to prevent various problems. The researcher

brought to a discussion a conclusion by bringing relevant research papers to support or contradict the six items.

1. According to the research results, when comparing management elements, approaches to the fair evaluation of personnel performance in the manufacturing and service industry sectors. Between the service business and manufacturing business overall. It was found that there was a statistically significant difference at level 0.05. This aligns with the Bank of Thailand research article (2022), which stated the difference between the service and manufacturing businesses regarding values, administration, welfare, and management incentives. This differs from a study on the guidelines for fair performance evaluation of personnel in the manufacturing and service sectors. The services sector has taken precedence over the manufacturing sector, as the manufacturing business is now about to shift more and more toward services. Especially in developed countries, production-related service businesses help increase competitiveness and add value to the product. It has a development approach that starts with people because it is considered the heart of the service sector to prepare enough workers and has skills that meet market needs.

2. The results of the structural equation model analysis revealed that the evaluation method's components directly influenced the highest value weight, which is consistent with Weerasooriya and Rohana (2014). The study reported that business performance measurement allows senior executives to see a clearer picture of the organization. It provides a more balanced overall picture of the organization, measures the results of management processes, creates customer satisfaction, and creates innovation and learning for the organization. Evaluation systems are a strategic approach to increasing competitiveness and creating a future for the organization. Integrated into business policies and human resource practices, and can improve employee performance status, which is consistent with the findings of Iqbal et al. (2013).

3. Guidelines for the fair evaluation of personnel performance in the business sector found that data insight information had the highest average at 4.54, consistent with Butali and Njoroge's (D.I.) findings. (2018). Franks et al. (1999) stated that self-evaluation was a good predictor of the evaluation results center. Furthermore, it must be considered together with the rating of the evaluator, including insight information on the evaluated person for decision-making in the evaluation.

4. Guidelines for fair performance evaluation regarding the method of evaluation found that arranging a meeting to rehearse understanding about criteria and evaluation methods with all parties involved before the evaluation. It is consistent with the researcher Kibichii, E., Kiptum, D.K., & Chege, K.G. (2016). Shalini Dixit et al. (2021) demonstrated that the rehearsal meeting is an understanding among the team responsible for evaluating information to communicate in the same direction, was of the highest importance level.

5. After improving the structural equation model, fair performance evaluation of personnel in the business sector found that the relationship between the variables provides an orientation for recruits to understand the organization's culture. Furthermore, the relevant background knowledge on the job relates to the variable comparisons with similar business evaluation forms available by Zaika et al. (2022). The highest correlation was observed at 0.601.

6. The structural equation model results found that the overall effect analysis result was the highest element of the evaluation method. It influences the data insight component, consistent with Peter (2013). The study reported that self-evaluation helps gain more insights into the evaluation process to apply information, develop abilities, and provide feedback on ongoing and timely participation.

SUGGESTION AND RECOMMENDATIONS FOR FUTURE RESEARCH

Recommendations from the research demonstrate how to evaluate the performance of personnel in the manufacturing and service industry sectors. This is a guideline for executives to plan for the organization to solve the problem of personnel resignation. If personnel resign, it will affect the company's work process. Therefore, knowing the reasons that affect the decision to resign from personnel and solutions from this group will help improve and develop an organization's human resource management system for maximum efficiency. Further, it is necessary to retain adequate personnel for the organization. For the service business and manufacturing businesses in Thailand to be sustainable, there are two issues:

Government Policy Level

(1) The Ministry of Labor should increase the potential of workers and entrepreneurs to be ready for the changing situation under the country's development direction. Protect and promote labor security in work, security, and good quality of life, including the

integrated development of information technology and communication systems. It also strengthens the organization to have good governance to increase competitiveness.

(2) The Department of Labor Protection and Welfare should supervise and ensure that workers inside and outside the formal sector receive comprehensive and sustainable legal rights protection. Proactive safety measures must be implemented to reduce the rate of occupational hazards. A campaign to encourage business establishments to follow the Thai labor standard system must be developed. Develop laws suitable for the country's economic and social context and comply with international standards. This includes creating proactive awareness for the public to reduce labor complaints and develop a strong community in the country.

(3) The Department of Employment should upgrade the labor market information service to be used as a reference and in workforce planning. This includes enhancing public relations to create awareness and a good image, strengthening the network of organizations in all sectors, and raising the level of human resource management to keep pace with changes. Thailand requires a stable workforce that works continuously in the service and manufacturing sectors.

(4) The Department of Skill Development should develop and upgrade its skill standards to meet international standards. Skill training must be provided to support the era of Thailand 4.0 and to manage the organization and the database system to be modern, flexible, and consistently highly efficient.

Operational Level

(1) The service and manufacturing sectors should pay attention to fair performance evaluations by specifying a clear evaluation direction to achieve mutual acceptance and the same standards.

(2) The service and manufacturing sectors should set up specialized knowledge management units for personnel, job, and organizational development. This will lead to the objective of being a learning and high-performance organization. It will result in the organization being highly competitive and eventually becoming a learning organization.

(3) The service and manufacturing sectors should send personnel to training courses to develop personnel with positive attitudes and good communication so that business organizations can develop in the same direction.

- (4) The service and manufacturing sectors should study and use this information to formulate strategies for developing business organizations to retain talented personnel.
- (5) The service and manufacturing sectors should have their performance evaluated as an indicator of success. To measure the performance of personnel, both in terms of ability to work to the potential that helps businesses achieve success. Performance evaluations are also part of occupational development.
- (6) The service and manufacturing sectors should create awareness in the business of good governance in assessing performance to avoid conflicts.
- (7) The service and manufacturing sectors should understand the philosophy of a good economy. Able to work, live in balance, and be ready to accept changes in globalization that will happen. The organization's foundation can be strengthened by developing people to have knowledge and morality simultaneously to achieve a balance in life. Create a working environment to become a learning society so personnel can develop themselves and grow steadily in their line of work. Personnel can develop the potential to collaborate and exchange knowledge with participation in the organization to build strong relationships. Personnel has a sense of belonging to the organization, not only being employees; this will create immunity from other companies to buy personnel easily.

CONCLUSION

Service and manufacturing businesses, each of which has a different type and size, have different operating styles. Therefore, in studying the causal influence of the structural equation model, there is a guideline for fair performance evaluation of personnel in the manufacturing and service industry sectors. Therefore, personnel management in service and manufacturing businesses must be maintained to avoid affecting the business. Businesses should focus on strategic human resource management and career development. Promotion evaluation of performance based on obtaining quality human resources in an era of competition to drive further into the business sector. The government should encourage the development of workforce knowledge and competencies to acquire higher skills. Further, it must also provide entrepreneurs in the service and manufacturing sectors with good development and quality personnel to increase their ability to compete with the business sector. Thus, future research is recommended to further expand the research sample, even if adopting the model in this

study, it is necessary to pay attention to two-way responses, namely from leaders and employees, to obtain more valid and convincing data.

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