

## CAPABILITY IN HUMAN RESOURCE DEVELOPMENT OF SMEs ศักยภาพในการพัฒนาทรัพยากรมนุษย์ของวิสาหกิจขนาดกลางและขนาดย่อม

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### บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ เพื่อศึกษาศักยภาพในการพัฒนาทรัพยากรมนุษย์ของวิสาหกิจขนาดกลางและขนาดย่อม วิธีการวิจัยและพัฒนา กลุ่มตัวอย่างที่ใช้ในการวิจัย คือ ผู้ประกอบการวิสาหกิจขนาดกลาง และขนาดย่อมในเขตกรุงเทพมหานคร จำนวน 400 คน เครื่องมือที่ใช้ในการวิจัย ได้แก่ แบบสอบถาม ผลการวิจัยสรุปได้ดังนี้

ขั้นตอนที่ 1 การสัมภาษณ์เชิงลึกความคิดเห็นเกี่ยวกับศักยภาพในการพัฒนาทรัพยากรมนุษย์ของวิสาหกิจขนาดกลางและขนาดย่อม จากกลุ่มเป้าหมายที่ 1 พบว่า การพัฒนาทรัพยากรมนุษย์ประกอบด้วย 3 ด้าน คือ 1) การพัฒนาบุคคล 2) การพัฒนาวิชาชีพ 3) การพัฒนาองค์กร ผู้ประกอบการที่ประสบความสำเร็จของ SMEs ประกอบด้วย 4 ด้าน คือ 1) คุณสมบัติส่วนบุคคล 2) ความสามารถในการบริหาร 3) เครือข่ายวิสาหกิจและธุรกิจ 4) คุณภาพและมาตรฐานผลงาน

ขั้นตอนที่ 2 การศึกษาความคิดเห็นเกี่ยวกับศักยภาพในการพัฒนาทรัพยากรมนุษย์ของวิสาหกิจขนาดกลางและขนาดย่อม พบว่า 1) ความคิดเห็นเกี่ยวกับการพัฒนาทรัพยากรมนุษย์โดยรวม และรายด้านของผู้ประกอบการ SMEs อยู่ในระดับมาก มีค่าเฉลี่ย ( $\bar{X}$  = 3.50, S.D. = 0.55) 2) ความคิดเห็นเกี่ยวกับความสำเร็จของผู้ประกอบการ SMEs โดยรวม และรายด้านอยู่ในระดับปานกลาง มีค่าเฉลี่ย ( $\bar{X}$  = 3.48, S.D. = 0.43) 3) การเปรียบเทียบความคิดเห็นเกี่ยวกับการพัฒนาทรัพยากรมนุษย์ของผู้ประกอบการ SMEs พบว่าผู้ประกอบการที่มีจำนวนพนักงาน หุนจตทะเบียนครั้งแรก หุนจตทะเบียนในปัจจุบัน ระยะเวลาที่ประกอบธุรกิจ SMEs ประเภทธุรกิจอุตสาหกรรม แตกต่างกัน มีความคิดเห็นเกี่ยวกับการพัฒนาทรัพยากรมนุษย์โดยรวมและรายด้าน แตกต่างกัน/ผู้ประกอบการที่มีลักษณะของธุรกิจ SMEs แตกต่างกัน มีความคิดเห็นเกี่ยวกับการพัฒนาทรัพยากรมนุษย์รายด้าน แตกต่างกัน 4) การเปรียบเทียบความคิดเห็นเกี่ยวกับความสำเร็จของ SMEs ของผู้ประกอบการ SMEs พบว่า ผู้ประกอบการที่มีจำนวนพนักงาน หุนจตทะเบียนครั้งแรก หุนจตทะเบียนในปัจจุบันระยะเวลาที่ประกอบธุรกิจ SMEs ประเภทธุรกิจอุตสาหกรรม แตกต่างกัน มีความคิดเห็นเกี่ยวกับความสำเร็จของ SMEs โดยรวมและรายด้าน แตกต่างกัน/ผู้ประกอบการที่มีลักษณะของธุรกิจ SMEs แตกต่างกัน มีความคิดเห็นเกี่ยวกับความสำเร็จของ SMEs รายด้าน แตกต่างกัน 5) การพัฒนาทรัพยากรมนุษย์มีความสัมพันธ์และผลกระทบเชิงบวกกับความสำเร็จของ SMEs โดยรวม (SMEs) และตัวแปรที่พยากรณ์ความสำเร็จของ SMEs โดยรวมของผู้ประกอบการ SMEs ได้แก่ ด้านการพัฒนาบุคคล (HID) ด้านการพัฒนาวิชาชีพ (HCD) และด้านการพัฒนาองค์กร (HOD)

**คำสำคัญ:** ศักยภาพในการพัฒนา การพัฒนาทรัพยากรมนุษย์ วิสาหกิจขนาดกลางและขนาดย่อม

### Abstract

This aim of this research was to study the capability of human resources development in SMEs. The sample group in this study consisted of 400 small and medium-sized entrepreneurs. The tool for data collection was a questionnaire. The findings were as follows:

Part I was an in-depth interview on the capability of human resource development of SMEs. It was found that there should be three aspects in the capability of human resource development. These are: 1) personal development; 2) professional development; and 3) organizational development. Furthermore, success of SMEs would demonstrate four characteristics, namely: 1) personal behavior; 2) management capabilities; 3) enterprise and business networks; and 4) quality and performance standards.

Part II studied the capability of human resource development of SMEs. The results of the research revealed that the sample group opinions concerning the capability of human resource as a whole or their parts were at the high level ( $\bar{X} = 3.50$ , S.D. = 0.55). In addition, they indicated that success of SMEs as a whole or their parts were at the moderate level ( $\bar{X} = 3.48$ , S.D. = 0.43). When the capability of human resource development of SMEs were compared, there was a significant difference between the number of employees, initial capital registered, current capital registered, the duration of the SMEs business industry, and the types of business industry as a whole their parts. When the successful entrepreneurs' opinions, success of SMEs were compared, there was a significant difference between the number of employees, initial capital registered, current capital registered, and the types of business industry as a whole or as their parts. The entrepreneurs who possessed different types of SMEs business were found to have different opinions on some parts of successful enterprises. There is a relationship and there are positive impacts concerning the success of SMEs as a whole and the variables that predicted the overall success of SMEs, namely, human resource individual development (HID), human resource capacity development (HCD), and human resource organization development (HOD).

**Keywords:** Development Capability; Human Resource Development; Small and Medium Enterprises (SMEs)

## 1. INTRODUCTION

Thailand's development during the 12<sup>th</sup> Economic and Social Development Plan (2017-2021) was running the country reform, solving many basic problems with the fast-changing world situation and high economic competition. The world society is more closely linked than before with borderless technology development. For rapid changing, there are many effects for society, economic activities, economic workforce preparation and empowerment of the population at all ages. Focusing on improving the quality of human capital in the country by developing people suitable for each age range. In order to grow and focus on making quality, Thai people have a reputation for values, good social norms, morals and discipline. For suitable skilled worker development, workers have to develop their skills for high Competences, the current potential service and the new technology. Furthermore, workers have to use innovative skills to create and develop the manufacturing and service sectors for the future. They have to find the network and cooperation in small enterprise development, SMEs, community enterprises for society and expand economic development that creates economic opportunities for various groups in society by developing and promoting the entrepreneurial society. To promote entrepreneurs, they should produce and sell [1]. Human Resources Development in the narrow sense of the wide picture, Human resources development focuses on humanity, regardless by geography, socio-economic status, physical or mental characteristics. The confidence within the system will give the answers in meaning, goals, methods of human resources development that can be applied to all human being. Human resources development can give the meaning for a narrow sense human resources development on an individual level [2]. The human resource management is the foundation of the organization with growing wealth [3]. The staff development

program is the real action of work that can be referred to the development of goods and services, and the entire production process. The executive development can help administrators to develop their knowledge in management capabilities by cultivating knowledge skills. The positive attitude is needed for administration, technique, and work successful strategy [4]. The success and effectiveness of the organization obtained by the quality of human resource is important. Therefore, human resource is considered as a "cost" of great value and a capital that the organization must retain and invest consistently. [5]

At present, the importance of human resources can affect the success of the organization. For fast and high competition, the competitive advantage helps the organization to succeed in the long term. Humans are the special resources that the organization cannot control [6]. Human resources are also related to knowledge with the increasing competition in the world economy and society and politics, the organization needs to adapt and develop to be able to keep up with all significant changes for the corporate executives to be aware of the challenges that affect the present organization [7] For capitalism, the successful and growth of each business sectors will have an impact on the overall economy. However, the income distribution from SMEs will have an important role to play in generating revenue better than that of large businesses. The living expense of a large group of people will generate higher national income as stabilization to the economy and society [8]. The cause of the greatest loss is the people whether in prosperous or recession times no matter how modern technology is used. People are the main problem in every organization especially the labor of the SMEs must focus with the reduction of losses from employees and the supervisor is the first of low-cost productivity gains [9]. The factors that affect the operation of SMEs are the economic, political and technological factors are main factors affecting the business performance of a business. In the industry sector, there are many impacts on operational capability and the performance in each business sector [10].

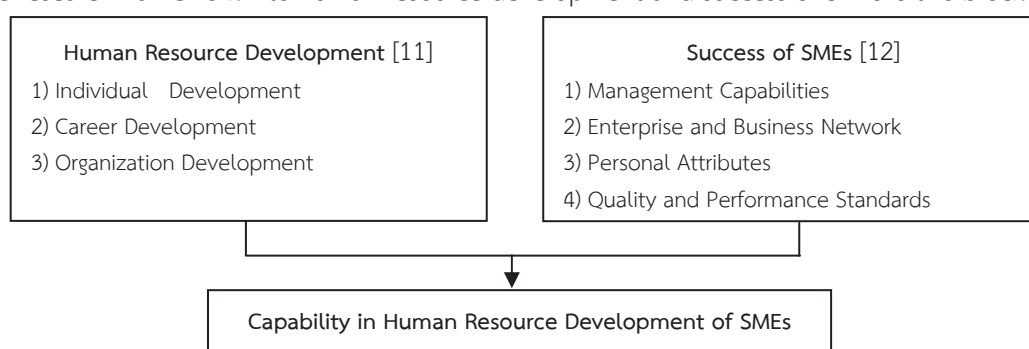
Therefore, researchers would like to develop the human resource capability of small and medium enterprises (SMEs) and focus on academic excellence, expertise in the workforce, leading to survival in in high competitive business industry.

## 2. OBJECTIVE

The objective is to study the human resource development capability of SMEs.

## 3. RESEARCH FRAMEWORK

The research framework into human resource development and success of SMEs is this block diagram.



## 4. RESEARCH METHODOLOGY

This research will focus on the capability for human resource development of SMEs consisting of 2 Parts:

### 1. Part I: In-depth interview

#### 1.1 The population and sample

1.1.1 The population of the research was SMEs specialists, academic staff persons and lecturers with expertise in human resource capability of SMEs.

1.1.2 The sample of the research consisted of 10 specialists in SMEs with specialization in human resource development capability by purposive sampling.

1.2 A Research tool using

1.2.1 A Research tool is a questionnaire on the capability for human resource development of SMEs

1.3 The steps to develop a research tool

1.3.1 Reviewed academic papers and research related to human resource development capability of SMEs.

1.3.2 Drafted a questionnaire was by conceptual framework.

1.3.3 Developed a questionnaire on the capability for human resource development of SMEs.

1.4 Data Collection

1.4.1 Reviewed academic papers and research related to the theory and concept of human resource development capability of SMEs.

1.4.2 Constructed a questionnaire for In-depth interviews.

1.4.3 Conducted and in-depth interviews with 5 SMEs specialists on the capability of human resources development of SMEs.

1.4.4 Collected in-depth interviews and then analyzed the data and summarized the results from in-depth interviews.

2. Part II: The study of capability for human resource development of SMEs

2.1 Population and sample

2.1.1 The research population was 541,257 SMEs entrepreneurs in Bangkok metropolitan area [13].

2.1.2 The sample consisted of 400 SMEs entrepreneurs in Bangkok metropolitan area. The sample size was calculated from the Taro Yamane formula [14].

3. Statistical Analysis.

The statistic analysis tools used in this research were Mean, Standard Deviation, and Index of Item Objective Congruence (IOC). For two or more independent samples; t-test, Analysis of variance (ANOVA), and Multivariate analysis of variance (MANOVA) were used.

## 5. RESULTS

This research, focused on capability for human resource development in SMEs at each step.

1. The opinions of SMEs entrepreneurs on human resources development and the success of SMEs were shown on Table 1 and 2

**Table 1** The opinions of SMEs entrepreneurs on human resources development of SMEs.

Human Resource Development	$\bar{X}$	S.D.	Level
1. Individual Development	3.45	0.59	Moderate
2. Career Development	3.53	0.62	High
3. Organization Development	3.52	0.65	High
<b>Total</b>	<b>3.50</b>	<b>0.55</b>	<b>High</b>

From Table 1, the entrepreneurs' opinions on the overall human resource development were at a more level ( $\bar{X} = 3.50$ ). Considering each part of human resource development, it was found that career development ( $\bar{X} = 3.53$ ), organization development ( $\bar{X} = 3.52$ ) were at the more level. While, the individual development was at moderate level ( $\bar{X} = 3.45$ ).

Success of SMEs	$\bar{X}$	S.D.	Level
1. Personal Attributes	3.49	0.62	Moderate
2. Management Capabilities	3.53	0.54	High
3. Enterprise and Business Network	3.51	0.53	High
4. Quality and Performance Standards	3.39	0.41	Moderate
<b>Total</b>	<b>3.48</b>	<b>0.43</b>	<b>Moderate</b>

**Table 2** The opinions of SMEs entrepreneurs on the success of SMEs.

From Table 2, the entrepreneurs' opinions on the overall success of SMEs at the moderate level ( $\bar{X} = 3.48$ ). There management capabilities ( $\bar{X} = 3.53$ ) and enterprise and business networks ( $\bar{X} = 3.51$ ) were at the high level whereas the personal attributes ( $\bar{X} = 3.49$ ) and quality and performance standards ( $\bar{X} = 3.39$ ) were at the moderate level.

2. The comparison of human resource development opinions are shown in Table 3 as follows:

**Table 3** The comparison of human resource development opinions.

Human Resource Development	Source of Variation	df	SS	MS	F	p-value
Number of employees	between	7	4.603	0.658	2.236	0.031*
	within	392	115.270	0.294		
	Total	399	119.873			
Initial capital registered	between	4	11.934	2.983	10.918	0.000*
	within	395	107.940	0.273		
	Total	399	119.873			
Current capital registered	between	5	14.333	2.867	10.702	0.000*
	within	394	105.540	0.268		
	Total	399	119.873			
Duration of the SMEs business industry	between	5	4.311	0.862	2.940	0.013*
	within	394	115.562	0.293		
	Total	399	119.873			
Type of business industry	between	7	4.533	0.648	2.201	0.033*
	within	392	115.340	0.294		
	Total	399	119.873			

Table 3 showed the number of employees, initial capital registered, current capital registered, the duration of the SMEs business industry, size of SMEs, characteristics and the type of business industry had different opinions about human resource development, except size of SMEs and characteristics were with no different.

3. The comparison of success of SMEs opinions are shown in Table 4 as follows:

**Table 4** The comparison of opinions about success of SMEs entrepreneurs.

Success of SMEs	Source of Variation	df	SS	MS	F	p-value
Number of employees	between	7	3.238	0.463	2.606	0.012*
	within	392	69.583	0.178		
	Total	399	72.821			
Initial capital registered	between	4	5.474	1.368	8.026	0.000*
	within	395	67.347	0.170		
	Total	399	72.821			
Current capital registered	between	5	7.226	1.445	8.681	0.000*
	within	394	65.595	0.166		
	Total	399	72.821			

Table 4 (To)

Success of SMEs	Source of Variation	df	SS	MS	F	p-value
Duration of the SMEs business industry	between	5	2.447	0.489	2.740	0.019*
	within	394	70.374	0.179		
	Total	399	72.821			
Type of business industry	between	7	3.890	0.556	3.161	0.003*
	within	392	68.931	0.176		
	Total	399	72.821			

Table 4 showed the number of employees, initial capital registered, current capital registered, the duration of the SMEs business industry, size of SMEs, characteristics and the type of business industry having different opinions about the success of SMEs excepted size of SMEs and characteristics with no different.

4. When the regression coefficient was used to test the overall success of SMEs, the results were shown on Table 5 as follows:

Table 5 The regression coefficient to test correlation among the overall success of SMEs.

Human Resource Development	Success of SMEs		T	p-value
	B	Std. Error		
Constant	1.119	0.060	18.727	0.000*
Individual Development	0.076	0.023	3.320	0.001*
Career Development	0.258	0.027	9.617	0.000*
Organization Development	0.338	0.021	16.014	0.000*
<b>R = 0.905 AdjR<sup>2</sup> = 0.817 SE<sub>est</sub> = 0.183 F = 594.687</b>				

Table 5 showed that there was statistically significant correlation; Human Resource Individual Development (HID), Human Resource Career Development (HCD) and Human Resource Organization Development (HOD) were significantly correlated with the success of the SMEs at the 0.05 level. The prediction equation for the success of SMEs (SMEs) can be written as follows:

$$\text{SMEs} = 1.119 + 0.076 (\text{HID}) + 0.258 (\text{HCD}) + 0.338 (\text{HOD})$$

## 6. DISCUSSION

### 1. The human resource development of SMEs:

1.1 Individual development can improve performance of organization, according to the ability of information technology. It can help a person to develop and flourish the organization. Moreover, staffs can be promoted to the new function of the organization if the monitoring is arranged after the assignment. Corresponding to the individual development plan of judicial services at civil courts in Khonkaen province, [15] the problems and obstacles of human resources development were found. To solve the problems are by developing a personal development plan, there are many aspects; Individual development, Career development, Administration performance, and Organizational development. Four factors have a direct impact on organization development according to the relationship between human resource development and job performance of Rajamangala University of Technology Isan, [16] the staff at Rajamangala University of Technology Isan have also commented on the overall human resource development. Moreover, there are individual development in professional development, career development and performance development corresponding to human resources development services at Mandarin Oriental Bangkok [17] for example; the hotel policies and practices can respond to customers need. Furthermore, hotel policy selected qualified personnel for the job by considering at good attitude and suitable corporate culture.

1.2 Career Development can bring knowledge and professional skills to develop organizations. For example; the organization management can create the good relationship with the staffs and then they can develop the growth of the organization and increase efficiency. The organization can apply post-work evaluation results to improve efficiency and make the organization successful. According to the organization's goals corresponding to a study on careers development in construction firms: an application of Sun Tzu's art of war principles [18], found the best career development was the development of experience, profound work and excellent performance. Accepting the attitude of team members before going into the leader's position, leaders can manage all politics and conflict at the workplace effectively while retaining flexibility and the knowledge in advance.

1.3 Organizational development is concerned with and intent to work for efficiency in the organization. Moreover, the ability to quickly propose problem-solving, the ability to create and contribute to the organization's goals and schedule can be developed to more efficient way to work in the organization by applied new technologies. Corresponds to the learning organization development of the office of the teacher civil service and educational personnel commission [19] found that: 1) The learning organization at the office of the teacher education commission and the educational personnel were at the moderate level; and 2) The learning organization development at the office of the teacher education commission and educational personnel was as follows; (1) Training should be conducted to all members with fairness and transparency; (2) Activities should be encouraged or exchange in knowledge management; (3) Everybody should be involved in knowledge management; (4) Develop guidelines can setting a clear reward model; and (5) Policy creation can determines the direction of action. The relationships between organizational development and performance of electrical appliances and electronics business in Thailand [20] is as follows: 1) Corporate development has a positive relationship and impact with efficiency overall operation on flexibility operation and innovative operations; 2) Organizational development with problem analysis has a positive impact on performance, overall operational flexibility in operation; 3) Organizational development with planning for progress and organizational development has a relationship on a positive impact with overall performance and flexibility in operation; 4) Organization Development evaluation has a positive impact on overall operational efficiency and valuable resources; 5) Organization Development information feedback has positive impact with efficiency overall operation; and 6) Organization Development problem acceptance issues are correlated and positive relationship with performance. Corresponding to factors affecting to organizational citizenship behavior of person SMEs in Nakhonpathom province [21] trusted in supervisors was high. While trusted in the organization was at a moderate level. Furthermore, and good corporate membership behavior in overall was at the high level.

## 2. The success of SMEs:

2.1 Personal attribute Development staff regularly and continuing at both executive and staff levels can lead to achieve goals within the organization, communicating with understanding. In the liberalization of trade, personnel has an understanding of the goals of the organization. Personnel can achieve the goals of the organization properly. Corresponding to the effects of knowledge management success on organization development of SMEs in the Northeast [22] revealed that SMEs managers express their opinions about the overall success of knowledge management in dynamics of learning, organizational change, the facilitation of learning to the person, and the management of learning at the moderate level; the use of technology. Having overall organizational development, the product development, the procedure development, and organizational learning development were at the high level.

2.2 Management Capability in organization has enough resources to manage its operations. In all processes, the organization has a clear work assignment. Organizing skills can be built for employees during trainings so that the organization can be more effective, encourage personnel to have continuous knowledge and understanding in accordance with the relationship between human resource management and performance efficiency of Betagro group employees [23] found that: 1) Human resources management Betagro Group in seven aspects; human resources



planning, recruitment, training, human resources development, payroll, benefits, safety and health care, labor relations, and evaluation; 2) Performance opinions on Betagro employees in 4 aspects: the quality of work, time, work and expenses in both the overall and the individual are at the high level in all aspects; 3) The tests to find out the difference between personal factors and performance were employees with working experience and high income. Differences affect performance differently with statistic significance was at the 0.05 level; 4) Overall and the relationship between human resource management with efficiency performance was in the same direction as the overall and the individual. Statistically significant at the 0.05 level in low level; 5) The organization should improve its policy on all aspects about human resource management to enable employees to perform more effectively in accordance with An investigation of relationship of management factor and success of operation by quality management system ISO 9001: 2008 case study: Bangkok, metropolitan area and East region [24]. The analysis of potential management was significant at the high level. It is important at the highest level with the remaining potential which are in human resources management, potential for basic resource management, potential management system in high level.

2.3 Enterprise and Business Organizations Networking can exchange information with new entrepreneurs. The organization can develop on the researches for SMEs in new ways. Then the organization will develop and competes with 2 aspects; the organization can create new opportunities and expand the business network, and organizations received new information and knowledge that is consistent with development of management model for community SMEs' cluster model, thus enhancing competitiveness of community economy in Western region [25] that consists of input factors such as community capital, process factors, and how to manage community enterprise networks to enhance their competitiveness establishment of a network of operators in the service industry in China [26]. To study the dynamics of network density, the size of the network, and the diversity of individuals in each period showed the process of being an entrepreneur; the seed, the establishment, and the growth. In the service industry in China 141 people were interviewed using the Egocentric network technique's questionnaire to collect personal data that the density of the network, size network and diversity of individuals being difference each process stage as an operator.

2.4 Quality and Performance Standards in organizations can represent the organizational performance in accordance with corporate standards. Moreover, the standard of continuous work organizations was planned both short and long-term work. The organization attaches great importance to the development services to achieve better quality than competitors, and organizations to maintain good standards for customers corresponds to effects of service quality management on organizational success of the hotel business in Thailand [27] revealed that the service quality management strategy continuous to develop and is associated to the positive impact on corporate success. As a result, the impacts of the pharmacy accreditation development according to the pharmacy council standards towards customer response, market competitiveness, and performance of pharmacies in Nakhonpathom [28] showed that the development of quality pharmacies in accordance with the standards of the pharmaceutical council of pharmacy. Customer feedback showed competitive potential performance of pharmacy in Nakornpathom. The overall is very high.



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