

Guidelines for managing human resources of different age groups to work together for maximum success in industrial business organizations.

By

Surachet Rakchob

(Corresponding author) King Mongkut's University of Technology North Bangkok , Thailand 10800; E-mail: s06jorakchob@gmail.com

Thitirat Thawornsujaritkul

Assistant professor Dr., King Mongkut's University of Technology North Bangkok , Thailand 10800; E-mail: thitirat.t@fba.kmutnb.ac.th

Thanin Silpcharu

Professor Dr., King Mongkut's University of Technology North Bangkok , Thailand 10800; E-mail: thanin.s@fba.kmutnb.ac.th

Abstract

Presently, management of human resources at different ages to work together to achieve the goals of the organizations, and to optimize efficiency and effectiveness is very essential. The purpose of this study was to investigate guidelines for managing human resources of different age groups to work together for maximum success in industrial business organizations. Both qualitative and quantitative studies were conducted. Questionnaires were used to collect the quantitative data from 500 executives in industrial business sector. Descriptive, inference statistics, and multivariate statistics were used to analyze the data. It was found that 4 composition of guidelines for managing human resources of different age groups to work together for maximum success in industrial business organizations that gained the highest means arranged in the order of importance were attitude with an average score of 3.90, teamwork with an average score of 3.89, communication with an average score of 3.89, and flexible of work with an average score of 3.80 respectively. The most important guideline item found in each aspect was: making personnel understand the duties that must be performed, creating clear collaborative goals together, implementing information technology systems for communication, and using technology systems to facilitate operations, respectively. As for the hypothesis test, the study showed, as a whole, that executives in different sizes of enterprises (i.e. small, medium and large) similarly recognized the importance of the studied guidelines at the statistical significance level of 0.05.

The analysis of the developed structural equation model revealed that it passed the assessment criteria and was consistent with the empirical data. The calculated values of probability of chi-square, the relative chi-square, the index of consistency, and the root mean squared error of approximation were 0.073, 1.165, 0.963, and 0.018 respectively.

Keywords: human resources of different age groups, working together for maximum success, industrial business

Introduction

At present, human resources in each organization have different age group of people. Due to the varied age group of the working-age population, each organization has at least three different age groups working together, such as Baby Boomer Generation, Generation X, and Generation Y. Many organizations in the industrial sector have Generation Z people as part of the organization, so there are four generations of people working together. People of different ages have different habits, personalities, ideas, views, attitudes, lifestyles, work and expectations, thus causing problems in working together. At present, the management of human resources of different ages to work together for maximum efficiency and effectiveness in achieving organizational goals is a critical issue. Therefore, it is urgently necessary to find a way to manage human resources of different ages to work together for maximum success in the organization.

According to the population structure of Thailand, there are approximately 13.58 million people between 25-39 years old (Generation Y), and 15.74 million people between 40-54 years old (Generation X), and 17.55 million people aged 55 years and over (Baby Boomers). The total number is up to 70% of the population of Thailand in 2021 as shown in Figure 1.

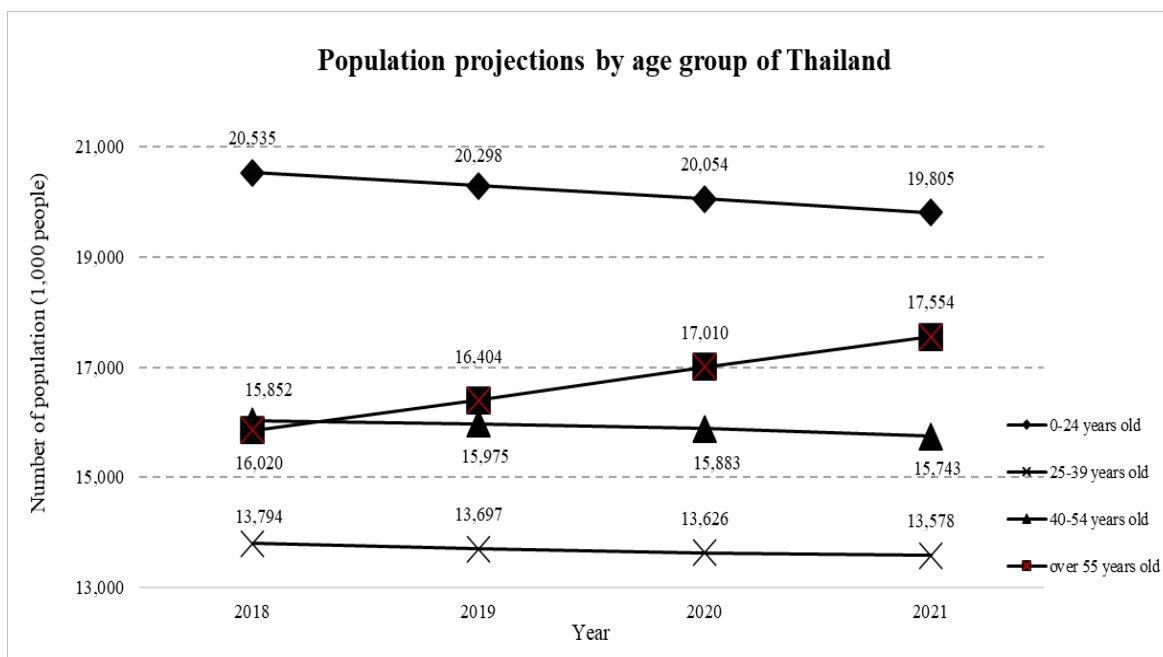


Figure 1 Population projections classified by age group of Thailand (Estimated population of Thailand between 2010 and 2040, National Statistical Office, 2019)

Thailand has a research project on “Dynamics of Thai Working Styles and the Transition to Work of the New Generation”. The main objective was to study the situation, style and behavior of the younger generation in the labor market and to understand supply and demand. According to a prospective survey of more than 4,000 working-age people across Thailand, work-related problems among employees were conflicts with their supervisors, peers of

different ages and being exploited at work, and salary inequality at 17.71%, as shown in Figure 2.

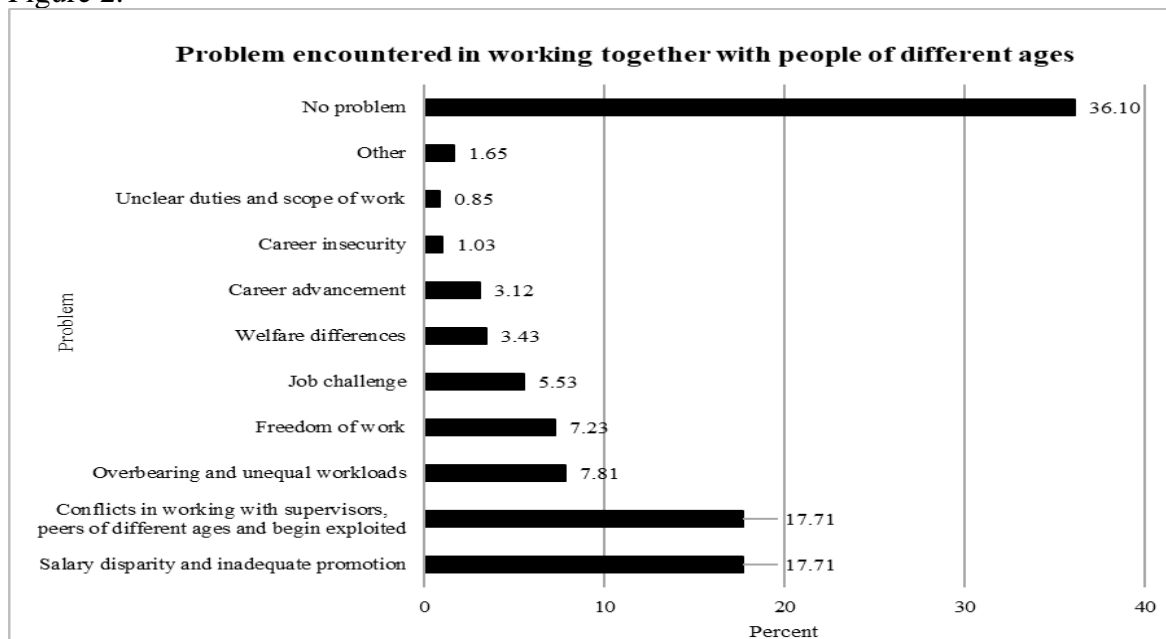


Figure 2 Problem encountered in working together with people of different ages (Research Center for Social and Business Development Co., Ltd., 2019)

Research objectives

- 1 To study the composition of the approach to managing human resources of different ages to work together for maximum success in the industrial business organization.
- 2 To develop a structural equation model of management approaches for human resources of different ages to work together for maximum success in the industrial business organization.

Research hypothesis

According to the research objectives and related literature, the researcher had formulated the hypothesis of the theoretical research which could be summarized as 6 items (H1-H6) as follows:

- 1 H1: Attitude directly influenced teamwork. (Cletus, Mahmood, Umar & Ibrahim, 2018) and (Cushing, 2019)
- 2 H2: Attitude directly influenced communication. (Shakhbazyan, 2018) and (Alligood, 2019)
- 3 H3: Attitude directly influences flexible. (Ciarniene & Vienazindiene, 2018) and (Brown, Maniam & Leavell, 2019)
- 4 H4: Communication directly influenced teamwork. (Wu, Liu, Zhao & Zuo, 2017) and (Suwandana, 2019)
- 5 H5: Communication directly influenced flexible. (Tripathy, 2020) and (Ter Hoeven & Van Zoonen, 2020)
- 6 H6: The importance of the approach to the management of human resources of different ages to work together to achieve maximum success in the industrial business

organization, as a whole, there was no difference in industry business size classification. (Van Looy & Van den Bergh, 2018)

Methodology

This research was to create a new body of knowledge by using mixed research that consists of 3 parts: qualitative research using in-depth interviews, quantitative research using survey data collection, and qualitative research using discussion groups to verify the validity of the research model. The methodology consisted of the following sequence of steps:

Qualitative research was conducted using in-depth interviews. There were 9 experts in 3 groups, namely 3 human resources executives, 3 government and related agencies experts, and 3 academicians. In this regard, an open-ended interview questionnaire was used through four components reviewed from the theory and related literature: 1) teamwork 2) communication 3) attitude and 4) flexible. The result of the index of consistency ranged from 0.60–1.00. When 100 questions of all 4 components were tested and analyzed to determine the confidence of the questionnaire from Cronbach's Alpha Coefficient, the value was 0.97. The results of the discrimination analysis of the checklist questionnaire had a standard deviation of 0.41–2.06. The Rating Scale questions resulted in a Corrected Item–Total Correlation of 0.31–0.80 respectively.

Quantitative research was conducted by submitting questionnaires to 500 middle-level executives and above in the industrial sector who are members of the Personnel Management Association of Thailand (PMAT). It took a 7-month process to collect data from a total of 1,512 people. The sample size of 500 people (Comrey and Lee, 1992 referenced in Thanin, 2020) consisted of 250 from small and medium-sized industrial businesses and 250 from large industrial businesses. The questionnaire was a checklist and rating scale. Criteria were based on the Likert 5-level scale. The data were analyzed using descriptive statistics and inferential statistics using the SPSS package. Simultaneously, multi-statistical analysis and structural equation modeling were developed using AMOS software packages. There were four criteria for Evaluating the Data-Model Fit: (1) the chi-square probability was greater than 0.05. (2) The relative chi-square value was less than 2.00. (3) The index of consistency was greater than 0.90. (4) The root mean square error of approximation (RMSEA) was less than 0.08.

Qualitative research was conducted using focus group. Eleven experts endorsed a structured equation modeling approach for managing human resources of different ages to work together to achieve the highest levels of success in the corporate industry.

Research results

Table 1 Findings on the importance of management approaches for human resources of different ages to work together for maximum success in industrial business organizations

Management approaches for human resources of different ages to work together for maximum success in industrial business organizations	Small and medium business (SMEs)			Large enterprises		
	\bar{X}	S.D.	Importance degree	\bar{X}	S.D.	Importance degree
Overview	3.89	0.58	High	3.85	0.57	High
1. Teamwork	3.92	0.58	High	3.87	0.57	High

2. Communication	3.90	0.57	High	3.88	0.59	High
3. Attitude	3.92	0.65	High	3.87	0.64	High
4. Flexible	3.81	0.65	High	3.79	0.65	High

Table 1 described the overall importance level and the four factors of the structured equation model for the approach to managing human resources of different ages to work together to achieve maximum success in the industrial enterprise. According to the Small and Medium Business Industry Research, the overall importance was at a high level and the mean was 3.89. When considering each composition, it was found that all compositions were of high importance. Teamwork was averaged 3.92. Attitude was averaged 3.92. Communication was averaged 3.90. Flexible was averaged 3.81. Likewise, large industrial businesses, the overall importance was at a high level and the mean was 3.85. When considering each composition, it was found that all compositions were of high importance. Communication was averaged 3.88. Teamwork was averaged 3.87. Attitude was averaged 3.87. Flexible was averaged 3.79.

Comparative results of the importance of management approaches for human resources of different ages to work together for maximum success in the industrial business organization, when classified by size of industrial business, there was no statistically significant difference at the 0.05 level.

Table 2 Statistics obtained from evaluating the congruence of the comparative structural equation model before and after adjusting the model.

Statistics	Criteria for consideration	Before adjusting model	After adjusting model
CMIN-p	> 0.05	0.000	0.073
CMIN/DF	< 2.00	2.378	1.165
GFI	> 0.90	0.653	0.963
RMSEA	< 0.08	0.053	0.018

In Table 2, statistical value before model improvement It was found that only one criterion was passed, namely root mean square error of approximation was equal to 0.053 (less than 0.08), but the other three did not pass the assessment criteria. The researcher analyzed and improved the model based on the "Modification Indices" to exclude observational variables that were not appropriate one by one, it was found that the chi-square probability was 0.073 (greater than 0.05), the relative chi-square was 1.165 (less than 2.00), the index of consistency was equal to 0.963 (greater than 0.90), and root mean square error of approximation (RMSEA) was equal to 0.018 (less than 0.08). It was concluded that the model passed the assessment criteria and was consistent with the empirical data.

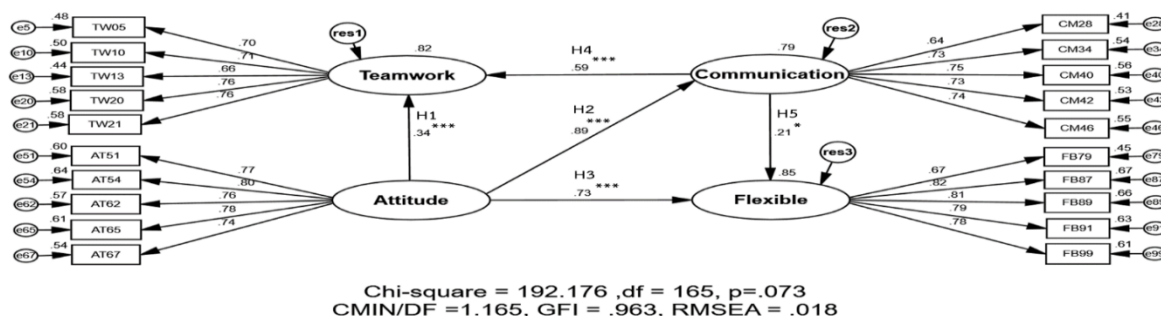


Figure 3 Structural equation modeling approaches the management of human resources of different ages to work together for maximum success in the industrial enterprise in the "Standardized Estimate" mode after adjusting the model

In Figure 3, the results of the analysis of the causal influence between latent variables in the structured equation model of the approach for managing human resources of different ages to work together to achieve maximum success in the industrial business organization in the mode of "Standardized Estimate", it was found that: Hypothesis 1 : Attitude had a statistically significant direct influence on teamwork at the 0.001 level and weighted at 0.34. Hypothesis 2 : Attitude had a statistically significant direct influence on communication at the 0.001 level and weighted at 0.89. Hypothesis 3 : Attitude had a statistically significant direct influence on flexible at the 0.001 level and weighted at 0.73. Hypothesis 4 : Communication had a statistically significant direct influence on teamwork at the 0.001 level and weighted at 0.59. Hypothesis 5 : Communication had a statistically significant direct influence on flexible at the 0.05 level and weighted at 0.21. The statistical values obtained from the structural equation model analysis after model improvement were shown in Table .3

Table 3 Statistics obtained from the analysis of the structural equation model after adjusting the model

Variables	Estimate		R ²	Variance	C.R.	P
	Standard	Unstandard				
ATTITUDE				0.37		
AT51	0.77	1.00	0.60	0.25		
AT54	0.80	1.11	0.64	0.26	18.99	***
AT62	0.76	1.06	0.57	0.31	17.84	***
AT65	0.78	1.09	0.61	0.28	18.57	***
AT67	0.74	1.11	0.54	0.39	17.22	***

Table 3 (continued)

Variables	Estimate		R ²	Variance	C.R.	P
	Standard	Unstandard				
TEAMWORK			0.82	0.06		
TW05	0.70	1.00	0.48	0.37		
TW10	0.71	0.95	0.50	0.31	14.57	***
TW13	0.66	0.86	0.44	0.33	13.63	***
TW20	0.76	1.02	0.58	0.27	15.51	***
TW21	0.76	1.01	0.58	0.26	15.53	***
COMMUNICATION			0.79	0.05		
CM28	0.64	1.00	0.41	0.34		
CM34	0.73	1.22	0.54	0.30	13.90	***
CM40	0.75	1.24	0.56	0.29	14.11	***
CM42	0.73	1.32	0.53	0.37	13.81	***
CM46	0.74	1.16	0.55	0.26	14.05	***
FLEXIBLE			0.85	0.05		
FB79	0.67	1.00	0.45	0.41		
FB87	0.82	1.28	0.67	0.27	16.08	***
FB89	0.81	1.20	0.66	0.24	16.06	***
FB91	0.79	1.21	0.63	0.28	15.71	***

FB99	0.78	1.20	0.61	0.31	15.48	***
------	------	------	------	------	-------	-----

***It was statistically significant at the 0.001 level.

In Table 3, it was found that attitude consisted of five observational variables, arranged in descending order as follows: The employee motivation variable (AT54) weighted 0.80 with a statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.64 and the variance was 0.26. The functional understanding variables for each age group (AT65) were weighted equal to 0.78 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.61 and the variance was 0.28. The variable for building confidence in the management of personnel in each age group (AT51) was weighted at 0.77. The squared multiple correlation (R^2) was 0.60 and the variance was 0.25. The variable for positive proactive support in working for personnel (AT62) was weighted at 0.76 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.57 and the variance was 0.31. The variable in reward or compensation upon employee achievement (AT67) was weighted at 0.74 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.54 and the variance was 0.39.

Teamwork consisted of five observational variables, arranged in descending order, as follows: The variables on the implementation of organizational values in worker collaboration (TW21) were weighted at 0.76 (C.R.=15.53) with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.58 and the variance was 0.26. The variables on how to work towards maximizing the efficiency of each team (TW20) were weighted at 0.76 (C.R.=15.51) with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.58 and the variance was 0.27. The knowledgeable, systematic and collaborative leadership variable (TW10) was weighted at 0.71 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.50 and the variance was 0.31. The motivational workforce for effective collaboration (TW05) variables were weighted at 0.70. The squared multiple correlation (R^2) was 0.48 and the variance was 0.37. The variables influencing employees to implement the organization's vision (TW13) were weighted at 0.66 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.44 and the variance was 0.33.

Communication consisted of five observational variables, arranged in descending order as follows: The intra-organizational communication enhancement variables, such as a post-conference review (CM40), were weighted at 0.75 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.56 and the variance was 0.29. The creative communication promotion variables (CM46) were weighted at 0.74 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.55 and the variance was 0.26. The open communication among organizational personnel (CM34) were weighted at 0.73 (C.R.=13.90) with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.54 and the variance was 0.30. The variables supporting direct communication from operational personnel to management (CM42) were weighted at 0.73 (C.R.=13.81) with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.53 and the variance was 0.37. A well-communicated variables that could build trust among colleagues (CM28) were weighted at 0.64. The squared multiple correlation (R^2) was 0.41 and the variance was 0.34.

Flexible consisted of five observational variables, arranged in descending order as follows: The support variables for personnel of all ages to have the opportunity to choose a

clear career path and growth (FB87) were weighted at 0.82 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.67 and the variance was 0.27. The personnel's independent task opinion variables (FB89) were weighted at 0.81 with a statistically significant level of 0.001. The squared multiple correlation (R^2) was 0.66 and the variance was 0.24. The work environment conditioning variables to promote new ideas of personnel (FB91) were weighted at 0.79 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.63 and the variance was 0.28. The variables for all personnel opinion response and improvement systems (FB99) were weighted at 0.78 with statistical significance at the 0.001 level. The squared multiple correlation (R^2) was 0.61 and the variance was 0.31. The variables for adjusting the operating time to suit each task group (FB79) were weighted at 0.67. The squared multiple correlation (R^2) was 0.45 and the variance was 0.41.

Discussion and conclusion

A key issue raised by research on how to manage human resources of different ages to work together to achieve maximum success in the industrial enterprise was the adoption of these approaches for success and to cope with the structural change in the workforce with the continual increase of the new generation. Human resources were essential to the organization; therefore, it was necessary to determine the effectiveness and expertise according to the goals. The more effectively an organization could use its limited resources, the more it created value for the organization (Silpcharu & Phumsiri, 2017). According to the results of this research, the researcher brought it to the discussion and came to a conclusion. The following 6 relevant research documents can be referenced, supported, or contradicted.

The management approach for human resources of different ages to work together for the highest success in the industrial business organization in terms of attitudes had an average of 3.90, which is considered the highest mean. This reflected the importance of attitudes directly affecting the management of people of different ages in industrial enterprises. People management in terms of creating a positive working attitude was essential for every organization to achieve effective collaboration within the organization. Consistent with Cushing (2019), each generation in the organization worked based on their own beliefs, habits, attitudes, and different work expectations. Creating a positive attitude was a huge challenge in today's organizations. Consistent with research by Gaidhani, Arora & Sharma (2019), generation Z was born and raised with today's technology. They were digital and technology-centric and had a completely different work attitude than Generation X and Generation Y. Without understanding them, organizations may encounter difficulties in employing and retaining them for their sustainable growth.

Management approaches for human resources of different ages to work together to achieve maximum success in the industrial business organization, it was found that the focus on creating a clear collaborative goal averaged 4.16, which was considered the highest priority. As mentioned, in any performance, all members must understand the objectives and goals of the performance in order to achieve the common goals of the organization. Consistent with research by Cerneviciute & Strazdas (2018), a successful workforce management structure depended on teamwork. Team composition included communication for the exchange of knowledge and independent opinions, clear goals, and decision-making power. In addition, organizational management must develop and improve various factors to increase work efficiency. Consistent with Tripathy Research (2018), teamwork was

recognized and demands were increasing across organizations to promote better problem solving, faster decision making and work done, as well as sharing responsibility and achieving common goals. In this regard, teamwork aimed to make the organization achieve its goals. Consistent with research by [Boonnuan & Thawornsujaritkul \(2021\)](#), organizational values were the main goals and were accepted by all personnel and executives in the organization. All personnel must adhere to corporate values and philosophy as working principles that enable them to have clear goals in their work and ultimately succeed.

According to the research findings, comparing the components of managing human resources of different ages to work together to achieve the highest success in the corporate industry, classified by the size of the business as a whole and each aspect, it was found that there was no statistically significant difference at the 0.05 level. In terms of human resource management, every organization had very similar practices such as instilling organizational culture, enhancing job skills and working as a team. Consistent with research by [Van Looy & Van den Bergh \(2018\)](#), the business process management of various organizations took into account factors consistent with the organizational context, such as organization size and people management. According to research, the adoption of business process management did not depend on the size of the organization because organizations large or small could do it equally.

The results of hypothesis testing showed that attitudes directly influenced communication had the highest Standardized Regression Weight at 0.89. Communication was the process of conveying understanding between two or more people. If one or both parties had negative beliefs and attitudes in communicating, the results may fail or not achieve the desired results. Consistent with research by [Paz \(2020\)](#), communicating must be clearly targeted through methods such as suggesting and questioning, as well as building trust and ensuring that team members hold and share ideas with confidence if requested. Consistent with research by [Alligood \(2019\)](#), Communication for cross-cultural change in an organization could be successful if the most important cultural elements were considered and a positive attitude towards the impact of culture was communicated.

The results of hypothesis testing showed that attitude had the greatest overall influence on flexible and had a Standardized Regression Weight of 0.92. Empirical data indicated that attitudes were important in managing people of different ages in organizations. If an individual understood the attitudes, personality, and characteristics of each age group and used them as a management strategy, they could build and retain their potential. Consistent with [Dick \(2019\)](#), different attitudes had different perceptions of work flexible. Moreover, the opposing behaviors of different generations led to conflicts in the workplace. Management attitude influenced personnel behavior and flexible, which was an essential component of management.

Analysis of relationship between variables of structural equation model approaches to managing human resources of different ages to work together to achieve maximum success in the industrial business organization after adjusting the structural equation modeling, the support variables for personnel of all ages to have the opportunity to choose a clear career path and growth and the personnel's independent task opinion variables had the highest correlation at 0.662. The personnel's independent task opinion created a variety of opinions and knowledge that led to good organizational development. Providing opportunities for personnel to have the opportunity to choose a career path would enable the organization to find personnel who truly loved and wanted

to work in that career path. Proper organization management encouraged executives and personnel to understand the importance of organizational success (Onprasirt, Sawangrat & Roopsing, 2021). In addition, an organization with proper organizational management was more effective than an improper organizational management (Silpcharu & Wattanakomol, 2017b). Consistent with research from Kostanek & Khoreva (2018), the best practice for managing competency in a rapidly changing organization was to maintain talent. This could be accomplished through a method of providing flexible practice to meet the abilities of different generations such as career development and personnel advancement to match the values, attitudes, behaviors, and expectations of different generations.

Suggestions for future research

- 1 The researcher should study more diverse industry groups or government agencies in order to obtain a management approach for human resources of different ages to work together for maximum success in the organization. This results in the efficiency of human resource management in both the industrial business and government agencies.
- 2 According to studies and interviews with experts, it was found that qualitative research was based on in-depth interviews with people involved in human resource management. The researchers should collect additional data from other groups of experts in order to obtain comprehensive information and apply the management approach of human resources of different ages to be appropriate for the type of organization.
- 3 In the reference, it was found that the small and medium-sized enterprises and large industrial enterprises of Thailand still lack comparative research as a key strategy. Therefore, the aim of the education sector is to conduct comparative research on the management of human resources of different ages in various forms of organization in order to lead to appropriate human resource management. It is important to achieve the highest efficiency in working together and increase the competitive advantage of the organization for stability and sustainability.

References

- Alligood, M. J. (2019). *Communicating to Obtain Engagement in Change Projects with Employees from Different Cultural Backgrounds*. Ashford University. <https://www.proquest.com/openview/77da5fcf1bbb023e71a9cddfd296fd55/1?pq-origsite=gscholar&cbl=18750&diss=y>
- Boonnual, C., & Thawornsujaritkul, T. (2021). Business Model Canvas Effect Risk Management and Business Performance: SMEs in Rayong, Thailand. *Journal of Contemporary Issues in Business and Government*, 27(2). <https://doi.org/10.47750/cibg.2021.27.02.165>
- Brown, K., Maniam, B., & Leavell, H. (2019). Promotion of New Working Environments-Flexible Worktime/Place. *Journal of Academy of Business and Economics™*, 15. <https://doi.org/10.18374/JABE-19-1.2>
- Černevičiūtė, J., & Strazdas, R. (2018). Teamwork management in Creative industries: factors influencing productivity. *Entrepreneurship and sustainability issues*, 6(2), 503-516. [https://doi.org/10.9770/jesi.2018.6.2\(3](https://doi.org/10.9770/jesi.2018.6.2(3)

- Ciarniene, R., & Vienazindiene, M. (2018). Flexible work arrangements from generation and gender perspectives: Evidence from Lithuania. *Engineering Economics*, 29(1), 84-92. <http://dx.doi.org/10.5755/j01.ee.29.1.19247>
- Cletus, H. E., Mahmood, N. A., Umar, A., & Ibrahim, A. D. (2018). Prospects and challenges of workplace diversity in modern day organizations: A critical review. *HOLISTICA—Journal of Business and Public Administration*, 9(2), 35-52. <https://doi.org/10.2478/hjbpa-2018-0011>
- Cushing, G. M. (2019). *Multi-Generational Workforce Strategies for 21 st Century Managers*. Southeastern University. <https://www.proquest.com/openview/04a692b85b615efb154ea74d8100a37c/1?pq-origsite=gscholar&cbl=51922&diss=y>
- Dick, S. D. (2019). *A study of the generational differences in work values of Generations X, Y, and Z*. Northcentral University. <https://www.proquest.com/openview/aa738d6c2d9539ff7f24d5e11195cb4e/1?pq-origsite=gscholar&cbl=18750&diss=y>
- Gaidhani, S., Arora, L. & Sharma, B. K. (2019). Understanding the Attitude of Generation Z Towards Workplace. *International Journal of Management, Technology and Engineering*, 19(1), 2804-2812.
- Kostanek, E., & Khoreva, V. (2018). Multi-generational workforce and its implication for talent retention strategies. In *Psychology of Retention* (pp. 203-221). Springer. https://doi.org/10.1007/978-3-319-98920-4_10
- National Statistical Office. (2019). [online]. Estimated population of Thailand during 2010-2040. [Retrieved December 15, 2019]. From <http://www.nso.go.th>.
- Onprasirt, T., Sawangrat, N. & Roopsing, T. (2021). Guidelines for Managing Rubber Processing Into Competition for Sustainable Existence. *Academy of Strategic Management Journal*, 20(3).
- Paz, A. J. (2020). Online collaboration platforms: Communication implications for workplace virtual teams. <https://commons.emich.edu/honors/678/>
- Shakhbazyan, N. (2018). *How Do Multigenerational Differences Affect Motivational Factors in the Workplace?* California State University, Northridge. <https://scholarworks.calstate.edu/downloads/2227ms784>
- Personnel Management Association of Thailand. (2016). [Online]. Annual Report 2016 of the Personnel Management Association of Thailand. [Retrieved on November 16, 2019]. From <http://www.pmat.or.th>.
- Silpcharu, T. & Phumsiri, N. (2017). Guidelines on Increasing Organization Achievement with Knowledge Management in Industrial Business Sector. *International Journal of Economic Research*, 14(17), 569-580.
- Silpcharu, T., & Wantanakomol, S. (2017). A structure equation modeling of guidelines for sustainable otop production management, using sufficiency economy theory. *International Journal of Applied Business and Economic Research*, 15(22), 863-872. <https://fba.kmutnb.ac.th/main/wp-content/uploads/2022/06/A-Structure-Equation-Modeling362565.pdf>
- Social and Business Development Research Center Company Limited (SAB). (2019). *Survey and Study Project for Social Surveillance and Early Warning 2019: Subject 1 - Study Topics: The dynamics of working styles in Thailand and the transition to the work of the new generation (NextGen Work)*.
- Thanin Silcharu. (2020). *Research and statistical analysis using SPSS and AMOS*. Bangkok: Business R&D Ordinary Partnership.

- Ter Hoeven, C. L., & Van Zoonen, W. (2020). Helping others and feeling engaged in the context of workplace flexibility: The importance of communication control. *International journal of business communication*, 2329488419898799. <https://doi.org/10.1177/2329488419898799>
- Tripathy, M. (2018). Building quality teamwork to achieve excellence in business organizations. *International research journal of management, IT and social sciences*, 5(3), 1-7. <https://sloap.org/journals/index.php/irjmis/>
- Van Looy, A., & Van den Bergh, J. (2018). The effect of organization size and sector on adopting business process management. *Business & Information Systems Engineering*, 60(6), 479-491. <https://doi.org/10.1007/s12599-017-0491-3>
- Wu, G., Liu, C., Zhao, X., & Zuo, J. (2017). Investigating the relationship between communication-conflict interaction and project success among construction project teams. *International Journal of Project Management*, 35(8), 1466-1482. <https://doi.org/10.1016/j.ijproman.2017.08.006>