



Guidelines for effective management of disabled workers in the industrial business sector

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ABSTRACT

Throughout the past, Thai society has become increasingly aware of the rights of people with disabilities. Efforts have been made to promote careers and protect employment opportunities for people with disabilities, allowing them to use their abilities and enhance their quality of life. Additionally, empowering people with disabilities serves as a significant contributor to strengthening both family and national economies. This research aims to study guidelines for the effective management of disabled workers in the industrial business sector. Conduct both qualitative and quantitative research methods. Qualitative research was conducting in-depth interviews with nine experts and group discussions with 11 qualified experts. For quantitative research, a survey of 500 industrial business executives was conducted using questionnaires, employing both descriptive and inferential statistics, including multivariate statistics.

The results of the research revealed guidelines for effective management of disabled workers in the industrial business sector, with the importance of all five elements arranged as follows: 1) Corporate Resilience ($\bar{X}=4.71$), the most important items include analyzing the direction of the employment market to adjust work styles as appropriate. 2) Working Environment ($\bar{X}=4.66$), the most important items include arranging connecting devices to enable quick and convenient access to applications, websites, and online media. 3) Skill Development ($\bar{X}=4.64$), the most important item includes increasing training channels both in online and offline formats. 4) Welfare and Stability ($\bar{X}=4.62$), the most important item is providing bonus welfare for disabled workers, and 5) Collaboration Network ($\bar{X}=4.60$), the most important items include creating a network to work with the Center for Potential and Career Development of Persons with Disabilities in the area of skill training according to the aptitude of disabled workers. The hypothesis test results found that small and medium-sized businesses and large businesses place importance on effective management of disabled workers, which is significantly different at the 0.05 level. The results of the analysis of the developed structural equation model found that it passes the evaluation criteria and is consistent with empirical data. The chi-square probability level was 0.082, the relative chi-square was 1.085, the goodness of fit index was 0.935, and the root mean square error of approximation was 0.013.

Keywords: Structural Equation Model, Management, Disabled Workers, Industrial Business Sector

Background and importance of the problem

Disabled people are considered one of the disadvantaged groups in society, facing challenges due to impairments in vision, hearing, movement, communication, cognition, emotions, behavior, intelligence, learning, or other areas. These impairments create obstacles in various aspects of life, requiring special assistance to perform daily activities and participate in society like the general public (Royal Gazette, 2007:1). The number of people with disabilities in Thailand of working age (15-59 years old) has been continuously

increasing from 2016 to 2022. In 2022, the percentage of working-age individuals with disabilities accounted for as much as 39.79 percent of the total disabled population in Thailand (Department of Promotion and Development of Quality of Life for Persons with Disabilities, Ministry of Social Development and Human Security, 2023).

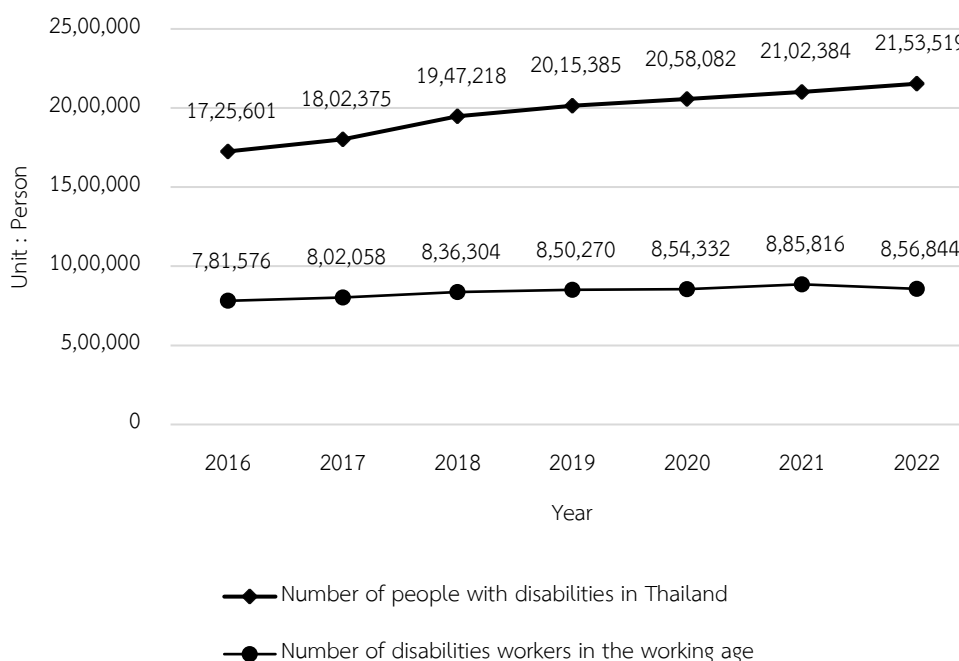


Figure 1. The comparison between the total number of people with disabilities in Thailand and the number of people with disabilities who are of working age from 2016 to 2022 (the Department of Empowerment and Development of the Quality of Life of Persons with Disabilities, Ministry of Social Development and Human Security, 2023)

Throughout the past, Thai society has become increasingly aware of the rights of people with disabilities, promoting their careers, and safeguarding their employment opportunities. This aims to provide individuals with disabilities the chance to utilize their abilities, enhancing their quality of life, and contributing significantly to bolstering both family and national economies. As a result, the Act on Promotion and Development of the Quality of Life of Persons with Disabilities, 2007, and its subsequent amendments (No. 2) in 2013 were enacted. These legislations establish avenues for individuals with disabilities to pursue employment through three key provisions include:

The first case: Recruiting disabled people to work according to Section 33 entails having employers or owners of establishments and government agencies accept people with disabilities for employment in a ratio of 100 non-disabled employees to 1 disabled person. Moreover, if the total workforce exceeds 50 individuals, an additional disabled person must be hired for every increment of 100 individuals.

The second case: Sending money to the Fund for the Promotion and Development of the Quality of Life of Persons with Disabilities under Section 34, and **The third case:** Organizations can comply with Section 35 by granting concessions. This includes organizing spaces to sell products or services, subcontracting work, providing internships, or offering any other form of assistance to disabled people or caregivers of disabled people on their behalf (Royal Gazette, 2007).

To compare the ratio of the number of disabled people that private organizations must accept to work with the number of people with disabilities who were employed under Section 33 from 2016-2022, it was found that, private establishments hire persons with disabilities according to Section 33, accounting for only about half of the number of persons with disabilities that private establishments must accept to work as specified by labor law. In 2022, private establishments hired persons with disabilities according to Section 33, amounting to 58.56 percent of the number of persons with disabilities that private establishments must accept to work (Department of Promotion and Development of Quality of Life for Persons with Disabilities, Ministry of Social Development and Human Security, 2023), reflecting that there are still a large number of disabled workers who are not hired by private establishments according to Section 33 in the ratio required to employ disabled persons as specified by labor law, as shown in Figure 2.

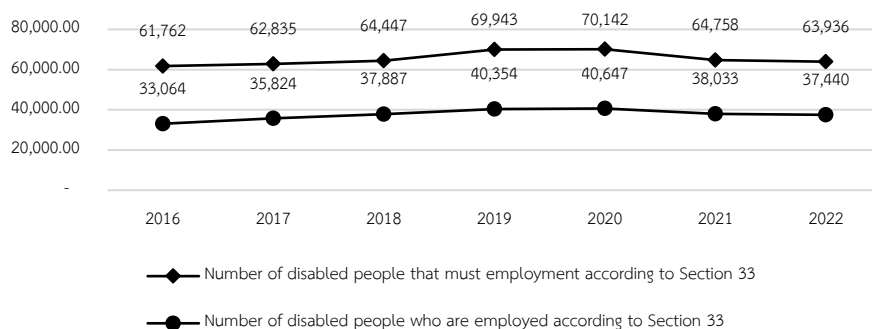


Figure 2. Comparison of required to hire people with disabilities to work with the employment of people with disabilities according to Section 33 from 2016-2022 (the Department of Promotion and Development of the Quality of Life of Persons with Disabilities, Ministry of Social Development and Human Security, 2023).

From the background and importance of the problems mentioned above, the researcher is interested in conducting a research study on Guidelines for the effective management of disabled workers in the industrial business sector. The aim is to propose guidelines for managing disabled workers in the industrial business sector, covering corporate resilience, working environment, skill development, welfare and stability and collaboration network. These guidelines will be beneficial in enhancing the quality of life at work for disabled workers and contribute to the effective management of disabled workers in the industrial business sector.

Research Objectives

1. To study the elements of guidelines for effective management of disabled workers in the industrial business sector.
2. To develop a structural equation model for effective management of disabled workers in the industrial business sector.

Literature Review

From a literature review of concepts and theories regarding the effective management of disabled workers in the industrial business sector, a framework has been developed to enhance efficiency while promoting a good quality of life at work for disabled workers. In this modern era, both small and large organizations are committed to promoting social and environmental responsibility to ensure long-term growth. The guidelines for effective management of disabled workers in the industrial business sector focus on five key elements that executives should prioritize as follows: 1) Corporate Resilience 2) Working Environment 3) Skill Development Working Environment 4) Welfare and Stability and 5) Collaboration Network. With the following details:

1. The Components of Corporate Resilience, engage in preparing for the long-term employment prospects of individuals with disabilities (Ordway et al., 2020). Employers should adapt their organizations to accommodate the hiring and integration of individuals with disabilities (Irmgard & Charissa, 2021). Essential strategies to enhance the effectiveness and efficiency of disability management include implementing suitable job modifications for individuals with disabilities (Lefever et al., 2018) and devising social responsibility initiatives to facilitate their employment. Such initiatives may include altering work structures, implementing flexible hours, enabling telecommuting options, and adjusting work content (Miethlich et al., 2018). Additionally, it is crucial to evaluate the effectiveness of various accommodations provided to individuals with disabilities consisting of: 1) Adjusting duties and responsibilities. 2) Changing workplace policies. 3) Providing supportive staffing, and 4) Providing flexible scheduling, etc. (Wong, Kallish, and Crown, 2021). Therefore, the organizational resilience component is an important element that will lead to the effective management of disabled workers in the future.

2. The Components of the Working Environment focus on the employer's role in facilitating disabled workers' needs and ensuring a conducive Working Environment. Employers play a crucial role in coordinating with disabled employees by providing necessary accommodations (Gould-Werth, Morrison, and Ben-Shalom, 2018). Effective disability management formalizes robust communication among all stakeholders and develops goodwill and trust throughout the organization (Lefever et al., 2018). Implementing "Universal Design" across the workplace, encompassing tools, equipment, and infrastructure, is paramount for ensuring proper functioning and accessibility for disabled workers (Lefever et al., 2018). This approach extends beyond the workplace to include connecting residences with workplaces and integrating public facilities such as transportation systems, ensuring seamless accessibility and eliminating barriers (Ponsri, 2019). A well-connected environment with minimal disruptions enhances higher work efficiency and contributes to the sustainable development of quality of life for individuals with disabilities.

3. The Skill Development Components, the challenges confronted by workers with disabilities in advancing their careers. Insufficiency of awareness among managers and coworkers about disabilities can interrupt the career progression of individuals with disabilities. Therefore, practitioners and human resource managers must understand the impact of disability on career development and provide support accordingly (Potgieter, Coetzee, and Ximba, 2017). Important strategies for skill development include job rotation, repairable training methods based on disability, knowledge transfer, and fostering future work skills (Stankeviciute and Savaneviciene, 2018). Additionally, initiatives such as internships, training programs, and leadership development opportunities within organizations are crucial for promoting the employment of people with disabilities (Miethlich, Boris; Šlahor and L'udomír, 2018). Strategic planning to address digital transformation is also essential, involving the use of virtual technology tools for managing the workforce of people with disabilities. These tools facilitate interactive training to develop functional skills applicable to real-world scenarios (Sousa and Rocha, 2019; Bryant, Brunner, Hemsley, 2020). The development of skills and abilities among people with disabilities is integral to enhancing their quality of working life and ensuring effective labor management (Chanin, 2020).

4. The Welfare and Stability Components, are the crucial aspects of compensation, welfare, and job security for disabled workers. Compensation and welfare serve as primary motivators for employees (Shtembari, Kufo, and Haxhinasto, 2022). Promoting welfare and job stability among disabled workers involves various measures, such as providing assistance, raising awareness about the rights of people with disabilities, and leveraging technology to facilitate their tasks. Technology-enabled solutions, including electric wheelchairs, color-coded keyboards, refreshable braille displays, and dedicated screen reader software, empower individuals with disabilities to fulfill their responsibilities more efficiently (David, 2019). Moreover, ensuring the health and well-being of colleagues with disabilities is essential for fostering a good quality of life at work. This can be achieved through initiatives like organizing exercise activities and providing facilities such as accessible bathrooms (David, 2019). Additionally, caring for employees' health and safety, promoting work-life balance, and fostering equality and fairness are integral components of promoting welfare and job security (Stankeviciute and Savaneviciene, 2018). One crucial aspect of effective disability management programs is providing healthcare advice, as highlighted by Lefever et al. (2018). Furthermore, offering financial assistance and necessary welfare measures can significantly reduce expenses and contribute to savings for future living, thereby enhancing the overall quality of life for disabled workers (Chanin, 2020). These initiatives demonstrate a commitment to providing fair and adequate compensation and ensuring job security for individuals with disabilities.

5. The Components of a Collaboration Network are important for solving the multifaceted barriers to employment for individuals with disabilities, requiring stakeholder engagement and collaboration across sectors (Khayatzadeh-Mahani, et al., 2020). Sustainable Human Resource Management emphasizes cooperation with external partners, as well as strengthening collaboration among employees, such as teamwork and cultivating positive relationships between executives and staff (Stankeviciute & Savaneviciene, 2018). Main strategies to enhance the effectiveness and efficiency of managing individuals with disabilities include developing communication among all stakeholders and promoting social dialogue among interested parties. This can be achieved through initiatives, such as disability awareness training, team-building projects, and forging partnerships with families and disability associations in the labor process, facilitating the effective adaptation of workers with disabilities to the workplace (Medina & Gamero, 2017). Based on the literature review, a conceptual framework for the effective management of disabled workers in the industrial business sector can be established, focusing on five key elements which are: Corporate Resilience, Working Environment, Skill Development, Collaboration Network, Welfare and Stability, as illustrated in Figure 3.

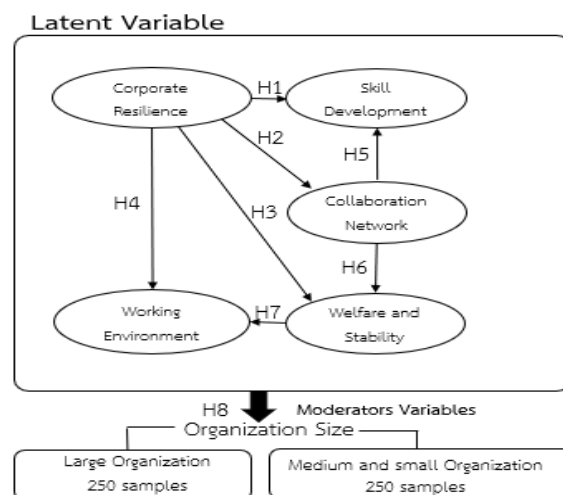


Figure 3. Components of guidelines for effective management of disabled workers in the industrial business sector

Research Hypothesis

From the objectives of the research and related literature, the researcher has therefore formulated seven research hypotheses as follows:

H1: Corporate Resilience components directly influence Skill Development components. Distinguished research has explored the relationship between corporate resilience and skill development components. For instance, a study titled "Second-order confirmatory factor analysis of auto parts manufacturing industry management guidelines for sustainable success" by Wattanakomol and Silpcharu (2022) found that entrepreneurs must change their traditional way of business operation by investing in modern automation, information and innovation in order to skill development for produce the products with high quality and high resolution and particularly in the context of supply chain professionals and their capabilities in navigating global resilience challenges. For instance, a study titled "Linking Supply Chain Professional's Competencies to Resilience in a Turbulent World" by Asghar, Aslam and Saeed (2021) found that organizational training and knowledge sharing are important factors in developing competencies among supply chain specialists, positively impacting organizational resilience. Moreover, research on the influence of emotional intelligence on organizational performance, as demonstrated in the study "Influence of Emotional Intelligence on Enterprise Performance with Mediating Role of Entrepreneurial Resilience: A Case of SMEs in Pakistan Under the Light of Covid-19" by Khan, Zubair, and Mehmood Shah (2022), highlights the role of entrepreneurial resilience as an intermediary variable influencing emotional intelligence skill. Additionally, studies such as "The Mediating Role of Career Resilience on the Relationship between Career Competency and Career Success: An Empirical Investigation" (Ahmad, Latif, Bilal, & Hai, 2019) ensure the interstitial role of work resilience in the relationship between work ability and career success. Work resilience emerges as a crucial predictor of career success, emphasizing the importance for operators and HR managers to prioritize the development of career abilities to enhance work resilience, laying the groundwork for a successful career.

H2: Corporate Resilience components directly influence Collaboration Network components. Research indicates that the relationship between corporate resilience elements and collaboration networks in supply chain resilience during the COVID-19 pandemic in 2022, as studied by Ozdemir, Sharma, Dhir, and Daim, found that, operators can strengthen supply chain resiliency by developing strong relationships with suppliers and employees. Furthermore, research on the financial performance of firms with supply chains during the COVID-19 pandemic, particularly focusing on the roles of dynamic capability and supply chain resilience in 2023, conducted by Juan and Li, revealed that Supply chain collaboration is an observational variable with a direct positive relationship with supply chain resilience, statistically significant at the 0.001 level (CR = 0.782, P-Value = 0.898). Additionally, a study on guidelines for motivating personnel to work effectively with non-monetary compensation in 2022, authored by Kullachart, Thawornsujaritkul, and Silpcharu, found that the elements of Company Policies have a direct influence on the elements of Social Relations with statistical significance at the level of 0.001, with a regression weight at 0.47. Moreover, research on guidelines for increasing efficiency in industrial procurement management, focusing on operational excellence through organizational change strategies in 2023, conducted by Sukhawattanakun, Roopsing, and Silpcharu, found that Organizational Change elements have a direct influence on the components of Business Alliance Networks, statistically significant at the 0.01 level, with a regression weight of 0.30.

H3: Corporate Resilience components directly influence Welfare and Stability components. In an era where there are both economic and social changes, the lifestyles of employees change according to the era and period. To respond to the needs of diverse employees, labor welfare arrangements should be flexible to be consistent with the needs of different employees (Labor Welfare Division, Department of Labor Protection and Welfare, 2019). Research indicates that there has been an examination of the relationship between the elements of organizational resilience (Corporate Resilience) and the elements of Welfare and Stability in the context of equation models. In a study on the structure of employer resilience regarding human resource management practices and organizational commitment, titled "A Structural Equation Model on Employer Resilience about Human Resource Management (HRM) Practices, Organizational Commitment, And Work Engagement of Employees In the Tourism Industry in Region XII" conducted in 2023 by Dela and Hinlayagan, it was found that human resource management practices, rewards, and compensation have a direct positive relationship with employee resilience in the tourism industry in Region XII.

H4: Corporate Resilience components directly influence Working Environment components. Changes in the technological Working Environment in each work area influence the ability to employ people with disabilities in the future (Moore, McDonald, and Jennifer Bartlett, 2018). Businesses have currently adopted technology systems as part of the work process to reduce steps and increase convenience and speed (Wattanakomol, 2023), including adjusting work points and schedules so that disabled employees can work with maximum efficiency (International Labor Organization, 2010: 18). Research indicates that there has been an examination of the relationship between elements of corporate resilience and elements of the working environment regarding factors affecting the resilience of new nurses in their working environment in 2022, as written by Park and Jang. It was found that the working environment affects work resilience for new nurses, reaching 30.2%. The research concluded that a satisfying Working Environment increases the resilience of new nurses and decreases the intention to leave the workplace. Additionally, there is research on overcoming social anxiety

disorder and developing visionary leadership in uncertain environments. The important role of resilience, conducted in 2023 by Guan, Wang, Zhang, and Cao, found that organizational resilience helps leaders maintain motivation in an uncertain Working Environment. Furthermore, research on guidelines for motivating personnel to work effectively with non-financial compensation, conducted in 2022 by Kullachart, Thawornsujaritkul, and Silpcharu, found that the elements of company policies have a direct influence on the elements of the working environment with statistical significance at the 0.001 level, with a weight value of 0.45. Research on effective management guidelines for the Industrial Estate Authority to support the sustainable growth of the country, conducted in 2020 by Phanayingphaisal and Worawattanaparinya, found that the elements of the plan and policy determination directly influence the environmental management component with statistical significance at the 0.001 level, with a factor loading value of 0.29.

H5: Collaboration Network components directly influence Skill Development components. Significant research has examined the relationships between collaboration network elements and skill development components. In a study on supply chain integration, learning, and agility, effects on performance conducted in 2019 by Khan and Wisner, it was found that supply chain integration has a direct positive influence and relationship to learning both outside and within the organization. Research on guidelines for successful supply chain management in industrial businesses conducted in 2021 by Siwasilchai, Bua-in, and Shoommuangpak found that knowledge elements of logistics have a direct influence on the elements of the Collaboration Network with statistical significance at the 0.001 level, with a Standardized Regression Weight value of 0.54. Additionally, research on guidelines for the preparation of the food industry to certify the ISO 22000 Food Safety Management System conducted in 2023 by Pinbunleng, Sawatenarakul, and Silpcharu found that the elements of human development (Learning and Growth) directly influence the collaborative network elements with statistical significance at the 0.001 level, with a Standardized Regression Weight value of 0.78.

H6: Collaboration Network components directly influence Welfare and Stability components. Public Private Collaboration: A Mechanism to Strengthen Social Welfare Security for the Elderly in Thailand - Japan 2020, written by Chanyakarn Khumdee, Phra Sutheerattanabundit, and Uamthip Srithong found that guidelines for enhancing work stability in social welfare for the elderly, The most important aspect is the integration of network partners, including government organization networks which is responsible for supervising work at the policy level, private sector organization network Who is responsible for managing the quality of services appropriately, such as care centers for the elderly, homes, and social sector networks such as community organization groups, temples, relatives, neighbors, who may be the first to provide effective assistance to the elderly and those in need. The research article on Well-Being at Work in Processes of Organizational Change: The Role of Informal Social Networks 2022, a study by Amorim-Ribeiro, Neiva, Macambira, and Martins found that social networks positively influence employee well-being at work.

H7: Welfare and Stability components directly influence Working Environment components. Promoting people with disabilities to be able to stay in the appropriate employment system and have job security. It is necessary to promote guidelines for protecting the rights and welfare of people with disabilities to be universal by adjusting the environment so that people with disabilities can access and use it, and to protect the rights of people with disabilities so that the environment does not become an obstacle to their participation in society (Social Information Center Office of Social Development and Human Security Mukdahan Province, 2020), and there is research indicating that it has examined the relationship between elements of Welfare and Stability with elements of the Working Environment regarding human resource management practices. Green Human Resource Management Practices and Environmental Performance in Ghana: The Role of Green Innovation 2021, written by Ahakwa, Yang, Agba Tackie, and Asamany found that the work practices of green human resource management Remuneration (Green Compensation) have a direct positive influence and relationship to performance in creating a good working environment (Environmental Performance) with statistical significance at the 0.001 level, with a Standardized Regression Weight value of 7.339.

H8: The level of importance of guidelines for effective management of disabled workers in the industrial business sector overall varies based on the size of the business. According to a study titled "People with Disabilities: Employers' Perspectives on Recruitment Practices, Strategies, and Challenges in Leisure and Hospitality" published in the Cornell Hospitality Quarterly in 2012 by Houtenville and Kalargyrou found that large organizations are more inclined to hire people with disabilities compared to smaller organizations. Large organizations that prioritize hiring people with disabilities often do so due to perceived lower potential costs and heightened awareness of disability safety compared to organizations without such policies. Main considerations for executives at large corporations include employer tax credits and incentives, flexible work schedules, and disability awareness training.

Research Methodology

This research is about creating new knowledge (Inductive Research) using Mixed-Methodology Research consists of 3 parts which are: Qualitative Research using In-Depth interview techniques Quantitative Research by collecting survey data and Qualitative Research using focus group discussion techniques to confirm the accuracy of the research model this time.

1. Qualitative research was conducted using in-depth interview techniques. The population for this research comprised nine experts selected using purposive sampling, experts divided into three groups which

are: a group of three entrepreneurs or executives from business organizations, a group of three individuals from government organizations and related organizations, and a group of three academics.

2. In quantitative research using survey techniques, the population consisted of executives from the manager level and higher, or entrepreneurs of industrial businesses who have received a plaque or certificate of honor and comply with Section 33 of the Act. on The Promotion and Development of the Quality of Life of Persons with Disabilities. The total population, sourced from the Department of Promotion and Development of Quality of Life for Persons with Disabilities Ministry of Social Development and Human Security (2014-2022), comprised 1,266 locations. Accordingly, the researcher determined a sample size of 500 (Thanin, 2024), employing research criteria such as factor analysis or structural equation modeling. A multi-stage sampling method was used (Thanin, 2024), dividing industrial business operators into two types which are: small and medium-sized, and large industrial businesses. The random probability method was employed using the lottery method.

3. In qualitative research using the focus group discussion technique, 11 qualified experts were selected using purposive sampling.

Results

1. The results of the analysis of guidelines for effective management of disabled workers in the industrial business sector indicate five components which are: Corporate Resilience, Working Environment, Skill Development, Welfare and Stability and Collaboration Network elements. The empirical data concurs with the literature, by a p-value of 0.082, CMIN/DF of 1.085, GFI of 0.935, and RMSEA of 0.013, with a statistical significance of 0.001. These findings meet the criteria for consideration outlined by Arbuckle (2016). The structural equation modeling demonstrates the effectiveness of managing disabled workers in the industrial business sector, as shown in Figure 4 after model improvement.

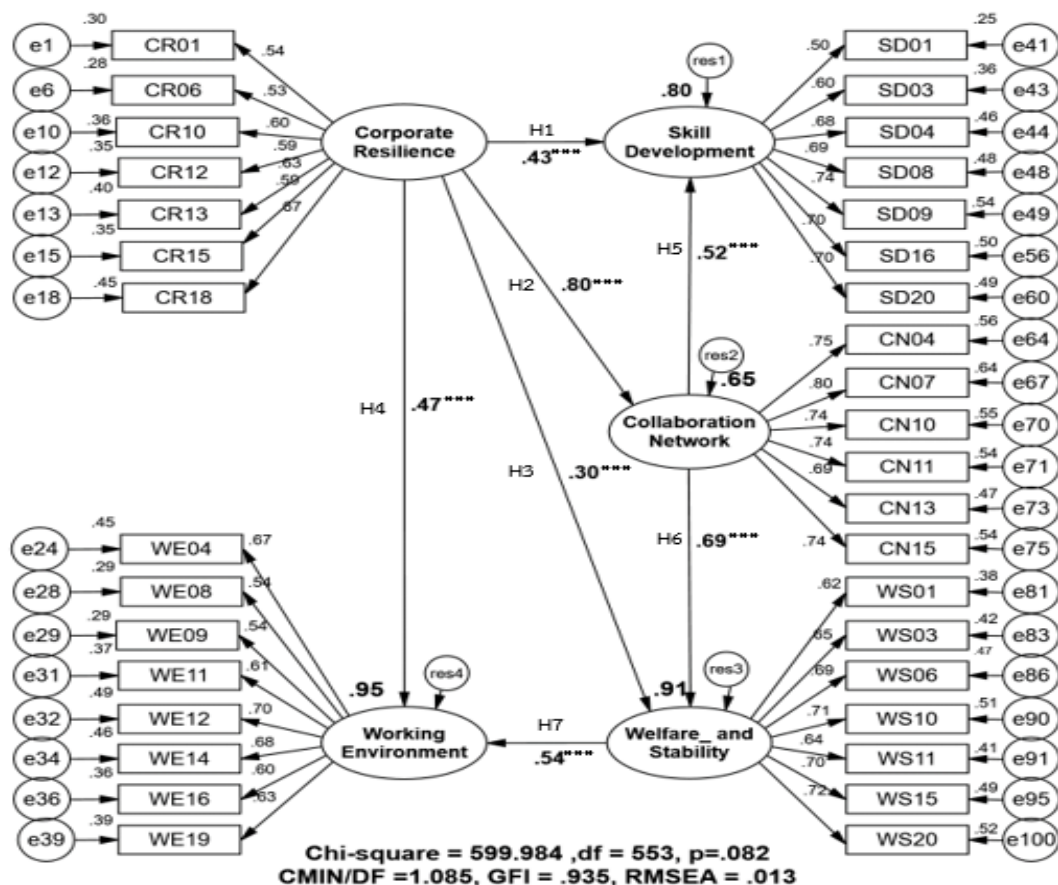


Figure 4. Structural equation model for guidelines for managing disabled workers in the industrial business sector effectively.

2. Figure 4 shows the results of hypothesis testing to analyze causal influences between latent variables in the structural equation model for effectively managing disabled workers in the industrial business sector, eight of them were found to be by the hypotheses set, including:

H1: The Corporate Resilience components has a statistically significant direct influence on the Skill Development components at the 0.001 level, with a Standardized Regression Weight of 0.43.

H2: Corporate Resilience components have a statistically significant direct influence on Collaboration Network components at the 0.001 level, with a Standardized Regression Weight of 0.80.

H3: The Corporate Resilience components has a direct influence on the Welfare and Stability components with statistical significance at the 0.001 level, with a Standardized Regression Weight value of 0.30.

H4: Corporate Resilience component have a direct influence on Working Environment components with statistical significance at the 0.001 level, with a Standardized Regression Weight value of 0.47.

H5: Collaboration Networks components have a direct influence on the components of Skill Development with statistical significance at the 0.001 level, with a Standardized Regression Weight value of 0.52.

H6: Collaboration Network components have a direct influence on the Welfare and Stability components with statistical significance at the 0.001 level, with a Standardized Regression Weight value of 0.69.

H7: Welfare and Stability components have a direct influence on the Working Environment components with statistical significance at the 0.001 level, with a Standardized Regression Weight value of 0.54.

H8: The level of importance of the components of the overall effective management of disabled workers in the industrial business sector classified by industry business size was found to be a statistically significant difference at the 0.05 level.

3. The results of comparing the importance levels of the components of guidelines for effective management of disabled workers in the industrial business sector, classified by industry business size, revealed a difference, large industrial businesses prioritize the effective management of disabled workers in the industrial sector overall more than small and medium-sized industrial businesses. This difference was found to be statistically significant at the 0.05 level, as shown in Table 1.

Table 1. Comparison of the importance of guidelines for effective management of disabled workers in the industrial business sector.

Components of guidelines for effective management of disabled workers in the industrial business sector.	Small and Medium-Sized			Large-Sized			t-Value	P-Value
	\bar{X}	S.D.	Level of Importance	\bar{X}	S.D.	Level of Importance		
Overall	4.61	0.38	Highest	4.68	0.33	Highest	-2.27	0.02*
1. Corporate Resilience	4.67	0.34	Highest	4.74	0.28	Highest	-2.47	0.01*
2. Working Environment	4.62	0.39	Highest	4.69	0.34	Highest	-2.17	0.03*
3. Skill Development	4.60	0.42	Highest	4.69	0.36	Highest	-2.43	0.02*
4. Welfare and Stability	4.59	0.43	Highest	4.65	0.37	Highest	-1.66	0.10

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Components of guidelines for effective management of disabled workers in the industrial business sector.	Small and Medium-Sized			Large-Sized			t-Value	P-Value
	\bar{X}	S.D.	Level of Importance	\bar{X}	S.D.	Level of Importance		
5. Collaboration Network	4.56	0.46	Highest	4.64	0.42	Highest	-2.00	0.05*

*Statistically significant at the 0.05 level.

Conclusion and Discussion

1. From the results of hypothesis testing, it was found that the Corporate Resilience component has the highest overall influence on the Working Environment component, demonstrating statistical significance at the 0.001 level. The Standardized Regression Weight is at 0.93, indicating that organizations prioritizing organizational resilience can enhance the working environment for disabled workers. This could be attributed to adjustments in the Working Environment that are appropriate to the physical conditions of disabled individuals. Such considerations are crucial for industrial sector organizations to regularly and continually discuss with disabled workers. Additionally, some business organizations may need to make specific adaptations to their working environments. By assigning people with disabilities to public service work or allowing them to work from home may be necessary for organizations unable to provide suitable accommodations, such as steep ramps or appropriate bathrooms. Changes in the technological work environment also impact the employment opportunities for people with disabilities in the future (Moore, McDonald, and Jennifer Bartlett, 2018). Presently, businesses are integrating technology systems into their workflows to streamline processes and enhance efficiency (Wattanakomol, 2023). Adapting the work environment accordingly, including adjustments to workstations and schedules, gives opportunities for disabled employees to work with maximum efficiency (International Labour Organization, 2010: 18). These findings are consistent with the research results of Park and Jang (2022), who studied factors influencing the resilience of new nurses in their Working Environments. Their study revealed a positive relationship between work resilience and the working environment, accounting for a 30.2% variance. Moreover, Kullachart, Thawornsujaritkul, and Silpcharu

(2022) explored practices to effectively motivate personnel using non-financial compensation. Their research indicated that company policies have a direct impact on the working environment in multiple ways, demonstrating statistical significance at the 0.001 level with a weight of 0.45. These findings are consistent with the research conducted by Phanayingphaisal and Worawattanaparinya (2020), who studied effective management guidelines for industrial estates to support sustainable growth. Their research identified that the Plan and Policy-Defining Factor significantly influences the Environmental Management component at the 0.001 level, and Regression Weight of 0.29.

2. From the results of hypothesis testing, it was found that Corporate Resilience components have a direct influence on the Collaborative Network components, revealing the highest direct influence with a weight value (Standardized Regression Weight) of 0.80. These empirical findings suggest that organizations prioritizing organizational resilience are more likely to establish a collaborative network for effectively managing the workforce of people with disabilities. Managing a flexible workforce for individuals with disabilities necessitates cooperation across all sectors, including government organizations, independent organizations, and the private sector. Furthermore, enhancing communication channels for coordination in various areas is imperative moving forward. This is consistent with the research results of Ozdemir, Sharma, Dhir, and Daim, (2022) who studied the subject supply chain resilience during the COVID-19 pandemic. The research results found that business interruption caused by the pandemic, this results in resilience building activities. Empowerment from all sectors is another tool that is free of charge and helps strengthen operational efficiency, and capacity building can help organizations effectively manage supply chains during crises and consistent with the findings of Juan and Li (2023), who have studied and researched Financial Performance of Firms with Supply Chains During The COVID-19 Pandemic: The Roles of Dynamic Capability and Supply Chain Resilience. The research results found that supply chain collaboration is an observational variable that is significantly related to supply chain resilience at the 0.001 level (CR = 0.782, P-Value = 0.898), and is consistent with the research results of Kullachart, Thawornsujaritkul, and Silpcharu (2022), who conducted a research study on Guideline to Motivate Personnel to Work Effectively with Non- Financial Compensation. The results of the research found that, the company policies component has a direct influence on the Social Relations component with statistical significance at the 0.001 level, with a Regression Weight of 0.47, and consistent with the research results of Sukhawattanakun, Roopsing and Silpcharu (2023), who conducted a research study on Industrial Procurement Management Efficiency Guidelines: Perform Excellence Through Organizational Change Strategies, the results of the research found that Organizational Change elements has a direct influence on the components of Business Alliance Networks with statistical significance at the 0.01 level with a Regression Weight of 0.30.

3. The results of hypothesis testing indicate that the guidelines for managing disabled workers in the industrial business sector are generally effective, classified by business size, it was found that larger businesses prioritize the elements of Corporate Resilience, Working Environment, Skill Development and Collaboration Network, are more than small and medium-sized businesses. This finding shows statistical significance at the 0.05 level, consistent with the research conducted by Houtenville and Kalargyrou (2012) on the perspectives of employers regarding people with disabilities. The study revealed that larger organizations are more inclined to recruit individuals with disabilities compared to smaller entities. Moreover, organizations actively promoting the employment of disabled individuals express lower concerns regarding potential costs and demonstrate greater awareness of the safety of such individuals. Executives in these organizations often emphasize employer tax credits, incentives, flexible work schedules, and disability awareness training.

Research Suggestions

From research on guidelines for effectively managing disabled workers in the industrial business sector. To serve as a guideline for the public and private sectors to collaborate with educational institutions which will be beneficial to enhancing the quality of life at work for disabled workers. The researcher has suggested guidelines for managing disabled workers in the industrial business sector in two aspects as follows:

Suggestions obtained from policy level

1. Government and related agencies, should be promoted and supported to ensure effective management of disabled workers in the industrial sector as follows:

- 1) Government and related agencies should be meetings to discuss together. To create a plan to promote the employment of people with disabilities together, such as the issue of providing various benefits (Incentives), especially in the area of taxes, and find solutions to develop the potential of disabled workers together to create a chance for people with disabilities to have a good quality of life and be able to be self-reliant and sustainable.
- 2) Government and related agencies should be used to support establishments that employ disabled people, such as supporting the wages of some disabled people, supporting the budget for improving workplaces and facilities, and providing funding support for training for disabled workers, etc., to benefit disabled workers as much as possible. It is considered to help push forward the development of the quality of working life of disabled workers further, and

- 3) Government and related agencies should be given to all organizations that employ people with disabilities. If any organization accepts more people with disabilities to work than the proportion specified by law, they should receive a certificate of honor for corporate social responsibility (CSR).
- 4) Government and related agencies should be performed as a mediator between people with disabilities and business organizations by bringing all currently available information about people with disabilities to present to the organization, along with communication support. Continuously exchange knowledge (Know How) and information with business organizations, such as communicating information about their proactive role in policies for people with disabilities, promoting equality of working people, providing knowledge about the basic rights of people with disabilities in various contexts, and information on policies and legal regulations related to the employment of people with disabilities when they are updated and amended, etc.
- 5) Government and related agencies should cooperate for driving policies to support job creation, and creating suitable careers for people with disabilities by coordinating with all relevant development network partners in all sectors, to create a network database website and application as a source of updated labor market information for people with disabilities and can be accessed by every organization.
- 6) Government and related agencies should be promoted and supported or information on disabled people who want to work in the provincial area by registering the names of people with disabilities in each occupation along with introducing the history of people with disabilities to various organizations more quickly when an organization opens applications for people with disabilities to support the industrial business sector in the province and area to be able to recruit disabled workers as required by law.
- 7) Government and related agencies should issue policies to encourage people with disabilities to receive education more systematically. This is because most disabled workers have completed no more than secondary education. If we can push for better education, disabled workers will be able to truly develop into quality workers.
- 8) Government and related agencies should be created to develop people working in the field of people with disabilities and to provide knowledge to the wider society to understand the lives of people with disabilities. Raise awareness among society that people with disabilities can enter the labor market so that people with disabilities can live happily in a society with many differences.
- 9) Government and related agencies should promote and support facilitating travel for people with disabilities, by improving the entire mass transit system so that people with disabilities can truly access and use it because some people are disabled and unable to travel to work, some organizations require pick-up and drop-off from work which will be very difficult.
- 10) Government and related agencies should be improved to provide appropriate convenience to all groups of people, of all ages, including children, women, the elderly, and people with disabilities.

Suggestions obtained from the operation level

1. The industrial business sector should focus on managing disabled workers with the corporate resilience as follows:
 - 1) Analyze the market direction of hiring disabled workers to continuously adjust the working style for disabled workers as appropriate.
 - 2) Modify the perspective on the attitude of people in the organization towards disabled workers so that they can work with general employees.
 - 3) Allow disabled workers to request alternating working days or vacation days.
2. The industrial business sector should promote the creation of the working environments for disabled workers as follows:
 - 1) Provide connectivity devices to enable disabled workers to access applications, websites, and various online media quickly and conveniently.
 - 2) Facilitate disabled workers' access to internet signals for use in their work.
 - 3) Procure office furniture sets that are suitable for the work of each type of disabled worker.
3. The industrial business sector should promote the skill development for disabled workers as follows:
 - 1) Increase training channels both online and offline to facilitate disabled workers.
 - 2) Prepare a work procedure manual that corresponds to each type of disability.
 - 3) Provide job training within the organization for disabled workers, arrange a mentor to assist with work, and transfer working techniques to disabled workers.
4. The industrial business sector should promote welfare and stability for disabled workers as follows:
 - 1) Provide bonus welfare for disabled workers.
 - 2) Regularly and continuously consider and inspect the appropriateness of welfare provision for disabled workers, and
 - 3) Open a forum for listening to each other between representatives from disabled people's associations and executives of industrial organizations, to create mutual benefits.
5. The industrial business sector should promote the Collaboration Network as follows:
 - 1) Create a network to work with the Center for Potential and Vocational Development of Persons with Disabilities in training skills according to the aptitude of disabled workers.

- 2) Create a network of cooperation with the Thai Health Promotion Foundation (Thai Health Promotion Foundation) to monitor care help and give advice to disabled workers, and
- 3) Create a network of cooperation with hospitals to forward health care and safety to disabled workers.

Suggestions for further research

1. According to the Act. on Promotion and Development of Quality of Life for Persons with Disabilities, 2007, and its amendments (No. 2) 2013, methods have been established to encourage people with disabilities to engage in occupations. In addition, to specifying the employment of people with disabilities according to Section 33, Section 35 requires employers or owners of organizations to support and promote careers for people with disabilities in seven forms, namely:

- 1) Giving concessions.
- 2) Arrangement of places for selling products or services.
- 3) Subcontracting work or contracting services.
- 4) Internship.
- 5) Providing equipment or facilities.
- 6) Providing sign language interpreters, and
- 7) Providing other assistance.

Therefore, research should be conducted on guidelines for managing disabled workers according to Section 35 in the next study.

2. Since disabled workers are already employed by Section 33 across various departments and government organizations, there is a need for research to be conducted on guidelines for the effective management of disabled workers specifically within government organizations. Therefore, in the next research study, the focus should be on developing comprehensive guidelines tailored to address the unique challenges and requirements of managing disabled workers in government settings.

3. In this research study, the researcher investigated to establish guidelines for the effective management of disabled workers in the industrial business sector. Additionally, the aim was to formulate policies and plans to promote the employment of people with disabilities in Thailand, striving to attain the highest objectives by the spirit of the law. As a result, individuals with disabilities can secure employment and sustainable incomes, thereby enhancing the quality of life to achieve equality for all members of society. Therefore, future research endeavors should focus on developing government policies to promote and support the employment of disabled workers in the industrial business sector.

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