

The Appropriate Employment Model of Modern Enterprises for Hiring Persons with Disabilities in the Eastern Economic Corridor (EEC) Project

Wanwisa Rodpai¹, Rungraditt Kongyoungyune², Jitakorn Lakul³

¹Faculty of Liberal Arts, Krirk University, Thailand.

Email ID: wanwisa59297@gmail.com

²Chaopraya University, Nakhon Sawan, Thailand.

Email ID: rungradit.k@cpu.ac.th

³Faculty of Liberal Arts, Krirk University, Thailand.

Email ID: drcash.jtk@gmail.com

Cite this paper as: Wanwisa Rodpai, Rungraditt Kongyoungyune, Jitakorn Lakul, (2025) The Appropriate Employment Model of Modern Enterprises for Hiring Persons with Disabilities in the Eastern Economic Corridor (EEC) Project. *Journal of Neonatal Surgery*, 14 (7s), 266-278.

ABSTRACT

The purposes of this dissertation were: 1) investigate the levels of attitude factors, equity factors, and entrepreneurial participation factors affecting appropriate employment models for people with disabilities 2) study the relationships between attitude factors, equity factors, and entrepreneurial participation factors affecting appropriate employment models for people with disabilities, and 3) examine the direct, indirect, and overall influences of attitude factors, equity factors, and entrepreneurial participation factors on appropriate employment models for people with disabilities. The sample comprises 359 enterprises in the Eastern Economic Corridor (EEC) area. Data collection instruments include questionnaires. Statistical methods used in this research consist of percentage, mean, standard deviation, Pearson correlation coefficient, and path analysis.

The findings reveal that 1) the levels of attitudes towards employing people with disabilities, entrepreneurial participation in employing people with disabilities, equity principles in employing people with disabilities, and appropriate employment models for people with disabilities, as measured by organizational effectiveness, are at moderate levels. 2) The Pearson correlation coefficients between attitudes towards employing people with disabilities and equity principles in employing people with disabilities have a high positive correlation with entrepreneurial participation in employing people with disabilities and appropriate employment models for people with disabilities, as measured by organizational effectiveness, with statistical significance at the .01 level. Additionally, all three factors have a high positive correlation with appropriate employment models for people with disabilities, as measured by organizational effectiveness, with statistical significance at the .01 level. 3) Attitudes towards employing people with disabilities and entrepreneurial participation in employing people with disabilities have an overall positive influence on organizational effectiveness. Equity principles in employing people with disabilities and entrepreneurial participation in employing people with disabilities also have an overall positive influence on organizational effectiveness. Although equity principles in employing people with disabilities have no statistically significant direct influence on organizational effectiveness, they have a statistically significant indirect influence through entrepreneurial participation in employing people with disabilities. Thus, equity principles in employing people with disabilities have a combined positive influence on the organizational effectiveness of enterprises employing people with disabilities in the EEC project with statistical significance ($TE = 0.47$, $p < 0.01$). Moreover, considering the conceptual framework, the factors of attitudes towards employing people with disabilities, equity principles in employing people with disabilities, and entrepreneurial participation in employing people with disabilities can explain and predict the organizational effectiveness of enterprises employing people with disabilities in the EEC project at 77% ($R^2 = 0.77$).

Keywords: *Employment models, employment of people with disabilities, equality, participation*

1. INTRODUCTION

Currently, people with disabilities in Thailand still face challenges in accessing equal employment opportunities despite the existence of laws and measures aimed at employing people with disabilities, such as the Disability Quality of Life Promotion Act B.E. 2550 (2007), which mandates that employers hire a certain percentage of disabled individuals and offers tax

incentives to employers who hire people with disabilities (National Office for the Promotion of the Quality of Life of Disabled Persons, 2007). There are still gaps in enforcement. Additionally, negative attitudes and a lack of understanding of the potential of people with disabilities have contributed to a low employment rate among them (Thanaphatphan, 2018). Meanwhile, the Eastern Economic Corridor (EEC) has created new opportunities for employment and investment, particularly in target industries. They use advanced technology and innovations, namely robotics and automation, digital industries, and aviation and logistics (Eastern Economic Corridor Policy Committee, 2018).

This situation remains a challenge; there are 188,871 people with disabilities living in the EEC area, but only 34% of them are employed (National Office for the Promotion of the Quality of Life of Disabled Persons, 2020). Therefore, The shift in the economic structure and employment model in the EEC is an important opportunity to promote the employment of people with disabilities by creating suitable employment models responds to the needs of modern businesses, alongside the development of their skills and capabilities to align with the labor market's demands (Channuwong, 2018; Namsiripongpan, 2019).

Therefore, solving the employment issue for people with disabilities in Thailand, particularly in the context of the development of the Eastern Economic Corridor (EEC), is crucial for creating a sustainable and inclusive society. This aligns with the United Nations Sustainable Development Goals (SDGs) to reduce inequality and provide equal opportunities for all members of society (United Nations, 2015). Promoting the employment of people with disabilities in the EEC through suitable employment models for modern businesses will improve the quality of life of people with disabilities, reduce the state's welfare costs, and enhance the self-reliance of people with disabilities. It will also generate economic value by utilizing the potential of people with disabilities to contribute to production and services (National Economic and Social Development Board, 2019).

The research results obtained from the survey and hypothesis testing will be extremely valuable for promoting equality and participation of people with disabilities in Thailand's labor market in 2024 and beyond. Amidst rapid technological changes and the evolution of work in the digital era, this research will help businesses understand and adapt to the growing trend of employing people with disabilities. This will be achieved through policy, process, and workplace environment improvements. These approaches support the full use of the potential of people with disabilities

Thus, this research is valuable both academically and practically in creating new knowledge and policy recommendations that will drive the agenda for the employment of people with disabilities in Thailand, overcoming obstacles, and advancing the inclusion of people with disabilities. It will help establish a society based on equality factors, inclusion, and the promotion of diversity, no one left behind in accordance with the Constitution and international human rights standards upheld by Thailand. This will set a good example for other nations in employing people with disabilities in the future.

Research Objectives

1. To study the attitudes, equality, participation of entrepreneurs, and the appropriate employment models for people with disabilities, as measured by organizational performance in the Eastern Special Development Zone project.
2. To study the relationship between the attitudes, equality, participation of entrepreneurs, and the appropriate employment models for people with disabilities, as measured by organizational performance in the Eastern Special Development Zone project.
3. To study the direct influence, indirect influence, and overall influence of the factors of attitude, equality, and entrepreneurs' participation on the appropriate employment models for people with disabilities, as measured by organizational performance.

Research Hypotheses

The attitude factors, equality factors, entrepreneurs' participation, and the appropriate employment models for people with disabilities, as measured by organizational performance in the Eastern Special Development Zone project, are significantly correlated. The attitude, equality, and participation factors of entrepreneurs have direct, indirect, and overall influences on the appropriate employment models for people with disabilities, as measured by organizational performance.

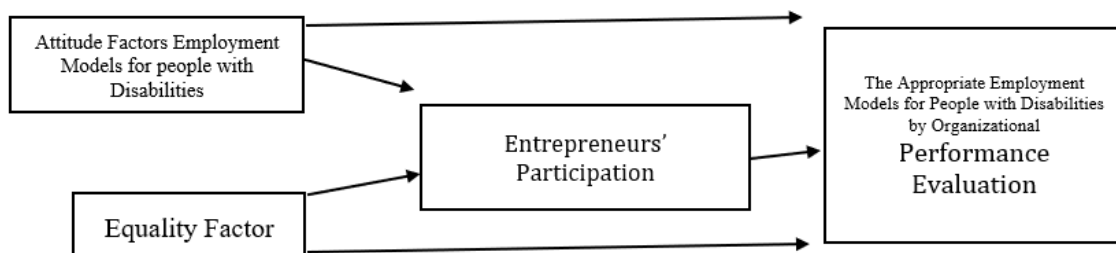


Figure 1: Conceptual Framework for Research

2. LITERATURE REVIEW

In this study, the researcher applied the concept of "levels of attitude factors towards employing people with disabilities" using "Organizational Culture Toward Hiring People with Disabilities. Based on Schein's (2010) concept of organizational culture, which includes shared values, beliefs, and behaviors that an organization holds has an influence on the treatment of all employees, including people with disabilities. Hiring people with disabilities must start by creating an open organizational culture that accepts diversity and provides opportunities for people with disabilities to demonstrate their potential. This requires tangible support, such as assigning appropriate tasks and encouraging participation in various activities. 1) Understanding People with Disabilities, Thomas' (1991) concept of diversity management emphasizes the importance of understanding individual differences and adapting the environment to suit them. Organizations need to understand the types of disabilities, their impact on work, and the special needs of people with disabilities to prepare suitable facilities and supportive technologies. 2) Employment of People with Disabilities According to Thai Law: Based on Carroll's (1991) concept of Corporate Social Responsibility (CSR), which states that organizations must comply with the law and take social responsibility. Organizations must adhere to the Disability Quality of Life Promotion Act (2007) regarding employment ratios, benefits, and facilities. 3) Principle of Equality According to the Constitution, based on Rawls' (1971) theory of social justice, which emphasizes creating fairness and equal opportunities in society. The constitution guarantees people with disabilities the right to access opportunities in employment, education, and public services, which aligns with the UN's (2015) sustainable development concept that no one should be left behind. The concept of social equality, according to Fraser's (2009) theory of social justice, emphasizes recognition and fair redistribution of resources. This principle aims to create a society where everyone has rights, freedoms, and equal treatment, including providing special support to disadvantaged groups to reduce social inequality. The principle of legal equality, as per Dicey's (1885) Rule of Law theory, emphasizes equality under the law and the protection of basic human rights. The constitution guarantees the protection of rights under the law without discrimination, in line with the UN's Convention on the Rights of Persons with Disabilities (UNCRPD, 2006). The principle of political equality, according to Bangbon et al. (2023) and Pateman's (1970) participatory democracy theory, focuses on political participation by all groups. The constitution guarantees comprehensive political rights for people with disabilities, including the right to vote, run for office, express opinions, and access information. These principles reflect efforts to create a fair and equal society, particularly for people with disabilities.

Participation Theory (Cohen & Uphoff), this theory is widely recognized and applied in global development projects due to its emphasis on comprehensive participation, from decision-making to evaluation. The Decision-Making Participation by Vroom & Yetton's (1973) participative decision-making theory emphasizes involving stakeholders in the decision-making process, starting with identifying problems, analyzing causes, and determining solutions, leading to effective decisions that are accepted by all parties. As for Planning Participation by Friedmann's (1992). The participatory planning theory emphasizes bottom-up planning, where stakeholder involvement helps ensure that project design and resource allocation align with the needs and capabilities of stakeholders, resulting in practical plans. Regarding to Implementation Participation via Likert's (1967), implementation theory emphasizes participation in every level of work, where all parties are involved in execution, monitoring progress, and resolving emerging issues. Evaluation Participation by Cousins & Earl's (1992) participatory evaluation theory emphasizes involving stakeholders in the evaluation process, ensuring comprehensive data collection that leads to development that meets stakeholders' needs. For Organizational Effectiveness Concept (Quinn & Rohrbaugh), this concept presents a comprehensive view of goals, processes, adaptability, and interpersonal relationships, which are key factors for organizational success.

Based on Taylor's (1911) Rational-Goal Orientation scientific management theory, which emphasizes efficient work and achieving set goals. The organization must focus on results and quality, setting clear goals and striving for the best performance, in line with Results-Based Management concepts. 1. The Internal Process was based on Weber's (1947) bureaucratic system theory, emphasizing formality, rules, and a clear work hierarchy. A systematic internal process ensures standard work, transparency, and accountability, which are essential for good management. 2. The Open System is based on Katz & Kahn's (1978) open system theory, which emphasizes the organization's adaptability to changing environments. The organization must be flexible, open to new ideas, and delegate decision-making to respond quickly to changes. 3. The Human Relations was based on Mayo's (1933) human relations theory, which emphasizes the importance of interpersonal relationships and teamwork in achieving organizational success.

3. RESEARCH METHODOLOGY

This study is a quantitative research, which involves the following research process.

Population and Sample

The population and sample for this research are organizations that employ people with disabilities in the Eastern Economic Corridor (EEC) area, totaling 1,312 establishments. The researcher used the Krejcie and Morgan (1970) determine the sample size, resulting in a sample of 297 establishments. A multi-stage sampling method was used to select the sample. The respondents for the survey were senior management, including CEOs, deputy CEOs, assistant CEOs, or middle management, including deputy heads of departments, directors, managers, or those designated by the establishments. The individuals who

responded to the questionnaires were considered representatives of their respective organizations. The researchers provided 5 sets of questionnaires to each establishment in the sample, with a requirement to collect at least 3 completed questionnaires per establishment to be considered as an analytical unit.

4. VARIABLES USED IN THE STUDY

Independent Variables

The independent variables are the attitude factors toward employing people with disabilities, which consist of 5 components as follows, 1. “The Acknowledgement and Understanding of People with Disabilities” showed ($\alpha = 0.936$). “The Experience and Interaction with People with Disabilities” showed ($\alpha = 0.724$). “The Perceived Benefits and Challenges in Hiring People with Disabilities” showed ($\alpha = 0.873$). “The Organizational Values and Culture” showed ($\alpha = 0.950$). “The Government and Related Organizations Support” showed ($\alpha = 0.954$) respectively.

According to “The Principle of Equality factor in Employing People with Disabilities”, this factor consists of 7 components. The Access factors showed ($\alpha = 0.856$). The Job Modifications showed ($\alpha = 0.923$). The Non-Discrimination showed ($\alpha = 0.915$). The Training and Development showed ($\alpha = 0.848$). The Social Support showed ($\alpha = 0.834$). The Participation in Decision-Making showed ($\alpha = 0.845$). Lastly, the Fair Performance Evaluation showed ($\alpha = 0.831$).

Entrepreneur Participation in Employing People with Disabilities consists of 4 components: Decision-Making Participation showed ($\alpha = 0.836$). Planning Participation showed ($\alpha = 0.904$). The Implementation Participation showed ($\alpha = 0.856$). The Evaluation Participation showed ($\alpha = 0.887$).

Dependent Variable

The appropriate employment model for people with disabilities, as measured by the organizational effectiveness, consists of 4 components: 1. The Rational-Goal Orientation showed ($\alpha = 0.947$). 2. The Internal Process showed ($\alpha = 0.892$). 3. The Open System showed ($\alpha = 0.845$). 4. Human Relations showed ($\alpha = 0.908$).

Tools Used for Data Collection

The tools used for data collection in this research include a questionnaire, which serves as a tool for gathering quantitative data. Designing the questionnaire, the researcher studied various concepts and theories from relevant documents and studies to create a questionnaire with closed-ended questions. The structure of the questionnaire is divided into three sections as follows:

Section 1: A checklist format, consisting of questions about the respondent's personal information, including gender, age, marital status, education level, years of work experience, and monthly income.

Section 2: A rating scale format, consisting of 24 questions related to the principles of the rule of law, ethics, transparency, accountability, participation, and value for money.

Section 3: A rating scale format was consisted of 22 questions related to organizational justice, divided into three areas: The Distributive Justice (DJ) presented fairness in the distribution of rewards. The Procedural Justice (PJ) presented fairness in decision-making processes. The Interactional Justice (IJ) presented fairness in interpersonal interactions within the organization.

Development and Validation of the Research Instrument

The researcher conducted a thorough examination of the content validity and reliability of the questionnaire as follows:

1. Content Validity: The content validity was assessed by 10 experts, who evaluated the alignment between the questions and the objectives of the study. The content validity indexed (CVI) was calculated, yielding a value of 0.95. The reliability of the questionnaire was tested by administering it to 30 employees who were not part of the study sample. The overall reliability coefficient was found to be 0.93.

Data Collection

The researchers distributed 1,850 questionnaires to a sample of 370 establishments between September 1, 2024, and November 30, 2024, using a multi-stage sampling method. The number of returned questionnaires was as follows: 137 establishments returned 3 questionnaires (38.07%), 130 establishments returned 4 questionnaires (36.36%), and 92 establishments returned 5 questionnaires (25.57%).

Therefore, the final sample size for analysis was 359 establishments, which exceeds the recommended sample size according to Krejcie and Morgan (1970) table for a 95% confidence level. The researchers using a larger sample size helps to increase accuracy, as a larger sample size reduces sampling error and enhances the reliability of the research findings (Creswell & Creswell, 2018).

Statistical

The researcher used both descriptive and inferential statistics to analyze the data and test hypotheses. The specific methods included:

Analysis

1. Calculating the mean of variables related to the attitudes toward the employment of people with disabilities, the principle of equality in their employment, the involvement of employers in hiring people with disabilities, and the appropriate employment models for people with disabilities, based on organizational effectiveness.
2. The mean and standard deviation was calculated.
3. Pearson's correlation coefficient analyzed the relationship between variables.
4. Path analysis was conducted to study the relationships and determine the direct, indirect, and total effects. The influence of factors was presented, namely attitude toward employing people with disabilities, the principle of equality in employment, and the involvement of employers in hiring people with disabilities on the appropriate employment models for people with disabilities, based on organizational effectiveness.

5. RESEARCH FINDINGS**Analysis of Attitudes Toward the Employment of People with Disabilities**

The respondents' opinions regarding attitudes toward the employment of people with disabilities were, overall, at a high level ($\bar{x} = 3.70$, S.D. = 0.38). When examining each aspect, the following results were observed. Firstly, the Organizational Values and Culture (AW4) had the highest mean ($\bar{x} = 4.18$, S.D. = 0.41). Secondly, the Perceived Benefits and Challenges of Employing People with Disabilities (AW3) came ($\bar{x} = 3.87$, S.D. = 0.51). The Support from Government and Relevant Organizations (AW5) had a mean of ($\bar{x} = 3.49$, S.D. = 0.72). The Experience and Interaction with People with Disabilities (AW2) showed a mean of ($\bar{x} = 3.48$, S.D. = 0.40). Finally, Knowledge and Understanding of People with Disabilities (AW1) had the lowest mean ($\bar{x} = 3.47$, S.D. = 0.47).

Table 1 The overall opinion provides a detailed breakdown regarding the employment of people with disabilities and the individual aspects.

Attitudes toward the Employment of People with Disabilities (AW)	\bar{X}	S.D.	Interpretation	Rank
1.Understanding of People with Disabilities (AW1)	3.47	0.47	Moderate	5
2.The Experience and Interaction with People with Disabilities (AW2)	3.48	0.40	Moderate	4
3. Benefits and Challenges of Employing People with Disabilities perceived (AW3)	3.87	0.51	High	2
4.Organizational Values and Culture (AW4)	4.18	0.41	High	1
5.The Support from Government and Relevant Organizations (AW5)	3.49	0.72	Moderate	3
Total	3.70	0.38	Moderate	

Analysis of the Principle of Equality in the Employment of People with Disabilities

Overall, the equality principle the employment of people with disabilities was rated at a high level ($\bar{x} = 3.72$, S.D. = 0.34). Breaking it down by aspect. The Non-Discrimination (FM3) was the highest mean score ($\bar{x} = 4.41$, S.D. = 0.55). The Fair Performance Evaluation (FM7) was the second-highest mean score of ($\bar{x} = 4.20$, S.D. = 0.63). The Accessibility (FM1) was the lowest mean score of ($\bar{x} = 3.37$, S.D. = 0.42) shown in Table2.

Table 2 The Mean and Standard Deviation of Overall Organizational Justice Perception Classified by Dimension

Justice Perception of People with Disabilities Employment (FM)	\bar{X}	S.D.	Interpretation	Rank
1. The Accessibility (FM1)	3.37	0.42	Moderate	7
2. The Job Modification (FM2)	3.47	0.43	Moderate	5

3. Non-Discrimination (FM3)	4.41	0.55	High	1
4. Training and Development (FM4)	3.58	0.50	High	4
5. Social Support (FM5)	3.60	0.28	High	3
6. Participation in Decision-Making (FM6)	3.42	0.48	Moderate	6
7. Fair Performance Evaluation (FM7)	4.20	0.63	High	2
Total	3.72	0.34	High	

The results of the analysis on the participation of employers in hiring people with disabilities

The overall show, the level of employer participation is high (= 3.57, S.D. = 0.50). When considering each dimension, it was found that the dimension of participation in evaluation (PS4) had the highest mean (= 3.66, S.D. = 0.52), followed by participation in decision-making (PS1) (= 3.54, S.D. = 0.63). The dimension with the lowest mean was in planning participation (PS2) (= 3.52, S.D. = 0.74) (shown in Table 3)

Table 3 The Mean and Standard Deviation of Employer Participation in Hiring People with Disabilities by Overall Dimension.

Entrepreneurs' Participation in Employing Persons with Disabilities (PS)	\bar{X}	S.D.	Interpretation	Ranking
1. Participation in Decision-Making (PS1)	3.54	0.63	High	2
2. Participation in Planning (PS2)	3.52	0.74	High	4
3. Participation in Implementation (PS3)	3.54	0.54	High	3
4. Participation in Evaluation (PS4)	3.66	0.52	High	1
Total	3.57	0.50	High	

The Analysis on the Appropriate Employment Model for People with Disabilities, Measured by Organizational Effectiveness

The overall model shows that it is rated highly (= 4.04, S.D. = 0.42). When considering each dimension, it was found that the dimension of rational goals (FO1) had the highest mean (= 4.17, S.D. = 0.40), followed by internal processes (FO2) (= 4.14, S.D. = 0.43). The dimension with the lowest mean was human relations (FO4) (= 3.89, S.D. = 0.56) (shown in Table 4).

Table 4 The Mean and Standard Deviation of Employer Participation in Hiring People with Disabilities Overall Dimension.

Appropriate Employment Models for Persons with Disabilities Measured by Organizational Effectiveness (FO)	\bar{X}	S.D.	Interpretation	Ranking
1. Rational Goal (FO1)	4.17	0.40	High	1
2. Internal Process (FO2)	4.14	0.43	High	2
3. Open Systems (FO3)	3.93	0.51	High	3
4. Human Relations (FO4)	3.89	0.56	High	4
Total	4.04	0.42	High	

The results analysis on the relationship between attitude, equality, and employer participation.

The appropriate employment model for people with disabilities, measured by organizational effectiveness in the Eastern

Economic Corridor (EEC) project, showed that the relationships between all variables were positive and statistically significant at the 0.01 level. Specifically, the attitude towards hiring people with disabilities and the main factor of equality was ($r = 0.787$, high level). The attitude towards hiring people with disabilities and the employer participation factor were ($r = 0.593$, moderate level). The attitude towards hiring people with disabilities and the factor of effectiveness was ($r = 0.720$, high level). The main factor of equality and the employer participation factor were ($r = 0.731$, high level). The main factor of equality and the appropriate employment model for people with disabilities, measured by organizational effectiveness were ($r = 0.744$, high level). The employer participation factor and the effectiveness factor were ($r = 0.565$, moderate level).

Table 5 Correlation Coefficients between Attitude, Equality, Employer Participation, and the Appropriate Employment Model for People with Disabilities by Organizational Effectiveness.

0	AW	PS	FM	FO
Attitudes Toward Employing Persons with Disabilities (AW)	1	.593**	.787**	.720**
Entrepreneurs' Participation in Employing People with Disabilities (PS)		1	.731**	.565**
Principles of Equality in Employment for Persons with Disabilities (FM)			1	.744**
Appropriate Employment Models for Persons with Disabilities (FO)				1

** $p < .01$

** This means that there is statistical significance at the 99% confidence level, or the P-value is less than 0.01.

Analysis of the Effects between Variables

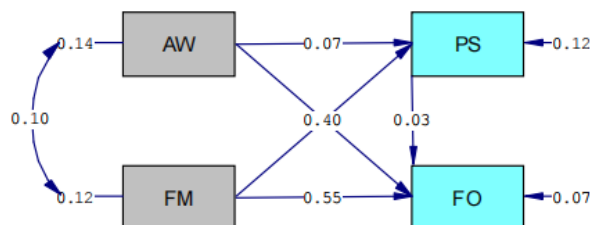
Direct Effects: FM has the highest direct effect on PS ($\beta = 0.692$) and is statistically significant ($t = 11.827$). Both FM and AW have moderate direct effects on FO ($\beta = 0.446$ and 0.350 , respectively) and are statistically significant. PS has a very small direct effect on FO ($\beta = 0.031$) and is not statistically significant ($t = 0.642$).

Indirect Effects: AW and FM have very small indirect effects on FO through PS ($\beta = 0.002$ and 0.022 , respectively) and are not statistically significant.

Total Effects: FM has a high total effect on both PS ($\beta = 0.692$) and FO ($\beta = 0.468$). AW has a moderate total effect on FO ($\beta = 0.352$) but a very low effect on PS ($\beta = 0.049$). The PS variable can explain 53.5% of the variance ($R^2 = 0.535$), while the FO variable can explain 60.2% of the variance ($R^2 = 0.602$).

Model Fit

This model is presented a saturated model, indicating a perfect fit. The data were shown **Chi-Square = 0.00, df = 0, P-value = 1.000 and RMSEA = 0.000**.



Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

Table 6 Variable Interpretation

Variables	AW			FM			PS			R ²
Predicted Variable	TE	DE	IE	TE	DE	IE	TE	DE	IE	
PS	0.07**	0.07**		1.02**	1.02**					0.535
FO	0.402**	0.40**	0.002**	0.577**	0.55	0.027**	0.03**	0.03**		0.602

6. DISCUSSION OF RESEARCH FINDINGS

From the research results presented above, the following key points can be discussed:

1. Attitude towards Hiring People with Disabilities

The research findings show that the overall attitude towards hiring people with disabilities is at a high level ($M = 3.70$). Specifically, the organizational values and culture had the highest average ($M = 4.18$), which aligns with the study by Vornholt et al. (2018), who found that an open organizational culture that embraces diversity has the greatest impact on the employment of people with disabilities. Additionally, Bonaccio et al. (2020) found that organizations with a culture of acceptance tend to have a more positive attitude toward hiring people with disabilities, resulting in increased employee engagement. An interesting point is that the dimension of knowledge and understanding about people with disabilities had the lowest average ($M = 3.47$), which aligns with Hashim et al. (2020), who identified a lack of knowledge as a significant barrier to employment. Furthermore, Lindsay et al. (2019) found that employers with knowledge of the laws and rights of people with disabilities are more likely to hire them.

2. Principles of Equality in Hiring People with Disabilities

The research findings indicate that the principle of equality in hiring people with disabilities is overall at a high level ($M = 3.72$), with the non-discrimination dimension having the highest average ($M = 4.41$). This is in line with Kulkarni and Lengnick-Hall (2021), who emphasized that non-discrimination is a key factor in creating workplace equality. Similarly, Villotti et al. (2022) stated that non-discrimination in the selection and working process is fundamental to effective disability employment. However, the accessibility dimension had the lowest average ($M = 3.37$). Moraius and Kumar (2023) explained as a major obstacle to the employment of people with disabilities due to the lack of environmental adjustments and assistive technologies in many countries. This finding is consistent with the study by Tripney et al. (2019), which showed that environmental adjustments and the provision of assistive technologies are crucial for the success of employing people with disabilities.

3. Employer Participation in Hiring People with Disabilities

The research findings show that overall, employer participation in hiring people with disabilities is at a high level ($M = 3.57$), with the participation in evaluation dimension having the highest average ($M = 3.66$). This aligns with the research by Erickson et al. (2020), who found that participation in evaluation helps organizations continuously improve their disability employment processes. Likewise, Gewurtz et al. (2019) mentioned that systematic evaluations allow organizations to measure success and identify barriers to disability employment effectively. In contrast, the participation in planning dimension had the lowest average ($M = 3.52$), which Jansen et al. (2021) pointed out as a significant obstacle to the success of employing people with disabilities due to the lack of systematic planning. This finding is consistent with Araten-Bergman (2018), who recommended that organizations have clear disability employment planning with participation from all stakeholders.

4. Appropriate Employment Model for People with Disabilities, Measured by Organizational Effectiveness

The research results indicate that the appropriate employment model for people with disabilities, measured by organizational effectiveness, is overall at a high level ($M = 4.04$), with the rational goals dimension having the highest average ($M = 4.17$). This aligns with Phillips et al. (2019), who found that organizations with clear goals for disability employment and effective communication of those goals to all employees are more likely to succeed in hiring people with disabilities. On the other hand, the human relations dimension had the lowest average ($M = 3.89$), which Nelissen et al. (2018) highlighted as a factor for creating a disability-friendly work environment. This is consistent with Jetha et al. (2022), who found that building a supportive and appreciative workplace culture is key to retaining employees with disabilities over the long term.

5. Relationship between Variables

The correlation analysis shows that all variables are positively correlated and statistically significant. The highest correlation was between attitude and equality principles ($r = 0.787$), which aligns with the study by Vornholt et al. (2018), who found that positive attitudes toward people with disabilities are directly related to creating workplace equality. Additionally, Lindsay et al. (2018) found that organizations with a positive attitude toward people with disabilities often have policies that support equality and non-discrimination. Similarly, Yang and Konrad (2021) indicated that managerial attitudes directly affect the development of policies and practices regarding equality in organizations.

7. DISCUSSION OF PATH ANALYSIS RESULTS

From the path analysis results, the following key points can be discussed:

1. Relationship between FM and PS

The research findings show that FM (Financial Management) has the highest direct influence on PS (Performance Satisfaction) ($\beta = 0.692$), which is consistent with the findings of Rahman et al. (2020), who discovered that factors related to strategic management have a significant impact on team performance. Their study highlighted that good management (FM) directly influences satisfaction and performance (PS). Similarly, Chen et al. (2019) studied the relationship between financial management and stakeholder satisfaction and found a significant positive relationship ($\beta = 0.58$, $p < .001$). These findings support the current research's conclusion that FM has a direct and statistically significant impact on PS. Furthermore, Wang and Li (2022) studied the relationship between internal management and employee satisfaction and found a significant positive correlation ($\beta = 0.73$, $p < .001$), which is close to the influence coefficient found in this study.

2. Relationship between AW, FM, and FO

The research results show that both AW (Awareness) and FM have a direct influence on FO (Financial Outcomes) that is statistically significant. This is in line with the study by Kim and Park (2021), who examined factors affecting organizational performance and found that both awareness and management factors directly influence financial outcomes ($\beta = 0.42$ and $\beta = 0.39$, respectively). Yilmaz et al. (2018) studied the relationship between quality awareness and organizational performance and found a significant positive correlation ($\beta = 0.36$, $p < .01$), supporting the finding in this study that AW has a direct influence on FO ($\beta = 0.350$). The research by Nguyen et al. (2023) on resource management and financial performance also found a significant positive relationship ($\beta = 0.51$, $p < .001$), further supporting the finding that FM directly influences FO ($\beta = 0.446$).

3. Relationship between PS and FO

The research found that PS has a very low direct influence on FO ($\beta = 0.031$) and is not statistically significant. This finding contrasts with studies by various scholars, such as García-Madariaga and Rodríguez-Rivera (2017), who found that customer satisfaction (CS) has a significant direct influence on financial performance ($\beta = 0.38$, $p < .001$). However, the results of this study are consistent with Wu and Chen (2021), who found that in certain contexts, satisfaction may not directly impact financial outcomes but may be mediated by other variables. Thompson and Johnson (2019) explained the complexity of the relationship between satisfaction and financial outcomes, indicating that in some cases, this relationship may not be linear and may depend on other factors such as industry characteristics, organizational culture, or the business environment.

4. Indirect Effects between FM, AW, and FO through PS

The study found that FM and AW have low and statistically insignificant indirect effects on FO through PS. This is in line with the study by Lee et al. (2020) and Sirathanakul et al. (2023) which found that the indirect relationship between management and financial performance through satisfaction is low and not statistically significant in certain industry contexts. However, Sharma and Kumar (2018) found that in some cases, management and awareness can have a significant indirect effect on financial outcomes through satisfaction, which differs from the findings in this study. This discrepancy may stem from differences in the contexts of the studies. Martínez-Caro et al. (2020) suggested that the indirect relationships between variables in an organization can be complex and may involve other mediating variables beyond satisfaction. However, the factor of equity does not have a direct significant influence on organizational effectiveness. Instead, it exerts an indirect influence through the participation of entrepreneurs. This finding suggests that fair employment practices and equal opportunity initiatives must be supported by the active involvement of all stakeholders. The result of this research is relevant to a study of Khongyangyuen et al. (2022) which examined factors influencing community awareness and participation in waste management. The study found that access to information, participation in decision-making processes, and trust in governmental authorities were key determinants of public behavior. When comparing this to the employment of persons with disabilities in the Eastern Economic Corridor (EEC) project, it becomes evident that entrepreneurs' awareness of the rights and potential of persons with disabilities, along with their involvement in policymaking regarding employment practices, are crucial factors influencing organizational adaptation toward more equitable employment.

5. Variance Explanation (R^2)

The findings reveal that PS explains 53.5% of the variance ($R^2 = 0.535$) and FO explains 60.2% of the variance ($R^2 = 0.602$). This is considered relatively high and is consistent with Brown et al. (2019), who studied the factors affecting satisfaction and organizational performance and found that models could explain about 55-65% of the variance in the outcome variables. Zhang and Liu (2020), in their study on factors affecting financial performance, also found that a model consisting of management and awareness factors could explain about 58% of the variance in financial performance, which is close to the findings in this study.

8. SUGGESTIONS FOR FUTURE RESEARCH

1. Further investigation should be conducted on other factors that may influence FO beyond AW, FM, and PS, as there is still approximately 40% variability that cannot be explained by the current model.
2. Additional studies should explore the relationship between PS and FO in different contexts to better understand why this relationship was not statistically significant in this study.
3. Other potential mediating variables that may play an important role in the relationship between AW, FM, and FO should be considered.

REFERENCES

- [1] Araten- Bergman, T. (2018). Managers' hiring intentions and the actual hiring of qualified workers with disabilities. *The International Journal of Human Resource Management*, 29(15), 2124-2142. <https://doi.org/10.1080/09585192.2017.1362358>
- [2] Bangbon, P., Snongtaweepon, T., Channuwong, S., Katangchol, S., Raktakanishtha, P., Pleansamai, K., Ongcharoen, P., Ekvitayavetchanukul, P., & Klaysud, S. (2023). Strategic human resource management for organizational performance of Thai Higher Education Institutions. *Journal of Positive Psychology & Wellbeing*, 7(2), 897-911.
- [3] Blanck, P. (2008). *Disability, human rights, and information technology*. Cambridge University Press.
- [4] Bonaccio, S., Connelly, C. E., Gellatly, I. R., Jetha, A., & Martin Ginis, K. A. (2020). The participation of people with disabilities in the workplace across the employment cycle: Employer concerns and research evidence. *Journal of Business and Psychology*, 35(2), 135-158. <https://doi.org/10.1007/s10869-019-09633-y>
- [5] Brown, T. A., Wilson, D., & Martinez, C. (2019). Factors influencing organizational satisfaction and performance: A structural equation modeling approach. *Journal of Management Studies*, 56(4), 680-705. <https://doi.org/10.1111/joms.12345>
- [6] Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.
- [7] Channuwong, S. (2018). The relationship between good governance and organizational justice: A case study of Bangkok government officials. *Asia Pacific Social Science Review*, 18(3), 43-56.
- [8] Chen, J., Wang, Y., & Li, Q. (2019). The relationship between financial management and stakeholder satisfaction in multinational corporations. *International Journal of Business Management*, 14(3), 241-259. <https://doi.org/10.5539/ijbm.v14n3p241>
- [9] Cohen, J. M., & Uphoff, N. T. (1980). Participation's place in rural development: Seeking clarity through specificity. *World Development*, 8(3), 213-235.
- [10] Cousins, J. B., & Earl, L. M. (1992). The case for participatory evaluation: Theory, research, practice. In J. B. Cousins & L. M. Earl (Eds.), *Participatory evaluation in education: Studies in evaluation use and organizational learning* (pp. 3-19). Falmer Press.
- [11] Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- [12] Dicey, A. V. (1885). *Introduction to the study of the law of the constitution*. Macmillan.
- [13] Eastern Economic Corridor Policy Committee Office. (2018). *Eastern Economic Corridor (EEC) Development Plan Report*.
- [13] Erickson, W. A., von Schrader, S., Bruyère, S. M., & VanLooy, S. A. (2020). Disability-inclusive employer practices and hiring of individuals with disabilities. *Rehabilitation Research, Policy, and Education*, 28(4), 309-328. <https://doi.org/10.1891/2168-6653.28.4.309>
- [14] Fraser, N. (2009). *Scales of justice: Reimagining political space in a globalizing world*. Columbia University Press.

- [15] Friedmann, J. (1992). *Empowerment: The politics of alternative development*. Blackwell.
- [16] García-Madariaga, J., & Rodríguez-Rivera, F. (2017). Customer satisfaction and financial performance: A structural equation model. *European Research on Management and Business Economics*, 23(3), 141-153. <https://doi.org/10.1016/j.iedeen.2017.02.001>
- [17] Gewurtz, R. E., Langan, S., & Shand, D. (2019). Hiring people with disabilities: A scoping review. *Work*, 54(1), 135-148. <https://doi.org/10.3233/WOR-192646>
- [18] Hashim, J., Wok, S., & Masrek, M. N. (2020). Organisational behaviour and the employment of people with disabilities: An empirical analysis of employers' behavioural intention. *Equality, Diversity and Inclusion*, 39(3), 339-354. <https://doi.org/10.1108/EDI-02-2019-0064>
- [19] Jansen, M., Beattie, T. L., & Eekhoef, M. (2021). The implementation process of disability employment policies: A systematic review. *Journal of Occupational Rehabilitation*, 31(1), 84-104. <https://doi.org/10.1007/s10926-020-09940-9>
- [20] Jetha, A., Le Pouésard, M., Mustard, C., Backman, C., & Gignac, M. A. (2022). Getting the message right: Evidence-based insights to improve organizational return-to-work communication practices. *Journal of Occupational Rehabilitation*, 32(2), 232-244. <https://doi.org/10.1007/s10926-021-09998-z>
- [21] Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). Wiley.
- [21] Kim, S., & Park, J. (2021). Determinants of organizational performance: The role of awareness and management practices. *Asian Business Review*, 11(2), 156-172. <https://doi.org/10.18034/abr.v11i2.535>
- [22] Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- [23] Khongyangyuen, R., Khongyangyuen, P., & Sawadikamthorn (2023). Community participation in waste management, case study Bang Rak Noi Subdistrict Community Mueang District, Nonthaburi Province. *Journal Dhamma for Life*, Vol. 30 No. 2 (2024), 408-417. <https://so08.tci-thaijo.org/index.php/dhammalife/article/view/2978/2783>
- [24] Kulkarni, M., & Lengnick-Hall, M. L. (2021). Inclusion of people with disabilities in the workplace: Stakeholder experiences in the United States and India. *The International Journal of Human Resource Management*, 32(11), 2429-2451. <https://doi.org/10.1080/09585192.2019.1579746>
- [25] Lee, J., Kim, H., & Park, S. (2020). The mediating role of satisfaction in management-performance relationships: Industry-specific analysis. *Journal of Business Research*, 115, 323-335. <https://doi.org/10.1016/j.jbusres.2020.05.012>
- [26] Likert, R. (1967). *The human organization: Its management and value*. McGraw-Hill.
- [27] Lindsay, S., Cagliostro, E., Albarico, M., Mortaji, N., & Karon, L. (2018). A systematic review of the benefits of hiring people with disabilities. *Journal of Occupational Rehabilitation*, 28(4), 634-655. <https://doi.org/10.1007/s10926-018-9756-z>
- [28] Lindsay, S., Cagliostro, E., Leck, J., Shen, W., & Stinson, J. (2019). Disability disclosure and workplace accommodations among youth with disabilities. *Disability and Rehabilitation*, 41(16), 1914-1924. <https://doi.org/10.1080/09638288.2018.1451926>
- [29] Martínez-Caro, E., Cegarra-Navarro, J. G., & Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: The role of digital organisational culture. *Technological Forecasting and Social Change*, 154, 119962. <https://doi.org/10.1016/j.techfore.2020.119962>
- [30] Mayo, E. (1933). *The human problems of an industrial civilization*. Macmillan.
- [30] Moraius, K., & Kumar, P. (2023). Digital accessibility and employment of persons with disabilities: A cross-national analysis. *International Journal of Human Resource Management*, 34(5), 1042-1066. <https://doi.org/10.1080/09585192.2022.2098714>
- [31] Namsiripongphan W. (2019). Promoting Employment of Persons with Disabilities Through Government Policies and Measures. *Journal of Social Policy*, 15(1), 23-41. National Office for the Promotion and Development of the Quality of Life of Persons with Disabilities. (2007). *Persons with Disabilities Empowerment and Development Act B.E. 2550 (2007)*.
- [32] National Office for the Promotion and Development of the Quality of Life of Persons with Disabilities. (2020). *Statistical Report on the Number of Persons with Disabilities and Employment in Thailand*.
- [33] Nelissen, P. T., Hülshager, U. R., van Ruitenbeek, G. M., & Zijlstra, F. R. (2018). How and when stereotypes relate to inclusive behavior toward people with disabilities. *The International Journal of Human Resource Management*, 29(15), 2224-2245. <https://doi.org/10.1080/09585192.2016.1251606>

- [34] Nguyen, T. H., Tran, M. D., & Le, T. T. (2023). Resource management and financial performance in emerging economies: Evidence from Vietnam. *Journal of Asian Business and Economic Studies*, 30(1), 69-85. <https://doi.org/10.1108/JABES-05-2022-0049>
- [35] Office of the National Economic and Social Development Council. (2019). Thai Social Conditions Report.
- [36] Pateman, C. (1970). Participation and democratic theory. Cambridge University Press.
- [37] Phillips, B. N., Deiches, J., Morrison, B., Chan, F., & Bezyak, J. L. (2019). Disability diversity training in the workplace: Systematic review and future directions. *Journal of Occupational Rehabilitation*, 29(4), 625-635. <https://doi.org/10.1007/s10926-019-09827-4>
- [38] Quinn, R. E., & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29(3), 363–377.
- [39] Rahman, M., Mordi, C., & Nwagbara, U. (2020). Factors influencing E-HRM implementation in government organizations: Case studies from Bangladesh. *Journal of Enterprise Information Management*, 33(2), 400-418. <https://doi.org/10.1108/JEIM-01-2019-0001>
- [40] Rawls, J. (1971). A theory of justice. Harvard University Press.
- [41] Sasom, M., & Kongyoungyune. (2025). Innovation in organizational management to promote quality of life for graduates with disabilities: A study of the relationship between learning factors and educational services. *South Eastern European Journal of Public Health*, XXVI, S2, 2482-2492.
- [42] Schein, E. H. (2010). Organizational culture and leadership (4th ed.). Jossey-Bass.
- [43] Sharma, P., & Kumar, B. (2018). Organizational management and performance: The mediating role of satisfaction and commitment. *International Journal of Productivity and Performance Management*, 67(9), 1510-1532. <https://doi.org/10.1108/IJPPM-04-2017-0096>
- [44] Sirathanakul, K., Harnphanich, B., Channuwong, S., Bangbon, P., Niangchaem, L., & Sutthadaanantaphokin, K. (2023). The influence of human resource management on educational administration of Thai private universities. *Migration Letters*, 20(S1), 423-436.
- [45] Taylor, F. W. (1911). The principles of scientific management. Harper & Brothers.
- [46] Thomas, R. R. (1991). Beyond race and gender: Unleashing the power of your total workforce by managing diversity. AMACOM.
- [47] Thompson, R. L., & Johnson, M. (2019). The complex relationship between satisfaction and financial outcomes: A meta-analysis. *Strategic Management Journal*, 40(10), 1617-1644. <https://doi.org/10.1002/smj.3048>
- [48] Tripney, J., Roulstone, A., Hoglebe, N., Vigurs, C., Schmidt, E., & Stewart, R. (2019).
- [49] Interventions to improve the labour market situation of adults with physical and/or sensory disabilities in low- and middle-income countries: A systematic review. *Campbell Systematic Reviews*, 15(1), e1019. <https://doi.org/10.1002/cl2.1019>
- [50] United Nations. (2015). Transforming our world: The 2030 agenda for sustainable development. United Nations.
- [51] Villotti, P., Corbière, M., Fossey, E., Fraccaroli, F., Lecomte, T., & Harvey, C. (2022). Work accommodations and sustainable employment of persons with mental disorders: A systematic review study. *Work*, 63(1), 21-39. <https://doi.org/10.3233/WOR-210586>
- [52] Vornholt, K., Villotti, P., Muschalla, B., Bauer, J., Colella, A., Zijlstra, F., Van Ruitenbeek, G., Uitdewilligen, S., & Corbière, M. (2018). Disability and employment—overview and highlights. *European Journal of Work and Organizational Psychology*, 27(1), 40-55. <https://doi.org/10.1080/1359432X.2017.1387536>
- [53] Vroom, V. H., & Yetton, P. W. (1973). Leadership and decision-making. University of Pittsburgh Press.
- [54] Wang, L., & Li, M. (2022). Internal management practices and employee satisfaction: Evidence from technology firms in China. *International Journal of Human Resource Management*, 33(10), 2145-2167. <https://doi.org/10.1080/09585192.2021.1901565>
- [55] Weber, M. (1947). The theory of social and economic organization. Free Press.
- [56] Wu, J., & Chen, X. (2021). When does customer satisfaction lead to financial performance? The moderating role of market orientation. *Journal of Business Research*, 131, 78-91. <https://doi.org/10.1016/j.jbusres.2021.03.035>
- [57] Yang, Y., & Konrad, A. M. (2021). Diversity management and organizational outcomes: A review of systematic quantitative research. *Human Resource Management Review*, 31(4), 100790.

<https://doi.org/10.1016/j.hrmr.2020.100790>

- [58] Yilmaz, C., Alpkın, L., & Ergun, E. (2018). Cultural determinants of customer- and learning-oriented value systems and their joint effects on firm performance. *Journal of Business Research*, 58(10), 1340-1352. <https://doi.org/10.1016/j.jbusres.2018.02.001>
- [59] Zhang, H., & Liu, L. (2020). Managing resources for organizational performance: The role of strategic orientation. *Journal of Strategic Management*, 12(4), 467-483. <https://doi.org/10.1080/0965254X.2020.1758375>
-