

The Influence of Talent Management and Retention on Employee Performance at the Dhinda Hijab Store

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Abstract

MSDM encompasses a variety of activities in a company that aims to recruit, retain, and improve performance to stay at its best to achieve its desired goals. Human resources are the main capital in a company. This researcher aims to be able to find out the influence of talent management and employee retention on employee performance at Dhinda Hijab Store. This study uses a quantitative method with a descriptive-verifiable approach and uses SPSS v27. The research respondents consisted of 57 employees who were a sample from Dhinda Hijab Store. The analysis was carried out using descriptive methods and multiple linear regression. The results of the descriptive analysis show that talent management (X1), employee retention (X2), and employee performance (Y) all meet the criteria of "good". The results of the t-test show that: The talent management variable (X1) has no significant effect on employee performance (Y). The employee retention variable (X2) has a significant partial effect on employee performance (Y). The F test simultaneously showed that the variables of employee retention and talent management had a significant effect on employee performance (Y).

1. Introduction

Technological advancements in the era of globalization have increased tremendous competition between organizations. To stay competitive in this era, companies must design effective systems. Companies need to focus on the internal factors that support success, despite changes in the external environment. One of the crucial internal factors for business success is human resources.

According to Qustolani (2017), employees are the main factor that determines how smooth activities in an organization are. If an organization's human resources (HR) reach a standard or benchmark, the organization is considered successful. To achieve the goal the organization is expected to continue to strive for the performance of its employees to be able to compete in the global era.

Employee performance plays a very important role in the success of any business (Darda *et al.*, 2022). Employee performance is the result achieved by an employee in carrying out his duties, with these results measured based on the company's operational standards (Harman, 2018). According to Widi *et al.* (2021), performance is the achievement of tasks in the company that can be used to assess success, and is measured based on employee effort, skills, abilities, and motivation.

Talent management is one of the methods to increase employee productivity, as has been researched by several researchers (Anisah & Sakinah, 2020). This process involves the company's efforts in identifying, developing, retaining, and finding suitable individuals (Harman, 2018).

The company needs a program that can maintain employee loyalty to the company, which is often referred to as employee retention. Employee retention also affects employee performance in a company (Putri and Arwiyah, 2019). Mathis and Jackson in Suhendar (2021) explain that retention is an effort to retain employees, which is often a major challenge in many businesses for various reasons. Employee retention refers to a company's ability to keep its best employees at the company. According to Pradipta & Suwandana (2019), the goal of employee retention is to retain employees who are considered qualified as long as possible. Quality employees are essential for the company's progress.

Dhinda Hijab Store was established in 2020. Dhinda Hijab Store participated in Fasion. Dhinda Hijab Store is a business that aims to sell high-quality hijab at affordable prices. Dhinda Hijab Store realizes the importance of hijab in daily life and how choosing the right hijab can increase confidence and comfort. Dhinda Hijab Store can be found on Jl Hs. Ronggowaluyo No. 1, Kp. Sukaharja Village, East Telukjambe District, Karawang, Ulekan RT.002 RW.003.

Dhinda Hijab Store has several employees with different positions. There are 50 production employees who are paid weekly, 3 store employees, and 4 packing employees. However, there are also some production employees whose targets have not been met due to various factors, in addition to the targets that have not been met, there are also some employees who do not come to work on time.

Talent management data at Dhinda Hijab was obtained through the results of an analyst meeting with the owner, Mrs. Nendah who stated that Toko Dhinda Hijab had experienced problems when recruiting because the company did not conduct adequate research on the background of prospective employees for urgent reasons, stating that this decision led to inappropriate recruitment for the job, which shows how important it is to conduct a thorough selection process to ensure that the position of prospective employees is occupied appropriately. However, until now the company has suspected this by conducting preparatory stages that will later form the ability and capacity to develop the right talent. During the preparation period, new workers will be checked for progress in carrying out their responsibilities. During the training period, After the training is completed, the Employee will be placed in a position that suits his or her expertise.

The results of a pre-survey of 30 respondents showed several findings related to talent management at Dhinda Hijab Store. The way companies retain employees is considered not good, indicating the need to improve retention strategies so that employees still feel valued and attached to the company. In anticipation of these results, Dhinda Hijab Store can consider measures to improve employee retention strategies, Dhinda Hijab can conduct an in-depth evaluation of existing employee management processes. This includes the performance management process, periodic employee assessments, and approaches to managing employee expectations and needs. By perfecting this process, companies can ensure that every employee feels valued and well managed.

The duties of employees at Dhinda Hijab Store are very influential on employees, Dhinda Hijab Store always has a work assessment program, the performance assessment program determines whether employees are good or not at work. In determining retention, Dhinda Hijab Store gives high appreciation to all employees, besides that Dhinda Hijab Store also gives bonuses to employees if employee performance reaches the target set by the store as well as vacations or refreasing for employees. However, Dhinda Hijab Store does not provide the same bonus on each section.

The results of the pre-survey research on 30 respondents showed that there was a difference in the performance award dimension related to the employee retention variable at Dhinda Hijab Store. Most of the respondents felt that the awards they received for the performance that had been done were not good. This shows that there is a need to improve the performance reward system so that Dhinda Hijab Store is fairer and can motivate employees better.

Employee duties determine the set of jobs, responsibilities, and activities that employees perform as part of an employee's role in an organization or company. In addition to employee duties, there are also problems at the Dhinda Hijab Store. The problems contained in the Dhinda Hijab Store include several employee performance problems consisting of working hours, cleanliness, and personal needs (always playing mobile phones during working hours).

The results of the pre-survey of 30 respondents showed that employee performance variables with the quantity dimension, especially related to the achievement of production targets, were considered quite good at Dhinda Hijab Store. This means that most employees in the company can achieve or even exceed the set production-targets. However, Dhinda Hijab Store needs to ensure that the performance standards that have been set for the achievement of production targets remain clear and measurable. This includes periodically reviewing the production targets that have been set to ensure that they remain realistic and achievable by employees.

It can be concluded that the level of talent management and employee retention at Dhinda Hijab Store is still in the poor category. Therefore, talent management and employee retention need to be improved to achieve better standards. To create Optimal performance, it is important to combine effective talent management (retention) with good employee retention, as this can create an effective and productive workplace. Effective communication allows workers to understand their goals, responsibilities, and expectations, while employee

retention supports the implementation of appropriate rewards programs. Thus, the combination of good talent management and effective communication can improve well-being and comfort in the workplace. Improvements in both of these aspects are indispensable because they can affect overall employee performance. Based on the presentation of employee management problems, employee retention, and performance at Dhinda Hijab Store, this research was carried out with the title "The Influence of Talent Management and Employee Retention on Employee Performance at Dhinda Hijab Store".

2. Literature Review

2.1 Management

Management is defined as an effort to get people to work together to achieve organizational goals and objectives (Lumen, 2022). It is further said that planning, organizing, directing, and controlling are examples of management processes. It is further elaborated that an important aspect of the management function is the limited allocation of resources, while resources can be human, financial, technological, or natural.

2.2 Human Resources Management

Human resources, according to Fottler *et al.* (2017), are the people who work with a company. Fottler *et al.* (2017) The most valuable and important resource is the employee. The definition of human resource management can be defined as the process of planning, organizing, directing and supervising procurement, development, compensation and release activities in order to achieve various goals of individuals, organizations and communities (Hindarti and Maula 2022).

2.3 Talent Management

In their statement Pella and Inayati (2020:82-83), "Talent management is the process of ensuring that companies can fill positions that require the company's core expertise, such as specialized skills and high strategic value, as well as significant leadership roles." In measuring the dimensions and indicators of talent management, Capelli P (in his book "Talent on Demand": Methods to Obtain the Right Amount of Talent and the Right Qualifications, 2022:75) covers several aspects, namely recruitment, retaining the workforce, and developing performance.

2.4 Employee Retention

According to Badoiu *et al.* (2020) concluded that this study obtained positive test results that employee retention is one of the main determining factors that contribute to positive company entrepreneurship. According to Mathis and Jackson in Suhendar (2021), Employee retention is an effort to retain employees within the company. This can be seen from five main dimensions: company elements, career opportunities, compensation, job design, and relationships between employees.

2.5 Employee Performance

According to Prawirosentono in (Banuari *et al.*, 2021) Employee performance is the results achieved by employees based on the tasks and responsibilities given to improve company performance. Then from Irawati (2017) employee performance as work productivity carried out by employees to fulfill authority and responsibility. Performance is also an illustration that provides evidence of how capable the employee is of meeting the requirements of his job. According to Mathis and Jackson in Suhendar (2021), indicators in measuring the performance dimensions of quality, quantity, punctuality, attendance, and cooperation are all aspects of employee.

2.6 Research Framework and Hypothesis

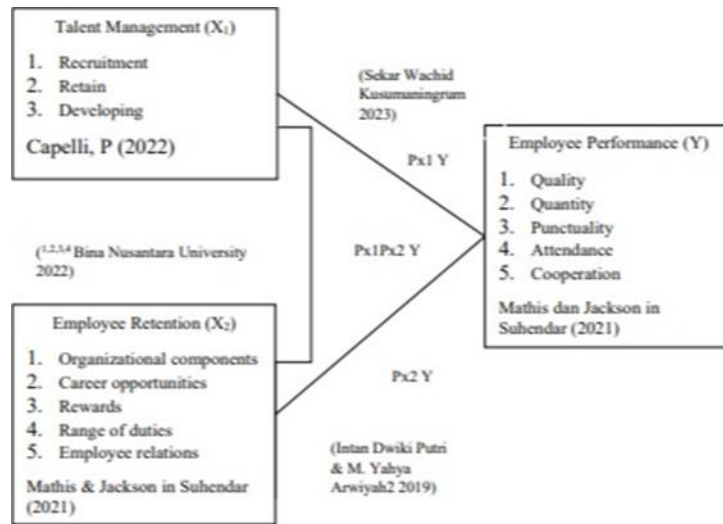


Fig. 1 Framework of Thought

2.7 Hypothesis

The formulation of the problem and the purpose of the existing research is the basis from which the research hypothesis is built:

- a) Talent management has no partial effect on employee performance.
- b) Employee retention has a partial effect on employee performance.
- c) Talent management and employee retention have a simultaneous effect on employee

3. Research Methodology

In this study, a quantitative method with a descriptive and verifiable approach is used. The descriptive approach aims to collect the value of each variable through numerical data; After that, the relationship between the variables was examined using the multiple linear regression method version 27 of SPSS. Dhinda Hijab Store was the subject of the study, with 57 respondents

The source of research data was taken from literature study data while primary data was taken through observations and questionnaires which were compiled into a Likert scale. Furthermore, the data will be analyzed using the SPSS v.27 application with several stages of testing, including multicollinearity, heteroskedastiness, validity, reliability, normality, and determination coefficient. Furthermore, the determination coefficient, multiple linear regression analysis, partial test (t-test), and simultaneous test (f-test).

4. Search Results

4.1 Validity Test

Dhinda Hijab Store has 57 employees consisting of 39 men and 18 women. Based on the results of the research, the data validation value was obtained with a total of 57 respondents, $df = n-2 = 55$ (r table 0.260) stated that all variables of the question item were valid.

Table 1 Validity test

Talent Management (X1)		Employee Retention (X2)		Employee Performance (Y)		r table	Keterangan
Kuesioner	R hitung	Kuesioner	R hitung	Kuesioner	R hitung		
X1.1	0,406	X2.1	0,712	Y.1	0,661	0,260	Valid
X1.2	0,602	X2.2	0,695	Y.2	0,717	0,260	Valid
X1.3	0,608	X2.3	0,679	Y.3	0,811	0,260	Valid

X1.4	0,711	X2.4	0,674	Y.4	0,790	0,260	Valid
X1.5	0,643	X2.5	0,737	Y.5	0,682	0,260	Valid
X1.6	0,716	X2.6	0,684	Y.6	0,735	0,260	Valid
X1.7	0,507	X2.7	0,634	Y.7	0,707	0,260	Valid
X1.8	0,700	X2.8	0,622	Y.8	0,747	0,260	Valid
X1.9	0,765	X2.9	0,685	Y.9	0,646	0,260	Valid
X1.10	0,689	X2.10	0,709	Y.10	0,568	0,260	Valid

Because the statement item shows a larger r-count value with an r-taber value of 0.260, each metric is consistent and has the ability to measure the variables studied in this study.

4.2 Reliality Test

The following are the results of the research reliability test:

Table 2 Reality Test

Variabel	N of Item	Standar Alpha's	Cronbach's Alpha	Keterangan
Talent Management	10	0,60	0,843	Reliabel
Employee Retention	10	0,60	0,871	Reliabel
Employee Performance	10	0,60	0,888	Reliabel

The Cronbach alpha value for each variable is greater than 0.60. Therefore, if the reliability test value is more than 0.60, then all variables are considered reliable.

4.3 Normality Test (Kolmogorov-smirnov)

The following are the results of *the Kolmogorov-Smirnov* normality test in the table below:

Table 3 Normality Test (Kolmogorov-smirnov)

One-Sample Kolmogorov-Smirnov Test			
			Unstandardize dResidual
N			57
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		6.24399260
Most Extreme Differences	Absolute		.139
	Positive		.082
	Negative		-.139
Test Statistic			.139
Asymp. Sig. (2-tailed) ^c			.008
Monte Carlo Sig. (2-tailed) ^d	Sig. 99%	Lower Bound	.004
		Upper Bound	.008
	Confidenc eInterval		

a. Test distribution is Normal.

As shown in table 4.6 for the normality test, each variable in this study has a significance value of 0.06, which means it is greater than (>) 0.05. The test results show that the distribution of data in this study is normal.

4.4 Heteroscedasticity Test

The following are the results of the heteroscedasticity test in the table below.

Table 4 Heteroscedasticity Test

Model	Coefficients				t	Sig.
	Unstandardized Coefficients		Std. Error	Standardized Coefficients		
	B			Beta		
1 (Constant)	5.702		4.068		1.402	.167
Talent Management Employee Retention	-.045		.127		-.059	-.351 .727
	.014		.113		.021	.126 .901

a. Dependent Variabel: abs

In the calculation results of table 4.4 above, it is known that the significance value of the talent management and employee retention variables is more than 0.05 (0.727 and 0.901, respectively). It can be concluded that there is no heteroscenty disorder.

4.5 Multicollinearity Test

The following are the multicollinearity test scenarios in the table below.

Table 5 Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Talent Management Employee Retention	.645	1.551
	.645	1.551

a. Dependent Variable: Employee Performance

The results of the multicollinearity test in table 4.5 in this study show that the VIF value of talent management and employee retention is 1.551 and the tolerance value is 0.645 which means that there is no multicollinearity between independent variables, because the tolerance value of each variable has a VIF value below 10 and greater than 0.1.

4.6 Multiple Linear Regression Test

Here is the multiple linear regression table below.

Table 6 Multiple Linear Regression Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	10.735	6.125		1.753	.085		
Talent Management Employee Retention	.081	.191	.060	.424	.674	.645	1.551
	.599	.171	.501	3.509	.001	.645	1.551

a. Dependent Variable: Employee Performance

The regression equation created in this regression test based on the table above is:

$$Y = a + \beta_1X_1 + \beta_2X_2 = e$$

$$Y = 10.735 + 0.081 X_1 + 0.599 X_2$$

The table above shows the results of multiple linear regression calculations. These results can be described as follows:

- a) Constant value (a) = 10.735
The number of variables (a) has a direct influence on independent and dependent variables, as indicated by the value of the constant. Independent variables such as Talent Management (X1) and Employee Retention (X2) have a fixed value of 0 percent, which means that there is no change, so the employee performance value is 10,735.
- b) Talent Management (X1) to Employee Performance = 0.081
With a value of 0.081, the talent management variable (X1) has no impact on employee performance (Y); The coefficient between talent management and employee performance is negative. meaning, in the regression model constructed, talent management (X1) does not make a significant contribution in explaining the variation in employee performance (Y). This may be a result of talent management (X), which actually does not have a significant influence on employee performance (Y).
- c) Employee Retention (X2) to Employee Performance = 0.599
The employee retention variable (X2) has a positive coefficient value of 0.599 to employee performance (Y). This means that if employee retention is higher, the performance of Dhinda Hijab Store employees will be better, on the other hand, if employee retention is lower, employee performance will be worse.

4.7 Determination Test

The following are the results of the Determination Test in the table below.

Table 7 Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539 ^a	.291	.264	6.359

a. Predictors: (Constant), Employee Retention, Talent Management
b. Dependent Variable: Employee Performance

Based on the results from table above, the determination coefficient value shows that R2 = 0.291, which indicates that 29.1% of the talent management and employee retention variables contribute to employee performance. Meanwhile, the last 70.9% can be caused by additional variables that have not been researched, such as work ethic, work motivation, work ability, and so on.

4.8 Hypothesis

4.8.1 Test T (partial)

The following are the results of the T Test (partial) in the table below.

Table 8 Test T (partial)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	10.735	6.125		1.753	.085

Talent Management	.081	.191	.060	.424	.674
Employee Retention	.599	.171	.501	3.509	.001

a. Dependent Variable: Employee Performance

Results Based on table above, the following are the results of the t-test:

1. It is known that the talent management variable (X1) has a value of sig. talent management (X1) of 0.674 is greater than 0.05, and the t-value of 0.424 is less than 2.004. Talent Management does not have a significant effect on employee performance.
2. It is known that the value of sig. employee retention of X2 of 0.001 is less than 0.05, and the t-value of 3.509 is greater than 2.004. Employee retention has a significant impact on employee performance (Y).

4.8.2 Test F (simultaneous)

The following are the results of the F Test (simultaneous) in the table in this template.

Table 9 Test F (simultaneous)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	894.914	2	447.457	11.067	<,.001 ^b
Residual	2183.297	54	40.431		
Total	3078.211	56			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Employee Retention, Talent Management

Using a sample of 57 people, the F test was performed with degrees of freedom $df_2 = n - k$ or $df_2 = 57 - 2 = 55$, and a significance level of 5%. The test results showed that the F value of the table was 2.78, with a significance value of 0.01 lower than 0.05, and the F value of 11.067 was higher than 2.78, so it can be concluded that the F count was greater than the F table. This shows that the variables of Employee Retention Management and Talent Management simultaneously have a significant impact on employee performance.

5. Discussion

5.1 Descriptive Discussion

5.1.1 Talent Management

The talent management variable in the descriptive analysis had an average score of 214.8 and was in the scale range with an interval of 196.8 – 243.4 which showed that the talent management of Dhinda Hijab Store was on the "good" criterion, judging from the respondents' answers to the indicator on the talent management variable got the highest score with a score of 278. Same with my statement on X1.1 getting the highest score of 278 on the very good criteria, and my statement on X1.8 getting the lowest score of 198 on the good criteria.

5.1.2 Employee Retention

The employee retention variable in the descriptive analysis has an average score of 214.6 and is in the scale range with an interval of 196.8-243.4 which shows that the employee retention of Dhinda Hijab Store is on the "good" criterion, it can be seen that the respondent's answer to the indicator on the employee retention variable got the highest score of 228, the same as my statement X2.8 got the highest score with a score of 228 on the good criterion. and my statement on X2.6 got the lowest score with a score of 196 on pretty good criteria.

5.1.3 Employee Performance

The employee performance variable in the descriptive analysis had an average score of 208.2 and was on a scale of 196.8-243.4 which showed that the performance of Dhinda Hijab Store employees was on the "good" criterion. It can be seen that the respondents' answers to the indicators on the employee performance variable

got the highest score of 216, the same as the statement that Y5 got the highest score with a score of 216 with good criteria and the statement on Y4 got the lowest score with a score of 195 with quite good criteria.

6. Conclusion

The results of the research mentioned earlier lead to the following conclusions:

- a) Talent management at Dhinda Hijab Store is categorized under the criteria of "Good." This has been proven through the results of a descriptive analysis of talent management variables in accordance with the questionnaire score.
- b) Employee retention at Dhinda Hijab Store is categorized under the criteria of "Good." This has been proven through the results of descriptive analysis of employee retention variables in accordance with the questionnaire score.
- c) Employee performance at Dhinda Hijab Store is categorized under the criteria of "Good." This has been proven through the results of descriptive analysis of employee performance variables in accordance with the questionnaire score.
- d) Talent Management partially has no effect on employee performance at Dhinda Hijab Store
- e) Employee Retention partially has a positive and significant effect on employee performance at Dhinda Hijab Store
- f) Employee performance at Dhinda Hijab Store is positively and significantly influenced by talent management and employee retention.

7. Implication

The results of the questionnaire show that talent management and employee retention have a significant impact on employee performance. This shows that talent management, employee retention, and employee performance are in the excellent category. To improve the performance of employees at Toko Baju Dhinda, companies must reward workers so that they can work well, achieve targets, be on time, and convey their innovative ideas.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

*The authors confirm contribution to the paper as follows: **study conception and design:** H.H., S.M., J.Y. and U.M.D.S.; **data collection:** H.H., S.M., J.Y. and U.M.D.S.; **analysis and interpretation of results:** H.H., S.M., J.Y. and U.M.D.S.; **draft manuscript preparation:** H.H., S.M., J.Y. and U.M.D.S. All authors reviewed the results and approved the final version of the manuscript.*

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