

# TALENTED AND VIRTUOUS PEOPLE: THE DRIVING ORGANIZATION TOWARDS HIGH-PERFORMANCE ORGANIZATION

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## Abstract

This research aimed to study ways to manage virtuous and talented people in the organization to result in a high-performance organization and to bring the knowledge to be applied in the development of high-performance organization comparing between multinational and Thai companies. The study was quantitative research and the samples used in the study consisted of 365 financial companies to obtain descriptive statistics values. Inferential statistics (SEM) were used for the quantitative research. The findings are as follows: 1) the important elements of virtue person include being ethical, honest, optimistic (positive attitude) and generous with colleagues. 2) Elements of a talent person include being outstanding in many areas, prominent and clever at work. 3) Training, learning from experiences, and education are considered important factors to create talent people also result in the high-performance organization. 4) There are the differences between multinational and Thai organization in term of virtue and talent people to high performance organization.

**Keywords:** Talent People, Virtuous People, High-Performance Organization

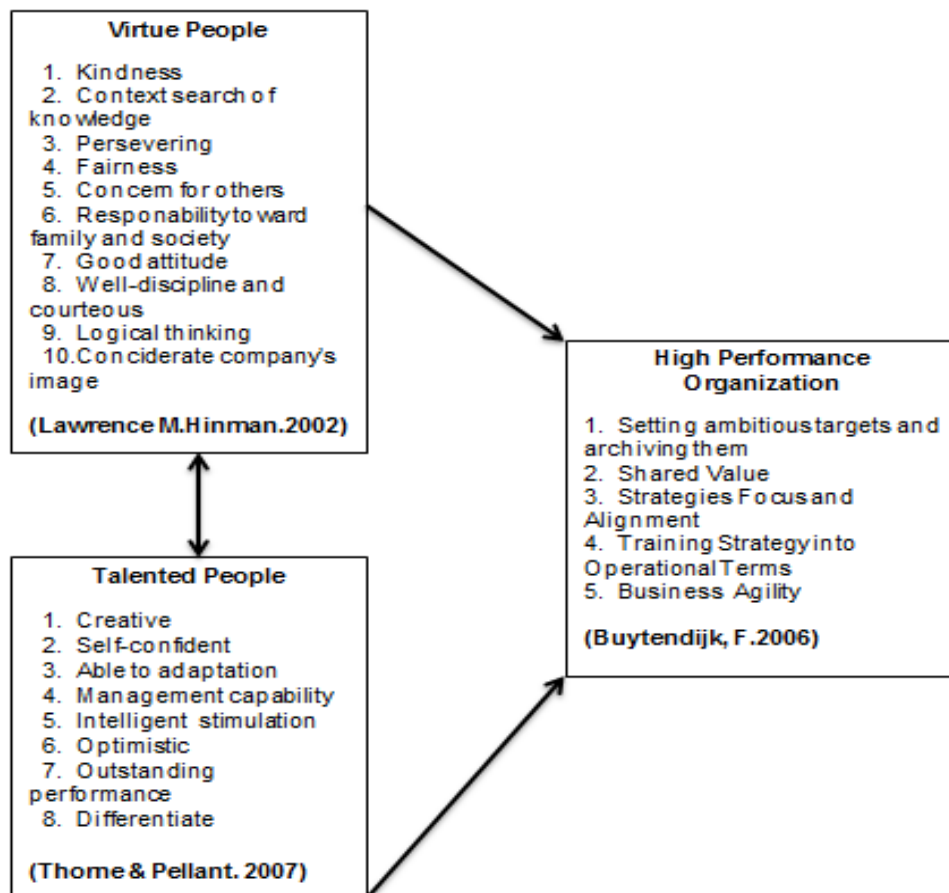
## บทคัดย่อ

งานวิจัยชิ้นนี้มีจุดประสงค์เพื่อศึกษาวิธีบริหารคนดีและคนเก่งในองค์กรเพื่อนำไปสู่องค์กรแห่งความเป็นเลิศ ความรู้ที่ได้จากการวิจัยจะนำไปประยุกต์ พัฒนาระบบองค์กรให้มีความเป็นเลิศซึ่งมีการเปรียบเทียบระหว่างบริษัทข้ามชาติกับบริษัทไทย การศึกษานี้เป็นงานวิจัยเชิงปริมาณ กลุ่มตัวอย่างทั้งหมด 365 คนจากบริษัทที่ทำธุรกิจด้านการเงิน การวิเคราะห์ใช้สถิติเชิงพรรณนาและสถิติการวิเคราะห์สมการโครงสร้าง. ผลการวิจัยพบว่า: 1) องค์ประกอบที่สำคัญของคนดีคือเป็นผู้มีจริยธรรม ซื่อสัตย์และเป็นที่รักของเพื่อนร่วมงาน 2) องค์ประกอบที่สำคัญของคนเก่งคือเป็นผู้ที่มีความโดดเด่นในหลายๆ ด้าน มีความเฉลียวฉลาดในงาน 3) การเรียนรู้จากประสบการณ์และการศึกษามีส่วนสำคัญที่ทำให้เกิดคนเก่งในองค์กรแห่งความเป็นเลิศ 4) พบว่ามีความแตกต่างระหว่างบริษัทข้ามชาติกับบริษัทไทยในบริบทของคนดีและคนเก่งที่จะนำพาองค์กรไปสู่ความเป็นเลิศ

**คำสำคัญ:** คนเก่ง, คนดี, องค์กรแห่งความเป็นเลิศ

## Introduction

The capability of organization in adoption of changing in the business environment for getting the best practice and maintain capability of beyond competition (Aiamaram, 2014) and a part of competitive advantage which occurs from excellence of organization in adoption over competitors in the changing context. To driving organization towards excellence with the ability to compete and survive in the business arena for long term, which called High Performance Organization or HPO, which is more important in this modern business environment. It is modern practices and principle of management and organization design which utilized all employees potential or competencies for building performance of organization. The key is human capital which has high performance will have advantage over competitors (Buytendijk, 2006). Human capital will enhance organization in different aspect. The form of organization is differentiated or unique, so it is difficult to imitate. It means organization will success in working from maintain capability or sustainable competitive advantage as no debt. (Chonnutchakangwansupapun, 2014). Human capital building emphasis on added value by developing staff in every level in organization to be virtue and talent employees, and also be professional in working and ready in learning continuously. Virtuous people who are in organization are foundation of credibility and ethical of organization. Talent people in business organization are the core of moving organization to excellence and sustainability.



## Literature Review

### Talent People in Business Organization

The concept of human capital at present turns to focus on recruiting talented people for driving organizational efficiency with high performance. “Talent people” has many meanings such as Huselid, Becker and Beatty think “A” grade staff is talent people. There are only 10% of talented people in the organization. The qualification of talent people is high IQ of 130 or above, fast learning, leadership skill, creativity, enthusiasm, tolerance, passion of working, well understanding and flexible in responding to requirement of customer. (Huselid, Becker & Beatty, 2005). If an employee in organization has superior performance and influence other to showing excellent performance, that person is as a key or core person of the organization, including role model of success in working, which is talent people or super keepers. Normally, organization should foster this group of talent people in organization about 3 to 5 percent of people (Lance A. Berger & Martin J. Sikora, 1994). However, there are a lot of definitions of talent people, meaning of this word still ambiguous. “Talent people” or people who have special ability means people who have creativity, confidence, intuitiveness, ability in adoption, capability in management, capability in intelligence, optimistic, notability, unique capability which different from the other, and encourage others to perform high capabilities. (Thorne & Pellant, 2007)

During three decades, there was a brain drain phenomenon of personnel moving from government sector to private sector in Thailand. It’s about resigning of talent government officers that belong to the office of The civil service commission (Office of C.S.C.) around 1,684 people (Mattanachai, S., 2013). In addition, one of the articles from The war of talent, written by McKinsey & company, shows information that the organization got a high cost if talent people resign approximately up to 750-1200 US dollar for recruitment, qualifying, and training of new employees. By this amount of cost is not include work interruption, decreasing capability of organization, and losing of business chances (Pornrat Sadangham, 2015). However, the problem of getting talent people that many organizations facing is most of them have their own alternative of choosing organization which they prefer working with.

### Virtuous People in Business Organization

In fact, the royal guidance of his majesty the king said to Thai people “In our society, there are both good and bad people. No one can change all of them to be good. So, making peaceful society is not about changing everyone to be good, but it is about being able to support the good people to govern our country, and to control the bad one, not to make any trouble.”

“My virtue people should not lie, have no corruption, and not have wrong intentions, but try to do their best in their good morality”, written by the queen, somdet Phra srinagarindra boromarajonani.

From above two royal king and queen said creating commitment of Thai people, They realized that an importance of being a good person in order to improve knowledge of people and go along with good morality. Being virtuous people, some of them are taught by their family to get a good attitude and morality while they were young. Furthermore, they grew up in virtue environment which can inspire them to get more success or we can say “Talent” at the same time. (Piyachat Tailanan, 2014). Absolutely, Only talented person in an organization

is not enough. Another qualification required by many organizations is to be virtue and ethical one because if they are only talent and use their talent in the wrong way, such as; they are good in corruption and try to cover their mistake; these are horrible (Sadangham 2015).

The organization should emphasize about standard of taking care of virtuous people to stay in the organization. There is a saying “If an organization is no taking care, such as reward and punishing system properly, the executive could not keep virtuous people”.

Mr. Paronitsarasens na ayudhaya gives the definition of virtuous people as follows (Piyachat Tailanan, 2014)

- |                                 |   |
|---------------------------------|---|
| 1. Kindness                     | 2. Constant search of knowledge             |
| 3. Persevering                  | 4. Fairness                                 |
| 5. Concern for others as a team | 6. Responsibility toward family and society |
| 7. Good attitude                | 8. Well-disciplined and courteous           |
| 9. Logical thinking             | 10. Considerate company's image             |

It can be said that, virtuous people are person who have good faith in morality and goodness, good thinking, good speaking, good doing, harmony, loyalty, responsibility and goodwill. If the organization has human capital who is a good person, it will have a chance to build excellence in business competition to be a sustainable organization.

### **The Concept of High Performance Organization Is Necessary in the Period of Business Competitiveness in the 21 St Century**

Business operation during the period of business competition in the 21st century bring concept of modern organization building of High Performance Organization (HPO) and concentrate on organization with a focus on high performance by modifying structure of the organization and new structure of working such as Microsoft and Procter & Gamble are the example of HPO organization. They are interesting company in making profit continuously from good environment in the company, employees have challenging work, employees have higher compensation from stock value and can make company to attract people who have the capability and marketing manager that influence the company successful again and again.

Government administration in Thailand after Thailand bureaucratic reform from October 3, 2002 to present has many changes of government administration; it has strategically of bureaucracy that use in the way of government implementation to fight with world changing. The government section brings the concept of private business administration to adapt in government organizations which focus on achievement of work as New Public Management or NPM. High performance organization is ideal of organization. It has plans for supporting with conditions. It analyzes situation which can be affected by working from around the country that make it can do mission completely with efficiency objective, on time and high quality at work and generally accepted.

In the private section, PTT Public Company Limited is the organization that concentrates on building high performance organization by 5 pillars; 1.Information technology 2.Innovation 3.Knowledge Management 4.Leadership and 5.Operational Agility and Excellence (OPDC, 2008). High Performance Organization or excellence organization has to have many important compositions such as structure of organization, culture of organization,

adapting to environment, accordance, and relation between forms of organization, strategy, procedure, technology and culture of organization which affect to behavior of member in organization that lead to high performance organization (De Waal, 2005). For The Office of the Public Sector Development Commission Thailand (OPDC) bring factor of systems and structures in the organization as a measure of high performance organization and another concept about characteristic or the five keys to building a high performance organization (Buytendijk, 2006);

1. Setting ambitions targets and achieving them
2. Shared Values
3. Strategic Focus and Alignment
4. Translating Strategy into Operational Terms
5. Business Agility

### **Virtue and Talent People Who Is More Important to High Performance Organization**

Sometimes many people ask this question. How to teach people to be a talented people, and good parallel because it can improve people to be perfect employee, and furthermore to be good citizens of the country. So, we need to teach people with virtuous and talented and the organization will be high of quality employees. It is said that using virtue to be a main factor for support talented to be in a good way with appropriately.

In the present, many organizations in Thailand attempt to bring sufficiency economy to be applied in their administration of business organization to bring organization to HPO and sustainability. If we consider teaching from royal guidance and royal words of His Majesty King Bhumibol Adulyadej, the basis of development Thailand to survive and continue is teaching people to be virtuous people. Now Most of Thai business organizations concentrated on virtuous people?

### **The Methodology**

This research is conducted by collecting data from financial commerce industry's in Thailand. Questionnaires are used as the instrument to collect data from staff at different levels, executives and operation officers. Those who are qualified to answer the questionnaire must work in the company for at least 1 year, so that they can answer the questions to meet the purpose of the research. The amount of the data needs to be large enough for the analysis following Structural Equation Modelling (Bryk & Raudenbush, 1989).

### **Research Instrument**

The questionnaire consists of 4 parts.

Part 1: Demographic information such as gender, type of business, length of employment, position, and education.

Part 2: The virtue inventory questions include 10 observe variable factors

Part 3: Talent model covering 8 dimensions factors.

Part 4: High performance organization questions include 5 observe variable factors

### Validity and Reliability of the instruments

As part 2 and 3 of the original questionnaire are in English, they need to be translated into Thai by a professional translator with a certificate in translation, and then translated back into English by another professional translator to check their agreement in meaning so as to test its validity. The index of item objective congruence (IOC) is from 5 experts in behavioral science and sociology, and each of the questions has the IOC value over 0.7 (Turner & Carlson, 2003). Reliability is also tested. The researcher develops the questionnaire, revises it, and puts it through a pretest with 30 samples to find out whether the questions mean what they are meant to. Afterwards, they are tested again to draw Alpha coefficient value. While the overall Cronbach's Alpha value should exceed 7.0 (Cronbach, 1951) the Cronbach's Alpha value of this research is 0.825.

### The Findings and Results

Section 1: Conducted is an analysis of descriptive statistics and demographic data of the samples which work at Thai and multinational financial companies in order to establish an understanding in the sample group in terms of frequency, percentage, mean, standard deviation (SD), skewness, and kurtosis.

**Table 1** Frequencies and percentage of demographic data

Demographic Data	Multinational companies	Thai companies	Total
	Frequency	Frequency	Frequency (%)
<b>Gender</b>			
Male	39	49	88 (24.1%)
Female	136	141	277 (75.9%)
<b>Level Management</b>			
Management	16	9	25 (6.8%)
Operation	159	181	340 (93.2%)
<b>Education</b>			
Lower than Bachelor	1	10	11 (3.0%)
Bachelor	158	172	330 (90.4%)
Higher than bachelor	16	8	24 (6.6%)
<b>Age range</b>			
Below 30 years old	101	115	216(59.2%)
31-40 years old	51	43	94 (25.7%)
Over 41 years old	23	32	55 (15.1%)
<b>Period of work</b>			
Lower than 1 year	31	18	49 (13.4%)
1-3 years	56	80	136 (37.3%)
More than 3 years	88	92	180 (49.3%)
<b>Total (%)</b>	<b>175 (47.9%)</b>	<b>190 (52.1%)</b>	<b>365 (100%)</b>

From the table, the samples is 47.9% from multinational companies and 52.1% from Thai companies, 24.1% male and 75.9% female, as well as 93.2% operation staff and only 6.8% management level. In terms of education, 90.4% of all samples have a bachelor degree while the lower-than-Bachelor-degree group makes up about 3.0% and the postgraduate group makes up about 6.6%, 59.2% age below 30 years old, 40.8% aged over 31 years old, 13.4% work within one year, 37.3% work 1 to 3 years, and most of the sample has worked more than 3 years old, respectively.

**Table 2** Data on mean, SD, skewness, and kurtosis of observed variables (where n = 365)

Observed Variables	Multinational companies ( n = 175 )				Thai companies ( n = 190 )			
	$\bar{X}$	SD	SKEW	KUR	$\bar{X}$	SD	SKEW	KUR
<b>Virtuous People</b>								
1. Kindness	4.31	0.57	-0.30	-0.47	4.08	0.61	-0.19	-0.32
2. Search of knowledge	4.17	0.68	-0.65	1.37	4.09	0.58	-0.03	-0.35
3. Persevering	4.09	0.51	-0.78	1.12	4.07	0.63	-0.23	-0.13
4. Fairness	4.09	0.73	-0.46	-0.19	3.97	0.69	-0.58	1.12
5. Concern for others	4.03	0.65	-0.17	-0.36	4.00	0.62	-0.38	0.51
6. Responsibility toward society	4.13	0.62	-0.13	-0.65	4.08	0.56	-0.08	-0.46
7. Good attitude	4.10	0.67	-0.31	-0.39	4.19	0.59	-0.33	-0.42
8. Well-disciplined	4.25	0.67	-0.83	-0.62	4.09	0.60	-0.23	-0.36
9. Logical thinking	4.19	0.61	-0.50	-0.41	4.07	0.58	-0.22	0.12
10. Considerate image	4.13	0.65	-0.35	0.07	4.08	0.55	-0.19	0.42
<b>Talented People</b>								
1. Creativity	3.99	0.78	-0.62	0.98	4.05	0.61	-0.16	0.17
2. Self-confidence	4.09	0.66	-0.22	-0.27	4.07	0.64	-0.18	-0.12
3. Able to adaptation	4.05	0.65	-0.17	-0.26	4.05	0.70	-0.53	1.05
4. Management capability	4.12	0.66	-0.25	-0.26	4.03	0.62	-0.02	-0.41
5. Intelligent stimulation	4.16	0.66	-0.31	-0.29	4.05	0.59	-0.01	-0.17
6. Optimistic	4.18	0.68	-0.25	-0.87	4.03	0.66	-0.57	1.71
7. Outstanding performance	4.06	0.69	-0.29	-0.23	3.93	0.70	-0.16	-0.33
8. Differentiate	3.98	0.67	-0.02	-0.79	3.84	0.71	-0.19	0.31
<b>High Performance Organization</b>								
1. Setting ambitions targets	3.92	0.73	-0.15	-0.58	3.88	0.59	-0.19	0.22
2. Shared Values	4.05	0.74	-0.77	1.36	3.99	0.58	-0.09	-0.20
3. Strategic Focus	3.94	0.80	-0.70	0.70	4.00	0.57	0.04	-0.35
4. Translating Strategy	3.89	0.76	-0.32	0.16	3.93	0.59	-0.27	0.41
5. Business Agility	3.93	0.78	-0.49	0.28	4.01	0.56	-0.18	0.21

Testing on the SEM of dispersion is based on skewness which ranges from -1 to 1 and kurtosis which ranges from not more than 2 to not lower than -2 (Lei & Lomax 2005; Hair et al. 2014). This means that the curve is normal and agrees with the predetermined requirement.

**Table 3** Testing indices of multi-group SEM on the structural model of virtuous and talented people on high performance organization (where n = 365) Adapted from Hu and Bentler (1999)

Index of suitability	Index	Criterion	Result
1. Chi-square value: $\chi^2/df=326$	255.184	-	-
2. Level of statistical significance ( $p$ )	0.128	$p > .05$	Perfect fit
3. Relative Chi-square: $\chi^2/df$	1.098	$\chi^2/df < 3.00$	Suitable
4. Goodness of Fit Index: $GFI$	0.923	$GFI > .90$	Suitable
5. Adjusted Goodness of Fit Index: $AGFI$	0.970	$AGFI > .90$	Suitable
6. Root Mean Square Residual: $RMR$	0.021	$RMR < .05$	Suitable
7. Root Mean Square Error of Approximation: $RMSEA$	0.016	$RMSEA < .05$	Suitable
8. Parsimony Goodness of Fit Index: $PGFI$	0.545	$PGFI > .49$	Suitable
9. Comparative Fit Index: $CFI$	0.993	$CFI > .90$	Suitable
10. Normed Fit Index: $NFI$	0.928	$NFI > .90$	Suitable

Part 2: Conducted is an analysis of the cause-effect relationship of virtuous and talent people effect to high performance organization, by overall test of SEM.

From the data analysis to seek the suitability indices of the model, it is found that the indices are perfect fit or suitable when p-value more than 0.05 with the degree of freedom (df) at 326. This means that the model correspond with the data completely and Relative Chi - Square:  $\chi^2/df$  is under the criteria (Relative Chi - Square:  $\chi^2/df = 1.28$ ) which is set at 3.00. Another consideration is Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA), and Comparative Fit Index (CFI). From these indices, it can be concluded that the model is suitable with empirical data

**Table 4** Factor loading and t-test values of latent variables in measurement models \* $p < 0.0$

Observed variable (Standardized value)	Multinational companies		Thai companies	
	Factor loading		Factor loading	
	( $\lambda$ )	t-test	( $\lambda$ )	t-test
<b>Virtue people</b>				
1. Kindness (Default = 1)	0.560*	-	0.672*	-
2. Search of knowledge	0.652*	8.113	0.523*	7.165
3. Persevering	0.704*	6.966	0.631*	7.669
4. Fairness	0.754*	7.302	0.610*	7.584
5. Concern for others	0.750*	7.304	0.702*	8.550
6. Responsibility to society	0.767*	7.366	0.669*	8.308



Observed variable (Standardized value)	Multinational companies		Thai companies	
	Factor loading		Factor loading	
	( $\lambda$ )	<i>t-test</i>	( $\lambda$ )	<i>t-test</i>
7. Good attitude	0.792*	7.513	0.666*	8.198
8. Well-disciplined	0.654*	6.693	0.536*	6.667
9. Logical thinking	0.757*	7.319	0.623*	7.642
10. Considerate image	0.731*	7.125	0.745*	8.036
<b>Talent people</b>				
1. Creativity ( Default = 1)	0.707*	-	0.621*	-
2. Self-confidence	0.652*	8.130	0.592*	6.916
3. Able to adaptaion	0.734*	8.841	0.701*	7.696
4. Management capability	0.749*	8.982	0.619*	7.032
5. Intelligent stimulation	0.652*	7.733	0.576*	6.579
6. Optimistic	0.672*	7.732	0.717*	7.282
7. Outstanding performance	0.748*	9.024	0.688*	7.696
8. Differentiate	0.726*	8.675	0.646*	7.217
<b>High performance organization</b>				
1. Setting ambitions targets (Default=1)	0.838*	-	0.702*	-
2. Shared Values	0.852	13.652	0.675*	8.349
3. Strategic Focus	0.871	14.085	0.740*	8.948
4. Translating Strategy	0.808	11.635	0.694*	7.761
5. Business Agility	0.858	12.194	0.771*	8.710

According to this data analysis table, each and every factor loading is statistically significant ( $p$ -value < 0.05),  $t$ -test and the R square multiple correlations together can well represent the latent variables in measurement model.

**Table 5** Path coefficients, direct effects, indirect effects and total effects of exogenous latent variables on endogenous latent variables and effects of endogenous latent variables on one another

\* $p$ < 0.10    \*\* $p$ < 0.05    \*\*\* $p$ < 0.01

Exogenous Latent Variable	Endogenous Latent Variables		
	High performance organization		
	Direct effect	Indirect effect	Total effect
<i>Multinational Model</i>			
Virtue people	0.114	-	0.114
Talent people	0.615***	-	0.615***
High performance organization $R^2 = 0.502$			
Correlation between virtue people and talent people = 0.784**			

Exogenous Latent Variable	Endogenous Latent Variables		
	High performance organization		
	Direct effect	Indirect effect	Total effect
<i>Thai model</i>			
Virtue people	0.356*	-	0.356*
Talent people	0.463**	-	0.463**
High performance organization $R^2 = 0.635$			
Correlation between virtue people and talent people = 0.894**			

According to this table, the structural linear relationships between exogenous variable on endogenous variables, are as follows:

### 1. Multinational Model

- 1.1 Virtuous people has not direct effects on HPO.
- 1.2 Talented people has direct positive effects on HPO, with statistical significance at 0.01

### 2. Thai model

- 2.1 Virtuous people has direct positive effects on HPO, with statistical significance at 0.10
- 2.2 Talent people has direct positive effect on HPO, with statistical significance at 0.01

The coefficients of determination ( $R^2$ ) of the endogenous latent variable, high performance organization, are 0.502 and 0.635, which means that the variables represent the variance value at 50.2% and 63.05% in multinational and Thai models respectively.

The correlation of the exogenous latent variable between virtue and talent people, are 0.784 and 0.894, which means that both two variables are correlated very high, in multinational and Thai models respectively.

## Conclusion and Recommendation

In the present, many business organizations are creating strategies for moving business to be a high performance organization. They try to set a plan of development of organization for adapting with environment factor and the future changes by looking at main issue of concrete principle to develop high performance organization or create excellence for organization. In modern business administration, human capital is the important issue for organization that needs to improve people to be a virtuous and talented in the organization. Virtue and talent people are the specific characteristic individually.

From multinational organization model found that foreign companies give precedence to talent people and ignore virtuous people. It maybe because most of multinational organization has good system management (Jarinto, 2011; Bartlett & Ghosgal, 2003) such clear procedures in place, pinpoint responsibility, clear rules and regulations which reinforce employees (Schermehorn 2015). Thus, it is difficult to break the

regulations or do the wrong thing, including the organization has set key performance indicators to measure the efficiency. It is called performance base management system by accentuate output and outcome.

On the contrast, Thai organization model found that Thai companies pay more attention to both talent and virtue people parallel. Thai companies give more focus, concentrate on talent people than virtuous people if look at the statistical result coefficient, this may be because Thai people admire virtue, well-doing, and ethical one. By the way, the unique characteristic of Thai companies that is more flexible than multinational companies. Thai people are more collectivism and companionship within the organization (Hofstede 1980; Hofstede, 1998). If someone has done terrible things, the group will banish or not welcome. However, Thai culture emphasizes on talented people too.

This research suggests that the organization should stress on recruitment procedure for example add moral quotient (MQ) or paper & pencil test to test new comer employee (Noe et al., 2012) which integrated develop virtue and talent people together. The organization can train to improve skill, knowledge as well as aptitude, but it is hard to change personality trait, attitude, background, experience which is socialization for a long period of time (Kohlberg, 1973). For current employee who was placed on the organization, the leader and human resource manager can change behavior, attitude via create training such as neuro-linguistic programming (NLP) (Bandler & Grinder, 1979; Bandler, 1985) or coaching & mentoring.

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