

# **A STUDY OF HUMAN RESOURCE MANAGEMENT MODELS FOR SUSTAINABILITY OF PROFESSIONAL ENGINEERS : A CASE STUDY OF AN ENGINEERING CONSULTING COMPANY IN BANGKOK**

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## **Introduction**

### **Background and significance of the problem**

In the current state, both public and private organizations are interested in human resource development. Because business competition in Thailand or around the world is more competitive every day. Entrepreneurs in various businesses, both in production and service. Regardless of the size of the business, it must create a way that leads to survival in business. If any business is stagnant or lacks of development continued There is a chance that they will be pushed out of the competition in the market. we will survive However, in this situation, of course, the organization must develop its potential even better. Focusing on the development of human resources in the organization. which requires many elements that promote potential in maximum working whereby a good working environment must be promoted; It is important to have Relationships with physical and mental health of workers and affecting safety for both Workers and related people Including creating motivation to work both in the form of money and not in the form of currency That has created satisfaction for employees to work As a result, the organization receives Quality work or productivity and working at full potential. It also has a positive effect on the quality of life. of employees as well Promoting a good working life that benefits the work of the operators. By contributing to a higher employee retention rate (Retention Rate) which maintains the work of employees at that high level resulting in better teamwork and eventually affecting work efficiency However, many organizations are struggling and affected by the shift of skilled workers. Because in addition to the organization having to lose important resources, it also takes time and budget to create competent personnel as well.

McKinsey study of over 100 American companies, the secret to success is retaining talent. To be the power to drive the business of the organization to achieve its goals. Able to stand in the world of competition all the time, there are 5 things that senior executives of the company should pay special attention to: 1. Must believe that only talented people can help an organization succeed. 2. Create a feeling that those talented people are valuable to the organization. 3. Try to adjust the recruitment policy to suit the situation. The world changes, businesses change. Customer needs change. 4. Must think that employee development is the main duty of the organization. Because if people don't have quality, they can't keep up with the world, they can't keep up with the needs of customers. The company can't survive. 5. Must try to distinguish that. Who are the good and the bad?

Nowadays, Human Resources (HR) departments face the same problem around the world, each company has a very high turnover and job relocation rate. Especially the new generation who have a culture of life and work attitudes that have changed. From the study of attitudes of new generation employees (Generation Y) towards the decision to work until Retired in a state-owned enterprise according to the era While businesses around the world are fiercely competing and trying to survive in every possible way. Many things are the cause of the impact that comes to this problem together. have a study at It was found that most of the new generation in the organization prioritized the opportunity to work with challenges, train

and develop themselves. Satisfied with the fast workflow There shouldn't be too many hierarchies. having good co-workers Working society where everyone is eager to work and ready to change themselves to develop the organization together Including higher returns (Ornicha Tengnaritsiri, 2020), but external factors are still not as important as internal factors. Many organizations may have to look at themselves whether the organization is the main cause of the job transfer or not. So why can't the organization retain talented people? to work with the company or an organization dedicated to developing the potential of employees fully. But in the end, it was finally bought by a competitor with heavier money. In fact, the problem may not be just about money. It may be about the working environment. People Management or even the efficiency of the organization These things may cause you to look at yourself more as well.

When considering only the position of engineer Engineers are a very important profession for all sectors of industry. Engineers are one of the factors for foreign investment decisions. Because engineers are the closest and most in-depth. The resignation or job change rate of engineers therefore directly affects both investment and production from the research 'Factors influencing the resignation of engineers in the industrial sector' from King Mongkut's Institute of Technology Ladkrabang. Indicates the problem that causes the relocation of engineers in the Bangkok area, which affects the quality of production and increased organizational costs. Data in this research is collected from 370 production engineers in Bangkok area. Found that the satisfaction of engineers in the Bangkok area is high. It is the result of the satisfaction that can decide to work by yourself. Most engineers feel connected and love the organization. Most of the engineers from the sample group do not plan to work in the company until they retire. This corresponds to the sample group of engineers with 21 years of work or more, which accounted for 3.6% of the total, while engineers with less than 5 years of work are up to 55%, and if there is a better opportunity, engineers are ready to change jobs as well, especially. especially young engineers and it was found that male engineers had more willingness to quit than female engineers. As engineers get older, their willingness to resign will decrease. If their satisfaction and engagement with the organization is high, their willingness to resign will decrease. The level of education and field of work had no effect on the willingness to quit the job. Therefore, the researcher is interested in studying how to make expert engineers who has high experience will continue to work with the organization in the long run do not change jobs and how can these engineers be loyal to the organization?

### **Research question**

1. What is the company's human resource management strategy and how does it affect the job change situation of professional engineers in consulting companies? in Bangkok?
2. Engagement and loyalty to the organization and the working environment affects the long-term choice of professionals in consulting engineering firms in Bangkok or not?
3. Guidelines for solving the problem of resignation of consulting engineers in consulting engineering companies. How is the fertilizer in Bangkok?

### **Research Objectives**

1. To know the human resource management strategies of consulting engineering firms in retaining expert engineers to work long term with the company.
2. To study the factors of human resource management strategies. Engagement and Loyalty and the quality of working life affecting the choice of long-term work in a consulting engineering firm in Bangkok of expert engineers
3. To study and find ways to solve the problem of resignation of consulting engineers in consulting engineering firm in Bangkok

## **Research Hypothesis**

1. The organization's personnel management strategy affects Commitment and loyalty to the organization and the quality of work life affects Choosing a long-term job in a consulting engineering firm in Bangkok of expert engineers.

2. The organization's personnel management strategy affects Commitment and loyalty to the organization and quality of work life.

## **Expected Outcomes**

1. To know the factors that will influence the consulting engineers to choose to work long-term with a consulting company in Bangkok. This will allow consulting engineering firms to apply the findings of the study to their own companies.

2. Make organizations use the results as part of the way they plan and define. Direction to create engagement with the organization that is suitable for their employees. to retain employees with knowledge, competence, and experience to stay with the organization.

3. The results of the study can be adapted to other fields of similar nature.

4. The results of the study can be extended to government agencies involved in labor policies. so that the working atmosphere and employment can be driven in response to changes in the labor market

## **Definition of operational**

Choosing a long-term job means that the consulting engineer has been working as a consultant in Bangkok for at least 10 years without changing jobs.

Consulting Engineer means a person who performs the duties of a consulting engineer. The main tasks will be duties related to consulting. Supervise the entire construction process, such as management, budgeting, giving advice when encountering problems during work. Management of equipment personnel management money management Management of work techniques and other related items requested by the operator.

Consulting engineering firm means a company that acts as representing the project owner in controlling the construction plan Proceed correctly Including checking and proposing solutions to various problems that may occur during construction. The supervisor will prepare a report summarizing the construction progress. to the project owner periodically, in most cases there will be a weekly meeting with minutes of the meeting every week.

Engagement and loyalty mean faith in the organization. Willingness to work for the organization The need to maintain membership in the organization Performance Satisfaction

Quality of life at work means meeting satisfaction and needs. of employees to increase their potential in work which may be considered from the return, the environment in A hygienic and safe workplace Employee Potential Development Characteristics Administration of supervisor's work-life balance and other aspects of life, and in terms of social responsibility, which will contribute to the lives of employees.

Job satisfaction is defined as the state of mind, mood and attitude of the person who has the job he performs. Expressed as interested, enthusiastic, willing, and fun, cheerful. etc. when there is a desire If you are satisfied with your work, you will try, persevere and be happy in your work. and determination until the work is accomplished according to its objectives.

Corporate Human Resource Strategy means.

1) accepting the influence of the environment outside the organization, physical environment outside the organization, which is Both opportunities (opportunities) and obstacles (threats) to organizations such as laws, economic conditions, changes in society and population, politics, technology, etc. in setting strategies for human resource management activities. will bring things about the environment to support the preparation of each strategic

plan by taking proactive measures against the likelihood that it will happen at the same time  
Trying to find a way to fix the obstacles to be gone.

2) Recognizing the influence of competition and labor market dynamics elements related to competition and labor market dynamics, such as incentives, compensation and Benefits supporting changes in wages, unemployment rates working conditions and the reputation of competitors, etc. elements These will affect HR decisions.

3) Emphasis on long-term plans The concept of strategic planning of the organization will focus on goals in The future and long-term direction of operations therefore requires a clear vision of the organization.

4) Emphasis on the development of operational alternatives and human resource management decisions Strategic focus on alternative development A given strategy is derived from multiple alternatives, with those involved taking part. Participate in proposing alternatives to action towards the defined future goals and making decisions based on the most appropriate strategy.

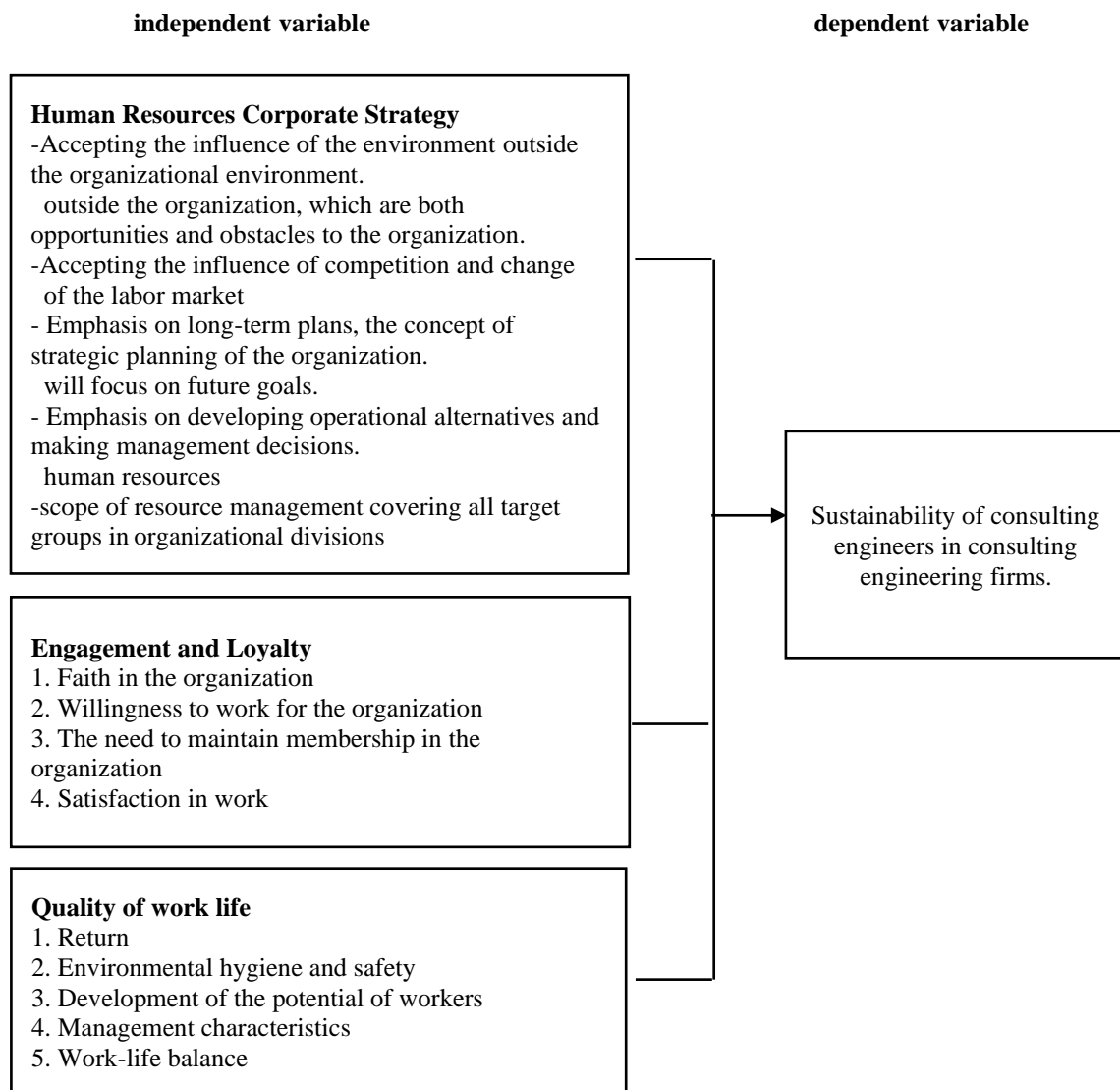
5) The scope of consideration covers everyone in the target group of resource management. Individuals are all personnel in the organization, from the operational level to the management level.

### **Theoretical concepts used in research.**

In this research, the researcher has studied the theoretical concepts for use in setting the research framework as follows.

Theoretical concepts of strategic planning.  
Theoretical concepts of development management.  
Theoretical concepts of organizational organization  
Concepts and theories related to organizational commitment.  
Concepts and theories about quality of working life.  
Concepts and theories about loyalty to the organization.  
concepts and theories about job satisfaction  
concept of strategic management  
concept of personnel development  
Related Research  
Conceptual Framework

## Conceptual Framework



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