

อิทธิพลของสมรรถนะองค์กรและพฤติกรรมการจัดการองค์กร
ต่อประสิทธิผลในการป้องกันและปราบปรามการค้ามนุษย์
ของกองบังคับการตำรวจภูธรจังหวัดลำปาง
The Influence of Organization Competency and
Organization Management Behavior on Effectiveness
in Preventing and Suppressing Human Trafficking of
Lampang Provincial Police Division

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาอิทธิพลของสมรรถนะองค์กรและพฤติกรรมการจัดการองค์กรต่อประสิทธิผลในการป้องกันและปราบปรามการค้ามนุษย์ของกองบังคับการตำรวจภูธรจังหวัดลำปาง กลุ่มตัวอย่างเป็นเจ้าหน้าที่ตำรวจสังกัดกองบังคับการตำรวจภูธรจังหวัดลำปาง จำนวน 375 คน เครื่องมือที่ใช้ในการวิจัยเป็นแบบสอบถาม วิเคราะห์อิทธิพลโดยใช้วิธีการวิเคราะห์สมการโครงสร้าง ผลการวิจัยสรุปได้ว่า โมเดลสมมติฐานการวิจัยมีความสอดคล้องกับข้อมูลเชิงประจักษ์ด้วยค่าสถิติ $\chi^2=83.097$, $df=65$, $p=.065$, $\chi^2/df=1.278$, $GFI=.973$, และ $RMSEA=.027$ โดยมีอิทธิพลระหว่างตัวแปรในโมเดลดังนี้ คือ 1) สมรรถนะองค์กรมีอิทธิพลทางตรงเชิงบวกต่อประสิทธิผลในการป้องกันและปราบปรามการค้ามนุษย์โดยมีค่าสัมประสิทธิ์อิทธิพลเท่ากับ 0.64 และมีอิทธิพลทางอ้อมเชิงบวกต่อประสิทธิผลในการป้องกันและปราบปรามการค้ามนุษย์ โดยมีค่าสัมประสิทธิ์อิทธิพลเท่ากับ 0.21 2) พฤติกรรมการจัดการองค์กรมีอิทธิพลทางตรงเชิงบวกต่อประสิทธิผลในการป้องกันและปราบปรามการค้ามนุษย์ โดยมีค่าสัมประสิทธิ์อิทธิพลเท่ากับ 0.27

คำสำคัญ : สมรรถนะองค์กร พฤติกรรมการจัดการองค์กร การป้องกันและปราบปรามการค้ามนุษย์

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Abstract

The purpose of the research was to study the influence of organizational competencies and organizational management behaviors on effectiveness in preventing and suppressing human trafficking of the Lampang Provincial Police Division. The sample was 375 police officers under the Lampang Provincial Police Division. The instrument was a questionnaire. Influence analyzed using the structural equation analysis method. The results concluded that the research hypotheses model is consistent with empirical data that statistical values $\chi^2=83.097$, $df=65$, $p=0.065$, $\chi^2/df=1.278$, $GFI=0.973$, and $RMSEA=0.027$. The influence between variables in the model as follows: 1) Organizational competency had a direct positive influence on effectiveness in preventing and suppressing human trafficking with an influence coefficient of 0.64 and had an indirect positive influence on effectiveness in preventing and suppressing human trafficking with an influence coefficient of 0.21. 2) Organizational management behavior had a direct positive influence on effectiveness in preventing and suppressing human trafficking with an influence coefficient of 0.27.

Keywords: Organization Competency Organization Management Behavior Preventing and Suppressing Human Trafficking

Introduction

Thailand has a status of involvement in human trafficking for exploitation in various forms, such as bringing children and women into trade or exploitation, forced labor by abuse or exploitation, forced to wander for begging, and kidnapped for exploitation in illegal ways (Ministry of Social Development and Human Security, 2010). Currently, human trafficking in Thailand, according to the 2014 human trafficking situation, has provided Thailand at Tier 3 level, which means Thailand is a country that has not fully complied with the minimum standards and does not have any efforts to perform or is the country with the worst level of human trafficking. (Office of the Under Secretary for Civilian Security, Democracy, and Human Right, 2015) Even though during the past several years,

the Thai government has made great efforts to solve human trafficking problems by announcing the intention to combat human trafficking and establishing a policy on preventing and resolving human trafficking problems in Thailand as a national agenda in 2004. There is a law on the prevention and suppression of human trafficking 2008 and other related laws so that the process of anti-human trafficking is capable and able to protect the victims of human trafficking in quality. In addition, there are also policies, strategies, and measures to prevent and suppress human trafficking 2011-2016, with the objective to be a direction for prevention, prosecution, protection, development of policy mechanisms and driving, and the development and management of information for staff, workers and people involved in solving human trafficking problems. (Yahakorn, 2015; The Office of the Permanent Secretary for Social Development and Human Security, 2017)

In the period of the plan aforementioned (2011-2016), the government has taken steps to the implementation of policies by prescribing strategies, measures, action plans as well as the guidelines for the implementation of concrete results. By implementing 5 key strategies, including 1) prevention, 2) litigation, 3) protection and assistance, 4) development of policy mechanism and driving, and 5) Information development and management; and the report of human trafficking in the United States (Tip Report), including 12 indicators as a framework for the concept of practice to cover issues. There has been a significant change in the approach to prevention, which will cover both illegal migrant workers who have fled into the city, human trafficking, and illegal fishery. In the critical phase, there are measures to prevent human trafficking, block human trafficking, suppress human trafficking, and investigate the investigation of human trafficking networks in border risk areas. In the process of expanding the results, which including the enhancement of human trafficking investigations, measures to prevent entry and exit from all channels, measures to increase the effectiveness of criminal justice, measures to link database systems of human trafficking cases, measures to increase efficiency in sorting out victims, and

measures to open channels to receive information that is international. (Office of the Permanent Secretary for Social Development and Human Security, 2017) In the case of the Royal Thai Police, there is an order to expedite the process of human trafficking and foreign workers, which is considered a significant problem that needs to be solved. There is an emphasis on the practice of solving the problem of human trafficking in general by emphasizing the four main preventive goals: 1) preventing trafficking in the border area, 2) preventing the entry into the inner area, 3) preventing the service places and establishments that are risk groups, and 4) preventing government officials from participating in the offense. (The Royal Thai Police, 2016)

However, based on the results of the implementation of the policies mentioned in the previous period. It founded that the implementation of human trafficking problems in the investigation, arrest, suppression, prosecution of offenders, segregation of victims, and protection of victims of human trafficking are still limited and ineffective due to many factors such as 1) Budget and materials are not sufficient for comply with the plan, making it impossible to comply with the plan. 2) There are insufficient staff and a lack of coordination in operation. 3) Shortages of staff with expertise or knowledge and understanding in laws relating to the prevention and suppression of human trafficking 2008 and other laws that are consistent with the mission. 4) Lack of training appropriate and continuous to be able to solve the problem of human trafficking straightforwardly. (Santad & Ratchadaphanthikun, 2014; Yingpetra & Nirathorn, 2015) In particular, police officers must have regular and real law enforcement. However, the authorities concerned must work efficiently and honestly. (Ministry of Social Development and Human Security, 2010) It is consistent with the study of Ekkaphan, Phadungchai & Sakdiraphongpong (2013) founded that most of problems and obstacles in preventing and suppressing human trafficking are lack of support budget, lack of equipment and tools to perform duties, and people still do not cooperate as they should. Also, it founded that police officers were

responsible for many aspects, causing this aspect of work to not achieve the goals and lack of knowledge and understanding of relevant laws.

From the reasons mentioned above, this research aims to study the influence of organizational competency and organizational management behavior on effectiveness in preventing and suppressing the human trafficking of the Lampang Provincial Police Division. It is to be able to identify critical factors related to the effectiveness of the operation and administration of police departments that are an essential part of preventing and suppressing human trafficking. The results of the study used to improve and develop the work in preventing and suppressing human trafficking of Lampang Provincial Police Division for efficiency, effectiveness and following the goals of policies, strategies, and measures in preventing and suppressing human trafficking of the country.

Methods

This research uses quantitative research methods. The population is 2,114 police officers in the Lampang Provincial Police Division from 21 stations. Determine the sample size based on Stevens (1986) criteria, which determines that the sample size for linear structural relationship analysis should use at least 20 units per one observed variable. In this research, the researcher determined 15 observable variables, using 375 samples (>300) by specifying the number of samples from all 21 stations according to the quota sampling system. After that, the samples had randomly selected according to the number obtained from each police station by simple random sampling.

The instrument used in the research was a questionnaire that examined the content validity of the instrument by five experts, with the index of item-objective congruence (IOC) of all questions in the questionnaire greater than 0.60. Then, the questionnaire was tested with 30 non-sample police officers to find reliability by Cronbach's alpha coefficient method (Cronbach, 1951). The reliability of the questionnaire was 0.97, and the reliability of the questionnaire used to measure

the variable of organizational competence, organizational management behavior, and effectiveness in preventing and suppressing human trafficking were 0.95, 0.97 and 0.96 respectively.

Research hypothesis model consists of the following variables:

1. Organization competency (OCC) is a latent variable which has five elements that are observable variables, namely 1) Organizational structure (OST) 2) Personnel (PSN) 3) Budget (BDG) 4) Place (PLA) 5) Materials, equipment, and tools (MET).

2. Organizational management behavior (OMB) is a latent variable which has five elements that are observable variables, namely 1) Motivation (MVT) 2) Leadership (LEA) 3) Commitment and acceptance (CMA) 4) Participation (PAR) 5) Teamwork (TWK).

3. Effectiveness in preventing and suppressing human trafficking (EPSHT) is a latent variable which has 5 elements that are observable variables, namely 1) Prevention (PVT) 2) Litigation (LGT) 3) Protection and assistance (PTA) 4) Development of policy mechanism and driving (PMD) 5) Information development and management (IDM).

The conceptual research framework consists of three hypotheses (Figure 1):

H₁: Organizational competency has a direct positive influence on organizational management behavior.

H₂: Organizational competency has a direct positive influence on effectiveness in preventing and suppressing human trafficking.

H₃: Organizational management behavior has a direct positive influence on effectiveness in preventing and suppressing human trafficking.

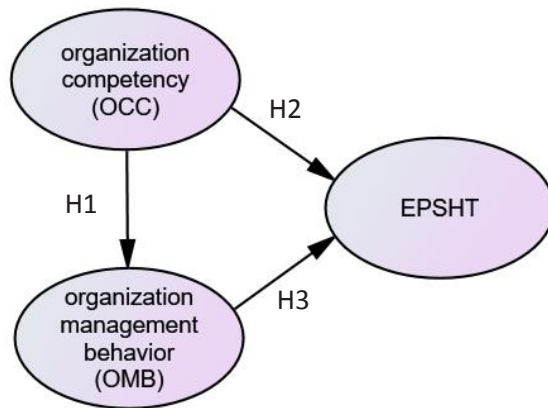


Figure 1 The conceptual research framework

The data were analyzed by frequency, percentage, Pearson's product-moment correlation, and the structural equation modeling (SEM) to determine the consistency of the hypothesis model and empirical data. The consistency criteria consisting of (1) Chi-square probability level ($p > 0.05$) (2) Relative Chi-square ($\chi^2/df < 2$) (3) Goodness of Fit Index (GFI > 0.90) (4) Root Mean Square Error of Approximation (RMSEA < 0.08). (Brown & Cudek, 1992; Byrne, 2001; Schumacker & Lomax, 2004; Kline, 2005)

Results

The results of general data analysis of samples showed that most of the samples were male (71.7%), aged between 41-50 year (50.3%), graduated with a bachelor's degree (87.6%), job positions were non-commissioned police officers (61.8%), work experience 6-10 years (57.5%).

The results of relationship analysis between organizational competency, organizational management behavior, and effectiveness in preventing and suppressing human trafficking of the Lampang Provincial Police Division founded that organizational competency and organizational management behavior had correlated with effectiveness in preventing and suppressing human trafficking with a statistical significance level of 0.01. The correlation coefficients as follows:

organization competency ($r = 0.674$) and organizational management behavior ($r = 0.621$) as shown in Table 1.

Table 1 The results of relationship analysis between organizational competency (OCC), organizational management behavior (OMB), and effectiveness in preventing and suppressing human trafficking (EPSHT) of Lampang Provincial Police Division.

| Variables | OMB | EPSHT |
|---|---------|---------|
| OCC= organizational competency | 0.562** | 0.674** |
| OMB= organizational management behavior | | 0.621** |

* $p < .05$, ** $p < .01$

The results of the structural equation analysis to examine the hypothesis model with empirical data showed that the hypothesis model was consistent with the empirical data after the model is adjusted with chi-square (χ^2) = 83.097, degrees of freedom (df) = 65, probability value (p) = 0.065, relative chi-square (χ^2/df) = 1.278, goodness of fit index (GFI) = 0.973, and the root mean square error of approximation (RMSEA) = 0.027, as shown in Table 2 and Figure 2.

Table 2 Shows the statistics obtained from the consistency analysis of the hypothesis model compared to the criteria

| Evaluating the Data-Model Fit | Criteria | Statistical Analysis Results |
|---|------------|------------------------------|
| 1) Chi-square probability level: p | $p > 0.05$ | 0.065 |
| 2) Relative chi-square: χ^2/df | < 2 | 1.278 |
| 3) Goodness of fit Index: GFI | > 0.90 | 0.973 |
| 4) Root mean square error of approximation: RMSEA | < 0.08 | 0.027 |

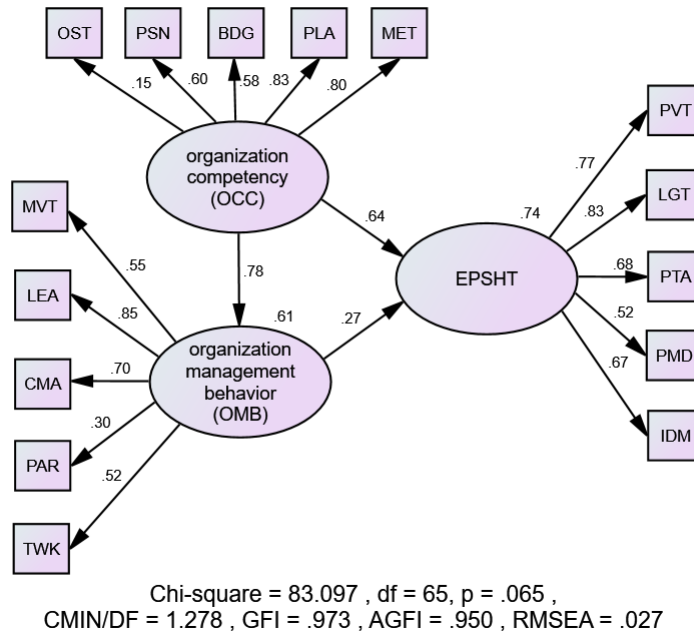


Figure 2 Statistics of the consistency of the hypothesis model and empirical data

Figure 2 showed that the results of the influence of organizational competencies (OCC) and organizational management behavior (OMB) on effectiveness in preventing and suppressing human trafficking (EPSHT) of the Lampang Provincial Police Division concluded that OCC and OMB had a direct influence on EPSHT with the influence coefficient of 0.64 and 0.27, respectively. Also, it showed that the factor loading of all 15 observed variables that were components of the latent variables are as follows:

1. Organization competency (OCC) is composed of 5 observed variables which are 1) Organizational structure (OST), 2) Personnel (PSN), 3) Budget (BDG), 4) Place (PLA), and 5) Materials, equipment, and tools (MET) with the factor loading of 0.15, 0.60, 0.58, 0.83, and 0.80, respectively.
2. Organizational management behavior (OMB) is composed of 5 observed variables which are 1) Motivation (MVT), 2) Leadership (LEA), 3) Commitment and acceptance (CMA), 4) Participation (PAR), and 5) Teamwork (TWK) with the factor loading of 0.55, 0.85, 0.70, 0.30, and 0.52, respectively.

3. Effectiveness in preventing and suppressing human trafficking (EPSHT) is composed of 5 observed variables which are 1) Prevention (PVT), 2) Litigation (LGT), 3) Protection and assistance (PTA), 4) Development of policy mechanism and driving (PMD), 5) Information development and management (IDM) with the factor loading 0.77, 0.83, 0.68, 0.52, and 0.67, respectively.

All observable variables were statistically significant of 0.01, except for organizational competency (OCC) on organizational structure (OST) with statistical significance of 0.05, as shown in Table 3.

Table 3 Factor loading of observed variables that are elements of latent variables

| Variables | Estimate | SE | t |
|--|----------|------|--------|
| Organization competency (OCC) | | | |
| (1) Organizational structure (OST) | 0.15* | 0.07 | 2.536 |
| (2) Personnel (PSN) | 0.60** | 0.05 | 11.096 |
| (3) Budget (BDG) | 0.58** | 0.05 | 10.934 |
| (4) Place (PLA) | 0.83** | 0.06 | 16.921 |
| (5) Materials, equipment, and tools (MET) | 0.80** | - | - |
| Organizational management behavior (OMB) | | | |
| (1) Motivation (MVT) | 0.55** | 0.12 | 7.885 |
| (2) Leadership (LEA) | 0.85** | 0.22 | 9.512 |
| (3) Commitment and acceptance (CMA) | 0.70** | 0.19 | 9.182 |
| (4) Participation (PAR) | 0.30** | 0.10 | 4.950 |
| (5) Teamwork (TWK) | 0.52** | - | - |
| Effectiveness in preventing and suppressing human trafficking (EPSHT) | | | |
| (1) Prevention (PVT) | 0.77** | 0.12 | 12.123 |
| (2) Litigation (LGT) | 0.83** | 0.14 | 13.209 |
| (3) Protection and assistance (PTA) | 0.68** | 0.12 | 11.516 |
| (4) Development of policy mechanism and driving (PMD) | 0.52** | 0.08 | 10.960 |
| (5) Information development and management (IDM) | 0.67** | - | - |

* $p < .05$, ** $p < .01$

The influence of all latent variables can be summarized as follows:

1. OCC has a direct influence on OMB with the influence coefficient of 0.78, OCC can predict OMB by 61 % ($R^2_{adj} = 0.61$)
2. OCC has a direct influence on EPSHT with the influence coefficient of 0.64 and has an indirect influence on EPSHT through OMB with the influence coefficient of 0.21 (from 0.78×0.27). Therefore, the total influence coefficient was 0.85 (from $0.64 + 0.21$).
3. OMB has a direct influence on EPSHT with the influence coefficient of 0.27.

Also, in Figure 2, It showed that the predictive coefficient (estimate of standardized regression weights) of effectiveness in preventing and suppressing human trafficking (EPSHT) of Lampang Provincial Police Division was 0.74 ($R^2_{adj} = 0.74$). Therefore, it concluded that organizational competency (OCC) and organizational management behavior (OMB) could be predicted together to the effectiveness in preventing and suppressing human trafficking (EPSHT) by 74% with statistics significant of 0.01 ($p < 0.01$).

Table 4 Hypothesis testing results

| Hypotheses | Estimate | SE | t | Summarized |
|-----------------|----------|-------|-------|------------|
| H1: OCC → OMB | 0.78** | 0.050 | 8.588 | Support |
| H2: OCC → EPSHT | 0.64** | 0.050 | 6.844 | Support |
| H3: OMB → EPSHT | 0.27** | 0.084 | 3.065 | Support |

* $p < .05$, ** $p < .01$

Table 4 shows the results of the hypothesis analysis as follows:

Hypothesis 1 (H1): Organizational competency (OCC) has a direct positive influence on organizational management behavior (OMB) with the influence coefficient of 0.78 and a statistically significant of 0.01, which supports the hypothesis 1.

Hypothesis 2 (H2): Organizational competency (OCC) has a direct positive influence on effectiveness in preventing and suppressing human trafficking (EPSHT) with the influence coefficient of 0.64 and statistically significant of 0.01, which supports the hypothesis 2.

Hypothesis 3 (H3): Organizational management behavior has a positive direct effect on effectiveness in preventing and suppressing human trafficking (EPSHT) with the influence coefficient of 0.27 and a statistically significant of 0.01, which supports the hypothesis 3.

Conclusion and Discussion

From the results of this research, it founded that the hypothesis model was consistent with empirical data. The results of the research based on hypotheses that the organizational competency and organizational management behavior had influenced effectiveness in the prevention and suppression of human trafficking. The researcher concluded and discussed the results of this research into two issues as follows:

1. Organizational competency has both direct and indirect positive influence on effectiveness in preventing and suppressing human trafficking that the policy implementation to be successful that must rely on the appropriate organizational structure, the personnel in an organization must have adequate knowledge and competency in both management and technical aspects. Also, the organization must have a plan to prepare or be ready for materials, place, equipment and tools, facilities, and budget. The implementation of policies, especially government organizations, must be prepared to solve problems such as lack of budget, lack of competent personnel, recruitment delays, delays in setting up various work systems, or and such. Chandarasorn (2013) It is consistent with the management concept that says management of all types requires management resources that are essential factors, namely, man, budget, material, and management or known as 4M's. These are fundamental factors used in management because the management will achieve the goals that require quality

personnel with sufficient quantity, must have sufficient budget to support the operation, the material must be tailored to the needs of programs and projects, and requires a great deal effectively with limited resources to maximize the benefits. (Serirat & Hirankitti, 2002; DuBrin & Ireland, 1993)

Therefore, in the operation of prevention and suppression of human trafficking to be successful, efficient, and capable, the agencies that are responsible for the prevention and suppression of human trafficking must consider the organizational competency factors and must support various resources from both government agencies or all related sectors. It is consistent with the research results of Chaengjanya (2014). Which had researched the administration of human trafficking suppression of the Sub-Division 2 of Anti-Trafficking in Persons Division, The Royal Thai Police, It founded that factors or actions that affect the success of the administration in suppressing human trafficking include four aspects: 1) Planning, there should be sufficient budget and materials to follow the plan. 2) The organization, there should add more personnel and meet to find ways to work together with external agencies. 3) implementing and directing, modern technology used in the order, and the order must be clear. 4) control, there supervised by the hierarchy; there is continuous supervision, control, and monitoring of the staff's actions in order to provide complete and practical work control.

2. Organizational management behavior has a direct positive influence on effectiveness in preventing and suppressing human trafficking that organizational management behavior is another factor of success in management. The organizations with appropriate organizational management behaviors can operate or work smoothly and achieve goals effectively. The management behavior of such organizations will focus on creating engagement and acceptance to meet the psychological and human social needs, emphasizing that the participation of the organization is vital under the concept that "Participation will result in effective work" Implementing policies to achieve success, therefore, should be a matter of motivation, use of appropriate leadership, engagement of members in the organization, participation in acceptance as well as creating

a team rather than using control or using the power of the bosses (Chandarasorn, 2013). It corresponds to the management concepts of many thinkers, such as the “Follett” concept that focuses on coordination (Follett, 1909), the concept of organizational theory of Chester Barnard (Barnard, 1966) emphasizes Informal organization, the Drucker’s concept (Drucker, 1999) that focuses on each organization to create a team that is a dedicated team. There is an organization that assimilates efforts from individuals. The executives must try to encourage all employees to bring out the power that is used to produce the full work.

Suggestions

The conclusion of this study that found organizational competency and organizational management behavior influence the effectiveness of prevention and suppression of human trafficking in the Lampang Provincial Police Division. Therefore, if they want to improve the effectiveness or success of the police agencies that responsible for preventing and suppressing human trafficking, the government and related agencies must have operations to develop organizational competence and organizational management behavior to cover all dimensions in the following issues:

1. The government must allocate budget to procure sufficient resources for the prevention and suppression of human trafficking in terms of materials, equipment, place, tools, and personnel or adequate protection and suppression.
2. The Royal Thai Police should allocate sufficient human resources, and there should be an allocation of specific practitioners to prevent and suppress human trafficking.
3. The Provincial Police Division should promote good organizational management behaviors by emphasizing participation, motivation, using appropriate leadership, creating member engagement in the organization, participation in acceptance as well as creating a team rather than using control or using the power of the supervisor.

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