YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

EFFECT OF PSYCHOLOGICAL CAPITAL ON HUMAN RESOURCE FLEXIBILITY AND HUMAN RESOURCE SUSTAINABILITY AT NANG MAY KHAM CO., LTD.

THEINT THEINT AUNG

EMBA II – 08

EMBA 19th BATCH (ONLINE)

APRIL, 2024

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ACADEMIC YEAR (2022-2024)

Supervised By: **Submitted By:**

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This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled **"Psychological Capital on Human Resource Flexibility and Human Resource Sustainability at Nang May Kham Co., Ltd."** has been accepted by the examination Board for awarding the Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

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(Examiner)

APRIL, 2024

ABSTRACT

The objectives of the study are to examine the effect of psychological capital on human resource flexibility and to analyze the effect of human resource flexibility on human resource sustainability at Nang May Kham Co., Ltd. Both primary and secondary data are used in this study. To collect the primary data, 99 employees are collected by using census sampling method with and online survey methods. Descriptive statistics and linear regression analysis are used in this study. According to the results of multiple linear regression analysis, self-efficacy has positively significant effect on functional flexibility. Optimism has positively significant effect on behavior flexibility. Moreover, self-efficacy has positively significant effect on skill flexibility. In addition, skill flexibility has negatively significant effect on work-life balance. Furthermore, functional flexibility has negatively significant effect on personal responsibility. Behavior flexibility and skill flexibility have positively significant effect on personal responsibility. Skill flexibility has negatively significant effect on employability. To enhance human resource flexibility and sustainability at Nang May Kham Co., Ltd, it needs to prioritize cultivating employee self-efficacy, optimism, hope, and resilience through training, goal-setting, and a supportive work environment. Initiatives should focus on reinforcing optimism and adaptability while addressing work-life balance challenges and highlighting the benefits of skill flexibility to both internal and external stakeholders. Nang May Kham Co., Ltd must strike a balance between functional and behavioral flexibility by implementing clear structures and processes. It should also emphasize the advantages of skill flexibility to stakeholders. By prioritizing these areas, Nang May Kham Co., Ltd can empower its workforce to navigate organizational challenges effectively and ensure sustainability in a constantly evolving business landscape.

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INTRODUCTION

In doing business, organizations are constantly facing challenges and changes that require a high level of adaptability and flexibility from their employees. Human resource flexibility and sustainability have become crucial components for organizations to survive in a dynamic and competitive environment.

Psychological capital, which consists of self-efficacy, optimism, hope, and resilience, plays a significant role in enhancing human resource flexibility and sustainability (Luthans & Youssef-Morgan, 2017) Psychological capital is a positive psychological state that enables individuals to effectively cope with challenges and adversity in the workplace (Luthans & Youssef-Morgan, 2017).

Self-efficacy refers to an individual's belief in their ability to successfully perform tasks and achieve goals (Luthans & Youssef-Morgan, 2017). Employees with high self-efficacy are more likely to take on challenging tasks and adapt to change, leading to increased functional flexibility within the organization (Gillet et al., 2019).

Optimism is a positive outlook on the future and a belief that things will turn out well. Optimistic employees are more likely to approach changes and challenges with a constructive attitude, which in turn enhances their behavior flexibility (Luthans & Avolio, 2014). By being open to new ideas and ways of working, employees contribute to the organization's ability to adapt and thrive in a changing environment.

Hope is the belief that one can find pathways to achieve goals and the motivation to pursue those pathways. Employees with high levels of hope are more resilient in the face of obstacles, leading to increased skill flexibility within the organization (Sundler et al., 2019). With a growth mindset and a willingness to learn new skills, employees can effectively navigate changing job requirements and maintain high levels of performance.

Resilience refers to an individual's ability to bounce back from adversity and maintain high levels of performance under pressure. Resilient employees are better equipped to handle stress and uncertainty, contributing to the overall adaptability and resilience of the organization (Leiter & Maslach, 2017).

Human resource flexibility is an organization's ability to adapt its workforce to meet

changing needs, ensuring agility and competitiveness. It has become a key focus for organizations looking to adapt to changing market conditions and technological advancements. This flexibility can take on various forms, including functional flexibility, behavior flexibility, and skill flexibility. By fostering flexibility among employees, organizations are better positioned to respond to challenges and opportunities in a dynamic environment (Tzafrir, 2005).

Functional flexibility is the ability of an individual, team, or organization to adapt and perform effectively across a variety of tasks, roles, or situations within a given context. This concept emphasizes the capacity to apply skills, knowledge, and resources in diverse and dynamic environments, allowing for agile responses to changing demands and challenges (Wright & Copanzano, 2004).

Behavior flexibility is the capacity of individuals to adjust their actions, reactions, and approaches based on the demands of different situations or contexts. It involves being open-minded, adaptable, and responsive to varying circumstances, rather than adhering to rigid patterns of behavior. Behaviorally flexible individuals can effectively navigate diverse social and professional environments, demonstrating versatility in their interactions and problem-solving strategies (Jeffrey et al., 2000).

Skill flexibility is the ability of individuals to apply their skills and competencies across different tasks, roles, or contexts. It involves possessing a diverse range of abilities that can be utilized in various situations, rather than being limited to a specific domain or function. Skill-flexible individuals can adapt to changing job requirements, learn new skills quickly, and transition between different roles seamlessly. This adaptability enhances their employability, career prospects, and overall effectiveness in the workplace (Garud et al., 2008)

Human resource sustainability is essential for organizations to thrive in the long term. Work-life balance is one of the key components of human resource sustainability, refers to the equilibrium between work responsibilities and personal life commitments. Employees who are able to effectively manage their work and personal responsibilities are more likely to experience job satisfaction and lower levels of burnout (Allen et al., 2013).

Personal responsibility is another important aspect of human resource sustainability, as employees who take ownership of their actions and decisions are more likely to contribute to the organization's success. By demonstrating accountability and

initiative, employees enhance their employability and create opportunities for career advancement (Latham & Pinder, 2005). Organizations that promote a culture of personal responsibility are better positioned to attract and retain top talent, ensuring their long-term sustainability.

Employability refers to an individual's ability to obtain and maintain meaningful employment throughout their career. Employees who invest in their skills and professional development are more likely to adapt to changing job requirements and market demands (Hillage & Pollard, 1998). Organizations that prioritize employability among their workforce are better prepared to navigate industry changes and maintain a competitive edge in the marketplace.

Nang May Kham Co., Ltd (NMK), established in 2013, stands as a beacon of dynamism and adaptability in the realm of import, export, logistics, and supply in Myanmar. Thriving in an environment characterized by swift information exchange, last-minute decisions, and unpredictable challenges, NMK has emerged as a pivotal player in the international trade arena. This enterprise predominantly focuses on exporting Myanmar's agricultural crops and seeds to global markets while simultaneously importing raw materials and chemicals to fuel domestic production. Beyond the conventional roles of import and export, NMK plays a crucial part in supplying these materials to both government entities and private enterprises.

NMK's operations lies the critical process of tendering, a linchpin connecting the company with government organizations, private entities, international logistics partners, local customs clearance agencies, and the intricate web of documentation procedures. This intricate dance of commerce requires a unique set of skills, resilience, and adaptability, defining the very fabric of NMK's organizational culture.

This study intends to explore the intricate connections between psychological capital and human resource flexibility within NMK. Specifically, it aims to explore how elements such as functional flexibility, behavioral flexibility, and skill flexibility collectively influence human resource sustainability. The focus extends to dimensions such as work-life balance, personal responsibility, and employability among NMK's workforce.

1.1   Rationale of the Study

In the business environment, the ability of organizations to adapt and respond to changes is crucial for their sustainability and success. Human resource flexibility and sustainability are key factors that contribute to the overall performance of an organization. The psychological capital, which includes self-efficacy, optimism, hope, and resilience, plays a significant role in determining the level of human resource flexibility and sustainability within an organization.

Self-efficacy, optimism, hope, and resilience are key aspects of psychological capital. As per Bandura (1997), self-efficacy strongly impacts motivation, performance, and well-being. Those with high self-efficacy persevere through challenges and tackle new tasks confidently, enhancing human resource flexibility (Stajkovic & Luthans, 1998). Optimism is crucial for coping with stress, fosters resilience and adaptability (Carver & Scheier, 2014; Seligman, 2006). Hope can be defined by Snyder (2002) as goal pursuit and identifying pathways to achieve them, drives determination and persistence, contributing to a flexible workforce (Luthans et al., 2007). Resilience is a vital for navigating disruptions, enables employees to endure stress and setbacks, promoting organizational flexibility and sustainability (Masten, 2011; Luthans & Youssef, 2007).

Human resource flexibility plays a key role in promoting adaptability, innovation, and agility within the workforce. Employees who possess high levels of self-efficacy, optimism, hope, and resilience are better equipped to navigate change, handle uncertainty, and learn new skills. This not only benefits the individual employees but also contributes to the overall organizational success by ensuring that the workforce remains dynamic and responsive to evolving business needs (Luthans et al., 2015).

Human resource sustainability is essential for promoting work-life balance, personal responsibility, and employability within the workforce. Employees who possess high levels of psychological capital are more likely to effectively manage their work-life commitments, take ownership of their actions, and continuously develop their skills and competencies. This not only enhances employee well-being but also ensures that the organization remains competitive and sustainable in the long run (Öztürk, 2015).

By studying the relationship between psychological capital, human resource flexibility, and human resource sustainability, this study seeks to provide valuable insights into fostering employee satisfaction, engagement, and retention. Identifying approaches

that contribute to a content and motivated workforce is crucial for NMK's long-term success, especially in an operational landscape characterized by swift changes and unpredictable challenges.

1.2   Objectives of the Study

The main objectives of the study are as follows:

1) To analyze the effect of psychological capital on human resource flexibility at Nang May Kham Co., Ltd

2) To analyze the effect of human resource flexibility on human resource sustainability at Nang May Kham Co., Ltd

1.3   Scope and Method of the Study

The study concentrates on employees at Nang May Kham Co., Ltd., encompassing a total of 99 employees. Utilizing a census sampling method, the sample size for this study encompasses the entire population of 99 employees. Data collection is executed through an online survey method. A structured questionnaire distributed with 5 point Likert skill are distributed to all employees. The methods utilized for data analysis in this study comprise the descriptive statistics and multiple linear regression to analyze the data. Secondary data are gathered from textbooks, previous papers, the company profile, and brochures to complement the primary data collected through the questionnaire survey.

1.4   Organization of the Study

This study consists of five chapters. Chapter one serves as the introduction, covering the rationale, objectives, scope, and methodology of the study. Chapter two delves into the theoretical background of psychological capital, human resource flexibility, and human resource sustainability, presenting the conceptual framework of the study. Chapter three provides the profile of Nang May Kham Co., Ltd. Chapter four analyzes the impact of psychological capital on human resource flexibility and human resource sustainability at Nang May Kham Co., Ltd. Finally, chapter five concludes by presenting key findings, engaging in discussions, offering suggestions and recommendations, addressing limitations, and identifying areas for further research.

CHAPTER 2

THEORETICAL BACKGROUND

In this chapter presents the concepts of psychological capital, human resource flexibility and human resource sustainability. The previous studies on relationships of psychological capital, human resource flexibility and human resource sustainability are explained. Finally, the conceptual framework of the study is developed.

2.1   Psychological Capital

Psychological capital has emerged in the literature of organizational behavior (Luthans & Youssef, 2004). Positive psychology is defined as a science focused on positive experiences, individual traits, and institutions, aiming to enhance quality of life and prevent negative outcomes (Seligman & Csikszentmihalyi, 2000). Instead of concentrating on weaknesses, positive organizational behavior accentuates the strengths of employees (Nelson & Cooper, 2007). Psychological capital, which encompasses aspects like hope, optimism, and resilience, has the potential to enhance human and social capital within organizations (Luthans, 2001). Unlike traditional assets, psychological capital can be managed and invested in with minimal input (Luthans et al., 2007). Several studies have identified four dimensions of self-efficacy, hope, optimism, and resilience as components of psychological capital (Jafri, 2012).

2.1.1   Self-efficacy

The concept of perceived competence, known as self-efficacy, has been a significant topic of interest in psychology for many years. Self-efficacy includes descriptions such as "judgments of how well one can execute courses of action to deal with prospective situations" (Bandura, 1982) and "beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments" (Bandura, 1997). Self-efficacy beliefs focus on what individuals can achieve using their existing skills, rather than their level or type of skill set (Bandura, 1986). They are concerned with an individual's beliefs about their capacity to perform actions, rather than their intentions (Maddux, 2009). In the field of positive organizational behavior (POB), self-efficacy is defined as an individual convictions or confidence about abilities to mobilize the motivation, cognitive

resources, and courses of action need to successfully execute a specific task within a given context (Stajkovic & Luthans, 1998).

2.1.2 Optimism

Optimism in work settings has been linked to various outcomes, including job performance, satisfaction, and organizational commitment (Luthans et al., 2005). A positive explanatory style has shown correlations with improved productivity and reduced turnover rates among professionals like insurance sales agents (Seligman & Schulman, 1986). While genetics may influence optimism levels, experiences of success and failure also play a role in fostering optimism. Past successes can enhance expectations for future achievements, and adaptive coping strategies and positive role models contribute to cultivating optimistic outlooks over time (Scheier & Carver, 2009).

2.1.3 Hope

Hope conceptualized as expectations or feelings about goals and the future, is defined as a positive motivational state based on successful agency (goal-directed energy) and pathways (planning to meet goals). Despite varying interpretations, hope, as a positive psychological capacity, has a specific meaning and robust research background (Snyder et al., 1991). Snyder et al. (1991) developed the cognitive theory of hope, emphasizing goal-directed behavior and the ability to formulate multiple pathways to achieve objectives. Participants are encouraged to set personal goals, break them down into actionable steps, consider various pathways, and contemplate potential obstacles along with alternative solutions. Utilizing a goal-as-journey metaphor can enhance motivation and strengthen participants' connection to their goals (Luthans et al., 2007).

2.1.4 Resilience

Historical research on resilience has predominantly focused on defining the concept, illustrating its occurrence, and refining associated methods and factors. However, a study highlighted a lack of emphasis on intervention within the resilience field (Ryff & Singer, 2003). Resilience is influenced by critical components including asset factors, risk factors, and influence processes (Masten, 2001). Effective strategies for building resilience involve maximizing assets, such as enhancing employability, and proactively avoiding risky situations to prevent potential negative outcomes. Participants are encouraged to

document their responses to recent work-related feedback and guided through the process of reframing their perspectives on reality to respond with resilience (Masten, 2001). Additionally, Murray (2003) proposed that resilience is a collection of acquired behaviors that require planning to establish and demands time, dedication, and personal growth through incremental advances. Resilience can synergize with other positive psychological skills, such as optimism and hope, enabling individuals to thrive amidst adversity (Tennen & Affleck, 1998).

2.2   Human Resource Flexibility

The adaptability of Human Resource Management (HRM) practices encompass variations across business units and locations, including the agility with which practices can be adjusted (Zhang &Wallace, 2015). HRM practices can be categorized into resource flexibility and coordination flexibility, where resource flexibility refers to the adaptability level for their modification and application in diverse scenarios (Way & Montgomery 2015). Two crucial aspects of flexibility are evident: the universal application of HRM practices across different scenarios and roles, and the effective employment of resource flexibility across various sites and situations (Tracey, 2012, Ketkar & Sett, 2010). Achieving alignment between strategy and HRM practices necessitates a comprehensive understanding of each link within the model, matching HRM practices to specific strategies, and considering local autonomy and decentralization to enhance flexibility (Sekhar et al., 2016 & Teece, 2007).

2.2.1   Functional Flexibility

Functional flexibility is a critical aspect of human resource flexibility, enabling employees to adapt to changing roles, tasks, and responsibilities within the organization (Cascio, 2018). It refers to the ability of employees to perform a variety of tasks and roles, enhancing adaptability and responsiveness to changing business needs (Jackson et al., 2014). In rapidly changing business environment, where organizations face evolving demands and pressures, functional flexibility is essential (Kalleberg & Marsden, 2018). By fostering a workforce with functional flexibility, organizations can better respond to market shifts, technological advancements, and competitive challenges, aligning with the imperative of flexibility in human resource management practices for organizational success in dynamic and uncertain environments (Chen & Cooper, 2016).

2.2.2 Behavior Flexibility

The adaptability of a company is intricately tied to the adaptability of its employees' behavior (MacDuffie, 1995). Employees who are motivated, skilled, and knowledgeable are more likely to contribute discretionary effort, essential for organizational success (Boxall & Steeneveld,1999). Boxall (1999) highlighted the importance of aligning employees' skills and motivation with the company's objectives to foster commitment and achieve organizational goals.

Organizational flexibility is evident when employees display appropriate behavioral patterns, akin to 'routines,' crucial for adapting to environmental changes (Weick, 2007). Although shared behavioral patterns can enhance coordination, diverse perspectives are essential for effective decision-making. In essence, a company's flexibility hinges on its employees' behavioral adaptability, encompassing a variety of behavioral patterns that enable enhanced responsiveness to dynamic circumstances (Schank & Abelson, 2013).

2.2.3 Skill Flexibility

Numerous studies explored various employee skills and the impact of HRM practices on organizational flexibility (Bhattacharya et al., 2005). The analysis of HRM practices, resource flexibility, and coordination flexibility played crucial roles in shaping employee skills. Employee skills and resource flexibility referred to the versatility of skills that could be utilized by employees in different scenarios. A wide range of skills allowed employees to adapt to various tasks and contribute to operational flexibility on a daily basis (Boxall & Steeneveld, 2011). Skill-based pay plans served as motivators for employees to develop comprehensive skill sets (Mitra & Banerjee, 2011).

In the dynamic environment where technological advancements and the concept of employability shaped the workforce, the ability of employees to quickly learn new tasks was crucial (Guion, 2011). Managers focused not only on the breadth of skills but also on laying a foundation for developing comprehensive skills in the future. Coordination flexibility in terms of employee skills involved the swift redeployment of employees with different skill sets throughout the value chain.

2.3   Human Resources Sustainability

The sustainability of human resources was a pressing and modern issue in the business world. Instead of viewing money spent on employees as costs, the prevailing model of human capital management saw it as investments. In fact, capacity building through training and development was considered a long-term investment aimed at enhancing the potential of employees, leading to institutional excellence (Inyang & Cao 2011). This approach to sustainability of HR was a comprehensive strategy that focused on empowering individuals, expanding their knowledge and capabilities, and ultimately ensuring that they could contribute their cognitive and intellectual energies effectively (Tabatabaei et al., 2017).

Ehnert and Harry (2012), conducted a study that measured the sustainability of HR using three main variables: career balance, personal responsibility, and career opportunities. Kramar (2014) argued that integrating management practices for HRM into general principles of sustainability was key to achieving sustainable human resources. Organizations also had to embrace human resource flexibility to ensure the sustainability of their HR practices (Ehnert & Harry, 2012). By effectively managing employees, providing job opportunities, and distributing tasks among workers, organizations could demonstrate their commitment to human and sustainable development (Kramar, 2014).

2.3.1   Work-life Balance

The concept of work-life balance was a complex one, with various researchers offering their own definitions and perspectives on the matter. Aziz et al. (2010) discussed the challenges individuals faced in balancing their work and personal lives. On the other hand, Kar and Misra (2013) emphasized the importance of individuals taking control of their personal and professional responsibilities to achieve a sense of equilibrium. Chang et al. (2010) defined work-life balance as the daily management of work and non-work activities, while others, like Nwagbara and Akanji (2012), saw it as a partition between work and personal life. Ghalawat and Sukhija (2012) viewed work-life balance as a self-defined state that allowed individuals to manage their responsibilities effectively. Despite the numerous perspectives on work-life balance, there was still no consensus on a single definition, highlighting the ambiguity surrounding the concept.

2.3.2 Personal Responsibility

Personal responsibility is highlighted by Latham and Pinder (2005), promotes accountability and self-management among employees. It involves taking ownership of actions and outcomes rather than blaming external factors. Bandura (2001) emphasized self-regulation in fostering personal responsibility, enabling individuals to align behavior with goals and values. Employees demonstrating personal responsibility are more engaged and committed to their work, leading to increased productivity and organizational success (Saks & Ashforth, 2000). Supervisors noted by Geller (2004), play a crucial role in promoting personal responsibility through effective leadership and coaching. By empowering employees to make autonomous decisions, supervisors contribute to a culture of accountability and continuous self-improvement, crucial for human resource sustainability.

2.3.3 Employability

Employability was recognized as a crucial aspect for workers has been highlighted (Su & Zhang, 2015). Sustainable HRM took into account the holistic view of the employment relationship, considering the needs of internal stakeholders like job security, well-being, and quality of life (De et al., 2018). Employability was defined as an employee's capability to excel in current and future roles, enhancing their prospects in the labor market both within and outside the organization (Forrier et al., 2015). The working environment was becoming more uncertain, with careers less predictable, necessitating support for employability to address the desire for long-term employment security among workers (Bernstrøm et al., 2019). Investment in enhancing employee skills to prepare them for unforeseen job loss was crucial for firms unable to guarantee job stability, paving the way for sustainable careers and fostering employee well-being and quality of life (Lu et al., 2016).

2.4 Previous Studies

In this section, two related studies about psychological capital, human resource flexibility and human resource sustainability were reviewed. Esfahani et al., (2017) conducted a study on sustainable and flexible human resource management for innovative organizations. The aim was to identify sustainable HRM as a key factor in competing in turbulent markets. The problem statement was to ascertain the relationship between

psychological capital, HR flexibility, and sustainable HRM in innovative organizations. The theoretical model of this study consisted of three main variables. HR flexibility, HR sustainability, and psychological capital by forming the basis for four hypotheses. The study was conducted in Colombia with a sample size of 136 participants. The conceptual framework was illustrated in Figure (2.1).

Figure (2.1) Conceptual Framework of Sustainable and Flexible Human Resource Management
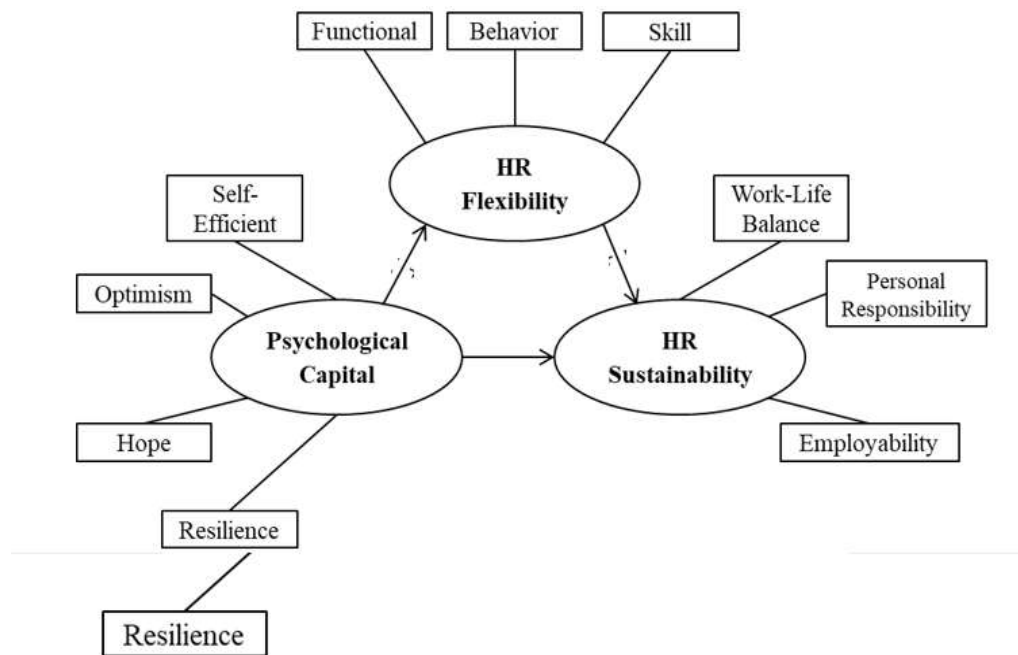
Source: Esfahani et al. (2017)

The findings revealed that psychological capital and HR flexibility had a positive and significant effect on sustainable HRM. Additionally, psychological capital had a positive and significant impact on sustainable HRM. Furthermore, flexibility played a moderate role in the relationship between psychological capital and sustainable HRM.

Esfahani et al. (2017) did a study about the effect of psychological capital on innovation in information technology. The study aimed to investigate the influence of psychological capital on innovation in Information Technology (IT) within branches of the Agriculture Bank in Tehran, Iran. The population consisted of 132 managers and employees working in Agriculture Bank branches in Tehran. The conceptual framework was illustrated in Figure (2.2)

Figure (2.2) Effect of Psychological Capital on Innovation in Information Technology
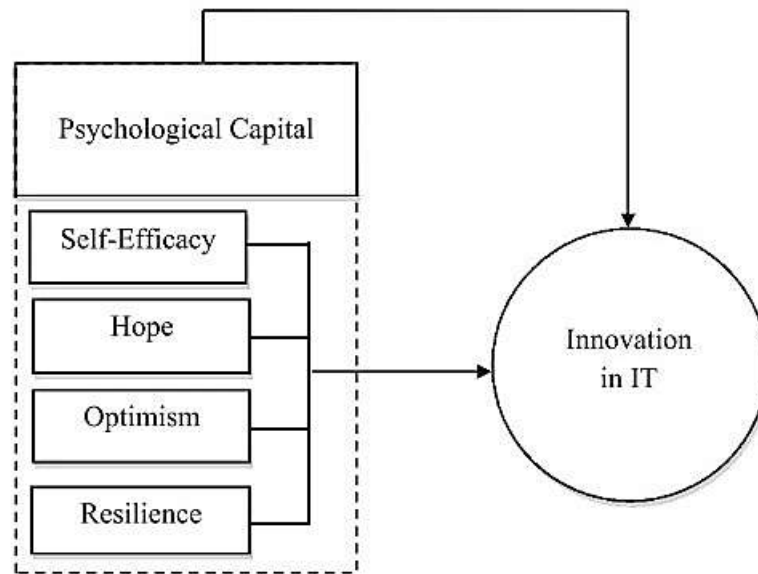
Source: Ziyae et al. (2015)

The Results of study showed a significant effect of psychological capital on innovation in IT. In addition, more specific analysis on each of the psychological capital dimensions (self-efficacy, hope, optimism, resilience) revealed that except resilience, none of them enhanced innovation in IT. Finally, this study proposes insights for managers how to enhance their employees' capabilities and psychological capital through constant measurement as well as using improvement plans in order to provide higher innovation in IT. The current research also provides more suggestion for future studies that could consider consequences of innovation in IT.

2.5   Conceptual Framework of the Study

The conceptual framework was developed based on previous studies to analyze the effect of psychological capital and HR flexibility on HR sustainability at Nang May Kham Co., Ltd. The conceptual framework of this study is presented in Figure (2.3). The independent variables consist of psychological capital, which includes self-efficacy, optimism, hope, and resilience, as well as human resource flexibility, which encompasses functional flexibility, behavior flexibility, and skill flexibility. Meanwhile, the dependent variable is human resource sustainability, which includes work-life balance, personal responsibility, and employability.

Figure (2.3) Conceptual Framework of the Study

Psychological Capital	Human Resource Flexibility	Human Resource Sustainability
❖ Self-Efficacy ❖ Optimism ❖ Hope ❖ Resilience	❖ Functional Flexibility ❖ Behavior Flexibility ❖ Skill Flexibility	❖ Work-Life Balance ❖ Personal Responsibility ❖ Employability
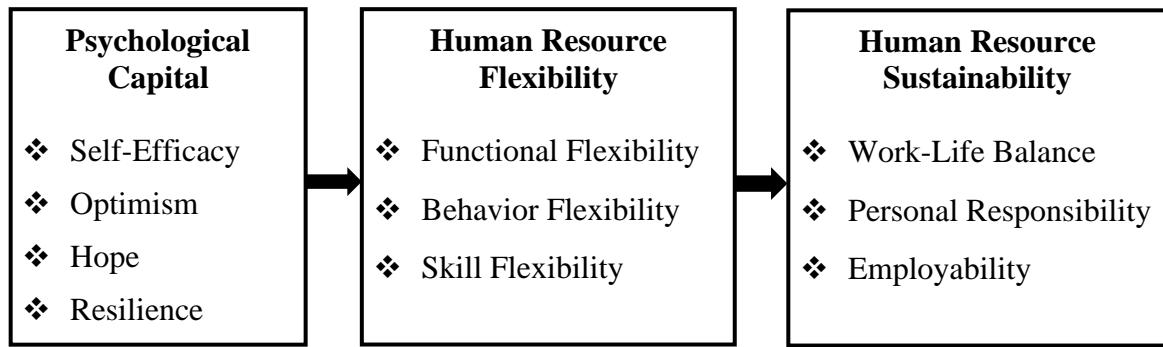
Source: Own Compilation (2023)

The research model of Esfahani et al. (2017) serves as the foundation for developing the connections among variables in this conceptual framework. Psychological Capital is defined as an individual's positive psychological state characterized by four key components: self-efficacy, optimism, hope, and resilience.

Psychological capital influences human resource flexibility significantly because high psychological capital exhibit adaptability and versatility, crucial for functional, behavioral, and skill flexibility within the organization. They believe in their abilities, remain optimistic amidst challenges, and persevere with determination, fostering a culture of resilience. This positive psychological state enables employees to adjust behaviors, acquire new skills, and efficiently handle diverse tasks across departments. Therefore, psychological capital serves as a potent driver, enhancing human resource flexibility.

Human resource flexibility is encompassing adaptability and versatility plays a pivotal role in ensuring human resource sustainability. Functional flexibility enables employees to perform diverse tasks, promoting efficiency and resource allocation. Behavior flexibility encourages adaptive approaches, fostering a positive work culture and employee well-being. Skill flexibility equips employees with adaptable skills, enhancing their marketability and career progression. These aspects collectively contribute to sustaining a workforce that is satisfied, productive, and committed, fostering a conducive environment for long-term employee well-being and organizational success.

Human Resource Sustainability supports employee well-being and longevity. Work-life balance nurtures satisfaction, health, and productivity by balancing professional and personal responsibilities. Personal responsibility emphasizes employees' accountability and ownership of their work and professional growth. Employability reflects employees'

adaptable skills and marketability for sustained career progression. Overall, these initiatives cultivate a motivated, productive workforce, leading to improved organizational performance and competitiveness.

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CHAPTER 3

PROFILE AND HUMAN RESOURCE FLEXIBILITY
OF NANG MAY KHAM CO., LTD.

In this chapter, profile and HR department of NMK Co., Ltd, branch expansion and organizational structure of NMK Co., Ltd, number of employees and HR flexibility are discussed.

3.1 Profile of Nang May Kham Co., Ltd

Nang May Kham Co., Ltd, established in 2013 and doing import, export, logistics and supply business in Myanmar. Its operational landscape is one of extraordinary dynamism, characterized by the swift exchange of information, last-minute decisions, and often unpredictable challenges. Dealing with worldwide suppliers and traders, NMK predominantly exports Myanmar's agricultural crops and seeds to international markets while importing raw materials and chemicals to fuel domestic production. Furthermore, the company plays a pivotal role in supplying these materials to both government entities and private enterprises. Tendering, a critical aspect of its operations, is central to NMK's engagement with government organizations, private companies, international logistics, local customs clearance, and the intricacies of documentation procedures.

The job nature is a kind of very fast environment with stressful progress by last minutes information in several times and the sudden decision requires very often. Hence, most of the authority in operation and regular expense with payment decision is decentralized to Managers and Supervisors particularly. The top management holds the authority on capital expenditure, decision on project agreement, expert salaries, yearly bonus and investment value matters.

The HR job scope at NMK involves crafting strategies for efficient tendering processes, crucial to engaging with government organizations, private enterprises, international logistics, local customs clearance, and navigating complex documentation procedures. Recognizing the fast-paced nature of the job, decision-making authority for operational expenses is decentralized to Managers and Supervisors who are empowered to handle the stress of last-minute information and sudden decisions. Top management retains authority over capital expenditure, project agreements, expert salaries, yearly bonuses, and

investment value matters, ensuring a balanced and strategic approach to HR management that aligns with the company's overall objectives and challenges.

3.1.1 Branch Expansion of Nang May Kham Co., Ltd

In 11 years-experiences, NMK extended 4 branches and 4 warehouses. There are 2 branches and 2 warehouses in Yangon, 1 branch and 1 warehouse in Nay Pyi Taw, 1 branch and 1 warehouse in Mandalay. The very first branch is opened at Yangon in 16th August 2015. These branches play a pivotal role in facilitating the export of Myanmar's agricultural products and seeds to global markets, all while efficiently managing the import of crucial raw materials and chemicals for domestic production and projects. This expansion underscores NMK's dedication to confronting the challenges posed by the unpredictable nature of the business, necessitating swift decision-making and efficient information exchange.

3.1.2 Organizational Structure of Nang May Kham Co., Ltd

In NMK, all of the major systems of departments are steered by eight managers and six executives who are responsible to report all of the performance of NMK to two Directors and MD. They are also responsible to manage the performance of every department of NMK. The next responsible person is Director who is also responsible for managing the various departments of NMK such as importation, exportation, local supply, transportation and warehousing activities in smooth and relevance way. The Organization Chart of NMK is illustrated in Figure (3.1).

Figure (3.1) Organization Chart of Nang May Kham Co., Ltd

```
                              Managing
                              Director
                                  |
                  +---------------+---------------+
               Director                        Director
                  |                               |
   +--------------+--------+          +-----------+-----------+-----------+
Human        Admin &    Procurement  Import &   Transportation
Resources    Finance                 Export
   |             |           |          |            |
+--+--+      +---+---+    Document   Purchasing  General Cargo   Warehousing
Research  General  Finance  Admin   Collaboration
& Training  HR    Department Department
              |        |        |          |            |            |
           Project   Trading  Public    Sales and   Project      Loading -
           Investment         Relation  Marketing   Cargoes      Unloading
              |        |        |          |            |            |
           Finance  General   Local     Custom      Procurement  Container
                    Affair    Supply    Clearance   Cargoes      Haulage
              |        |        |          |            |            |
           Internal Documentation Oversea  Freight    Trucking    Value Added
           Audit              Supply     Forwarding               Service
                       |        |          |            |            |
                   Information Operation  Customer   Coordination  General
                   Technology             Service    Team          Labor
```

Source: NMK Co., Ltd (2024)

NMK strategically positioned four warehouses to enhance its logistical capabilities. These warehouses serve as key hubs for inventory management, ensuring timely and efficient supply chain operations. NMK has not only broadened its physical footprint but has also strengthened its capacity to handle the intricacies of documentation procedures, local customs clearance, and international logistics.

3.1.3 Number of Employees in Nang May Kham Co., Ltd

NMK Co., Ltd operates successfully with the assistance of 99 employees spread across 4 branches and 4 warehouses.

Table (3.1) Number of Employees in Nang May Kham Co., Ltd

Sr.No.	Level	Main Office (Yangon)	Branches		Total
			Yangon	Other	
1	Top Management	3		1	4
2	Middle Management	8	2	4	14
3	Operational level	17	3	4	24
4	Labour	12	36	9	57
	Total	40			99

Source: NMK Co., Ltd (2024)

Table (3.1) provides the number of employees at NMK Co., Ltd, including those based at the main office in Yangon and employees located at various branches. The company has a total of 4 employees in top management positions, with 3 based at the main office in Yangon and 1 at the branches. There is a total of 14 middle management employees, with 8 located at the main office in Yangon and 2 at the branches. NMK Co., Ltd has 24 operational level employees, with 17 based in Yangon and 7 at the branches. The majority of the workforce consists of labor employees, with a total of 57 individuals. Of these, 12 are based at the main office in Yangon, while 36 are located at the branches, and 9 are assigned to other locations. In total, NMK Co., Ltd employs 40 individuals at the main office in Yangon and 59 employees at various branches, bringing the total number of employees to 99. The distribution of employees across different levels within the organization reflects a hierarchical structure with a larger workforce at the operational and labor levels, supported by middle and top management positions overseeing the company's operations at both the main office and branches.

3.2   Psychological Capital at Nang May Kham Co., Ltd.

NMK Co., Ltd prioritizes psychological capital and a flexible HR system to enhance employee well-being and development. This includes recognizing the importance of adaptability and resilience amidst industry challenges. By focusing on psychological capital and flexibility, NMK ensures employees can effectively respond to changes and obstacles, empowering them to manage stress and make timely decisions. Approximately one-third of the workforce comprises capable managers and supervisors who are well-trained and ready to take on additional responsibilities, even covering for absent colleagues when necessary.

3.2.1   Self-efficacy at Nang May Kham Co., Ltd.

At NMK Co., Ltd, self-efficacy is paramount, reflecting employees' confidence in their abilities to handle various tasks. This confidence stems from their training and expertise, enabling them to take on additional responsibilities and even cover for absent colleagues when needed. Motivated and skilled staff demonstrate behavior flexibility, going beyond their job descriptions and contributing positively to the company's objectives. NMK reinforces self-efficacy through incentives like bonuses, training, and overseas trips, ensuring employees are prepared to tackle challenges beyond their assigned duties. Given the nature of the business, fostering self-efficacy is essential for effectively managing import-export operations and addressing the demands of global partnerships.

3.2.2   Optimism at Nang May Kham Co., Ltd.

NMK Co., Ltd is fostering optimism as a positive outlook among employees. Leaders model optimism, instilling confidence in the company's future. This culture of optimism encourages unity and collaboration as employees work towards common goals. NMK's emphasis on optimism cultivates proactive problem-solving and resilience, enabling the workforce to navigate challenges with a sense of hope and determination.

3.2.3   Hope at Nang May Kham Co., Ltd.

NMK Co., Ltd nurtures hope among its workforce, instilling a positive outlook for the future. Employees are encouraged to envision success and remain optimistic, even amidst industry challenges. This culture of hope empowers individuals to persevere and

strive for excellence in their roles. Leaders at NMK inspire hope through their vision and guidance, fostering a sense of purpose and motivation among employees. This optimistic mindset enables the workforce to tackle obstacles with resilience and determination, contributing to the company's overall success and growth.

3.2.4 Resilience at Nang May Kham Co., Ltd.

NMK Co., Ltd prioritizes resilience as fundamental and is serving as a cornerstone for navigating the challenges of the industry. The company recognizes the importance of fostering resilience within its workforce to effectively overcome obstacles and setbacks. Employees are encouraged to adapt to change and bounce back from adversity, thereby contributing to the company's overall success. NMK's focus on psychological capital and flexible HR practices empowers employees to develop and strengthen their resilience. Through training and support programs, employees are equipped with the tools and mindset needed to persevere in the face of operational challenges. This emphasis on resilience ensures that NMK's workforce remains agile and capable of thriving.

3.3 Human Resource Flexibility at Nang May Kham Co., Ltd.

In high-pressure environment, HR flexibility plays a vital role at NMK Co., Ltd. The company recognizes the importance of fostering adaptability and resilience within its workforce to effectively navigate the challenges of the industry.

3.3.1 Functional Flexibility at Nang May Kham Co., Ltd.

With a focus on psychological capital and a flexible human resource management system, NMK places a significant emphasis on the well-being and development of its employees. Through HR practices, the company aims to address the demands of working with global partners, managing export activities, coordinating imports, and handling intricate documentation requirements. By promoting a culture of flexibility, NMK ensures that its employees are equipped to respond to sudden changes, last-minute decisions, and unforeseen obstacles. HR strategies are designed to empower employees, particularly Managers and Supervisors, to effectively manage stress and make timely decisions in the face of operational challenges.

At NMK Co., Ltd, about one-third of the workforce are managers and supervisors.

They are well trained and knowledgeable staff; thus, they are capable to take responsibilities not only for their current positions but also for the upper-level positions. In some cases, for the absent of peers during urgent period, they can take responsibilities on behalf of their absent colleagues.

3.3.2   Behavior Flexibility at Nang May Kham Co., Ltd.

Behavior Flexibility normally come out from motivated high-skilled staff. Employees with behavior flexibility often go extra miles (they conduct duties beyond the limits of job descriptions). NMK Co., Ltd provided performance bonus, project-based bonus and training opportunities including personality development classes, and trips including oversea trips. Thu, its employees are ready to take responsibilities beyond their assigned duties.

Given the nature of the import, export, logistics, and supply business in Myanmar, the HR function plays a crucial role in fostering adaptability and resilience within the workforce. HR practices are designed to address the challenges of dealing with worldwide suppliers and traders, managing the export of agricultural crops and seeds, and coordinating the import of raw materials and chemicals for domestic production.

3.3.3   Skill Flexibility at Nang May Kham Co., Ltd.

NMK Co., Ltd operational landscape is characterized by extraordinary dynamism, involving rapid information exchange, last-minute decisions, and unpredictable challenges as it operates in the import, export, logistics, and supply industry in Myanmar. Dealing with suppliers and traders worldwide, NMK primarily exports Myanmar's agricultural crops and seeds to international markets while importing raw materials and chemicals for domestic production.

NMK's human resource department normally devoted 5% of sales-revenue for development of staff and motivation of staff. For the development of staff, the company has been providing various-skills training to its staff. The training (domestic) can be grouped into two: personality and skill development. The company conducted to the training centers or schools (e.g PMI: Professional Management Institute, KMD training center) and send its selected staff to there for personality development and skill development. The company also provides technological proficiency to its staff by sending

them to abroad (Singapore and China).

For every new staff, the company provide one set of computers, and also give training for computer applications if they need. This training is normally on-line training provided by training schools. Thus, most of the employees in NMK Co., Ltd have multi-skills.

3.4   Reliability Test

Testing for reliability is important as it refers to the consistency across the parts of a measuring instrument (Huck, 2007). This means that the outcomes of the measurement must be consistent with the repeated sequence of measuring. Therefore, reliability statistics is used to analyze the internal consistency. In this study, all items in the questionnaire used five-point Likert scale. Cronbach's alpha test is performed to check the reliability of questions or item. The computation of the Cronbach's alpha determines the extent of respondents' agreement for each dimension. Its value is varied between zero to one. The closer alpha is to one, the greater the internal consistency of the items in the questionnaire. Reliability is the most critical criteria which are used to test for the stability and reliability of a measurement. Cronbach's alpha is the coefficient which is used to measure and represent the degree of reliability of free from error (Ahmad & Ahmad, 2018). Cronbach's alpha or Coefficient alpha is the suitable measurement to test the reliability of the variables of this study. The analysis provided insights into the consistency and reliability of the measurement instruments utilized in the study. The construct in this study was tested for internal consistency reliability using the Cronbach alpha test as depicted in Table (3.2).

Table (3.2) Reliability Analysis

Sr. No.	Particular	Variables	Number of Items	Cronbach's Alpha
1	Human Resource Sustainability	Employability	22	0.870
2		Personal Responsibility	8	0.861
3		Work-Life Balance	9	0.713
4	Psychological Capital	Self-Efficacy	4	0.877
5		Optimism	6	0.715
6		Hope	6	0.795
7		Resilience	4	0.778
8	Human Resource Flexibility	Functional Flexibility	5	0.805
9		Behavior Flexibility	3	0.777
10		Skill Flexibility	6	0.860
Total			**73**	

Source: Survey Data (2023)

According to Table (3.2), the Cronbach's Alpha values for the selected variables such as work-life balance, optimism, hope, resilience, and behavior flexibility, exceed 0.7. Furthermore, the Cronbach's Alpha values for human resource sustainability (employability and personal responsibility), psychological capital (self-efficacy), and human resource (functional flexibility and skill flexibility) surpass 0.8. The scale items of the questionnaires demonstrate consistency and reliability as evidenced by Cronbach's Alpha values greater than 0.7. Therefore, this data are acceptable level of reliability and further analysis can be conducted.

3.5   Demographic Profile of Respondents

In this section, the information of respondents at Nang May Kham Co., Ltd. is presented. The data are collected with structured questionnaires from of employees at Nang May Kham Co., Ltd. There are totally seven items of demographic information of respondents related to the study at Nang May Kham Co., Ltd. They are gender, age, marital status, education, working position, working experience, and monthly income of employees at Nang May Kham Co., Ltd.

Total of 99 staffs from Nang May Kham Co., Ltd are asked to participate in this survey and explore the psychological capital. They are informed about the objectives of this study and ask to participate with their voluntarily consent. All participants are also informed that confidentiality is guaranteed and only results are going to be used for analysis purpose and academic paper. under 7 dimensions: gender, age, marital status, education, working position, working experience, and monthly income from Nang May Kham Co., Ltd.

Table (3.3) Profile of Respondents

Sr. No	Particulars		No. of Respondents	Percentage %
1	Gender	Male	58	58.5
		Female	42	42.4
2	Age (Year)	Below 25	45	45.5
		Between 26- 35 Year	34	34.3
		Between 36 – 45 Year	17	17.2
		Between 46 – 55 Year	2	2.0
		55 and above	1	1.0
3	Marital Status	Single	28	28.3
		Married	71	71.7
4	Education	Undergraduate	68	68.7
		Graduate	26	26.3
		Post-graduate	5	5.1
5	Working Position	Non-Manager	88	88.9
		Manager	11	11.1
6	Working Experiences	Below 5 year	55	55.6
		6 Year - 10 Years	30	30.3
		11 Years - 15 Years	12	12.1
		15 Years and above	2	2.0
7	Monthly income (Kyats)	≤ 300,000	60	60.6
		300,001 – 500,000	27	27.3
		500,001 – 700,000	7	7.1
		700,000 and above	5	5.1
Total Respondents			**99**	**100.00**

Source: Survey Data (2023)

Table (3.3) indicates that 57 male respondents, constituting 57.6% of the sample, and 42 female respondents, accounting for 42.4% of the total, participated in the study. This gender disparity is attributed to job scopes primarily involving crafting strategies for tendering processes, engaging with various organizations, logistics, customs clearance, and navigating documentation procedures.

Out of the distributed 73 questionnaires, 99 respondents participated. The demographic analysis reveals that 45.5% of respondents are below 25 years old, indicating a predominantly young workforce with potential for higher performance when effectively led. Notably, one respondent aged over 55 also participated. Additionally, 28.3% of respondents are single, while 71.7% are married.

Regarding education, 68 employees hold undergraduate degrees, 26 hold graduate degrees, and 5 have postgraduate degrees. Most undergraduates and graduates work as entry-level staff in administration, finance, and transportation departments, aligning with the nature of these roles.

The sample size concerning working positions shows that 88.9% are non-managers, while 11.1% are managers. This ratio of managerial to staff positions indicates effective management of psychological capital within the company.

In terms of work experience, 55.6% have under 5 years of experience, 30.3% have 6 to 10 years, 12.1% have 11 to 15 years, and 2% have over 15 years, reflecting the company's commitment to maintaining human resource flexibility.

Regarding income, the majority (60.6%) earn under 300,000 Kyats, followed by 27.3% earning between 300,001 and 500,000 Kyats. Only 7.1% earn between 500,001 and 700,000 Kyats, while 5.1% earn 700,000 Kyats and above.

There are higher percentage of male employees compared to females in NMK because it attributes to job roles and industry norms. NMK's operations involve tasks such as crafting tendering strategies, engaging with organizations, logistics management, customs clearance, and navigating complex documentation. These roles often require specific skills and may involve physical labor or extensive travel, aligning more closely with traditional gender stereotypes for men.

The predominance of male employees in NMK reflects a mix of industry norms, job requirements, and societal expectations. While promoting gender diversity and inclusion is crucial, addressing systemic barriers and challenging gender stereotypes are vital steps toward achieving greater gender balance in organizations like NMK.

CHAPTER 4

ANALYSIS ON THE EFFECT OF PSYCHOLOGICAL CAPITAL ON HUMAN RESOURCE FLEXIBILITY AND HUMAN RESOURCE SUSTAINABILITY AT NANG MAY KHAM CO., LTD.

This chapter aims to analyze the effect of psychological capital on human resource flexibility and its subsequent effect on human resource sustainability at Nang May Kham Co., Ltd. It will describe the relationships among psychological capital, human resource flexibility, and human resource sustainability. To investigate these effects, Linear Regression analysis is utilized to examine the influence of psychological capital on human resource flexibility, as well as the relationship between human resource flexibility and human resource sustainability.

4.1 Employee Perception on Psychological Capital at Nang May Kham Co., Ltd

This study utilizes self-efficacy, optimism, hope, and resilience to measure psychological capital in Nang May Kham Co., Ltd. A regression model is developed and estimated to determine psychological capital in the company. A survey is conducted with 99 employees from Nang May Kham Co., Ltd. The mean and standard deviation values of self-efficacy, optimism, hope, and resilience represent employees' perceptions of psychological capital in the company.

4.1.1 Self-Efficacy

The mean and standard deviation of self-efficacy analyze to assess its impact on human resource flexibility. Table (4.1) presents the analysis of self-efficacy levels in Nang May Kham Co., Ltd.

Table (4.1) Self-Efficacy

Sr. No.	Description	Mean
1	Believing self- confidence and finding long time problem	3.85
2	Believing in connection with people from other organization	3.85
3	Believing of working under high pressure and challenge	4.22
4	Believing achievement of work targets	4.19
Overall mean		**4.03**

Source: Survey Data (2023)

Table (4.1) reveals an overall mean score of 4.03 for self-efficacy which is indicating respondent agree. Employees demonstrates confidence in their ability to succeed in specific situations or tasks. Believing in working under high pressure and challenge achieves the highest mean value of 4.22 which indicates strongly agree among employees, reflecting their dedication to the company. Although believing in self-confidence and finding long-term solutions and believing in connections with people from other organization records the lowest mean value of 3.85, it still showing agree among employees. This suggests that employees perceive good management and leadership styles within the company, contributing to their motivation, performance, and overall well-being.

NMK provides a range of incentives aimed at fostering employee satisfaction and motivation. These incentives play a pivotal role in boosting employee self-efficacy and contributing to a positive work environment.

4.1.2 Optimism

Optimism is measured with six statements. The mean value, standard deviation and overall mean value are described in Table (4.2).

Table (4.2) Optimism

Sr. No.	Description	Mean
1	Being optimistic about future events that may occur	4.30
2	Believing the solutions for any problems	4.41
3	Believing that there are solutions for any problem	4.38
4	Believing in face to face solving the bad conditions	4.61
5	Believing the success in current work occurs in the future	4.32
6	Understanding the trouble can't affect when it stuck in trouble	4.63
Overall mean		**4.44**

Source: Survey Data (2023)

Table (4.2) reveals that the overall mean score for optimism is 4.45. It indicates a strong level of agree among employees. This suggests that employees maintain a positive outlook, even in challenging circumstances. Understanding the trouble can't affect when it stuck in trouble receives the highest mean value of 4.63, indicating a strongly agree among employees. This highlights their resilience and ability to cope with stress. Being optimistic about future records the lowest mean value of 4.30, still indicating strongly agree. This reflects the company's encouragement of a proactive and optimistic mindset, fostering an environment where challenges are viewed as opportunities for growth.

NMK Co., Ltd. acknowledges and rewards employees' efforts and achievements through various bonuses and incentives, while also prioritizing Corporate Social Responsibility (CSR) initiatives to enhance employee welfare. Additionally, NMK fosters a culture of positive thinking and problem-solving skills among its staff, ensuring there are motivated and well-equipped to thrive within the working environment.

4.1.3 Hope

Hope is measured with six statements. The mean value, standard deviation and overall mean value are described in Table (4.3).

Table (4.3) Hope

Sr. No.	Description	Mean
1	Tracking work targets with great energy	4.71
2	Having different ways to arrive the work target	4.71
3	Trying to find ways to enhance and commence to improve the performance evaluation	4.70
4	Being energetic towards achieving organizational goals	4.00
5	Focusing the energy to arrive at the targets of determine targets and plan for work	3.62
6	Working for a determined target and believes	4.21
Overall mean		**4.33**

Source: Survey Data (2023)

Table (4.3) reveals an overall mean score of 4.33 for hope. It indicates a strongly agree among employees. This suggests that employees harbor a strong belief in their ability to achieve their goals and overcome obstacles. Tracking work targets with great energy and having different ways to arrive at work targets attain the highest mean value of 4.71. It shows a strongly agree among employees. These results imply that the company fosters an environment where employees are encouraged to explore diverse approaches to achieving their goals. Although focusing the energy to arrive at the targets records the lowest mean value of 3.62, it is still reflecting agree among employees. This underscores the importance of channeling energy and focus towards setting and planning for work targets.

NMK Co., Ltd. upholds the motto "work together, win together" and fosters a culture of mutual support and camaraderie among its employees. This ethos instills a sense of hope and unity among the workforce. In addition to bonuses and rewards, the company implements biannual salary increases based on performance, further motivating employees. Despite working under high pressure, employees are driven by hope, buoyed by the company's supportive environment and initiatives aimed at their well-being.

4.1.4 Resilience

Resilience is measured with four statements. The mean value, standard deviation and overall mean value are described in Table (4.4).

Table (4.4) Resilience

Sr. No.	Description	Mean
1	Managing with a one-way problem at work	4.54
2	Trying would be again in order to achieve success	4.46
3	Going in the direction of success, although, more responsibility in the work environment	4.32
4	Being not become despondent and prepared to face problems	4.30
Overall mean		**4.40**

Source: Survey Data (2023)

According to Table (4.4), the overall mean score for resilience is 4.409, indicating a strongly agree among employees. This suggests that employees are adept at adapting and maintaining well-being amidst disruptions. Managing one-way problems at work occasionally receives the highest mean value of 4.54, highlighting employees' ability to handle stress and setbacks effectively. Not succumbing to despair and being prepared to confront challenges records the lowest mean value of 4.30, still indicating strongly agree. Therefore, employees' belief in their ability to persevere through difficult situations is essential for fostering flexibility and sustainability within the company.

NMK Co., Ltd employs strategies to nurture a positive mindset among its staff, emphasizing the power of positive thinking in problem-solving through personality and skill development classes. Moreover, NMK fosters an environment where staff are encouraged to address mistakes collaboratively, promoting confidence and resilience in the face of unexpected challenges.

4.2 Employee Perception on Human Resource Flexibility in Nang May Kham Co., Ltd.

To analyze human resource flexibility, a regression model is developed with three independent variables: functional flexibility, behavior flexibility, and skill flexibility. The

structured questionnaire measures these variables using a Five-Point Likert scale. According to Best (1977), the mean values of Likert scale items are interpreted as follows.

The score among 1.00 to 1.80 means strongly disagree.

The score among 1.81 to 2.60 means disagree.

The score among 2.61 to 3.40 means neutral.

The score among 3.41.00 to 4.20 means agree.

The score among 4.21 to 5.00 means strongly agree.

4.2.1 Functional Flexibility

The mean and standard deviation of functional flexibility indicates its impact on human resource sustainability. Table (4.5) presents the analysis of functional flexibility levels in NMK Co., Ltd., based on data collected from 99 respondents using simple random sampling.

Table (4.5) Functional Flexibility

Sr. No.	Description	Mean
1	Helping human resource flexibility with the change	4.24
2	Changing human resource practices synchronously with changes	4.11
3	Changing human resource practices continuously with changing needs	4.26
4	Changing in human resource practices results in market competition	4.06
5	Being human resource practices are flexible at all and generally	3.81
Overall mean		**4.09**

Source: Survey Data (2023)

According to Table (4.5), the mean and overall mean value of functional flexibility depict its effect on human resource sustainability. It displays the analysis of functional flexibility levels at NMK Co., Ltd. Based on data collected from 99 respondents via simple random sampling. The overall mean score of 4.09 indicates agree among employees, signifying their ability to swiftly acquire new skills and adapt to evolving job demands. The highest mean value of 4.26 which is attributed the changes in human resource practices, underscores strongly agree among employees. Developing a workforce with

functional flexibility equips the company to adeptly respond to market dynamics, technological shifts, and competitive challenges. Conversely, human resource practices flexibility garnered the lowest mean value of 3.81, yet still indicating agree among employees. Flexibility in human resource management practices remains pivotal for the company's success amidst dynamic and uncertain environments.

4.2.2 Behavior Flexibility

Behavior flexibility is measured with three statements. The mean value, standard deviation and overall mean value are described in Table (4.6).

Table (4.6) Behavior Flexibility

Sr. No.	Description	Mean
1	Being able to do various tasks	3.97
2	Trying to understand the root of the problems	4.08
3	Synchronizing with organization conditions changes	4.06
Overall mean		**4.04**

Source: Survey Data (2023)

According to the Table (4.6), the overall mean score for behavior flexibility is 4.04 which is indicating employee agree. Behavioral adaptability is crucial for a company's adaptability, directly linked to its employees' adaptability. Trying to understand the root of these problems in working environment garners the highest mean value of 4.08. This implies that employees exhibit appropriate behavioral responses in diverse situations. Being able to do various tasks in the work environment records the lowest mean value of 3.97, still reflecting employee agree. Hence, employees can effectively perform tasks in different situations, enhancing responsiveness to changing circumstances.

Lower standard deviations suggest more consistent agreement among employees, while higher standard deviations indicate greater variability in responses, reflecting different levels of agreement or experiences among NMK employees regarding behavior flexibility.

4.2.3 Skill Flexibility

Skill flexibility is measured with six statements. The mean value, standard deviation and overall mean value are described in Table (4.7). It presents the analysis of skill flexibility levels in NMK Co., Ltd., based on data collected from 99 respondents using simple random sampling

Table (4.7) Skill Flexibility

Sr. No.	Description	Mean
1	Having high skills in work environment	4.06
2	Updating continuously my skills and career talent	4.13
3	Learning new procedures and processes quickly	4.25
4	Willing to learn relative skills within the career field	4.08
5	Trying to learn a specific task quickly when employee can't do it in the work environment	4.05
6	Being enough personnel with various skills to deal with changes	4.26
	Overall mean	**4.14**

Source: Survey Data (2023)

According to Table (4.7), the overall mean score for skill flexibility is 4.14, indicating agree among employees. Employee skills and resource flexibility emphasize the adaptability of skills across different scenarios. Having eenough personnel with various skills to deal with changes in market demand achieves the highest mean value of 4.26, indicating strongly agree among employees. This suggests that a diverse skill set enables employees to adapt to various tasks, enhancing operational flexibility. Trying to learn a specific task quickly in the working environment records the lowest mean value of 4.05 which is still reflecting employee agree. Therefore, company managers prioritize not only the breadth of skills but also lay the groundwork for developing comprehensive skills in the future.

4.3 Analysis on the Effect of Psychological Capital on Human Resource Flexibility

In this section, the effect of psychological capital on human resource flexibility is

analyzed, based on the conceptual framework. In order to analyze the psychological capital, multiple linear regression model is used.

4.3.2 The Effect of Psychological Capital on Functional Flexibility

In this section, in order to find out the effect of psychological capital on functional flexibility in NMK Co., Ltd, the linear regression analysis is used. According to the regression analysis, results of the effect of psychological capital on functional flexibility are shown in Table (4.8).

Table (4.8) The Effect of Psychological Capital on Functional Flexibility

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.314	0.973		2.378	0.019	
Self-Efficacy	0.604***	0.205	0.310	2.940	0.004	1.247
Optimism	0.250	0.315	0.079	0.429	-0.375	1.105
Hope	-0.059	0.210	-0.280	-0.280	0.780	1.089
Resilience	0.197	0.154	0.135	1.276	0.205	1.256
R Square	0.160					
Adjusted R Square	0.124					
F Value	4.468**					
Durbin-Watson	0.275					

Source: Survey Data (2023)

*** Significance at 1% level, ** significance at 5% level, * significance at 10% level

The model can explain 1.2% (Adjusted R Square= 0.124) about the variance of dependent variable (Functional Flexibility) and independent variable, Psychological Capital: Resilience, Hope, Optimism, and Self-Efficacy. The Unstandardized Coefficients (B) indicates that Psychological Capital has positive relationship with Functional Flexibility. The Durbin-Watson value is 0.275. Therefore, it indicates that there is no auto correlation in sample. The value of F-test the overall significance of the model, came out significant at 1% level. The VIF values stands below the cut-off value of 10 recommended by Neter, Wesseman and Kutner (1985), meaning that independent variables are not correlated with each other.

The Unstandardized Coefficients (B) value of self-efficacy, optimism, and resilience are 0.604, 0.250 and 0.197. This means that when the company increase the self-efficacy, optimism, and resilience, the level of functional flexibility is increased by 6%, 2.5% and 2% respectively. On the other hand, Unstandardized Coefficients (B) value of hope is -0.059 respectively.

In NMK Co., Ltd, the self-efficacy of employee is positively influencing on functional flexibility. Its significant a crucial dynamic in the organization's operations. Self-efficacy to accomplish tasks effectively, plays a pivotal role in shaping how employees navigate challenges and adapt to changing circumstances. When employees possess high levels of self-efficacy, they exhibit greater confidence in their abilities to perform various tasks and handle unforeseen situations, thus enhancing their capacity for functional flexibility. Consequently, fostering and nurturing self-efficacy among employees can serve as a strategic lever for NMK Co., Ltd to cultivate a workforce that is not only resilient but also agile in responding to evolving business demands and opportunities.

At NMK Co., Ltd., employee self-efficacy of employee positively influences functional flexibility. Self-efficacy is vital for effective task accomplishment, shapes how employees tackle challenges and adapts to change. High self-efficacy levels instill confidence in task performance and unforeseen situation handling. Therefore, fostering self-efficacy among employees becomes a strategic lever for NMK Co., Ltd.

4.3.3 The Effect of Psychological Capital on Behavior Flexibility

In this section, in order to find out the effect of psychological capital on behavior flexibility in NMK Co., Ltd, the linear regression analysis is used. According to the regression analysis, results of the effect of psychological capital on behavior flexibility are shown in Table (4.9).

Table (4.9) The Effect of Psychological Capital on Behavior Flexibility

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	**Std. Error**	**Beta**			
(Constant)	2.882	0.503		5.731	0.000	
Self-Efficacy	0.065	0.050	0.145	1.301	0.196	1.247
Optimism	0.148*	0.076	0.203	1.941	0.055	1.105
Hope	0.079	0.051	0.161	1.548	0.125	1.089
Resilience	-0.023	0.038	-0.070	-0.625	0.533	1.256
R Square	0.068					
Adjusted R Square	0.028					
F Value	1.711**					
Durbin-Watson	1.992					

Source: Survey Data (2023)

*** Significance at 1% level, ** significance at 5% level, * significance at 10% level

The model can explain 0.3% (Adjusted R Square= 0.028) about the variance of dependent variable (Behavior Flexibility) and independent variable, Psychological Capital: Resilience, Hope, Optimism, and Self-Efficacy. The Unstandardized Coefficients (B) indicates that Psychological Capital has positive relationship with Functional Flexibility. The Durbin-Watson value is 1.992. Therefore, it indicates that there is auto correlation in sample. The value of F-test the overall significance of the model, came out significant at 1% level. The VIF values stands below the cut-off value of 10 recommended meaning that independent variables are not correlated with each other (Neter et.al., 1985).

The Unstandardized Coefficients (B) value of self-efficacy, optimism, and hope are 0.065, 0.148, 0.079. This means that when the company increase the self-efficacy, optimism, and hope, the level of functional flexibility is increased by 0.6%, 1.5% and 0.8% respectively. On the other hand, Unstandardized Coefficients (B) value of resilience is -0.023 respectively.

Hence, optimism positively influences on behavior flexibility with significant aspect. It shapes employees' attitudes towards challenges and opportunities, fostering a proactive and adaptive approach. Optimistic employees view changes as opportunities for growth, encouraging enthusiasm and resilience in embracing new tasks and roles.

4.3.4 The Effect of Psychological Capital on Skill Flexibility

In this section, in order to find out the effect of Psychological Capital on Skill Flexibility in NMK Co., Ltd, the linear regression analysis is used. According to the regression analysis, results of the effect of psychological capital on skill flexibility are shown in Table (4.10).

Table (4.10) The Analysis of Psychological Capital on Skill Flexibility

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.483	.729		3.406	.001	
Self-Efficacy	0.212***	.067	.320	3.178	.002	1.066
Optimism	-.031	.067	-.061	-.465	.643	1.779
Hope	.126	.121	.131	-1.041	.301	1.661
Resilience	.087	.080	.120	1.088	.279	1.267
R Square	0.104					
Adjusted R Square	0.065					
F Value	2.713**					
Durbin-Watson	2.244					

Source: Survey Data (2023)

*** Significance at 1% level, ** significance at 5% level, * significance at 10% level

The model can explain 0.104% (Adjusted R Square= 0.104) about the variance of dependent variable (skill flexibility) and independent variable, psychological capital: resilience, hope, optimism, and self-Efficacy. The unstandardized coefficients (B) indicates that psychological capital has positive relationship with Functional Flexibility. The Durbin-Watson value is 2.244. Therefore, it indicates that there is no auto correlation in sample. The value of F-test the overall significance of the model, came out significant at 1% level. The VIF values stands below the cut-off value of 10 recommended, meaning that independent variables are not correlated with each other (Neter et.al., 1985).

The Unstandardized Coefficients (B) value of resilience is 0.87. This means that when the company increase the resilience, the level of skill flexibility is increased by 0.8%. On the other hand, Unstandardized Coefficients (B) value of self-efficacy, optimism, and

hope are 0.212, -0.031, and 0.126 respectively.

Therefore, self-efficacy is positively influencing on the skill flexibility at NMK Co., Ltd. Employees who believe in their ability to learn and adapt are more likely to actively seek out new skills and tackle challenges with confidence. As self-efficacy continues to rise, employees are motivated to continuously seek out opportunities for growth and development, further reinforcing their ability to effectively apply and refine their skills across various domains within NMK Co., Ltd.

4.4   Human Resource Sustainability in Nang May Kham Co., Ltd.

A regression model is developed to analyze human resource sustainability, incorporating three independent variables: work-life balance, personal responsibility, and employability. The structured questionnaire employs a Five-Point Likert scale to measure various items associated with each variable.

4.4.2   Work-Life Balance

Work-Life Balance is measured with nine statements. The mean value, standard deviation and overall mean value are described in Table (4.11).

Table (4.11) Work-Life Balance

Sr. No.	Description	Mean
1	Spending enough time in special groups	4.33
2	Collaborating with others	4.23
3	Working more than 6 days in week (R)	1.44
4	Working more than 12 hours in day (R)	1.42
5	Thinking or worry about the work even not working (R)	1.35
6	Having separate policy for work – life balance	4.32
7	Being work hours are flexible	4.26
8	Being the organization encourages family take part	4.28
9	Being work – life balance policy is exclusive to individual needs (R)	1.50
Overall mean		**3.01**

Source: Survey Data (2023)

According to Table (4.11), the overall mean score for work-life balance is 3.01, indicating a neutral level among employees. This suggests that employees partially agree with balancing their work and personal lives. Notably, spending enough time in special groups garners the highest mean value of 4.33, indicating a strongly agree among employees. This suggests that the company effectively encourages work-life balance through daily management practices. Conversely, thinking or worrying about work even outside working hours (R) receives the lowest mean value of 1.35, indicating a strongly disagree among employees. This implies that employees do not feel the need to dwell on work beyond designated hours, thus affirming their satisfaction with work-life balance.

4.4.3 Personal Responsibility

Personal responsibility is measured with eight statements. The mean value, standard deviation and overall mean value are described in Table (4.12).

Table (4.12) Personal Responsibility

Sr. No.	Description	Mean
1	Dominating self - behavior in the work	4.31
2	Making intentional choices in work	4.34
3	Being responsible for behavior in the work	4.26
4	Being responsive to the implications of performance in work	4.39
5	Awarding of the effect of behavior to other staffs	4.49
6	Emplacing the effect of my behavior to other staffs	4.31
7	Losing the leisure time with family or friends because of work pressure	4.03
8	Feeling always, tired and depressed	3.97
Overall mean		**4.26**

Source: Survey Data, 2023

According to Table (4.12), the overall mean score for personal responsibility is 4.26, indicating a strongly agree among employees. This suggests that the company effectively instills a sense of accountability and initiative in its employees, leading to enhanced employability and opportunities for career advancement. Awarding the effect of one's behavior to other staff receives the highest mean value of 4.49 which indicates a strongly agree among employees. This suggests that employees are inclined to engage in positive behavior towards their colleagues. Conversely, feeling always tired and depressed receives the lowest mean value of 3.90, indicating an agree among employees.

4.4.4 Employability

The impact of mean and standard deviation on employability is analyzed to assess their influence on human resource sustainability, as shown in Table (4.13). Within Nang May Kham Co., Ltd., the employability level is evaluated using 22 questions rated on a five-point Likert scale.

Table (4.13) Employability

Sr. No.	Description	Mean
1	Adjusting personality trait to the work environment	4.66
2	Adjusting behavior to the work environment	4.29
3	Adjusting organizational position accordingly	4.53
4	Possessing the ability to provide economic value	4.41
5	Being employee's competency equivalent	4.61
6	Considering creative and clever	4.76
7	Learning from each other	4.41
8	Believing effect of behavior encourages	4.38
9	Attracting behavior in the work environment	4.45
10	Having confidence in others in work the environment.	4.46
11	Showing self-sacrifice in dealing with others in the work	4.47
12	Having common targets and values with others	4.32
13	Having selflessly collaborated with other members	4.54
14	Feeling that I am member of a common family	4.43
15	Being honesty and camaraderie	4.50
16	Awarding of career path	4.55
17	Being career targets are important	4.28
18	Awarding the role	4.43
19	Self-identifying in organization	4.50
20	Awarding organizations believes, values and norms	4.59
21	Controlling feeling in the work environment	4.29
22	Controlling thought in the work environment	4.59
Overall mean		**4.48**

Source: Survey Data, 2023

According to Table (4.13), the overall mean score for employability is 4.480 which indicates a strongly agree among employees. This suggests that the company places a high priority on enhancing employability, ensuring that its workforce is well-equipped to navigate industry changes and maintain competitiveness. The consideration of creativity and cleverness receives the highest mean value of 4.76, indicating a strongly agree among employees. This implies that employees who invest in their skills and professional development are better positioned to adapt to evolving job requirements and market demands. The lowest mean value of 4.28 for the importance of career targets also indicates a strongly agree among employees. This suggests that employees acknowledge the significance of setting and achieving career goals within the company.

4.5   The Effect of Human Resource Flexibility on Human Resource Sustainability

In this section, the effect of human resource flexibility on human resource sustainability is analyzed based on the conceptual framework. To analyze this effect, a multiple linear regression model is employed with the dependent variables being work-life balance, personal responsibility, and employability. The independent variables consist of three dimensions of human resource flexibility: functional flexibility, behavioral flexibility, and skill flexibility.

4.5.2   The Effect of Human Resource Flexibility on Work-Life Balance

In this section, linear regression analysis is employed to determine the effect of human resource flexibility on work-life balance within NMK Co., Ltd. The results of this regression analysis depicting the impact of human resource flexibility on work-life balance are presented in Table (4.14).

Table (4.14) The Effect of Human Resource Flexibility on Work-Life Balance

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	3.527	0.697		5.062	0.000	
Functional Flexibility	0.006	0.036	0.015	0.154	0.848	1.013
Behavior Flexibility	0.045	0.156	0.029	0.290	0.773	1.002
Skill Flexibility	-0.175**	0.068	-0.257	-0.2576	0.012	1.013
R Square	0.066					
Adjusted R Square	0.036					
F Value	2.232**					
Durbin-Waston	0.218					

Source: Survey Data, 2023

*** Significance at 1% level, ** significance at 5% level, * significance at 10% level

The model can explain 0.3% (Adjusted R Square = 0.036) of the variance in the dependent variable (work-life balance) and the independent variables, namely human resource flexibility: functional flexibility, behavioral flexibility, and skill flexibility. The unstandardized coefficients (B) indicate a positive relationship between human resource flexibility and work-life balance. The Durbin-Watson value is 0.218, indicating the absence of autocorrelation in the sample. The F-test value for the overall significance of the model is significant at the 1% level. Furthermore, the VIF values are below the cut-off value of 10 and signifying that independent variables are not correlated with each other (Neter et.al., 1985).

The Unstandardized Coefficients (B) for functional flexibility and behavioral flexibility are 0.006 and 0.045, respectively. This suggests that a 0.006% increase in functional flexibility and a 0.045% increase in behavioral flexibility lead to an increase in the work-life balance of employees. The Unstandardized Coefficient (B) for skill flexibility is -0.175 which indicates that kill flexibility is not correlated with work-life balance.

In NMK Co., Ltd, employee skill flexibility negatively impacts work-life balance. Skill flexibility entails employees assuming varied roles to meet organizational needs. While crucial for success, it strains work-life balance. Continuous engagement in skill-flexible roles leads to increased workload, long working hours, and blurred boundaries

between work and personal life. This imbalance causes stress, fatigue, and burnout as employees struggle to manage demands and allocate time. Diminished satisfaction outside work affects overall well-being. NMK Co., Ltd recognizes these implications and support employees in managing workload, setting boundaries, and achieving harmony between work and personal lives.

4.5.3 The Effect of Human Resource Flexibility on Personal Responsibility

In this section, in order to find out the effect of Human Resource Flexibility on Personal Responsibility in NMK Co., Ltd, the linear regression analysis is used. According to the regression analysis, results of the effect of Human Resource Flexibility on Personal Responsibility are shown in Table (4.15).

In this section, linear regression analysis is employed to investigate the effect of human resource flexibility on personal responsibility within NMK Co., Ltd. The results of this regression analysis depicting the impact of human resource flexibility on personal responsibility is presented in Table (4.15).

Table (4.15) The Effect of Human Resource Flexibility on Personal Responsibility

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.780	0.503		1.549	0.125	
Functional Flexibility	-0.098***	0.026	-0.251	-3.770	0.000	1.013
Behavior Flexibility	0.442***	0.113	0.260	3.927	0.000	1.002
Skill Flexibility	0.510***	0.049	0.692	10.408	0.000	1.013
R Square	0.466					
Adjusted R Square	0.450					
F Value	44.728***					
Durbin-Waston	0.900					

Source: Survey Data, 2023

*** Significance at 1% level, ** significance at 5% level, * significance at 10% level

The model explains 4.5% (Adjusted R Square = 0.45) of the variance in the dependent variable (personal responsibility) with the independent variables: functional

flexibility, behavioral flexibility, and skill flexibility. The Unstandardized Coefficients (B) indicate a positive relationship between human resource flexibility and personal responsibility. The Durbin-Watson value of 0.900 suggests no autocorrelation in the sample. The F-test value for the overall significance of the model is significant at the 1% level. Additionally, the VIF values are below the recommended cut-off value of 10, indicating no correlation among independent variables.

Increasing behavior flexibility and skill flexibility by 4.4% and 5.1% respectively leads to increased personal responsibility among employees, as evidenced by the unstandardized coefficients (B) of 0.442 and 0.510. Conversely, the unstandardized coefficient (B) for functional flexibility is -0.098, indicating a lesser correlation with personal responsibility.

At NMK Co., Ltd, behavior flexibility and skill flexibility of employees are positively influencing on the personal responsibility but functional flexibility is negatively influencing on personal responsibility. Behavior flexibility is adaptable and openness to change, and skill flexibility, reflecting the ability to apply diverse competencies effectively, both contribute positively to fostering personal responsibility among employees. When employees exhibit behavior and skill flexibility, they demonstrate a proactive approach to their roles, taking ownership of tasks, decisions, and outcomes. This sense of personal responsibility arises from their willingness to adapt, innovate, and continuously improve, aligning their actions with organizational goals and values.

At NMK Co., Ltd, behavior flexibility and skill flexibility positively influence personal responsibility whereas functional flexibility has a negative impact. Behavior flexibility is adaptability and openness to change. Skill flexibility reflecting the effective application of diverse competencies, both contribute to fostering personal responsibility among employees. When employees display behavior and skill flexibility, they adopt a proactive approach to their roles, taking ownership of tasks, decisions, and outcomes.

However, the functional flexibility and personal responsibility presents a contrasting pattern. Functional flexibility adapts its structure and processes to meet changing demands, appears to negatively influence personal responsibility among employees. This counterintuitive finding suggests that when organizational structures and processes are highly flexible, employees may perceive less accountability for their actions. The fluidity and adaptability of functional systems may create ambiguity regarding

individual roles and responsibilities, leading to a diffusion of accountability across the organization.

However, a contrasting pattern emerges with functional flexibility. While it adapts structures and processes to meet changing demands, it appears to negatively affect personal responsibility among employees. This counterintuitive suggests that when organizational structures and processes are highly flexible, employees may perceive less accountability for their actions. The fluidity and adaptability of functional systems may create ambiguity regarding individual roles and responsibilities, leading to a diffusion of accountability across the organization.

4.5.4   The Effect of Human Resource Flexibility on Employability

In this section, linear regression analysis is employed to investigate the effect of human resource flexibility on employability within NMK Co., Ltd. The results of this regression analysis depicting the impact of human resource flexibility on employability is presented in Table (4.16).

Table (4.16) The Effect of Human Resource Flexibility on Employability

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	6.040	0.410		14.730	0.000	
Functional Flexibility	0.029	0.021	0.104	1.381	0.170	1.013
Behavior Flexibility	-0.042	0.092	-0.034	-0.459	0.647	1.002
Skill Flexibility	-0.362***	0.040	-0.684	-9.073	0.000	1.013
R Square	0.466					
Adjusted R Square	0.450					
F Value	27.682***					
Durbin-Watson	0.202					

Source: Survey Data (2023)

*** Significance at 1% level, ** significance at 5% level, * significance at 10% level

The model can explain 4.5% (Adjusted R Square = 0.45) of the variance in the dependent variable (employability) with the independent variables: functional flexibility, behavioral flexibility, and skill flexibility. The Unstandardized Coefficients (B) indicate a

positive relationship between human resource flexibility and employability. The Durbin-Watson value of 0.202 suggests no autocorrelation in the sample. The F-test value for the overall significance of the model is significant at the 1% level. Additionally, the VIF values are below the recommended cut-off value of 10, indicating no correlation among independent variables.

The Unstandardized Coefficient (B) value for functional flexibility is 0.03, suggesting that a 0.3% increase in functional flexibility leads to an increase in employability. Conversely, the Unstandardized Coefficients (B) for behavioral flexibility and skill flexibility are -0.042 and -0.362*** respectively.

At NMK Co., Ltd, employee skill flexibility negatively significant effect on employability. Despite being a positive attribute enabling employees to adapt to diverse roles and tasks, skill flexibility appears to have adverse implications for employability within the organization. This flexibility creates a perception among external employers that employees lack specialization or depth in any particular skill set. Additionally, relying on adaptable skills may inadvertently overshadow employees' expertise in core competencies. While skill flexibility is generally considered a positive trait, allowing employees to adeptly navigate various roles and tasks, its negative influence on employability highlights a potential challenge for NMK Co., Ltd.

CHAPTER 5

CONCLUSION

This chapter comprises findings, discussions, suggestions, and recommendations along with the need for further research. The initial segment focuses on the findings and discussions regarding Psychological Capital's impact on Human Resource Flexibility and Human Resource Sustainability at Nang May Kham Co., Ltd. The subsequent section outlines strategies to enhance the company's Psychological Capital. Finally, the chapter delves into the requirements for future research.

5.1   Findings and Discussions

Human resource flexibility and sustainability are vital for organizational adaptability, influenced by psychological capital factors shaping employee behavior. Self-efficacy, optimism, hope, and resilience significantly impact human resource flexibility, with high emotional intelligence facilitating adaptability while fixed mindsets hinder it. At NMK Co., Ltd, fostering employee self-efficacy through training, goal-setting, and a supportive work environment is crucial. Demonstrating resilience and positivity, while support and recognition reinforce optimistic and adaptable behaviors. Such initiatives promote a culture of adaptability and empower employees to navigate change effectively.

This study is conducted based on the two objectives, to analyze the effect of psychological capital on human resource flexibility at Nang May Kham Co., Ltd. And to analyze the effect of human resource flexibility on human resource sustainability at Nang May Kham Co., Ltd. There are 99 respondents who participate at Nang May Kham Co., Ltd. Among the respondents are 57 respondents are male, constituting 57.6% of the sample, and 42 respondents are female, accounting for 42.4% of the total, participated in the study. The demographic analysis reveals that 45.5% of respondents are below 25 years old. Notably, one respondent aged over 55 also participated. Additionally, 28.3% of respondents are single, while 71.7% are married. Regarding educational level of respondents, 68 employees hold undergraduate degrees, 26 hold graduate degrees, and 5 have postgraduate degrees. The sample size concerning job positions shows that 88.9% are non-managers, while 11.1% are managers. In terms of work experience, 55.6% have under 5 years of experience, 30.3% have 6 to 10 years, 12.1% have 11 to 15 years, and 2% have over 15 years. Regarding income level of the respondents, the majority (60.6%) earn under

300,000 Kyats, followed by 27.3% earning between 300,001 and 500,000 Kyats. Only 7.1% earn between 500,001 and 700,000 Kyats, while 5.1% earn 700,000 Kyats and above.

Based on the findings of multiple linear regression analysis, functional flexibility and self-efficacy are positively correlated. There is a favorable correlation between optimism and flexibility in conduct. Additionally, there is a favorable correlation between skill flexibility and self-efficacy. Furthermore, there is a negative correlation between skill flexibility and work-life balance. Moreover, there is a negative correlation between functional flexibility and personal accountability. Personal responsibility has a favorable correlation with both competence and behavior flexibility. Employability and skill flexibility are negatively correlated.

Employee optimism and hope positively influence on skill flexibility, fostering a proactive approach to skill development and organizational adaptability. However, this skill flexibility can strain work-life balance as employees juggle diverse roles and responsibilities, leading to increased stress and diminished well-being. NMK prioritizes initiatives such as workload management tools and flexible scheduling, while promoting a culture that values employees' personal lives. While behavior and skill flexibility positively impact personal responsibility, functional flexibility presents a contrasting pattern, potentially reducing accountability. NMK fosters a culture of accountability alongside adaptability, emphasizing transparent communication, role clarity, and recognition of proactive behaviors.

NMK prioritizes the harmonious balance between functional flexibility and accountability by establishing clear structures and processes. This entails regular reviews and adjustments to organizational roles and workflows, ensuring they align with strategic objectives and minimize ambiguity. NMK addresses the paradox where skill flexibility, while beneficial internally, may negatively impact employability perception externally. Emphasizing the diverse competencies gained through skill flexibility and highlighting its role in problem-solving and innovation can reshape this perception. NMK engage with external stakeholders to educate them on the value of skill flexibility, ultimately empowering its workforce to excel in a dynamic job market while enhancing the organization's reputation as a hub of adaptable professionals.

5.2   Suggestions and Recommendations

Based on the study, in order to increase their sense of self-efficacy among NMK

Co., Ltd employees, invest in comprehensive training focusing on skill acquisition and confidence-building. Foster a supportive work environment where employees feel empowered to voice ideas. Company should demonstrate confidence in team members, providing constructive feedback. By prioritizing self-efficacy development, enhance functional flexibility and foster resilience and innovation for sustained success.

To foster optimism, create a positive work culture celebrating achievements, encouraging collaboration, and offering growth opportunities. Facilitate regular communication for sharing successes and challenges. Leadership should exemplify resilience, positivity, and a solutions-oriented mindset. Invest in training programs focusing on emotional intelligence and positive thinking skills. Fostering optimism enhances behavior flexibility, encourages innovation, and ensures long-term success.

To promote hope, prioritize effective leadership emphasizing transparency, support, and empowerment. Optimistic leaders motivate flexibility and resilience, while autocratic ones may stifle creativity. Invest in leadership development programs emphasizing transparency and support. Create collaboration opportunities to instill hope and optimism among employees.

To cultivate resilience, value openness, collaboration, and continuous learning. Resilience fosters a positive mindset, encouraging effective adaptation to new circumstances. Leadership should model resilience by embracing change and navigating challenges. Offer opportunities for ongoing learning and development. Prioritizing resilience enhances human resource flexibility and ensures long-term sustainability.

To enhance functional flexibility, NMK Co., Ltd should balance adaptability and accountability. Implement structures promoting clarity, such as refining organizational roles. Provide training on navigating flexible structures and empower employees to take ownership. Fostering a culture of accountability amidst flexibility promotes commitment and improves performance.

To boost behavior flexibility, prioritize fostering optimism and resilience. Create a positive work environment celebrating achievements and encouraging collaboration. Leadership should demonstrate resilience and support optimism. Invest in training focusing on emotional intelligence and positive thinking. Fostering optimism enhances behavior flexibility, encourages innovation, and ensures long-term success.

To enhance skill flexibility, promote a supportive work environment encouraging

continuous learning. Provide regular communication, feedback, and recognition. Invest in training focusing on resilience and adaptability. Encourage personal and professional development aligned with aspirations. Leadership should model optimism and continuous learning. Fostering a culture valuing skill development empowers employees to embrace challenges and enhance organizational agility.

To improve work-life balance sustainability, implement strategies like workload management tools and flexible scheduling. Encourage boundary-setting and prioritize tasks to prevent burnout. Promote a culture valuing personal lives and provide resources for employee well-being. Addressing challenges associated with skill flexibility supports a sustainable work environment conducive to both employee well-being and organizational success.

To sustain personal responsibility, foster a culture rewarding accountability and ownership. Communicate expectations clearly and recognize proactive behaviors. Leadership should lead by example and empower employees to take ownership. Implement structures promoting clarity and transparency. Reinforcing a culture of personal responsibility amid flexibility promotes commitment and improves performance.

To sustain employability, reframe skill flexibility as a valuable asset complementing core competencies. Emphasize problem-solving abilities and creativity gained through skill flexibility. Educate external stakeholders on the benefits of skill flexibility. Positioning skill flexibility as an asset enhances employability and reinforces the organization's reputation as a hub of adaptable professionals.

5.3 Needs for Future Research

This study focuses on psychological capital to predict the human resource flexibility and human resource sustainability. This is the first limitation of the study. Therefore, it might be other factors that can influence the human resource flexibility and human resource sustainability such as psychological capital, cultural intelligence and service quality. Moreover, in future research, other factors such as job security and life satisfaction should be used as a measurements tool towards psychological capital. This study mainly focuses on psychological capital, human resource flexibility and human resource sustainability, so it's also necessary to research with different factors such as cultural intelligence, psychological capital and service quality to compare the results of these factors. Further

study should be performed with a larger sample to obtain more accurate and more incredible results. Moreover, this study focuses on export, import, logistics and supply chain business. Therefore, it is also needed to study other various industries to predict the effect of psychological capital on human resource flexibility and the effect of human resource flexibility on human resource sustainability for different results or other findings.

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APPENDIX A
SURVEY QUESTIONNAIRES

Section (A): Demographic Questionnaire for Employees

The survey is concerned with The Effect of Psychological Capital on Human Resource Flexibility and Human Resource Sustainability at Nang May Kham Co., Ltd. This survey questionnaire is only to complete my thesis. It will take about 15-20 minutes to complete. All responses will be kept confidential. Your kind cooperation in providing this information would be much appreciated.

The information you provide is completely confidential and your responses will remain anonymous. Importantly, there is no right or wrong answers to the questions within the questionnaires.

Part (1)
General Characteristics of the Respondents

1. Gender

   ☐ Male   ☐ Female

2. Age (years)

   ☐ Below 25   ☐ 26 – 35

   ☐ 36 – 45   ☐ 46 – 55

   ☐ 55 and above

3. Marital Status

   ☐ Single   ☐ Married

4. Level of Education Level

   ☐ Undergraduate   ☐ Graduate

   ☐ Post-graduate

5. Position

   ☐ Non-manager   ☐ Manager

6. Working Experience in Present Job

   ☐ Below 5 year   ☐ 6 – 10 years

   ☐ 11 – 15 years   ☐ Above 15 years

7. Monthly income in Kyats

   ☐ < 300,000   ☐ 300,001- 500,000

   ☐ 500,001- 700,000   ☐ Above 700,000

Part (2)

Human Resource Sustainability

The Following question are based on the five- point Likert scale form 1 to 5. Please make a tick (√) on the number that you feel is relevant.

1 = Strong Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree

	Employability	1	2	3	4	5
1	I adjust my personality trait to the work environment.					
2	I adjust my behavior to the work environment.					
3	According to the job requirement, I adjust my organizational position accordingly.					
4	Employees possess the ability to think in ways that provide economic value to our products.					
5	Employees competency level is equivalent to the most ideal competency level					
6	Employees are considered creative and clever.					
7	The staff learns from each other.					
8	I believe that the effect of my Behavior encourages others to Collaborate					
9	My behavior in the work environment, attract others.					
10	In work the environment, I have confidence in others.					
11	In the work environment, I show self-sacrifice in dealing with others					
12	I have common targets and values with others in the organization					
13	I have selflessly collaborated with other members of the organization					
14	I feel I am member of a common family in the organization					
15	There is honesty and camaraderie between me and my colleagues.					

16	I am aware of my career path.					
17	Career targets are important for me.					
18	I aware of the role I am required to play in the organization					
19	I identify myself with my organization					
20	I am aware of my organization's believes, values and norms					
21	I control my feeling in the work environment					
22	I control my thought in the work environment					

Personal Responsibility	1	2	3	4	5
1 I dominate self - behavior in the work environment.					
2 I make intentional choices in work environment.					
3 I am responsible for my behavior in the work environment.					
4 I am responsive to the implications of my performance in the work environment.					
5 I aware of the effect of my behavior to other staffs.					
6 I emphasize the effect of my behavior to other staffs.					
7 I lose the leisure time I spend with family or friends because of the pressure at work.					
8 I always feel, tired and depressed.					

Work-Life Balance	1	2	3	4	5
1 I spend enough time in special groups (charity community)					
2 I collaborate with others.					
3 I normally work more than 6 days in week (R)					
4 I normally work more than 12 hours in day (R)					
5 I think about my work or worry about it (when I'm not working) (R)					
6 I have separate policy for work – life balance.					
7 My work hours are flexible.					
8 Our organization encourages family take part in work reward plan.					
9 Work – life balance policy is exclusive to individual needs (R)					

Part (3)

Psychological Capital

The Following question are based on the five- point Likert scale from 1 to 5. Please make a tick (√) on the number that you feel is relevant.

1 = Strong Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree

Self-Efficacy		1	2	3	4	5
1	I believe that I have the self- confidence to find long time problem analysis.					
2	I believe, I will be able to connect with people from other organizations (for example suppliers and customers) and debate about problems					
3	I believe that I can work under high pressure conditions and challenge.					
4	I believe that I can achieve my work targets.					
Optimism		1	2	3	4	5
1	I am optimistic about future events that may occur to me.					
2	I believe that there are solutions for any problems.					
3	I believe that there are solutions for any problem.					
4	If I am forced to face for bad conditions, I believe that all things are better.					
5	I believe that success in current work occurs in the future.					
6	When I am stuck in trouble, I understand that trouble can't affect me.					

Hope	1	2	3	4	5
1	Now, I track my work targets with great energy.					
2	I have different ways to arrive at my work targets.					
3	When my performance evaluation in less than my expected target, I always try to find ways to enhance them and commence on making improvements.					
4	I am energetic towards achieving organizational goals					
5	When, I determine targets and plan for work, I focus my energy to arrive at the targets.					
6	I work for a determined target and believes "where there is volition, there is a way"					

Resilience	1	2	3	4	5
1	I often manage with a one-way problem at work.					
2	When my work fails, I will be trying again in order to achieve success.					
3	Although, more responsibility in the work environment results in my having an awkward feeling, I can go in the direction of success.					
4	I don't become despondent and I am prepared to face problems in the work place.					

Part (4)
Human Resource Flexibility

The Following question are based on the five- point Likert scale from 1 to 5. Please make a tick (√) on the number that you feel is relevant.

1 = Strong Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree

	Functional Flexibility	1	2	3	4	5
1	Human resource flexibility helps us to adjust with the change in environmental demands.					
2	Human resource practices change Synchronously with the change in organization plans.					
3	Human resource practices change continuously to conformity with changing needs.					
4	Changes in human resource practices results in market competition.					
5	Human resource practices are flexible at all and generally.					

	Behavior Flexibility	1	2	3	4	5
1	I am able to do various tasks in work environment.					
2	When faced with problems in the work environment, I try to understand the root of these problems.					
3	Synchronous with organization conditions changes, my work conditions are changed.					

	Skill Flexibility	1	2	3	4	5
1	In work environment, I have high skills.					
2	Continuously update my skills and career talent.					
3	I learn new procedures and processes quickly.					
4	I am willing to learn relative skills within the career field.					
5	When I can't do a specific task in the work environment, I try to learn it quickly.					
6	In our organization, there are enough personnel with various skills to deal with changes in market demand.					

APPENDIX B

STASTICAL OUTPUT

Psychological Capital on Human Resource Flexibility and Human Resource Sustainability at Nang May Kham Co., Ltd.

The effect of Psychological Capital on Human Functional Flexibility

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.400[a]	.160	.124	.82828	.275

a. Predictors: (Constant), MeanR, MeanH, MeanO, MeanSE

b. Dependent Variable: MeanFF

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.262	4	3.065	4.468	.002[b]
	Residual	64.488	94	.686		
	Total	76.750	98			

a. Dependent Variable: MeanFF

b. Predictors: (Constant), MeanR, MeanH, MeanO, MeanSE

Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.065	2.069		-.031	.975		
	MeanSE	.604	.205	.310	2.940	.004	.802	1.247
	MeanO	.250	.315	.079	.795	.429	.905	1.105
	MeanH	-.059	.210	-.028	-.280	.780	.918	1.089
	MeanR	.197	.154	.135	1.276	.205	.796	1.256

a. Dependent Variable: MeanFF

The effect of Psychological Capital on Human Behaviour Flexibility

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.260^a	.068	.028	.20125	1.992

a. Predictors: (Constant), MeanR, MeanH, MeanO, MeanSE

b. Dependent Variable: MeanBF

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.277	4	.069	1.711	.154^b
	Residual	3.807	94	.041		
	Total	4.084	98			

a. Dependent Variable: MeanBF

b. Predictors: (Constant), MeanR, MeanH, MeanO, MeanSE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	B
1	(Constant)	2.882	.503		5.731	.000		
	MeanSE	.065	.050	.145	1.301	.196	.802	1.247
	MeanO	.148	.076	.203	1.941	.055	.905	1.105
	MeanH	.079	.051	.161	1.548	.125	.918	1.089
	MeanR	-.023	.038	-.010	-.625	.533	.796	1.256

a. Dependent Variable: MeanBF

The effect of Psychological Capital on Human Skill Flexibility

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.635[a]	.403	.378	.37199	.645

a. Predictors: (Constant), MeanR, MeanH, MeanO, MeanSE

b. Dependent Variable: MeanSF

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.793	4	2.198	15.885	.000[b]
	Residual	13.008	94	.138		
	Total	21.800	98			

a. Dependent Variable: MeanSF

b. Predictors: (Constant), MeanR, MeanH, MeanO, MeanSE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.293	.929		8.923	.000		
	MeanSE	.586	.092	-.565	-6.349	.000	.802	1.247
	MeanO	-.034	.141	-.020	-.240	.811	.905	1.105
	MeanH	.383	.094	-.337	-4.054	.000	.918	1.089
	MeanR	.010	.069	.013	.146	.884	.796	1.256

Dependent Variable: MeanBF

The effect of Human Resource Flexibility on Work-Balance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.257[a]	.066	.036	.31473	.218

a. Predictors: (Constant), MeanSF, MeanBF, MeanFF

b. Dependent Variable: MeanWB

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.663	3	.221	2.232	.089[b]
	Residual	9.410	95	.099		
	Total	10.074	98			

a. Dependent Variable: MeanWB

b. Predictors: (Constant), MeanSF, MeanBF, MeanFF

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.527	.697		5.062	.000		
	MeanFF	.006	.036	.015	.154	.878	.987	1.013
	MeanBF	.045	.156	.029	.290	.776	.998	1.002
	MeanSF	-.175	.068	-.257	-2.576	.012	.987	1.013

Dependent Variable: MeanWB

The effect of Human Resource Flexibility on Personal Responsibility

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.795[a]	.585	.572	.22740	.900

a. Predictors: (Constant), MeanSF, MeanBF, MeanFF

b. Dependent Variable: MeanPR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.939	3	2.313	44.728	.000[b]
	Residual	4.912	95	.052		
	Total	11.851	98			

a. Dependent Variable: MeanPR

b. Predictors: (Constant), MeanSF, MeanBF, MeanFF

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	.780	.503		1.549	.125		
	MeanFF	-.098	.026	-.251	-3.770	.000	.987	1.013
	MeanBF	.442	.113	.260	3.927	.000	.998	1.002
	MeanSF	.510	.049	.692	10.408	.000	.987	1.013

Dependent Variable: MeanPR

The effect of Human Resource Flexibility on Employability

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.683[a]	.466	.450	.18525	.202

a. Predictors: (Constant), MeanSF, MeanBF, MeanFF

b. Dependent Variable: MeanE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.850	3	.950	27.682	.000[b]
	Residual	3.260	95	.034		
	Total	6.110	98			

a. Dependent Variable: MeanE

b. Predictors: (Constant), MeanSF, MeanBF, MeanFF

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.040	.410		14.730	.000		
	MeanFF	.029	.021	.104	1.381	.170	.987	1.013
	MeanBF	-.042	.092	-.034	-.459	.647	.998	1.002
	MeanSF	-.362	.040	-.684	-9.073	.000	.987	1.013

Dependent Variable: MeanE

APPENDIX C

Organization Chart of Nang May Kham Co., Ltd

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                              Managing
                              Director
                    ┌────────────┴────────────┐
                 Director                   Director
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Human Resources	Admin & Finance	Procurement	Import & Export	Transportation

Research & Training	General HR	Finance Department	Admin Department	Document Collaboration	Purchasing	General Cargo	Warehousing

		Project Investment	Trading	Public Relation	Sales and Marketing	Project Cargoe	Loading - Unloading
		Finance	General Affair	Local Supply	Custom Clearance	Procurement Cargoes	Container Haulage
		Internal Audit	Documentation	Oversea Supply	Freight Forwarding	Trucking	Value Added Service
			Information Technology	Operation	Customer Service	Coordination Team	General Labor