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SEM for Job Retention Satisfaction of Security Officers of the War Veterans Organization of Thailand under Royal Patronage of His Majesty the King to the Performance Strategy

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Abstract:

Background and Objectives: This study aimed to develop a structural equation model (SEM) of job satisfaction and job retention among security officers of the War Veterans Organization under Royal Patronage in relation to performance management strategies and to examine the empirical consistency of the proposed model. The study focused on examining the relationships among performance management strategies, job satisfaction, and job retention, with particular attention to whether the proposed structural equation model was consistent with the empirical data. The study also aimed to provide an empirical model that could explain the relationships among these factors and support the understanding of factors associated with security officers' satisfaction and intention to remain in their jobs.

Methods: The sample consisted of 400 security officers working for the War Veterans Organization under Royal Patronage. Data were collected using a questionnaire as the research instrument. The statistical analyses included frequency, percentage, mean, standard deviation, confirmatory factor analysis (CFA), and structural equation modeling (SEM). Descriptive statistics were used to examine the characteristics of the collected data, while confirmatory factor analysis was employed to examine the components of the variables included in the study. Structural equation modeling was subsequently used to examine the relationships among performance management strategies, job satisfaction, and job retention and to assess the consistency of the proposed model with the empirical data. Model fit indices were also considered to determine whether the structural equation model adequately represented the observed data.

Results: The results indicated that the structural equation model was consistent with the empirical data after model adjustment. The model fit indices demonstrated an acceptable level of model fit, with $\chi^2 = 126.57$, $p = .173$, $\chi^2/df = 1.203$, CFI = 1.000, GFI = 0.970, AGFI = 0.960, and RMSEA = 0.000. These findings supported the hypothesized causal relationships between performance management strategies, job satisfaction, and job retention among security officers. The results confirmed that performance management strategies were significantly associated with employees' satisfaction and intention to remain in their jobs. The findings from the model fit assessment indicated that the adjusted structural equation model met the specified criteria and provided support for the proposed relationships among the variables. The results therefore demonstrated that the model could be used to explain the relationship between performance management strategies,

job satisfaction, and job retention among security officers of the War Veterans Organization under Royal Patronage.

Application of this study: The findings can be applied by the War Veterans Organization under Royal Patronage to develop appropriate performance management strategies that enhance job satisfaction and encourage security officers to remain with the organization. The structural equation model can also serve as a guideline for human resource management, particularly in developing performance evaluation, motivation, and employee retention practices. The findings may support organizational administrators and relevant personnel in considering performance management strategies that are consistent with employees' needs and contribute to maintaining job satisfaction and retention. In addition, the model can provide a framework for understanding the relationships among performance management strategies, job satisfaction, and job retention when planning and implementing human resource management practices.

Conclusions: The structural equation model of job satisfaction and job retention among security officers was consistent with the empirical data and satisfied the specified model fit criteria. Performance management strategies demonstrated a causal relationship with job satisfaction and job retention. Therefore, effective performance management can be considered an important approach for improving employee satisfaction and supporting the retention of security officers in the organization. The results of the study provide empirical support for the proposed structural equation model and indicate that appropriate performance management strategies can be an important consideration in promoting job satisfaction and job retention among security officers of the War Veterans Organization under Royal Patronage.

Keywords: Job Retention; Job Satisfaction; Performance Management Strategy; SEM

Introduction

Employee turnover is currently growing. This turnover rate, which is often caused by the necessity to change positions, could be the result of a lack of attention to the company [1] According to a survey by the Labor Market Study Department, there is a lack of employee loyalty, which reduces the company's competitiveness [2]. Since retaining staff is a key mechanism, the company should give it top priority. The present state of the security industry is said to be the company's main focus. As a result, each company tries to improve security standards by adhering to distinct rules [3]. As service providers who must always be on guard, security guards form the basis of the security industry [4]. The roganizational commitment is the creation of relationships between employees. Over time, relationships grow, which affects employee consistency in their work. Internal communication is another factor that can increase work efficiency [3]. Internal communication [5] Due to the economic downturn, many people are unemployed. The opinion of [4] present about turn over rate and the importance the rotation The three factors that most significantly contribute to employee retention are: having clear and appropriate reward and compensation criteria that are commensurate with work performance 2.Having a clear career advancement path and promotion policy and 3. The hope of being considered for a higher position when performance demonstrates effectiveness. Everyone needs to work and earn money to support their family. The researcher is interested in this topic because of the problems that arise. Therefore, it focuses on creating a career development planning structure for security guards, which will help improve their work and see this career as important to the organization, especially in terms of human resource management, which will affect long-term productivity growth.

Research Objectives

1. To develop a structural equation model of job retention and satisfaction of security guards of the War Veterans Organization under Royal Patronage towards the developed performance management strategies.

2. To examine the consistency of the structural equation model of job retention and satisfaction of security guards of the War Veterans Organization under Royal Patronage towards the developed performance management strategies with empirical data.

Research Hypothesis

The empirical data is in line with the structural equation theory of job retention and happiness for security guards engaged by the War Veterans Organization under Royal Patronage with regard to the performance evaluations that have been created.

Literature Review

1. **Concepts and Theories on Employee Retention**

Employee retention: Employers encourage employees to stay with the company until retirement without considering leaving. Many scholars have defined it as follows: The meaning of employee retention is that employees are satisfied with their jobs and do not want to resign [6]. The intention to stay with a firm for more than three years, having a sense of belonging, and striking a balance between work and play are all indicators of intention to keep a job, according to a study by [7]**.** According to the goal of employee retention is to motivate staff members to help the business in a variety of ways [3]. Numerous things will occur when workers are satisfied with the organization.Using the term «job retention» as the primary one, the definition in English is the same: to support different elements that make work easier, create elements both inside and outside the company, and create job satisfaction. These elements include management styles, policies, supervisors who understand their employees, appropriate compensation, the physical and biological environment of the workplace, etc. These elements will encourage staff members to stay with the company.

2. The meaning of the security business and Security Officer Information about the security business

A security business is one that has an obligation to maintain security in return for other advantages [8]. Providing security services has an impact on societal harmony and life safety. This act's Section 3 [9] These days, security guards' work is regarded as a crucial and dangerous task that could have an impact on people's quality of life. Security personnel must receive fair compensation. The standard of working life will contribute to the growth of employees' potential.

3. Concepts and theories about job satisfaction

The satisfaction is an important factor affecting work success. Scholars have summarized the meaning as follows:

3.1 Meaning of job satisfaction

Making workers feel at ease and content with their jobs leads to happiness, which is good for the workplace. Satisfaction means the feeling when something can meet the needs. It can be divided into 2 types [10] satisfaction from basic factors and satisfaction that occurs for high-level factors [11]. Job satisfaction means a good feeling about work, which will lead to happiness in work [12]. According to the definition given by scholars, satisfaction is a positive emotional state. If the desire is fulfilled, the person will feel satisfied with the work done, which will lead to good performance, especially satisfaction with income and achievement, which will lead to confidence in work.

4. Concept of work efficiency management strategy

There are 4 aspects of work efficiency management strategy [13]. In conclusion, a performance management strategy is a management approach that emphasizes efficient planning to accomplish goals while accounting for accuracy.

1. Quality of work
2. Quantity of work
3. Time
4. Cost

The review should synthesis and summarize the concept and priority this study explain successful employee retention requires creating «satisfaction» through comprehensive management, encompassing physical well-being (compensation, work environment), mental health (acceptance, culture), and career growth opportunities. To make employees feel valued and connected to the organization, especially in critical and high-risk roles like the security business, employee care (Fair Compensation, Work-Life Balance) is key to retaining talented individuals and maintaining service standards.

Research Methodology

This research is quantitative research. The study steps are as follows: Population and sample:

1. Population

1.1 The population specified in this research is security guards of private companies in Thailand who have been trained by the War Veterans Organization under Royal Patronage until 2024 [14]. The total population is 25,420 peoples.

1.2 Using 400 employees from the public and private sectors of the Veterans Organization under Royal Patronage in 2024 made up the sample group used in this study. They were chosen at random from Bangkok and the surrounding provinces equally in the manner described below: At a 95% confidence level, the sample group included 200 employees from Bangkok and 200 employees from nearby provinces. Since the study revealed no blinding the names of the volunteers sampling method were replaced with a code. The research instruments The researcher created the 5-level rating scale questionnaire. There are five sections in each questionnaire. The creation and quality control of the instrument The steps in creating and checking the quality of the instrument are as follows:

1. Researchers create questionnaires to collect data and consider details to achieve research objectives.

2.Create a questionnaire for actual use by consulting with relevant professors to review and revise it for completeness. The questionnaire must cover the research objectives.

3.The designed questionnaire was presented to three experts to examine the research instrument and the validity of the content according to the objectives of the study. Then, the questionnaire was revised before being tested again.

4.The population of 30 participants used in this questionnaire is similar to the actual sample group. To determine the reliability, the Cronbach's alpha coefficient was computed [15]**.** A Cronbach's alpha coefficient of 0.70 or above is required for reliability. The reliability coefficient of this questionnaire, as determined by Cronbach's alpha coefficient, was 0.895, higher than 0.70, suggesting that it is dependable for use in gathering data for this project. To gather information for this sample group, the researcher created an online study questionnaire using Google Forms.

5.To check the validity of the questionnaire, the researcher asked three experts to assess the validity using the instrument and determine the IOC (Index of Conformity between Measurement Objectives) value, which is used to measure the level of congruence. Data for this study can be collected with this instrument if the relevant questions have an IOC value of 0.5 or higher.

6.The questionnaire, which has been validated by experts, was revised and tested with 30 representatives who had the same characteristics as the sample. Then, the computer program was used, and the reliability of the questionnaire was determined using Cronbach's alpha coefficient. Part 1 asked about the respondent's status, Part 2 asked about job retention (reliability value: 0.765), Part 3 asked about job satisfaction (reliability value: 0.848), Part 4 asked about performance management strategies (reliability value: 0.879), and Part 5 asked about advice.

Data analysis

1. Descriptive statistical analysis, including percentage, mean, and standard deviation.

2. Statistical analysis is used to test the hypothesis. The researcher checks the validity of the collected data and organizes the data to prepare for data analysis and related research statistics as follows: 2.1 Data analysis is normally distributed. By testing for skewness and kurtosis, it was found that the skewness is between ...0.643..... and ...0.786..... and the kurtosis is between ....0.567..... and ...0.687…., which is in the range of ...0.586... to ...0.963....., indicating that the distribution of the data is not too abnormal.2.2 Examine each of the 24 observable variables' correlation coefficients. All couples seem to be statistically significant at the the.05 level and show positive correlation coefficients. The coefficient of correlation is less than 0.90, at 0.854, suggesting that there is not much of a relationship between the variables that were observed. Multicollinearity will not be an issue 2.3 Use a two-step analysis to examine the measurement model using the confirmatory factor analysis (CFA) method and the SEM structural model to see whether the produced structural equation model is consistent with the empirical data.

Data collection in the research

In this research, the researcher collected data in the following order:

1. Between March 1, 2024, and May 31, 2024, the researcher used Google Forms to send questionnaires to a sample group of 400 to answer the questionnaires. The sample group filled out the questionnaires online using a random sampling method according to the research area.

2. Check the accuracy of the 400 returned questionnaires, which is a 100 percent response rate, which meets the appropriate response rate criteria. Then analyze the data and test the hypothesis according to the objectives used. In this research, there are 24 observed variables, which require a sample size of at least 1020- times. The researcher collected 24X10 = 240 samples and used the criteria to determine the sample group according to Yamane's formula, which is 400 samples, to meet the criteria.

3. Use pre-made social science software to gather data for analysis in order to evaluate research ideas. The researcher evaluated the accuracy of the data using the statistical techniques now accessible for social science study before structuring it. In parts 1 and 2, statistics such as percentage and frequency were used. Section 3 specifically used the mean and standard deviation of the statistical variables. testing hypotheses when the statistical significance level of 0.05 was used. The reliability analysis was conducted using the following methodology: Cronbach's alpha coefficient, which ranged from 0.7105 to 0.8216, was used for reliability analysis. When evaluating surveys to ascertain the relationship between observed factors and preventive variables, these coefficients are suitable. The correlation coefficient needs to be taken into account while discussing [16]. The correlation coefficient (R) should not be higher than 0.85 when the correlation between all variables is between 0.670 and 0.747 (the coexistence of multiple variables). The results of the correlation study showed that there was no relationship between the variables in the model. The validity of AMOS software must be confirmed in compliance with the following principles before doing the CFA analysis: in compliance with the basic agreement for using SEM structural equation modeling in the AMOS program.

1) Verifying the data's accuracy and completeness (including missing data and data file accuracy) Verifying the data's accuracy and making sure all questions are recorded should be the initial step for researchers. In general, the analyst might not need to use the data in that set if there is not a lot of incomplete data. They can also forecast the data using the SPSS software to do calculations. The simplest method is to determine the value of the missing data by averaging the available data.

The term «normality test» refers to an examination of data distribution. The data must first be properly distributed by calculating the skewness and kurtosis values using the SPSS software before using the AMOS tool. Data normality is indicated via statistical figures or graphs. This is shown by kurtosis and skewness levels in statistical measurements. Both positive and negative integers show the direction of the data. Numbers between -3.0 and +3.0 suggest an even

distribution of data. This guarantees that the observed variables to be employed in the analysis do not change across the observed variables and avoids covariation (multicollinearity) [17] . which would make it more difficult to understand the analysis of the variable that depends on the dependent variable. 3) Searching for odd numbers To find out if there are abnormally high or low numbers, outliers can be found in the raw data or in the histogram. 4) Confirming reliability Reliability can be tested using the Cronbach's alpha coefficient value. A high value implies excellent reliability. The ideal range of values is between 0.60 and 1.00. The questionnaire's overall quality was assessedby its item total correlation, which came out at 0.7226.

Conceptual framework of the research

The job retention concept [18] was thus employed by the researcher. It is broken down into three pieces according to the examination of relevant literature and documents: 1. A willingness to resign 2. Dedication to the company and 3. Awareness of other choices. Five components comprise contentment, according to [19]: 1. Workplace conditions 2. Income 3. Promotion, 4. Perception, and 5. Coworkers. The researcher additionally looked into four aspects of the performance management plan [20] : 1. Work quality; 2. Work quantity; 3. Time; and 4. Cost.

Research Results

1. Results of the analysis of the retention of security officers who responded to the questionnaire, as shown in Table 1, showing the mean and standard deviation as follows:

Table 1. The mean and standard deviation of security guards' job retention

Program	$\bar{X}$	S.D.	Interpretation
1. Intention to leave work			
1.1 Having burdens and a need for income that increases rapidly.	3.71	0.805	Well
1.2 Leaving work due to health problems.	3.70	0.818	Well
2. Organizational commitment			
2.1 Feel comfortable continuing to work in the current organization without resigning	3.75	0.885	Well
2.2 Assist in various tasks within the organization outside of duties	3.80	0.871	Well
3. Recognizing that there are other options.			
3.1 Have a source of income and can go and accept other outside work.	4.05	0.651	Well
3.2Set a time frame for your work so you can plan for other things.	3.86	0.867	Well
Total	**3.81**	**0.816**	**Well**

The investigation of the mean and standard deviation of security officers' job retention revealed a high level, with a total mean of 3.81 and a standard deviation of 0.816. With a standard deviation of 0.651 and a mean of 4.05, it was discovered that the first rank was the belief that there were other options, with a mean of 3.86 and a standard deviation of 0.867, including having a source of income and being able to work outside the office, as well as the aspect of planning and scheduling one's own work in order to schedule additional future projects. The second ranking was organizational commitment, which was measured by a mean score of 3.80 and a standard deviation of 0.871 for helping with various tasks within the organization outside of job duties even when asked to do so, and a score of 3.75 and a standard deviation of 0.885 for feeling at ease and wanting to stay in the current organization without intending to leave. The third rank was the intention to leave the job in terms of having a burden and a need for income that increased rapidly, with a mean of 3.71 and a standard deviation of 0.805, and leaving the job due to illness. Having health problems means 3.70, with a standard deviation of 0.818, respectively. 2. Analysis of job satisfaction of the respondents, as shown in.

Table 2. The mean and standard deviation

Program	$\bar{X}$	S.D.	Interpretation
1. Work conditions			
1.1 Work is safe and has sufficient equipment to support the work	4.06	0.742	Well
1.2 Work requires patience, physical fitness and sleep deprivation	3.84	0.564	Well
2. Income			
2.1Income, benefits, advancement opportunities.	4.05	0.677	Well
2.2Job security, power in the position affects income.	3.93	0.686	Well
3. Promotion and support			
3.1 The commander has policies to support in various areas.	3.85	0.842	Well
3.2 Working to promote and having good and appropriate welfare	3.82	0.684	Well
4. Supervision			
4.1 Being assigned important duties, positions, and supervisors.	3.93	0.670	Well
4.2 There are problems, decisions are made, and supervision is provided by the commander.	3.90	0.637	Well
5. Colleagues			
5.1 Able to communicate with colleagues and solve problems as a team.	3.76	0.623	Well
5.2 Having a good feeling and being friendly to all colleagues	3.80	0.643	Well
Total	**3.89**	**0.676**	**Well**

The examination of the mean and standard deviation for security guards' job satisfaction revealed a high level, with a mean of 3.89 and a standard deviation of 0.676. The first rank was supervision**.** With a mean of 3**.**93 and a standard deviation of 0**.**670, there is a supervisor to oversee and manage the vital tasks assigned**.** With an average of 3**.**90 and a standard deviation of 0**.**637, supervisors' or foremen's supervision and decision**-**making are greater than usually**.** The second rank was promotion and support, The executives have policies to promote and help in various areas with an average of 3**.**85 and a standard deviation of 0**.**842, and the work of promoting knowledge and providing welfare appropriate to the work has an average of 3**.**82 and a standard deviation of 0**.**684**.**The third rank was coworkers, Being able to communicate with coworkers and assist in problem-solving as a team, with a mean of 3.76 and a standard deviation of 0.623, and being amiable to all coworkers, with a mean of 3.80 and a standard deviation of 0.643, respectively. 2. Evaluation of strategies for job performance management.

Table 3. The mean and standard deviation of the security guard performance management strategies

Program	$\bar{X}$	S.D.	Interpretation
1. Quality of work			
1.1 Laws that benefit everyone are advantageous to your organization and the government.	4.06	0.587	Well
1.2 Standardized and fast work	3.90	0.620	Well
2. Work quantity			
2.1 Nowadays, I have to take on more responsibility and workload.	3.83	0.708	Wel
2.2 There is a check on the quantity of work and the quality of work together.	3.87	0.708	Well

Table 3. The mean and standard deviation of the security guard performance management strategies (continue)

Program	$\bar{X}$	S.D.	Interpretation
3. Time aspect			
3.1 Working takes into account the duration of one's own work more.	3.97	0.646	Well
3.2 The company has enhanced working methods to boost productivity and streamline procedures.	3.94	0.654	Well
4. Expenses			
4.1 Operating costs are increasing, but organizations can manage better.	3.78	0.731	Well
4.2 By setting measures to reduce risks and ensure safety of the company	3.79	0.725	Well
Total	**3.90**	**0.672**	Well

The mean and standard deviation test of a security guard oversight plan showed that the average variation was 0.672 and the mean was high at 3.90. The first rank was the quality of work, with the mean at 4.06 and the standard deviation at 0.587. The government and companies benefited from the law, with the mean at 3.90 and the standard deviation at 0.620. The work was standardized. The second rank was in terms of time. It is necessary to take into account the working hours with a standard deviation of 0.646 and a mean of 3.97. With a mean of 3.94 and a standard deviation of 0.654, your business can improve its efficiency and the time it takes to respond to emergencies. The third rank was in terms of the quantity of work with a mean of 3.87 and a standard deviation of 0.708, which examines the quantity and quality of labor simultaneously, with a mean of 3.83 and a standard deviation of 0.708. Now you have to take on more responsibility. The fourth rank was in terms of expenses. With a standard deviation of 0.725 and a mean of 3.79, the company should reduce risks and take steps to ensure safety. Despite higher costs, the company has more efficient management, as seen from the mean of 3.78 and a standard deviation of 0.731.

2. Results of the model consistency test

2.1 For the veterans organization it supports, the researcher used empirical data to develop a structural equation model of employee satisfaction and retention that took the work management approach into account. After accounting for the three measuring models, the results are as follows.

1) Three observable variables—intention to quit, organizational commitment, and perception of alternative options—are used to measure the working life quality model.

2) Model of security guard satisfaction measured from five observable variables: 1. Work conditions, 2. Income, 3. Promotion and support, 4. Supervision, and 5. Coworkers.

3) Model of performance management strategy measured from four observable variables: 1. Quality of work, 2. Quantity of work, 3. Time, and 4. Expenses.

2.2 In relation to performance management tactics, the War Veterans Organization's Royal Patronage security guards' job satisfaction and retention are examined using the structural equation model. As shown in Figure 2, Table 4, and Table 5, the hypothesis is supported by the model fit test results.

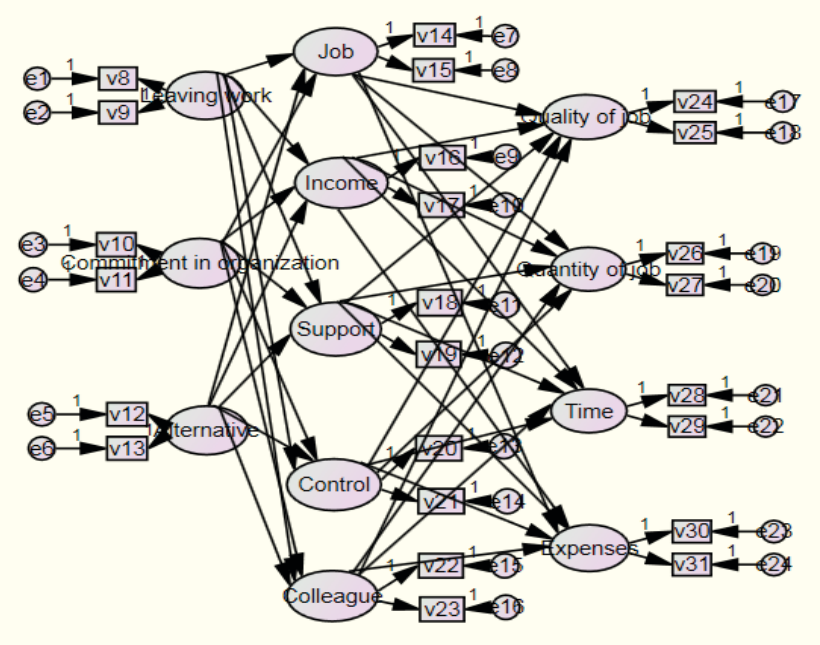


Figure 1. Research Model

Chi-square = 126.57 Chi-square/df = 1.203 df=70, p = .173, GFI=.97

CFI=1.00 ,RMR=.063, RMSEA= .000

The results of a structural equation model study on the job satisfaction and retention of 400 security guards working for the War Veterans Organization under Royal Patronage with respect to performance management strategies are displayed in Figure 2 after model adjustment. The results of the analysis showed that, following model adjustment, the component model's fit index confirmed the connection between performance management strategies and the structural equation model of job satisfaction and retention among security guards working for the War Veterans Organization under royal patronage. The data analysis results showed that the chi-square value (χ^2) was 126.57, which was statistically significant at the p-value level of 0.173. The relative chi-square value (χ^2/df) was 1.203, the relative fit index (CFI) was 1.000, the general fit index (GFI) was 0.970, the adjusted fit index (AGFI) was 0.960, and the root mean square error of approximation (RMSEA) was 0.000, all of which demonstrated that the model development was consistent with the empirical data. Based on the criteria specified in Table 4

Table 4. Fit index of adjusted model

Program	Criteria	The calculated value obtained	Results of consideration
χ^2	Not statistically significant at .05.	126.57	-
df	-	70	-
p-value	More than 0.05	0.173	-
χ^2/df	Less than 2.00	1.203	Passed
CFI	Approaching 1.0	1.000	Passed
GFI	Approaching 1.0	0.970	Passed
AGFI	Approaching 1.0	0.960	Passed
RMSEA	Approaching 0.0	0.000	Passed
KMO	More than 0.50	0.965	Passed
Bartlett's Test of Sphericity	Less than 0.05	0.000	Passed

Table 5. The effects of the structural equation model's performance management technique on the retention and job satisfaction of security guards employed by the War Veterans Organization under royal patronage

Factors	Satisfaction		Performance Management Strategy		
TE outcome variable	**IE**	**DE**	**TE**	**IE**	**DE**
Job retention	.21*	-	.21*	.07	.13*	.17*
	(.07)		(.07)	(.09)	(.05)	(.08)
Satisfaction	-	-	-	.76*	-	.76*
	-	-	-		-	(.07)

***P< .05**

Chi-square = 126.57 Chi-square/df = 1.203 df=70, p = .173, GFI=.97

CFI=1.00 ,RMR=.063, RMSEA= .000, R^2 = .57

With a predictive coefficient R of 0.57 for performance management strategies, the results of the structural equation model analysis of job retention and satisfaction of security guards of the War Veterans Organization under Royal Patronage toward performance management strategies in Figure 2 and Table 5 demonstrate that the proposed model is in good agreement with the empirical data. This suggests that when work satisfaction and retention are combined, they account for 57% of the security guards' performance management strategies. Job satisfaction had the largest direct influence, with an influence value of .76, which was statistically significant at the .05 level, according to the results of the analysis of the components influencing the latent variable of performance management technique. With an impact value of .21, employment retention came in second place and was statistically significant at the .05 level, suggesting that if they were able to keep their jobs, their level of job satisfaction would rise. Taking into account the indirect effects, it was discovered that security guard retention affected the indirect influence through the variable of security guard work satisfaction and had a positive indirect influence on performance management techniques of 0.13, which was statistically significant at the .05 level.

Summary and Discussion of Results

Summary of the results of the model consistency test as follows:

1. The following are the findings from the researcher's structural equation model of job retention and security guard satisfaction with the War Veterans Organization's Royal Patronage performance management strategy based on empirical data and taking into account all three measurement models: 1.1 The retention measurement model measures twelve latent variables, such as intention to quit, organizational commitment, and perceived alternatives. 1.2 The satisfaction assessment model measures five latent variables: coworkers, supervisors, advancement, compensation, and working conditions. 1.3 The performance management strategy measurement model measures three hidden variables: job quality, work volume, and cost.

2.Assessing how well performance management techniques fit the Veterans Organization's structural equation model of security guard retention and job satisfaction under royal patronage. Following model adjustment, the results of the hypothesis-based model fit test showed that the model fit index validated the causal association between job retention and satisfaction with performance management techniques. The results of the data analysis indicated statistical significance with a chi-square value (χ^2) of 126.57 at the p = 0.173 level. The study met all the standards with a relative fit index (CFI) of 1.000, a general fit index (GFI) of 0.970, an adjusted fit index (AGFI) of 0.960, a relative chi-square value (χ^2/df) of 1.203, and a root mean square error of approximation (RMSEA) of 0.000. This suggests that the evolution of the model aligns with the empirical evidence.

Discussion of results

The overall study findings are in line with empirical evidence and the research hypothesis of the structural equation model of job retention and satisfaction of security guards working for the War Veterans Organization under royal patronage in terms of work performance management measures. Here is a discussion of the findings: The factors that influence security guard job satisfaction and retention have a favorable direct and indirect impact on work performance management strategies. Performance management strategies are directly influenced by the components of job satisfaction, quality, time, quantity, and cost.

1. work quality. According to a study on how security guards can increase the effectiveness of their services, this kind of work is crucial for ensuring the company's safety as well as the protection of persons and property (Security Business Act B.E. 2560) [9] Providing security services has an impact on both life safety and societal peace. According to the Security Act B.E. 2560, which encourages acceptance, Section 3 of this act raises the level of professionalism in security work. This is in line which states that security guards have the fundamental responsibilities of inspecting property, caring for it, reporting incidents to supervisors, and examining the area to prevent property damage.

2. Time refers to prioritizing working hours, creating modern work formats, and the operations of government agencies and security companies. These organizations have clear policies and prioritize human resource factors, such as the welfare, compensation, and other aspects of the organization's security guards' quality of life, as well as the maintenance of the health insurance system, which is important for those who look after others. The work of the security firm is supposed to be efficient, according to [8] research on the factors influencing employee performance at Guardforce (Thailand) Co., Ltd., which is situated in Mueang District, Samut Prakan Province. Every security guard has various problems, which frequently leads to issues with leaving.The security personnel are not doing their jobs well. Given the aforementioned issues, security firms need to focus on employee satisfaction since it allows workers to put in more effort, which will lead to happier employees.

3. There should be an increase in the amount, responsibility, and caliber of work. Provide legal professionals with information regarding security guard duties. One approach to getting ready for work is to get legal security training from professionals and organizations that offer information on first aid, police officers, and proper crime prevention. Other methods include public education seminars and health insurance. According to a study on security guard turnover by **[**4**]** job satisfaction is correlated with personal traits in addition to giving security guards the most recent equipment and expertise and organizing worthwhile projects that they require. With a statistical significance of 0.05 claimed that each job type has a distinct impact on work commitment in relation to the topic of how various job kinds affect organizational commitment.Job satisfaction is positively correlated with worker relations with the organization. A statistical significance threshold of 0.01 indicates that organizational factors, including safety policies, relations, and salary, have an impact on staff choices to quit. Think about the following: As a result, workers who value the safety industry ought to be engaged in the operation.For this reason, it is essential to promote training. Thus, employees should receive training to improve their skills and knowledge as well as to prepare them for the job. Therefore, supporting career growth through promotion ought to be a start toward job security.

4.The choice to take action to increase safety and lower losses is in line with the ideas of who thought that safety officers were a dangerous profession and [12] who presented factors affecting the performance of personnel of the Songkhla Provincial Management Organization. According to Thanaporn Phanrai, work performance is correlated with one's capacity to work, which could be caused by insufficient pay. Therefore, employees will be able to reach their full potential if they are paid fairly. Because of this, businesses that hire security guards must focus on topics concerning quality of life, such as equal pay and income, which remain issues. [10,11,12] defined satisfaction as a positive attitude and mood toward their company.This will motivate them to give it their all.

Suggestions for research

From the results of this study, it was found that overall and individual job retention was at the highest level.

1.Since performance management procedures are based on income, security must be considered, especially for high-risk situations. Promoting personal development is essential since it has an impact on the nation's economy and employment rate, as indicated by a probability value of 0.05 in the study on the factors impacting security guard retention. The study's findings found that most of the resignations were for personal reasons, suggesting that low salaries might still have adverse effects even in situations where staff retention is strong.

2. The overall degree of job satisfaction is excellent. Study of every factor shows that security positions are crucial. They must be watched over, have their job assessed, adhere to rules, and get along with their colleagues.The security performance management strategy states that security and job objectives need to coincide.

Future research guidelines

Future research will be affected by this study, particularly in the areas of performance management and job satisfaction, as security guards in the private sector have a job that lacks standard growth due to the added cost to the organization. Therefore, the job satisfaction variable was found to be more heavily weighted than the job retention variable. The selection of employee development programs is one issue that can be examined in the sample.

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