

## Thai Labor Crisis and the Implementation of the Approach to Promote the Potential of Labor Skills Under the Sirindhorn Vocational Training School to Create Jobs and Careers with the Concepts of Rebuilding Citizenship for a Sustainable Society

Aphiwat Wangwiwat<sup>1</sup>, Chertchai Thurapaeng<sup>2</sup>, Channarong Tantiwattanodom<sup>3</sup>

<sup>1</sup>Department of Humanities and Social Sciences, Muban Chombueng Rajabhat University, Ratchaburi, 70150, Thailand, Email ID: [aphiwat2@gmail.com](mailto:aphiwat2@gmail.com)

<sup>2</sup>Department of Industrial Technology Management, Faculty of Industrial Technology, Muban Chombueng Rajabhat University, Ratchaburi, 70150, Thailand, Email ID: [aphiwat2@gmail.com](mailto:aphiwat2@gmail.com)

<sup>3</sup>Independent Scholar, Thailand, Email ID: [cnr.tantiwat@gmail.com](mailto:cnr.tantiwat@gmail.com)

### ABSTRACT

This study examines the role of the private sector in enhancing labor skills among juveniles at the Sirindhorn Vocational Training School to facilitate their reintegration into society. Employing a quantitative methodology, data were gathered from 70 participants to evaluate private sector engagement across five key dimensions: vocational skill development, physical health support, attitude transformation, training facility readiness, and inter-agency collaboration. The findings demonstrate that targeted vocational training contributes not only to employability but also to personal growth and social reintegration. Despite challenges such as rigid correctional policies and societal stigma, the study affirms that public-private cooperation plays a vital role in rebuilding citizenship among marginalized youth. These partnerships create structured pathways for transitioning from correctional care to meaningful employment, aligning with the broader objective of fostering a sustainable society. Although the multiple regression analysis showed no statistically significant predictors of perceived dignity enhancement, mental development and inter-sectoral cooperation exhibited relatively higher positive influence. These insights underscore the significance of skill-focused training and collaborative frameworks in supporting effective rehabilitation. The study recommends reinforcing public-private partnerships and advancing policy reforms to enhance reintegration outcomes and address Thailand's ongoing labor shortages.

**Keywords:** *Labor Crisis, Promoting the Potential of Labor Skills, Vocational Training, Rebuilding Citizenship, Sustainable Society*

**How to Cite:** Aphiwat Wangwiwat, Chertchai Thurapaeng, Channarong Tantiwattanodom, (2025) Thai Labor Crisis and the Implementation of the Approach to Promote the Potential of Labor Skills Under the Sirindhorn Vocational Training School to Create Jobs and Careers with the Concepts of Rebuilding Citizenship for a Sustainable Society, *Journal of Carcinogenesis*, Vol.24, No.3, 564-574.

### 1. INTRODUCTION

Over the past two decades, Thailand's labor landscape has undergone a significant shift marked by a growing disparity between the supply of labor and the demand for low-skilled workers. Many Thai workers are reluctant to engage in physically demanding or low-status jobs such as seafood processing, construction, and manufacturing support roles, resulting in a dependency on migrant labor (Spring News Online, 2021). The COVID-19 pandemic further aggravated this issue by disrupting industrial operations and labor mobility. As businesses scaled down during lockdowns and many workers returned to rural areas, the workforce in industrial sectors, especially those reliant on low-skilled labor, declined sharply. Although Thailand's economy began to rebound by the end of 2021 with increased demand for food exports, labor shortages persisted, particularly in sectors requiring basic manual labor. In response, government and business stakeholders proposed strategies to address this crisis, such as organizing vaccinations for migrant workers and promoting labor from overlooked populations, including incarcerated individuals and youth in correctional institutions.

In Samut Sakhon Province, a novel initiative was implemented to bridge the labor gap while simultaneously supporting prisoner rehabilitation. Beginning in 2016, the Samut Sakhon Provincial Industrial Council and the Chamber of Commerce collaborated with local prisons to provide vocational training and employment opportunities to prisoners nearing release.

These individuals were permitted to work in factories during the day under close supervision and received wages aligned with labor laws. The program, based on a “learning by doing” model, proved mutually beneficial: it helped factories meet labor demands while equipping inmates with essential work experience and discipline (Samut Sakhon Provincial Industrial Council Office, 2017). The success of this model prompted further collaboration through a memorandum of understanding (MOU) to extend similar vocational opportunities to juveniles from the Sirindhorn Vocational Training School. Supported by Japanese and Thai government funding, the center was established to provide technical skills training in high-demand trades such as welding, forklift operation, and electrical work.

The Sirindhorn Vocational Training School, located in Nakhon Pathom Province, operates under the Department of Juvenile Observation and Protection and focuses on preparing youth for reintegration into society through education and vocational training. Many of the juveniles in the center come from underprivileged backgrounds, with over 80% facing challenges related to poor education or economic hardship (Sirindhorn Youth Training and Development Center, 2023). The center collaborates with industrial partners to deliver hands-on training aligned with market needs, ensuring that juveniles can transition into employment after their release. For example, Manohra Food Industry Co., Ltd. and Nissan Motor (Thailand) Co., Ltd. have donated equipment and participated in apprenticeship programs. These efforts not only develop technical competencies but also build soft skills, self-confidence, and work ethics among the juveniles, thus supporting the broader mission of reducing recidivism and promoting sustainable rehabilitation (Department of Corrections, 2022).

Despite these positive developments, several barriers limit the full realization of such programs. One of the main challenges lies in the restrictive regulations of relevant government agencies, particularly the Department of Corrections, which often impedes the flexible implementation of vocational programs. In addition, persistent negative societal perceptions of former offenders, especially youth, contribute to employment discrimination and reintegration difficulties. Employers may be hesitant to engage with trained individuals due to safety concerns or mistrust, despite the proven effectiveness of such training programs. This disconnect between market demand for low-skilled labor and the reluctance to hire reformed offenders highlights the need for more comprehensive policy reform and public education. Addressing these institutional and social constraints is essential for expanding rehabilitation efforts and for developing an inclusive labor policy that benefits both marginalized groups and Thailand’s economic development (Siamrath Online, 2023; Department of Corrections, 2022).

The research objectives are:

1. To study the role of the private sector in enhancing the potential of prisoners under the care of the Sirindhorn Vocational Training School to acquire basic knowledge and labor skills before reintegrating as responsible citizens of Thai society.
2. To analyze and integrate development guidelines for enhancing the potential of labor skills among those under the care of the Sirindhorn Vocational Training School through cooperation between government agencies and the private sector.
3. To analyze and integrate the problems and obstacles in the joint operations between government agencies and the private sector in developing the labor skill potential of individuals under the care of the Sirindhorn Vocational Training School.

## 2. LITERATURE REVIEW

### 2.1 Concepts and Theories

1. Criminology and Penology Concepts and Theories: Criminology and penology are foundational disciplines for understanding the causes of criminal behavior and the development of correctional strategies. Criminology focuses on the origins, development, and prevention of criminal behavior, while penology concerns itself with the punishment, treatment, and rehabilitation of offenders. According to Chitsawang (2023), a nuanced study of these disciplines is critical for building systems that truly achieve justice through rehabilitation, rather than merely through retribution. Classical and positivist schools of criminology propose varying explanations for crime, from rational choice and deterrence to biological, psychological, and sociological causes. Wongsawan and Wongsawan (as cited in Kaenkaew, 2018) categorize these causes into theories that emphasize individual traits (biological and psychological), family dysfunctions, and environmental influences such as peer groups and socioeconomic status. Sutherland’s differential association theory posits that criminal behavior is learned through social interactions, whereas subcultural and economic theories underscore the role of poverty and social conflict in shaping delinquency. Furthermore, Hirschi’s social bond theory suggests that strong attachments to family, education, and societal norms reduce the likelihood of criminal behavior (cited in Sangthongdee, 2007; Channuwong et al., 2023). These theories collectively inform the correctional model used in Thailand, which is transitioning from punitive to rehabilitative strategies.

2. Entrepreneurial Cooperation Concepts and Theories: The concept of entrepreneurial cooperation is essential to the success of correctional vocational training and reintegration programs. Cooperation refers to the coordinated efforts of individuals, institutions, and organizations toward shared objectives. Arisophonphichet (2007) defines cooperation as the process by which people or groups come together, motivated by shared interests, to achieve a common goal. Banjongchuai

(2008), Katangchol et al. 2023 and Wongmajarapinya et al. (2023) adds that participation emerges when people hold mutual understanding and commit to collaborative action. Dubrion and Ireland (1993, as cited in Wibulsakchai, 2012) describe cooperation as the interaction between two or more parties, which leads to the joint use of resources, shared planning, and mutual benefit. Jackson and Maddy (2005) assert that cooperation enhances organizational communication, innovation, and personnel development. Furthermore, Channuwong et al. (2025) and Patta (2023) state that in the correctional context, partnerships between government agencies, correctional institutions, and private enterprises—under frameworks such as Thailand's "Public-State Project"—enable inmates to receive vocational training, labor certification, and potential employment opportunities upon release. These intersectoral collaborations help reduce stigma, improve inmate skills, and address national labor shortages.

3. Concepts on Promoting the Potential of Workers: Developing human potential, particularly among marginalized groups such as incarcerated youth, is central to building an inclusive workforce. Boydell (2018, as cited in Singhmanee, 2021) breaks down self-development into four key dimensions: health, intellect, social participation, and motivation. Health, both physical and mental, lays the foundation for consistent and productive participation in the workforce. Intellectual development involves fostering stable, adaptable thinking and lifelong learning. Social participation refers to involvement in collaborative and societal endeavors, which enhances communication and trust. Motivation, finally, is seen as the inner drive to contribute meaningfully to society and achieve personal goals. For incarcerated youth, training programs that promote both hard and soft skills, such as technical expertise and workplace etiquette, help increase employability. These programs are more effective when they also emphasize resilience, self-esteem, and adaptability, which are critical for successful reintegration. In this context, the labor potential of juveniles is not only a resource for national development but also a human capital investment that supports social equity.

4. Concepts on Returning Good People to Society: The principle of "returning good people to society" reflects a shift from punitive justice to restorative justice. Yotsapon Sutham (2018) argues that this idea, while not new, has been revitalized in Thai corrections policy, particularly in the Department of Corrections' mission to reintegrate inmates into society as productive individuals. The approach includes rehabilitation, vocational training, and efforts to reduce societal prejudice. Chokprajakchat and Aiyawarakul (as cited in Sutham, 2018) observe that Thai correctional policy has moved from focusing on punishment to behavior modification, aligning with global standards for offender treatment. Internationally, the United Nations' Nelson Mandela Rules emphasize the importance of restoring dignity and opportunity to ex-offenders (United Nations, 2015, as cited in Panyani, 2019). However, barriers persist. Social stigma, fear, and exclusionary hiring practices often prevent former offenders from re-entering the workforce, sometimes leading to recidivism. Therefore, a collaborative model involving state support, employer incentives, and public education is necessary to normalize reintegration and ensure a sustainable crime reduction.

5. Laws Related to Vocational Training and Employment of Prisoners: Legal frameworks such as Thailand's Corrections Act B.E. 2560 play a vital role in institutionalizing prisoner rehabilitation and vocational training. The Act represents a comprehensive reform aimed at aligning Thai corrections with international human rights standards. According to Chamnansri (2017), Section 52(8) of the Act permits inmates to participate in vocational training and education outside prison facilities under specific conditions, such as good conduct and proximity to release. This provision enables public-private partnerships to offer workplace-based training and apprenticeships. The law stipulates that the inmates are not entitled to formal wages, but they may receive performance-based rewards. The Ministerial Regulations ensure transparency and consistency in granting such benefits while considering the severity and nature of the offenses. The Corrections Act also emphasizes the psychological and physical well-being of prisoners, recognizing their rights to health care, education, and development. These legislative provisions reflect Thailand's commitment to preparing inmates for reintegration, reducing reoffending rates, and promoting labor force participation among rehabilitated individuals.

6. General Information of the Sirindhorn Youth Training and Development Center: The Sirindhorn Youth Training and Development Center, located in Nakhon Pathom Province, stands as a model institution for juvenile rehabilitation in Thailand. The center, established with support from the Japanese government and managed under the Department of Juvenile Observation and Protection, provides education and vocational training to male juveniles aged 15 to 25 who are under state care. As outlined in the center's program reports (Sirindhorn Youth Training and Development Center, 2023), it offers comprehensive training in trades such as electrical installation, mechanical maintenance, forklift operation, and culinary arts. The center also emphasizes behavioral rehabilitation and moral education. Through partnerships with local businesses, juveniles are given opportunities to apply their skills in real-world settings. This collaboration helps instill work discipline, responsibility, and confidence. Data show that over 80% of the center's residents lack adequate formal education, making vocational training crucial for their socioeconomic reintegration. The center's mission is not just to equip juveniles with job skills but also to foster resilience and a positive identity, enabling them to rejoin society with dignity and purpose.

## 2.2 Related Research

A review of research relevant to labor rehabilitation, correctional policy, and vocational training programs reveals a growing consensus on the value of integrating public-private cooperation in enhancing the employability of incarcerated and at-risk populations. Several studies have focused on the conditions necessary for developing vocational potential among prisoners and juvenile offenders, particularly as a pathway to social reintegration. For instance, a study by Kritsada Saengcharoenthap (2021) examines how the Yellow Ribbon program in Singapore emphasizes post-incarceration support and the role of private employers in accepting and reintegrating ex-offenders. Similar research by Kaiser (1984, as cited in Saengcharoenthap, 2021) highlights Japan's prison industrial estate model, which blends correctional rehabilitation with economic utility through structured labor systems within prisons. These models suggest that beyond training, societal attitudes, legal structures, and institutional support are all necessary to make reintegration sustainable. In the Thai context, research has pointed to the success of cooperative initiatives, such as those between the Department of Corrections and the Federation of Thai Industries, in providing prisoners with labor market-aligned skills. These projects not only improve technical competencies but also reduce recidivism by building pathways to employment upon release.

Research specific to Thailand also includes analyses of the Corrections Act B.E. 2560, which provides a legal framework for rehabilitation and work-release programs. According to Phongsak Patta (2023), one of the most promising developments has been the implementation of the "Public-State Project," a multi-stakeholder agreement among the Department of Corrections, Department of Employment, Department of Skill Development, and various private sector representatives. The project has shown effectiveness in developing inmates' skills, offering labor certification, and securing pre-release employment placements. A critical aspect of its success lies in its responsiveness to real labor market needs—especially in industries such as food processing and logistics. Related studies confirm that such projects require legal clarity, operational transparency, and continuous evaluation to remain effective. Additional research (Sirindhorn Youth Training and Development Center, 2023) explores the center's targeted vocational programs for youth, demonstrating that tailored instruction in areas like electrical work, mechanics, and industrial kitchen operations not only meet market demands but also enhance youth self-worth, responsibility, and resilience. These programs align with Boyde's (2018) multidimensional self-development framework, emphasizing psychological health, technical competence, and motivation as interrelated factors in human capital development.

Further comparative studies across Southeast Asia emphasize that effective reintegration extends beyond vocational training to include long-term support systems, societal acceptance, and policy alignment. For example, studies from the Philippines and Indonesia demonstrate that former inmates are more likely to reoffend when social stigma, lack of legal protections, and poor coordination among stakeholders hinder their return to the labor market. Research by the Thailand Institute of Justice (2020) corroborates these findings, stating that the Thai public's reluctance to hire ex-offenders often nullifies the benefits of in-prison training. Moreover, studies at Maha Sarakham Provincial Prison reveal that readiness for release is influenced by multiple factors, such as inmates' personality traits, types of vocational training, and the clarity of post-release plans (Department of Corrections, 2022). This finding suggests that rehabilitation models must be personalized and include post-release employment continuity. Other studies also emphasize the importance of aligning vocational training curricula with National Skill Standards and equipping trainees with labor certifications that are recognized across sectors. Research in the area of employer attitudes reveals that stigma reduction campaigns, financial incentives, and legal mandates can shift hiring practices. Collectively, these findings highlight the potential of the Sirindhorn Center's approach, which integrates social, legal, and economic dimensions of rehabilitation in one ecosystem.

In summary, related research strongly supports the effectiveness of vocational training and public-private collaboration in improving post-release outcomes for prisoners and at-risk youth. Models from other countries provide useful comparisons, and studies conducted within Thailand affirm the critical role of legal frameworks, labor market responsiveness, and stakeholder engagement. The Sirindhorn Youth Training and Development Center exemplifies a localized, scalable model that aligns with both the labor needs of Thailand and global best practices in rehabilitation. Nevertheless, research also warns of persistent barriers, including legal ambiguities, societal stigma, and insufficient follow-through in employment integration. Therefore, future research should explore how to enhance these models through policy reform, community engagement, and continuous monitoring. The integration of corrections, employment services, and private sector initiatives, when guided by evidence-based strategies, can form a sustainable framework for workforce reintegration and social inclusion.

## 3. METHODOLOGY

This study employed a quantitative methodology to provide a comprehensive understanding of labor skill development among juveniles under the care of the Sirindhorn Youth Training and Development Center. The research was conducted in six sequential phases. First, an extensive literature review was conducted to identify key themes related to juvenile rehabilitation, labor skill promotion, and public-private cooperation in vocational training. This foundation enabled the development of a conceptual framework and informed the design of research variables. In the second phase, the research



design was formalized, defining the scope, objectives, population, and instruments. The third phase involved instrument development, including a structured questionnaire and interview guide. These instruments were validated by five subject matter experts for content validity, and a pilot test was conducted with 30 individuals to assess reliability, resulting in a Cronbach's alpha of .988, indicating high internal consistency (Povinelli & Hambleton, 1977). The fifth phase included a seminar to validate the feasibility and applicability of the research findings with stakeholders. Finally, a comprehensive report was prepared, analyzing results under the research objectives.

**Population and Sample:** The target population for the quantitative component consisted of 85 juveniles under the supervision of the Sirindhorn Youth Training and Development Center. A purposive sampling technique was employed, focusing on youth who had participated in vocational training programs. From this group, 70 individuals were selected as respondents for the questionnaire, based on a sample size table by Krejcie and Morgan (1970), ensuring a 95% confidence level with a 0.05 margin of error. These informants comprised executives from the Samut Sakhon Provincial Industrial Council (3), the Samut Sakhon Chamber of Commerce (2), the Samut Sakhon Provincial Prison (3), skilled workers and business practitioners from Samut Sakhon (5), and administrators from the Sirindhorn Youth Training and Development Center (3), as well as 14 others with relevant operational roles. The geographical scope of the study covered five main areas: the Sirindhorn Youth Training and Development Center in Nakhon Pathom Province, Samut Sakhon Provincial Industrial Council, Samut Sakhon Chamber of Commerce, Samut Sakhon Provincial Prison, and selected businesses in Samut Sakhon Province.

**Instruments Used for Data Collection:** The research utilized two primary instruments: a structured questionnaire for quantitative data. The questionnaire consisted of three parts. Part one collected demographic information such as gender, age, education level, and vocational training field. Part two measured perceptions of the role of the private sector in enhancing labor skills across five dimensions: skill development, physical health, attitude formation, training location accessibility, and inter-agency cooperation. Responses were rated on a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5), allowing for nuanced interpretation. Part three included open-ended questions for additional comments. The interview guide mirrored these five thematic areas but allowed for deeper exploration through open-ended questions. Content validity was ensured through expert review using the Item-Objective Congruence (IOC) method (Povinelli & Hambleton, 1977), and reliability testing demonstrated a high Cronbach's alpha score of .988. The instruments were finalized after incorporating feedback from subject matter experts, including university faculty and administrators with experience in corrections and vocational education.

**Data Collection:** Data were collected over six months from October 2024 to March 2025. For the quantitative portion, researchers coordinated with the Sirindhorn Youth Training and Development Center to distribute and collect the questionnaires from 70 youth participants. Permission letters were obtained in advance, and data collection was conducted in person, with guidance provided to respondents where necessary to ensure accuracy and completeness. Data collection adhered strictly to ethical standards, including voluntary participation, informed consent, and confidentiality, in alignment with institutional review protocols.

**Data Analysis and Statistics Used:** Quantitative data were analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation, to summarize demographic characteristics and perceptions related to private sector engagement in labor skill development. These analyses were conducted using a statistical software package, enabling accurate interpretation of Likert scale responses. Additionally, multiple regression analysis was employed to examine the relationships among the five independent variables and the perceived enhancement of dignity as the dependent variable. This method enabled the assessment of each factor's predictive power and direction of influence within the overall model. This comprehensive analysis provided a robust understanding of the interplay between institutional policies, vocational training implementation, and stakeholder collaboration, contributing valuable insights for future policy and program development.

#### 4. RESEARCH RESULTS

There are 3 parts in this section, and the results are shown part by part as follows:

**Part 1** analyzes the role of the private sector in enhancing the potential of prisoners under the care of the Sirindhorn Vocational Training School to have basic knowledge and labor skills before returning to being good citizens of Thai society. The results are shown in Table 1 below.

**Table 1: General information of the participants**

Items	Number of respondents	Percentage (%)
<b>Gender</b>		
Male	43	61.40
Female	27	38.60
<b>Age</b>		
15-17 years old	28	40.0
18-23 years old	42	60.0
<b>Educational Levels</b>		
Primary 6	17	24.30
Lower Secondary	20	28.60
Upper Secondary/Vocational Education Certificate	15	21.40
Higher Vocational Certificate	12	17.10
Never attended school	6	8.60
<b>Professional Units Receiving Training</b>		
Car painter	7	10.0
Auto mechanic	11	15.70
Air conditioning and refrigeration maintenance technician	14	20.00
Electrician	15	21.40
Electric welder	12	17.10
Factory mechanic	6	8.60
Computer graphics	5	7.10
<b>Total</b>	<b>70</b>	<b>100</b>

Table 1 presents the general demographic and educational characteristics of 70 participants under the care of The Sirindhorn Vocational Training School, emphasizing their gender, age, education levels, and vocational training units. Among the respondents, the majority were male, accounting for 61.4 percent, while females represented 38.6 percent. The age distribution shows that 60 percent were between 18 to 23 years old, with the remaining 40 percent aged 15 to 17 years old. The educational attainment, the highest proportion had completed lower secondary education at 28.6 percent, followed by 24.3 percent who had completed primary education. Additionally, 21.4 percent had attained an upper secondary or vocational education certificate, 17.1 percent held a higher vocational certificate, and 8.6 percent had never attended school. Regarding vocational training units, participants were enrolled in various skill development programs, with electrician training being the most common, involving 21.4 percent of respondents. This was followed by air conditioning and refrigeration maintenance at 20 percent and auto mechanics at 15.7 percent. Other training units included electric welding and car painting, each accounting for 17.1 percent and 10 percent, respectively, while factory mechanics and computer graphics had smaller shares at 8.6 percent and 7.1 percent. These figures illustrate the Center's diverse approach in equipping youth with practical, labor market-aligned skills, with an emphasis on technical trades that are in demand within the industrial sector. The data also reflects the Center's role in supporting undereducated youth through vocational empowerment for reintegration into society.

**Table 2: Levels of the roles of the private sector in strengthening the potential of those under the care of the Sirindhorn Vocational Training School**

(N=70)

The roles of the private sector in strengthening the potential of those under the care of the Sirindhorn Vocational Training School	Scores		Interpretation
	$\bar{X}$	S.D.	
Promotion of labor skills	4.33	0.70	High
Physical health	4.26	0.73	High
Attitude	4.30	0.79	High
Training venues	4.26	0.79	High
Cooperation between government agencies and the private sector	4.22	0.76	High
<b>Total</b>	<b>4.27</b>	<b>0.71</b>	<b>High</b>

Table 2 presents the evaluation of the roles played by the private sector in strengthening the potential of individuals under the care of The Sirindhorn Vocational Training School across five key dimensions. The findings, based on responses from 70 participants, reveal that all aspects were rated at a high level of effectiveness. The overall mean score was 4.27 with a standard deviation of 0.71, indicating consistently positive perceptions. Among the five dimensions assessed, the promotion of labor skills received the highest mean score of 4.33, suggesting strong engagement by the private sector in equipping

youth with practical skills. Attitude development followed closely with a mean of 4.30, reflecting efforts to instill positive mindsets and behavioral change. Both physical health support and training venue provision were equally rated at 4.26, highlighting the private sector's contribution to holistic development and infrastructure. The dimension of cooperation between government agencies and private entities was slightly lower but still rated high, with a mean score of 4.22. Overall, the results demonstrate the significant and well-rounded role of private sector participation in supporting the rehabilitation and reintegration efforts for youth at the Center, with particular emphasis on skill development and supportive collaboration.

**Table 3: Levels of the roles of the private sector in strengthening the potential of those under the care of the Sirindhorn Vocational Training School in each aspect**

(N=70)

The roles of the private sector in strengthening the potential of those under the care of the Sirindhorn Vocational Training School	Scores		Interpretation
	$\bar{X}$	S.D.	
<b>Promotion of labor skills</b>			
Vocational training that matches your aptitudes and interests	4.46	0.74	High
<b>Physical health</b>			
Necessities such as food, drinking water, bedding, and clothing are provided appropriately	4.40	0.82	High
<b>Attitude</b>			
Use past mistakes to improve and develop the mind	4.39	0.82	High
<b>Training venues</b>			
The training venue has drinking water service points with clean, safe, and sufficient water glasses	4.37	0.84	High
<b>Cooperation between government agencies and the private sector</b>			
Getting training and study visits at the workplace	4.43	0.73	High
<b>Total</b>	<b>4.27</b>	<b>0.71</b>	<b>High</b>

Table 3 provides a detailed breakdown of how the private sector contributes to strengthening the potential of juveniles under the care of the Sirindhorn Vocational Training School across specific aspects within five key domains. The overall average score was 4.27 with a standard deviation of 0.71, indicating a high level of effectiveness. Among the individual items assessed, vocational training tailored to students' aptitudes and interests under the domain of labor skill promotion received the highest mean score of 4.46, emphasizing the relevance and alignment of training to participants' future employment needs. The provision of essential physical needs, such as food, water, bedding, and clothing, followed by a mean of 4.40, reflecting a strong commitment to the youths' well-being. Using past mistakes to foster attitude improvement scored 4.39, highlighting the psychological and behavioral support offered. Training venue adequacy, including access to safe drinking water, scored 4.37, showing attention to the learning environment. Lastly, cooperation in facilitating training and workplace study visits between the government and private sectors received a score of 4.43, reinforcing the importance of inter-sectoral partnerships. All components were rated highly, confirming the multidimensional impact of private sector involvement in juvenile rehabilitation and reintegration efforts.

**Part 2: Analysis of the development guidelines for enhancing the potential of laborers under the care of the Sirindhorn Vocational Training School through cooperation between government agencies and the private sector.**

This part can be analyzed in 5 key points as follows:

1. **Holistic Support from the Private Sector:** The research reveals that the private sector plays a pivotal role in enhancing the potential of juveniles under the care of the Sirindhorn Vocational Training School. This involvement spans across five critical areas: promotion of labor skills, physical health, attitude development, provision of training venues, and collaboration with government agencies. Among these, vocational training that aligns with students' aptitudes and interests scored the highest. This reflects a strong emphasis on ensuring that skill development is both practical and tailored to individual capabilities, thereby increasing the chances of successful reintegration into the labor market.

2. **Emphasis on Practical and Relevant Training:** Electrician training emerged as the most popular vocational field among the youth, followed by air conditioning and refrigeration, auto mechanics, welding, and painting. These fields correspond directly with industrial labor demands in Thailand, especially in sectors experiencing chronic labor shortages. The training programs are designed not only to transfer technical skills but also to instill discipline and responsibility, aligning with national goals to build a skilled and resilient workforce through rehabilitation.

3. **Health and Well-being as Foundations of Learning:** Physical health support is another area where the private sector's contribution is significant. The provision of essential items such as clean drinking water, adequate bedding, and nutritious

meals ensures that trainees are physically prepared to participate in rigorous vocational activities. These elements are crucial, as they foster a stable learning environment and reflect a broader understanding of rehabilitation that includes physical and mental well-being.

4. Attitude and Behavior Transformation: The use of past mistakes as learning tools plays a central role in developing the right attitudes among participants. Programs aim to transform behavior, foster resilience, and promote personal accountability. This behavioral support complements the technical training, helping juveniles build not just employable skills but also the emotional and social competencies necessary for reintegration into society.

5. Inter-Agency and Public-Private Collaboration: The cooperation between the private sector and government agencies is vital to the program’s success. The opportunity for workplace visits and hands-on experience reinforces classroom learning and provides real-world context. This form of collaboration strengthens trust among stakeholders and enhances the credibility of the rehabilitation program. Together, these efforts contribute to a model that is not only effective in reducing recidivism but also serves as a scalable framework for addressing Thailand’s broader labor challenges through restorative justice and vocational empowerment.

**Part 3:** Analysis of the problems and obstacles in the joint operation between the government and private sectors in developing the potential of laborers under the care of the Sirindhorn Vocational Training School.

The results of this part reveal that:

1. Structural and Legal Challenges in Policy Implementation: One of the primary barriers to effective cooperation between the public and private sectors in developing labor skills among youth at The Sirindhorn Vocational Training School lies in existing government policies, laws, and regulations. The rigidity and ambiguity of policies, especially from key agencies like the Department of Corrections and the Ministry of Justice, often hinder smooth collaboration. These institutions struggle with inconsistent guidelines and overlapping jurisdictional roles that delay or complicate partnerships with the private sector. Furthermore, the legal framework lacks clarity in how vocationally trained juveniles should be protected under labor laws. This creates uncertainty for employers regarding liability, safety, and legal obligations. Consequently, the absence of a streamlined policy environment limits the scalability and sustainability of vocational initiatives for incarcerated youth, despite the demand and enthusiasm from some businesses to engage.

2. Negative Perceptions and Social Stigma: Social attitudes remain a significant obstacle to reintegration efforts. Former offenders, even those with certified vocational skills, face strong bias from potential employers and society at large. There is widespread distrust of youth with criminal records, particularly in roles that involve responsibility, safety, or handling valuable goods. Business owners are often hesitant to allow such individuals into sensitive environments due to perceived security and reputational risks. Even though some companies, such as those that have partnered with the Center, have reported positive outcomes and dependable performance from trainees, these are exceptions rather than the norm. The societal stigma surrounding juvenile offenders leads to exclusion from mainstream employment channels and limits the practical impact of their vocational training.

3. Labor Market Discrepancies and Misalignment: Despite a growing labor shortage in Thailand’s manufacturing and industrial sectors, particularly in physically demanding or undesirable roles, many Thai workers refuse to accept these jobs. Ironically, these are the same jobs that rehabilitated juveniles are trained for through vocational programs. However, the failure to match youth training outcomes with employer expectations in a structured way creates inefficiencies. The lack of systematic workforce planning and coordination between training centers and employers results in missed opportunities. If effectively addressed, this gap could provide dual benefits: meeting urgent labor needs and reducing recidivism among vulnerable youth populations.

5. THE APPLICATION OF THE RESEARCH ANALYSIS AS NEW KNOWLEDGE

According to the research results, they can be applied with the results of multiple regression and its equation, as shown in Table 4.

Table 4: Multiple regression analysis

Independent Variables	B	S.E.	Beta	t	Sig.
a Constant	3.842	.876	-	4.387	.000*
Promotion of Labor Dignity (x <sub>1</sub> )	-.090	.490	-.089	-.184	.856
Physical Health Support (x <sub>2</sub> )	-.573	.811	-.606	-.707	.486
Mental Development (x <sub>3</sub> )	.670	.647	.777	1.036	.310
Readiness of Vocational Training Facilities (x <sub>4</sub> )	-.462	.692	-.533	-.668	.510



Cooperation between Government and Private Sector ( $x_5$ )	.523	.560	.582	.934	.359
---	------	------	------	------	------

Note: Statistically significant at the .05 level

$R = .318$ ,  $R^2 = .101$

Table 4 presents the results of a multiple regression analysis examining the role of the private sector in enhancing the dignity of individuals under the care of the Sirindhorn Juvenile Vocational Training School. The aim was to assess how various aspects contribute to the development of knowledge and vocational skills among youths, facilitating their reintegration into society. The model's overall explanatory power is modest ( $R = .318$ ,  $R^2 = .101$ ), indicating that only 10.1% of the variance in perceived dignity enhancement is explained by these five factors. The constant ( $B = 3.842$ ,  $p = .000$ ) is statistically significant, suggesting a baseline perception of dignity enhancement exists independently of the variables analyzed. The variable with the highest standardized coefficient (Beta = .777) is mental development ( $x_3$ ), yet it is not statistically significant ( $p = .310$ ). All other factors show low or negative effects with non-significant results, suggesting further research or different variable selection may be needed.

Furthermore, from the table, the regression equation for predicting the enhancement of dignity based on the independent variables is:

$$Y = 3.842 - 0.090x_1 - 0.573x_2 + 0.670x_3 - 0.462x_4 + 0.523x_5$$

The equation revealed that  $x_1$  had a slight negative impact, not statistically significant;  $x_2$  indicated a stronger negative relationship, not significant;  $x_3$  had the highest positive impact among all variables, not significant;  $x_4$  also negatively impacted dignity perception, and  $x_5$  showed a moderate positive contribution, respectively.

This regression model, though statistically weak, had an  $R^2$  of 0.101, indicating only 10.1% of the variance was explained. It provided practical insight that

1. Program improvement: Policymakers at juvenile vocational training schools may reconsider emphasis on mental development ( $x_3$ ) and inter-agency cooperation ( $x_5$ ), as they show the strongest positive associations.
2. Policy redesign: The negative or weak relationships from other factors suggest the need to evaluate the effectiveness of labor dignity programs, health support, and training site readiness.

Therefore, these findings suggest that while the private sector has a role in enhancing individual dignity, the specific dimensions measured did not show statistically significant impacts in this sample. Policymakers and administrators can use these results to re-evaluate and enhance the specific programs or interventions offered, particularly focusing on how mental development and inter-agency cooperation might be improved or more accurately measured. Furthermore, it emphasizes the need for more robust support mechanisms and a reassessment of current strategies to effectively foster vocational dignity and successful reintegration into society. All results above go through the components of the private sector's role in strengthening the potential of people under the care of the Sirindhorn Vocational Training School as shown in Figure 1.



**Figure 1: Components of the private sector's role in strengthening the potential of people under the care of the Sirindhorn Vocational Training School**

Figure 1 illustrates the conceptual framework identifying five core components of the private sector's role in enhancing the labor potential of juveniles under the care of the Sirindhorn Vocational Training School: (1) promotion of labor dignity, (2) physical health support, (3) mental development, (4) vocational training facility readiness, and (5) inter-agency cooperation. These dimensions are directly aligned with the research's primary objective, to analyze how private sector involvement facilitates the rehabilitation and reintegration of marginalized youth into society as skilled, employable citizens. Table 4 provides the quantitative analysis of this model through a multiple regression framework, assessing the impact of each component on the perceived enhancement of individual dignity. While the regression results reveal that none of the five components show statistically significant influence, mental development and inter-agency cooperation exhibit relatively higher positive standardized coefficients ( $\text{Beta} = 0.777$  and  $0.582$ , respectively), suggesting practical value despite limited statistical strength. Together, Figure 1 and Table 4 reinforce the multidimensional, collaborative nature of effective vocational rehabilitation. Although challenges persist, such as policy rigidity and social stigma, the integrated model reflects a promising strategy for addressing labor shortages and reducing recidivism through structured public-private cooperation.

## 6. CONCLUSION AND RECOMMENDATIONS

### 6.1 Conclusion

This research concludes that the private sector plays a pivotal role in enhancing the labor potential of juveniles under the care of the Sirindhorn Vocational Training School. The findings underscore the multidimensional support provided by private enterprises, including vocational skill training, health provisions, attitude development, access to appropriate training venues, and cooperation with governmental agencies. Quantitative results, though lacking statistical significance in regression outcomes, suggest practical implications, particularly in the areas of mental development and inter-agency collaboration, which exhibit relatively higher positive contributions toward perceived dignity enhancement. Despite these contributions, several structural barriers hinder the full realization of rehabilitation goals. Governmental policies and legal frameworks are often rigid, inconsistent, and ambiguous, making it difficult to implement vocational programs effectively. Additionally, the pervasive social stigma attached to former juvenile offenders continues to obstruct employment opportunities, even for those with certified skills. Employers remain cautious due to concerns about safety, legal responsibilities, and public perception, which undermines reintegration efforts. Furthermore, there is a disconnect between labor market needs and vocational training outcomes. While training is designed to meet industry demands, the absence of coordinated workforce planning limits its effectiveness. Addressing these issues requires more than isolated interventions—it calls for a systemic, policy-driven approach that aligns legal frameworks, employer engagement, and public education. Ultimately, the study affirms that empowering juveniles through structured, skill-oriented training and collaborative public-private partnerships can contribute significantly to social reintegration, reduce recidivism, and help alleviate labor shortages in Thailand's industrial sectors.

### 6.2 Recommendations

**Recommendations for Stakeholders:** Stakeholders, including government agencies, vocational training institutions, and private sector partners, should strengthen collaborative mechanisms to enhance the labor potential of juveniles under correctional care. The development of flexible policy frameworks is crucial to support smooth public-private cooperation in vocational programs. Employers should be encouraged through legal protection, incentives, and public campaigns to accept certified juveniles into the workforce. Meanwhile, the Department of Corrections and related agencies should streamline operational guidelines and ensure that training programs align with actual labor market demands. Additionally, ongoing support for juveniles after release, such as job placement services, mentorship, and psychological counseling, can foster long-term reintegration and reduce recidivism.

**Recommendations for Future Research:** Future research should broaden its scope to include larger and more diverse samples across different regions and correctional institutions to enhance the generalizability of findings. Longitudinal studies are also recommended to track the post-release employment outcomes and social reintegration of juveniles who participated in vocational training programs. Moreover, mixed-methods studies that include employer perspectives and comparative case analyses would provide deeper insights into the barriers and enablers of successful public-private partnerships. Investigating policy impact and the effectiveness of specific training models will be valuable in guiding national strategies for inclusive labor development and justice-based rehabilitation.

## REFERENCES

- [1] Arisophonphichet, S. (2007). Principles of cooperation. Bangkok: Educational Media Publishing.
- [2] Banjongchuai, W. (2008). Community participation: Concepts and practices. Bangkok: Ramkhamhaeng University Press.
- [3] Boydell, T. (2018). Self-development and learning. In S. Singhmanee (Ed.), Human resource development (pp. 26–27). Bangkok: Chulalongkorn Press.

- [4] Chamnansri, N. (2017). Corrections Act B.E. 2560 summary. Retrieved from <http://lad.correct.go.th>
- [5] Channuwong, S., Rattananda, N., Sutthadaanantaphokin, K., Benjawatanapon, W., & Wang, a. S. (2025). Personal factors, organizational factors and environmental factors affecting b. stress of Thai higher education institution personnel. *Journal of Carcinogenesis*, c. 24(3), 430-440.
- [6] Channuwong, S., Snongtaweeporn, T., Harnphanich, B., Benjawatanapon, W. (2023). Creative leadership affecting organizational performance according to the Balanced Scorecard: A case study of public limited companies in Bangkok, Thailand. *Journal of Namibian Studies*, 33, 4034-4057.
- [7] Chitsawang, S. (2023). Introduction to criminology and penology. Retrieved from <https://sites.google.com>
- [8] Chokprajakchat, S., & Aiyawarakul, T. (2018). Behavior modification in Thai correctional policy. In Y. Sutham (Ed.), *Returning good people to society: Thai corrections in transition* (pp. 44–56). Bangkok, Thailand: Department of Corrections. (Cited in the restorative justice section)
- [9] Department of Corrections. (2022). Corrections policies and rehabilitation programs. Retrieved from <http://www.correct.go.th>
- [10] Dubrion, T., & Ireland, R. D. (1993). *Management and organization theory*. Boston, MA: McGraw-Hill. (Cited in Wibulsakchai, 2012)
- [11] Jackson, P. R., & Maddy, D. (2005). *Organizational behavior and cooperative work environments*. New York, NY: Palgrave Macmillan. (Referenced in the cooperation theories section)
- [12] Kaenkaew, S. (2018). *Crime and corrections*. Bangkok, Thailand: Legal Research Institute. (Already listed but ensure it's used with correct in-text citation)
- [13] Kaenkaew, S. (2018). *Crime and corrections*. Bangkok: Legal Research Institute.
- [14] Kaiser, G. (1984). Rehabilitation and economic contribution through prison industry. In K. Saengcharoenthap (Ed.), *Prison rehabilitation models in East Asia* (pp. 68–69). Bangkok: Justice Development Press.
- [15] Katangchol, S., Channuwong, S., & Snongtaweeporn, T. (2023). The model of human resource management for organizational sustainability in the new normal age. *International Journal of Advanced Research*, 11(3), 156-166.
- [16] Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610.
- [17] Panyani, W. (2019). *Mandela Rules and Thai corrections*. Bangkok: Justice Foundation Press.
- [18] Patta, P. (2023). Parliamentary debate on prisoner reintegration. Retrieved from <https://www.parliament.go.th>
- [19] Povinelli, D. J., & Hambleton, R. K. (1977). Test item congruence and content validity indices: A method of evaluating content validity. Amherst, MA: University of Massachusetts.
- [20] Saengcharoenthap, K. (2021). *Work and dignity: Rehabilitation models in Thailand and Singapore*. Bangkok: Thai Institute of Justice.
- [21] Samut Sakhon Provincial Industrial Council Office. (2017). *Workplace training collaboration with correctional institutions*.
- [22] Sangthongdee, P. (2007). *Control theory and criminal behavior*. Bangkok: Social Studies Review.
- [23] Siamrath Online. (2023). Samut Sakhon industries provide opportunities for reformed youth. Retrieved from <https://siamrath.co.th/n/424664>
- [24] Spring News Online. (2021). Labor shortage in Thai manufacturing and the COVID-19 response. Retrieved from <https://www.springnews.co.th>
- [25] Sutham, Y. (2018). *Returning good people to society: Thai corrections in transition*. Bangkok: Department of Corrections.
- [26] Thailand Institute of Justice. (2020). *Public perception and employment opportunities for former offenders*. Bangkok: TIJ Press.
- [27] The Sirindhorn Vocational Training School. (2023). *Youth Skill Development Project Report*. Retrieved from <https://www.eef.or.th>
- [28] The Sirindhorn Vocational Training School. (2023). *Annual training report*. Nakhon Pathom: Department of Juvenile Observation and Protection.
- [29] United Nations. (2015). *The United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)*. Retrieved from [https://www.unodc.org/documents/justice-and-prison-reform/Nelson\\_Mandela\\_Rules-E.pdf](https://www.unodc.org/documents/justice-and-prison-reform/Nelson_Mandela_Rules-E.pdf)
- [30] Wibulsakchai, D. (2012). *Public-private partnership in corrections*. Bangkok: Thammasat Press.
- [31] Wongmajarapinya, K., Channuwong, S., & Pratoomsawat, T. (2023). The model of modern management influencing sustainable organization development of Thai Smile Bus Company Limited. *Migration Letters*, 21(S2), 385-399.