

Krit Taweeponsarn*, Chedthida Kusalsaiyanon, and Jutharat Pinthapataya

kritmct@gmail.com*, chedthida.k@bid.kmutnb.ac.th, and jutharat.p@bid.kmutnb.ac.th

Department of Industrial Business and Human Resource Development, Faculty of Business and Industrial Development, King Mongkut's University of Technology North Bangkok, Bangkok 10800 Thailand

*Corresponding author E-mail: kritmct@gmail.com

Received: January 30, 2026 **Revised:** February 26, 2026 **Accepted:** March 10, 2026

Citation reference :

Taweeponsarn, K., Kusalsaiyanon, C., & Pinthapataya, J. (2026). The acceptance of technology affecting digital transformation of the Thai furniture industry. **International Journal of Industrial Education and Technology**, 8(1), 13-24.

 ABSTRACT

This study investigates technology adoption and digital transformation among entrepreneurs in the Thai furniture industry. The objectives aimed: 1) to study the level of opinions regarding technology adoption among entrepreneurs in the Thai furniture industry, 2) to study the level of opinions on digital transformation within the same group of Thai furniture industry, 3) to compare the level of technology acceptance among Thai furniture industry classified by different business characteristics, 4) to compare the level of digital transformation among Thai furniture industry classified by different business characteristics, and 5) to study technology adoption influencing digital transformation among entrepreneurs in the Thai furniture industry. A total of 331 entrepreneurs participated in the study. Data was collected through structured questionnaires and analyzed using descriptive statistics, ANOVA, and multiple regression analysis. The findings revealed that both technology adoption and digital transformation were perceived at a high level. Significant differences in technology adoption were found across most business characteristics, except for the type of business operation. Similarly, digital transformation varied significantly across business characteristics, excluding main distribution channels. Furthermore, four key factors of technology adoption perceived usefulness, perceived ease of use, intention to use, and perceived acceptance in terms of investment and budget allocation were identified as significant predictors of digital transformation ($p < 0.05$). These insights highlight the critical role of technology adoption in driving digital transformation within the Thai furniture sector, offering valuable implications for strategic planning and policy development.

Keywords: Technology adoption, Digital transformation, Thai furniture manufacturing industry

I. INTRODUCTION

The Thai furniture industry is a significant contributor to the nation's economy, accounting for approximately 0.36% of GDP and generating substantial export revenues. Historically, the sector experienced steady growth, with exports increasing from USD 1,436 million in 2020 to USD 1,673 million in 2021. However, recent trends reveal a decline in production volume, averaging a 16.8% annual decrease between 2021 and 2024, despite a slight recovery in 2024 (Office of Industrial Economics, 2025, pp. 1-14). This shift reflects structural changes as manufacturers transition from mass production of low-cost furniture where competition from imports, particularly from China, is intense toward high-value products such as multi-functional and luxury furniture. While production volume has decreased, export value continues to grow, driven by demand from key markets like the United States. The industry faces challenges including rising raw material and labor costs, fragile domestic purchasing power, and stricter international environmental regulations, prompting firms to adopt sustainable practices and advanced technologies to remain competitive. (Thianprasith & Ritsuk, 2025, pp. 1-5)

Several studies have examined technology adoption and digital transformation in manufacturing sectors, emphasizing their role in enhancing efficiency, reducing costs, and improving competitiveness. Research grounded in the Technology Acceptance Model (TAM) highlights factors such as perceived usefulness, ease of use, and intention to adopt as critical determinants of technology acceptance. (Marikyan and Papagiannidis, 2025, pp. 1-17) Prior literature also suggests that digital transformation enables businesses to expand market reach, innovate product design, and integrate into global supply chains. However, small and medium-sized enterprises (SMEs) often face barriers such as high investment costs, lack of technical expertise, and limited awareness of long-term benefits, which hinder technology adoption. These challenges are particularly relevant in traditional industries like furniture manufacturing, where manual processes and conventional marketing strategies remain prevalent. (Lee et al., 2021, pp. 8289-8304)

Building on these insights, the present study investigates technology adoption and digital transformation among entrepreneurs in the Thai furniture industry. Using a structured questionnaire, data were collected from 331 entrepreneurs and analyzed through descriptive statistics, ANOVA, and multiple regression. The research examines entrepreneurs' perceptions of technology adoption and digital transformation, compares these levels across different business characteristics, and explores how technological adoption influences digital transformation. By identifying key factors driving digital integration, this study provides practical implications for strategic planning and policy development aimed at fostering competitiveness and sustainability in the Thai furniture sector.

This study aims to explore the perspectives of entrepreneurs in the Thai furniture industry regarding both technology adoption and digital transformation. It seeks to assess their overall opinions on these two critical aspects and examine how these perceptions vary across businesses with different characteristics. In addition, the research investigates whether differences exist in the levels of technology acceptance and digital transformation when classified by specific business attributes. Finally, the study focuses on understanding the extent to which technology adoption influences digital transformation within this industry, providing insights into the factors that drive successful digital integration.



II. LITERATURE REVIEW

The Thai furniture industry is a key contributor to the national economy, accounting for 0.36% of GDP. Between 2020 and 2021, export value rose from USD 1,436 million to USD 1,673 million. In 2024, production volume reached 8,106 thousand units (+3.6% YoY), but the long-term trend shows a decline of 16.8% annually, driven by a shift toward high-quality, multifunctional, and luxury furniture. Domestic sales in 2024 were 2,079 thousand units (+0.1%), with early 2025 showing a 7.5% YoY increase, largely due to rising imports from China. Exports remain the industry's core, representing 70% of production. In 2024, export volume was 6,113 thousand units (+3.1%), though the long-term trend reflects a 17.4% annual decline. Despite this, export value grew to USD 1,796 million (+11.5%), led by the U.S. market (+26.8%), signaling a transition to high-value products. (Office of Industrial Economics, 2025, pp. 1-14) Early 2025 saw a further 20% increase in export value, driven by accelerated shipments ahead of countervailing duties. Major export destinations in 2024 included the U.S. (54.2%), ASEAN (11.4%), Japan (9.8%), China (3.4%), and the EU (2.9%). Imports also surged, reaching USD 1,544 million (+11.2%) in 2024, with China dominating at 79.3%. In early 2025, imports grew by 16.2% YoY. (Thianprasith and Ritsuk, 2025, pp.1-5).

The Thai furniture industry faces multiple risk factors, including declining domestic purchasing power due to high household debt, rising production costs, and intense competition from low-cost Chinese imports. Additional challenges stem from currency appreciation and stricter environmental regulations such as CARB, EUDR, and CBAM, compelling entrepreneurs to adopt ESG frameworks and eco-friendly product strategies for long-term competitiveness. (Malisuwan, 2018, pp. 23-42) Technology adoption is critical for sustainable growth, yet SMEs remain hesitant due to perceived high costs, complexity, and limited short-term benefits. The Technology Acceptance Model (TAM), emphasizing Perceived Usefulness and Ease of Use, explains this reluctance, as many firms still rely on traditional production systems (Prathum and Usenyang, 2022, pp. 9-15). Digital transformation is essential, requiring a shift from mere technology implementation to comprehensive organizational reengineering (Deloitte, 2022, pp. 23-36). Key technologies include ERP systems, automation, supply chain management, and online platforms, aimed at improving efficiency, reducing costs, and fostering innovation. Successful transformation involves three dimensions: enhancing customer experience, optimizing operations, and creating new digital business models. (Rattanahame, 2018, pp. 50-52) Failure to adapt risks loss of competitiveness and inability to meet modern consumer demands such as modular furniture, FaaS, and sustainable design. Government support, training, and education are vital to accelerate Industry 4.0 adoption. (Sapsanguanboon and Faijaidee, 2020, pp. 16-22) Ultimately, technology acceptance drives digital transformation, which is no longer optional but a necessity for survival amid rapid digital disruption. This study focuses on technology acceptance and its impact on the digital transformation of Thailand's furniture industry. The research adopts the Technology Acceptance Model (TAM) as the theoretical foundation, following the framework developed by Marikyan and Papagiannidis (2025, pp. 1-17). The study examines factors influencing technology acceptance and innovations related to digital transformation within the industry. Based on this approach, the conceptual framework for the research is outlined as shown in Figure 1.



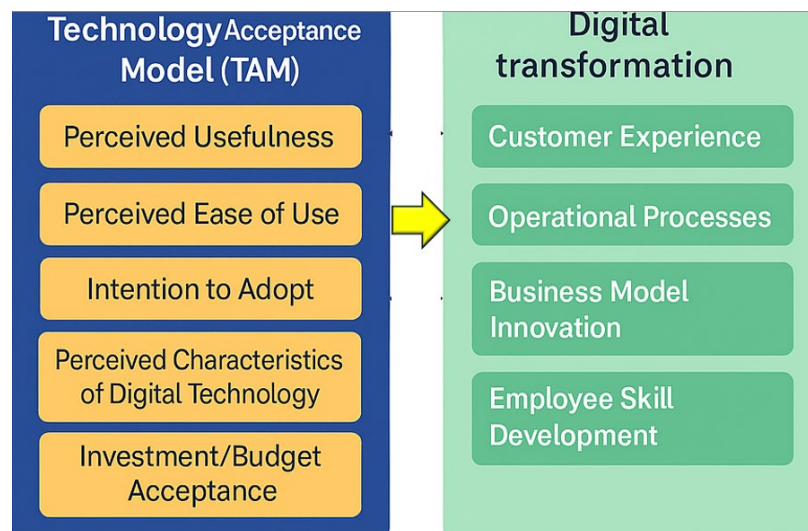


Figure 1: Technology acceptance

III. RESEARCH METHODOLOGY

This study is quantitative research. The population in this research consists of entrepreneurs in Thailand's furniture industry who hold decision-making authority in business policy within their organizations or act as authorized representatives, totaling 2,974 individuals. (Office of Industrial Economics, 2025, pp. 1-14) The sample group includes 353 furniture industry entrepreneurs in Thailand, with the sample size determined using Taro Yamane's formula (Yamane, 1973, pp. 368-391) and selected through simple random sampling. A total of 331 complete responses were received.

This research focuses on technology acceptance and its influence on the digital transformation of Thailand's furniture industry. The study adopts the Technology Acceptance Model (TAM) based on the theoretical framework by Marikyan and Papagiannidis (2025, pp. 1-17) to examine the factors influencing technology acceptance and its impact on digital transformation (Phuengyaem, 2023, pp. 49-51). Technology acceptance is driven by the intention to use technology, which is influenced by perceived usefulness, perceived ease of use, intention to adopt, perceived characteristics of digital technology, and perceived acceptance in terms of investment and budget. These factors affect digital transformation in four key areas: customer experience, operational processes, business model innovation, and employee skill development.

This study employs quantitative data analysis to explore the personal and business characteristics of entrepreneurs in Thailand's furniture industry. Descriptive statistics, including frequency and percentage, are used to present the basic information of the sample group. Additionally, the levels of opinion regarding technology acceptance and digital transformation within organizations are analyzed using mean and standard deviation. To compare differences in business characteristics with technology acceptance and digital transformation, the study applies One-Way Analysis of Variance (ANOVA). Furthermore, the impact of technology acceptance on digital transformation is examined using Multiple Regression Analysis, to identify causal relationships between the variables.

IV. RESULTS

This study, titled Technology Acceptance and Its Impact on the Digital Transformation of Thai Furniture Industry, was conducted using a quantitative research approach to examine the relationship between technology acceptance and digital transformation among 331 furniture industry entrepreneurs in Thailand.

The findings revealed that, in terms of personal factors, most respondents were male, aged between 26-45 years, held a bachelor's degree, and had 11-15 years of experience in the industry as shown in Figure 2.

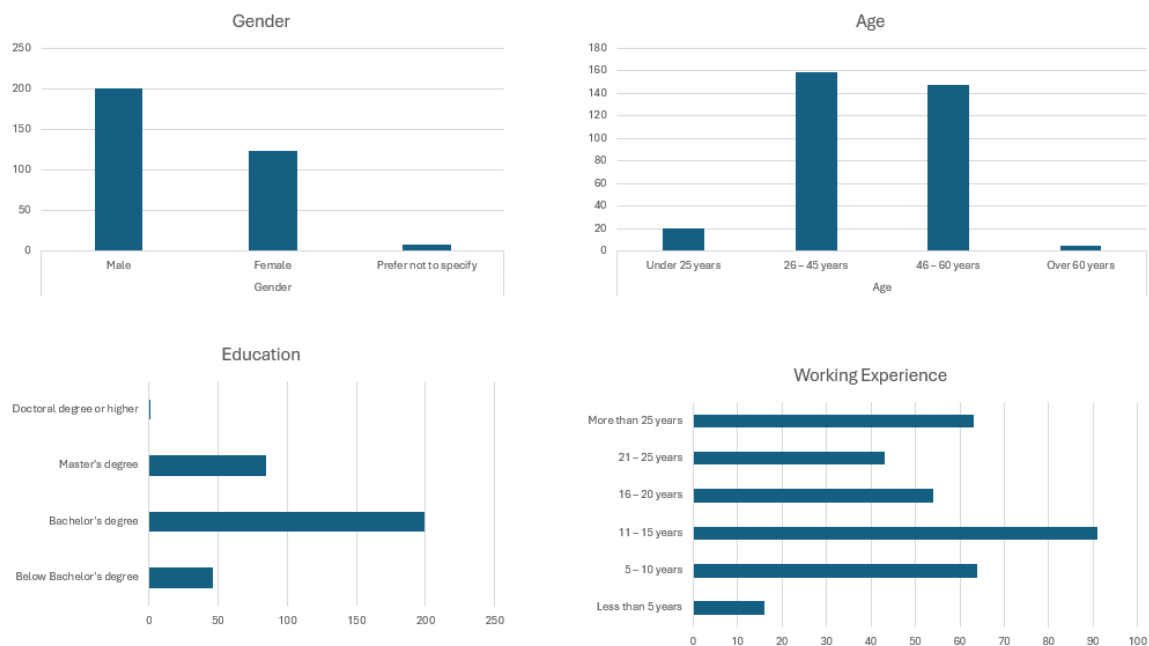
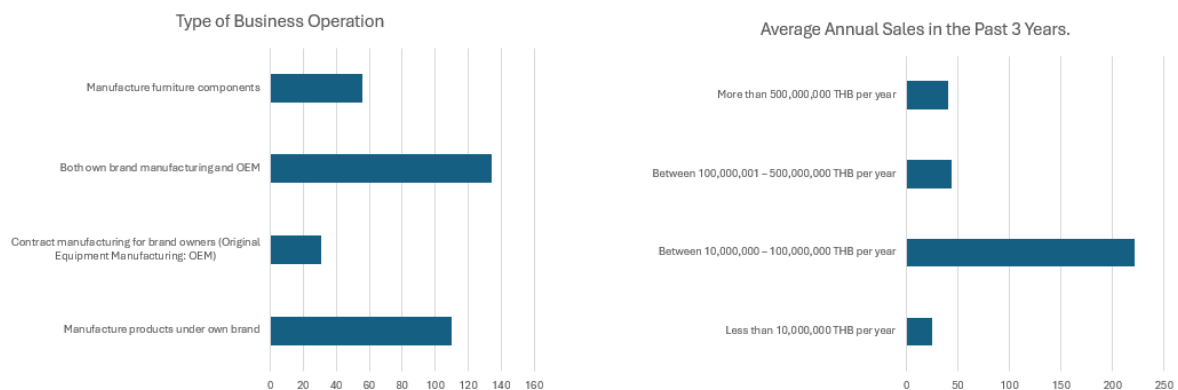


Figure 2: The results of the analysis of personal factors of entrepreneurs in the Thai furniture industry by gender, age, education and working experience

Regarding business characteristics, the majority of respondents operated both as Original Equipment Manufacturers (OEM) and under their own brands. Their average annual sales ranged between 10-100 million baht, with organizations employing between 50-100 staff members. The primary products were knock-down furniture, and distribution channels were diversified (hybrid channels) as shown in Figure 3.



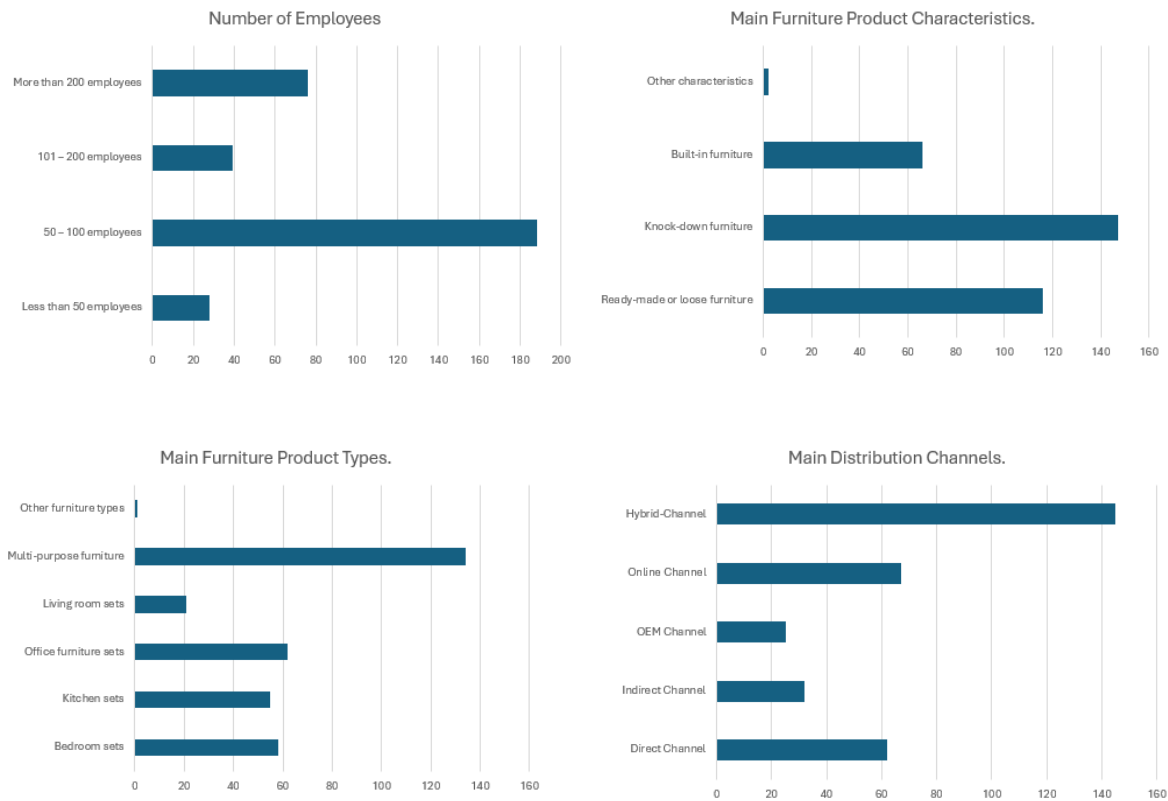


Figure 3: The analysis results of business characteristics of entrepreneurs in the Thai furniture industry

Analysis of the level of opinion regarding technology acceptance showed a high level, particularly in areas such as perceived investment and budget, perceived usefulness, and intention to use as shown in Table 1. Similarly, the level of digital transformation was also high, with emphasis on customer experience, operational processes, and business model innovation reflecting the readiness of entrepreneurs to effectively adapt the digital era as shown in Table 2.

Table 1: Analysis results of overall and individual levels of opinion on technology adoption

Technology adoption factors	$\bar{x}$	SD	Level of opinion
Perceived usefulness	4.18	0.41	High
Perceived ease of use	4.16	0.44	High
Intention to use	4.18	0.76	High
Perceived digital technology format	4.18	0.43	High
Perceived acceptance in investment and budget	4.20	0.58	High
Overall	4.18	0.40	High

Table 2: Analysis results of overall and individual levels of opinion on organizational digital transformation

Digital transformation	$\bar{x}$	SD	Level of opinion
Customer experience transformation	4.19	0.69	High
Operational process transformation	4.19	0.70	High
Business model transformation	4.18	0.75	High
Employee skill development	4.13	0.78	High
Overall	4.17	0.69	High

The comparative analysis of different business characteristics and levels of technology acceptance revealed that the type of business operation did not show statistically significant differences at the 0.05 level. However, variables such as average sales over the past three years, number of employees, product characteristics, product types, and primary distribution channels showed statistically significant differences at the 0.05 level. Specifically, entrepreneurs with average sales exceeding 500 million baht and those with less than 10 million baht demonstrated higher levels of technological acceptance than those with mid-range sales. Organizations with fewer than 50 employees and those with more than 200 employees also showed higher levels of technological acceptance compared to mid-sized organizations. Regarding product characteristics, companies producing built-in furniture exhibited higher technology acceptance than those producing knock-down or freestanding furniture. In terms of product types, entrepreneurs manufacturing bedroom and office sets showed higher acceptance than those producing kitchen and living room sets. Additionally, direct and online distribution channels had a significantly greater impact on technology acceptance compared to intermediary-based distribution channels, at the 0.05 significance level as shown in Table 3.

Table 3: Analysis results comparing the characteristics of different types of Thai furniture industry businesses with the technology adoption of Thai furniture entrepreneurs

Technology adoption aspect	Statistically significant difference	Notes
Type of business operation	×	—
Average sales in the past 3 years	✓	Organizations with annual sales exceeding 500,000,000 THB demonstrate higher levels of technological adoption compared to smaller enterprises
Number of employees in the organization	✓	Organizations with fewer than 50 employees tend to have higher levels of technological adoption.
Nature of furniture products	✓	Built-in furniture shows higher levels of technological adoption compared to other types
Main furniture product type	✓	Bedroom furniture as the main product type shows higher levels of technology adoption compared to other product types
Main distribution channels	✓	Entrepreneurs who sell directly exhibit higher levels of technology adoption compared to those using other distribution methods



The comparative analysis of different business characteristics within Thailand's furniture industry and the level of digital transformation among entrepreneurs revealed statistically significant differences based on the type of business operation. Entrepreneurs who operated under their own brand or as OEMs exhibited higher levels of digital transformation compared to those engaged in component manufacturing.

Regarding average sales, entrepreneurs with annual sales below 10 million baht and above 500 million baht demonstrated significantly higher levels of digital transformation than those with mid-range sales. The number of employees also influenced the level of digital transformation, with small and large organizations showing greater transformation than medium-sized ones.

In terms of product characteristics, organizations producing built-in furniture showed higher levels of digital transformation than those producing ready-to-assemble or freestanding furniture. For product types, manufacturers of bedroom sets exhibited significantly higher levels of digital transformation than those producing office sets, multi-purpose furniture, kitchen sets, or living room sets, at the 0.05 significance level. However, the primary distribution channel did not show a statistically significant effect on the level of digital transformation at the 0.05 level as shown in Table 4.

Table 4: Analysis results comparing the characteristics of different types of Thai furniture industry businesses with the digital transformation of Thai furniture entrepreneurs

Digital transformation aspect	Statistically significant difference	Notes
Type of business operation	✓	Manufacturers with their own brand show higher levels of digital transformation than other groups.
Average sales in the past 3 years	✓	Organizations with annual sales of over 10,000,000 THB exhibit higher levels of digital transformation.
Number of employees in the organization	✓	Organizations with at least 50 employees demonstrate greater technological adoption.
Nature of furniture products	✓	Smart furniture products show higher levels of digital transformation than other types.
Main furniture product type	✓	Multi-functional furniture products have higher levels of digital transformation than other types.
Main distribution channels	✗	—

The multiple regression analysis between technology acceptance and digital transformation among furniture industry entrepreneurs in Thailand revealed that the variables of perceived usefulness (X1), perceived ease of use (X2), intention to use (X3), and perceived investment and budget acceptance (X5) had a statistically significant influence on digital transformation at the 0.05 level. The overall correlation coefficient was 0.94, indicating a strong relationship, particularly with intention to use (X3), which had the highest influence as shown in Table 5 and Table 6.



Table 5: Results of regression analysis on technology acceptance affecting the digital transformation of Thai furniture industry

Technology adoption factor	Regression coefficient	Standard error	β	t-value	Significance (Sig.)
Constant	4.17	0.01		3.2	0.00*
Perceived usefulness (X1)	0.06	0.02	0.09	3.33	0.00*
Perceived ease of use (X2)	0.06	0.02	0.09	3.5	0.00*
Intention to use (X3)	0.63	0.02	0.91	33.4	0.00*
Perceived digital technology format (X4)	0.04	0.03	0.06	1.61	0.11
Perceived investment and budget acceptance (X5)	0.06	0.02	0.08	2.55	0.01*

$R = 0.94$, $R^2 = 0.89$, Adjusted $R^2 = 0.88$, $S.E._{est} = 0.24$

* $p < 0.05$

Table 6: Regression analysis of technology adoption factors affecting each aspect of digital transformation among Thai furniture industry entrepreneurs

Digital transformation aspect	X ₁ : Perceived usefulness	X ₂ : Perceived ease of use	X ₃ : Intention to use	X ₄ : Perceived digital technology format	X ₅ : Perceived investment and budget acceptance
Customer experience transformation (Y ₁)	—	✓	✓	✓	—
Operational process transformation (Y ₂)	—	✓	✓	-	—
Business model transformation (Y ₃)	✓	✓	✓	-	✓
Employee skill development (Y ₄)	✓	—	✓	-	✓

The predictive equation for digital transformation in raw score format is:

$$\hat{Y} = 4.17 + 0.06X_1 + 0.06X_2 + 0.65X_3 + 0.04X_5$$

The predictive equation in standardized score format is:

$$\hat{Z} = 0.08X_1 + 0.07X_2 + 0.93X_3 + 0.05X_5$$

These findings indicate that intention to use is the most influential factor driving digital transformation among furniture industry

V. CONCLUSION AND DISCUSSION

This study examined technology acceptance and its impact on digital transformation within the Thai furniture industry, based on responses from 331 business operators. The majority of respondents were male (60.42%), aged 26–45 years (51.13%), holding a bachelor's degree (60.12%), and having 11–15 years of industry experience (27.49%). Most businesses combined their own branded production with OEM services (40.48%), reported average annual sales between 10 and 100 million THB (66.77%), employed 50–100 staff (56.80%), and primarily produced knock-down furniture (44.41%). Multi-purpose furniture was the leading product category (40.48%), and hybrid distribution channels were most common



(43.81%). Overall technology acceptance was rated high, with the strongest emphasis on investment and budget considerations, followed by perceived benefits, intention to use, preferred technological formats, and ease of use. Digital transformation was also rated high, prioritizing changes in customer experience, operational processes, business models, and workforce skill development. Comparative analysis revealed significant differences in technology acceptance based on sales volume, workforce size, product type, and distribution channels. Firms with the highest and lowest sales volumes exhibited greater acceptance than mid-range groups, while small and large organizations outperformed medium-sized firms. Businesses producing built-in furniture or bedroom sets demonstrated higher acceptance than others. For digital transformation, significant differences were observed across business types, sales volumes, workforce size, and product characteristics. Companies manufacturing their own brands and OEM products achieved higher transformation levels than component producers. Firms with annual sales below 10 million THB or above 500 million THB showed greater transformation compared to mid-range groups. Regression analysis indicated that perceived benefits, ease of use, intention to use, and investment considerations significantly influenced digital transformation, with a correlation coefficient of 0.94, reflecting a strong positive relationship between technology acceptance and digital transformation. The predictive equation is $\hat{Y} = 4.17 + 0.06X_1 + 0.06X_2 + 0.65X_3 + 0.04X_5$, where intention to use (X_3) is the most influential factor. In conclusion, technology acceptance serves as a critical driver of digital transformation in the Thai furniture industry.

The high levels of technology acceptance observed among entrepreneurs reflect substantial readiness to adopt digital technologies in response to labor shortages and rising production costs conditions that increasingly necessitate efficiency enhancing solutions. These findings reinforce earlier research by Sarawong et al. (2009, pp. 336-345) and Phophueanno (2022, pp. 51-65), which emphasized the strategic role of technology in industrial advancement and consumer decision-making. The strong influence of intention to use and perceived usefulness is consistent with the core assumptions of the Technology Acceptance Model (TAM) and is aligned with the work of Lee et al. (2021, pp. 8289-8304) and Silviana and Pudjiarti (2024, pp. 71-84), who highlighted the importance of supportive policies and workforce preparedness, particularly within SMEs. Evidence of elevated digital transformation manifested in the adoption of online ordering systems, AR/VR visualization tools, and digital customer communication-corresponds with the conclusions of Rattanahame (2018, pp. 50-52) and Sapsanguanboon and Faijaidee (2020, pp. 16-22), who associated such technological initiatives with organizational restructuring and skill enhancement. Differences in technology acceptance across firms of varying sizes, product characteristics, and revenue levels suggest that organizational capacity and resource availability materially shape adoption decisions, supporting the perspectives of Promkhet and Prommawong (2018, pp. 119-133), Zhu and Kraemer (2005, pp. 61-84), Rame (2023, pp. 53-63) and Červený et al. (2022, pp. 21-27). Finally, the significant effects of perceived usefulness, ease of use, intention to use, and investment readiness on digital transformation reaffirm insights from Ortiz-López et al. (2024, pp. 9-18) and Elizabeth (2024, pp. 265-271), which highlight contextual factors, usability, and consumer trust as critical enablers of technological adoption. Overall, the findings emphasize that technology acceptance constitutes a fundamental determinant of digital transformation, underscoring the necessity for integrated strategies that enhance organizational readiness, strengthen workforce capabilities, and foster long term competitiveness within Thailand's furniture industry.



VI. SUGGESTION

This study examined technology acceptance and its role in driving digital transformation among entrepreneurs in Thailand's furniture industry. Results indicate strong readiness for digital adoption, particularly in intention to use, perceived usefulness, and ease of use. Business characteristics such as size, sales, workforce, and product type significantly influenced acceptance levels, while regression analysis confirmed intention to use as the strongest predictor of transformation ($r = 0.94$). Recommendations include financial support, tax incentives, and awareness programs for SMEs, alongside practical workshops and tailored training. Businesses should prioritize customer focused technologies like CRM, online platforms, and AR/VR, while restructuring processes and innovating business models. Support measures must be customized by business profile, with consulting for low-adoption firms and skill development for medium-sized enterprises. Finally, fostering positive perceptions and applying predictive models will enable targeted strategies for sustainable digital transformation.

REFERENCES

- Červený, L., Sloup, R., & Červená, T. (2022). The Potential of Smart Factories and Innovative Industry 4.0 Technologies - A Case Study of Different-Sized Companies in the Furniture Industry in Central Europe. *Forests*, 2022(2171), 21-27. Retrieved from <https://doi.org/10.3390/f13122171>.
- Deloitte. (2022). *Thailand Digital Transformation Survey Report 2021*. <https://www.deloitte.com/content/dam/assets-zone1/southeast-asia/en/docs/services/consulting/2025/sea-tt-th-digital-transformation-survey-report-2021-en.pdf>.
- Elizabeth. (2024). The Influence of Perceived Value of Benefits, Perceived Ease of Technology Use and Customer Trust on Intention to Use Digital Banking Applications. *Jurnal Informasi dan Teknologi*. 2023(5), 265-271. <https://doi.10.34128/jra.v7i1.272>.
- Lee, Y. Y., Ab Latib, H., Ratnasingam, J., Lim Choon Liat, M. M., Othman, K., Amir, M. A., & Jegatheswaran, N. (2021). Readiness for an adoption of Industry 4.0 among small and medium-sized enterprises in the Malaysian furniture industry. *BioResources*, 16(4), 8289–8308. <https://doi.org/10.15376/biores.16.4.8289-8308>.
- Malisuwan, S. (2018). Thailand's Digital Transformation For Thailand 4.0. *NBTC Academic Journal*, 2(12), 23-42. (in Thai)
- Marikyan, D., & Papagiannidis, S. (2025). Technology Acceptance Model: A Review. TheoryHub Book. <https://open.ncl.ac.uk/theory-library/technology-acceptancemodel.pdf>.
- Office of Industrial Economics. (2025). Industrial Economic Situation Report Q1/2025 and Forecast for Q2/2025. <https://www.oie.go.th/assets/portals/1/fileups/2/files/Industry%20condition%20s/Q1-2568V3.pdf>. (in Thai)
- Ortiz López, A., Sánchez-Prieto, C., & Olmos-Migueláñez, S. (2024). Perceived Usefulness of Mobile Devices in Assessment: A Comparative Study of Three Technology Acceptance Models using PLS SEM. *Journal of New Approaches in Educational Research*, 3(1), 1-23. doi:10.1007/s44322-023-00001-6.
- Phophueanno, C. (2022). Technology Acceptance Factors Influencing Online Purchase Decisions of Furniture and Home Decor Products among Consumers in Bangkok. *Ratchaphruek Journal of Humanities and Social Sciences*, 8(2), 51-65. <https://so03.tci-thaijo.org/index.php/rpu/article/view/26296.8> (in Thai)



- Phuengyaem, K. (2023). Artificial Intelligence Acceptance in the Design Industry. [Master's thesis]. Mahidol University. (in Thai)
- Prathum, S., & Usenyang, S. (2022). Information Technology Acceptance in the New Normal Era. *Lawasri Journal*, 6(1), 1-18. Retrieved from <https://so04.tcithaijo.org/index.php/lawasrijo/article/view/257078>. (in Thai)
- Promkhet, C., & Prommawong, P. (2018). Technological Change Management Potential and Proactive Service Toward Excellence Affecting Operational Efficiency in the Furniture Business: A Case Study of Thailand and Lao PDR. *RMUTT Global Business and Economics Review*, 13(2), 117–136. Retrieved from <https://so03.tcithaijo.org/index.php/RMUTT-Gber/article/view/241490>. (in Thai)
- Rame, R. (2023). Transforming The Furniture Industry in The Digital Age. *Jurnal Riset Teknologi Pencegahan Pencemaran Industri* 14(3), 53-69 Retrieved from <http://www.jrtppi.id/index.php/jrtppi/article/view/178>.
- Rattanahame, N. (2018). Trust in Furniture Businesses Affecting Purchase Intentions via E-Commerce Systems. [Master's Thesis]. Silpakorn University. (in Thai)
- Sapsanguanboon, W., & Faijaidee, W. (2020). Digital Transformation of Government Agencies to Enhance Thailand's Competitiveness. *Modern Management Frontier Journal*, 18(1), 15–22. Retrieved from <https://so04.tci-thaijo.org/index.php/stou-smspr/article/view/240133>. (in Thai)
- Sarawong, R., Khamananrong, S., & Khamananrong, K. (2009). Factors influencing the development of small and medium furniture industry for export. *Khon Kaen University Research Journal*, 14(4), 336–345. (in Thai)
- Silviana, A., & Pudjiarti, E. (2024). The Critical Role of Technology Adoption and Competency Through Improving Teamwork and Knowledge Transformation in the Furniture Business in Jepara. *Fokus Ekonomi Jurnal Ilmiah Ekonomi*, 19(1), 71-84. <https://doi.org/10.34152/fe.19.1.71-84>.
- Thianprasith, L., & Ritsuk, P. (2025). Trump Launches New Trade War: Thai Exports at Risk – Electronics, Rubber, Appliances, Furniture. <https://www.kasikornresearch.com/th/analysis/k-social-media/Pages/Trump-EBR4122-FB-04-02-25.aspx>. (in Thai)
- Yamane, T. (1973). Statistics: An introductory analysis (3rd ed.). *Harper & Row*. 368-391.
- Zhu, K., & Kraemer, K. L. (2005). Post-Adoption Variations in Usage and Value of EBusiness by Organizations. *Information Systems Research* 16(1), 61-84 <http://doi.org/10.1287/isre.1050.0045>.

The content, as well as the use of language in the article, is the responsibility of the author.

