Strategic Human Resource Management Influencing Mission Implementation of Thai Universities

Pensri Bangbon¹, Sukhumpong Channuwong², Kun Wang³, Vichai Lamsutthi⁴ and Jutharat Amnuaywuthikul⁵

Abstract

The purposes of this research were: (1) to study strategic human resource management Thai Universities; (2) to study mission implementation of Thai Universities; (3) to find a relationship between strategic human resource management and mission implementation of Thai Universities; and (4) to analyze the influence of strategic human resource management on mission implementation of Thai Universities. This study applied a quantitative method. The samples used in this study were 350 personnel of Thai Universities located in Bangkok. The research questionnaire was used as a tool to collect data. Statistics used in this study consisted of percentage, mean, standard deviation, Product-Moment Correlation Coefficient and Multiple Regression Analysis (MRA). The research results showed that (1) Strategic human resource management of Thai Universities, in total, was perceived at high level. In particular, human resource policy and planning had the highest mean value, followed by knowledge and skill, benefits and compensation, recruitment and selection and employee retention respectively. (2) Mission implementation of Thai Universities, in total, was perceived at high level. In particular, graduate development had the highest mean value, followed by academic service, cultural conservation and research conduct respectively. (3) Strategic human resource management was positively related to mission implementation of Thai Universities. (4) Strategic human resource management had an influence on mission implementation of Thai Universities. In particular, human resource policy and planning had the highest influence on mission implementation of Thai Universities, followed by knowledge and skill, benefits and compensation, recruitment and selection and employee retention. This study recommended that Thai Universities should apply strategic human resource management in linkage with organizational policy to extract talent, skill, knowledge, expertise and specialization of employees to work for the fulfillment of mission implementation of the universities.

Keywords: Strategic Human Resource Management, Mission Implementation, Graduate Development, Knowledge and Skill, Thai Universities.

INTRODUCTION

Strategic human resource management can be traced back to over the past 30 years. Currently, it is accepted and recognized for its positive impact on creating productivity, profits and competitive advantage and driving force for the organization to move forward and reach its goals and objective. The effective use of strategic human resource management in linkage with the organizational policy can increase work performance and ability of the organization to survive, grow and prosper in the current competitive markets at national and international level (Alonazi, 2021; Phanwattana & U-on, 2017). Wright and McMahan (1992) defined strategic human resource management as “the pattern of planned human resource deployments and activities intended to enable an organization achieve its goals.” Therefore, each organization should apply strategic human resource management for the sake of competitive advantage and drive an organization to reach sustainable growth and development.

At the present, Thai Universities are facing with intensified competition due to a decreasing number of students and increasing number of both national and international universities operated in Thailand. As a result of the globalization and borderless world, students have more choices to further continue their education. In order to survive, Thai Universities have to improve and adjust their strategies to be well accepted and recognized in

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terms of academic excellence in order to increase competitive advantage. Therefore, Thai Universities need to continuously improve their mission implementation by improving teaching skills, research conduct and providing academic service to the society in order to create academic reputation and attract a greater number of students. Bangbon et al. (2023) and Siripap et al. (2021) found that higher education institutions are the organizations that offer higher education focusing on developing students’ knowledge, skill, wisdom, ethics, self-responsibility, social responsibility, and self-adjustment to live and work among the changing environments.

The universities are higher education institutions that are established to manage and develop the educational levels of students, and provide academic service to the people at large. If the universities have employees with knowledge, skill, talent and capability, they will be able increase their work performance and achieve the most favorable outcomes. The main duty of higher education institutions is to manage the internal matters such as providing excellent teaching and research conduct with high quality to lead and direct society and the country (Channuwong, 2014; Ghasemy et al., 2018). Markmit (2007) found that the rapid changes in the educational management system and the increasing number of universities have led many universities to have a strong competition among each other. In order to survive and achieve organizational goals, university employees are required to work harder to increase academic reputation and gain a greater number of students. Therefore, knowledgeable, skillful and competent employees are one of the most important elements for success and growth of higher education institutions.

In addition, Dima et al. (2022) found that higher education institutions should apply online learning activities to provide opportunities for students to continue their study so that can work and take family responsibilities simultaneously. The online learning system can help to attract more students and increase students’ motivation and performance in learning. This is because academic performances are a direct result of many factors such as system parameter, personal demand, personal motivation and commitment, and regulatory environment.

Therefore, university personnel are required to work with high skill, competency and expertise. The universities administrators must apply strategic human resource management such as setting appropriate human resource policy to fulfill the needs of workforce, human resource planning, recruitment and selection, training and development, rewarding employees whose performance meets with high quality standard and retaining knowledgeable, experienced and skillful employees to work in the institutions over the long period of time. Mellon (2010) found that effective use of human resource management is considered as the most important strategy leading to increase competitive advantage and sustainable growth of the organization. Therefore, human resource managers must have visions and strategies such as human resource planning, analyzing the needs for human resources, and adjustment of workforce at appropriate level so that an organization can adjust itself to be responsive to the changing environments. Porter et al. (2016) stated that strategic human management is the effective use of human resources in the organization to respond to the organizational strategy, which can help the organization to reach expected outcomes. The Office of the Higher Education Commission (2016) stated that Thai Universities have the main purposes to serve students with the educational needs to develop their knowledge, capability, skills, and expertise. As most students tend to be very goal oriented and attend the university because they have a strong desire to learn and gain a degree to work for advancement of their career and profession, the universities should respond to their needs of by providing knowledge and skill and encourage them to have creative ideas in creating innovation for the development of the country.

The researchers consider that strategic human resource management can be applied in linkage with organizational strategy to increase mission implementation of Thai Universities in terms of developing teaching skill to produce favorable graduates, research conduct to gain new body of knowledge, providing academic service to build a good collaboration with the society, and maintaining Thai arts and culture to be the heritage of the current and next generations of the Thai people. Several studies indicate a linkage between strategic human resource management and mission implementation of business companies, but only a few studies were conducted with the universities. Therefore, the researchers are interested in conducting this research.

**Research Objectives**

To study strategic human resource management Thai Universities

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To study mission implementation of Thai Universities

To find a relationship between strategic human resource management and mission implementation of Thai Universities

To analyze the influence of strategic human resource management on mission implementation of Thai Universities.

**Research Questions**

What is strategic human resource management Thai Universities?

What is mission implementation of Thai Universities?

What is a relationship between strategic human resource management and mission implementation of Thai Universities?

What is the influence of strategic human resource management on mission implementation of Thai Universities?

**Research Hypotheses**

Ha1: Strategic human resource management has a relationship with mission implementation of Thai Universities

Ha2: Strategic human resource management has an influence on mission implementation of Thai Universities

**REVIEW OF LITERATURE**

Strategic human resource management is important to increase work performance, and create knowledge and innovation to the organization. Strategic human resource management in practices leads to the effective use of knowledge, skill, expertise and experience of employees for the benefits of the organization (Mine et al., 2015; Ricciardi et al., 2021). Snongtaweeporn et al. (2020) and Schuler (1992) described that strategic human resource management focuses on a shared knowledge about an organizational strategy between top management and bottom-line management, and administrators and employees in the organization. Understanding organizational strategy and effective implementation of that strategy lead to the success and growth of the business company.

Miller (1996) defined strategic human resource management as a decision and management of human resources at all levels to increase competitive competency of the organization with the following details: (1) strategic human resource management is a plan or policy designed to use human talents and skills to achieve the set goals and objectives; (2) strategic human resource management can be emerged at all levels of organization and it is not necessary to be set by top management; (3) strategic human resource management may not be written explicitly but was implemented by administrators, focusing on real practice; and (4) strategic human resource management is a future-oriented which focuses on making changes and create positive impact on the overall organizational performance. Huselid et al. (1997) defined strategic human resource management as a practice that creates a ‘unique pool of human capital’ to increase competitive advantage.

Strategic human resource management is an integration of human resources into organizational strategy through planning and implementing organizational policy to create competitive advantage. (Guest, 1987; Horak et al., 2018; Su & Wright, 2012). Strategic human resource management is a process of managing human resources in the organization to be relevant to the long-term strategy and goal of the organization which is related to human resource planning, recruitment and selection, benefits and compensation, training and development, rewarding employees, discipline and promotion, employee relation and employee retention. The main purpose of strategic human resource management is to use human talent, knowledge and skill as organizational strategy for competitive advantage (Hsieh & Chen, 2011; Lee et al., 2010; Karami et al., 2015).

Chiemeke et al. (2018) and Gregory et al. (2009) found that strategy in human resource management must be consistent with organizational strategy. Each department related to human resources must integrate and implement human resource management strategy to all employees at all levels. Moreover, head of each
department should implement human resource management strategy as a routine job so that it becomes organizational culture and value for increasing work performance. Richard and Johnson (2001) found that strategic human resource management has significant effect on reducing employee turnover and increasing productivity, profit, and overall market performance. Altarawneh and Aldehayyat (2011), Chan and Mak (2012) and Wright and McMahan (1992) also found that strategic human resource management is the effective use of human resources to respond to the organizational strategic needs through an integration and implementation of planned human resource practices aligned with organizational strategy to gain competitive advantage and achieve organizational goals.

Thai Universities are the educational organizations operated under the National Education Act B.E. 2545 (2002). This Act identified that Thai Universities have to fulfill the four work performances called “missions of higher education institutions.” These missions are comprised of graduate development, research conduct, providing academic service to society and maintaining Thai arts and cultures (National Education Act B.E. 2545, 2002). Thai Universities are the educational institutions affected by the rapid changes of the globalization. Educational institutions must try to do their best to produce graduates, conduct research, and provide academic service to the public at large. Thai Universities must follow the principles of developing graduates with knowledge, capability, virtue and ethics, research conduct and social responsibility. Therefore, Thai Universities are the most important mechanics to develop human quality of the country. Higher education institutions are required to create new body of knowledge and innovation in order to increase competitive competency of the country based on the philosophy of sufficiency economy (Office of the Higher Education Commission, 2007).

Thai Universities have to fulfill their four missions and duties i.e. teaching and learning to produce favorable graduates, research conduct to create new body of knowledge, providing academic service to build a good relationship with the communities and societies, and maintaining arts and cultures to conserve Thai heritage for the present and next generations (Ministry of Education of Thailand, 2011; Royal Thai Government Gazette, 2003). Graduate development means teaching students to have knowledge, skill, capability, ethics and social responsibility so that they can apply knowledge gained from higher education institutions to develop their life quality, the community and society they are living in. Research conduct means applying systematic approaches to find facts and create a new body of knowledge based on the previous researches, concepts and theories. Academic service means performing academic activities for the benefits of the community to strengthen the society and build a good relationship with the community. Conservation of culture means performing activities that help to maintain Thai arts and culture in order to create unity, harmony and preserve cultural heritage of the Thai people (Achava-amrung, 2003; Office of the Higher Education Commission, 2016; Rugmai et al., 2016).

Therefore, administrators of the institutions are considered as the key factors leading to achieve these goals and objectives. The educational administrators should encourage lecturers and employees to work with great effort, creative idea, and enthusiasm. Thai universities should provide academic services to the community in order to build a good relationship between each university and community. In addition, Thai universities should help to maintain and conserve Thai arts and cultures in order to create pride and dignity to the Thai people (Channuwong, 2018; Siripap et al., 2021). Bangbon et al. (2023) and Suwannachat et al. (2019) stated that Thai higher educations must fulfill the four main missions and duties: graduate development with high quality to serve the needs of employers, research conduct to create a new body of knowledge, providing academic service to help strengthen the society, and maintaining Thai arts and culture to exist in the Thai society forever. They added that higher education institutions can integrate the four core missions in harmony such as allowing students to participate in research conduct with professors, bringing knowledge gained from research into teaching, encouraging students to provide academic service with professors, and supporting students to create projects and activities to conserve Thai arts and culture, and collaborating with local people to facilitate the use of folk wisdom to develop the community and the country.

Based on the literature survey, the researchers assumed that strategic human resource management can be applied to fulfill the mission implementation of Thai Universities. Therefore, the researchers have proposed the research framework (Figure 1).
METHODOLOGY

This study applied a quantitative research method. The research used a research questionnaire as a tool to collect data with the following steps:

Populations and Samples

The populations and samples used in this study were personnel working in ten Thai Universities located in Bangkok Metropolitan Areas with the amount of 5,250 persons. The selected universities in this study consisted of five private and five public universities, totally ten universities. The researchers calculated the sample sizes using the formula of Taro Yamane, and 375 samples were obtained.

Variables Used in this Study

The variables used in this study consisted of independent and dependent variable. Independent variable is strategic human resource management consisting of human resource policy and planning (HRP), recruitment and selection (RES), knowledge and skill (KNS), benefits and compensation (BEC), and employee retention (EMR); and dependent variable is mission implementation (MII) consisting of graduate development (GRD), research conduct (REC), academic service (ACS), and cultural conservation (CUC).

![Research framework diagram]

Fig 1. Research framework
Instrument Used to Collect Data

A research questionnaire is used as an instrument to collect data. The researchers studied concepts and theories about strategic human resource management and mission implementation of Thai Universities from researches, articles, books and texts in order to develop the conceptual framework, variables and research questionnaire. The questionnaire structure was divided into three parts:

Part one was a research questionnaire containing six questions regarding general information of participants i.e. gender, age, marital status, educational level, work experience and monthly income.

Part two was a research questionnaire containing 15 questions regarding strategic human resource management of Thai Universities.

Part three was a research questionnaire containing 12 questions regarding mission implementation of Thai Universities.

Content Validity and Reliability Test

The research questionnaire was verified by five research scholars in order to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of 0.95 was obtained. The researchers distributed the research questionnaire to 30 employees who had the same personal characteristics, but were not the samples in this study, in order to test the reliability, and the reliability value of 0.93 was derived.

Data Collection and Statistical Analysis

The researchers distributed the research questionnaires to 370 samples during November 15, 2023 to February 15, 2024, and received 350 questionnaires in return which can be calculated as 93.33 percent.

The researchers applied both descriptive and inferential statistics in this study. Descriptive statistics consisted of frequency, percentage, mean and standard deviation, and inferential statistics consisted of Pearson Correlation, and Multiple Regression Analysis (MRA). Frequency and percentage were used to analyze general information. Mean and standard deviation were used to analyze strategic human resource management and mission implementation of Thai Universities. Pearson Correlation was used to find a relationship between strategic human resource management and mission implementation of Thai Universities. Multiple Regression Analysis was used to analyze the effect of strategic human resource management on mission implementation of Thai Universities.

Criteria Used to Interpret the Data

The researchers analyzed quantitative data obtained from the Likert Scale questionnaire. The criteria used for interpreting the questionnaire are as follows:

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

The criteria used to interpret the mean value were as follows:

4.21-5.00 = Highest
3.41-4.20 = High
2.61-3.40 = Moderate
1.81-2.60 = Low
1.00-1.80 = Lowest
RESULTS

The Results of Statistical Analysis on Strategic Human Resource Management of Thai Universities

In this part, the researchers analyzed strategic human resource management of Thai Universities. The research results showed that strategic human resource management of Thai Universities, in total, was perceived at high level ($M = 3.90$, $SD = 0.18$). In particular, human resource policy and planning had the highest mean value ($M = 4.38$, $SD = 0.14$), followed by knowledge and skill ($M = 4.20$, $SD = 0.16$), benefits and compensation ($M = 4.15$, $SD = 0.17$), recruitment and selection ($M = 3.39$, $SD = 0.20$), and employee retention ($M = 3.21$, $SD = 0.27$) respectively (Table 1).

<table>
<thead>
<tr>
<th>Strategic human resource management</th>
<th>$M$</th>
<th>$SD$</th>
<th>Level</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Human resource policy and planning</td>
<td>4.38</td>
<td>0.14</td>
<td>Highest</td>
<td>1</td>
</tr>
<tr>
<td>2. Recruitment and selection</td>
<td>3.39</td>
<td>0.20</td>
<td>Moderate</td>
<td>4</td>
</tr>
<tr>
<td>3. Knowledge and skill</td>
<td>4.20</td>
<td>0.16</td>
<td>High</td>
<td>2</td>
</tr>
<tr>
<td>4. Benefits and compensation</td>
<td>4.15</td>
<td>0.17</td>
<td>High</td>
<td>3</td>
</tr>
<tr>
<td>5. Employee retention</td>
<td>3.21</td>
<td>0.27</td>
<td>Moderate</td>
<td>5</td>
</tr>
<tr>
<td>Total Average</td>
<td>3.86</td>
<td>0.18</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

The Results of Statistical Analysis on Mission implementation of Thai Universities

In this part, the researchers analyzed mission implementation of Thai Universities. The research results showed that mission implementation of Thai Universities, in total, was perceived at high level ($M = 4.00$, $SD = 0.16$). In particular, graduate development had the highest mean value ($M = 4.30$, $SD = 0.13$), followed by academic service ($M = 4.19$, $SD = 0.15$), cultural conservation ($M = 4.12$, $SD = 0.16$), and research conduct ($M = 3.36$, $SD = 0.23$) respectively (Table 2).

<table>
<thead>
<tr>
<th>Mission implementation</th>
<th>$M$</th>
<th>$SD$</th>
<th>Level</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Graduate development</td>
<td>4.30</td>
<td>0.13</td>
<td>Highest</td>
<td>1</td>
</tr>
<tr>
<td>2. Research conduct</td>
<td>3.36</td>
<td>0.23</td>
<td>Moderate</td>
<td>4</td>
</tr>
<tr>
<td>3. Academic service</td>
<td>4.19</td>
<td>0.15</td>
<td>High</td>
<td>2</td>
</tr>
<tr>
<td>4. Cultural conservation</td>
<td>4.12</td>
<td>0.16</td>
<td>High</td>
<td>3</td>
</tr>
<tr>
<td>Total Average</td>
<td>4.00</td>
<td>0.16</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

The Results of Statistical Analysis on a Relationship between Strategic Human Resource Management and Mission Implementation of Thai Universities

In this part, the researchers analyzed a relationship between strategic human resource management and mission implementation of Thai Universities. The research results showed that the internal correlation of strategic human resource management was positive, which means that each variable had a relationship in the same direction with a statistical significance at the 0.01 level. The correlation between strategic human resource management and mission implementation of Thai Universities ranged from 0.593 to 0.816, which knowledge and skill (KNS) were highly related to mission implementation (MII) of Thai Universities (Table 3).
### Table 3. A Correlation between Strategic Human Resource Management and Mission Implementation of Thai Universities

<table>
<thead>
<tr>
<th>Variables</th>
<th>HRP</th>
<th>RES</th>
<th>KNS</th>
<th>BEC</th>
<th>EMR</th>
<th>MI</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRP</td>
<td>1</td>
<td>.483**</td>
<td>.510**</td>
<td>.508**</td>
<td>.524**</td>
<td>.735**</td>
</tr>
<tr>
<td>RES</td>
<td>1</td>
<td>.634**</td>
<td>.681**</td>
<td>.634**</td>
<td>.593**</td>
<td>.816**</td>
</tr>
<tr>
<td>KNS</td>
<td>1</td>
<td>.825**</td>
<td>.720*</td>
<td>.702**</td>
<td>.765**</td>
<td>.816**</td>
</tr>
<tr>
<td>BEC</td>
<td>1</td>
<td>.720*</td>
<td>.702**</td>
<td>.765**</td>
<td>.816**</td>
<td>.735**</td>
</tr>
<tr>
<td>EMR</td>
<td>1</td>
<td>.720*</td>
<td>.702**</td>
<td>.765**</td>
<td>.816**</td>
<td>.735**</td>
</tr>
<tr>
<td>MI</td>
<td>1</td>
<td>.765**</td>
<td>.816**</td>
<td>.816**</td>
<td>.816**</td>
<td>.816**</td>
</tr>
</tbody>
</table>

**Note:** **p < .01

### The Results of Statistical Analysis on Strategic Human Resource Management Influencing Mission Implementation of Thai Universities

In this part, the researchers analyzed strategic human resource management influencing mission implementation of Thai Universities using Multiple Regression Analysis with Enter Method. The research results showed that strategic human resource management had an influence on mission implementation of Thai Universities with a statistical significance at the .01 level ($F = 165.679$, $p = .000$). In particular, human resource policy and planning had the highest influence on mission implementation of Thai Universities ($Beta = 0.596$, $p < .01$), followed by knowledge and skill ($Beta = 0.528$, $p < .01$), benefits and compensation ($Beta = 0.425$, $p < .01$), recruitment and selection ($Beta = 0.372$, $p < .01$), and employee retention ($Beta = 0.209$, $p < .01$). Strategic human resource management had an influence on mission implementation of Thai Universities at 73.8 percent (Adjusted $R^2 = 0.738$), whereas the rest 26.2 percent was the results of other factors, which were not studied in this research (Table 4).

The prediction equation of strategic human resource management affecting mission implementation of Thai Universities can be written in the form of unstandardized and standardized scores from higher to lower as follows:

- **Unstandardized Scores:** Mission Implementation ($MII$) = 0.236 (Constant) + 0.568 Human resource policy and planning ($HRP$) + 0.523 Knowledge and skill ($KNS$) + 0.429 Benefits and compensation ($BEC$) + 0.347 Recruitment and selection ($RES$) + 0.206 Employee retention ($EMR$).

- **Standardized Scores:** Mission Implementation ($MII$) = 0.596 Human resource policy and planning ($HRP$) + 0.528 Knowledge and skill ($KNS$) + 0.425 Benefits and compensation ($BEC$) + 0.372 Recruitment and selection ($RES$) + 0.209 Employee retention ($EMR$).

### Table 4. Multiple Regression Analysis on Strategic Human Resource Management Influencing Mission Implementation of Thai Universities

<table>
<thead>
<tr>
<th>Variables</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>$t$</th>
<th>$p$</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant) (a)</td>
<td></td>
<td></td>
<td>3.479**</td>
<td>.001</td>
</tr>
<tr>
<td>Human resource policy and planning ($HRP$)</td>
<td>0.568</td>
<td>0.062</td>
<td>0.596</td>
<td>1.047**</td>
</tr>
<tr>
<td>Recruitment and selection ($RES$)</td>
<td>0.347</td>
<td>0.057</td>
<td>0.372</td>
<td>2.159**</td>
</tr>
<tr>
<td>Knowledge and skill ($KNS$)</td>
<td>0.523</td>
<td>0.053</td>
<td>0.528</td>
<td>3.846**</td>
</tr>
<tr>
<td>Benefits and compensation ($BEC$)</td>
<td>0.429</td>
<td>0.045</td>
<td>0.425</td>
<td>1.355**</td>
</tr>
<tr>
<td>Employee retention ($EMR$)</td>
<td>0.206</td>
<td>0.052</td>
<td>0.209</td>
<td>1.978**</td>
</tr>
</tbody>
</table>

** **$p < .01

### DISCUSSION

The attitudes of university personnel regarding strategic human resource management of Thai Universities, in total, were at high level. The result of this study can be discussed that Thai Universities place great emphasis on strategic human resource management at appropriate level. The result of this study is consistent with the studies of Altarawneh and Aldehayyat (2011) and Siripap et al. (2021) who found that strategic human resource
Strategic Human Resource Management Influencing Mission Implementation of Thai Universities

Strategic human resource management was positively related to mission implementation of Thai Universities. Knowledge and skill were highly related to mission implementation of Thai Universities. The result of this study is consistent with the studies of Bin Bakr and Almagati (2023), Guest (1987), Horak et al. (2018), and Su and Wright (2012) who found that strategic human resource management was positively related to mission implementation of the organization. The more strategic human resource management is implemented in the organization in linkage with organizational strategies and goals, the more productivity, profitability and overall mission implementation increase. The result of this study is also consistent with the studies of Batt and Banerjee (2012) and Selden et al. (2013) who found that the use of strategic human resource management in linkage with organizational strategy was positively associated with productivity, profit and overall mission implementation. In this regard, Lee et al. (2010) and McClean and Collins (2011) also found that effective human resource management processes consisting of recruitment and selection, training and development, benefits and compensation, employment security and employee retention are positively related to work performance and sustainable growth of the business companies.

The results of Multiple Regression Analysis showed that strategic human resource management had an influence on mission implementation of Thai Universities with a statistical significance at the .01 level. In particular, human resource policy and planning had the highest influence on mission implementation of Thai Universities, followed by knowledge and skill, benefits and compensation, recruitment and selection, and employee retention. The result of this study is consistent with the studies of Channuwong et al. (2022), Fey et al. (2009) and Kazlauskaita et al. (2012) who found that strategic human resource management has a positive impact on employees’ attitude, behavior and motivation, which lead to increase productivity, and overall mission implementation. Kaufman and Miller (2011) and Kim (2012) found that strategic human resource management can increase employee commitment, job satisfaction, organizational loyalty, and reduce absenteeism and turnover. In addition, Muduli (2012) found that the outcomes of strategic human resource management are employee commitment, job satisfaction and motivation to work for the success and growth of the organization. These outcomes together contributed to the overall mission implementation. In this regard, Channuwong (2018) and Dessler (2008) also found that strategic human resource has a positive impact on translating organizational goals and plans into the number of employees needed to achieve the goals. Additionally, Abormadan et al. (2020) and Ali et al. (2018) found that strategic human resource management consisting of human planning, and recruitment and selection of qualified employees can fulfill the needs of human resources of the organization. Training and development of employees’ knowledge and skills in the
specific jobs can help the organization to save cost and work effectively. Giving satisfactory benefits and compensation can increase job satisfaction and employee organizational commitment to work for increasing mission implementation. Bangbon et al. (2023) found that human resource policy is one of the most important processes of human resource management in Thai Universities. It helps to predict the necessary manpower and predetermine the future needs for human resources of the universities to ensure that they have enough workforce to work for achieving organizational objectives. In addition, Katou and Budhwar (2010) and Kaufman and Miller (2011) found that knowledge and skill are the most important qualifications of employees to increase an organizational performance. The ability of human resource department to select and appoint the most qualified employees that fit with jobs, duties and responsibilities can help the organization to drive forward, save cost and increase work performance and efficiency. Siripap et al. (2021) argued that Thai Universities should pay more salary and compensation of university personnel to attract and retain knowledgeable, skillful and experienced employees to work in the organization over the long period of time. This is because when compared to other private companies, the salary including other compensations of university personnel are quite low and need to increase immediately to cover the high expense of the current economic situations.

CONCLUSION

The attitudes of university personnel regarding strategic human resource management of Thai Universities, in total, were at high level. In particular, human resource policy and policy had the highest mean value, followed by recruitment and selection, knowledge and skill, employee retention, and benefits and compensation. Mission implementation of Thai Universities, in total, was perceived at high level. In particular, graduate development had the highest mean value, followed by academic service, conservation of culture, and research conduct. Strategic human resource management was positively related to mission implementation of Thai Universities. Knowledge and skill were highly related to mission implementation of Thai Universities. Strategic human resource management had an influence on mission implementation of Thai Universities with a statistical significance at the .01 level. In particular, human resource policy and planning had the highest influence on mission implementation of Thai Universities, followed by knowledge and skill, employee retention, recruitment and selection, benefits and compensation. Therefore, strategic human resource management should be applied and integrated with organizational strategies to create competitive advantage and fulfill the missions of Thai Universities.

Recommendations

Thai Universities should apply strategic human resource management to bring skill and knowledge of employees to fulfill the mission implementation of Thai universities in four areas: Graduate development, research conduct, academic service and cultural conversation.

This study focuses only Thai Universities located in Bangkok, it is possible that the research results cannot be used to generalize strategic human resource management and mission implementation of other Thai Universities located outside Bangkok metropolitan areas. Therefore, future study should focus on the samples of university personnel working in Thai Universities in other regions of Thailand.

This study focuses only on human resource policy and planning, recruitment and selection, knowledge and skill, benefits and compensation and employee retention, future study should focus on other factors that would have an influence on mission implementation of Thai Universities such as leadership of administrators, organizational policy, organizational structure and corporate culture.

REFERENCES


Strategic Human Resource Management Influencing Mission Implementation of Thai Universities


