

Strategic Human Resource Management for Organizational Performance of Thai Higher Education Institutions

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ABSTRACT

Strategic human resource management is the use of human talent, skill and knowledge in linkage with organizational strategies, goals and objectives to increase competitive advantage and overall organizational performance. This research aims to analyze the effect of strategic human resource management on organizational performance of Thai higher education institutions in Bangkok. This study applied quantitative method. The samples used in this study were 350 employees working in Thai higher education institutions in Bangkok. The instrument used to collect data was a research questionnaire. Statistics used in this study consisted of percentage, mean, standard deviation, Correlation and Multiple Regression Analysis. The research results illustrated that strategic human resource management was positively associated with and had the effect on organizational performance of Thai higher education institutions. Human resource planning had the highest effect on organizational performance of Thai higher education institutions (Beta = .584, $p < .01$), followed by learning and development (Beta = .528, $p < .01$), benefits and compensation (Beta = .425, $p < .01$), recruitment and selection (Beta = .372, $p < .01$), and employee retention (Beta = .207, $p < .01$). This study recommended that strategic human resource management should be applied in Thai higher education institutions to extract talent, skill and knowledge of employees to work for increasing organizational performance in four areas: producing graduates, conducting research, providing academic service to the society and preserving the Thai arts and culture.

Keywords: Organizational strategy, human resource management, mission implementation, Thai higher education institutions

INTRODUCTION

At the present, Thai higher education institutions 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 higher education institutions have to improve and adjust their strategies to be well accepted and recognized in terms of academic excellence in order to increase competitive advantage. Therefore, Thai higher education institutions need to continuously improve their organizational performance by improving teaching skills, conducting researches and providing academic service to the society in order to create academic reputation and attract a greater number of students. 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.

Higher education institutions are the organizations that manage and develop the education for students, and provide academic service to the people at large. If the institutions 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 conducting research with high quality to lead and direct society and the country (Channuwong, 2018; 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, employees of the institutions are required to work with high skill, competency and expertise. The administrators of the institutions must apply strategic human resource management such as 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 run. 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 higher education

institutions 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 deep desire to learn and gain a degree to work for their career advancement, the institutions should respond to their needs by providing excellent knowledge and skill and encourage them to have critical thinking and creative ideas.

The researchers consider that strategic human resource management can be applied in linkage with organizational strategy to increase organizational performance of Thai higher education institutions in terms of developing teaching skill to produce favorable graduates, conducting research to gain new body of knowledge, providing academic service to build a good collaboration with the society, and maintaining Thai arts and culture. Several studies indicate a linkage between strategic human resource management and organizational performance of business companies, but no study was conducted with higher education institutions. Therefore, the researchers are interested in conducting a study about strategic human resource management affecting organizational performance of Thai Higher Education Institutions.

LITERATURE REVIEW

Strategic Human Resource Management

Strategic human resource management can be traced back to over 30 years ago. It is now highly accepted and recognized for its positive impact on productivity, profits and competitive advantage to the organization. Effective human resource management can increase work performance and capability of the organization to grow and prosper in the global markets (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.”

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).

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). Snongtaweepon 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.

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.

Organizational Performance of Thai Higher Education Institutions

Thai higher education institutions are the educational organizations operated under the National Education Act B.E. 2545 (2002). This Act identified that Thai higher education institutions have to fulfill the four work performances called “missions of higher education institutions.” These missions are comprised of producing graduates, conducting research, providing academic service to society and maintaining Thai arts and cultures (National Education Act B.E. 2545, 2002). Thai higher education institutions 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 higher education institutions must follow the principles of developing graduates with knowledge, capability, virtue and ethics, research conduct and social responsibility. Therefore, Thai higher education institutions 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 the philosophy of sufficiency economy (Office of the Higher Education Commission, 2007).

Thai higher education institutions have to fulfill their four missions and duties i.e. teaching and learning to produce favorable graduates, conducting research 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). Producing graduates 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. Conducting research 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 (Damrongsiri et al., 2022; Siripap et al., 2021). Suwannachat et al. (2019) stated that Thai higher educations must fulfill the four main missions and duties: producing graduates with high quality to serve the needs of employers, conducting researches 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 conducting research with professors, bringing knowledge gained from research into teaching, encouraging students to provide academic service with professor, and supporting students to create projects and activities to conserve Thai arts and culture, including folk wisdom.

From a literature survey, it can be concluded that strategic human resource management can lead to increase organizational performance of Thai higher education institutions. Therefore, the research framework of this study was proposed (Figure 1).

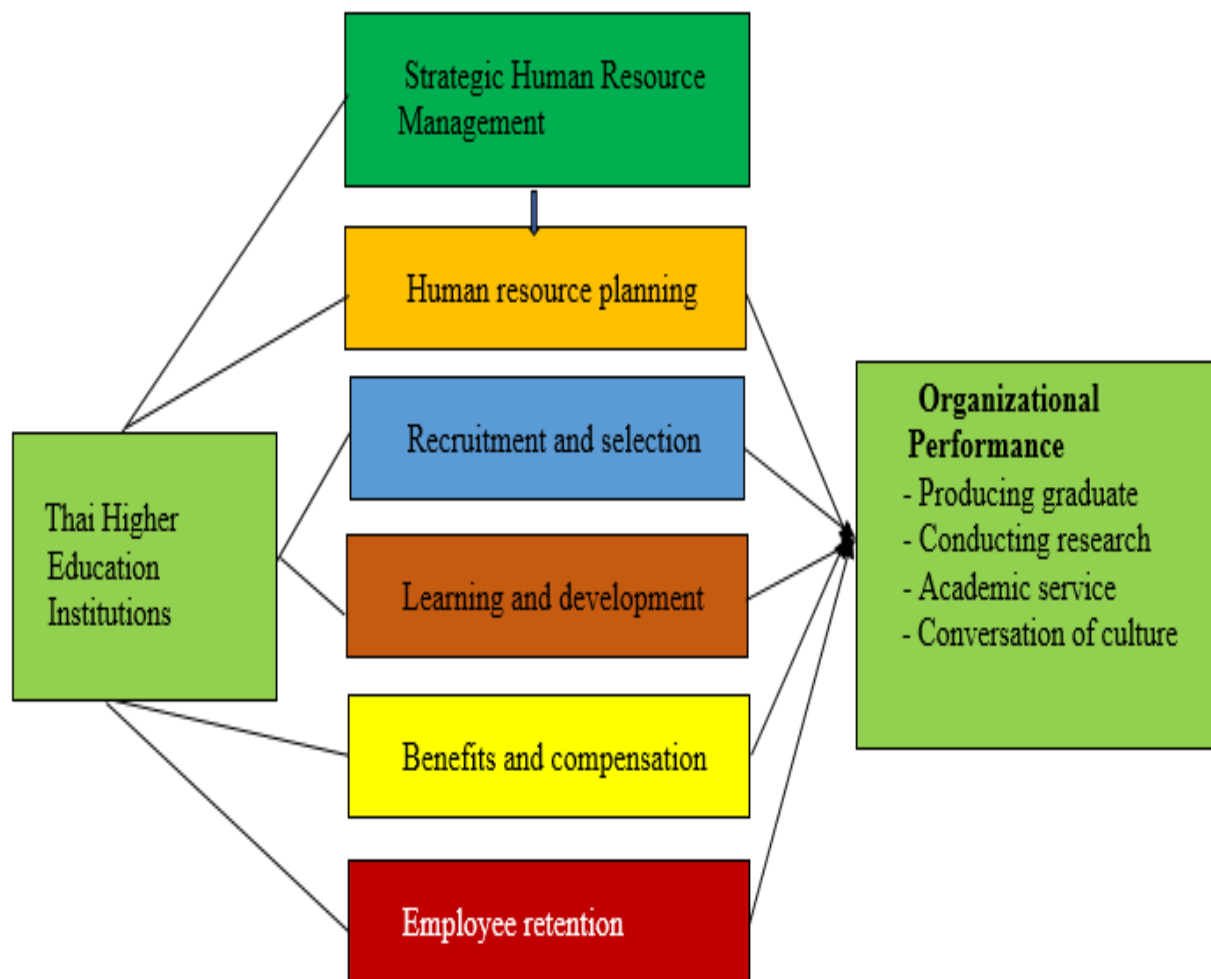


Fig 1. Research framework

Research Hypotheses

Ha1: Strategic human resource management has a relationship with organizational performance of Thai higher education institutions

Ha2: Human resource planning has an effect on organizational performance of Thai higher education institutions

Ha3: Recruitment and selection have an effect on organizational performance of Thai higher education institutions

Ha4: Learning and development have an effect on organizational performance of Thai higher education institutions

Ha5: Benefits and compensation have an effect on organizational performance of Thai higher education institutions

Ha6: Employee retention has an effect on organizational performance of Thai higher education institutions

METHODS

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 employees working in Thai higher education institutions in Bangkok Metropolitan Areas with the amount of 5,100 persons. The researchers calculated the sample sizes using the formula of Taro Yamane, and 370 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 planning (HUP), recruitment and selection (RES), learning and development (LED), benefits and compensation (BEC), and employee retention (EMR); and

dependent variable is organizational performance (ORP) consisting of producing graduate (PRG), conducting research (COR), academic service (ACS), and conversation of culture (COC).

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 organizational performance of Thai higher education institutions from researches, articles and texts in order to develop the conceptual framework and research questionnaire. The structure of the questionnaire was divided into three parts: Part one was a research questionnaire containing six questions regarding personal 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 higher education institutions. Part three was a research questionnaire containing 12 questions regarding organizational performance of Thai higher education institutions.

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 .97 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 .98 was obtained.

Data Collection and Statistical Analysis

The researchers distributed the research questionnaires to 370 samples during October 1, 2022 to December 15, 2022, and received 350 questionnaires in return which can be calculated as 94.59 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 personal information. Mean and standard deviation were used to analyze strategic human resource management and organizational performance of Thai higher education institutions. Pearson Correlation was used to find a relationship between strategic human resource management and organizational performance of Thai higher education institutions. Multiple Regression Analysis was used to analyze the effect of strategic human resource management on organizational performance of Thai higher education institutions. Data were interpreted using the following criteria: 1 = strongly disagree; 2 = disagree; 3 = agree; 4 = strongly agree; and 5 = very strongly agree. The criteria used to interpret the mean score were as follows: 1.00-1.80 = strongly disagree; 1.81-2.60 = disagree; 2.61-3.40 = agree; 3.41-4.20 = strongly agree; and 4.21-5.00 = very strongly agree.

RESULTS

In this section, the researchers presented the research results as follows:

Personal Information of Respondents

The research findings on personal information of respondents illustrated that the majority of respondents were males at 52.85 percent, and females at 47.14 percent. The ages of the majority of respondents were between 36-55 years old at 31.42 percent, followed by ages between 46-55 years old at 28.57 percent, ages between 26-35 years old at 14.28 percent, ages more than 56 years old at 14.28 percent, and ages less than 25 years

old at 11.42 percent. The majority of respondents were married at 51.42 percent, followed by single at 22.85 percent, divorced at 20.00 percent, and widowed at 5.71 percent. The majority of respondents graduated doctoral degree at 40.00 percent, followed by master's degree at 28.57 percent, bachelor's degree at 21.42 percent, and degree lower than bachelor's degree at 10.00 percent. The majority of respondents had work experience between 6-15 years at 34.00 percent, followed by work experience less than 5 years at 21.14 percent, work experience between 16-25 years at 20.57 percent, work experience between 26-35 years at 13.42 percent, and work experience more than 36 years at 10.85 percent. The majority of respondents received monthly income between 25,001-35,000 baht (694-972 USD) at 42.57 percent, followed by monthly income between 15,001-25,000 baht at 18.57 percent, monthly income between 15,000 baht and less at 14.57 percent, monthly income between 35,001-45,000 baht at 14.28 percent, and monthly income more than 45,000 baht at 10.00 percent.

The Results of Statistical Analysis on Strategic Human Resource Management of Thai Higher Education Institutions

In this part, we analyzed strategic human resource management of Thai higher education institutions. The research results illustrated that strategic human resource management of Thai higher education institutions, in total, was perceived at high level ($M = 3.90$, $SD = 0.18$). In particular, human resource planning had the highest mean value ($M = 4.58$, $SD = 0.15$), followed by learning and development ($M = 4.20$, $SD = 0.16$), benefits and compensation ($M = 4.15$, $SD = 0.17$), recruitment and selection ($M = 3.38$, $SD = 0.20$), and employee retention ($M = 3.20$, $SD = 0.26$) respectively (Table 1).

Table 1. Mean and Standard Deviation of Strategic Human Resource Management of Thai Higher Education Institutions

Strategic human resource management	<i>M</i>	<i>SD</i>	Level	Ranking
1. Human resource planning	4.58	0.15	High	1
2. Recruitment and selection	3.38	0.20	Highest	4

3. Learning and development	4.20	0.16	High	2
4. Benefits and compensation	4.15	0.17	Moderate	3
5. Employee retention	3.20	0.26	Moderate	5
Total Average	3.90	0.18	High	

The Results of Statistical Analysis on Organizational Performance of Thai Higher Education Institutions

In this part, we analyzed organizational performance of Thai higher education institutions. The research results illustrated that organizational performance of Thai higher education institutions,

in total, was perceived at high level ($M = 3.98$, $SD = 0.17$). In particular, producing graduates had the highest mean value ($M = 4.29$, $SD = 0.12$), followed by academic service ($M = 4.19$, $SD = 0.15$), conservation of culture ($M = 4.12$, $SD = 0.18$), and conducting research ($M = 3.35$, $SD = 0.23$) respectively (Table 2).

Table 2. Mean and Standard Deviation of Organizational Performance of Thai Higher Education Institutions

Organizational Performance	<i>M</i>	<i>SD</i>	Level	Ranking
1. Producing graduates	4.29	0.12	Highest	1
2. Conducting research	3.35	0.23	Moderate	4
3. Academic service	4.19	0.15	High	2
4. Conservation of culture	4.12	0.18	High	3
Total Average	3.98	0.17	High	

The Results of Statistical Analysis on a Relationship between Strategic Human Resource Management and Organizational Performance of Thai Higher Education Institutions

In this part, we analyzed a relationship between strategic human resource management and organizational performance of Thai higher education institutions. The research results illustrated 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 organizational performance of Thai higher education institutions ranged from 0.592 to 0.815, which learning and development (LED) were highly related to organizational performance (ORP) of Thai higher education institutions (Table 3).

Table 3. A Correlation between Strategic Human Resource Management and Organizational Performance of Thai Higher Education Institutions

Variables	HUP	RES	LED	BEC	EMR	ORP
HUP	1	.482**	.509**	.507**	.523**	.734**

RES	1	.632**	.680**	.632**	.592**
LED		1	.820**	.825**	.815**
BEC			1	.719*	.702**
EMR				1	.765**
ORP					1

Note: ** $p < .01$

The Results of Statistical Analysis on Strategic Human Resource Management Affecting Organizational Performance of Thai Higher Education Institutions

In this part, we analyzed strategic human resource management affecting organizational performance of Thai higher education institutions using Multiple Regression Analysis with Enter Method. The research results illustrated that strategic human resource management had an effect on organizational performance of Thai higher education institutions with a statistical significance at the .01 level ($F = 165.689, p = .002$). In particular, human resource planning had the highest effect on organizational performance of Thai higher education institutions ($Beta = .584, p < .01$), followed by learning and development ($Beta = .528, p < .01$), benefits and compensation ($Beta = .425, p < .01$), recruitment and selection ($Beta = .372, p < .01$), and employee retention ($Beta = .207, p < .01$). Strategic human resource management had an effect on organizational performance of Thai higher education institutions

at 73.8 percent ($Adjusted\ R^2 = .738$), whereas the rest 26.2 percent was the results of other factors, which were not studied in this research (Table 4).

The forecasting equation of strategic human resource management affecting organizational performance of Thai higher education institutions can be presented in the form of unstandardized and standardized scores from higher to lower as follows:

Unstandardized Scores: Organizational performance (ORP) = .236 (Constant) + .548 Human resource planning (HUP) + .523 Learning and Development (LED) + .429 Benefits and compensation (BEC) + .347 Recruitment and selection (RES) + .204 Employee retention (EMR).

Standardized Scores: Organizational performance (ORP) = .584 Human resource planning (HUP) + .528 Learning and Development (LED) + .425 Benefits and compensation (BEC) + .372 Recruitment and selection (RES) + .207 Employee retention (EMR).

Table 4. Multiple Regression Analysis of Strategic Human Resource Management Affecting Organizational performance of Thai Higher Education Institutions

Variables	Unstandardized Coefficients		Standardize d Coefficients	<i>t</i>	<i>p</i>
	<i>b</i>	SE	β		
(Constant) (a)	.236	.083		3.478**	.001
Human resource planning (HUP)	.548	.062	.584	1.045**	.000

Recruitment and selection (RES)	.347	.057	.372	2.156**	.000
Learning and development (LED)	.523	.053	.528	3.947**	.000
Benefits and compensation (BEC)	.429	.045	.425	1.357**	.003
Employee retention (EMR)	.204	.052	.207	1.975**	.002
$R^2 = .680$				$F = 165.689^{**}$	
Adjusted $R^2 = .738$		SE. =382		$P = .002$	

** $p < .01$

DISCUSSION

Strategic human resource management of Thai higher education institutions, in total, was perceived at high level. The result of this study can be discussed that Thai higher education institutions 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 management is important for organization to gain competitive advantage and achieve its goal. It is a process of linking the best talent, skill and knowledge of human resources to the core strategies, goals and objectives of the organization.

Organizational performance of Thai higher education institutions, in total, was perceived at high level. In particular, producing graduate had the highest mean value, followed by academic service, conservation of culture, and conducting research. The result of this study is consistent with the study of Anonrath (2013) who found that Thai higher education institutions focus on teaching to produce graduates with the following qualifications: (1) knowledge, (2) intellectual skill and wisdom, (3) interpersonal skill and responsibility, (4) analytical skill and communication, (5) virtue and ethical development, and (6) practical skill. Graduates with these qualifications are needed by each business company and are easy to get a good job and receive good salary. The result of this study is also consistent with the study of Tunwattanapong (2019) who found that Thai higher education institutions place great emphasis on teaching and producing graduates more than other three missions i.e. research conduct,

academic service and cultural preservation. The Office of the Higher Education Commission (2016) recommended Thai higher education institutions should support their personnel to conduct more researches and have articles published in well-accepted journals to increase academic reputation worldwide. In addition, they should support and grant research fund to university personnel to conduct research that can generate a new body of knowledge, which has a direct impact on social and country development. In addition, Boontham (2010) and the Office of the Higher Education Commission (2016) also stated that due to a lack of research fund support, Thai university personnel conduct research and publish papers in well-accepted journals less than expectation.

Strategic human resource management was positively related to organizational performance of Thai higher education institutions. Learning and development was highly related to organizational performance of Thai higher education institutions. 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 associated with organizational performance. The more strategic human resource management is implemented in the organization in linkage with organizational strategies and goals, the more productivity, profitability and overall organizational performance 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 an effective use of human resource management in linkage with organizational strategy was positively associated with

productivity, profit and overall organizational performance. In this regard, Lee et al. (2010) and McClean and Collins (2011) also found that the 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.

Strategic human resource management had an effect on organizational performance of Thai higher education institutions with a statistical significance at the .01 level. In particular, human resource planning had the highest effect on organizational performance of Thai higher education institutions, followed by learning and development, 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 Kazlauskaite 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 organizational performance. 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) and Snongtaweepon et al. (2022) 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 organizational performance. In this regard, 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 organizational performance. Channuwong (2018) found that human resource planning is one of the most important processes of human resource management in Thai higher education institutions. It helps to predict the needed manpower and predetermine the future needs for human resources of the institutions to ensure that the institutions have a sufficient workforce to work for achieving organizational goals. In addition, Katou and Budhwar (2010) and Kaufman and Miller (2011) found that learning and development are the important processes to improve employees' skills and expertise to work for the organization. The ability of human resource department to recruit and select the most qualified employees that fit with jobs, duties and responsibilities can help the organization to save cost and increase work performance. Siripap et al. (2021) also found that Thai higher education institutions should pay much attention on benefits and compensation of university employees to attract and retain knowledgeable, skillful and experienced employees to work in the organization over the long run.

CONCLUSION

Strategic human resource management of Thai higher education institutions, in total, was perceived at high level. In particular, human resource planning had the highest mean value, followed by recruitment and selection, learning and development, employee retention, and benefits and compensation. Organizational performance of Thai higher education institutions, in total, was perceived at high level. In particular, producing graduate had the highest mean value, followed by academic service, conservation of culture, and conducting research. Strategic human resource management was positively related to organizational performance of Thai higher education institutions. Learning and development was highly related to organizational performance of Thai higher education institutions. Strategic human resource management had an effect on organizational performance of Thai higher education institutions with a statistical significance at the .01 level. In particular, human resource planning had the highest effect on

organizational performance of Thai higher education institutions, followed by learning and development, 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 increase organizational performance of Thai higher education institutions in the age of borderless world.

Recommendations

Strategic human resource management should be applied in Thai higher education institutions to extract talent, skill and knowledge of employees to increase organizational performance in four areas: Producing graduates, conducting research, providing academic service to the society and preserving Thai arts and culture.

This study focuses only on employees working in Thai higher education institutions located in Bangkok, it is possible that the research results cannot be used to generalize strategic human resource management and organizational performance of other Thai higher education institutions located outside Bangkok metropolitan areas. Therefore, future study should focus on the samples of employees working in Thai higher education institutions in other regions of Thailand.

This study focuses only on strategic human resource management consisting of human resource planning, recruitment and selection, learning and development, benefits and compensation and employee retention, future study should focus on other factors that would have an effect on organizational performance of Thai higher education institutions such as leadership, organizational structure and culture.

Declaration of Ownership

This research paper is our original work.

Conflict of Interest

None

Ethical Clearance

This study was approved by our institution.

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