

# Human Resource Management Affecting Organizational Effectiveness of Private Companies in Bangkok

Nuntaporn Rattananda<sup>1\*</sup>, Boonwadee Montrikul Na Ayudhaya<sup>2</sup>, Somboon Sirisunhirun<sup>3</sup>, Atipong Kiddee<sup>4</sup>, Thutsapong Wongsawad<sup>5</sup>, Alongkot Vorakee<sup>6</sup>

<sup>1,4,5</sup>Thongsook College, Thailand

\*Corresponding author's email: [n.rattananda@gmail.com](mailto:n.rattananda@gmail.com)

<sup>2,3</sup>Faculty of Social Sciences and Humanities, Mahidol University, Thailand

<sup>6</sup>Senator/Independent Scholar

---

## ARTICLE INFO

Received: 29 Dec 2024

Revised: 15 Feb 2025

Accepted: 24 Feb 2025

## ABSTRACT

This research aims to: 1) study human resource management in Thai private companies in Bangkok; 2) study the organizational effectiveness of Thai private companies in Bangkok; 3) find the relationship between human resource management and the organizational effectiveness of Thai private companies in Bangkok; and 4) analyze the impact of human resource management on the organizational effectiveness of Thai private companies in Bangkok. The sample for this study included 321 employees from Thai private companies in Bangkok. The research tool used for data collection was a questionnaire. The statistical methods used in the research include Percentage, Mean, Standard Deviation, Correlation Coefficient, and Multiple Regression Analysis. The research findings are as follows: 1) In overall, human resource management in Thai private companies in Bangkok is at a high level. When considering each aspect, it was found that training and development had the highest mean, followed by recruitment and selection, performance evaluation and promotion, and benefits and compensation. 2) The organizational effectiveness of Thai private companies in Bangkok is overall at a high level. When considering each aspect, it was found that marketing had the highest mean, followed by production, profit, and quality, respectively. 3) The correlation coefficient between human resource management and organizational effectiveness in Thai private companies in Bangkok was statistically significant at the .01 level. 4) Human resource management affects the organizational effectiveness of Thai private companies in Bangkok. Training and development had the highest effect on organizational effectiveness of private companies in Bangkok, followed by benefits and compensation, performance evaluation and promotion, an recruitment and selection respectively.

**Keywords:** Human Resources Management ,Training and Development, Benefits and compensation ,Employee Engagement

---

## Introduction

Human resource management is crucial to the prosperity and success of an organization because humans are the driving force that propels an organization toward prosperity, wealth, stability, and sustainability. Any organization with human resources filled with knowledge, competence, expertise, and excellent work skills is bound to thrive. Therefore, many organizations today prioritize human resource management, starting from human resource planning, determining workforce requirements, recruitment and selection, employee training and development, benefits and

compensation, performance evaluation, and maintaining employees with the required knowledge and expertise for the organization's long-term success (Siripap et al., 2021). Managers must prioritize human resources because human resources are the intellectual capital of the organization. The skills, knowledge, and abilities of personnel in the organization are considered invaluable intellectual assets. Itthiawatchakun (2010) stated that humans are the most important intellectual asset of an organization, helping the organization achieve its goals efficiently and becoming a factor that creates a competitive edge. Therefore, organizations must have methods for recruiting human resources to get quality people with the knowledge and skills needed by the organization. They should also provide opportunities for employees to demonstrate their knowledge, abilities, and full potential, offering adequate benefits and compensation to retain these employees for the long term. Nimittasadikul (2015) found that the success of an organization can be measured by having quality personnel working with the organization and the effectiveness of their performance. Therefore, human resource management is extremely important in driving the organization toward success. Managers need to have strategies for selecting the right people and motivating them to stay with the organization to lead it to sustainable success. Nomnian et al. (2018) and Theerathanchayakul (2014) stated that human resource management activities include human resource planning, job analysis, recruitment, selection, interviews, appointment, training and development, performance evaluation, compensation, benefits, and welfare, as well as maintaining quality personnel within the organization. Jongrak (2015) stated that human resource management is the process of managing personnel in an organization, starting from analyzing and planning human resources, recruitment, selection, training and development, compensation, retention, and performance evaluation. Mondy et al. (1999) discussed the components of human resource management as follows: (1) recruiting employees, (2) selecting employees, (3) training and developing employees, (4) providing compensation, welfare, and other benefits, (5) evaluating performance, and (6) retaining employees. Thai private companies in Bangkok are facing significant financial liquidity issues due to the outbreak of the COVID-19 virus. This has led to difficulties in operating businesses as usual. The temporary closure of businesses, in line with government measures, has caused a loss of income necessary for livelihood and the repayment of debts incurred from various banks for business operations and investments. The government's support measures are not comprehensive enough to cover all types of businesses, which differ in terms of business type and financial capital (Office of the Promotion of Thai Private Companies in Bangkok, 2021). Nevertheless, human resource management remains critical for the advancement and survival of organizations. The acquisition of skilled and knowledgeable personnel can help stabilize and drive the organization toward success. Wongsuvan (2010) emphasized the importance of human resource management, stating that it helps employees develop themselves and use their potential to contribute to organizational stability and achievement of the organization's goals. Nomnian et al. (2018) stated that every organization aims to achieve success efficiently, achieving cost savings and value in resource utilization. Efficiency refers to the success measured in terms of economics, with indicators such as cost savings, resource savings, and time savings. Work should be completed on time and with quality. Savings and value can be measured from input factors, processes, and the resulting output. Efficiency must be coupled with effectiveness, which refers to achieving the desired objectives or goals as expected. Effectiveness can be considered by comparing the performance or results with the objectives or goals set. Weerapan Khemanuchet (2017) stated that efficiency can be measured by the following characteristics: (1) Economy includes cost savings, resource savings, and time savings; (2) Speed refers to the timely completion of tasks without delays; and (2) In terms of quality, the work quality means it is usable, considering input factors such as high-quality resources or raw materials, effective production processes that are systematic and standardized, leading to good output. Meglich (2017) and Channuwong (2018) stated that good human resource management positively impacts organizational effectiveness. For example, it allows employees to work at their fullest potential, contributing to achieving organizational goals and enabling personnel to use modern resources or technologies effectively and efficiently. This efficiency is a crucial factor in competition.

The researchers believe that good human resource management fosters employee morale, creates a positive attitude toward the organization, and increases job satisfaction. These factors serve as a driving force for employees to dedicate themselves and work hard to achieve success effectively, even in difficult tasks. Therefore, the researcher conducted a study on human resource management and its impact on the organizational effectiveness of Thai private companies in Bangkok.

### **Research Objectives**

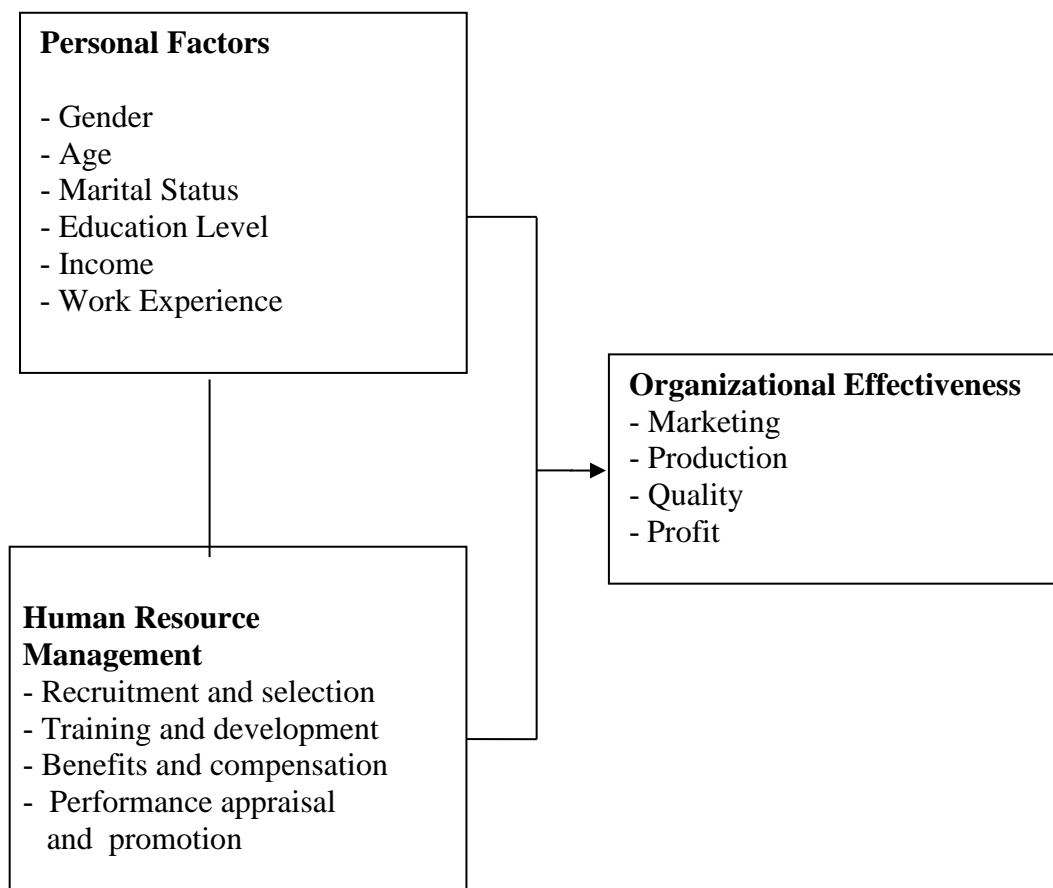
1. To study human resource management of Thai private companies in Bangkok.
2. To study the organizational effectiveness of Thai private companies in Bangkok.
3. To find the relationship between human resource management and organizational effectiveness in Thai private companies in Bangkok.
4. To study the human resource management that affects the organizational effectiveness of Thai private companies in Bangkok.

### **Research Hypotheses**

1: Human resource management is related to the organizational effectiveness of private companies in Bangkok.

2: Human resource management affects the organizational effectiveness of private companies in Bangkok.

### **Conceptual Framework**



**Figure 1:** Conceptual Framework of the Research

### **Literature Review**

Mathis and Jackson (2000) stated that human resource management is the utilization of human resources to achieve maximum efficiency and effectiveness by appropriately designing organizational work systems to meet organizational goals. Bowin and Harvey (2001) defined human resource management as practices that support the development and motivation of employees' performance in the organization, as well as responding to employees' needs in order to achieve work efficiency. This helps the organization accomplish its goals. Miner and Crane (1995) mentioned that human resource management involves developing, adapting, and evaluating policies and various programs within the organization to ensure operational effectiveness and achievement of organizational objectives. Noe, Hollenbeck, Gerhart, and Wright (2007) stated that human resource management encompasses policies and systems that influence and affect employees' behavior, values, attitudes, and job performance in the organization. Armstrong (2006) said that human resource management is the continuous use of interrelated strategies to manage the most valuable resource within the organization—its people. Stone (2008) noted that human resource management involves managing the working relationship between supervisors and subordinates to create job satisfaction, which influences work efficiency. Sunanta Mingcharoenporn (2013) defined human resource management as activities related to managing human resources, starting from recruitment, selection, interviews, appointment, training and development, compensation, benefits management, performance evaluation, and labor relations. Sakorn Suksriwong (2008) defined human resource management as conducting various personnel-related activities to ensure the organization has sufficient human resources in both quality and quantity, leading the organization to successfully achieve its goals. Smithikrai (2007) stated that human resource management consists of organizational activities or operations starting from recruitment, selection, development, motivation, retention, and even termination of personnel within the organization.

Theppawan (2011) explained that human resource management consists of patterns, policies, and practices that affect human resources. This includes recruitment, background checks, selection, motivation, and compensation, among others. Kuptanon (2001) stated that human resources are the heart of operations. In every organization, human resources are vital to success and the achievement of goals and objectives, as they drive organizational progress. They are responsible for managing and controlling tools, technologies, and equipment to ensure efficient operations. Meesamnai (2008) said that human resource management is a function of personnel administration, which involves assigning staff to various departments within the organization, as well as training and developing personnel and retaining skilled employees for as long as possible.

Human resource management is the organization of relationships between management and people in order to clarify roles, responsibilities, knowledge, abilities, and expertise. The performance tasks help the organization achieve its goals. Clark (1992) explained human resource management is the management of relationships between workers and administrators, with the aim of enabling the organization to achieve its objectives. From this definition, there are three key points: 1. Human resource management emphasizes managing relationships rather than simply managing individuals. 2. Human resource management focuses on the organization's objectives. Therefore, when these objectives change, the management of those relationships must also change. 3. The primary objective of human resource management should be centered on the organization, while individual members of the organization are considered secondary objectives. Mondy et al. (1999) outlined the components of human resource management as follows: (1) Recruitment of employees (2) Selection of employees (3) Training and development of employees (4) Compensation, including welfare and other benefits (5) Performance evaluation (6) Employee retention

Human resource management is the management of employment relationships in order to utilize the knowledge, abilities, and expertise of human resources to help the organization achieve its

established objectives. This involves managing human resources in areas such as planning, recruitment and selection, hiring, training, compensation, and more. These activities can be divided into three key phases: 1. Acquisition Phase obtains human resources. 2. Retention Phase maintain human resources within the organization. 3. Termination or Separation Phase manage the process when employees leave the organization. Human resource management is a responsibility shared by managers at all levels, as it involves recruiting qualified individuals, placing them in suitable roles, supporting their development, and supervising their work to ensure they perform to their full potential. It also includes managing employees' health and safety, and preparing for retirement or termination. Every step in the process must comply with principles of good governance, relevant laws, and fair regulations accepted by society. Effective human resource management fosters a sense of belonging, organizational commitment, dedication, and willingness among employees to contribute toward improving organizational effectiveness. In this study, organizational effectiveness is defined in terms of marketing, production, quality, and profitability.

### **Research Method**

This study is quantitative research. The researchers used a questionnaire as the data collection tool, with details as follows:

### **Scope of the Study**

The population and sample group in this research consisted of employees working in Thai private companies located in Bangkok. The total population was 2,500 people. The sample size was calculated using Taro Yamane's formula, resulting in a sample of 345 respondents.

As for variables used in the study, independent variables are Human Resource Management which includes: Recruitment and Selection (RS), Training and Development (TD), Benefits and Compensation (BC), Performance Appraisal and Promotion (PP). Dependent variables are Organizational effectiveness, which consists of: Marketing, Production, Quality and Profitability.

### **Instrument Used to Collect Data**

The instrument used for data collection in this research was a questionnaire, designed for gathering quantitative data. In developing the questionnaire, the researcher studied relevant concepts and theories from literature and related research to construct a closed-ended questionnaire, which was structured into three parts as follows:

Part 1: A checklist format, containing questions related to the respondents' personal information, including gender, age, marital status, education level, years of work experience, and monthly income.

Part 2: A rating scale format, consisting of questions regarding human resource management. This section includes: Recruitment and Selection, Training and Development, Benefits and Compensation, Performance Appraisal and Promotion. This section consists of 24 items.

Part 3: Also in a rating scale format, this section contains questions about organizational effectiveness, covering four areas: Marketing, Production, Quality and Profitability. This section contains 20 items.

### **Criteria for Results Interpretation**

For the quantitative data analysis, the researchers used data collected from the 5-point Likert scale rating questions. The data were analyzed using statistical software for social sciences. The scoring criteria for the questionnaire were as follows:

5 refers to Strongly Agree

- 4 refers to Agree
- 3 refers to Neutral
- 2 refers to Disagree
- 1 refers to Strongly Disagree

For criteria interpretation or meaning average scores (Response Weights), the researchers set the interpretation scale into five levels, as follows:

Mean score 4.21–5.00 indicates a extremely high level of agreement

Mean score 3.41–4.20 indicates a high level of agreement

Mean score 2.61–3.40 indicates a moderate level of agreement

Mean score 1.81–2.60 indicates a low level of agreement

Mean score 1.00–1.80 indicates a extremely low level of agreement

### **Development and Creation of Educational Tools**

To ensure the validity and reliability, the researcher check on the content and assessed the questionnaire as follows:

1. Content Validity: The content was reviewed by 3 experts to evaluate the alignment between the questions and the objectives of the study. The Item Objective Congruence Index (IOC) was calculated to be 0.85.

2. Reliability: The reliability of the questionnaire was tested by administering it to 30 employees who were not part of the sample group used in this study. The overall reliability score was 0.89.

3. Revision: The questionnaire was revised before being used in the actual study.

### **Data Collection**

1. The researcher distributed questionnaires to a sample group of 345 people between December 1, 2024, and January 31, 2025, using convenience sampling. A total of 320 completed questionnaires were returned, which is 92.75%.

2. The completed questionnaires were checked for accuracy and completeness before being analyzed.

### **Statistics Used in Data Analysis**

The researcher used both descriptive statistics and inferential statistics to analyze the data and test the hypotheses. The details are as follows:

1. Frequency Distribution and Percentage were used to analyze general data of the questionnaire respondents.

2. Mean and Standard Deviation were used to analyze human resource management and the organizational effectiveness of private companies in Bangkok.

3. Pearson Correlation was used to analyze a relationship between human resource management and organizational effectiveness in private companies in Bangkok.

4. Multiple Regression Analysis was used to analyze the human resource management variables that affect organizational effectiveness in private companies in Bangkok.

## Research Results

**Results of Analysis on Human Resource Management of Thai Private Companies in Bangkok**

The research findings revealed that the overall human resource management in private companies in Bangkok is at a high level, with a mean score of ( $M = 3.81$ ,  $SD = 0.47$ ). When considering the individual aspects, the highest mean score was found in Training and Development ( $M = 4.28$ ,  $SD = 0.70$ ), followed by Recruitment and Selection ( $M = 4.20$ ,  $SD = 0.47$ ), Performance Evaluation and Promotion ( $M = 3.49$ ,  $SD = 0.23$ ), and Benefits and Compensation ( $M = 3.28$ ,  $SD = 0.23$ ) (Table 1).

**Table 1** Mean and Standard Deviation of Human Resource Management of Thai Private Companies in Bangkok

Human resource management	<i>M</i>	<i>SD</i>	Interpretation	Ranking
1 Recruitment and selection	4.20	0.47	High	2
2 Training and development	4.28	0.70	High	1
3 Benefits and compensation	3.28	0.23	Moderate	4
4 Performance appraisal and promotion	3.49	0.23	High	3
Total	3.81	0.47	High	

**Results of Analysis on Organizational effectiveness of Thai Private Companies in Bangkok**

The research findings revealed that the overall organizational effectiveness in private companies in Bangkok was at a high level ( $M = 3.75$ ,  $SD = 0.53$ ). When considering the individual aspects. Marketing had the highest mean score ( $M = 3.92$ ,  $SD = 0.63$ ), followed by Production ( $M = 3.89$ ,  $SD = 0.53$ ), Profit ( $M = 3.45$ ,  $SD = 0.42$ ), and Quality ( $M = 3.39$ ,  $SD = 0.93$ ), respectively (Table 2).

**Table 2** Mean and Standard Deviation of Organizational effectiveness of Thai Private Universities

Organizational effectiveness	<i>M</i>	<i>SD</i>	Interpretation	Ranking
1 Marketing	3.92	0.63	High	1
2 Production	3.89	0.53	High	2
3 Quality	3.39	0.93	Moderate	4
4 Profitability	3.45	0.42	High	3
Total	3.75	0.53	High	

**Results of Analysis on the Correlation between Human Resource Management and Organizational effectiveness of Thai Private Companies in Bangkok**

The correlation within human resource management, which consists of Recruitment and Selection (RS), Training and Development (TD), Benefits and Compensation (BC), and Performance Appraisal and Promotion (PP), is positive, indicating that all four variables are significantly correlated in the same direction at the 0.01 level. The correlation coefficients range from 0.328 to 0.690, with the

highest correlation coefficient being between Benefits and Compensation (BC) and Performance Appraisal and Promotion (PP).

The correlation between Human Resource Management and Organizational Effectiveness (OE) of Thai private companies in Bangkok is statistically significant at the 0.01 level, with correlation coefficients ranging from 0.337 to 0.798. The pair with the highest correlation coefficient is the relationship between Benefits and Compensation (BC) and Organizational Effectiveness (OE) (Table 3).

**Table 3 The Correlation Coefficient between the Components of Human Resource Management and Organizational effectiveness**

Variables	RS	TD	BC	PP	OP
RS	1	.328**	.536**	.611**	.337**
TD		1	.570**	.528**	.460**
BC			1	.690**	.798**
PP				1	.584**
OP					1

\*\* Significant at the .01 level

### Results of Analysis on the Components of Human Resource Management Affecting Organizational effectiveness of Private Companies in Bangkok

Overall correlation coefficient, the components of human resource management affecting organizational effectiveness of private companies in Bangkok is a statistically significant relationship at the .01 level ( $F = 6.348$ ,  $p = .003$ ). Training and development have the highest standard coefficient (Beta = .599,  $p < .01$ ), followed by benefits and compensation with a standard coefficient (Beta = .485,  $p < .01$ ). Performance evaluation and promotion have a standard coefficient (Beta = .398,  $p > .01$ ), and recruitment and selection have a standard coefficient (Beta = .290,  $p > .01$ ) respectively. When applying multiple regression analysis, the model explains 68.6% of the variance in organizational effectiveness (Adjusted  $R^2 = .686$ ). The remaining 31.4% is influenced by other variables not included in this study. The coefficients of the predictive variables can be written as the following equations, both in raw scores and standard scores.

The prediction equation in raw scores revealed  $OE = 1.077$  (constant) + .599 Training and Development (TD) + .485 Benefits and Compensation (BC) + .398 Performance Evaluation and Promotion (PP) + .289 Recruitment and Selection (RS)

The prediction equation in standard scores revealed  $OE = .568$  Training and Development (TD) + .463 Benefits and Compensation (BC) + .369 Performance Evaluation and Promotion (PP) + .268 Recruitment and Selection (RS) (Table 4)

**Table 4 The Components of Human Resource Management Affecting Organizational effectiveness of Thai Private Companies in Bangkok**

Human Resource Management	Organizational effectiveness				P
	b	SE	$\beta$	T	
Constant	1.077	.199		15.412**	.000
Recruitment and selection	.268	.048	.290	.639**	.003
Training and development	.568	.061	.599	2.019**	.000

Benefits and compensation	.463	.035	.485	1.256**	.000
Performance appraisal and promotion	.369	.067	.398	1.359**	.000
					.634
	R <sup>2</sup> =	.038		F =	8**
	Adjust R <sup>2</sup> =	.686	SE =	.786	p = .003

\*\*Significant at 0.01 level

### Research Discussion

The research findings revealed the components of human resource management in private companies in Bangkok are generally at a high level. When examining individual aspects, it was found that training and development had the highest average score, followed by recruitment and selection, performance evaluation and promotion, and benefits and compensation. Training is essential as it enhances employees' knowledge and skills, which aligns with the findings of Channuwong (2015), Itthiawachakul (2010), Ruksat et al. (2025) and Sirathanakul et al. (2023) who stated that training leads to the development of various skills such as work skills, interpersonal skills, problem-solving skills, analytical thinking, and life skills. These skills are vital for employees and contribute to the organization's valuable human resources. This study also highlights that benefits and compensation had the lowest average score. The result showed most employees' feelings that the benefits and compensation are insufficient. Therefore, the government should support private companies in Bangkok by providing special benefits and financial assistance, especially during times of crisis, ensuring that the aid is comprehensive and prompt. Furthermore, private companies should implement measures to improve employees' welfare and compensation to ensure a good quality of life. As Channuwong (2015) stated, successful organizations prioritize employee satisfaction by offering competitive compensation and benefits, as well as ensuring employees' welfare. They will increase employees' dedication and commitment to the organization.

The organizational effectiveness of private companies in Bangkok is generally at a high level. When examining individual factors, marketing had the highest average score, followed by production, profits, and quality. The research suggests that the components of human resource management significantly affect the marketing and sales efforts of companies. Employees play a crucial role in customer satisfaction, as aligned with the research by Channuwong et al. (2022), which found that employees who are customer-oriented and show a service mind. These create a positive impression, leading customers to repurchase, thus boosting sales and market share. Therefore, high-quality employees provide a competitive advantage for companies.

The correlation among the four human resource management components are recruitment and selection (RS), training and development (TD), benefits and compensation (BC), and performance appraisal and promotion (PP). These are all positive, indicating that these variables are significantly related in the same direction at the .01 level. The correlation coefficients range from .336 to .797, with the highest correlation observed between benefits and compensation (BC) and organizational effectiveness. This finding is consistent with Nomnian et al. (2018), who concluded that appropriate compensation and benefits related to employees' knowledge and skills positively correlate with organizational effectiveness. This can be explained by the fact that employees who receive fair compensation and have a good quality of life are more likely to perform efficiently and work dedicatedly to help the organization achieve its goals without worrying about their living expenses. The research findings from Chongrak (2015) and Wongmajarapinya et al. (2024) who emphasized that employees expect organizations to focus on benefits, compensation, and welfare. These factors are crucial for their work. The research also aligns with the concept of Mondy et al. (1999), who described compensation and benefits as rewards. In exchange for their work, employees typically receive

compensation, which includes wages, salaries, bonuses, and other welfare benefits such as health insurance, life insurance, and travel benefits. Human resource management has a significant impact on organizational effectiveness at the .01 level. Training and development have the highest standard coefficient, followed by benefits and compensation, performance evaluation and promotion, and recruitment and selection, respectively. These findings align with Dessler's ideas (2008), who suggested that training provides employees with the necessary knowledge and skills for effective work performance, as well as a positive attitude toward the organization. Additionally, the leadership skills and decision-making abilities contribute to organizational effectiveness.

### **Recommendations**

1. Human resource management plays a significant role in improving organizational efficiency. Therefore, it is essential to apply the principles of human resource management within the organization. The human resources department should prioritize benefits and compensation to ensure that employees have a good quality of life.

2. Thai private companies should provide training programs to ensure that employees possess the necessary knowledge, skills, and expertise aligned with the company's needs. This will enable employees to perform their duties effectively.

3. There should be a comparative study on human resource management efficiency between Thai private companies in Bangkok and those in other provinces. This will help identify both the strengths and weaknesses, which can be used to improve and develop human resource management practices over time.

4. There should be a study on the factors that influence the operational efficiency of Thai private companies in Bangkok. These factors will provide insights for businesses to enhance their performance and competitiveness in the market.

### **References**

- [1] Chongrak W. (2015). Human Resource Management Process Affecting Work Performance in the Coal Industry of Indonesia. Master's Thesis in Business Engineering Management, Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, Pathum Thani.
- [2] Ittiawasakun C. (2010). Managing People Beyond Textbooks. Bangkok: Nation International Education.
- [3] Khemmanuchet W. (2017). Efficiency and Effectiveness. Retrieved from <http://bankusayei.blogspot.com/2015/01/blog-post.html>.
- [4] Kuptanont W. (2001). Organizational Behavior Management. Bangkok: Rangsit University Press.
- [5] Mee-Somnai C. (2008). Human Resource Management. Nonthaburi: Sukhothai Thammathirat Open University.
- [6] Mingjaroenporn, S. (2013). Human Resource Development and Organizational effectiveness at Government Savings Bank, Head Office. Journal of Library Science, 24(2), 157-167.
- [7] Nimitsadikul, P. (2015). Human Resource Management Process at Nakhon Pathom Rajabhat University. Master's Thesis in Business Administration, Graduate School, Silpakorn University.
- [8] Office of the Promotion of Thai Private Companies in Bangkok (SSO). (2021). Study on the Situation and Indicators of Thai Private Companies in Bangkok (SME). Retrieved from <https://www.sme.go.th>.
- [9] Theerathanchaiakul, K. (2014). Human Resource Management. Bangkok: Asia Press.
- [10] Thepwan P. (2011). Strategic Human Resource Management. Bangkok: C.E.D. Education.
- [11] Wiangrat M. (2013). Organizational Commitment of Teachers in Expanded Educational Opportunity Schools, Watthana Nakhon District, under the Office of Education Area 2, Sa Kaeo Province. Master's Thesis in Education, Faculty of Education, Burapha University.

- [12] Armstrong, M. (2006). A handbook of human resource management practice. London: Kogan.
- [13] Bowin, R.B. & Harvey, D. (2001). Human resource management: An experiential approach. New Jersey: Supper Saddle River, Prentice-Hall.
- [14] Channuwong, S., Siripap, P., Ladnongkun, V., & Makingrilas J. (2022). The model of marketing strategies influencing customer satisfaction of supermarkets in Bangkok areas. *Journal of MCU Peace Studies*, 10(2), 472-487.
- [15] Channuwong, S. (2015). Organizational commitment of university staff and lecturers: A case study of Mahamakut Buddhist University. *Journal of Community Development Research*, 8(3), 34-46.
- [16] Mathis, R. & Jackson, J. (2008). Human resource management. Singapore: Thomson, South-Western.
- [17] Miner, J.B. & Crane, D.P. (1995). Human resource management: The strategic perspective. New York: HarperCollins.
- [18] Noe, A.R, Hollenbeck R.J., Gerhart B., & Wright M.P. (2007). Fundamental of human resource management. New York: McGraw-Hill.
- [19] Nomnian, A., Channuwong, S., & Montrikul Na Ayutthaya, B. (2018). Good governance and organizational efficiency in ASEAN Community. *Governance Journal*, 7(1), 67-86.
- [20] Stone, J.R. (2008). Managing human resource. Australia: John Wiley and Sons.
- [21] Dessler, G. (2008). Human resource management. New Jersey: Pearson Education, Inc., Upper Saddle River.
- [22] Mondy, R.W., Noe, R.M. and Premeaux, S.R. (1999). Human resource management. NJ: Upper Saddle River.
- [23] Meglich, P. (2017). Human resource management, 15<sup>th</sup> edition. Nebraska: Cengage Learning.
- [24] Robert Clark. (1992). Human resource management. Asia Pacific Journal. Retrieved on
- [25] December 26, 2016 from <http://onlinelibrary.wiley.com/doi/10.1177/103841119403200110/abstract>
- [26] Ruksat, S., Channuwong, S., Changcharoen, C., Daengngam, S., Khethong, K. (2025). Buddhist principles for development of human behavior, morality, mind and wisdom. *Journal of Posthumanism*, 5(3), 815-827. <https://doi.org/10.63332/joph.v5i3.791>
- [27] Sirathanakul, K., Harnpanich, B., Channuwong, S., Bangbon, P., Niangchaem, L., Sutthadaanantaphokin, K. (2023). The influence of human resource management on educational administration of Thai Private Universities. *Migration Letters*, 20 (S1), 423-436.
- [28] Wongmajarapinya, K., Channuwong, S., & Pratoomsawat, T. (2024). The model of modern management influencing sustainable organization development of Thai Smile Bus Company Limited. *Migration Letters*, 21(S2), 385-399.
- [29] Wongsuvan, N. (2010). Human resource management. Bangkok: Pimlak.