

The Influence of Human Resource Management on Educational Administration of Thai Private Universities

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Abstract

This research aims to analyze a relationship and an influence of human resource management on educational administration of Thai private universities in Bangkok. This study applied quantitative method. The samples used in this study were 356 employees working in Thai private universities in Bangkok and suburban areas. The instrument used to collect data was a research questionnaire. Statistics used in this study consisted of percentage, mean, standard deviation, Pearson Correlation and Structural Equation Modeling (SEM). The research results illustrated that human resource management was positively associated with educational administration of Thai private universities. Human resource management had an influence on educational administration of Thai private universities at the statistical significance of .01 level, which can be presented as follows: Training and development (=.87, $p < .01$), performance appraisal (=.75, $p < .01$), compensation and reward (=.94, $p < .01$), organization improvement (=.96, $p < .01$). This study recommended that human resource management principle should be applied in private universities to train, develop and extract talent, skill and knowledge of employees to work for increasing the effectiveness of educational administration of Thai private universities in four areas: teaching students, conducting research, providing academic service to the society and conserving art and culture.

Keywords: Human Resource Management, Organization Improvement, Educational Administration, Academic Service, Research Conduct.

1. INTRODUCTION

Thai private universities are the higher educational institutions operated by private sectors in order to offer education to students, to conduct research, to provide academic service to the people at large, and to conserve Thai arts and cultures. If the universities have employees with skill, talent, knowledge and capability, they are capable of increasing their efficiency and effectiveness of educational administration and achieve the most favorable performance. The main duty of Thai private universities is to manage the internal matters such as providing excellent teaching and conducting research with high quality to lead and direct the community and society where they are located (Anonrath, 2013); Channuwong et al., 2023; Ghasemy et al., 2018). Markmit (2007) found that the rapid changes in the educational administration system and the increasing number of universities have led many Thai private universities to compete among each other. In

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order to survive in this competitive age and gain profit from educational administration, Thai universities require their employees to work harder in order to increase academic reputation and gain a greater number of students. Therefore, skillful, competent and knowledgeable employees are one of the most important components for success and growth of Thai private universities.

At the present, Thai private are facing a strong competition due to a decreasing number of students and increasing number of both national and international universities operated in Thailand. As such, students have more opportunities and 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 (Boontham, 2010; Bangbon et al., 2023).

In addition, Damrongsiri et al. (2022) and 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. Mello (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 human resource management can be applied in linkage with organizational strategy to increase the efficiency and effectiveness of educational administration of private universities 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. There were several studies focusing on a relationship between human resource management and organizational performance of business companies, but no study was conducted to find a relationship between human resource management and educational administration of Thai private universities. Therefore, the researchers are interested in conducting a study about human resource management that has an influence on of educational administration of Thai private universities.

2. LITERATURE REVIEW

Human Resource Management

Human resource management can be defined as: (a) the process of acquiring, training, developing, motivating, and appraising a sufficient quantity of qualified employees to perform the activities necessary to accomplish organizational objectives; and (b) developing specific activities and an overall organizational climate to generate maximum workers' satisfaction and employees' efficiency (Bin & Almagati, 2023; Nickels, 2001). Human resource management is a decision and management of human resources at all levels to increase competitive competency of the organization with the following details: (1) human resource management is a plan or policy designed to use human talents and skills to achieve the set goals and objectives; (2) human resource management can be emerged at all levels of organization and it is not necessary to be set by top management; (3) human resource management principle may not be written explicitly but was implemented by administrators, focusing on real practice; and (4) human resource management is a future-oriented which focuses on making changes and create positive effect on the overall organizational performance (Mile & Dess, 1996; Noe, 1997). Human resource management is a practice that creates a 'unique pool of human capital' to elicit human knowledge, skill and competency to increase productivity and profits of the organization (Huselid et al., 1997; Lionel et al., 2023). 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, prosper in the global markets, and achieve organizational goals (Alonazi, 2021; Phanwattana & U-on, 2017). Human resource management is the pattern of planned human resource deployments and activities intended to enable an organization achieve its goals (Wright and McMahan, 1992).

Human resource management is an integration of human resources into organizational strategy through planning and implementing organizational policy to create competitive advantage (Bangbon et al., 2023; Channuwong, 2018; 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). Human resource management is important to increase work performance, and create knowledge and innovation to the organization. Effective 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). 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 (Katangchol et al. 2023; Schuler, 1992).

An implementation of human resource management must be in accordance 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 (Chiemেকে et al., 2018; Gregory et al., 2009). Human resource management has significant effect on reducing employee turnover and increasing productivity, profit, and overall market performance (Bangbon et al., 2023, Richard and Johnson (2001).

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 (Altarawneh and Aldehayyat, 2011; Chan and Mak, 2012; Wright and McMahan, 1992).

Educational Administration of Thai Private Universities

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). 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.

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; Damrongsiri et al., 2022). 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 human resource management has a relationship with educational administration of Thai private universities in Bangkok and suburban areas. Therefore, the research framework of this study was proposed (Figure 1).

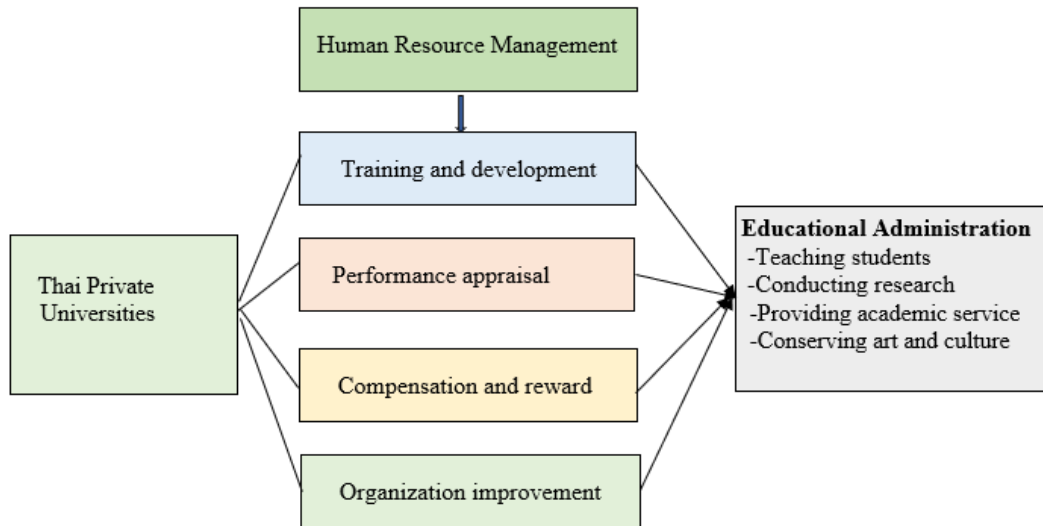


Fig 1. Research framework

Research Hypotheses

Ha1: Human resource management has a relationship with educational administration of Thai private universities in Bangkok and suburban areas

Ha2: Training and development have an influence on educational administration of Thai private universities in Bangkok and suburban areas

Ha3: Performance appraisal has an influence on educational administration of Thai private universities in Bangkok and suburban areas

Ha4: Compensation and reward have an influence on educational administration of Thai private universities in Bangkok and suburban areas

Ha5: Organization improvement has an influence on educational administration of Thai private universities in Bangkok and suburban areas

3. MATERIALS AND METHODS

Populations and Samples

The population in this study was 3,500 employees of ten private universities located in Bangkok and suburban areas. The formula of Taro Yamane was applied to calculate the sample size from the whole population, yielding 359 samples.

Variables Used in this Study

The variables used in this study consisted of independent and dependent variable. Independent variable is human resource management consisting of training and development (TD), performance appraisal (PA), compensation and reward (CR), organization improvement (OI); and dependent variable is educational administration of Thai private universities consisting of teaching students (TS), conducting research (CR), providing academic service (PAS), and conserving art and culture (CAC).

Instrument and Procedure

The instrument used to collect data in this study was a research questionnaire, which was developed in Thai in order to provide best understanding and avoid excluding participants due to English proficiency and then translated to English. The questionnaire was developed by adapting several previous research findings about human resource management and educational administration of Thai private universities. The researchers had conducted content validity and reliability test of this study with the following steps: 1) The research questionnaire was checked by five research scholars in order to find the relevancy between the questionnaire and research objectives using Item Objective Congruence Index (IOC), and the IOC value of .93 was obtained. 2) The researchers had conducted a try-out by distributing the research questionnaires to 30 people who had similar characteristics but were not the samples in this study in order to find the reliability value of the questionnaire, and the reliability value of .94 was obtained. 3) The researchers had corrected the research questionnaire according to the comments and suggestions of the research scholars before distributing to the targeted samples.

The questionnaire consisted of the following three parts: Part one was a research questionnaire containing six questions regarding demographic profiles of respondents i.e. gender, age, marital status, educational level, monthly income, and work experience. Part two was a research questionnaire containing 16 questions regarding human resource management in the form of 5-point Likert scales. Part three was a research questionnaire containing 16 questions regarding educational administration of Thai private universities in the form of 5-point Likert scales. The criteria used to interpret data were as follows: 1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree; and 5 = strongly agree. Criteria used to interpret the mean value were as follows: 1.00-1.80 = strongly disagree; 1.81-2.60 = disagree; 2.61-3.40 = neither agree nor disagree; 3.41-4.20 = agree; and 4.21-5.00 = strongly agree.

Data Collection and Analysis

The researchers had distributed 359 research questionnaires to ten private universities with 35 questionnaires per each university, using convenience sampling during March 1, 2023 - May 31, 2023, and 356 participants completed the research questionnaire, which can be calculated as 99.16 percent. Frequency, percentage, mean, standard deviation, Pearson Correlation, and Structural Equation Modeling (SEM) technique were used to analyze the collected data. Data were analyzed, using SPSS AMOS Program Version 23.

4. RESULTS

Descriptive Statistics

The final sample size of this study was 356 participants. Table 1 showed that the majority of participants were male (55.05%). The largest age group was between 36-45 years (39.60%). Most of participants were single (49.43%). Most of participants graduated bachelor's degree (42.98%). The largest group of participants received monthly income between 25,001- 35,000 Thai Baht (\$ 757-1,006) (46.35%). The majority of participants had meditation practice experience between 6-15 years (33.15%).

Table 2 showed that human resource management of private universities, in total, was perceived at high level ($M = 4.00$, $SD = 0.61$). In particular, organization improvement had the highest mean value ($M = 4.20$, $SD = 0.60$), followed by compensation and reward ($M = 4.18$, $SD = 0.61$), training and development ($M = 3.87$, $SD = 0.62$), and performance appraisal ($M = 3.76$, $SD = 0.65$) respectively.

Table 3 showed that educational administration of Thai private universities, in total, was perceived at high level ($M = 3.85$, $SD = 0.91$). In particular, teaching students was perceived at the highest level ($M = 4.20$, $SD = 0.90$), followed by conducting research (M

= 3.95, SD = 0.91), conserving art and culture (M = 3.86, SD = 0.92), and providing academic services (M = 3.39, SD = 0.93) respectively.

Table 1 Demographic Profile of Respondents (n = 356)

Profile	Category	Frequency	Percent
Gender	Male	196	55.05
	Female	160	44.94
Age	25 years or less	35	9.83
	26 – 35 years	59	16.57
	36 – 45 years	141	39.60
	46 – 55 years	71	19.94
	>56 years	49	13.76
Marital status	Single	176	49.43
	Married	153	42.97
	Divorced	12	3.37
	Widowed	14	3.93
Education	<Bachelor's Degree	130	36.51
	Bachelor's Degree	153	42.98
	Master's degree	47	13.20
	Doctoral Degree	26	7.30
Monthly	15,000 Thai Baht or less	59	16.57
	15,001 – 25,000 Thai Baht	83	23.31
	25,001 – 35,000 Thai Baht	165	46.35
	35,001 – 45,000 Thai Baht	35	9.83
	>45,000 Thai Baht	14	9.93
Meditation Practice Experience	5 years or less	83	23.31
	6 – 15 years	118	33.15
	16 – 25 years	71	19.94
	26 – 35 years	47	13.20
	> 35 years	38	10.67
Total		356	100.0

Table 2 Mean and Standard Deviation of Human Resource Management of Thai Private Universities

Human resource management	M	SD	Interpretation	Ranking
1 Training and development	3.87	0.62	High	3
2 Performance appraisal	3.76	0.65	High	4
3 Compensation and reward	4.18	0.61	High	2
4 Organization improvement	4.20	0.60	High	1
Total	4.00	0.61	High	

Table 3 Mean and Standard Deviation of Educational Administration of Thai Private Universities

Educational administration	M	SD	Interpretation	Ranking
1 Teaching students	4.20	0.90	High	1
2 Conducting research	3.95	0.91	High	2
3 Providing academic service	3.39	0.93	Moderate	4
4 Conserving art and culture	3.86	0.92	High	3
Total	3.85	0.91	High	

Table 4 illustrated that the internal correlation of 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 human resource management and educational administration of Thai private universities ranged from 0.592 to 0.815, which organizational improvement (OI) were highly related to educational administration (EA) of Thai private universities (Table 5).

Table 5 A Correlation between Human Resource Management and Educational Administration

Variables	TD	PA	CR	OI	EA
TD	1	.482**	.509**	.507**	.734**
PA		1	.632**	.680**	.592**
CR			1	.820**	.702**
OI				1	.815**
EA					1

Note: ** p < .01

The Measurement Model

The research results from Structural Equation Modeling (SEM) analysis in Table 5 showed that the Chi-square probability level was equal to .078, which was more than the cut-off value of .05 (Joreskog & Sorbom, 1996; Kamkede, 2008). The Chi-square Mean Index/Degree of Freedom (CMIN/DF) was equal to 2.206, which was less than the cut-off value of 3. The Goodness of Fit Index (GFI) was equal to .965, which was more than the cut-off value of .90. The Root Mean Square Error of Approximation (RMSEA) was equal to .025, which was less than the cut-off value of .06 (Kenny et al, 2015; Steven, 2009). Therefore, it can be concluded that four hypotheses tests passed the evaluation criteria at good fit.

Table 5 Comparisons of Measurement Model

No.	Relevant Statistics	Cut-Off Value	Result	Interpretation
1	Chi-square	$p > .05$.078	Good Fit
2	CMIN/DF	< 3	2.206	Good Fit
3	GFI	> .90	.965	Good Fit
4	RMSEA	<.06	.025	Good Fit

The results of statistical analysis in Figure 2 showed the causal relationship between human resource management and educational administration of private universities, and factor loading of each observed and latent variable. Table 6 showed the influence of human resource management on educational administration of private universities. Therefore, it can be concluded that human resource management had an influence on educational administration of Thai private universities at the statistical significance of .01 level, which can be presented as follows: Training and development (=.87, p = .00), performance appraisal (=.75, p = .00), compensation and reward (=.94, p = .00), organization improvement (=.96, p = .00).

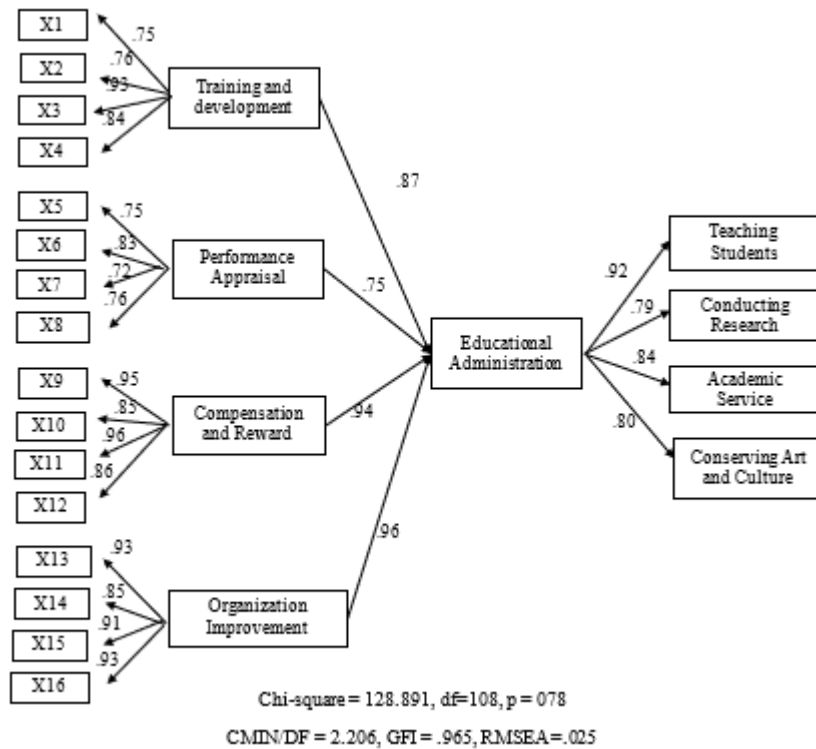


Figure 2 The Causal Relationships between Human Resource Management and Educational Administration of Thai Private Universities

Table 6 Summary of Model Effects

No.	Path	β	t	p-value
1	Training and Development (TD) → Educational Administration	.87	5.16	0.000
2	Performance Appraisal (PA) → Educational Administration	.75	4.12	0.000
3	Compensation and Reward (CR) → Educational Administration	.94	3.58	0.000
4	Organization Improvement (OI) → Educational Administration	.96	2.43	0.000

5. DISCUSSION

The research results showed that human resource management had a relationship and an influence on educational administration of Thai private universities at the statistical significance of .01. The results of this study are relevant to the studies of Noe et al. (1997) and Dessler (2008) who found that human resource management plays an important role in the growth and success of organizations. Without good human resource management, business companies cannot run their business to achieve sustainable development. Donald (1996) and Lionel et al. (2023) stated that human resource management is an activity in attracting, selecting, training, giving compensation, and retaining talent, skillful and experienced employees to work for increasing organizational performance so that the organization can move forward to be the excellent.

The first hypothesis tested a relationship between training and development and educational administration of Thai private universities in Bangkok and suburban areas. The research results demonstrated a positive influence of training and development on educational administration of Thai private universities in Bangkok and suburban areas ($=.87, p < .01$). The results of this study are relevant to the studies of Damrong Siri et al. (2022) and Dima et al. (2022) who found that employees should be trained and developed in the knowledge and skills necessary to perform the routine jobs. Skillful and

experienced employees can help to improve work performance of higher education institutions.

The second hypothesis tested a relationship between performance appraisal and educational administration of Thai private universities in Bangkok and suburban areas. The research result demonstrated a positive influence of performance appraisal on educational administration of Thai private universities in Bangkok and suburban areas performance appraisal ($r = .75, p < .01$). The results of this study are relevant to a study of Katangchol et al. (2023) who found that performance appraisal can be used to increase capability of employees, salary and wage, and promotion to a higher position. Moreover, Channuwong et al. (2023) found that performance appraisal can be used to evaluate strengths and weaknesses of employees, relative worth to the organization, and future development of employees' potential and capabilities.

The third hypothesis tested a relationship between compensation and reward and educational administration of Thai private universities in Bangkok and suburban areas. The research results demonstrated a positive influence of compensation and reward on educational administration of Thai private universities in Bangkok and suburban areas ($r = .94, p < .01$). The results of this study are relevant to the studies of Channuwong (2014) and Siripap et al. (2022) who found that compensation and reward can help to attract and retain competent and talented employees to work for accomplishing the missions and goals of Thai higher education institutions. The results of this study are also relevant to the studies of McClean and Collins (2011) and Michael et al. (1999) who found that employees work in the organization with their willingness to receive compensation and reward in exchange for their job responsibility and workload. Key success in maintaining a long-term employment relationship is to provide employee with appropriate and fair compensation.

The fourth hypothesis tested a relationship between organization improvement and educational administration of Thai private universities in Bangkok and suburban areas. The research results demonstrated a positive influence of organization improvement on educational administration of Thai private universities in Bangkok and suburban areas ($r = .96, p < .01$). The results of this study are relevant to the studies of Mathis and Jackson (2008) and Ali et al. (2018) who found that organization improvement is an important activity to maintain a good overview of the existing business processes and is meant for entrepreneurs who want to improve their risk management

and the quality of their products and services. Channuwong (2009) found that in higher education institutions, organization improvement leads to the efficiency and effectiveness of four main duties i.e. teaching, conducting research, academic service and cultural conservation.

6. CONCLUSION

Human resource management of private universities, in total, was perceived at high level. In particular, organization improvement had the highest mean value, followed by compensation and reward, training and development, and performance appraisal respectively. Educational administration of Thai private universities, in total, was perceived at high level. In particular, teaching students had the highest level, followed by conducting research, conserving art and culture, and providing academic services respectively. The correlation between human resource management and educational administration of Thai private universities ranged from 0.592 to 0.815, which organizational improvement (OI) were highly related to educational administration (EA) of Thai private universities. Human resource management had an influence on educational administration of Thai private universities at the statistical significance of .01

level, which can be presented from higher to lower as follows: organization improvement, compensation and reward, training and development, and performance appraisal.

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