



The Influence of Human Resource Management on Organizational Commitment of Thai Private University Personnel

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Article History	Abstract
Received: 06 June 2023 Revised: 05 Sept 2023 Accepted: 06 Nov 2023	<p><i>The purposes of this research were: (1) to study perceptions of employees towards human resource management of Thai Private Universities; (2) to study organizational commitment of Thai Private University personnel; (3) to study a relationship between human resource management and organizational commitment of Thai Private University Personnel; and (4) to analyze human resource management influencing organizational commitment of Thai Private University personnel. The samples used in this study were 350 employees who work in Thai Private Universities in Bangkok and suburban areas. The instrument used to collect data was a research questionnaire. Statistics used in this research consisted of Percentage, Mean, Standard Deviation, Pearson Correlation and Multiple Regression Analysis. The research results showed that: The perceptions of employees towards human resource management of Thai Private Universities, in total, were at a high level. In particular, training and development had the highest mean value, followed by employee retention, employee recruitment and selection, and benefits and compensation. The organizational commitment of Thai Private University Personnel, in total, was at a high level. In particular, affective commitment had the highest mean value, followed by normative commitment, and continuance commitment. The correlation coefficient between human resource management and organizational commitment of Thai Private University Personnel was at the statistical significance at the 0.01 level with correlation value between .127 to .598, which the highest correlation was a relationship between employee retention and organizational commitment. In addition, employee retention had the highest influence on organizational commitment of Thai Private University Personnel, followed by benefits and compensation, training and development and recruitment and selection respectively.</i></p>
CC License CC-BY-NC-SA 4.0	<p>Keywords: Human resource management, employee retention, benefits and compensation, organizational commitment, Thai private university personnel</p>

1. Introduction

At the present, even though advanced technologies today can respond quickly and provide convenience in performing tasks, but human resources are still considered as the most important component in driving the organization to reach sustainable growth and development. This is because humans control an additional layer of technology's work efficiency. Therefore, human resource management is of great importance to the success of an organization. This is because humans are the driving force behind an organization's journey towards prosperity, affluence, stability, and sustainability. Organizations that are rich in human resources with knowledge, abilities, expertise, and excellent work skills tend to excel and make significant progress. Hence, many contemporary organizations prioritize human resource

management, starting from human resource planning, determining manpower requirements, recruitment, employee selection, training, personnel development, providing benefits, and compensation, as well as assessing job performance, and maintaining employees who possess the knowledge and expertise required by the organization. Channuwong (2008) and Teerathanachaiyakul (2014) have expounded upon the notion that human resource management is an activity intricately linked to personnel management, beginning from the strategic planning of human resources, job analysis, recruitment, selection, interviews, appointment, training, and development, performance appraisal, compensation, benefits, all the way to the sustenance of a high-quality workforce within an organization. Nimitsakdikul, (2019) has found that the success of an organization can be measured by the presence of a high-quality workforce collaborating with the organization, the quality of life in the employees' work, commitment to the organization, loyalty, and effectiveness in their roles. Therefore, human resource management holds paramount importance in propelling an organization towards enduring success. Managers must employ methods to select talented and competent individuals and, concurrently, foster the motivation to ensure their continued dedication to the organization's mission, thus leading the organization towards sustained success.

Managers must prioritize human resources and consider them as the intellectual assets of the organization. The knowledge, special abilities, and expertise of personnel within the organization are regarded as invaluable and immeasurable intellectual assets. As stated by Ethti-avachakul (2010), humans are the most critical intellectual assets of an organization, as they play a pivotal role in leading the organization towards its predetermined goals. They are the factors that create distinction and excellence for the organization in the competitive landscape. Consequently, organizations must have a recruitment process in place to attract high-quality human resources possessing the necessary knowledge, expertise, and job-related skills as required by the organization. Moreover, organizations should provide opportunities for their personnel to fully showcase their knowledge, abilities, and potential, offering benefits, welfare, and compensation that are adequate to foster commitment and loyalty towards the organization.

Effective human resource management is of paramount importance to the survival and success of an organization. This is because the acquisition of personnel with knowledge, skills, expertise, and ethical values can accelerate an organization's progress and longevity. Human resources are considered invaluable intellectual assets of an organization, warranting recruitment, selection, training, development, and the nurturing of a contented and loyal workforce within the organization (Channuwong, 2008). Chongrak (2015) asserted that human resource management is a process within organizational management, beginning with the analysis and planning of human resources, recruitment, selection, training, compensation, maintenance of human resources, and performance evaluation. Wongsuwan (2010) summarizes the significance of human resource management by emphasizing its role in enabling employees to develop themselves and contribute their existing potential to enhance organizational stability and achieve predetermined goals.

The researchers believe that effective human resource management in Thai private universities fosters employee commitment to the organization, instills motivation, cultivates a positive organizational attitude, engenders job satisfaction, and fosters loyalty to the institution. These factors act as driving forces that motivate employees to invest their efforts, dedication, and hard work effectively and efficiently, ultimately leading to successful outcomes. Therefore, the researchers have conducted this research with purposes to study the perceptions of employees towards human resource management of Thai Private Universities, to study organizational commitment of Thai Private University personnel, to study a relationship between human resource management and organizational commitment of Thai Private University personnel, and to analyze human resource management influencing organizational commitment of Thai Private University Personnel.

2. Literature Review

Mondy, Noe, and Premeaux (1999) listed the components of human resource management, which include (1) employee recruitment, (2) employee selection, (3) employee training and development, (4) compensation, benefits, and other rewards, (5) job performance evaluation, and (6) employee retention. Gitman and McDaniel (2008) described the human resource management process as a series of steps, starting from acquiring human resources and culminating in their departure from the organization. This process can be explained through the following stages: (1) determining human resource requirements and planning, (2) responding to human resource needs, including recruitment and selection, (3) developing and maintaining human resources, including training and development, compensation, benefits, labor relations, and performance appraisal. Dessler (2008) divided the human resource management process into eight steps, which comprise (1) recruitment, (2) selection, (3) training, (4)

performance appraisal, (5) compensation, (6) health and safety, (7) employee relations, and (8) employee equity.

Human resource management is the process of acquiring personnel with knowledge, skills, expertise, as well as developing, promoting, compensating, and maintaining valuable individuals to work efficiently and effectively within an organization. When these individuals are committed to the organization, it enables that organization to operate successfully and achieve its objectives. Mowday, Porter, and Steers (1982) stated that organizational commitment is a powerful relationship between employees and the organization, characterized by 3 characteristics: (1) a strong belief in the organization's values and goals, (2) an intention to represent and be a part of the organization, and (3) a strong intention and willingness to continue working within the organization. Spector (2000) categorized organizational commitment into three types: (1) continuance commitment, which refers to an individual's tendency to work continuously for the organization due to perceived benefits of organizational membership and costs of leaving, (2) affective commitment, which is when individuals have a strong desire to work for the organization because they align with the organization's goals and values, leading to emotional attachment to the organization, and (3) normative commitment, which is the belief that being a member of the organization is morally and socially appropriate and represents an obligation to the organization or society. Viangrat (2013) further divided organizational commitment into two aspects: (1) psychological commitment, which involves individuals feeling like they are part of the organization and wanting the organization to succeed and achieve its goals, and (2) social commitment, which refers to the behavioral commitment displayed by members towards the organization in the form of loyalty and sacrifices made for the benefits received from organizational membership.

Employee commitment to the organization is a positive attitude wherein employees align their feelings, intentions, and desires with the goals of the organization. Employees who are committed to the organization recognize that they are an integral part of it, contributing to and benefiting from the organization's success. They invest their energy, motivation, and dedication to ensure that the organization achieves its goals. Consequently, they exert more effort at work compared to employees who lack organizational commitment. Therefore, organizations should prioritize and value the benefits and welfare of their employees to foster their commitment. Thus, it can be argued that organizational commitment serves as a measure of an organization's effectiveness (Buchanan, 1994; Channuwong, 2015).

Thai private universities can effectively operate and excel in four dimensions: teaching, research, academic services, and cultural preservation when they have committed personnel. Such personnel exhibit dedication to the institution, respect for its regulations, belief in its values and objectives, and a desire to be an integral part of the institution to which they belong. This aligns with the findings of Channuwong and Ruksat (2022) and Wongpraisit (2015) who stated that employee commitment to the organization can be measured by their intention to be a part of the organization, acceptance of the organization's goals and values, and their emotional attachment, resulting in long-term commitment and reduced turnover.

Research Hypotheses

Ha1: Human resource management has a relationship with organizational commitment of Thai Private University Personnel

Ha2: Human resource management has an influence on organizational commitment of Thai Private University Personnel

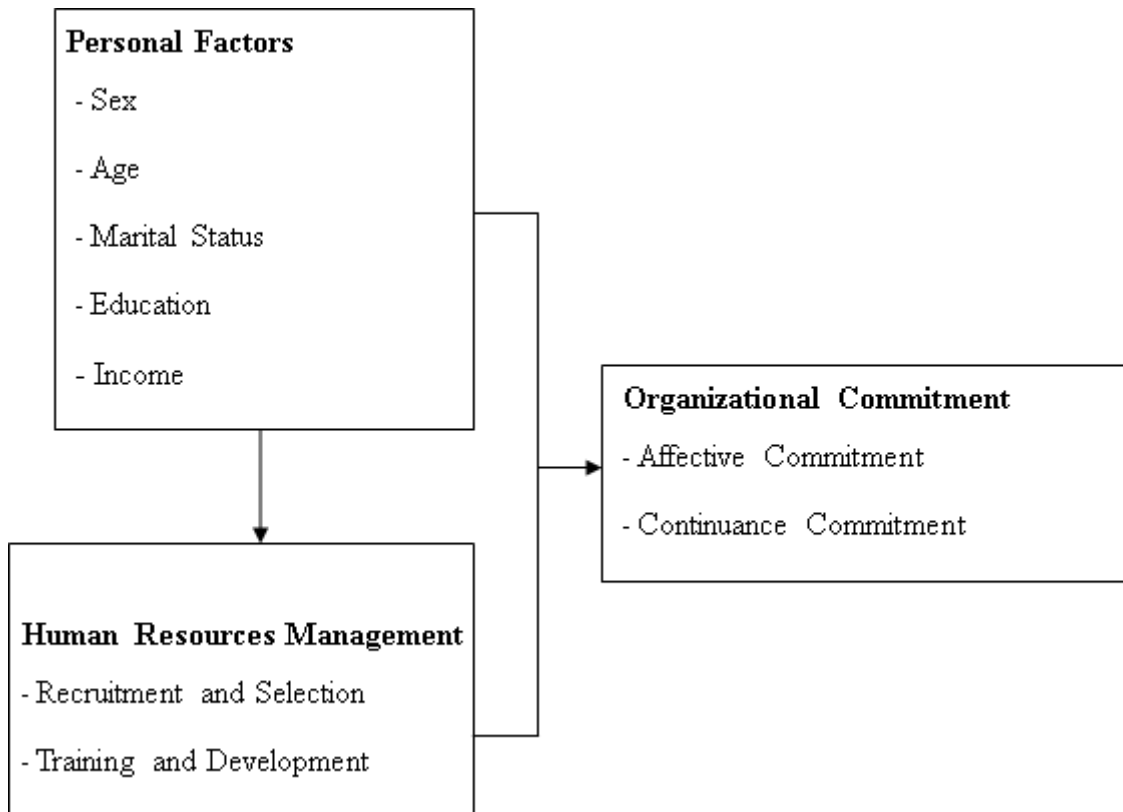


Figure 1 Research Framework

3. Materials And Methods

This research is a quantitative study. The researchers used a questionnaire to collect data.

Populations and Samples

The populations used in this study were 15,000 employees who work in five Thai Private Universities in Bangkok and suburban areas. The researchers used a Taro Yamane's formula to calculate the sample sizes and 392 samples were obtained.

Variables Used in this Study

In this study, the independent variable is the human resource management, which comprises of Recruitment and Selection (RS), Training and Development (TD), Benefits and Compensation (BC), and Employee Retention (ER). The dependent variable is the organizational commitment of Thai private university personnel, which comprises of Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC).

Instrument Used to Collect Data

The instrument used to collect data in this study is a research questionnaire. The researchers have searched concepts, theories from journals and related researches and used the obtained information to create a close-ended questionnaire which is divided into three sections as follows: 1. Checklists: Participants will be asked to fill in their personal information consisting of sex, age, marital status, educational background, monthly income and working experience. 2. Rating scale regarding human resources management (19 Questions). 3. Rating scale regarding organizational commitment (15 Questions).

Creation and Development of the Research Instrument

The questionnaire has been verified by three experts in the related field to find the congruence between the research questions and objectives, using Item Objective Congruence Index (IOC), and the IOC value of 0.95 was obtained. The research questionnaire was tried out with 30 non-sample participants in order to determine the reliability of the questionnaire and the reliability value of the whole questionnaire was 0.93.

Data Collection

1. The researchers liaised with administrators and employees to compile the questionnaires. The researchers also informed the employees and sample participants prior to completing the questionnaire.

2. The researchers distributed the questionnaire to 392 participants between 1 April 2023 to 30 June 2023 and 350 questionnaires were returned, which can be calculated as 89 percent. The completion of the questionnaires was validated prior to data analysis.

Statistics Used in Data Analysis

The researchers used descriptive and inferential statistics in data analysis and hypothesis testing as follows: 1. Frequency and percentage were used to analyze the personal information of the sample participants. 2. Mean and Standard Deviation were used in the analysis of human resources management and organizational commitment of Thai private university personnel. 3. Pearson Correlation Coefficient was used to determine the correlation between human resources management and organizational commitment. 4. Multiple Regression Analysis was used to analyze the variables of human resources management that affect organizational commitment.

3. Results and Discussion

Personal Information of Participants

The results of the analysis on the personal information of participants revealed that among the 350 respondents, the majority were male, accounting for 190 individuals, which constitutes 54.28%. On the other hand, there were 160 female respondents, making up 45.71% of the total. In terms of age distribution, the predominant age group was 25-35 years old with 98 respondents, representing 28.00%. The following age groups were as follows: those below 25 years old with 87 individuals, comprising of 24.85%; individuals aged 46 and above with 85 respondents, accounting for 24.28%; and the 36-45 age group with 80 respondents, making up 22.85%. Regarding marital status, the majority of respondents were married with 180 individuals, equating to 51.42%. In contrast, single respondents totaled 160, constituting 45.71%, while 10 respondents were divorced or separated, representing 2.85%. Concerning educational attainment, a significant portion held a bachelor's degree, with 190 respondents, making up 54.28%. The subsequent educational levels were as follows: below a bachelor's degree, with 90 individuals, comprising 25.71%; higher than a bachelor's degree with 70 respondents, accounting for 20.00%. In terms of monthly income, the majority of respondents received income between 15,000 to 25,000 baht with 150 respondents, constituting 42.85%. Respondents who received income between 25,001 to 35,000 baht were 80 individuals, making up 22.85%; income below 15,000 baht were 70 respondents, comprising of 20.00%; and income exceeding 35,000 baht were 50 individuals, accounting for 14.28%.

Perceptions of Thai Private University Personnel on Human Resources Management

In this section, the researchers analyzed the perceptions of Thai private university personnel on human resource management. The results indicated that the overall perceptions of Thai private university personnel on human resource management were at a high level ($\bar{X}=3.79$, S.D.= .473). In particular, training and development had the highest mean value ($\bar{X}=4.26$, S.D.= .709), followed by employee retention ($\bar{X}=3.94$, S.D.= .476), employee recruitment and selection ($\bar{X}=3.42$, S.D.= .231), and benefits and compensation ($\bar{X}=3.21$, S.D.= .228).

The Organizational Commitment of Thai Private University Personnel

In this section, the researchers analyzed the organizational commitment of Thai private university personnel. The results indicated that the overall organizational commitment among Thai private university employees is at a high level ($\bar{X}=3.68$, S.D.= .448). In particular, affective commitment had the highest mean value ($\bar{X}=3.88$, S.D.= .654), followed by normative commitment ($\bar{X}=3.85$, S.D.= .566), and continuance commitment ($\bar{X}=3.42$, S.D.= .425).

The Correlation Coefficient Between Human Resource Management and Organizational Commitment of Thai Private University Personnel

Ha1: Human resource management has a relationship with organizational commitment of Thai Private University Personnel

In this section, the researchers analyzed a relationship between human resource management and organizational commitment of Thai private university personnel. The research results showed that the correlation coefficient within the human resource management variables, which consist of recruitment

and selection (RS), training and development (TD), benefits and compensation (BC), and employee retention (ER), had a positive relationship with statistical significance at the .01 level. The correlation coefficient within these variables ranged from .127 to .589, which Benefits and Compensation (BC) and Employee Retention (ER) had the highest correlation.

Furthermore, the correlation coefficient between human resource management and organizational commitment are statistically significant at the .01 level with a correlation ranged from .236 to .597, which employee retention and organizational commitment had the highest correlation.

Table 1 The Correlation Coefficient Between Human Resource Management and Organizational Commitment of Thai Private University Personnel

Variables	RS	TD	BC	ER	OC
RS	1	.127**	.435**	.510**	.236**
TD		1	.469**	.427**	.359**
BC			1	.589**	.483**
ER				1	.597**
OC					1

** Statistically Significant at the .01 Level

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Ha2: Human resource management has an influence on organizational commitment of Thai Private University Personnel

In this section, the researchers analyzed the influence of human resource management on organizational commitment of Thai private university personnel. The research results showed that the components of human resource management have an influence on organizational commitment at the statistical significance of .01 level ($F = 5.345$, $p = .003$). employee retention had the highest standardized beta coefficient (Beta = .597, $p < .01$), followed by benefits and compensation (Beta = .384, $p < .01$), training and development (Beta = .237, $p > .01$), and recruitment and selection (Beta = .189, $p > .01$) respectively. The results of Multiple Regression Analysis can explain the influence of human resource management on organizational commitment at 69.5% (Adjusted $R^2 = .695$), whereas, the remaining 30.5% was the results of other variables which were not taken into account in this study. The predictive equations of human resource management on organizational commitment of Thai private university personnel can be written in the form of raw scores and standardized scores as follows:

The predictive equations in raw scores are as follows: $OJU = 1.072$ (constant) + 0.568 Employee Retention (ER) + 0.462 Benefits and Compensation + 0.289 Training and Development (TD) + 0.167 Recruitment and Selection (RS).

The predictive equations in standardized scores are as follows: $OJU = 0.597$ Employee Retention (ER) + 0.384 Benefits and Compensation + 0.237 Training and Development (TD) + 0.189 Recruitment and Selection (RS).

Table 2 Human Resource Management Influencing Organizational Commitment of Thai Private University Personnel

Human Resource Management	Organizational Commitment				p
	b	SE	β	T	
Constant	1.072	.199		15.414**	.000
Recruitment and Selection (RS)	.167	.047	.189	.637**	.002
Training and Development (TD)	.289	.060	.237	3.019**	.003
Benefits and Compensation (BC)	.462	.034	.384.5	1.255**	.002
Employee Retention (ER)	.568	.065	.97	1.356**	.000
$R^2 =$.037			F =	5.345**
Adjust $R^2 =$.695	SE =	.685	p =	.003

** Statistically Significant at the .01 Level

The research findings indicated that educational personnel at Thai private universities hold a highly favorable view of the university's human resource management overall. When examining specific aspects, it was observed that training and development had the highest average rating, followed by

employee retention, recruitment and selection, and benefits and compensation. Training and development were found to enhance employees' knowledge and expertise in their job roles, fostering the development of various skills. This aligns with the findings of Ethti-avachakul (2010), who emphasized that training and development lead to skill enhancement across areas such as job performance, interpersonal skills, problem-solving abilities, critical thinking, and life skills. These skills are considered crucial for employees, and those possessing them become valuable assets to the organization.

The overall organizational commitment of educational personnel is at a high level. When individual aspects were examined, it was found that affective commitment had the highest average rating, followed by normative commitment and continuance commitment, respectively. Commitment is a matter of the internal feelings that arise within an individual. When employees have a sense of attachment to the organization, it translates into a driving force for them to work towards the organization's success. This aligns with the research conducted by Channuwong (2015), which found that thriving organizations today treat their employees with honor and respect, providing them with satisfactory compensation and benefits. They also take care of their well-being and welfare to ensure that employees feel connected to the organization and desire to remain part of it in the long run. When employees have such feelings, they work with dedication and willingly make sacrifices for the organization. Therefore, the sense of emotional attachment to the organization is a crucial factor that contributes to efficient and effective work for the organization.

The study reveals that the correlation coefficient within the elements of human resource management, which include Recruitment and Selection (RS), Training and Development (TD), Benefits and Compensation (BC), and Employee Retention (ER), are positively significant at the .01 level. This implies that all four variables exhibit a statistically significant relationship in the same direction. The correlation coefficient range from .127 to .589, with the highest correlation observed between Benefits and Compensation (BC) and Employee Retention (ER).

The correlation between human resource management and organizational commitment is also statistically significant at the .01 level. Among these relationships, the highest correlation is between Employee Retention (ER) and organizational commitment. The result of this research is relevant to the studies of Channuwong (2018), Sirathanakul et al. (2023) and Satcharuk (2007) who found that maintaining quality personnel is a duty of management. By ensuring the well-being of quality personnel, an organization can prosper and grow, as these individuals contribute significantly to the organization's long-term success. Without the retention of talented and skilled individuals, organizational growth becomes challenging. The preservation of quality personnel is instrumental in enhancing productivity.

Furthermore, the components of human resource management have a statistically significant influence on overall organizational commitment at the .01 level. Among these components, Employee Retention (ER) had the highest standardized score, followed by Benefits and Compensation (BC), Training and Development (TD), and Recruitment and Selection (RS), respectively. This research aligns with the findings of Bangbon et al. (2023) and Chongrak (2015), which stated that every employee seeks job security and desires the organization to care about their compensation, benefits, and well-being. The most influential factor that fosters employee commitment to the organization is when the organization makes an effort to retain employees who possess knowledge, skills, expertise, and a strong work ethic for as long as possible. These findings underscore the significance of employees' affective commitment to the organization as it contributes to efficient and effective work for the organization. Mondy et al. (1999) reported that compensation and benefits are rewards received by employees in exchange for their work efforts. These rewards encompass various elements, including wages, salaries, bonuses, incentives, and other benefits such as life insurance, healthcare, travel allowances, medical coverage, profit-sharing, and product discounts offered by the company. These aforementioned compensation and benefits are crucial factors that foster employee commitment to the organization.

4. Conclusion & Recommendation

1. Human resource management is of paramount importance in fostering employee commitment to the organization. Therefore, it is advisable to apply human resource management principles comprehensively in all aspects of the organization.
2. Employee retention has the greatest influence on organizational commitment. As a result, it is crucial to provide appropriate benefits and compensation to employees based on their knowledge and abilities to retain them in the organization in the long term.
3. A comparative study of the effectiveness of human resource management in both public and private sector organizations should be conducted for the purpose of sequential improvement and development.

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