

## Exploring the influence of Thai private universities human resource management practices on employee retention and performance

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**Abstract:** The article examines employees' perceptions regarding human resource management practices in Thai private universities. It also analyses the effects of these practices on employee job satisfaction, quality service performance and retention within the context of Thai private universities. The study employed a cross-sectional survey research approach to ensure the inclusion of a representative sample from small and medium sized private universities within the population under investigation. The study includes 12,318 employees of the 38 Thai private universities: 6,458 from small sized private universities and 5,860 from medium size private universities. 20 private universities comprised of 14 (70%) small sized and 6 (30%) will form the sample of the study. From this sample distribution, 91 (72.8) academic staff from 14 small sized private universities and 34 (27.2%) from medium sized private universities making 125 academic staff and 20 HR managers as the sample size of the investigation. The study utilized a maximum variation deliberate (MVD) sampling method for the selection of 125 academic staff and 20 HR managers. Closed-ended questionnaires and semi-structured questionnaires were employed for the purpose of data collection. The validity of the instrument was assessed by a panel of experts to establish content validity, utilizing Lawshe's template with a ratio of 0.99. Furthermore, the homogeneity of the instrument was determined using Cronbach Alpha resulting in a reliability index of .81. The data was collected primarily via an online survey. The data underwent analysis utilizing frequency counts and percentages, chi-square at a significance level of p.05. This was done to ascertain the statistical significance of HRMP on employee retention and performance. The findings demonstrate a conspicuous and uniform association between employee responses across the institutions under scrutiny, underscoring a statistically significant connection between human resource management practices and job satisfaction, quality service performance and retention of employees. Therefore, it is essential to acknowledge that the implementation of HRM practices holds significant importance for small and medium private universities. This is primarily due to its ability to effectively address the expenses incurred from employee turnover, which can arise because of insufficient job satisfaction leading to poor job performance and retention.

**Keywords:** *Employees performance, Employees retention, Human resource management practice,*

### 1. Introduction

Thailand, located in the midst of Southeast Asia, has a diverse culture and a growing economy. The country is proud of its independence and rich in culture. Nonetheless, the country has evolved because of external influences associated with increased globalization. As of 2011, Thailand Today The country's relationships with Europe, Africa, North and South America, the Middle East, and South Asia have become stronger as its economy expands globally. Private higher education colleges in Thailand expanded fast in the 1980s and 1990s, and they now provide undergraduate, graduate, and doctoral degrees. Private institutions in Thailand are more focused on their students' needs than state universities. Since the National Education Act of 1999 went into effect, this factor along with the

location has drawn more international students and international institutions (Bureau of International Cooperation Strategy, 2008).

To succeed and attract students in the highly competitive market, many institutions employ a range of instructional strategies targeted at raising the level of research and teaching as well as student performance (Starck & Zadeh, 2013). Thailand's higher education system has undergone a considerable growth of privatization since the 1999 National Education Act. This has made it possible for the development of new institutions with more autonomy over academic matters, personnel, finances, and resource management. These colleges need to have a robust human resource management system in place to run their operations effectively, employ tactics that will not only look out for their employees but also maintain a functioning system that will ensure student enrollment and program's conclusion.

Private institutions encounter a plethora of challenges that undermine the efficacy of policy initiatives aimed at the tertiary education sector. Systematic opposition from educational stakeholders and politicians frequently hinders the implementation of new policies, as the restructuring process may potentially disrupt established positions of authority (Goodman, 2013). The aforementioned circumstances have had a substantial impact on the downsizing of the workforce, as they have further exacerbated other factors that impede employee retention and hinder institutional efficiency. The existence of employee shortages and retention challenges carries substantial implications for both instructional and organizational domains, influencing the quality of personnel and the academic achievements of students. This phenomenon occurs when organizations are required to replace employees with extensive experience, leading to the presence of inexperienced individuals who may demonstrate deficiencies in subject matter expertise and competence (Ingersoll & Smith, 2003).

The implementation of optimal human resource management practices has the potential to cultivate a positive social environment that motivates employees to align their behaviour with the organization's goals. This is achieved by effectively facilitating a conducive social climate that fosters innovation (Popa et al., 2017). Because of a heightened commitment to employee retention and performance, employees demonstrate a heightened propensity to consider the organization's open innovation strategy and approach. They demonstrate a profound comprehension of the critical importance of seamlessly incorporating knowledge derived from both internal and external sources. In addition, the augmentation of the institutions' knowledge base is facilitated through the retention of employees and service quality performance. Staff retention plays a crucial role in the acquisition and integration of information, thereby significantly enhancing an institution's prospects of deriving benefits from knowledge acquisition.

One area of employment that is very important and dependable is staffing; in fact, it serves as the foundation on which organization rely. It is multifaceted and has been used in a variety of job settings as well as other relevant work environments (Armstrong, 2010). In order to positively affect an organization's ability to participate in both short- and long-term goals, staffing is crucial to attracting and retaining a suitable number and quality of workers. Keeping the top performers of staff is one of the numerous problems that organisations face. In today's knowledge-based society, human capital is seen as an essential resource and is necessary for businesses to survive. The success of private universities cannot overshadow the significance of luring and retaining qualified personnel at a time when employees' abilities, competencies, and understanding rank among the most crucial aggressive facilitators (Minchington, 2010). Mullin (2010) states that the employee model takes into account acquisitions that entail hiring procedures that lead to the use of personnel. In order to effectively fulfil job requirements, HRM must identify the organizational gap in terms of the number of employees needed and their qualifications. This is because an organization's ability to function largely depends on its productivity, which in turn depends on the welfare of its workforce (Misau et al., 2010).

Lack of a properly trained and motivated workforce is a major barrier to attaining the Millennium Development Goals (MDGs). As a result, career advancement through upward mobility, promotions, and training and retraining is necessary to inspire workers to stay in their jobs and deliver high-quality service (Mischa et al, 2008). One element of HRM that has been overlooked yet has a big impact on

employee retention is employee compensation (Gupta & Shaw, 2014). Paying employees is another way to encourage the recruitment and retention of qualified personnel. Enrolling is expensive in terms of both the cost and the amount of time involved. Businesses want to provide customer predictability and very little, if any, turnover in their operations.

One of the main ways that managers of an organization will convey a certain message about what they believe to be important is through reward schemes. Many aspects of how people live their lives are influenced by how they are valued and compensated. The majority of reward and recognition programmes were generally ambiguous and frequently granted based on an administrator's judgement of an employee's extraordinary performance (Farndale, Scullion, & Sparrow, 2010). In most private organisations, there was no standard way to gauge outstanding performance; it may mean anything from being consistently dependable to having a positive attitude or lending support to another department. In today's hierarchical environments, this is no longer the case as businesses see the significant benefits of linking incentives, job satisfaction, inspiration, and overall performance to their corporate plan.

HRM practices and compensation vary; low-talented and low-paid labour, unsocial working hours, poor occupation fulfilment, and lack of opportunities for professional advancement within each institution are some of the reasons given for high turnover in some organizations (Farndale et al., 2010). Because of the repetitive nature of the job and the lack of activities that engage employees, the private sector has a high turnover rate, which is mostly caused by young, enthusiastic workers who are eager to work for international corporations. Global study indicates that compared to national organizations, global corporations have lower youth turnover (Hong et al 2012). This causes a divide between skilled workers in domestic companies and those employed by global corporations, which are renowned for drawing and keeping the finest talent by providing competitive pay, opportunities for professional growth, and a positive work environment.

Maslow's Needs theory proposes five stages, from most important to least significant, including biology, safety, belongingness, self-esteem, and self-actualization. It is an inspiration theory that has been used to the challenge of identifying academic achievement predictors. This argument is because when people's needs are not addressed at work, they are less likely to work viably and successfully. Motivating people to perform in an organization is a crucial function of HRM practices aimed to enhance the motivation to meet employees' desires. An ideal work environment, along with opportunities for career advancement and compensation in an administratively successful and productive setting, as well as the availability of workspaces, offices, technology, materials, and networking both inside and outside the company, will encourage employees to give their all at work. This will affect how they conduct themselves at work, enhance the quality of the services they provide, and lower employee turnover by encouraging long-term service and loyalty (Tanner, 2015).

Retention refers to controlling an organization's workforce outflow. This encompasses both voluntary resignations and involuntary actions such as redundancy programmes or alternative dismissals. The outstanding objective is to limit the organization's loss of valued employees by strategic and tactical approaches, while also allowing the organization to lower employment costs when needed. To lower the relative turnover rate, a variety of management practices is applied. According to (Cascio, 2014), incentives in addition to regular salary have a large impact on lowering turnover. Retaining valuable personnel benefits an organization by providing a competitive advantage that competitors cannot simply reproduce. This advantage stems from the creation of a pleasant work environment marked by strong employee morale and satisfaction. Such settings promote the delivery of superior services and higher productivity, resulting in overall satisfaction, smooth management transition, and improved organizational erudition (Heathfield, 2005).

### *1.1. Statement of the Problem*

Retention practices are widely implemented across the globe, being carried out regularly by both small businesses and large enterprises, as well as in the private and public education sectors. In the

context of developing nations, the retention of employees has emerged as a critical priority due to the scarcity of highly educated talent. This strategic focus on employee retention is crucial for maintaining a competitive edge in the market. Organizations typically strive to enhance employee satisfaction by offering support in various motivational areas, including self-esteem, self-fulfillment, and basic needs. The issue at hand pertains to the magnitude of impact that each aspect has on the overall retention and performance of employees. Human resource management (HRM) practices encompass the inclusion of employees in decision-making processes, the provision of comprehensive training and development opportunities, the implementation of incentives and benefits, and the acknowledgment of employee contributions through recognition programmes in a conducive work environment.

The investigation at hand pertains to the effectiveness of these human resource management practices in fostering employee retention and performance. The initial inquiry into the subject matter did not yield a significant standpoint. Given the circumstances in which these factors fail to produce desired outcomes, employees may experience a decline in their job engagement and become more inclined towards exploring turnover options, both within and outside the education industry. Employees frequently experience confusion when confronted with management's decision to implement organizational development activities. This confusion stems from their apprehension regarding the potential negative consequences these programmes may have on their job security and future career prospects. The article aimed to gain insight into the subject matter by investigating the influence of HRM practices on employee retention and performance in Thai private universities.

### 1.2. Aim and Objectives

1. Examine the effectiveness of Thai private universities' HRM practices for career progression, remuneration and work environment on employee performance and retention
2. Evaluate the impact of Thai private universities HRM practices for career progression, remuneration and work environment on job satisfaction, quality service performance and employee turnover

### 1.3. Research Questions

1. How effective are Thai private universities' HRM practices for career progression, remuneration, and work environment on employees' performance and retention?
2. How do Thai private universities' HRM practices for career progression, remuneration and work environment affect job satisfaction, quality service performance and employee turnover?

### 1.4. Hypotheses

*H<sub>0</sub>: Thai private universities' HRM practices for career progression, remuneration, and work environment are not notably effective on employees' performance and retention.*

*H<sub>a</sub>: There is no substantial association between Thai private universities' HRM practices for career progression, remuneration and work environment, job satisfaction, quality service performance and employee retention.*

## 2. Literature Review

### 2.1. Human Resource Management

Human Resource Management Practices (HRMP) refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals. They include recruitment, reward management, performance management, training and development as well as industrial relations (Omar et al., 2020). In this study, only reward management (extrinsic and intrinsic rewards) practices were examined to ascertain their effect on health service delivery. According to Elarabi and Johari (2014), the concept of Human Resource Management (HRM) is a systematic process that focuses on the acquisition and development of individual employees' skills while also fostering effective communication and collaboration among them, all with the ultimate goal of supporting organizational growth and advancement. Human

resource management (HRM) practices have been found to have a positive influence on various aspects of organizational performance, including innovation, strategy implementation, job performance, financial returns, conflict management, and the development of a sustainable competitive advantage (Loshali & Krishnan, 2013). The concept of employee engagement pertains to the condition wherein an individual exhibits a comprehensive comprehension of their role within the organizational objectives and actively fosters and motivates others to strive towards attaining these goals.

### *2.2. Career Progression*

Career advancement is critical for an employee's self-actualization and the organization's overall effectiveness. Human resource management is frequently viewed as a prerequisite for career success; however, less emphasis is placed on the significance and function of career advancement in organisations (Chagelishvili et al., 2023). According to De Vos (2016), responsibility for career advancement steadily transfers from the organization to the person as career choices are increasingly becoming individual decisions. According to the University of California's career progression concept, employees are accountable for actively managing their careers, growing their skills and experience, and maintaining a high level of service quality performance (University of California Merced, 2022). This makes the outcome of organizations' investments more unclear. However, in modern terms, an employee-centric approach to career management is the best practice; according to De Vos (2016), organisations investing in human capital and individual employee career development reap long-term advantages for both the organization and the person. As a result, a successful relationship between the organization and the person in career management is required to improve employee turnover and performance.

### *2.3. Remuneration*

Employee remuneration is one of the oldest, most established, and most mature aspects of human resource management. According to Mura and Svec (2018), the term 'payment' now refers not just to salary or other financial remuneration but also to various types of indirect recompense for employees' labour. It also includes official recognition, promotion, and employment incentives granted by the company to workers based on working relationships inside the organization rather than their job performance. According to Štefko (2019), some companies view salary as a cost rather than an investment. According to Kádár (2017), senior management is primarily concerned with cost reduction and treats wages as a cost. Personal management considers the wage. According to Kádár (2017), senior management is primarily concerned with cost reduction and hence treats wages as a cost. Personal management views wages primarily as a tool for attracting the best personnel on the market. Many successful international employers view wages as a tool for shaping employee behaviour and habits.

From the employee's perspective, different internal norms and generally binding pay rules influence their total income and living conditions, with consequences for service quality performance and employee turnover. According to Mura et al. (2019), pay is an aspect of personnel work and one of the tasks of human resource management. It is concerned with the creation of compensation systems inside the organization and employs individual methods to affect employee motivation and job performance. According to Peráček (2021), knowing and applying the legal notion of salary as stipulated by the Labour Code has a significant impact on corporate and human resource management effectiveness.

### *2.4. Work-Environment*

The word "work environment" refers to the surroundings or things that influence our emotions and behaviours. The work environment is among the most important variables influencing workers' inclination to leave or stay with a business. Furthermore, the work environment is highlighted as an important component that influences the retention of personnel in an organization (Bibi et al, 2017). For example, the work environment affects dedication and purpose to stay favourably or adversely. However, a supportive, motivating, engaging, and clean work environment has a substantial impact on employee commitment, turnover intentions, and retention due to intrinsic and extrinsic motivators.

Wan et al (2018) observed that a supportive work environment might boost employees' enthusiasm to work, resulting in better employment outcomes, such as a decreased intention to quit the organization. However, it contradicts Qadri et al.'s (2022) findings, which revealed that while incentives and engagement have a considerable impact on employee performance and retention, the work environment has no moderating effect on the correlations between HRM practices and employee turnover intention.

### 2.5. Job Satisfaction

Job satisfaction refers to employees' psychological and physiological responses to environmental conditions. According to Bargavi et al (2023), human resource management is incorporated within an organization to design policies to encourage and please people for increased production and profit, as well as to improve such critical factors as employee turnover and job satisfaction. Employee turnover and work satisfaction have comparable relationships (Kurniawaty et al., 2019). An improvement in work satisfaction levels significantly decreases an organization's personnel turnover. In this way, various factors affect how workers view their working environment and remain loyal. The bond created with coworkers during work.

According to Nie, Lämsä, and Pučėtaitė (2018), working relationships shape organizational culture. A pleasant and solid relationship keeps workers engaged and committed to the organization. Similarly, greater communication with different levels of the organization increases employee work satisfaction. According to Singh (2019), an organization's fair and impartial policies increase employee job satisfaction. When employees have the chance to learn and develop new talents, they feel more capable, competent, and useful to their company. This leads to increased work satisfaction (Muhammad et al, 2023).

Nguyen and Dang (2023) discovered that workers' impressions of HR policies include selection and recruitment, training and development, task evaluation, job stability and advancement, pay and reward, and encouragement of involvement and creativity. These HR strategies have a direct beneficial influence on employee happiness and dedication to the organization. Furthermore, work satisfaction significantly improves organizational commitment. As a result, it is critical to strengthen the execution of HR policies to encourage employee work satisfaction, which contributes to increased commitment to the organization.

### 2.6. Service Quality Performance

The phrase "service" refers to an act of support or assistance. It can also refer to a system that meets the public's needs (Collins English Dictionary, 1993). Benediction et al. (2017) define human resource management practice as self-managed teams, decentralized decision-making, training and development, communication within organisations, and remuneration. It is critical to integrate performance management with service delivery. According to the findings of this study, the success of an organization's Human Resource Management Practices directly influences service delivery. Damaris and Gesare (2021) discovered that incentive and recognition programmes improve the quality of service performance among Kenyan state companies.

Multiple studies have found that remuneration and awards are a highly successful method for both staff retention and performance improvement (Rombaut & Guerry, 2020). The effective implementation of an appropriate pay structure within higher education institutions offers the possibility of increasing employee motivation, optimizing production and efficacy, and, eventually, gaining a competitive advantage. The implementation of this strategy fosters a greater sense of safety and well-being among the workforce, resulting in a decrease in stress levels and an improvement in both overall productivity and employee longevity within the organization (Galetić & Klindžić, 2020).

### 2.7. Employee Retention

Turnover Intention (TI) is an employee's subjective notion of leaving their present work for other employment prospects, and when such ideas exist among employees, the risk of employee turnover increases (Kerdpitak & Jermisittiparsert, 2020). Turnover intention is a conscious and purposeful

decision to leave one's present employment and is one of the major factors of staff resignation (Yildiz, Yildiz, Arda, 2021). Turnover intention stems from unpleasant and demanding work circumstances, which have a negative impact on the organization and contribute to worker shortages (Yildiz, Yildiz, Arda, 2021). Turnover intention refers to an employee's desire to quit the organization, but this desire has not yet translated into real departure (Pratama, Suwarni, Handayani, 2022). When employees have a desire to move or leave the organization, they will begin to exhibit behaviours such as more violations of work rules, increased absenteeism, an increased likelihood of opposing or protesting their superiors, and a decrease in their sense of responsibility for completing their work. Turnover Intention relates to how employees react to unsatisfactory experiences throughout the withdrawal process, which causes significant levels of stress for employees at work (Yakut, Kara, 2022). This leads employees to lose their organizational loyalty and commitment, raising turnover rates and causing organisations to increase spending on employee training (Yakut & Kara, 2022).

Performance evaluation is an important aspect of human resource management that involves assessing employees' performance to determine their strengths and deficiencies (Kalia & Mishra, 2023). The process includes evaluating an employee's performance and advancement in a specific position, as well as assessing their potential for future growth (Gupta, 2012). The relationship between fair remuneration and performance evaluation is important in creating a good attitude and promoting employee engagement, which increases overall work satisfaction (Ngoma & Ntale, 2019). As a result, staff retention rates grow. The implementation of remuneration and appraisal processes is critical for sustaining high levels of performance in the workplace, increasing employee loyalty and satisfaction. As a result, Lasisi et al. (2020) shown that this technique effectively promotes work satisfaction and increases staff retention.

### 2.8. Summary

Multiple reviews of studies undertaken by various experts reveal that efficient HRMP has a significant impact on employee performance and retention. All of the material established reveals that researchers focus on organisations other than the educational sector, creating a gap in the organization setting, which this study will analyse with a focus on private institutions in Thailand.

### 2.9. Theoretical Framework

The study is based on three theories: Maslow's Hierarchy of Needs Theory, Social Exchange Theory (SET), and Herzberg's Motivator-Hygiene Theory. These theories are summarized in the section that follows.

### 2.10. Maslow's Hierarchy of Needs Theory

Abraham Maslow's hierarchy of needs theory is his most well-known motivational theory. The human needs were represented climbing from lower to higher, such as biological, safety, belongingness, self-esteem, and self-actualization and the idea stated that when one set of requirements is met, it no longer serves as a motivation. Maslow's Needs Theory (Mullins, 1968) directed the research. It is a motivation theory that has been applied to the challenge of identifying academic success predictors. The theory is based on human behaviour, which shows that when people's needs are not addressed at work, they are less productive and efficient. The researcher investigated Thai private university HRM in terms of employee needs, including career advancement, remuneration, and work environment, as well as employee welfare such as family, security, and medical status. Individuals according to the theory are motivated by wild needs, as Maslow suggests, and some lesser needs must be fulfilled before higher ones can be addressed. When employee's needs are addressed, whether via intrinsic or extrinsic motivation, they use their potential, abilities, aptitudes, and time to improve service quality performance and remain employed in the same organization. The theory of hierarchy of needs is applied to the study in that it gives motivating reasons that when employees have them, they are able to continue as employees of

Thai private universities. Employees are likely to relocate in quest of better employment with greater pay and benefits, a better working environment, and opportunities for advancement.

### 2.11. Social Exchange Theory (SET)

The is also grounded on the social exchange theory (SET), which is widely recognized as a foundational concept for understanding employer-employee relationships within the realm of Human Resource Management Practices (HRMPs) and their impact on Employee Retention and Performance (ERP) (Coyle-Shapiro & Conway, 2005). The theory elucidates the dynamics of social exchanges between employees and organizations, as expounded by Cook et al. (2013). It posits that organizations can enhance employee performance by implementing effective human resource management practices. Piasecki (2019) posits that the dimensions of Human Resource Management Practices (HRMPs) can be effectively elucidated through the utilization of the Social Exchange Theory (SET), thereby fostering employee development and promoting long-term retention.

Based on the findings of the Social Exchange Theory (SET), it can be concluded that retaining employees is a more cost-effective approach compared to recruiting new ones. Furthermore, employee retention serves as a crucial indicator of the overall robustness and effectiveness of a business organization (Kundu & Lata, 2016). Organizations allocate significant resources, including financial investment, time, and effort, towards training employees to effectively acclimatize to the organizational context. The departure of a highly valued employee can result in substantial costs, potentially equating to two and a half times their annual salary (Kapoor, 2015). In order to facilitate economic revival, it is imperative for organizations to establish a conducive environment that fosters employee retention (Singla, 2017). Employee retention can be enhanced through the implementation of career progression, better remuneration, and conducive work environment. These strategies have been found to positively influence efficiency by fostering a favourable work environment (Nazia & Begum, 2013) and promoting a better alignment between employees and the organization (Presbitero et al., 2016). The current research is being conducted in Thai private universities to explore innovative HRMPs and their effects on employee retention and performance with the objective to enhance the organizational work culture by gaining insights into these aspects.

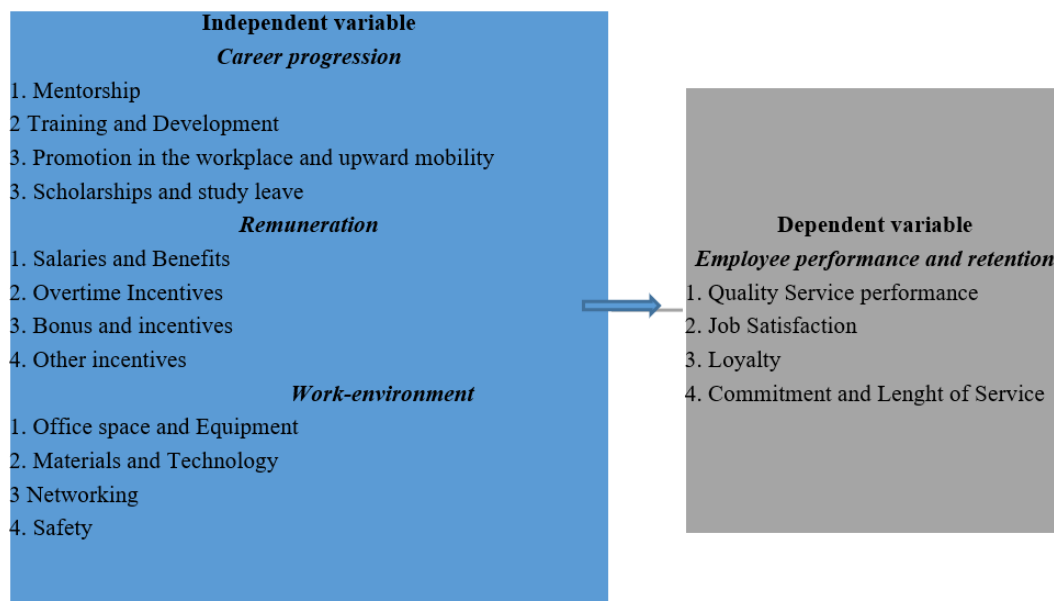
### 2.12. Herzberg's Motivator-Hygiene Theory

According to Herzberg's motivator-hygiene theory, the two most important elements influencing employee work satisfaction are "hygiene" and "motivator". According to Ali et al. (2018), these two variables are crucial for affecting workers' job satisfaction. Employees are driven to perform harder when the work environment is challenging and there are more prospects for advancement. On the other hand, a lack of security and prestige in organisations has a detrimental influence on their operations (Holston-Okae & Mushi, 2018). Such a feature reduces the hygienic considerations that encourage people to stay at work. These issues include limited job advancement opportunities, low pay, and an unfriendly work atmosphere. The present research is being undertaken at Thai private universities to investigate HRMPs and their impact on employee retention and performance, with the goal of improving organizational work culture by getting insights into these elements.

### 2.13. Conceptual Framework

A conceptual framework represents the predicted relationship between the variables of interest. It specifies the necessary study objectives and shows how they fit together to get meaningful findings (Bas & Tegan, 2024). Figure 1 depicts a diagrammatic model that identifies the variables under investigation and outlines their interactions.





**Figure 1.**  
Conceptual framework.

According to the conceptual framework, the three independent variables are career progression, remuneration, and work-environment strategies, which are believed to have a direct or indirect impact on employee performance and retention. Mentorship, training and development, workplace promotion and upward mobility, as well as study leave and scholarships, are all parts of career progression. These factors influence employee performance and retention depending on whether or not employees have access to professional advancement possibilities. Employees who use these strategies are more likely to offer high-quality services and stay in their current jobs. Remuneration such as salaries and benefits, overtime incentives, bonus and incentive plans, and other incentives are among the pay forecasts that are thought to impact employee performance and retention. For example, when workers are paid enough to meet their fundamental necessities, they are more likely to stay in their present employment. When employees get incentives from management, they are more inclined to stay committed with the organization. Work-environment strategies include workplace space and equipment, safety measures and protective materials, technology, contact with coworkers within and outside the organization through networking, and ventilation and lighting. When employees can access and appreciate their work environment, they are more likely to stay and perform well.

### 3. Method and Procedure

#### 3.1. Sources of Data

The primary data was acquired by means of closed-ended questionnaire administration and semi-structured interview while the secondary data was obtained from a variety of scholarly sources such as textbooks, journals, magazines, published survey documents, electronic databases, official government publications, and reputable online sources.

#### 3.2. Design

The study utilizes a cross-sectional survey research approach. Ensuring the inclusion of a representative sample from small and medium-sized private universities is essential for this study. Therefore this design allows the study to collect a wide array of data on Thai private universities HRM strategies for career progression, remuneration and work-environment with intent to correlate with

employee job satisfaction, quality service performance and retention from many different employee at a single point in time by observing variables without influencing them (Lauren 2023).

### 3.3. Population and Sample

The study includes 12,318 employees of the 38 Thai private universities: 6,458 from small sized private universities and 5,860 from medium size private universities. 20 private universities comprised of 14 (70%) small sized and 6 (30%) formed the sample of the study. From this sample distribution, 91 (72.8) academic staff from 14 small sized private universities and 34 (27.2%) from medium sized private universities making 125 academic staff as the sample size of the investigation (Ministry of Higher Education, Science, Research and Innovation, 2023). The Carnegie model of classification of colleges and universities was adopted from the American Council on Education (2024) as a global classification standard. It is modified to suit the early categorization of Thai private universities based on the number on the number of students enrolled per session into Large, Medium, and Small private universities. Based on the model, small private universities typically have fewer than 5,000 students, and most private universities in the study area fit into this category. The Medium category typically accommodates between 5,000 to 15,000 students, whereas the large category generally caters to more than 15,000 students.

### 3.4. Sampling Method

The study utilizes a maximum variation deliberate (MVD) sampling method for the selection of 125 academic staff and 20 HR managers. This approach involves deliberately selecting participants who exhibit diverse characteristics or experiences related to the human resource management strategies for career progression, remuneration and work-environment. The choice of this sampling method emanated from the fact that the researcher was interested in capturing a wide range of viewpoints and ensures a comprehensive understanding of the subject matter with no restrictions, which the (MVD) provided the platform other than randomization. The study aims to account for any predisposition by focusing on small and medium-sized private universities. Employees in these categories are more likely to have lower levels of job satisfaction, consequence of the ambiguity of academic goals, the need to enhance academic service evaluation systems, and communication issues across all levels of the organization (Siripak, 2006). In addition, dissatisfaction with management, communication problems and personal reasons (Weiwei, 2010) are likely to result in lower retention rates than those in larger universities with bigger yearly revenue to sustain operations. Thus, the selection of sample universities and the allocation from each stratum is determined using the mathematical formula of the Hayes model for a stratified sampling procedure (Hayes, 2023).

$$\frac{n}{\beta} \times \mathcal{Z}$$

Where;  $n$  = Sample size

$\beta$  = Population size

$\mathcal{Z}$  = Stratum size

The researcher is interested in sampling 20 out of 38 private universities across small and medium sized in Thailand.

Stratum 1 (Small Sized Private Universities)

$$\mathcal{Z}_1 = \frac{20}{38} * 26 = 13.68 \approx 14 \text{ Small sized private universities}$$

Stratum 2 (Medium Sized Private Universities)

$$\mathcal{Z}_2 = \frac{20}{38} * 12 = 6.32 \approx 6 \text{ Medium sized private universities}$$

Thus; Sample  $n =$ ,  $\beta = 38$ ,  $\mathcal{Z}_1 = 14$ ,  $\mathcal{Z}_2 = 6$

The researcher uses a hat-and-draw procedure of simple random sampling method to select 14 small-sized private universities and 6 medium-sized private universities as sample universities. This was because it is a fair sampling method, which helps reduce any bias involved, compared to any other

sampling method by quickly picking a smaller sample size from a large sample frame. Table 1 depict the population and sample distribution.

**Table 1.**  
Population and sample distribution.

Universities	Estimated population of private universities	Universities sample (n)	Universities sample (%)	Employee (N)	Academic staff (n)	Academic staff (%)	HR (n)	HR (%)
Small	26	14	70.0	6,458	91	72.8	14	70.0
Medium	12	6	30.0	5,860	34	27.2	6	30.0
Total	38	20	100	12,318	125	100	20	100

**Source:** Ministry of Higher Education, Science, Research and Innovation (2022-2023) - Population of Institutions and Personnel.

### 3.5. Instrument for Data Collection

The research utilizes a close-ended questionnaire and semi-structured interview for data gathering.

#### 3.5.1. Close-Ended Questionnaire

The questionnaires was developed by the researcher and was divided into two sections: section A include participants' demographic information such as school type, and length of service in current institution. Section B focused on Thai small and medium sized private universities HRM practices for career progression, remuneration and work-environment. This section was divided into two sub sections namely: sub-section B1 comprised 6 items on the perception of the effectiveness of Thai small and medium private universities HRM strategies for career progression, remuneration and work-environment. Three points Likert scale of Yes (3), somewhat (2), and rarely (1) will be used to rate academic staff responses. This is because the 3-Point Likert Scale is a powerful assessment tool employed to gauge the intensity of opinions, attitudes, and perceptions within a given survey or research context. Simple questions that elicit yes and no answers can be misleading in a survey.

Section B2 focuses on the impact of Thai private universities HRM strategies for career progression, remuneration and work-environment on job satisfaction, quality service performance in addition, retention. Items of the questionnaire will be positively worded (Wolfe & Smith, 2007) as positively and negatively worded items will affects unidimensionality of the instrument (Quilty, et al, 2006). Four points Likert scale of significantly influence (4), slightly influence (3) uncertain (2) and Not at all (1) will be used to rate academic staff responses

#### 3.5.2. Semi-structured Interview

The study utilizes a semi-structured interview to collect data from HR managers in respective private universities on the impact of Thai private universities HRM practices on employees' performance and retention. The data was used to buttress those obtained from academic staff through the utilization of close-ended questionnaire in order to gain insight on the subject matter. The purpose of interviewing heads of HR is because they occupy leadership positions in HR departments are well suited for their roles, as they are responsible for overseeing and providing HRM practices for career progression, remuneration and work-environment. The items of the interview include effectiveness of career progression, remuneration and work-environment practices on employee job satisfaction, quality service performance and retention. The items questions allowed the participants to provide a wide array of opinion. The responses were organized, categorized, and analyzed qualitatively in order to support the findings obtained from the quantitative data.

### 3.6. *Validity and Reliability of Instrument*

#### 3.6.1. *Validity*

The questionnaire was validated by five experts in the field of human resource management at the International College Chiang Mai University Thailand. Only experts within the ranks of senior lecturer, assistant professor, associate professor and professor validated the questionnaires. The experts were provided with the questionnaires, objectives, research questions, hypotheses and validation forms for scrutiny. The validation form contained the number of items serially arranged, as it appeared on the questionnaire with two options for each item namely essential and non-essential. All items, which meet the criteria of clarity and appropriateness, were marked as essential. A proportional level of agreement on how many panel expert rates an item essential was calculated to determine the content validity ratio (CVR) using Lawshe's content validity ratio template. The final evaluation to retain the item based on the CVR depends on the number of panel expert (Hamed, 2016). The expected ratio of (0.99) confirmed the validity of the questionnaires for measurability, clarity and appropriateness. Content validity was chosen because it is an essential aspect of a survey assessment design that ensures the items used in the survey are appropriate, relevant, and representative of the construct being measured. It plays a significant role in enhancing the accuracy, credibility, and overall quality of the assessments (Thompson, 2023).

#### 3.6.2. *Reliability*

A pilot study was conducted prior to the main study with a similar population; the questionnaire was administered to 20 academic staff and five HR managers; data was collected and analyzed in order to establish the instrument's homogeneity (internal consistency) using Cronbach Alpha with a reliability index of .81. Cronbach Alpha was chosen because of its numerous advantages over other measures of internal consistency because it is easy to compute and interpret, widely accepted (Shuttleworth, 2015) and reported in many fields, facilitates comparison and communication of results, and can be used for different types of scales and items, such as Likert scales, and can be adjusted for different situations.

#### 3.7. *Procedure for Data Collection*

The survey were sent to academic staff at Thai small and medium private universities utilizing a non-proximal method and an online platform via Google Forms. The questionnaire was delivered to academic staff on the spot for those who are available, while the Google form was submitted online. The researcher recover the surveys within 12 weeks after completion to allow more academic staff to engage in the activity. The data was organized and coded for analysis. Second, the semi-structured questionnaire was distributed to HR managers within the researcher's designated data-collecting time. These items included an assessment of the efficacy of HRM practices for career progression and how it has affected employee job satisfaction, quality service performance and retention. In addition, opinions were gathered on HRM's dedication to employee work satisfaction, service quality, and employee turnover in relation to their duration of service. Responses were sorted and categorized into themes for analysis.

## 4. **Method of Data Analysis**

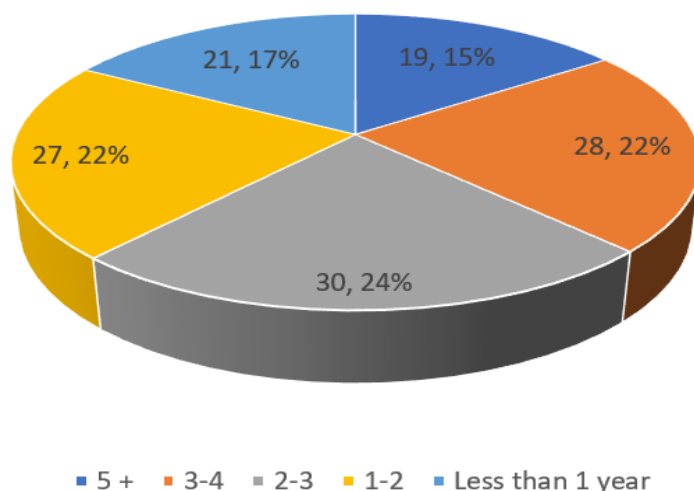
Frequency counts and percentages were used to define the demographics of participants, with the data acquired aiming at resolving the core questions posed in the study. The chi-square statistical technique was used to determine the statistical significance of the effectiveness of HRMP variables such as career progression, remuneration, and work-environment on employee performance and retention, as well as the relationship between career progression, remuneration, and work-environment with job satisfaction, quality service performance, and employee turnover. Excel version 16 and Soc-Stat was utilized as statistical tools for the investigation. Acceptance of null hypotheses was based on p-values  $\leq .05$ . The results are displayed in graphs and tables, while the outcome of the study be utilized to support prior discoveries that share similarities and contradict others.

## 5. Results and Discussion

### 5.1. Demography of Employees

In the context of this article, demography is defined as the duration of engagement and the type of institution in which employees are presently employed. The results are presented in the following manner.

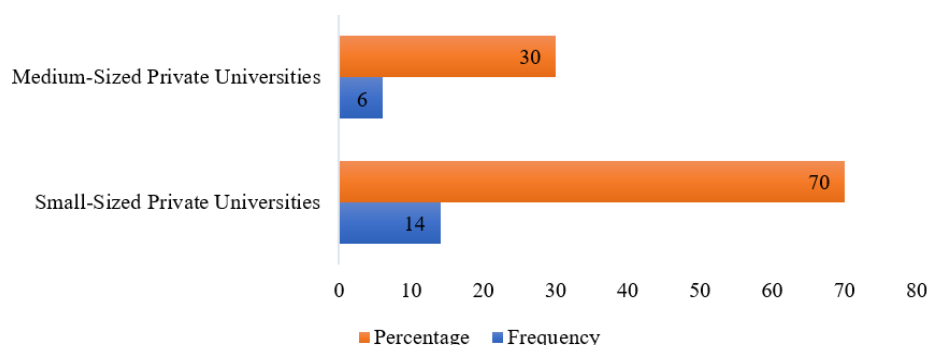
#### Duration of engagement



**Figure 2.**  
Duration of employees engagement.

About 21 (17%) of the respondents said they have worked for less than a year at private institutions in Thailand. In addition, 22 (22%) of the sample as a whole reported a duration of 1-2 years of engagement. A noteworthy percentage of participants 30 (24%) have worked as active staff members in Thai private universities for 2-3 years, which is the longest duration of engagement among the respondents. The information reveals that, of those who reported being employed, 28 (22%) had been doing so for 3-4 years, while 21 (17%) had been working for more than five years.

#### Type of private university



**Figure 3.**  
Employees tertiary institution type.

The findings presented in Figure 2 indicate that the study utilized 14 (70%), small-sized private universities while, only 6 (30%) medium-sized private universities were included in the study. The purpose of examining the demographics of participants is to verify that the data collected originates from employees who are presently employed in both small and medium sized private universities in Thailand. These employees have a significant duration of engagement and possess experience of human resource management practices, enabling them to offer valuable insights on the specific content required for this article. As per the findings of Rashawn (2020), the collection of demographic data holds significant importance for several key reasons. Typically, a greater quantity of data is advantageous as it aids in mitigating the occurrence of false positives, thereby preventing the misallocation of data to inappropriate areas. Furthermore, the compilation of demographic data facilitates the assessment of sample representativeness. Hence, the absence of demographic data frequently undermines the integrity of scientific endeavours (Pew Research Centre, 2010), thereby impeding researchers' capacity to foster innovation and achieve comprehensive outcomes.

### 5.2. Employees' Perception on the effectiveness of Human Resource Management Practices

The article delved into an examination of the perception of Thai small and medium private universities' HRM practices for career progression, remuneration and work-environment on employees' performance and retention. This was achieved by administering a questionnaire to employees, consisting of five measuring scales, in order to assess the efficacy of these practices. Subsequently, the obtained results were analyzed and presented in Figure 3.

**Table 2.**

Employees' perception on HRMP effectiveness.

Items	Responses n=125							
	Yes		Somewhat		Rarely		Chi-square	P-value
	Freq.	%	Freq.	%	Freq.	%		
Are you aware of the human resource programs offered by your tertiary institution	33	26.40	55	44.00	37	29.60	2.6809	0.2617**
Is the work-environment conducive for employees' retention and performance?	31	24.80	56	44.80	38	30.40	3.8548	0.1455**
Does HRM system support career progression?	29	23.20	72	57.60	24	19.20	0.6341	0.7282**
Is the training and development opportunities provided by your university effective?	30	24.00	64	51.20	31	24.80	2.2636	0.3224**
Is the HRM principles for remuneration effective in your university?	22	17.60	25	20.00	78	62.40	1.3786	0.5019**
Is there enough employee participation in Human Resource decision-making processes in your Institution?	17	13.60	21	16.80	87	69.60	8.6766	0.0130*
Is there enough awareness about the employee rights and benefits in your Tertiary Institution	43	34.40	76	60.80	6	4.80	1.662	0.4356*

**Note:** \* = Significant at  $p \leq 0.05$ , \*\* = Not significant at  $p \leq 0.05$ .

The findings presented in Table 2 indicate that 33 employees, accounting for 26.40% of the respondents, possess knowledge regarding the human resource programmes offered by their respective universities. Additionally, a substantial number of participants, specifically 55 (44.00%), expressed a

moderate level of awareness regarding the existing programmes implemented by human resource management for employees in their respective universities. However, it is worth noting that 37 (29.60%), reported infrequent awareness of the human resource management programmes designed for employees within their respective universities. The chi-square statistic result  $X^2(2) = 2.6809$ ,  $p = .2617$  revealed that, the result is not significant at  $p \leq .05$  indicating that employees in small and medium-sized Thai private universities are not well informed of the human resource management programmes available to them.

Based on the analysis of the data, it is evident that 31 employees, accounting for 24.80% of the total, have confirmed the presence of readily available and conducive work-environment for employees to effectively function. Conversely, a large proportion of 56 employees, representing 44.80% of the sample, have attested to the availability of a fair conducive work-environment for employee comfort in discharging their daily duties. Additionally, 38 employees, comprising 30.40% of the respondents, have confirmed the non-existence of a conducive work-environment for employees to properly function. The chi-square result  $X^2(2) = 3.8548$ ,  $p = .1455$  indicated that the result is not significant at  $p < .05$  meaning small and medium sized private universities HRM policies for work-environment is apparently somewhat effective for employees' productivity.

The findings suggest that a substantial 29 number of employees, accounting for 23.80% of the total, expressed agreement with the notion that their respective institutions' systems effectively HRM system support career progression. The overwhelming majority of responses, 72 in total (57.60%), indicated that their institutions' HRM systems somewhat support effective career progression of employees. Conversely, 24 employees (19.20%) reported that their institution's HRM system rarely supports career progression of employees. The chi-square statistic result  $X^2(2) = 0.6341$ ,  $p = .7282$  demonstrated that, the result is not significant at  $p \leq .05$ . Given that  $p$  is higher than the significant  $p .05$ , showed that small and medium sized private universities in Thailand demonstrate a weak commitment to effective employees' career progression.

The analyzed data reveals that 30 employees, accounting for 24.00% of the total, expressed agreement with the training and development opportunities offered by their respective universities. However, a majority of 64 employees, representing 51.20%, reported being these opportunities as somewhat effective. Conversely, 31 employees, equivalent to 24.80%, reported the training and development opportunities provided by their institutions as rarely effective. The chi-square statistic  $X^2(2) = 2.2636$ ,  $p = .3224$  demonstrated that, the result is not significant at  $p \leq .05$ . This means that, the training and development opportunities offered by their respective institutions is fair.

In a similar vein, it was found that 22 employees, constituting 17.60% of the total, expressed agreement with the notion that HRM principles for remuneration is effective in their universities. On the other hand, the majority of employees, specifically 78 (62.40%), reported that HRM principles for remuneration is rarely effective. However, 25 employees (20.00%) acknowledged that human resource management in terms of remuneration is somewhat effective in their respective institutions. The chi-square statistic result  $X^2(2) = 1.3786$ ,  $p = .5019$  indicated that, the result is not significant at  $p \leq .05$ . Therefore, it is common practice for human resource managers in Thailand small and medium-sized universities principles for remuneration to be rarely effective.

Furthermore, 17 employees, accounting for 13.60% of the respondents, expressed their agreement with the notion that there exists an adequate level of employee involvement in the decision-making processes pertaining to human resources within their respective universities. The findings indicate that 21(16.80%) of respondents acknowledged a moderate level of employee participation in human resource decision-making processes. Additionally, 87(69.60%) of participants reported a low level of employee involvement in such processes within their respective university. The chi-square statistic result  $X^2(2) = 8.6766$ ,  $p = .0130$  reported that, the result is significant at  $p \leq .05$ . Therefore, HRM practices highly involve employee in the decision-making processes related to human resources within their respective institutions.

The findings reveal that a substantial majority of 43 (34.40%) expressed agreement regarding the presence of sufficient awareness about employee rights and benefits within their respective institutions. This outcome aligns with the responses of 78 (60.80%) who indicated that the level of awareness is moderately high. Conversely, a small number of employees 6(4.80%) reported that there is rarely adequate awareness about employee rights and benefits in their respective institutions. The chi-square result  $X^2(2) = 1.662$ ,  $p = .4356$  displayed that, the result is not significant at  $p < .05$  suggesting that, there is no sufficient awareness among employees regarding their rights and benefits in their respective universities. An interaction with some HR managers yielded the following the reactions on practices that focuses on employee career progression.

Through the provision of data and analytics to assist employees in identifying potential development opportunities and making career decisions based on their interests and strengths, the HRMP is effective in streamlining certain HR processes and freeing up time for employees to focus on career development and progression. Employee career possibilities have improved because of the university's ability to recognize and retain high performers thanks to the HRMP.

The following replies were given, yet the researcher felt it necessary to look into how successful HRM methods are for remuneration at the institutions under investigation:

It is important to remember that there is no hard and fast rule when it comes to the effectiveness of HRMPs in terms of remuneration. Instead, it all depends on a variety of circumstances, including the employee's performance, job function, experience, and capacity to bargain for better pay. Nonetheless, the university make sure HR administrators follow the guidelines for proper remuneration.

The researcher required information about the effectiveness of HRM techniques for the workplace. The following comments from interactions with HR managers are noteworthy to include in the study's findings.

The goal of human resource management practices is to enhance the working conditions for staff members by putting in place guidelines and initiatives that deal with matters like training, benefits, pay, and employee relations. Enhancing morale, lowering attrition, and raising productivity are all possible with the universities effective HR management. HR practices makes effort to enhance the work environment by providing available infrastructure and create an enabling work/life balance to enhance productivity and improve retention rate.

The article has established a clear and direct correlation between the employees' responses across various institutions on the effectiveness of HRM practices. Hence, it can be inferred that the perception of employee on human resource management practices in small and medium sized private universities is fairly positive. Therefore, Thai small and medium sized private universities' HRM practices for career progression, remuneration and work-environment impacts is somewhat effective. There is a growing demand for human resources with unique capabilities and advanced skills that cannot be replicated by competitors. The field of human resource management (HRM) has emerged primarily in response to the realization of strategic management of human resources essential for organizations to attain and maintain a sustainable competitive advantage in the marketplace. The implementation of effective Human Resource Management Practices (HRMP) involves the utilization of advanced techniques in areas such as recruitment and selection, orientation, appraisal, and training. These practices are aimed at fostering organizational innovation in both products and services (Shipton et al., 2005). In accordance with the evolving business landscape and the increasing expectations and aspirations of employees, small and medium sized universities must continually adapt and implement effective human resource management practices. The fostering of employee engagement is expected to result in improved job



satisfaction and wellbeing; these factors are believed to have a positive impact on employee behaviour, ultimately contributing to higher rates of employee retention (Jiménez & Valle, 2005).

### 5.3. Impact of Human Resource Management Practice on Employees' Job Satisfaction, Quality Service Performance and Employees Retention

The article explored into an investigation of the efficiency of Thai small and medium sized private universities' HRM practices for career progression, remuneration and work-environment on employees' job satisfaction, quality service performance and employee turnover. This was accomplished by administering questionnaires to employees particularly the teaching staff, consisting of four measuring scales, in order to assess the efficacy of these practices. Subsequently, the obtained results were analyzed and presented in Table 3.

**Table 3.**

HRMP for career progression, remuneration and work-environment impact on employees' job satisfaction, quality service, performance and employees turnover.

Items	Responses n=125									
	significantly influence		Slightly influence		Uncertain		Not at all influence		Chi-square	P-value
	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Does your Job position and responsibilities influence your performance and decision to remain in your current job?	32	25.60	45	36.00	27	21.60	21	16.80	1.6019	0.6589**
Does access to incentive benefits from your employers impact on your job satisfaction, performance and decision to stay employed in your current institutions	25	20.00	51	40.80	21	16.80	28	22.40	17.7488	0.0004*
Do career progression influence impact on your job satisfaction, quality of performance and decision to remain employed in your institution	31	24.80	43	34.40	22	17.60	29	23.20	16.4041	0.0009*
Work/Life	30	24.00	38	30.40	32	25.60	25	20.00	10.5428	0.0144*

balance employer provide influence your performance and make you comfortable to remain employed in your current institutions.										
Does the recognition gained from your employer potentially influence your decision to stay employed and perform towards the growth of the institutions	29	23.20	44	35.20	31	24.80	21	16.80	7.9844	0.0463*
To what degree do training and development as a means of career progression influence your performance and decision to stay employed in your current institutions	32	25.60	42	33.60	29	23.20	22	17.60	5.9634	0.1134**

**Note:** \* = Significant at  $p \leq 0.05$  \*\* = Not significant at  $p \leq 0.05$ .

According to the findings presented in Table 3, it is evident that a significant proportion of employees, specifically 32 employees representing 25.60% of the sample, acknowledged that their job position and associated responsibilities exert a substantial influence on their performance and decision to continue in their current employment. Additionally, a notable number of respondents, 45(36.00%) of the sample, expressed that their job position and responsibilities have a comparatively lesser impact on their performance and decision to remain in their current jobs. In contrast, 27 employees, accounting for (21.60%) of the respondents, expressed uncertainty regarding the impact of their job position and responsibilities on their job performance and decision to remain in their current employment. On the other hand, 21(16.80%) participants disagreed and affirmed that their job position and responsibilities did not exert any influence on their job performance or their decision to continue in their present roles. The chi-square statistic result  $X^2(3) = 1.6019$ ,  $p = .6589$  proved not significant at  $p \leq .05$  indicating that the job position and responsibilities of employees in Thai small and medium sized private universities have no impact on their job satisfaction, quality service performance and decision to remain in their current roles. S

The analyzed data indicates that 25 employees, accounting for 20.00% of the sample, expressed agreement with the notion that incentives provided by employers have a substantial impact on their satisfaction, ability to provide quality service and their choice to continue their employment within their present organizations. The findings indicate that a significant proportion of employees, specifically

52(40.80%) of the sample, acknowledged that incentives benefits provided by employers have a notable impact on their job satisfaction, quality service performance and their choice to continue their employment within their respective institutions. However, 21(16.80%) of the sample, expressed uncertainty regarding the impact of incentives provided by their institution's management on their performance and decision to remain employed. Furthermore, 28 employees, representing 22.40% of the respondents, disagreed and confirmed that these incentives did not influence their performance or their decision to continue working in their current institutions hence, they are not satisfied. The chi-square statistic result  $X^2(3) = 17.7488$ ,  $p = .0004$ . The result is significant at  $p \leq .05$ . Hence, it can be concluded that the incentives and benefits offered by HRM in Thai small and medium private universities have significant impact on employees' job satisfaction, quality service performance and their inclination to remain employed within their respective universities.

According to the findings, 31 employees, accounting for 24.80% of the sample, expressed agreement with the notion that the HRM policies on career progression have a substantial impact on their job satisfaction, quality service performance and job retention within their respective universities. The findings indicates that 43(34.40%) employee, reported that the HRM policies on career progression has a modest impact on their job performance, satisfaction and retention within their respective institutions. In contrast, 22 employees, accounting for (17.60%) of the sample, expressed uncertainty regarding the impact of HRM practices on their job performance and decision to remain in their current positions within their respective universities. Furthermore, 29 employees, representing 23.20% of the sample, disagreed and confirmed that such factors did not influence their performance or their choice to retain their current employment. The chi-square statistic result  $X^2(3) = 16.4041$ ,  $p = .000937$ . The result is significant at  $p < .05$ . Consequently, HRM practices for career progression exhibited by small and medium sized private universities impacts employee job satisfaction, quality service performance and their decision to remain employed within their respective universities in Thailand.

The analyzed data reveals that 30 employees, accounting for 24.00% of the total, expressed agreement that the work/life balance provided by their employer has a significant impact on their job satisfaction, quality service performance and their decision to continue their employment. Additionally, 38 employees, representing 30.40% of the total, affirmed that the work/life balance offered by their employers has a slight influence on their performance and their decision to retain their jobs. However, 32(25.60%) of the workforce, expressed indecisiveness regarding the impact of work/life balance on their performance and commitment to their current employment. Additionally, 25 employees, constituting 20.00% of the workforce, confirmed that work/life balance did not have any influence on their performance or their decision to continue their employment. The chi-square statistic result  $X^2(3) = 10.5428$ ,  $p = .0144$  indicated that the result is significant at  $p \leq .05$  which confirms that the work/life balance offered by employers significantly influences employee job satisfaction, quality service performance and their decision to remain employed within their respective institutions.

The findings indicate that 29 employees, accounting for 23.20% of the sample, expressed agreement regarding the substantial impact of employer recognition on their decision to remain employed and contribute effectively to the growth of their respective institutions. Meanwhile, a significant majority of respondents 44 (35.20%) indicated that the recognition they receive from their employers has a modest impact on their job performance and their inclination to remain employed within their respective institutions. In contrast, 31 employees, accounting for 24.80% of the sample, expressed indecision regarding the matter. Additionally, 21 employees, representing 16.80% of the respondents, did not consider recognition received from their employers as a determining factor for their job performance or their decision to continue working at their current institutions. The chi-square statistic result  $X^2(3) = 7.9844$ ,  $p = .0463$  proved the result is significant at  $p \leq .05$ . This means that the recognition received from employers has the potential to impact employee job satisfaction, quality service performance and their decision to remain employed in Thai small and medium sized private universities.

According to the findings, 32 employees, accounting for 25.60% of the sample, expressed agreement with the notion that training and development exert a significant impact on both their job

satisfaction, performance and their decision to remain in their current positions. Additionally, 42(33.60%) of the respondents, indicated that training and development have a somewhat lesser influence on their job satisfaction, performance and willingness to retain their current positions. However, 29 employees, accounting for 23.20% of the respondents, expressed uncertainty regarding the impact of staff training and development on their decision to remain employed within their respective small and medium sized private institutions in Thailand. Conversely, 22 respondents, constituting 17.60% of the sample, disagreed with the notion and firmly stated that such training and development initiatives did not influence their decision to stay employed in their respective institutions. The chi-square statistic  $X^2(3) = 5.9634, p = .1134$  showed that the result is not significant at  $p < .05$ . Therefore, training and development does not have an impact on employee satisfaction, performance and retention. To buttress the findings from the questionnaires administration, the researcher engaged some HR administrators on their commitment towards improving employee job satisfaction, productivity and retention and the following responses were obtained:

As most workers would believe that they are well fit for their duties and have been picked properly, they are more likely to be contented with their jobs. This is why HR managers are devoted to guaranteeing a fair recruiting and selection process. Every effort is made to guarantee that workers have access to opportunities for training and development to advance their knowledge and abilities. When workers perceive that they are learning and expanding in their roles, they are more likely to feel appreciated and satisfied with their jobs, increase productivity, and be more likely to stick with their positions.

The researcher had to delve further into other facets of HR's dedication to enhancing employee satisfaction, productivity, and retention in institutions that depend on little funding to operate. The following replies were obtained from the interaction.

The HR managers are dedicated to providing competitive and equitable remuneration as well as additional benefit packages that have the potential to enhance job satisfaction. Employees are more likely to be contented with their work and stay motivated to deliver high-quality service performance without intending to resign when they believe they are being adequately compensated for their efforts.

Further investigation into other areas, such as work-life balance and employee relations, was necessary by the researcher in light of HR's commitment to improving satisfaction among workers, productivity, and retention in organizations with limited financial resources. The conversation produced the following responses.

The HR staff is dedicated to implementing work-life balance by promoting HR policies, such as paid time off, telecommuting choices, and flexible work schedules, as these may boost employee happiness. Employee job satisfaction, quality service performance, and retention rates will all increase when they have the freedom to balance work and personal obligations. Further factors that might lead to increased job satisfaction include HR positive employee relations practices including open communication, dispute resolution techniques, and a positive work atmosphere. Increased work satisfaction and productivity are probable when staff members perceive that they are given due respect and have a say in university operations.

Overall, good HR management practices may raise job satisfaction by encouraging a happy workplace, offering chances for professional development, and rewarding staff members for their accomplishments. In general, the implementation of effective human resource management (HRM) practices for career progression, remuneration and work-environment has been found to positively influence employee job satisfaction, quality service performance and retention within organizations.

According to Yeh (2002), effective human resource management practices facilitate and expedite the implementation of policies that promote employee self-management. Highly proficient employees are cultivated within an organization that fosters empowerment, ultimately leading to enhanced efficiency and productivity for the organization (Hammuda & Dulaimi, 1997).

The study findings are consistent with those of Hong et al (2012), which demonstrated a statistically significant correlation between human resource management practices, such as compensation, training, and employee retention. Employees may perceive a sense of appreciation from the organization for their performance and contributions when they receive a competitive remuneration (Lai, 2011). Therefore, individuals are incentivized to increase their contributions or enhance their quality service performance and decide to remain in an organization on behalf of the organization. Typically, employees in small and medium sized private universities have a tendency to remain within the universities indirectly due to the value they bring. Remuneration and benefits received in exchange for work performed reflect on an individual's achievements (Ali, 2009). The remuneration system holds significant importance within intelligence-intensive industries, such as the educational institutions, as it directly influences the enterprises' core capabilities and resources, which are their competent employees (Lai, 2011).

The study's results are in line with those of Shammout (2021), who discovered a favourable relationship between work environments and employee job performances. The work environment has a substantial impact on employee job satisfaction, quality service performance, and employee retention. A toxic work environment negatively influences all employee retention, quality service performance, and job happiness. Workplace toxicity includes things like unfavourable working conditions, information flow restrictions, unclear job tasks, rigid work schedules, poor communication between coworkers and supervisors, miscommunication between coworkers and upper management, and so on. These gaps and problems can cause an organization's true goals and message to be misrepresented, and employees may receive confusing information that, in the worst-case scenario, results in inadequate understanding or even incorrect information (Ali, 2016).

An employee's work-life imbalance may also be a significant contributing cause to their subpar performance. It is possible that workers are having trouble obtaining time off when needed (Hermina, 2019). Another highly detrimental aspect of any organization might be its culture. For example, a company may place a higher priority on performance in order to meet its goals than on employee pleasure and retention.

The results corroborated those of Napitupulu et al. (2017), who discovered that motivation, emotional commitment, and perceived firm support were all positively impacted by career progression. However, there was no connection at all between performance and career progression. According to Trivellasa et al. (2015), career advancement significantly affects workers' job satisfaction, productivity, and retention. One of the incentive schemes used by universities to encourage staff is career advancement for academic staff members. This scheme emphasizes personal development and giving staff members more responsibility so they can carry out their duties effectively. The purpose of HRM policies for career advancement is to enhance career effectiveness via a series of connected work experiences and activities over the course of a lifetime. Career advancement is linked to employee satisfaction, performance, and retention in a way that makes them feel valued by their universities. In order to accomplish its aims and long-term business goals, a progressive organization seeks to hold onto its golden workers, the rationale behind professional development initiatives.

## 6. Conclusion

The study reveals a clear and consistent correlation between employee responses across the institutions examined, highlighting a statistically significant relationship between human resource management practices and employee job satisfaction, quality service performance, and retention. There exists a notable correlation between various factors such as job position and associated responsibilities, incentives and benefits, recognition acquisition, and work/life balance, training and development

opportunities, and job satisfaction and performance and retention of employees. Hence, it is imperative to recognize the aforementioned factors as crucial considerations for tertiary institutions' human resource management (HRM) in order to mitigate the costs associated with employee turnover resulting from inadequate job retention.

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