

# **THE COMPETENCY OF HUMAN RESOURCES PERSONNEL IMPACTING A HIGH PERFORMANCE AND SUSTAINABLE ORGANIZATION IN THAILAND**

by

**Suthira Anantachart**

Graduate School of Commerce, Burapha University  
E-mail: oakky23@hotmail.com

and

**Krit Jarinto**

Graduate School of Commerce, Burapha University  
E-mail: krit.dbal@gmail.com

**UTCC**  
*International Journal of  
Business and Economics* **IJBE**



# **THE COMPETENCY OF HUMAN RESOURCES PERSONNEL IMPACTING A HIGH PERFORMANCE AND SUSTAINABLE ORGANIZATION IN THAILAND**

by

**Suthira Anantachart**

Graduate School of Commerce, Burapha University

E-mail: oakky23@hotmail.com

and

**Krit Jarinto**

Graduate School of Commerce, Burapha University

E-mail: krit.dbal@gmail.com

## **Abstract**

This article is intended to study the competency of human resources personnel which impacts a high performance and sustainable organization in Thailand through qualitative researches and in-depth interviews by using purposive sampling method. Samples were divided into 3 groups: 1) experts from public and state enterprise sectors 2) experts from private sectors and 3) experts from human resources professional standard agencies. All data was then processed in ATLAS.ti Program.

The finding from this study reveals details or sub-elements of twelve importance competencies of human resources personnel which impacts a high performance and sustainable organization including change management, communication, relationship, training and development, performance management, business acumen, compensation management, talent management, leadership, technology and information system, business strategy, and workforce planning.

**Keywords:** Competency, Human Resource Competency, High Performance Organization, Sustainable Organization, Thailand, Qualitative Research

## **1. Introduction**

In the global environment today, drastic and significant changes are seen prevalently and there are several factors affecting human resources aspect of both internal and external organizations. They include demographic factors such as more older resources working in an organization, the lack of skilled, knowledgeable and competent labor, the lack of skilled labor in science and technology, and innovation initiatives; economic factors such as fierce competition leading to business mergers and seeking more strategic partners; globalization factors leading to less rules and regulations, borderless trading, high business growth, more competition, new

emerging competitors and new labor force. These factors lead to a more internationalized human resources management and operation approach. (Society of Human Resource Management [SHRM], 2002)

Therefore, Ulrich, Younger, Brockbank, and Ulrich (2012) conducted a study and concluded upcoming trends on external environment outside an organization which will impact human resources operation. These trends include social changes in the way of living such as family, ethics, religions, the seek for better wellbeing, technological changes in terms of concepts and constant development of new gadgets, economic changes with borderless investment flow, political changes where people place higher expectation on the government, environmental changes by the lack of resources which lead to more attention on social responsibility, and demographic changes in terms of birth rate, income level and education level impacting employee's behaviors.

Beside these changes of external environment, there is one crucial aspect in this context: the opening of free trade area in many regions which will lead to higher product and service quality development. Moreover, there will be higher trade barriers. Organizations must adapt to serve this competition properly, not just nationally but also internationally or globally. There will be issues of diversity of workforce, job nature and descriptions which will send a direct impact on human resources operation (Dessler, 2006). All of these factors determine that human resources personnel must be professional, knowledgeable, highly skilled and competent to weather the organizations through the storm of drastic environmental changes effectively and efficiently. Consequently, it will lead put an organization on a competitive advantageous position. (Christopher & Sumantra, 2002).

A changing competitive market impacts the way an organization obtain competitive advantages in a globalized world such as patents, economy of scale, access to investment, market regulations as well as high demand in timely innovations to serve the market, adaptation, and low cost management. All of these advantages are deemed obsolete in driving differentiation or competitive edges of an organization. However, employee's core competency is a crucial factor that will lead to the development of new product and service excellence (Pfeffer, 1994). This is consistent with the concept introduced by Hamel and Prahalad (1994) that employee's skills, knowledge and competency will have a direct impact on the profitability of an organization.

These important aspects will increasingly impact human resources operation. If human resources personnel possess a strong and effective competency, it will affect an organization performance and sustainability as a result. Modern organizations should continuously focus on, plan, and continue to improve human resources personnel's core competency to meet the demands of a changing environment in the future.

## **2. Literature Review**

A competency is a basic trait of each person relative to their performance and efficiency outside their jobs, roles, or situations (McClelland, 1973). This is similar to what Boyatzis (1982) defined as a basic trait of each person that affects their performance on the job or outside their jobs. Spencer and Spencer (1993) stated that a competency is a more permanent personality of each person which will lead to their behaviors and performance.

A core competency of human resources personnel that leads to their professionalism includes a set of outstanding knowledge or competence forged by a continuous and systematic learning process. By knowledge, a human resource personnel must be able to effectively apply their knowledge to the business (Brockbank, Ulrich, & Beatty, 1999). HR Certification will be used to endorse a long-term commitment to this profession and show their much needed HR professionalism toward their colleagues, fellow employees and the organization (Human Resource Certification Institute [HRCI], 2013).

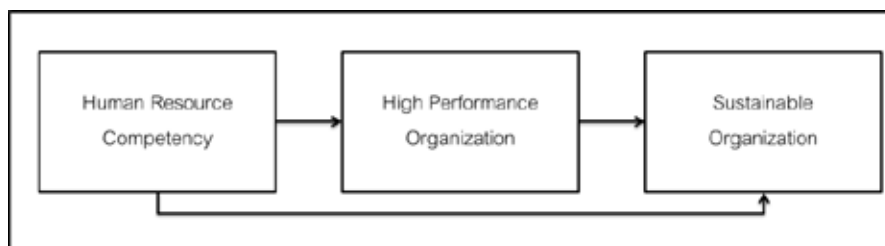
A high performance organization is an organization with an ability to respond to external environment, understand the market and their customers before and better than any other organizations in the same industry, and focus long-term talent retention (Buytendjik, 2006). Waal (2006, 2007) further explained that this organization must be able to achieve higher financial and other accomplishments than their counterparts in the same industry at least for 5-10 years. This organization must focus on organization and HR development by investing in HR development, establishing internal communication processes, fostering organization culture, and putting in place a good performance assessment system (Armitage & Keeble, 2007).

United Nation's Brundtland Report defined a sustainable organization as one with a development plan to meet the current demands of their personnel while maintaining the right to meet the demands of the future generation (World Commission on Environment and Development [WCED], 1987 cited in Harris, 2003). Litman (2011) further added that a sustainable organization must set an ultimate goal or what it aims to achieve by properly considering both direct and indirect social, economic, and environmental impacts in the long term.

### 3. Conceptual Framework

This study aims to study the core competency of HR personnel that will impact a high performance and sustainable organization in Thai context.

**Figure 1** Study Framework



### 4. Methodology

This study mainly focuses on qualitative research approach through in-depth interviews by using purposive sampling method. Samples were divided into 3 groups: 1) 8 experts from public and state enterprise sectors 2) 8 experts from private sectors and 3) 4 experts from human resources professional standard agencies. At minimum, all respondents are mid-level managers with at least 10-year experience in human resources management. After collecting qualitative research data, it was then processed in ATLAS.ti Program with a process (Frieze, 2013) as follows:

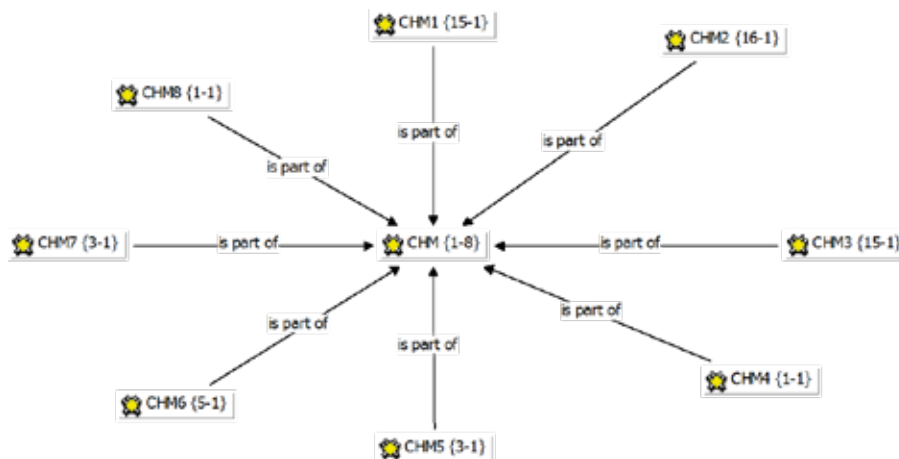
- 1). Create a project or file to enter qualitative research data, including data, coding, structure under the same name
- 2.) Enter all data in ATLAS.ti
- 3.) Read and select interesting findings, identify and code those findings, create a note and suggestions
- 4.) Compare each data point per identified code
- 5.) Manage similar or redundant data
- 6.) Find data findings based on research questions
- 7.) Define groups of coded words
- 8.) Create a written report per record in each step

## 5. Data Analysis

After conducting a qualitative research through in-depth interviews with 20 HR experts from public, state enterprise, private sectors and human resources professional standard agencies, it is found that there are 12 core competences of HR personnel which impacts a high performance and sustainable organization. Detailed findings are as follows:

### 5.1 Change Management

**Figure 2** The competency of human resources personnel impacting a high performance and sustainable organization



**Table 1** The competency of human resources personnel impacting a high performance and sustainable organization in Thailand

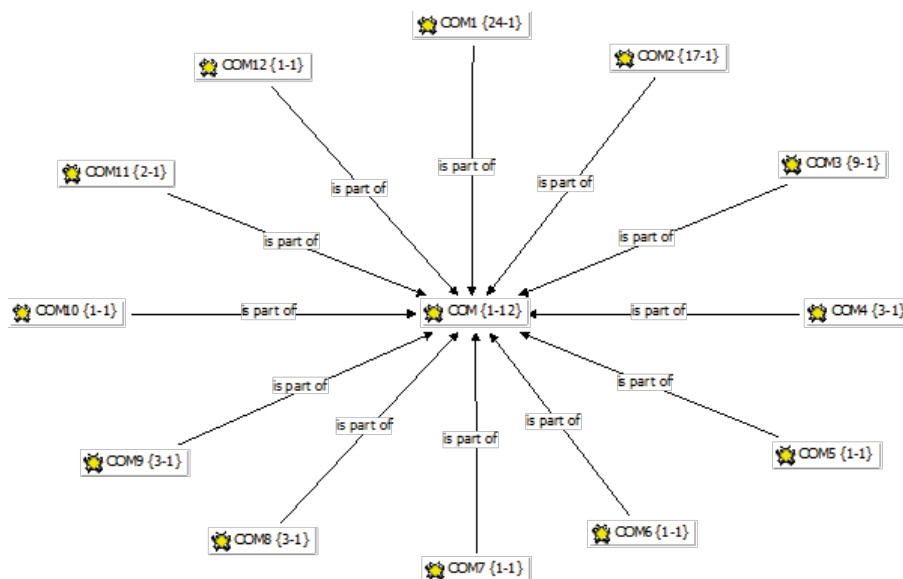
Code	Definition	Frequency	Percentage
CHM1	Current and future situation analysis to respond to change	15	25.42%

CHM2	Change Planning	16	27.12%
CHM3	Change championship	15	25.42%
CHM4	Application of technology to change management	1	1.69%
CHM5	Basic understanding of human psychology	3	5.08%
CHM6	Personal traits: Thinking process, creativity, open mind, fast learning, quick adaptation, flexibility, positive thinking, service mind	5	8.47%
CHM7	Understanding of vision, business, organization's business strategies, and management tools to apply to change management	3	5.08%
CHM8	Decision making	1	1.69%
CHM	Change management competency	59	100%

From Table 1, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on change management consist of 8 sub-components. Among the top three are (1) Change management with 16 frequencies (27.12%), (2) Current and future situation analysis to respond to change with 15 frequencies (25.42%), on par with (3) Change championship with 15 frequencies (25.42%).

## 5.2 Communication

**Figure 3** The competency of human resources personnel impacting a high performance and sustainable organization



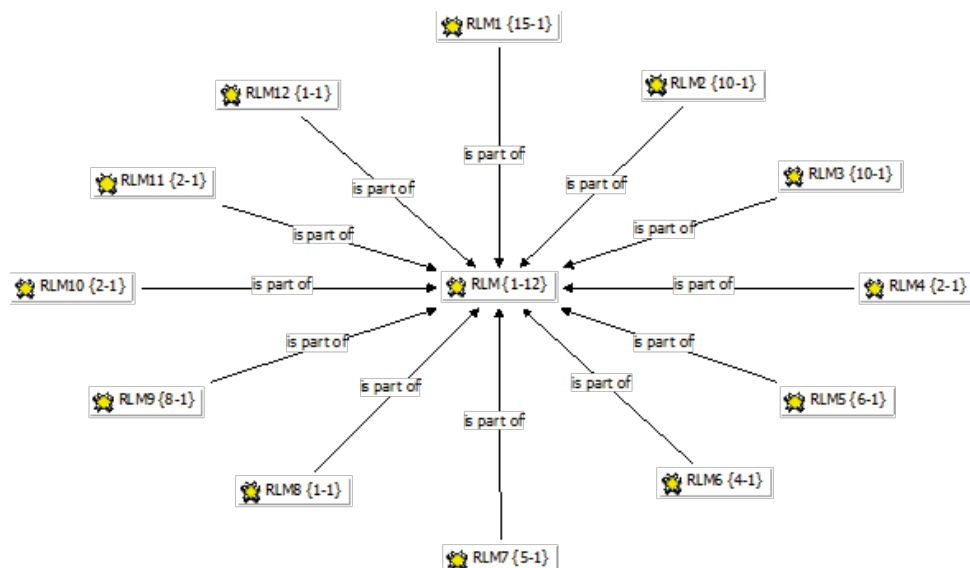
**Table 2** The competencies of human resources personnel impacting a high performance and sustainable organization

Code	Definition	Frequency	Percentage
COM1	Proactive communication planning and execution	24	36.36%
COM2	Effective speaking and writing	17	25.76%
COM3	Effective listening	9	13.64%
COM4	Counseling	3	4.55%
COM5	Application of technology to communication	1	1.52%
COM6	Crisis communication	1	1.52%
COM7	Buzz communication	1	1.52%
COM8	Communication creativity	3	4.55%
COM9	Basic Understanding of human psychology	3	4.55%
COM10	Coaching	1	1.52%
COM11	Emotion control	2	3.03%
COM12	Data accuracy	1	1.52%
COM	Communication competency	66	100.00%

From Table 2, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on communication consist of 12 sub-components. Among the top three are (1) Proactive communication planning and execution with 24 frequencies (36.36%), (2) Effective speaking and writing with 17 frequencies (25.76%) and (3) Effective listening with 9 frequencies (13.64%).

### 5.3 Relationship

**Figure 4** The competency of human resources personnel impacting a high performance and sustainable organization





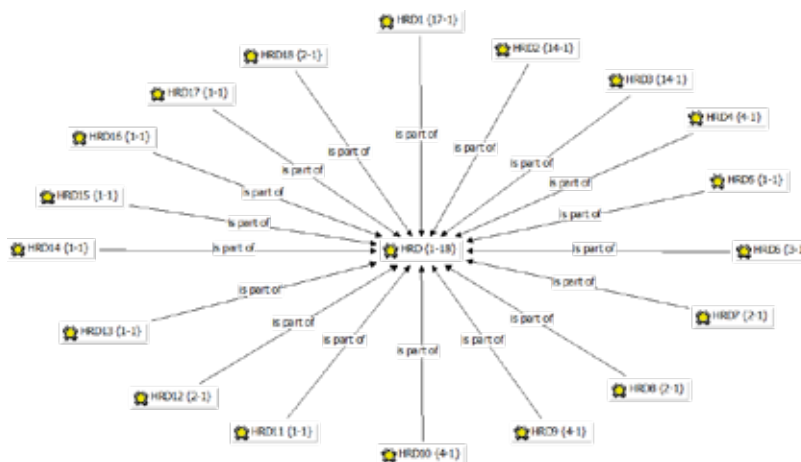
**Table 3** The competencies of human resources personnel impacting a high performance and sustainable organization

Code	Definition	Frequency	Percentage
RLM1	Helping employees	15	22.73%
RLM2	Employee counseling	10	15.15%
RLM3	Responding to employee's needs	10	15.15%
RLM4	Teambuilding	2	3.03%
RLM5	Teamwork	6	9.09%
RLM6	Flexibility and adaptation	4	6.06%
RLM7	Building a network within an organization	5	7.58%
RLM8	Being a good leader and follower	1	1.52%
RLM9	Informal relationship	8	12.12%
RLM10	Basic understanding of human psychology	2	3.03%
RLM11	Communication	2	3.03%
RLM12	Decision making	1	1.52%
RLM	Relationship Competency	66	100.00%

From Table 3, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on relationship consist of 12 sub-components. Among the top three are (1) helping employees with 15 frequencies (22.73%), (2) Employee counseling with 10 frequencies (15.15%) on par with (3) Responding to employee's needs with 10 frequencies (15.15%).

## 5.4 Training and Development

**Figure 5** The competency of human resources personnel impacting a high performance and sustainable organization



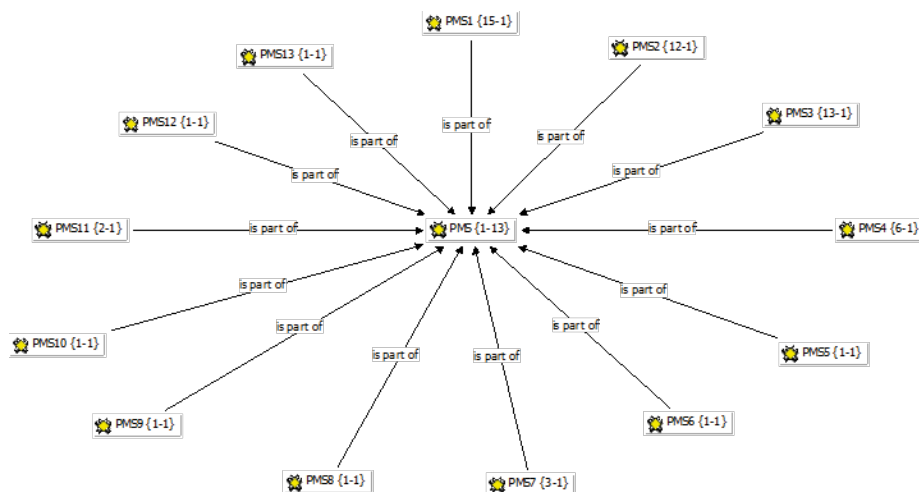
**Table 4** The competencies of human resources personnel impacting a high performance and sustainable organization

Code	Definition	Frequency	Percentage
HRD1	Aligning training and development with organization's business strategies	17	22.67%
	Developing training and development tools		
HRD2		14	18.67%
HRD3	Always Seeking to learn	14	18.67%
HRD4	Need analysis for training and development attendees	4	5.33%
HRD5	Determining training and development content	1	1.33%
HRD6	Evaluating training and development	3	4.00%
HRD7	Project management	2	2.67%
HRD8	Building engagement	2	2.67%
HRD9	Knowledge management	4	5.33%
HRD10	Passion and spirit toward training and development	4	5.33%
HRD11	Intervention in an organization	1	1.33%
HRD12	Career development	2	2.67%
HRD13	Communication	1	1.33%
HRD14	Counseling	1	1.33%
HRD15	Realizing business opportunities and innovation	1	1.33%
HRD16	Adaptation and flexibility	1	1.33%
HRD17	Analysis of return on investment in training and development	1	1.33%
HRD18	Developing organization's trainers	2	2.67%
HRD	Training and Development Competency	75	100.00%

From Table 4, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on training and development consist of 18 sub-components. Among the top three are (1) Aligning training and development with organization's strategy with 17 frequencies (22.67%), (2) Developing training and development tools with 14 frequencies (18.67%) on par with (3) Always Seeking to learn with 14 frequencies (18.67%).

## 5.5 Performance Management

**Figure 6** The competency of human resources personnel impacting a high performance and sustainable organization



**Table 5** The competencies of human resources personnel impacting a high performance and sustainable organization

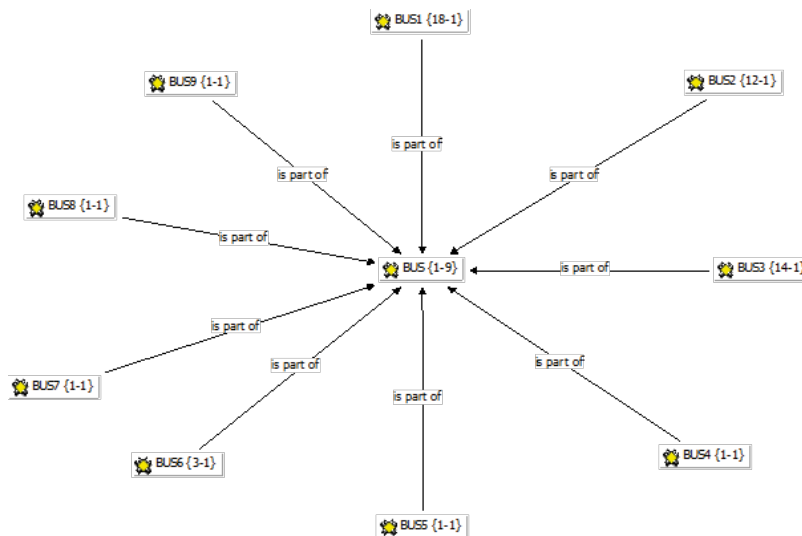
Code	Definition	Frequency	Percentage
PMS1	Linking performance management with organization's business strategies	15	25.86%
PMS2	Policy, rule and regulations making to achieve organization's goals	12	20.69%
PMS3	Determining KPIs and benchmarking (locally and globally)	13	22.41%
PMS4	Communication	6	10.34%
PMS5	Creating environment in workplace	1	1.72%
PMS6	Building collaboration in workplace	1	1.72%
PMS7	Application of technology to performance management	3	5.17%
PMS8	Internal resource management	1	1.72%
PMS9	Controlling budget and fiscal policy relating to performance management	1	1.72%
PMS10	Knowledge on compensation and benefit management	1	1.72%
PMS11	Knowledge on competency	2	3.45%
PMS12	Knowledge on organization management	1	1.72%
PMS13	Knowledge on balanced scorecard	1	1.72%
PMS	Performance Management Competency	58	100.00%

From Table 5, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on performance management consist of 13 sub-components. Among the top three are (1) Linking performance management with organization's business strategies with 15 frequencies (25.86%), (2) Determining KPIs and benchmarking (locally and globally) with 13

frequencies (22.41%) and (3) Policy, rule and regulations making to achieve organization's goals with 12 frequencies (20.69%).

## 5.6 Business Acumen

**Figure 7** The competency of human resources personnel impacting a high performance and sustainable organization



**Table 6** The competencies of human resources personnel impacting a high performance and sustainable organization

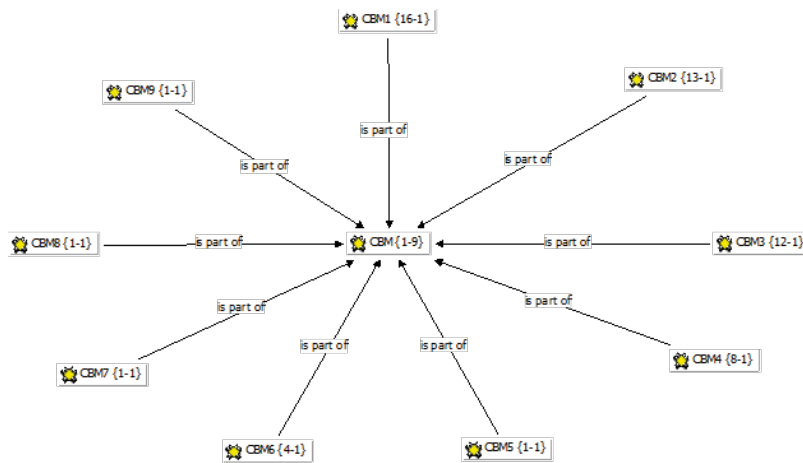
Code	Definition	Frequency	Percentage
BUS1	Knowledge on overall current business	18	34.62%
BUS2	Knowledge on current industry and competition	12	23.08%
BUS3	Knowledge on basic marketing, operation and finance	14	26.92%
BUS4	Knowledge on other related functions	1	1.92%
BUS5	Integrative thinking	1	1.92%
BUS6	Analytical skills	3	5.77%
BUS7	Personality such as presentations, explanation, personal appearance, credibility	1	1.92%
BUS8	Environment and pollution management	1	1.92%
BUS9	SWOT analysis	1	1.92%
BUS	Business Acumen Competency	52	100.00%

From Table 6, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable

organization on business acumen consist of 9 sub-components. Among the top three are (1) Knowledge on overall current business with 18 frequencies (34.62%), (2) Knowledge on basic marketing, operation and finance with 14 frequencies (26.92%) and (3) Knowledge on current industry and competition with 12 frequencies (23.08%)

## 5.7 Compensation Management

**Figure 8** The competency of human resources personnel impacting a high performance and sustainable organization



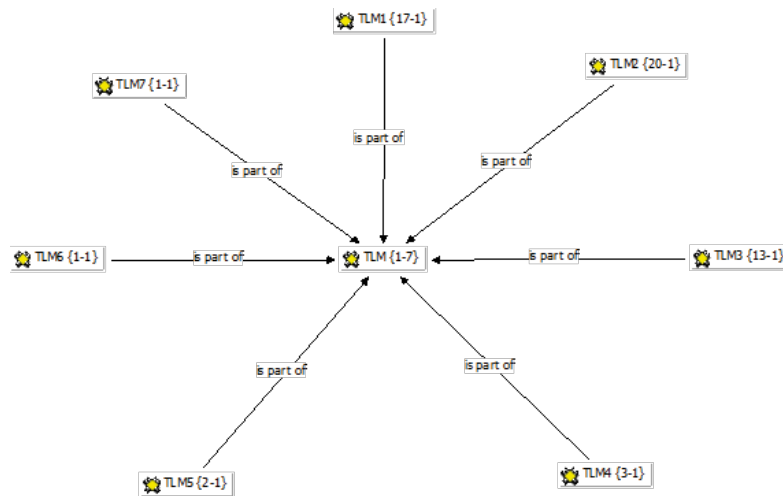
**Table 7** The competencies of human resources personnel impacting a high performance and sustainable organization

Code	Definition	Frequency	Percentage
CBM1	Managing compensation properly and aligning with organization's business strategies	16	28.07%
CBM2	Managing compensation properly and aligning with organization's core competency	13	22.81%
CBM3	Ethics, confidentiality, and fairness	12	21.05%
CBM4	Learning and collecting compensation management information from within and outside the organization	8	14.04%
CBM5	Regular compensation management audit and evaluation	1	1.75%
CBM6	Accurate calculation	4	7.02%
CBM7	Persuasion and influence	1	1.75%
CBM8	Communication	1	1.75%
CBM9	Knowledge on labor laws	1	1.75%
CBM	Compensation Management Competency	57	100.00%

From Table 7, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on compensation management consist of 9 sub-components. Among the top three are (1) Managing compensation properly and aligning with organization's business strategies with 16 frequencies (28.07%), (2) Managing compensation properly and aligning with organization's core competency with 13 frequencies (22.81%) and (3) Ethics, confidentiality, and fairness with 12 frequencies (21.05%).

## 5.8 Talent Management

**Figure 9** The competency of human resources personnel impacting a high performance and sustainable organization



**Table 8** The competencies of human resources personnel impacting a high performance and sustainable organization

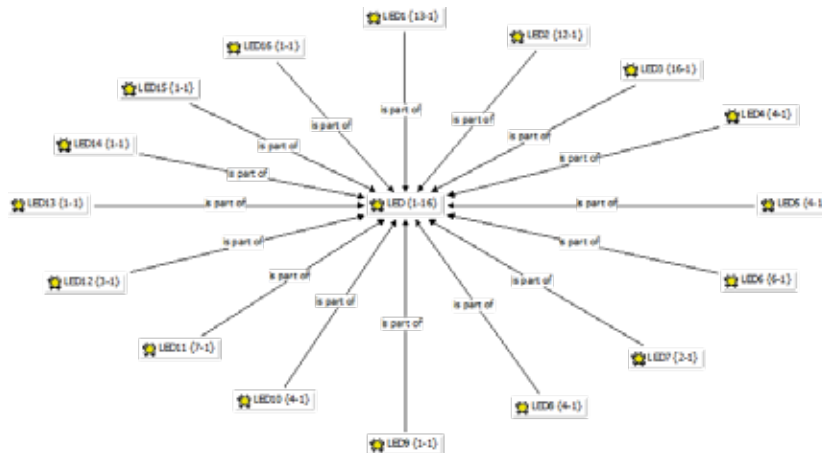
Code	Definition	Frequency	Percentage
TLM1	Talent recruitment and selection	17	29.82%
TLM2	Talent planning and management	20	35.09%
TLM3	Talent retention	13	22.81%
TLM4	Communication	3	5.26%
TLM5	Knowledge on overall current business	2	3.51%
TLM6	Knowledge on competency	1	1.75%
TLM7	Knowledge on succession planning	1	1.75%
TLM	Talent Management Competency	57	100.00%

From Table 8, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable

organization on talent management consist of 7 sub-components. Among the top three are (1) Talent planning and management with 20 frequencies (35.09%), (2) Talent recruitment and selection with 17 frequencies (29.82%) and (3) Talent retention with 13 frequencies (22.81%).

## 5.9 Leadership

**Figure 10** The competency of human resources personnel impacting a high performance and sustainable organization



**Table 9** The competencies of human resources personnel impacting a high performance and sustainable organization

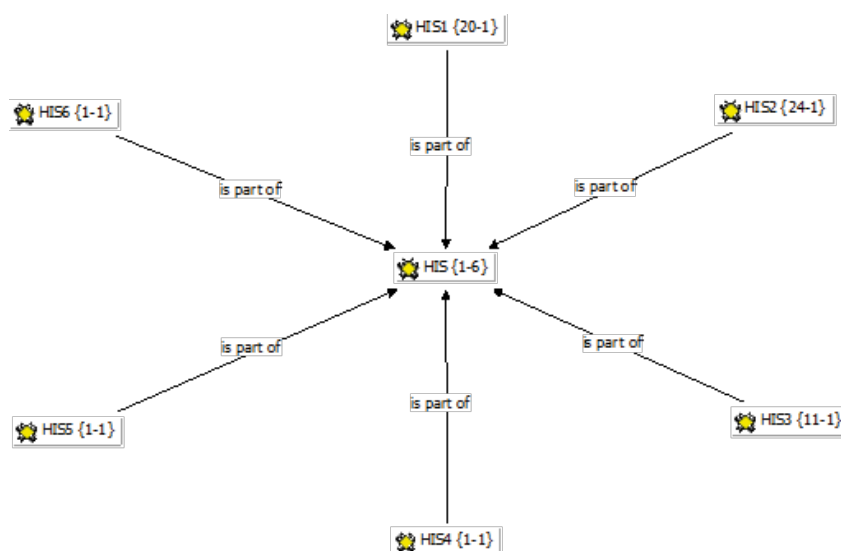
Code	Definition	Frequency	Percentage
LED1	Responsibility	13	16.25%
LED2	Decision making and problem solving	12	15.00%
LED3	Team building	16	20.00%
LED4	Knowledge on overall current business	4	5.00%
LED5	Basic understanding of human psychology	4	5.00%
LED6	Internal communication	6	7.50%
LED7	Employee bonding	2	2.50%
LED8	Event and activity planning and execution within organization	4	5.00%
LED9	Effective management	1	1.25%
LED10	Up-to-date general knowledge	4	5.00%
LED11	Attention	7	8.75%
LED12	Personality and personal appearance	3	3.75%
LED13	Innovative thinking	1	1.25%
LED14	Conflict management	1	1.25%

LED15	Change management	1	1.25%
LED16	Flexibility and adaptation	1	1.25%
LED	Leadership competency	80	100.00%

From Table 9, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on leadership consist of 16 sub-components. Among the top three are (1) Team building with 13 frequencies (16.25%), (2) Responsibility with 13 frequencies (16.25%) and (3) Decision making and problem solving with 12 frequencies (15.00%).

## 5.10 Technology and Information System

**Figure 11** The competency of human resources personnel impacting a high performance and sustainable organization



**Table 10** The competencies of human resources personnel impacting a high performance and sustainable organization

Code	Definition	Frequency	Percentage
HIS1	Up-to-date knowledge of technology and information system	20	34.48%
HIS2	Knowledge on using HR technology and information system	24	41.38%
HIS3	Knowledge on designing HR technology and information system	11	18.97%
HIS4	Technology and information system audit	1	1.72%

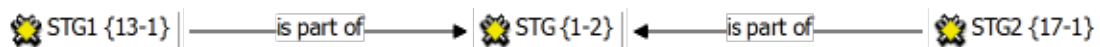


HIS5	Developing business with internal technology and information system	1	1.72%
HIS6	Change management on internal HR technology and information system	1	1.72%
HIS	Technology and Information System Competency	58	100.00%

From Table 10, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on technology and information system consist of 6 sub-components. Among the top three are (1) Knowledge on using HR technology and information system with 24 frequencies (41.38%), (2) Up-to-date knowledge of technology and information system with 20 frequencies (34.48%) and (3) Knowledge on designing HR technology and information system with 11 frequencies (18.97%).

### 5.11 Business Strategy

**Figure 12** The competency of human resources personnel impacting a high performance and sustainable organization



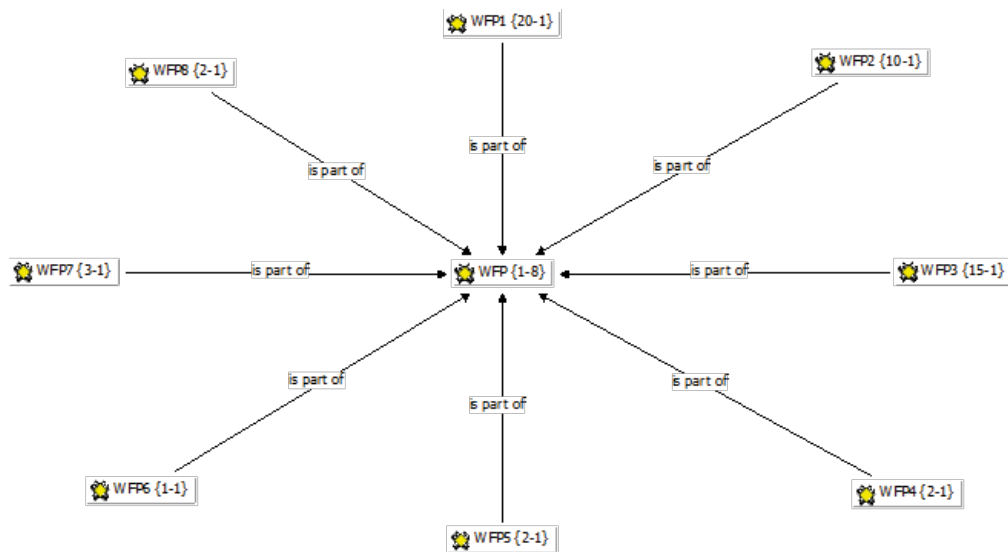
**Table 11** The competencies of human resources personnel impacting a high performance and sustainable organization

Code	Definition	Frequency	Percentage
STG1	Keeping up with changing business environment regularly	13	43.33%
STG2	Determining HR strategies in line with organization's business strategies	17	56.67%
STG	Business Strategy Competency	30	100.00%

From Table 11, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on business strategy consist of 2 sub-components. Among the top 2 are (1) Determining HR strategies in line with organization's business strategies with 17 frequencies (56.67%) and (2) Keeping up with changing business environment regularly with 13 frequencies (43.33%).

### 5.12 Workforce Planning

**Figure 13** The competency of human resources personnel impacting a high performance and sustainable organization



**Table 12** The competencies of human resources personnel impacting a high performance and sustainable organization

Code	Definition	Frequency	Percentage
WFP1	Workforce and career development planning	20	36.36%
WFP2	Conducting Job analysis and function competency to apply with workforce planning	10	18.18%
WFP3	Analyzing business trends and job market to apply with workforce planning	15	27.27%
WFP4	Working with line managers	2	3.64%
WFP5	Recruitment and selection	2	3.64%
WFP6	Workplace analysis	1	1.82%
WFP7	Diversity management	3	5.45%
WFP8	Accurate calculation	2	3.64%
WFP	Workforce Planning Competency	55	100.00%

From Table 12, it reveals that the in-depth interviewees, HR experts, suggested that the competencies of human resources personnel impacting a high performance and sustainable organization on workforce planning consist of 8 sub-components. Among the top three are (1) Workforce and career development planning with 20 frequencies (36.36%), (2) Analyzing business trends and job market to apply with workforce planning with 15 frequencies (27.27%) and (3) Conducting Job analysis and function competency to apply with workforce planning with 10 frequencies (18.18%).

## **6. Conclusion**

Based on abovementioned findings on qualitative researches and studies, it is found that there are 12 important core elements of human resources personnel's competency impacting a high performance and sustainable organization. Each competency consists of sub-elements (see Illustration 14) with details as follows:

### **6.1 Change Management Competency**

requires skills, knowledge, and ability to analyze current situations and future trends in order to respond to change. Change management also includes change leadership.

### **6.2 Communication Competency**

requires skills, knowledge, and ability to plan and execute proactive communication, effective speaking, writing and listening.

### **6.3 Relationship Competency**

requires skills, knowledge, and ability to help employees, offer advice, and respond to employees' needs in any aspect.

### **6.4 Training and Development Competency**

requires skills, knowledge, and ability to conduct training and development in line with organization's business strategies, develop training and development tools, and always seek to learn.

### **6.5 Performance Management Competency**

requires skills, knowledge, and ability to link performance management to organization's business strategies, make policy, rule and regulations to achieve organization's goals, and establish KPIs and benchmarking locally and globally.

### **6.6 Business Acumen Competency**

requires skills, knowledge, and ability to understand overall current business, current industry and competition, and basic marketing, operation, and finance.

### **6.7 Compensation Management Competency**

requires skills, knowledge, and ability to properly manage compensation and align it with organization's business strategies and capabilities, as well as ethics, confidentiality, and fairness.

### **6.8 Talent Management Competency**

requires skills, knowledge, and ability to recruit and select, plan and develop, and retain talent in long term.

### **6.9 Leadership Competency**

requires skills, knowledge, and ability to make decisions and solve problems, be responsible, and build a team.

### **6.10 Technology and Information System Competency**

requires skills, knowledge, and ability to select HR Technology and Information System, design HR Technology and Information System, and keep up with up-to-date HR technology and Information System news.

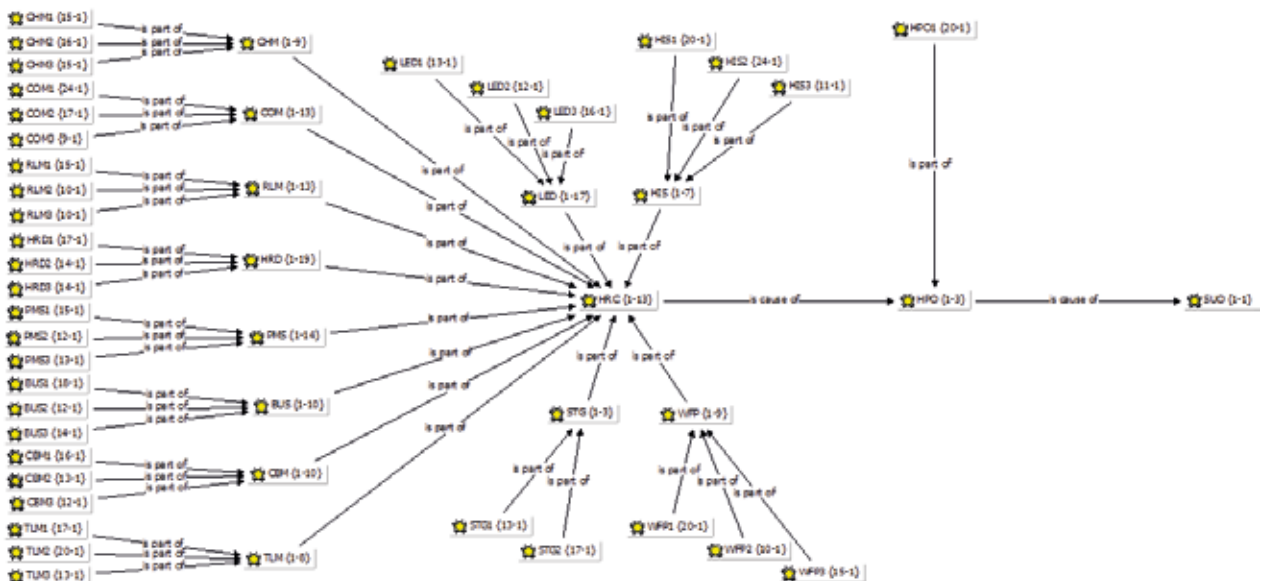
### 6.11 Business Strategy Competency

requires skills, knowledge, and ability to regularly learn about changing business environment and establish HR strategies in line with organization's business strategies.

### 6.12 Workforce Planning Competency

requires skills, knowledge, and ability to plan workforce and career development, conduct job analysis and determine competencies required on a function in order to plan the workforce, as well as conduct business and job market trends for workforce planning.

**Figure 14** Core elements of human resources personnel's competency impacting a high performance and sustainable organization processed on ATLAS.ti



## 7. Discussion

Human resources personnel's competency impacting a high performance and sustainable organization aligns with The Harvard Model of Human Resource Management) introduced by Beer et al. (1984). This model originates the relationship of human resources management policy: influences on employee's performance, human resources flow, reward system, and work system. It affects the results of human resources management in terms of commitment, capability, consistency, and value, as well as long-term results for an organization in terms of individual wellbeing, organization efficiency, and social wellbeing. These lead to the benefits of organization's stakeholders', namely shareholders, management, employees, government, community, and labor unions.

It reveals that human resources management in an organization is crucial and sends an impact to a high performance organization and a sustainable organization. It also aligns with a concept introduced by Wright et al. (2001) which stated that human resources are of importance and a part of organization's capabilities. An organization's human resources must consist of 4 qualities: 1) valuable 2) rare 3) hard to imitate, and 4) well-managed. If an organization properly managed its human resources, this will impact its performance and lead to the ability to build sustainable competitive advantages in the long run. Findings from this study are consistent with such concept; it suggests that human resources operation is highly important to an organization, contributes to the development of a high performance organization, and building a sustainable organization. Human resources personnel in a public, state enterprise or private organization plays an important role in realizing this. Therefore, developing HR personnel's competencies is highly crucial to any organization.

## 8. Managerial Implication

From this study, the management may apply 12 human resources personnel's competencies impacting a high performance and sustainable organization in recruitment and selection process. This process is a stepping stone in HR management which will impact overall organization development. The management can use these competencies to determine and clarify job descriptions and job qualification of HR personnels, as well as to create a test and question structure for job interviews. This can be used to avoid recruiting talents based on non-job-related foundations such as emotions and feelings on the interviews, and to provide a guideline on selecting quality and potential HR personnel that best fits with the organization.

## 9. Recommendations for Findings Application

From this study, the concept framework of human resources personnel's competency impacting a high performance and sustainable organization in Thailand can be used to determine competencies of HR personnel in each type of organizations; namely, public, state enterprise and private sectors. The competencies include job type, management type, and general type. They can also be used to establish job roles, job descriptions, and recruitment and selection planning.

## 10. Recommendations for Future Researches

This article pertains the framework study of human resources personnel's competency impacting a high performance and sustainable organization in Thai public, state enterprise and private sectors. It is recommended that future study be conducted on other samples such as Small and Medium Enterprises (SMEs), family businesses, as well as other industries such as production, commerce, and services sectors.

### References

- Armitage, A., & Keeble-Allen, D. (2007), "Why people management basics form foundation of high-performance working", *People Manahgement*: 48.
- Beer, M., Spector, B., Lwarence, P. R., Mills, D. Q., & Walton, R. E. (1984), "A conceptual view of HRM", *In Managing Human Assets*, New York: Free Press.
- Boyatzis, R. E. (1982), "The Competent manager: a model for effective performance", New York: Wiley.
- Brockbank, W., Ulrich, D., & Beatty, R. W. (1999), "HR professional development: creating the future creators at the University of Michigan Business School", *Human Resource Management*, 38 (2): 111-118.
- Buytendjik, F. (2006), "The five keys to building a high-performance organization", Retrieved from <http://businessfinancemag.com/business-performance-management/five-keys-building-high-performance-organization>
- Christopher A. B., & Sumantr, G. (2002), "Building competitive advantage though people", *MIT Sloan Management Review*, 43 (2): 34-41.
- Dessler, G. (2006), "A framework for human resource management", 4th Ed., Upper Saddle River, New Jersey: Prentice-Hall.
- Friese, S. (2013), "ATLAS.ti 7 User Guide and Reference", Retrieved December 2, 2013 from [http://www.atlasti.com/uploads/media/atlasti\\_v7\\_manual\\_201301.pdf](http://www.atlasti.com/uploads/media/atlasti_v7_manual_201301.pdf)
- Hamel, G., & Prahalad, C. K. (1994), "Competing for the future. Boston", MA: Havard Business School Press.
- Harris, J. M. (2003), "Sustainability and sustainable development", Retrieved from <http://www.isecoeco.org/pdf/susdev.pdf>
- HR Certification Institute [HRCI]. (2013), "2013 Certification Policies and Procedures", *Handbook*, Retrieved from <http://hrci.org/docs/default-source/web-files/2010-certification-handbook-pdf.pdf?sfvrsn=0>

Litman, T. (2011), "Sustainability and livability: summary of definitions, goals, objectives and performance indicators", Retrieved from [http://www.vtpi.org/sus\\_liv.pdf](http://www.vtpi.org/sus_liv.pdf)

McClelland, D. C. (1973), "Testing for competence rather than for intelligence. *American Psychologist*", 28: 1-14.

Pfeffer, J. (1994), "Competitive advantage through people", Boston, MA: Havard Business School Press.

Society for Human Resource Management [SHRM]. (2002), "The future of the HR profession: eight leading consulting firms share their visions for the future of human resources", Virginia: Society for Human Resource Management.

Spencer, L. M. Jr., & Spencer, S. M. (1993), "Competence at work: models for superior performance", New York: John Wiley & Sons.

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012), "HR from the outside in: six competencies for the future of human resources", United States of America: McGraw-Hill.

Waal, A.A. de. (2006), "The characteristics of high performance organizations", In A. Neely, M. Kennerley, & A. Walters, 1st Eds., *Performance Measurement and Management: Public and Private*: 203-210, Cranfield: Cranfield School of Management.

Waal, A.A. de. (2007), "The characteristics of a high performance organization", *Business Strategy Series*, 8 (3): 179-185.

Wright, P. M., Dunford, B., & Snell, S. (2001), "Human resource and the resource based view of firm", *Journal of Management*, 27 (6): 701-721.

