

**HUMAN RESOURCE MANAGEMENT PRACTICE MODEL
OF SUVARNABHUMI AIRPORT, THAILAND**



Thanida Duangpaen

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism and Hospitality
Management)
The Graduate School of Tourism Management
National Institute of Development Administration
2020**

HUMAN RESOURCE MANAGEMENT PRACTICE MODEL OF SUVARNABHUMI AIRPORT, THAILAND

Thanida Duangpaen

The Graduate School of Tourism Management

..... Major Advisor
(Professor Therdchai Choibamroong, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Integrated
Tourism and Hospitality Management).

..... Committee Chairperson
(Assistant Professor Pimrawee Rocharungsat, Ph.D.)

..... Committee
(Assistant Professor Paithoon Monpanthong, Ph.D.)

..... Committee
(Assistant Professor Charoenchai Agmapisarn, Ph.D.)

..... Committee
(Assistant Professor Sangkae Punyasiri, D.B.A.)

..... Committee
(Professor Therdchai Choibamroong, Ph.D.)

..... Dean
(Assistant Professor Paithoon Monpanthong, Ph.D.)

_____/_____/_____

ABSTRACT

Title of Dissertation	HUMAN RESOURCE MANAGEMENT PRACTICE MODEL OF SUVARNABHUMI AIRPORT, THAILAND
Author	Thanida Duangpaen
Degree	Doctor of Philosophy (Integrated Tourism and Hospitality Management)
Year	2020

This research study proposes a model for the human resources management practices of Suvarnabhumi Airport, Thailand and has five objectives: 1) to synthesize the process of human resources management practices of Taiwan Taoyuan International Airport, which is one of the world's best ranking airports and recipient of the Worldwide Best Airport Staff in the World and Best Airport in Asia awards; 2) to evaluate the efficiency of the human resources management practices of Suvarnabhumi Airport; 3) to evaluate the effectiveness of the human resources management practices of Suvarnabhumi Airport; 4) to study factors influencing the efficiency and effectiveness of the human resources management practices of Suvarnabhumi Airport; and 5) to suggest improvements to the human resources management practices model of Suvarnabhumi Airport.

A literature review was carried out to provide a general overview of the Taiwan Taoyuan International Airport and Suvarnabhumi Airport by focusing on the fifteen Steps of human resources management practices, along with the efficiencies and effectiveness of these practices. Furthermore, the research will also shed light on the five factors influencing the effectiveness of human resource management practices, which were extracted from the research findings, to propose a model for the human resources management practices of Suvarnabhumi Airport.

The study employed mixed research methodologies. A survey questionnaire was used to gather data on the levels of efficiency and effectiveness of human resources management practices, and the factors influencing the efficiency and effectiveness of human resources management practices from 400 airport staffs of Suvarnabhumi Airport. Meanwhile, semi-structured interviews were carried out to gather rich data from a total of

10 employees consisting of the managerial and staff levels of Suvarnabhumi Airport, along with a total of 12 employees consisting of the managerial and staff level employees of Taiwan Taoyuan International Airport. Descriptive and inferential statistics (exploratory factor analysis and multi-linear regression analysis) were applied to analyze the quantitative data, while content analysis was employed to extract the findings from the semi-structured interviews.

The research found that Suvarnabhumi Airport's internal human resources management process has not yet obtained the level of efficiency and effectiveness that an airport of this caliber would be expected to possess. In addition, it was found that all five factors consisting of 1) Organizational Factors, 2) Economic & Environmental Factors, 3) Technological Factors, 4) Sociocultural Factors, 5) Legal and Regulation Factors, have an effect on the efficiency and effectiveness of the human resources management practices of Suvarnabhumi Airport.

Regardless, the research identified the 15 steps which make up the human resources management practices model of Suvarnabhumi: 1) recruitment, 2) selection, 3) reference and background check, 4) medical evaluation, 5) contract signing / compensation and incentive, 6) orientation, 7) job training and development, 8) performance evaluation/ performance appraisal, 9) probation / career plan and development, 10) job training & coaching, 11) individual development plan (IDP), 12) key performance index (KPI), 13) retention, 14) promotion, and 15) resignation.

ACKNOWLEDGEMENTS

I would like to express my gratitude to my advisor, Professor Dr. Therdchai Choibamroong, for his invaluable advice and mental support throughout my dissertation. I also appreciate assistance kindly extended from faculty members at the Graduate School of Tourism Management.

My Ph.D. study was made memorable by the love and warmth I received from my colleagues. Thank you for sharing this great experience with me. I also would like to express my appreciation to my dear friends Mr Thanavutd Chutiphongdech, Ms. Jutamas Phengkona and Mr. Akkhaporn Kokkhangplu for their advice and support in my study.

I would like to wholeheartedly thank Ms. Latchida Apaphant, Vice President of Corporate Strategy Department, Airports of Thailand Public Company Limited, who always believed in me, supported me, and acted as my advisor.

I would like to thank my father and mother, who always inspired and encouraged me in every moment of my life, for their unconditioned love.

Finally, I would like to extend my gratitude to my husband, who always supported me, both mentally and financially, who always uplifted me whenever I was weak and who stood by me whenever I was in need. Thank you for walking with me along my Ph.D. path. My success is your reward.

Thanida Duangpaen

March 2021

TABLE OF CONTENTS

	Page
ABSTRACT.....	iii
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES.....	x
LIST OF FIGURES.....	xii
CHAPTER 1 INTRODUCTION.....	1
1.1 Introduction.....	1
1.1.1 The Rapid Expansion of Tourism and the Air Transport Sector in Thailand.....	2
1.1.2 The Growth of Air Transportation and Air Transport Industry Competition Around the World.....	5
1.1.3 Elevating Service Quality and Employee Performance in Airports.....	6
1.2 Research Significance and Problem Identification.....	7
1.3 Research Gaps.....	10
1.4 Research Objectives.....	15
1.5 Research Questions.....	16
1.6 Research Outputs.....	16
1.7 Research Outcomes.....	16
1.8 Operational Definitions.....	17
1.9 Scope of the Study.....	20
1.9.1 Time.....	20
1.9.2 Population of the Study.....	21
1.9.3 Area.....	21
1.9.4 Content.....	21
1.10 Conclusion.....	21

CHAPTER 2 LITERATURE REVIEW	22
2.1 Introduction	22
2.2 An Overview of the Taiwan Taoyuan International Airport	27
2.2.1 Background	27
2.2.2 Taiwan Taoyuan International Airport: Airport Best Practice of Human Resources Management Practices	30
2.3 Suvarnabhumi Airport Overview	31
2.3.1 Background	31
2.3.2 Airport Profile & Infrastructures	32
2.3.3 Human Resource Management	33
2.3.4 The Present-day Issues: Outsourcing at the Airport.....	34
2.4 Demographic Profiles of Airport Staff	35
2.4.1 Demographic Profiles.....	38
2.4.1.1 Age.....	38
2.4.1.2 Gender	40
2.4.1.3 Marital Status.....	41
2.4.1.4 Education	41
2.4.1.5 Income.....	42
2.5 Human Resources Management.....	42
2.6 Factors Influencing the Efficiency and Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport	86
2.6.1 Organizational Factors	90
2.6.1.1 Organization Size	90
2.6.1.2 Organization Structure.....	91
2.6.1.3 Business Strategy.....	91
2.6.1.4 Organization Culture	92
2.6.1.5 Power and Politics in Organizations.....	93
2.6.1.6 Top & Line Manager Styles	94

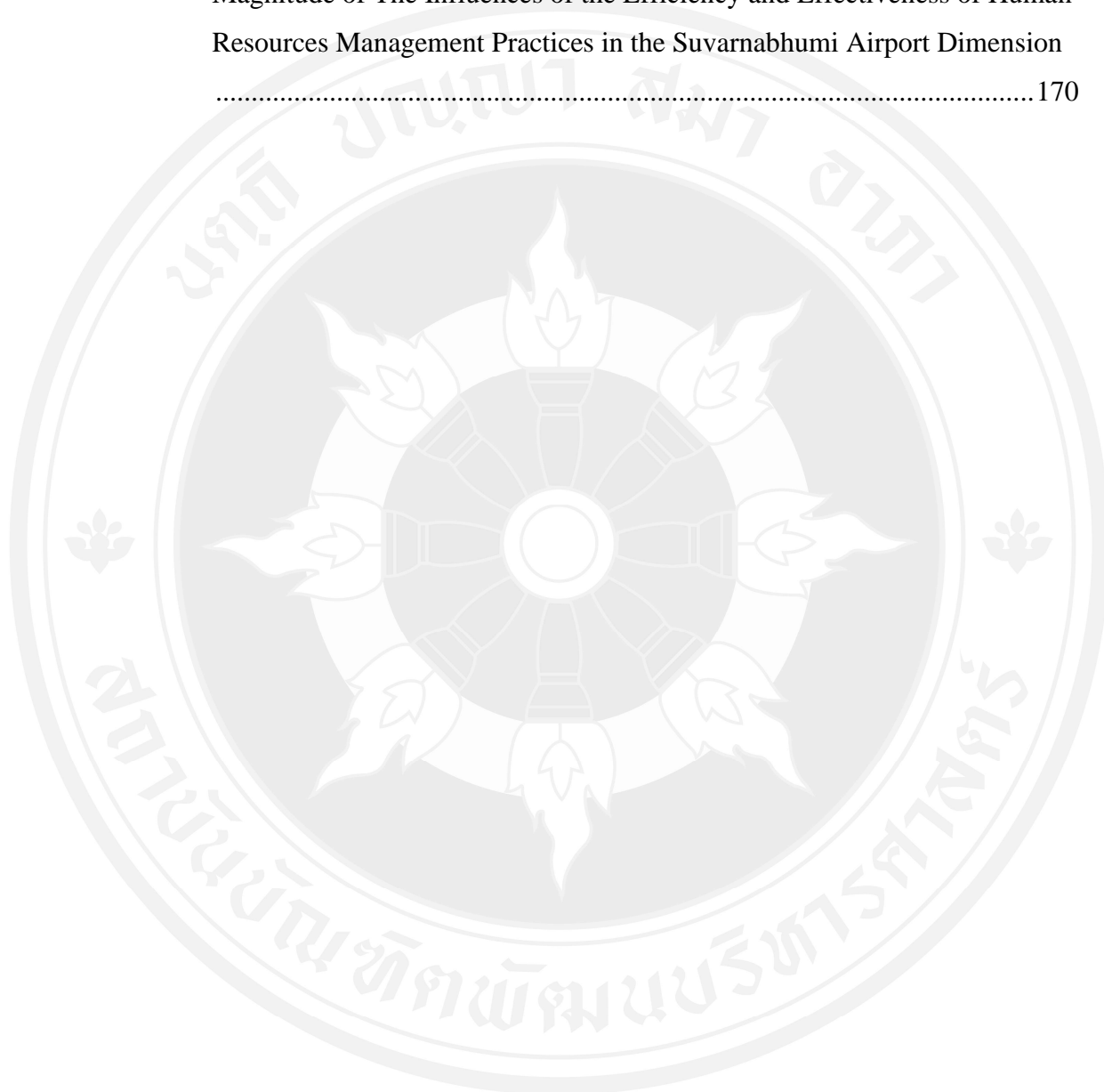
2.6.2 Economic Factors	96
2.6.2.1 Economic Conditions / Changes.....	96
2.6.3 Technology Factors	96
2.6.3.1 Technological Change / Advancements	96
2.6.4 Environmental Factors	98
2.6.4.1 Energy and Resources	98
2.6.5 Sociocultural Factors	98
2.6.5.1 Union Action	98
2.6.6 Government Policies and Regulation Factors	99
2.6.6.1 Government Regulations	99
2.7 Conceptual Research Framework.....	100
2.8 Conclusion.....	101
CHAPTER 3 RESEARCH METHODOLOGY	102
3.1 Introduction	102
3.2 Unit of Analysis.....	103
3.3 Research Methodology	104
3.4 Summary of Research Methodology	112
3.5 Research Process	115
3.6 Ethical Issues in Conducting Research.....	115
3.7 Conclusion.....	117
CHAPTER 4 ANALYSIS, FINDING AND DISCUSSION.....	118
4.1 Introduction	118
4.2 Descriptive Results.....	118
4.2.1 Qualitative Descriptive Results	119
4.2.1.1 Interview Questions	121
4.2.1.2 Interview Results	128
4.2.2 Quantitative Descriptive Results	161
4.2.2.1 Personal Information of Respondent	162
4.2.2.2 Research Results by Research Objective.....	165

4.3 To Suggest the Human Resources Management Practices Model of Suvarnabhumi Airport	171
4.4 Conclusion of a Model	173
CHAPTER 5 CONCLUSION AND RECOMMENDATIONS	178
5.1 Introduction	178
5.2 The Results of Research Objective 1: To Synthesize the Process of Human Resources Management Practices of Taiwan Taoyuan International Airport.....	179
5.3 The Results of Research Objective 2: To Evaluate the Efficiency of Human Resources Management Practices of Suvarnabhumi Airport.....	183
5.4 The Results of Research Objective 3: To Evaluate the Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport.....	184
5.5 The Results of Research Objective 4: To Study Factors Influencing the Efficiency and Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport	184
5.6 The Results of Research Objective 5: To Suggest the Human Resources Management Practices Model of Suvarnabhumi Airport.....	185
5.7 Recommendations	187
5.7.1 Theoretical Recommendations	187
5.7.2 Practical Recommendations	187
5.7.3 Recommendations for Further Research	188
5.8 Limitations of the Study	188
BIBLIOGRAPHY	190
APPENDIX.....	208
BIOGRAPHY	216

LIST OF TABLES

	Page
Table 1.1 Research Gaps.....	11
Table 2.1 Content Structure of Chapter 2	23
Table 2.2 Human Resource Management Practices	43
Table 2.3 Different Types of Coaching Defined by Scholars Over the Years	70
Table 2.4 Definition of Individual / Personal Development Plan Announcement	71
Table 2.5 Related Research on Human Resource Management / Human Resource Management Practices.....	81
Table 2.6 Factors Influencing the Efficiency and Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport	87
Table 3.1 Population of the Study of RO 1.....	105
Table 3.2 Population of the Study of RO 5.....	106
Table 3.3 The Total Amount of Airport Staff of Suvarnabhumi Airport from 2015 to 2017	108
Table 3.4 Population of the Study of RO 2, RO 3	109
Table 3.5 Sampling Size of RO 4	110
Table 3.6 Summary of Research Methodology	112
Table 4.1 Respondents' Profiles and Respondents' Criteria as per the Research Objectives	120
Table 4.2 Research Findings from Semi-Structured Interviews from Taiwan Taoyuan International Airport.....	122
Table 4.3 Summary of the Process of Human Resources Management Practices of Taiwan Taoyuan International Airport and Suvarnabhumi Airport.....	152
Table 4.4 Personal Information of Respondent	163
Table 4.5 The Efficiency of Human Resources Management Practices of Suvarnabhumi Airport	165

Table 4.6 The Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport	166
Table 4.7 Summary of the Results of the Exploratory Factor Analysis	167
Table 4.8 Results of Variance Analysis of Multiple Linear Regression to Test the Magnitude of The Influences of the Efficiency and Effectiveness of Human Resources Management Practices in the Suvarnabhumi Airport Dimension	170



LIST OF FIGURES

	Page
Figure 1.1 The Air Transport Sector Contributions to Thailand's Economy	4
Figure 2.1 Fifteen Steps of Human Resource Management Practices	47
Figure 2.2 Onboarding vs Orientation	63
Figure 2.3 The Model of Personal Learning	69
Figure 2.4 Personal Development Planning Cycle	72
Figure 2.5 A Simple Illustration of Value Creation	75
Figure 2.6 Conceptual Research Framework	100
Figure 3.1 Structure of Chapter 3	103
Figure 4.1 Human Resources Management Practices Model of Suvarnabhumi Airport	172

CHAPTER 1

INTRODUCTION

The first chapter is a background and outline related to the core subject of this thesis. The introduction illustrates the inclusive view of tourism growth in Thailand, the growth of air transportation, and the competitive nature of airports borne by this growth. The researcher included a brief background on the effect of the implementation of human resource best practices on the service industry. A set of research questions has also been defined in the section. Additionally, the researcher has clearly stated; the scope of study, research objectives, the rationale behind the study, the significance of the study, as well as both research output and outcomes.

1.1 Introduction

Various case studies in the past have examined many areas in human resources management that can help lead to superior business performance, and the service quality of organizations. In recent times, the process of elevating service quality by adopting human resource best practices has become one of the major strategies that many world-renown international airports use to successfully compete with other airports, in direct response to the global aviation industry becoming even more competitive in the past decades (Gillen & Lall, 2019). As one of the most important supporting sectors and a major contributor to the profit of the tourism industry in Thailand, the management of the air transport sector and its flagship airport must be considered and strategically organized. Thus, the researcher's intention in this thesis is to suggest enhancements in the service quality of Suvarnabhumi Airport, so that it will ultimately be classified as one of the world's best airports for service quality.

1.1.1 The Rapid Expansion of Tourism and the Air Transport Sector in Thailand

Thailand is a nation with a high-flying tourism industry, with rich natural resources ripe for international tourism. Whether it be stunning tropical beaches; lush green jungles; warm hospitality; historic landmarks; mind-blowing cuisine; friendly locals, and budget friendly accommodations of various types, Thailand has earned a positive reputation as one of the most popular holiday destinations for international tourists. The many types of tourism (eco, historical, cultural, medical, recreational, etc.), various tourism activities, and the promotion of quality travel experiences around the kingdom have attracted people from around the world. Spurring the growth of international tourist arrivals in the process, as well as ensuring that the industry is growing at a rapid, albeit steady rate (chehobo.com, 2019; Onsarigo, 2016; Thakral & Sriing, 2018). To illustrate how Bangkok, Thailand's capital city, is the world's leading destination for tourism, with 19.41 million overnight international visitors in 2018, it was voted "Most Popular City for International Tourists in 2019" by MasterCard (mastercard.org, 2019).

Tourism has certainly made a positive impact on Thailand's economy. In the past year, the World Travel & Tourism Council has stated that (when considering the earnings from all primary and secondary tourism activities), Thailand's tourism industry directly contributed to 9.4% (about THB 1,433.5bn) of the country's total GDP through economic activities generated by industries such as hotels, travel agents, airlines and channels of transportation in 2019. This number is forecast to rise yearly, by 5.7% per annum, which will account for a healthy 12.8% (about THB 2,708.0 bn) by the year 2028. When combining total contribution (including indirect travel and tourism receipts), 2019 saw the tourism industry contribute 21.2% (about THB 3,229.8bn) to the GDP in total, with a forecast of 9.4% increase by the end of this year. By the year 2028, the total contribution of the tourism industry is estimated to account for 28.2% (round up to about THB 6,000 bn) of Thailand's GDP (Ministry of Tourism and Sport, 2019; WTTC, 2019).

The air transport industry, which consists of airlines, airport operators, airport on-site enterprises, aircraft manufacturers, and air navigation service providers in Thailand, makes major contributions to the tourism industry, driving investments from

foreign tourists. While vice-versa, Thailand's rising tourism industry facilitates the growth in air passenger traffic in exchange. The Airports of Thailand (AOT) reported that the airports managed by the organization handled 129.2 million passengers in 2019, an increase from 121.7 million in 2018 (AOT, 2019). Additionally, there were 823,575 aircraft movements (takeoffs and landings) in 2019, an increase from 790,194 in 2018. Air cargo movements showed a significant upturn going from 1.45 million tons in 2018 to 1.60 million in 2019 throughout all airports operated in the kingdom.

Due to the air transport sector's ability to connect Thailand to emerging countries with fast growing cities and economic growth, the AOT has reported that their company shares have risen 78 percent in the past year, thus making the airports in Thailand under AOT management one of the world's largest earners OR largest earners in the region in terms of market capitalization (Reuters, 2019). Oxford Economics in collaboration with IATA has reported that the air transport sector and foreign tourist arrivals by air supported a gargantuan gross value of around \$9.4 billion, and a further \$39 billion gross in added value and contributions to the country's GDP, effectively making the country's GDP reliant on about 12 percent from this sector alone (Oxford Economics, 2019).

Finally, the Air Transport Industry in Thailand supports the creation of jobs for citizens in Thailand (over 390,000 jobs) and is estimated to have supported the wages of over 86,000 air transport related jobs. Foreign tourists who utilize airports in Thailand by arriving for tourism are estimated to have supported 2.7 million jobs as well in 2019.

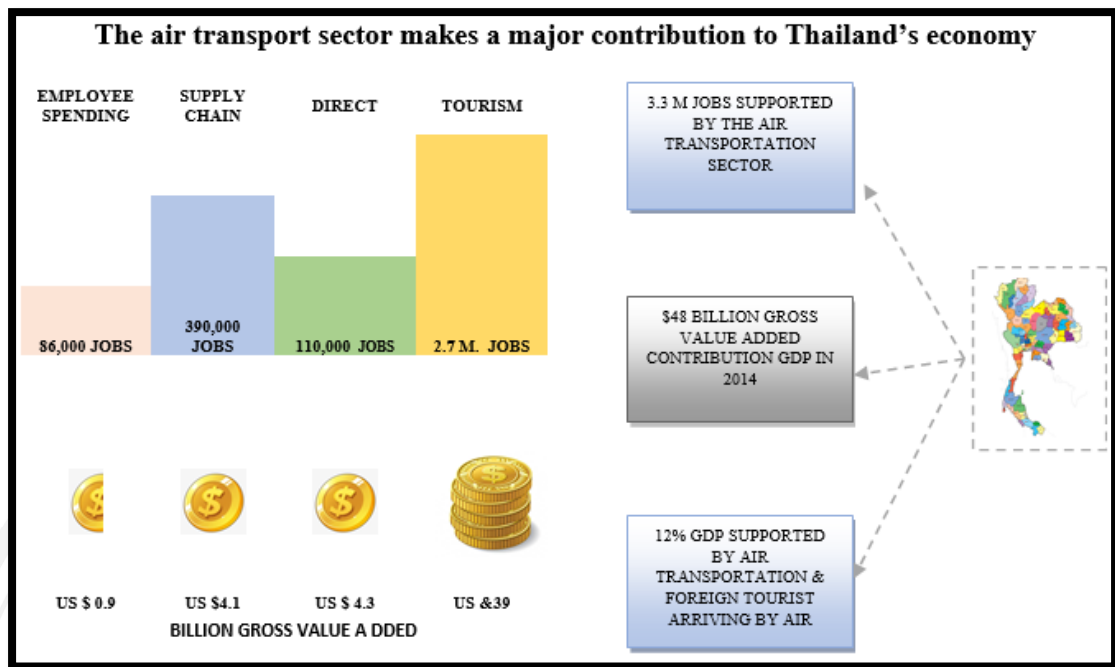


Figure 1.1 The Air Transport Sector Contributions to Thailand's Economy

Source: IATA, 2019.

Internationally, air transport infrastructure quality is becoming increasingly relevant as consumers look to the importance of service quality. The ease of travel, cost competitiveness, and infrastructure are key factors that consumers (foreign tourists) take into consideration in their ranking of perceived service quality. Recent surveys taken by executives around the globe have suggested that Thailand's air transport infrastructure quality is ranked at a respectable tenth place out of twenty-five countries in Asia-Pacific and 35th globally. Furthermore, Thailand is ranked 9th out of 25 in Asia-Pacific for the openness of giving visas and 7th in cost competitiveness (WEF, 2019).

1.1.2 The Growth of Air Transportation and Air Transport Industry Competition Around the World

Naturally, as the key driver of tourism, the transportation sector has rapidly developed alongside the major parts of the broader travel and tourism sector. Transportation plays an important role for tourists embarking on their adventures; getting to their target destinations, visiting attractive sites in those countries, and returning to their places of origin. To facilitate visitors in reaching tourism places around the globe, there are currently three major modes of transportation: land, water, and air (UNWTO, 2019). Air transportation has become a major means of travel and has played an important role for tourism, resulting in economic growth. The World Tourism Organization noticed that recent data shows fast-continuous growth in the air transportation industry over the past decade when compared to other surface transportation modes (Gillen & Lall; UNWTO, 2019). Furthermore, data from the International Air Transportation Association (IATA) supports the belief that demand for international air transport of world passengers will expand rapidly at around an average growth rate of 5.4 percent per annum. This is in line with the World Tourism Organization's forecast in 2020, which predicted that the number of passengers traveling internationally in Asia and the Pacific will increase by 5-6 percent (TAI, 2019).

The Airport Council International (ACT) expects that the growth rate of world passengers in the next 20 years will increase on average by 4.2 percent per annum. With supporting data provided by Thai Airways, the growth rate in Asia-Pacific passengers at 6.3 percent is the highest compared to other regions of the world (TAI, 2019, p. 61). Moreover, airports can be considered as the perfect representation of the image of a country. It is the welcoming doorstep, or “gateway” that visitors see when entering a country. This is why many countries try to develop their airports to be more attractive, aesthetically pleasing and unique in presentation (Barrett, 2019). Additionally, they have vigorously concentrated on factors such as the quality of airport management, airport landscaping and service quality management (Morrison & Terziovski, 2019).

Service quality management has become a major strategy to rise above competitors, in the sector of the Air Transport Industry (Fodness & Murray, 2018). Passengers who are satisfied with the service in the airport, will place higher value on

the airport operations, versus passengers who are unsatisfied. Peters and Elham, 2008 noted that passengers judge the quality of the service, based on how employees deliver this service to them. As the employees are the key people in determining whether a passenger will come to use the services, travel to other countries, or, use another airport. In determining service quality, airports nowadays, place more importance on the performance of their employees than anything else.

1.1.3 Elevating Service Quality and Employee Performance in Airports

Today, more and more managers of airports around the world are urgently in search of the best approaches to make their airports stand out. What they must also take into consideration is what passengers want and expect. Given the increased competition on a global scale, how passengers perceive the service quality of an airport is of utmost importance, something which managers are keenly aware of (Fodness & Murray, 2019). There are numerous variables that make an airport attractive and rank high among the various rankings; however, what the passengers perceive in terms of the service quality is one key consideration. This is especially the case amid increased and intense competition among airports and the need to be customer-oriented (Fodness & Murray, 2019). What the customers have to say about their experience and perception of the airport is what those collecting data analyze. The research results are then used to construct performance benchmarks and help the airports find service areas that are deficient and that they have to rectify and make changes to, in order to ameliorate the overall customer experience (Chen, 2002; Fodness & Murray, 2007; Francis, Humphreys, & Fry, 2002; Yeh & Kuo, 2003). Zeithaml and Bitner introduced the “Service Quality Gap Model” in 2003 which examines the missing link between what customers perceived they would receive at an airport and the service they anticipated or expected to receive (Zeithaml & Bitner, 2019). To satisfy customers, this missing link must be addressed. Using a number of criteria, managers can then assess specific points so that they are able to pinpoint exactly what areas are deficient and what has to be done to make improvements for the customers’ sake. Ultimately, the goal is to ensure all parties benefit from the changes.

According to Cristobal, Flaviano, and Guinaliu (2019), an appropriate selection of service resulted in the efficient and effective perception of service quality (Cristobal

et al., 2007). The quality of service in organizations can be affected by several factors such as productivity (Durdyev, Ihtiyar, Ismail, Ahmad, & Bakar, 2014), job satisfaction, organizational identification, management information systems, employee performance and employee empowerment (Itanyi & Nwamaka, 2012; Salanova, Agut, & Peiró, 2005; Vanniarajan & Manimaran, 2008). Among the above-mentioned factors, employee performance can be expected as the most influential factor on service quality (Brady, Robertson, & Cronin, 2019; Rust & Oliver, 2019). Because the main characteristics of service are intangible, perishable and heterogeneous, it has become quite a challenge for airports to produce and deliver effective service at the same time. Due to these characteristics, airports cannot check samples before delivering the service to customers, as is done in manufacturing industries. As a result, employees are the face and voice of the airport. Customer's perceptions, behaviors and thoughts depend on how the employee performs his or her work or delivers service. This is one of the arguments for employee performance since the employees act as the intermediary between the customers/tourists and the airport. Further empirical evidence confirms that, to a degree, employees are capable of delivering high-quality performance. It is through the provision of higher quality services that customers are more likely to make positive evaluations of the service quality of an airport. Experience higher satisfaction, and tend toward visiting the airport again in future travels (e.g., Borucki & Burke, 1999; Bowen, Siehl, & Schneider, 1989).

1.2 Research Significance and Problem Identification

As tourism is a very important sector in the Thai economy, contributing significantly to the overall GDP of the country, the Thai government and related officials must pay attention to every aspect of the tourism sector (Somkiet, 2018). Obviously, this applies to the Gateway to the Kingdom, or the main airport in Thailand: Suvarnabhumi Airport. This airport is where the majority of visitors land in Thailand and where they depart from. It is visitors' first impression as well as the last memory they have of Thailand (Somprattana, 2018). For such reasons, it is imperative that the airport improves its services so that visitors will have a memorable experience landing and taking off from the airport.

In addition, with intense competition in the region, visitors have choices when it comes to tourist destinations, which countries they visit and even the airport they land at (Tana, 2019). With improvements in airports in neighboring countries (new airports being constructed or current ones being renovated), perhaps visitors to Southeast Asian countries may even forgo coming to Thailand, and go directly to Phnom Penh, Hanoi or Yangon without having to first transfer or transit at Suvarnabhumi Airport (Thawhan, 2018). The key words here are “available choices” and “options.” It is thus clear that Suvarnabhumi Airport must up its ante and improve its services. The only way it can improve is if it is aware of the problems that travelers face and the types of complaints the airport has received.

On 22 March 2019, Samui Times reported the horrible experience of a Japanese traveler who had a long wait in immigration and a taxi driver who charged him 700 THB to go to Sapan Kwai: “I can say Suvarnabhumi Airport is the disgrace of Thailand, Thai people show terrible service to foreigners at their national airport, the very first entry point to their country.” (Samui time, 2019). Also, there have been complaints about theft of customers’ luggage as outlined in the Nation article “AOT to order stricter ground-handling after complaint” on 11 March 2018 (Nation multimedia, 2018). On 9 August 2017, Khaosod English reported on long immigration lines, which Prime Minister Prayuth Chan-o-cha demanded be addressed: “Prayuth Says Hellish Airport Immigration Queues Must End” (Khaosod English, 2017). Having to risk losing their valuable possessions or having to wait for a long time in a line, are things that passengers do not appreciate.

Deunden Nikomborirak, Thailand Development Research Institute (TDRI)’s research director listed the common complaints about the airport:

Suvarnabhumi Airport received only three out of five stars from passengers’ reviews due to the long queues at the immigration counters, insufficient numbers of chairs and electric outlets, a shortage of staff who can speak English, as well as the poor quality of the flight information displays (Bangkok Post, 2018).

Skytrax’s own marketing director Peter Miller explained the reason why Suvarnabhumi Airport ranked so poorly:

AOT generally tends to act in a rather slow, reactive manner to solving problems, whereas the best airports are much more proactive in terms of thinking through in detail what's best for customers, rather than what might be the easiest or best for the airport operator, he noted.

There is of course still something of a hangover situation at Suvarnabhumi Airport in terms of the facilities, choice of shopping and food and beverage outlets. And the fact that AOT seems to have awarded on tracts to their favored choices is another example of where the actual airport customers are regarded as a lower priority. (Bangkok Post, 2018)

There have been many problems and complaints in terms of the service from airport staff at Suvarnabhumi Airport. Thus, there are many lessons which Thailand's main airport can learn from other airports around the world, as well as from Incheon Airport, which is one of the best ranking. Winning Worldwide Best Airport Staff in the world and Best Airport in Asia in 2018. These types of complaints are exactly the ones which would leave customers dissatisfied. By addressing such issues, it is likely that passengers would vote for Suvarnabhumi Airport, which in turn would make the Thai airport improve in its rankings. Customer service, after all, is key to the success of an airport.

As a result, the researcher explored information on the effective human resources management of airport staff, contained in research on the world's best airport staff. Incheon's outstanding performance among all of the world's airports, made it the winner of Worldwide Best Airport Staff in the world and Best Airport in Asia, 2018 (Skytrax.com, 2018). The criteria used to determine this award was based on the quality of the service which included "attitude, friendliness and efficiency" by all front-line staff, which encompasses those working in "Customer Help/information counters, Immigration, security staff, and all customer facing staff" (worldairportawards.com, 2018).

Wilas (2018) stated that front-line staff are key to passenger satisfaction. They must provide passengers with the best service possible. They must be able to answer customers' questions, allay their concerns, and offer the best assistance possible

(Sittichai, 2018). Passengers travelling to a new country may, for instance, not speak the local language or English. Passengers may face some problems and issues with which they need assistance. Passengers may not be familiar with rules and regulations and do not understand what they can and cannot do (Chomchanai, 2018). Being polite, patient, and offering genuine assistance, are the keyways front-line staff can leave passengers feeling satisfied. A smile, for instance, can go a long way. Arisara (2019) stated that the performance of front-line staff has significantly influenced customer satisfaction.

Therefore, the researcher selected Taiwan Taoyuan International Airport and selected front-line airport staff to be used as reference to transfer crucial knowledge to Suvarnabhumi Airport's current staff. The results of this research are expected to aid in the improvement of staff service, and assist in achieving the airport's original aim, which is to be classified as one of the world's ten best airports for service quality.

1.3 Research Gaps

In Thailand, the study on human resources management practices (HRMP) has been implemented in many different service area establishments, such as hotels, factories, hospitals, and banks. While, the research relevant to human resources management practices used in airports centered around the world is limited.

Table 1.1 Research Gaps

Author/year	Research Topic	Hotel	Hospital	Bank	Industry
Seonghee et al. (2005)	Measuring the impact of human resource management practices on hospitality firms' performances	√			
Song et al. (2011)	Promoting innovation in hospitality companies through human resource management practices	√			
Salih et al. (2010)	The Human Dimension: A Review of Human Resources Management Issues in the Tourism and Hospitality Industry	√			
Kim (2002)	Human Resource Management and Performance in the UK Hotel Industry	√			

Author/year	Research Topic	Hotel	Hospital	Bank	Industry
Mohamad Abdullah et al. (2006)	Predicting Turn over Intentions of Hotel Employees: The Influence of Employee Development Human Resource Management Practices and Trust in Organization	√			
Yvonne et al. (2009)	Research in hospitality human resource management practice and organizational behavior	√			
Michael et al. (2006)	Reducing patient mortality in hospitals: the role of human resource management				
Satefane et al. (2006)	The importance of human resources management practice in health care: a global context		√		
Alison (2010)	Organizational safety: Which management practices are most effective in reducing employee injury rates?		√		

Author/year	Research Topic	Hotel	Hospital	Bank	Industry
Fadi et al. (2009)	Assessment of human resources management practices in Lebanese hospitals		√		
Ann (2004)	Human Resource Management and Organizational Performance: Evidence from Retail Banking			√	
Md. Tofael (2012)	Human Resource Management Practices and Employees' Satisfaction Towards Private Banking Sector in Bangladesh			√	
Abdul et al. (2015)	The role of human resource management practices in bank performance			√	
Petra et al. (2010)	The influence of human resource management in savings bank performance			√	
Dedem (2015)	Analysis of the Relationship Between Human Resources Management Practices and Organizational Commitment from a Strategic Perspective: Findings from the Banking Industry			√	

Author/year	Research Topic	Hotel	Hospital	Bank	Industry
Mark (2017)	The Impact of Human Resource Management Practices On Turnover, Productivity, And Corporate Financial Performance			√	
Deepak et al. (2005)	Human Resource Management and Labor Productivity: Does Industry Matter?				√
Feng-Hui et al. (2010)	The relationship between human resource management practices, business strategy and firm performance: evidence from steel industry in Taiwan				√
Priyako et al. (2010)	The impact of human resource management practices on intention to leave of employees in the service industry in India: the mediating role of organizational commitment				√
John (1995)	Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry				√
Rosemarry (2002)	Employee Voice, Human Resource Practices, and Quit Rates: Evidence from the Telecommunications Industry				√
John et al. (2017)	The Impact of Human Resource Management Practices on Perceptions of Organizational Performance				√

Moreover, there has been no research conducted on Suvarnabhumi Airport in connection with HRM or HRMP and its service. Therefore, this research aims to address a gap in the literature by examining Suvarnabhumi Airport from this angle and shedding light on an important issue.

To fulfil the gaps in the literature, this study aimed to synthesize the process of human resources management practices of the world's best airport staff, which are not widely available in Thailand; by synthesizing the process of human resources management practices of Taiwan Taoyuan International Airport as a winner of Worldwide Best Airport Staff in the world and Best Airport in Asia in 2018, and transferring crucial knowledge to Suvarnabhumi Airport.

1.4 Research Objectives

In order to create the desired human resources management practice model for Suvarnabhumi Airport, the researcher aimed to understand the key processes of human resources management practices of best practice through these actions;

- 1) To synthesize the process of human resources management practices of Taiwan Taoyuan International Airport, winner of Worldwide Best Airport Staff in the world and Best Airport in Asia (2018).
- 2) To evaluate the efficiency of human resources management practices of Suvarnabhumi Airport.
- 3) To evaluate the effectiveness of human resources management practices of Suvarnabhumi Airport.
- 4) To study factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport.
- 5) To suggest improvements to the human resources management practices model of Suvarnabhumi Airport.

1.5 Research Questions

Based on the objectives above, research questions were developed as:

- 1) What are the processes of human resources management practices of The World's Best Airport Staff - Taiwan Taoyuan International Airport?
- 2) What is the efficiency level of human resources management practices at Suvarnabhumi Airport?
- 3) What is the effectiveness level of human resources management practices at Suvarnabhumi Airport?
- 4) What are the factors influencing the efficiency and effectiveness of human resources management practices at Suvarnabhumi Airport?
- 5) What should be the human resources management practices model for Suvarnabhumi Airport?

1.6 Research Outputs

- 1) The processes of human resources management practices of The World's Best Airport Staff - Taiwan Taoyuan International Airport?
- 2) The efficiency level of human resources management practices of Suvarnabhumi Airport
- 3) The effectiveness level of human resources management practices at Suvarnabhumi Airport
- 4) Factors that are affected to the efficient of human resources management practices at Suvarnabhumi Airport
- 5) The human resources management practice model of Suvarnabhumi Airport

1.7 Research Outcomes

- 1) The capabilities of AOT human resources in managing the staff of Suvarnabhumi Airport will be enhanced as they will be aware of, and understand, which steps of the process of human resource management practices the staff appreciates.

2) AOT can use the result from this dissertation as a guideline to manage or develop their staff in Suvarnabhumi Airport, and other airports in Thailand, in order to improve staff performance and service.

3) The human resources management departments of all the airports in Thailand can use information regarding factors influencing the effectiveness of human resources management practices, as a guideline to handle the situations that occur in their teams.

4) This research will provide a model of human resources management practices used in World class airports, and will be a guideline to developing the airport staff of Suvarnabhumi Airport, and other airports, to promote their service quality and increase customer satisfaction regarding airport staff service.

5) This research study will be advantageous for other service organizations in evaluating operational efficiency.

1.8 Operational Definitions

Human Resources Management Practice (HRMP)

HRMPs are the processes that an organization uses to find the right people to join them, to develop and improve the abilities of those people, and to reward and to retain their employees. Which include the processes of recruitment, selection, reference and background check, medical evaluation, contract signing, orientation, job training and development, performance evaluation, probation announcement and career planning, job coaching, individual development plan, promotion and resignation.

Efficiency of the HRMP of Suvarnabhumi Airport

Employee's perception toward the process of each step of the HRMP of Suvarnabhumi Airport (Becker et al., 2001). Pickard (2002) added that most human resources departments in service industries measure the efficiency of their human resources management processes by collecting questionnaires from their staff, to determine the level of their satisfaction toward 3 main processes, i.e. (1) The Pre-Start Working Process (2) Internal Human Resource Management Process and (3) Resignation Process.

Effectiveness of the HRMP of Suvarnabhumi Airport

Employee's satisfaction toward the overview of the HRMP outcomes of Suvarnabhumi Airport.

Recruitment

Recruitment is the method, or actions that a firm or organization uses or takes in order to search for, or find potential candidates who have the appropriate job knowledge, job skills and job experience, from whom it will ultimately make selections to fill job vacancies.

Selection

Selection is a process to select the right person for the job through interviewing and testing, where their abilities and skills need to be measured equally.

Job Analysis

Job analysis is the process of gathering and analyzing information about the content and the human requirements of jobs.

Orientation

Orientation is the method that an organization uses in order to introduce their new employees to the organization's culture, tasks, leadership, management team, and their co-workers.

Job Training and Development

Job training and development is a process overseen by human resource management that provides the opportunity for employees to acquire the required knowledge, skill and ability to do their jobs effectively, skillfully, and qualitatively.

On-site Training

On-site training is a training technique that uses company-owned facilities, job rotation, on the job training and, which are considered a lower cost alternative to off-site training methods.

Off-site Training

Off-site training is a method that is often used when participants are coming from multiple locations, to minimize costs.

Performance Appraisal/Evaluation

Performance appraisal/evaluation is a systemic evaluation and strategic approach to increase the effectiveness of organizations, by improving the performance

of the employees, and by developing the capabilities of teams and individual contributors.

Career Planning and Development

Career planning and development is the process of forecasting the future human resource needs of the organization, and determining what strategy is to be utilized to fulfil these needs

Individual/Personal Development Plan

An individual/personal development plan is a continuous lifelong process of nurturing, shaping and improving skills and knowledge to ensure sustainability, effectiveness, and ongoing employability of employees in an organization.

Employee Retention

Employee retention means to retain the most talented employees and keep satisfaction high, where respect, recognition, and rewards must be utilized in tandem. Respect, or holding someone in esteem, special regard, or particular consideration given to employees is most important, as respect is one of the main foundations of keeping employees happy.

Employee Promotion

Employee promotion is the method that an organization uses to reward their employees from their present position to a higher-level position, and can be used as an incentive tool, providing them with higher monetary rewards.

Resignation

Resignation is the act of retiring or withdrawing by an employee from a position or office that he or she bears, by their own free will. It is an issue that affects both existing employee's behavior and work environments, so the organization must have a proper employee resignation process.

Organization Satisfaction

Organization satisfaction is the favor or disfavor with which employees view their organization, such as regarding the policies of Compensation and Benefit.

Organization Size

Organization size is the size of an organization, which is classified as small, medium, or large.

Organization Structure

Organization structure is the way that employees are divided into distinct departments that are allocated specific tasks. Coordination is then achieved among those departments to accomplish the allocated tasks.

Organization Culture

Organization culture is a specific culture which is created by people who work in that organization. There are various elements such as norms, rituals, responsibilities and tasks, payment and reward systems and jargon understood by people who work in the same department or same organization.

Economic Conditions

Economic conditions are the changing of the world's economic situation and the financial situation of company.

Technological Advancement

Technological advancement is the benefit that an organization can gain from technical developments.

Sociocultural Factors

Sociocultural factors are the larger scale forces within cultures and societies that affect thoughts, feelings and behaviors. Such factors include: Union action.

Legal and Regulation Factors

Legal and regulation factors are all regulatory and law determinants that can negatively or positively affect results of market actions and decisions of the management of a company functioning in a particular country.

1.9 Scope of the Study

The researcher focused on the following during this research:

1.9.1 Time

The period of study was 2019 to 2020.

1.9.2 Population of the Study

The subject of this research was limited to staff working for Customer Help /information counters or those who have direct contact with tourists at The World's Best Airport Staff – Taiwan Taoyuan International Airport and Suvarnabhumi Airport.

1.9.3 Area

The area of this study was located at The World's Best Airport Staff – Taiwan Taoyuan International Airport and Suvarnabhumi Airport.

1.9.4 Content

This study focuses on human resources management practices in particular.

The researcher has synthesized the process of human resources management practices of Taiwan Taoyuan International Airport as a world leading human resources management practices airport. The efficiency and effectiveness of the human resources management practices of Suvarnabhumi Airport are evaluated by airport staff. Also, factors influencing the effectiveness of the human resources management practices of Suvarnabhumi Airport are involved in this study. Finally, data has been analyzed so that the human resources management practice model of Suvarnabhumi Airport may be proposed to Thailand's airports.

1.10 Conclusion

This chapter includes a background and outline related to the core subject of this thesis. The introduction illustrates the inclusive view of tourism growth in Thailand and both the growth of air transportation, and the competitive nature of airports borne by this growth. The researcher included a brief background on the implementation of human resource best practices on the service industry. A set of research questions has also be defined in the section. Additionally, the researcher has clearly stated; the scope of study, research objectives, the rationale behind the study, the significance of the study, as well as both research output and outcomes.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In the study of “Human resources management practice model of Suvarnabhumi Airport”, several concepts, theories, and areas of research were reviewed. First, Airport Best Practice Model Study: An Overview of the Taiwan Taoyuan International Airport will be examined, in order to understand the background, award, especially human resource management. Secondly, Suvarnabhumi Airport overview, including their background, airport profile & infrastructures and present-day issues will be determined. Thirdly, from the literature reviewed, demographic profiles of airport staff, Human Resource Management Practices (HRMP) and their efficiency and effectiveness, along with their definition of human resources management practices and the 15 Steps of human resources management practices, which are: 1) recruitment 2) selection 3) reference and background check 4) medical evaluation 5) contract signing/ compensation and incentive 6) orientation 7) job training and development 8) performance evaluation/ performance appraisal 9) probation/ career plan and development announcement 10) job training & coaching 11) individual development plan announcement (IDP) 12) key performance indicator announcement (KPI) 13) retention 14) promotion, and 15) resignation, will be mentioned. Lastly, factors influencing the effectiveness of human resource management practices, which are: 1) organizational factors 2) economic factors 3) technology factors 4) environmental factors 5) sociocultural factors 6) government policies and regulation factors 7) competitive factors, are detailed in this part.

Table 2.1 Content Structure of Chapter 2

Sections	Topics and Sub-Topics	Related Theories
2.1 Introduction		
2.2 An Overview of the Taiwan Taoyuan International Airport	2.2.1 Background 2.2.2 Award 2.2.3 Taiwan Taoyuan International Airport: Airport Best Practice of HRMP	
2.3 Suvarnabhumi Airport Overview	2.3.1 Background 2.3.2 Airport Profile & Infrastructures 2.3.3 Human Resource Management 2.3.4 Present-day Issues: Outsourcing at airport	
2.4 Demographic Profiles of Airport Staff	2.4.1 Demographic Profiles of Airport Staff 2.4.1.1 Age	

Sections	Topics and Sub-Topics	Related Theories
	2.4.1.2 Gender	
	2.4.1.3 Marital Status	
	2.4.1.4 Education	
	2.4.1.5 Income	
2.5 Human Resource Management Practices (HRMP) and its efficiency and effectiveness	Fifteen sub-fields of Human Resource Management Practice	Step1. Recruitment Step2. Selection Step 3. Pre-Employment Background Screening Step 4. Pre-Employment Medical Examination Step 5. Contract Signing / Compensation Step 6. Orientation Step 7. Job Training and Development Step 8. Performance Appraisal / Evaluation Step 9. Probation announcement / Career Planning and Development

Sections	Topics and Sub-Topics	Related Theories
2.6 Factors Influencing the Development & Effectiveness of Human Resource Management Practices	2.6.1 Organizational factors	Step 10. Job Coaching
		Step 11. Individual / Personal Development
		Plan Announcement
		Step 12. Key Performance Index
		Step 13. Employee Retention
		Step 14. Employee Promotion
		Step 15. Resignation
	2.6.1.1 Organization Size	
	2.6.1.2 Organization Structure	
	2.6.1.3 Business Strategy	
	2.6.1.4 Organization Culture	
	2.6.1.5 Power and Politics in Organizations	
	2.6.1.6 Top & Line Manager Styles	

Sections	Topics and Sub-Topics	Related Theories
	2.6.2 Economic factors	
	2.6.3 Technology factors	
	2.6.3.1 Technological Change/ Advancements	
	2.6.4 Environmental factors	
	2.6.4.1 Energy and Resources	
	2.6.5 Sociocultural factors	
	2.6.5.1 Union Action	
	2.6.5.2 Globalization	
	2.6.6 Government policies and regulation factors	
	2.6.6.1 Government Regulations	
	2.6.7 Competitive Factors	
	2.6.3.4 Competitors Action	

2.2 An Overview of the Taiwan Taoyuan International Airport

2.2.1 Background

Taiwan Taoyuan International Airport is an international airport serving Taipei and northern Taiwan. Located about 40 kilometers (25 miles) west of Taipei in Dayuan District, Taoyuan, the airport is Taiwan's largest and busiest airport. Taiwan Taoyuan International Airport has consistently been voted as being one of the best airports in the world in various aspects by various organizations, including by passengers who use the airport. The Airport Service Quality Awards has named it as being the “World’s Best” for 12 years in a row (telegraph.co.uk).

The airport was established, and opened its doors to the public in 1979, having been constructed on land that was reclaimed. With more and more passengers using its airport and flying through its gates, a second terminal was built in 2000. It is now capable of welcoming 100 million passengers per year.

Another draw of Taiwan Taoyuan International Airport is the fact that it is technologically advanced. By 2023, according to the Blue Swan Daily, the airport plans to install the following services:

- 1) Facial recognition technology-enabled Smart Pass check-in and boarding
- 2) Home baggage drop-off courier service enabling passengers to have baggage items delivered to the airport and loaded onto aircraft
- 3) Walkthrough tunnel-type security screening system
- 4) Deployment of 14 artificial intelligence robots at passenger terminals
- 5) Autonomous low and high-speed shuttle bus services
- 6) Automated parking valet robots
- 7) Intelligent CCTV security surveillance system
- 8) Unmanned duty-free retail outlets using Internet of Things technology (blueswandaily.com).

The airport hires more than 60,000 staff to ensure that it delivers the best customer service by putting “customers’ safety and convenience before anything else” (Taiwan Taoyuan Airport brochure, 2018).

Award:

‘Best Airport in the World’ by Global Traveler, for four consecutive years. It is the second busiest airport in the world in terms of cargo and freight, and one of the busiest airports in terms of international passengers. In 2018, Taiwan Taoyuan came in second place in the Skytrax’s World Airport Awards (previously it was ranked in third place in 2017) (worldairportawards.com, 2018).

The Skytrax survey began in 2000 with around 1 million people participating. In the latest survey, this number grew to almost 14 million people, a figure which attests to its continued popularity among the travelling public (Skytrax.com, 2018). Airports around the world value the results, and constantly work to ensure that they meet the set criteria, so that they can be highly ranked in each year’s survey. It is clear that Taiwan Taoyuan International Airport has been able to achieve such high scores and rankings because of its consistent attention to detail and customer satisfaction.

The survey covered such topics as:

- 1) Terminal comfort, ambience and design
- 2) Terminal cleanliness, floors, seating and public areas
- 3) Seating facilities throughout the terminals
- 4) Waiting times at security screening
- 5) Courtesy and attitude of security staff
- 6) Check-In facilities, queuing systems and seating
- 7) Wayfinding and terminal signage
- 8) Clarity of boarding calls and airport PA's
- 9) Friendliness of airport staff
- 10) Language skills of airport staff
- 11) Washroom and shower facilities in the terminals
- 12) Perception of security and safety standards.

Some of the criteria used dealt directly with the human resources of the airport as well as the service the customers and passengers received (world airport awards.com).

Likewise, Global Traveler also ranked Taiwan Taoyuan as being the top airport in Asia in 2017, 2018. The survey from Global Traveler dealt with many aspects of

travel, including airlines, hotels and airports. Over 20,000 ballots were received for their survey (globaltravelerusa.com, 2018).

Best Airport in Asia:

- 1) Taiwan Taoyuan International Airport
- 2) Singapore Changi Airport
- 3) Incheon International Airport
- 4) Tokyo International Airport/ Haneda Airport
- 5) Osaka Kansai International Airport
- 6) Hong Kong International Airport
- 7) Kuala Lumpur International Airport
- 8) Mumbai Chhatrapati Shivaji International Airport
- 9) Tokyo Narita International Airport
- 10) Beijing Capital International Airport

The Condé Nast Traveler's Readers' Choice Awards also chose Taiwan Taoyuan as being the third best airport in the world in 2018 (cntraveler.com, 2015).

One very important aspect for an airport is its staff (Garavan et al., 2008). Thus, the high rankings which Taiwan Taoyuan International Airport received are due, to a large extent, to the service that passengers received.

Taiwan Taoyuan International Airport has been so successfully because of its dedication. The dedication of its people, all the way from the top to the numerous front-line staff (airport-world.com). They are all dedicated to be the best, as explained by the airport's CEO, in 2014:

Taiwan Taoyuan started small as an airport in Northeast Asia that no one took much notice of, but not anymore as we have achieved some notable successes that include the almost miraculous record of being named the world's leading airport for customer service for ten years in a row.

I am humbled and thankful for the efforts and contribution of the 40,000 Incheon Airport employees.

I can also promise you that Taiwan Taoyuan Airport's staff will continue their qualitative and quantitative development, backed by the support of the government and the public, in the years ahead. Our aim remains to be the world's best airport in all sectors of our operations.

2.2.2 Taiwan Taoyuan International Airport: Airport Best Practice of Human Resources Management Practices

In the world of aviation and airports in particular, awards and the organization's ranking can be used as a clear gauge. The most popular ranking for international airports would be Skytrax, as well as others including Conde Nest. The rankings for Taiwan Taoyuan International Airport clearly show without dispute that it is one of the best airports in the world. Taiwan Taoyuan received a score of 4.99 of a maximum 5 from airport visitors (koreaherald.com, 2017).

One of the key success areas for Taiwan Taoyuan International Airport is its customer service since it won so many awards based on customer satisfaction (koreaherald.com, 2017). Everything that Incheon does they do while keeping in mind the customer and what would make them happy and convenient. In Chung et al.'s research entitled, A Comparative Analysis of Three Major Transfer Airports in Northeast Asia Focusing on Taiwan Taoyuan International Airport Using a Conjoint Analysis; the following statement was made about the importance of transfer passengers:

The passengers who transfer in the airports have different needs from those who terminate at the airport and thus they would switch their connecting airport to an alternative one when offered better options in terms of airline services, airport operations, and transfer type (Barros et al., 2007, as cited in Chung et al., 2017). Hence, there is a need for an airport to identify the expectations of transfer passengers to become a competitive hub (Chung et al., 2017).

Moreover, Taiwan Taoyuan International Airport focus on quality. The airport was able to earn the ISO 9001 certification which attests to the importance the airport places on customer service and quality. As a result of continuous efforts, quality management systems, and process improvement activities, Taiwan Taoyuan International Airport implemented human resource management systems to achieve the goals of providing the best service and shortening the processing times (Lee & Kim, n.d.).

The airport directly employs 1,400 people and some 6,800 contract workers. The number of contract and subcontract workers is expected to increase to around a combined 10,000 later this year due to the opening of its second terminal.

The airport operator's chief is committed to making all positions regular by the end of this year, according to the company. The airport operator also said that, "it would aim to offer some 50,000 new positions by 2025 as it starts to work on a fourth runway and develop maintenance, repair and overhaul facilities around the airport site."

Such steps show the commitment the Government and the operators of Taiwan Taoyuan International Airport have to its workers and staff. The CEO stated that:

By ensuring the workers are treated fairly, these workers at the airport would be more content and satisfied with their work, which in turn would result in better customer service and greater customer satisfaction. The number of regular jobs on offer has increased significantly, attesting to Taiwan Taoyuan's increased profits as well as their attention to their workers' well-being and happiness (koreaherald.com, 2017).

2.3 Suvarnabhumi Airport Overview

2.3.1 Background

The number of tourists who travel to Bangkok has increased rapidly resulting in the growth of business opportunities in Thailand. Moreover, it shows that Thailand is one of the favorite vacation destinations for tourist around the world. Naturally, the growth of tourism comes with an increase in air travel and traffic. In order to establish the country as a truly world class tourism destination, and realize the national aspirations of becoming an important aviation hub for the Southeast Asian region, the Thai government decided to move international flight operations from the legendary Don Muang International Airport, which has served the Thai people for over a century, after it was forecast that Don Muang Airport would reach its full capacity by the year 2000. It was finally decided that a new international airport should be built to carry the workload of Don Muang International Airport.

Planning for the new Bangkok Airport began in the late 1960s with the commissioning of a study of a plot of land that is was suitable to be set aside for airport construction by the Thai Government. Suvarnabhumi Airport was the innovation of Helmut Jahn of the Murphy-Jahn Architect Group. The commission suggested building the new airport to the north of the city, so that the new airport would be separated from

the city and the military airfield (on swamp land located in Racha Thewa in Bang Phli district, Samutprakarn Province, 25 kilometers east of Bangkok). However, it would take almost another 20 years and several government administrations before the government approved the construction of the new airport in 1991, following a series of “budget overruns, constructions flaws, and allegation of corruptions” that plagued the deal. After an investment of 155 trillion baht, the construction of Bangkok’s new airport was finally completed and it opened for all commercial flights on 28th September 2006. The New Bangkok International Airport was christened Suvarnabhumi Airport (Suvarn=golden and Bhumi=land Suvarnabhumi meaning the golden land) by the late King Bhumibol Adulyadej. The airport also inherited the airport code BKK from Don Mueang, after that location ceased commercial flights.

2.3.2 Airport Profile & Infrastructures

In 2007, the Airports of Thailand PCL (AOT, 2019) stated that “Suvarnabhumi Airport has a major role to play, as a grand international airport in social tourism, the economy and other segments of the nation.” In their published yearly calendar, they disclosed this: (AOT, 2019, p. 102) The main hub for Orient Thai Airlines, Thai Airways International, Thai AirAsia and Bangkok Airways, at this moment in time, is Suvarnabhumi Airport. Moreover, a considerable number of international airlines, such as: Singapore Airlines, China Airlines, EVA Air, Cathay Pacific, Air India, Indian Airlines, Druk Air, Sri Lankan Airlines and many other renowned, world-wide airlines are using Suvarnabhumi Airport as an important stop-over. Indeed, it has become, for a lot of countries, “The Aviation Hub of Southeast Asia”. Keep your eyes peeled concerning the continuing development of Suvarnabhumi Airport, as this high priority endeavour is a national undertaking by the government; that must succeed. It comes with massive investment from Thailand. Suvarnabhumi Airport is linked with a maze of motorways and roads and is in close proximity to the industrial Eastern Seaboard of Thailand. Its location is in Bangkok, on the outskirts, and viewed as a “key economic strength for the nation”. Much of the export-oriented manufacturing takes place on the Eastern Seaboard, which created the obvious choice for the airport, being primed as the logistics and transportation centre for South East Asia. 24-hour cargo operations abound, even though little attention is paid to these operations by the media. Going

quietly about their business, shipping through superb exporter connections, was one of the main reasons for the go-ahead for the building work. The Japanese government and exporter support also played a huge part in influencing construction. More proof of its great effect has been the resurgence of the Thai Baht, due to export activity, which has led to Thailand's strong current account surplus.

Suvarnabhumi Airport has the highest control tower on the planet (132.2 meters), and the biggest, but one, single building and airport terminal (563,000 square meters); so it boasts some amazing infrastructure. Hong Kong International Airport has (570,000 square meters) which is only slightly more than Suvarnabhumi Airport. Even so, it outsizes Incheon International Airport, South Korea's airport at (496,000 square meters). Two runways are present at Suvarnabhumi Airport, which are able to cope with 45 million passengers, 61 flights per hour, and cargo weighing 3 million tonnes per year. The Thai government's future plans include four runways that will have the ability to take care of 6.4 million tonnes of cargo per year, 112 flights per hour and a 100 million passengers. Five new airport highway links in total, will be constructed, and Bangkok city proper, will be linked with a special rail system.

The terminal and passenger building at Suvarnabhumi Airport is segmented into four separate levels, as follows:

- 1) Level one: taxi and bus lobby that give passengers easy access to many destinations, especially downtown Bangkok.
- 2) Level two: arrivals area.
- 3) Level three: the "Meeting Point" level. Many of Suvarnabhumi's business facilities are found on this level.
- 4) Level four: departures. Food courts, bars, fast food, international chains, duty-free, assorted shops and restaurants are all available in different locations throughout the entire airport and particularly on this floor.

2.3.3 Human Resource Management

The AOT has focused on developing its human resources so that all workers, at all levels in the organization, are able to carry out their duties in managing airports, as per aviation standards prescribed by the country as well as international agencies. These workers should also be familiar with AOT's vision and strategies, and ensure that their

work will help AOT achieve their objectives. Another aim of AOT is to train its workers so that they can pass on and share their acquired knowledge in terms of aviation to others working in the organization. Some workers have also been certified – the Civil Aviation Authority of Thailand have accredited them as, “certified lecturers in civil aviation” so they can then teach to other outside agencies. AOT also has scholarships, which its workers can apply for in order to pursue further graduate studies abroad dealing with air transport. AOT promotes its core values so that their workers will behave and act to help it achieve sustainability (AOT, 2018).

2.3.4 The Present-day Issues: Outsourcing at the Airport

At Suvarnabhumi Airport, outsourcing is also a common practice, especially for baggage handlers who are not front-line staff, but work behind the scenes. Nevertheless, there have been problems with theft of passenger’s belongings, leading to some changes in terms of this human resource practice.

Some of the problems which made headlines were reported by the Bangkok Post in 2017:

These companies were found to have caused several problems, which affected the AOT's operations, ranging from strikes carried out by security workers calling for a pay rise, to problems of staff driving passenger bridges into aero planes, and losing passengers' luggage (bangkokpost.com).

Airports Authority of Thailand (AOT) planned to cancel the concessions given out to those companies handling various areas of the airport’s operations and to set up the AOT’s own subsidiaries to replace those problematic firms and outsourced staff, as reported by the Nation in 2017:

AOT will establish two subsidiaries, one for safety services and the other for apron and ground equipment services, to operate main businesses such as safety, aerobridges and baggage loading at the six airports under its jurisdiction. These subsidiaries will be established in July with certain holding. Then they will be capitalized, and their boards will be set up on expectation for business operations to begin next year. (nationmultimedia.com, 2018)

A similar problem with baggage handling was also reported by Thai Airways International on 20 August 2017:

Thai Airways International Plc (THAI) has said it suspects an employee of an outsourcing firm working at Bangkok's Suvarnabhumi Airport might have stolen items from the luggage of a couple taking THAI flights between Japan and Phuket last week. (bangkokpost.com)

Suvarnabhumi Airport has to tackle and deal with multiple issues due to its outsourcing policies. However, if they are not able to deal with such issues promptly and problems persist, it will definitely have an impact on passengers' satisfaction, especially if the service is not up to standard and results in the loss or damage of passengers' personal property. There is no way, in such circumstances, that Suvarnabhumi Airport would be voted as one of the world's best airports if such issues continue. This is especially the case nowadays with the ubiquity of social media and the common practice of sharing travel horror stories and dissatisfaction online. Some stories even become viral and could have a serious detrimental impact on the reputation of Suvarnabhumi Airport if they are spread widely enough, or even reported by mainstream media.

2.4 Demographic Profiles of Airport Staff

Work at an airport is essentially the kind that involves providing a great deal of service. The thousands of passengers every day are looking for good and efficient service from airport staff. It is, therefore, important to identify and find out the demographic characteristics of previous research on airport workers, in order to identify the factors that have an impact on the efficiency and effectiveness of Human Resource Management Practices of the airport.

In this section, the researcher has presented the demographic profiles of airport staff that have been used in other research work for airport employees.

Table 2.4 Demographic Profiles of Airport Staff

Author/Year	Research Topic	Variables				
		Age	Gender	Marital Status	Education	Income
Agyemang et al. (2013)	Influence of Demographic Factors on Job Stress and Job Satisfaction among Custom Officials in Ghana		√	√		
Milehighconnects.org (2014)	A survey of workers at Denver International Airport		√			√
Wambui (2015)	Factors influencing employee commitment and its impact on organization performance: A case study of Kenya Airports Authority	√	√		√	
Baeriswyl et al. (2016)	Emotional Exhaustion and Job Satisfaction in Airport Security Officers – Work–Family Conflict as Mediator in the Job Demands–Resources Model	√	√		√	√
Roskam et al. (2003)	The Insecurities of Service: Airport Check-In Workers	√	√			√

Author/Year	Research Topic	Variables				
		Age	Gender	Marital Status	Education	Income
Olaniyi et al. (2013)	Effects of Job Stress and Motivation on Performance of Employees at Dublin Airport		√	√		√
FAA Technical Center (1994)	Review of the Literature Related to Screening Airline Passenger Baggage	√	√			
Health and Safety Executive (2012)	Age related changes and safety critical work Identification of tools and a review of the literature	√				



2.4.1 Demographic Profiles

Demographic profiles are generally known as socioeconomic characteristics that are expressed statistically, as variables such as gender, ethnicity, age, occupation, or religion that defines each individual or a population. Pfeffer described demographic factors in the workplace as “the study of the composition of a social entity in terms of its members’ attributes” (Roskam et al., 2003). Lynda Gratton once predicted that shifts in demographics will be the reflective influence and change the way human resource departments operate around the world. Indeed, in recent times, there has been a change in the demographic profile of the broader population that poses a reflective influence, and had major impacts on the operations of human resource management in the past decades (Maclin et al., 2011).

Demographics are constantly changing and are growing at a different pace across the world. For example, the biggest demographic changes brought about at the turn of the century are; changing family structures, reduced birth rate, aging populations in some countries, indiscriminate labor force diversity (women/ethnic and religious diversities), migration, and less social service support, etc. (Angerstorfer, 2015; Maclin et al., 2011). According to Sayers, these demographic factors are believed to be the reason why organizations need to adapt, as the changing labor market can increase or even decrease the choices of potential employees to be recruited. Sayers is convinced that these constant changes in demographics alter recruitment and training planning drastically for any organization. As employees with different backgrounds, needs, and skills sets require the service business to make large changes to their strategies that they approach each style of management of their employees (e.g. how to meet their needs and desires, and how to get them to work together harmoniously) (Becker, Huselid, & Ulrich, 2001).

2.4.1.1 Age

Age is classified as one of the most important demographic factors in working life. The challenge for human resource management nowadays is finding the way to balance between different ages of employees that are joining together in the same company, whether they be Traditionalists, Baby Boomers, Generation X, Y, or Z, who have different attitudes and expectations of their employers. There are three

different key aspects in the age section that can have an effect on workforces; generational cohorts; birth rates, and longevity. It is apparent that aging societies are becoming somewhat of a norm throughout the developed world. (Maclin et al., 2011, p. 34)

Due to increased longevity among the population, most HR departments have to respond accordingly to how they manage the following issues; how to keep people of different ages to work for longer (retention), recruitment, training, how to handle their occupational health, and employee benefits. In some parts of the world, most developing countries face HR-related challenges that come with an increasingly youthful labor force. Normally, young employees are more focused on their immediate future rather than the long-term, they are always concerned with the perfect work-life balance, and sometimes expect too much of their employers. Attracting and retaining the younger generation will prove to be a major challenge, because of their restless and constant craving for an exciting, varied, and innovative environment with opportunities for personal growth. If these preferences are not addressed, then it may pose a challenge for many employers to retain their most valuable younger generation employees.

There is a common stereotype among scholars in the human resource management field that younger employees are more motivated in their work than the older employees. Fritzsche, DeRouin, and Salas examine this stereotype that younger employees have higher abilities to learn or accept new skills and knowledge compared to older employees (Fritzsche, DeRouin, & Salas, 2009). Moreover, older employees are recognized to possess less professionalism and motivation, which results in lower contribution, engagement, and performance efficiency in the workforce (Rabl, 2010). However, it is believed that employees who are younger, higher educated, and less trained are more likely to quit (Manlove & Guzella, 1997). Usually, it is recommended that the organization should particularly concentrate on creating or developing the employee abilities, like contribution in training for older employees, creating new tasks for them, and providing flexible work conditions (Kooij, De Lange, Jansen, & Dijkers, 2008).

2.4.1.2 Gender

In the future, alterations in the makeup of gender roles workgroups shall play a more powerful role. Booz & Company, a management consultancy agency predicted between the years 2010 and 2020, approximately 865 million additional women will have entered into the economic mainstream; obviously this will result in an employment explosion of the female gender. Developing nations will experience this phenomenon the most, especially as female inclusion in education is rising rapidly. With this, comes equality between males and females. Moreover, females in the workplace are also becoming highly skilled, with figures globally, showing them now outnumbering men in tertiary education by a gap of 108 to 100. Because of this, HR departments have to now alter a lot of their practices, programs. and policies that have been in place for a while, to cater to women; after years of dealing with mainly male employees. Harmony, parity, and fairness between female and male employees must now be achieved. Working arrangements could also be affected by the rise in female numbers. Businesses operations on a daily basis may be disrupted when female staff start to try to balance life with work, by falling pregnant, having babies or caring for their children, etc.; as these reasons may cause flexi, or part-time work to be chosen over full time. Reversing the roles somewhat will see men spending more time with their families, and women playing an even more distinguished role in working life (Booz, 2012).

Josiam, Clay, and Graff (2011) delved into reasons that influence the job tenure of general managers, at private clubs, in Wisconsin, Illinois, and Minnesota. Identifying organizational club information, demographic information on managers of clubs, and responses from the managers taking part in the questions and answers, was the structure of the survey. The aim was to discover personal and organizational factors, associated with job length. Vilkinas (2000) didn't find any differences of significance in the male or female managers' minds by their boss or team, regardless of their sex. What she found, was confirmation that no differences of significance, in methods used by management, related to the success of male and female employees.

2.4.1.3 Marital Status

According to Llenares (2015) both human resource management and demographics together practice the working moral rules of workers. Unattached, unmarried and single employees have the strengthened academic achievement determining work values, but these might possibly have connotations in their performance and attitude. Additionally, different age groups may have different ideas and preferences regarding the important work and its value. Stress on an employee can come from poor health, long working hours, and lack of money. These can have an effect on behavior, attitude, turnover intentions, and organizational commitment, including job satisfaction. Markham and McKee (1991) explain employees who are married are more content in their work. They feel less stress and feel more secure and relaxed. Compare this to unmarried employees, who often feel the opposite, with an added likelihood of thoughts of planning to resign.

2.4.1.4 Education

Nowadays, there is a very complex global education system which human resources managers and their team need to know and understand. Moreover, they must make sure that the recruitment practices in their organizations are fair and effective to use in a society where qualification and skill levels can vary from country to country. Education significantly affects the perception that employees have towards human resource practices, like career development, training, and job coaching in the organization (Kukanja, 2013). According to some studies, training and education are the primary systems by which an employee is preserved and improved. This means that education can be the key factor in promoting an individual's success in learning, and affect a learner's perceived understanding in gaining ethical knowledge and skills. Furthermore the education of employees could predict the outcome of training, the development of an individual's characteristics, or how well they are going to gain knowledge in any human resource management practices (Brown, 2001; De Silva, 1997; Gow & Kember, 1990). Some research states that employees who have lower education might stay longer in the organization than employees who have higher education (Gow & Kember, 1990; Shenhav & Haberfeld, 1992).

2.4.1.5 Income

Income is money that a person receives in exchange for providing service or goods (Velnampy, 2008). Income significantly affects the perception that employees have towards human resource practices. Most organizations know that they could use money as a tool to motivate their employees. The salary that employees receive from their employers can have a great influence on their performance to increase their ability to work and the quality of their work. Employees do not view the salary that they have received as a dollar amount, they perceive it as the value their employer realized on them as an organization asset. Employees who have a higher level of satisfaction toward their salary perform more effectively in their tasks than employees who have a lower level of satisfaction toward their salary (Simon, 1997). Akanbi (2011) confirmed that an employee earning a higher salary feels motivated to use their full power and ability to work than an employee earning a lesser amount. Velnampy (2008) concluded that salary is a major factor that brings an employee a feeling of security. Employees are willing to work extra hours if they get extra money or if they get a fair return. According to Wagar (1998), research has shown that employees satisfied with their salary are more productive and motivated.

2.5 Human Resources Management

Human Resource Management Practices (HRMP) are the processes that an organization uses to find the right person to join them, to develop and improve the ability, to reward and to retain their employee (Collins, 2007). There are many variables of Human Resources Management Practices (HRMP) that have been implemented in many research studies.

Table 2.2 Human Resource Management Practices

Author/year	Research Topic	Human Resources Management Variable													
		Recruitment	Selection	Background Screening	Medical Examination	Contract Signing/ Compensation Orientation	Job Training and Development	Performance Appraisal	Career Planning and Development	Job Coaching	Personal Development Plan	Key Performance Index	Employee Retention	Employee Promotion	Resignation
Cheng Ling et al. (2011)	Human Resource Management Practices and Organizational Innovation: Assessing the Mediating Role of Knowledge Management Effectiveness	√					√	√					√	√	
Osemeke (2012)	The Impact of Human Resource Management Practices on Organizational Performance: A Study of Guinness Nigeria Plc	√	√			√	√	√					√		
Sohel (2002)	The impact of human resource management practices on operational performance: recognizing country and industry differences		√			√	√								√

Author/year	Research Topic	Human Resources Management Variable													
		Recruitment	Selection	Background Screening	Medical Examination	Contract Signing/ Compensation Orientation	Job Training and Development	Performance Appraisal	Career Planning and Development	Job Coaching	Personal Development Plan	Key Performance Index	Employee Retention	Employee Promotion	Resignation
Saifalislam (2014)	Human Resource Management Practices: Influence of recruitment and selection, and training and development on the organizational performance of the Jordanian Public University		√	√			√						√		
Hight et al. (2004)	HRMP: Should housing departments conduct criminal background checks			√											
Kaplan et al. (2007).	Using the balanced scorecard as a strategic HR management system.									√				√	

Author/year	Research Topic	Human Resources Management Variable														
		Recruitment	Selection	Background Screening	Medical Examination	Contract Signing/ Compensation	Orientation	Job Training and Development	Performance Appraisal	Career Planning and Development	Job Coaching	Personal Development Plan	Key Performance Index	Employee Retention	Employee Promotion	Resignation
Lu (2014)	High-performance human resource management and firm performance: The mediating role of innovation in China							✓					✓		✓	
Nausheen (2014)	Relationship Between Human Resource Management Practices, Enterprise Strategy and Company Outcomes: Service Industry of China					✓	✓	✓		✓					✓	✓
Tabouli (2016)	The Impact of Human Resources Management on Employee Performance: Organizational Commitment Mediator Variable		✓	✓				✓				✓	✓			

Author/year	Research Topic	Human Resources Management Variable														
		Recruitment	Selection	Background Screening	Medical Examination	Contract Signing/ Compensation	Orientation	Job Training and Development	Performance Appraisal	Career Planning and Development	Job Coaching	Personal Development Plan	Key Performance Index	Employee Retention	Employee Promotion	Resignation
Jackson (2001)	Successfully implementing total quality management tools within healthcare: what are the key actions?	√		√	√		√	√	√	√	√		√	√	√	√
Katou (2008)	The effect of business strategies and HRM policies on organizational performance	√				√	√			√			√		√	
Mello (2010)	Strategizing strategic human resource management.	√	√	√			√		√	√		√	√		√	√
Ramlall (2003)	Measuring human resource management's effectiveness in improving performance. <i>Human Resource Planning</i>	√	√			√	√	√	√		√		√	√	√	√

However, this research aimed to synthesize all of the human resources management practices of Taiwan Taoyuan International Airport in order to suggest the human resources management practices model for Suvarnabhumi Airport. Therefore, the researcher has covered all the sub-fields of human resource management practices such as recruitment, selection, reference and background check, medical evaluation, contract signing, orientation, job training and development, performance evaluation, probation announcement and career planning, job coaching, individual development plan, retention, promotion and resignation as in figure 2.1

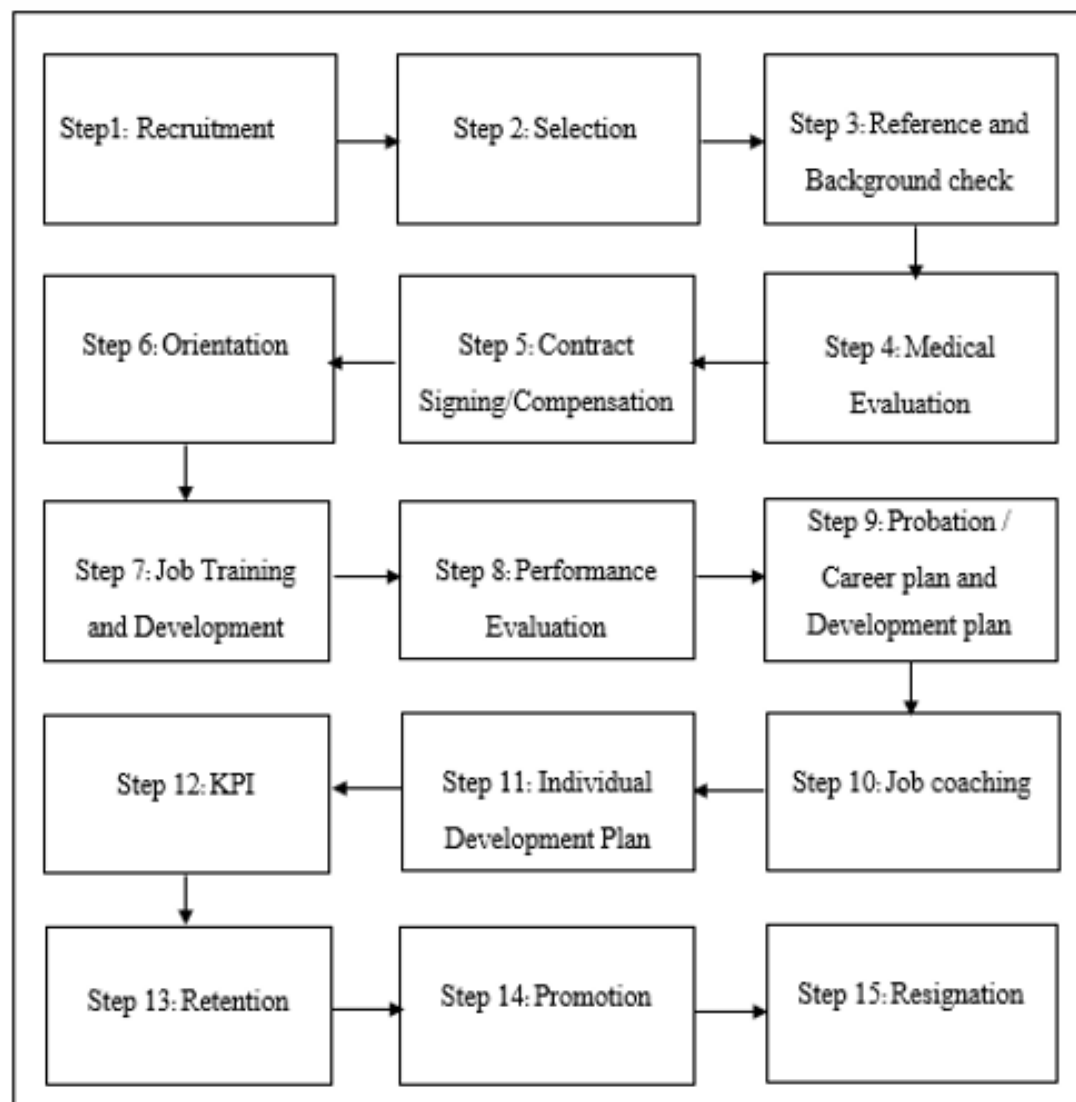


Figure 2.1 Fifteen Steps of Human Resource Management Practices

According to the figure 2.1, the researcher has presented the explanation of each step as follow;

Step 1: Recruitment

Elearn Limited (2009) describes recruitment as the method that an organization uses to find the potential candidates who have the appropriate knowledge, skills and experience in order to fill job vacancies. With the aid of job analysis, a firm can determine what kind of person is required to perform in a particular job and who should be chosen based on the position's descriptions and specifications. Acquiring the best applicants for a role is seen as a competitive advantage for an organization, as the selection by the future employer may unearth a future leader or an exceptionally talented employee who can push the company forward. Moreover, throughout the years, new technologies and trends are continuously changing the recruitment process, therefore, recruiting the right leaders is an important challenge for organizations (Den Hartog, Caley, & Dewe, 2007, pp. 58-75; Searle & Ball, 2003, pp. 50-62).

Important Steps in Recruitment.

According to Den Hartog et al., in order to get the most suitable and potential candidates for an organization, there are four steps that should be implemented in the recruitment strategy:

Step 1: Identifying the Target Group

During the process of searching for a suitable person to work for any position in a firm, a company must keep in mind the many places where individuals may be found. These are viable target groups that can be identified as follows:

- 1) Non-leading position employees – employees who work in the line - staff level
- 2) Newly created position employees - employees who work in the position which is unstaffed.
- 3) Internal potential employees – employees who have outstanding skill, knowledge, or job performance from different departments, whose are eligible for promotion into that position.
- 4) External leaders who are currently unemployed.
- 5) Leaders – employees who work in the level of management in another company and have experience in that field.

The challenge that firms will face is the strategy to attract the broadest possible pool of candidates in order to rise the probability of finding a future leader figure with the best skills, performances and abilities, who will fit in well with the firm's corporate culture and what the position requires (Achtenhagen, Melin, & Naldi, 2013, pp. 427-442). The next three steps are supportive to building a successful recruiting process;

Step 2: Job Analysis and Defining Requirements

Job analysis or the process of "gathering and analyzing information about the content and the human requirements of jobs." It means that an organization must describe or provide specific details about the necessary requirement in order to fill out the vacant position, and the context in which jobs are performed. The job analysis process can be successful if human resources managers and their team are directly in charge of recruiting and selecting and are aware of the most influential streams of leadership research. (Den Hartog et al., 2007).

However, any firm must be wary of what they are actually looking for. A job has to be carefully analyzed, with titles clearly defined. It is not only important to look for a potential candidate, but also to make sure the right person gets the right job. As Edmondson, Kramer, and Cook (2004) once warned, "If you don't know where you're going to, you'll end up somewhere else" (Edmondson et al., 2004). "Mirroring problem" of selection is one of the important things that human resources managers have to be aware of when they try to specify the leader they are looking for. It means that human resources managers or selectors always define the needed conditions in a mirror way by using their own beliefs, attitudes, skills, and values. Therefore, human resources managers or selectors should not decide without taking back to review the best suitable qualification for the jobs. A helpful approach in understanding the process of defining requirements is Roberts' specification, which contains the personal talents, qualities, and characteristics (for example, KSA) that are components of a person's character, such as their important characteristics (e.g. creativity, resilience, authenticity, social skills, working style, etc.). Moreover, the achievement record which shows that the candidate has the potential skills, knowledge, abilities and mentality for the position are included (Roberts et al., 2005).

In conclusion, a clear requirement can increase the percentage of success in finding the best possible leader (Roberts et al., 2005).

Step 3: Developing the Job Advertisement

In order to attract the desired applicants, a job advertisement must be designed carefully. The organization must concentrate on both the written style, and color, as well as the publication. The organization needs to recognize and understand how to make the advertisement attracting the target group (Peregrin, 2014).

Step 4: Publishing advertisement to attract candidates

Leadership advertisements are one cost-saving way (apart from word-of-mouth) that can help in attracting potential candidates for a specific position. Job advertisements can be published internally and externally. Many organization starts to fill a vacant position by searching their internal potential employees before publishing external. By searching for an internal candidate, organizations can reduce the cost of recruitment and decrease the risk of hiring a candidate who does not match with the specific job, and who does not fit with the organization culture. There are only two reason that an organization might ignore publicizing a vacant position internally; first, they cannot find any potential internal candidate who is suitable for that position and second, they believe that external candidates might have new perceptions, skills and knowledge that will be beneficial to the organization (Fick et al., 2003).

In addition, many organizations often use word of mouth to recruit candidates. A powerful, speedy method, this strategy involves getting internal employees to inform their family members, friends, and former colleagues about a vacant position in their organization. Word of mouth is seen as an effective solution that will give firms the opportunity to hire a candidate who is recommended to them by someone they know and trust (Achtenhagen et al., 2013). However, many organizations use recruitment agencies and headhunters to find suitable potential candidates. Organizations can notify them of the job specifications, conditions and requirements, then they will search for the best fit for the position (Achtenhagen et al., 2013; Fick et al., 2003).

Nowadays, traditional media advertising such as newspapers, social networks – Facebook, Instagram, and LinkedIn etc. have become the most frequently used recruiting methods that many organizations invest in to attract candidates. When using traditional media advertising, organizations prefer to use online advertisements more than printed advertisements, because online advertisements are available for a longer

period, are faster to design, cost less, are more flexible, and reach a broader audience than traditional print media (Achtenhagen et al., 2013; Fick et al., 2003).

Step 2: Selection

It is mentioned by Searle that that recruitment and selection is a “two-way power relationship” (Searle & Ball, 2003, pp. 50-62). After the recruitment process has been done, the process of selection is initiated, through interviewing, and testing. In order to select the right person for the job, their abilities and skills need to be equally measured. These are classified as “meeting certain standards”, concerning reliability, validity, interpretability, and practicality. The purpose of the selection process is to ensure that the best person, or people are appointed to the role, or roles using effective, fair, and equitable assessment activities, such as testing (aptitude test, intelligence test, achievement tests, situational tests, interest tests, personality tests, etc.). Logically, employees with the right skills and attributes will fare better in their respective jobs.

Selection processes must be valid or reliable and consistent. To select the right person, organizations cannot use an unstructured interview method because it is not reliable enough. The candidates and their performance have to be graded by using structured interview and selection tests, so the organization must create a scoring system (Fick et al., 2003). Although no selection test achieves perfect reliability, the best option is to reduce errors in measurements as much as possible to assure high reliability for high validity. Therefore, the structured interview has a higher validity than the unstructured interview (Fick et al., 2003). Moreover, before a selection method can be used, the evaluators must be satisfied that “it is valid for its intended purpose by providing accurate measurements of the attribute(s) under investigation”. It is very important because the results of the selection tests can predict the candidate’s performance (Fick et al., 2003).

1) Interviews

The most basic method used in order to select the candidates is an interview (Fick et al., 2003). The interviewers or the selectors should be skilled people who understand the method of interview and interview questions clearly in order to conduct an effective interview. Moreover, before the interview, they must prepare properly to make the interview a success, therefore, human resource professionals and hiring managers must be well informed on how to conduct interviews correctly (Roberts

et al., 2005). An interview is a tool that an interviewer uses to screen, observe, and exchange information with the candidates, through a series of structured and unstructured interview types. They enable the assessor to discover more about the candidate, and vice versa, for the candidates, to know and understand more about the position, the duties, and organization culture. The process of interview helps the assessor to decide whether to hire the candidate, and helps the candidates to consider the organization's conditions and benefits. Most organizations use the interview method together with another method such as a test or exercise in order to make sure they select the right person for their organization (Roberts et al., 2005; Schmidt & Hunter, 1998).

2) Ability Testing

Ability testing is the most frequently used method to evaluate a candidate's ability to perform a job in the position for which they applied. The design or elements of the test depend on the objective of the organization or department. Normally, human resources departments work with each department head to design the test under the main objective, which is to see if an individual has the ability to handle jobs in that position, or whether or not he/she is capable of acquiring the skills needed for the job through future training (Roberts et al., 2005).

Step 3: Pre-employment Background Screening

In human resource management, it has become a key standard practice for companies to investigate a candidate's background based on the criteria of their current requirements in the process of hiring. In recent times, studies have found that a high percentage of candidates give spurious documents, such as employment certification, education credentials, and criminal histories or untrue information about their experience to human resources management. This can lead to hiring disasters if not carefully handled (Hight & Raphael, 2004; Philbrick, Bart, & Hass, 1999; Sloane, 1991; Y. Wang & Kleiner, 2005).

There are various benefits to be had when organizations use a stringent background screening policy: 1) improved quality of hiring, 2) improved safety and security, 3) improved 4) regulatory compliance, 5) decrease in negligent hiring risks, 6) decrease in employee turnover, and even 7) reduced substance and alcohol abuse.

Clearly, utilizing any type of background screening before deciding to hire presents the following three advantages: According to expert studies, because it 1) limits the uncertainty in the hiring process, for once the person has been interviewed their credibility can subsequently be investigated; a comprehensive pre-employment screening process could reduce the applicant pool by up to 60% and consequently, reduce the probability of employers making a poor or negligent hiring decision; 2) A screening program can prevent or lower the severity of future lawsuits, should they occur, as there is evidence that before hiring any individual the organization has exercised due diligence, and 3) making it clear that the organization conducts background screening will make an applicant with a “questionable past” think twice before applying, thereby increasing the rate of getting a truly quality appointment (Adler, 1993; Frankenfield & Kleiner, 2000; Sahoo, Green, & Rosen, 2002; Vinik et al., 2005; J. Wang & Kleiner, 2004).

There are four types of pre-employment background screening that are most frequently used in organizations, which are (1) criminal record check, (2) credit bureau investigation, (3) education verification and (4) reference check (Adler, 1993; Hight & Raphael, 2004; Keller, 2004; Sanford, 2005; Wiggins, 1998).

Criminal Record Check

Criminal records encompass personal background checks on the potential employee's behavioral habits. These records can be undesirable behavior habits. For example, candidates used to infringe the law, to murder or assault. Many studies confirmed that there is a correlation between criminal records and poor performance, which may lead to serious incidents in the workplace including minor assaults, domestic violence, threats, harassments of all forms, abuse (both physical and emotional) and stalking. Therefore, any organization wishing to hire the right person that will not pose a threat to the safety and security of the organization should clearly check the applicant's background carefully (Hight & Raphael, 2004).

Credit Bureau Investigation

The process of Fair Credit Reporting, also known as Credit Bureau Investigation or Employee Credit Check is one a screening method that delivers beneficial information on a potential employee's background. This type of investigation can alert companies to irregular patterns of behavior from the applicant's personal life,

specifically in financial terms that can include serious matters such as debts incurred, bankruptcies, foreclosures, late payments on loans. These issues may have an effect on jobs that require confidentiality, financial integrity, or jobs that deal with large sums of money. Many research studies about human resource management found that a high percentage of candidates have poor credit ratings, so most organization will have to get credit reports on applicants for some or any positions from third-party companies (L. Rosen, 2005, p. 205; Wiggins, 1998).

Education verification

Education verification (or education background check) is a form of screening tool, which allows an organization to check the certification, training, or educational claims of a job applicant. Education verification was designed to help protect employers against false educational claims, and subsequently, negligent hiring claims in the future. According to studies in the past decade, approximately 30% of education credential verifications found fraudulent reporting of degrees received, institutions attended, or professional memberships. This type of false data can leave a company open to negligent hiring; leading to companies acquiring underperforming employees that may hinder organizational progress. Thus, an education verification check is 'clear' when the applicant's educational history or certification claims are deemed true, and 'not clear' if an important piece of information in their record is found to be false, which organizations need to decide if they want to investigate or not before handing the job to the applicant (Buckhoff, 2003; L. Rosen, 2005; Sloane, 1991).

Reference check

Another way for organizations to prevent a bad hire is to double-check the information arriving from candidate's references on their applications. Using reference checking (trust but verifying) is a valuable tool for recruiters to ensure that they are hiring an honest and best-fit person for the right position. Usually, the components of reference checking involve 1) confirming the accuracy of background information provided by the applicant; their credentials, past salaries, employment dates, job titles, duties, and most recent supervisors and 2) confirming that the information given is correct through getting information from former colleagues, work places, and past records (Huhman, 2014).

According to studies by Adler (1993); Lee & Kleiner (2003) there can be both direct and indirect costs resulting from negligent hiring on the part of employers. These costs can be quite high and potentially damaging for companies. Direct costs can include potentially damaging events, such as theft, assault, fraud, and negligent hiring lawsuits (Adler, 1993; Lee & Kleiner, 2003). If companies do not take precautions in the process of hiring, they may have to deal with costs normally estimated to be at least two times the employee's annual compensation (a negligent hiring lawsuit is usually astronomically expensive). These costs and negative effects can also include damaged organization reputation, turnover of employees, injured employees, possible theft, lower productivity, and morale, and even losing customers through poor service. Furthermore, if the applicant gets into management positions, these costs are significantly greater (Sanford, 2005; J. Wang & Kleiner, 2004).

Step 4: Pre-employment Medical Examination

Pre-employment medical examinations are a type of workforce risk management tool that is used to assess a candidate's ability to perform the requirements of the job that they are applying to the fullest of their capacity without harming the health and safety of themselves or that of their colleagues. When employers hire new members to the workforce, they want to ensure that hiring them will maximize their return on investment; meaning, the health of their workforce is paramount and of concern, as employee health factors may determine their ability to perform a job safely, as well as effectively. Often times, this leads to organization constantly seeking to obtain a medical report from prospective employees to ensure that their prospective employee has no "grave medical condition" that may pose a threat to their well-being and that employees are "physically and mentally" fit for the position offered. A pre-employment medical check has thus become mandatory for most employers to be presented at job applications (Cox, Leka, Ivanov, & Kortum, 2004)

According to Labor Act (2003), the benefits of conduction pre-employment medical assessments include 1) a safer working environment, 2) reduction in workplace injuries, 3) minimized downtime, 4) reduction in insurance costs, 5) able to match the capacity of any candidates with the role, and 6), lower overall recruitment cost and of course, risk reduction.

Step 5 Contract Signing / Compensation

1) Definition of contract signing

According to *Patterson v. McLean Credit Union*, a contract is "a contractual evidence of a vital, ongoing relationship between human beings", also known as a legally binding/signed agreement between two or more parties that establishes the rights and responsibilities of these two parties. (Dairy Australia, 2015).

2) Formation of the contract of employment

To form an official contract between employers and employee, the nature of the relationship must be established clearly, specifying the rights and responsibilities of both the employer and employee. A contract may even include terms of contract (implied terms and expressed terms). A legally binding contract must have three main features to make it an official contract: 1) an agreement to do something; 2) the intention to make a legally binding agreement; and 3) an exchange of something which is of value, such as monetary rewards or salaries. Without the existence of a physical contract, laws in most countries will not recognize an agreement between two parties (Dairy Australia, 2015).

3) Contract agreement process: offer, acceptance, and counter-offers

Intention to enter into legal obligations and contract offer. The process of making a contract begins with both parties showing intent to enter into an agreement in "good faith and honor" or intention to be legally bound; for example, in job offers, employers clearly declaring about wages and employment terms to the prospective employee. The conditions stated will have to be wholly accepted by the "offeree" in order for a contractual agreement to take effect.

Consideration of Contract

A form of benefit and detriment bargained for as part of a contract; the consideration of a contract is a second essential feature that must be supported by valuable benefits agreed to be rewarded i.e. something of value must be given. A contract is not recognized as legally binding unless there is some form of consideration. Lush gave an elaborate explanation of consideration as "some right, interest, profit or benefit accruing to one party on some forbearance, detriment, loss or responsibility given, suffered or undertaken by the other." (Lush, 1875). By law, consideration would be the equivalent of a remuneration package paid to an employee and the employee's

agreement to perform the job expected of them according to their job descriptions. Treitel points out that this can be looked upon as “payment by a buyer is consideration for the seller's promise to deliver and can be described as a detriment to the buyer or as a benefit to the seller”. These statements relate to the consideration for the promise of each party looked at separately, as consideration is "valuable" because it must be capable of being valued in terms of money. "Consideration" is therefore considered as the price that is paid for the service that is bought or received.

Two points should be made briefly of the nature of consideration. First, consideration must be lawful, so that a contract of employment in consideration for which some crime or tort is to be committed is void. Secondly, consideration need not always be in actual money, it is sufficient if the consideration is something which is capable of being valued in terms of money or a form of reward, so that an offer to provide to an employee is consideration enough for the employee's promise to work.

Counter-offers

Sometimes acceptance might not be straightforward when the offeree does not accept an original condition in the contract. A counter-offer or alternative terms proposed by a candidate takes place when a prospective candidate goes through some form of individual bargaining or otherwise suggests alternative terms (counter-offers), no form of contract agreement is considered to have an effect. No contract of employment can be concluded until the terms of the counter-offer have been accepted by the prospective employer. Additionally, the withdrawal of an offer by the prospective employer, so long as it is withdrawn at any time before the offer is accepted, terminates the offer. The acceptance to the offer must be communicated before the condition is to be fulfilled.

Acceptance

An agreement occurs when the offer is accepted, and such agreement from the employee is clearly communicated to the offeror, with formalities such as the signing of papers or informal acceptances taking place. Once finalized, each party will then be officially legally bound and is obliged to carry out his or her duties as stated in the contract.

5.2 Compensation

The total cash and non-cash reimbursements that organizations provide to their employee in exchange for the work they do is called “Compensation”. Holt described compensation as “an output and benefit that employees gain in the form of monetary exchanges, such as pay and wages, to inspire them to better their performances and positively increase their morale” (Holt, 1993). Compensation is one of the most important and critical parts of the cash flow in any company for two reasons: 1) it is typically one of the biggest expenses for any business and 2) employee pay is a necessity for employees to continue their work and is the segment of transition between the employee and the owner borne from a contract (the payment received from work done on the behalf of people getting the employment) (Ivancevich & Glueck, 1989).

It was found out recently in the HRM Process BPR Term Report in June that most individuals receiving higher education nowadays are not satisfied with their jobs and their turnover is high. Organizations are overcome with problems to design a compensation plan that will successfully retain and motivate their most valuable employees, as well as attract external employees from other places. Different companies aim to make their benefits and compensation packages attract the most talented employees possible; mostly employees that believe in their abilities (with a strong mindset) to the point that if they perform well, their pay would also increase, thus fueling their loyalty to the organization (Zucchi & Edwards, 2009).

Types of compensation

5.2.1 Direct financial compensation

Any form of remuneration that an employee receives directly from his or her place of work in exchange for labor is a form of “Direct Compensation”. These incentives include wages, salaries, commissions and bonuses that an employer provides regularly and consistently based on the legal contract signed at the onset of employment. These are the most sought after by workers, because they receive the reward directly in exchange for their labor. The author will define the form of compensation that is considered by human resource scholars to be the most effective of all compensations (CPSA.org, 2015):

Base Pay (monthly, hourly or salary wages)

The monetary benefits received for work done for a specific duration of time, which include basic annual salaries, contractual pay, overtime, commissions, payment for unscheduled time, worker compensation payments, etc.

Recognition or Merit Pay

An approach to compensation that considers the efficiency of work and the degree performed by employee to reward them with additional merit pay. A recent survey by (Heneman & Werner, 2005) discovered that 80 to 90 percent of organizations worldwide uses merit pay to aid in employee retention, letting employee know how they can improve in terms of their performance, and communicating the desired company objective to the employees. Bonuses play an important role in improving employee performance and productivity. A number of studies found a correlation between pay and performance: workers given recognition incentives for their good performance, and a fixed pay in a specified period of time, perform better than those and give the pay for shorter term incentive give the power job shorter oriented. Furthermore, it can heighten individual motivation to improve the personal performance of the employee (Halsen, 1990; R. L. Heneman & Werner, 2005; Lazear, 1986; McDonald & Flanagan, 2004; Milkovich & Newman, 2005; Pak & Chung, 2013).

Bonus Pay

Bonus pay is a monetary reward given to employees in addition to their base salary or hourly rate of pay. These are rewards for long-term growth, to congratulate employees on meeting and achieving specific goals as well as maintaining the relationship with them, mostly in the form of cash and stocks (Milkovich & Newman, 2005)(Elling (Elling, 1982; Rasch, 2004; Rouse, Putterill, & Ryan, 2002)

5.2.2 Indirect Financial Compensation

Indirect financial compensations are non-cash/non-direct monetary payment benefits, but still have financial value in the form of a portion of an employee's contract. Instead of direct payments, some of these non-cash benefits may even be more beneficial to employees, compared to a high salary or wage compensation. The different types of indirect composition offered by organizations include as follows (Byars & Rue, 2008; Derelle, Yau, Moreau, & Grimsley, 2018).

1) Workers compensation: usually a publicly sponsored system paying monetary benefits to workers who might, in the course of their employment, become injured, disabled, or suffer from extra job-related illness. The law of most countries generally supports medical expenses in compensation for injuries and disabilities to workers as a result of their employment.

2) Social security/retirement plan: An attractive incentive that offers a defined beneficial annual plan, promising to pay employees upon their retirement - a “set amount each month” for life to provide social security for employees.

3) Paid holiday: any form of paid time off; a part of the employee compensation package that is offered by employers, and used to attract and retain their employees. Employees are eligible to receive holiday pay even while on vacation. Sometimes organizations even allow employees to work on holidays and be paid in cash for missed days off (most likely to occur in the service industry where an employee may have to be present at all times, even on a holiday).

4) Other benefits: additional benefits, such as food service in the form of a staff canteen, special purchases discount for employees at retail stores belonging to the organization.

Incentives

Organizations use incentive as rewards (in monetary and non-monetary form) given to employees as a method to motivate them to work more efficiently. Pay-for-performance is awarded to employees for outstanding work performance that is beneficial to the organization, and individual contributions to the goal of the organization. As well as improving an organization’s learning and flexibility, many organizations use incentive as a tool to achieve their goals.

Incentives differ from organization to organization, position to position, and hierarchy to hierarchy for different levels (individual, group, and organizational), time periods, and situations. Individual level incentives include commissions, competency-based pay, employee suggestion systems, merit pay, skill-based pay, standard hour systems, and piece rate pay (Heneman, 2002).

In skill-based pay, additional pay is given as a reward to employees in exchange for formal certification of the employee’s mastery of skills, knowledge, and/or competencies. A competency-based pay plan is motivational compensation rewarded

to employees in accordance with how well they perform in the workplace, his or her work ethic, type, and level of obtained skills that can be applied to their jobs. Specifically, it focuses on productivity enhancement and staff retention. Piece work is any type of employment in which an employee is paid based on a unit of creation or the ability as well as skill of the employee to complete given task in a given time period. Employees may receive higher hourly wages from the organization if they complete their tasks before the designated time.

A form of employee-to-management communication that benefits both employers and employees is an employee suggestion system; incentives are offered to individuals for their actions that result in cost saving for the company. What is unique about this method is that it allows employees to gain a voice and a prominent role in determining company policies and operating procedures. Most importantly, it yields valuable ideas and suggestions from the workforce, in addition leading to increased engagement among the employees.

Other than incentives on an individual level, there are also team-based rewards in incentive management. The team-based pay model is a type of performance-based pay that depends on team performance (essentially teamwork) evaluated by team members and supervisors. Group incentives in a team-based pay compensation structure are rewarded according to group performance, through the assessment of every member's contribution to the cause (Heneman, 2002). Based on the team-based pay model is an organization-wide incentive plan that rewards employees on the basis of organizational success and performance. These incentive plans include executive pay, gainsharing, stock options, and profit sharing in its group.

Gainsharing is a system of management in which an organization seeks higher levels of performance from employees based on operational factors (e.g. quality, productivity, and customer satisfaction). This is a method in which employees receive shared incentives (financial gains in groups) based on past performance. The group incentive pay plan profit sharing gives employees a share of corporate profits on a current basis based on its quarterly or annual earnings. Furthermore, employee stock options are incentives that give employees the right to some stock as part of their compensation, or the option to purchase the stock of the company at a predetermined price within a set period of time. Finally, executive compensation is pay or

remuneration (a mix of salaries and bonuses) provided to high level management in exchange for their work on behalf of an organization, based on the employment contract of the executive (Heneman, 2002).

Alternatively, there are non-monetary miscellaneous bonuses that an organization can provide to create lasting memories for their employees and establish “feel good” factors. These are incentives such as giving away plaquettes in commemoration of an employee’s hard work, novelty items created for the occasion, certificates of achievements, and impromptu vacations.

Step 6: Orientation

Orientation (also known as employee onboarding) is the planned introduction of employees to the organization, work unit, their new role, and co-workers. There are many purposes of the orientation process. First and foremost, it is the process of providing information about the organization’s policies and procedures. Beyond providing that information, its purpose is to make the new employee comfortable; reducing the anxiety of new employees, reducing employee turnover, saving the time of supervisors or co-workers, developing realistic job expectations, developing positive attitudes toward the organization, helping them learn about the organization’s culture and values, and improving job satisfaction (Ivancevich, 1993).

Orientation should be conducted in two separate levels; general company orientation (employee onboarding) and departmental or job orientation (employee orientation). A general company orientation is an ongoing process that helps new employees understand what they’ll need to do in order to succeed in their new job. The human resource department cooperates with the new employee’s direct in-command (or general manager), conducts the orientation, and reinforces everything that the new hire was told during the recruiting phase. Included in the orientation are activities that help introduce new employees to their managers, co-workers, and support staff, such as meetings and ice-breaking projects. These activities will help new employees to learn the company’s goals and culture (Ivancevich, 1993).

Departmental or job orientation is simply just a piece of the onboarding process, delivering department-specific information to the new employee on their specific role in their respective department. The purpose of this orientation program is to provide the

employee with limited and organized information to make their new job seem more manageable and the environment in the department more endearing (Ivancevich, 1993).

Onboarding		Orientation
Employee's specific role in his or her department	General Focus	Employee's role at the company
Ongoing (could last a few months)	Duration	One-time event
On the job	Set Up	Classroom or online
Specific to each new employee	Content	General overview
Get new employees ready to be productive	Outcome	Get new employees ready to start working and ready to take job - specific training

Figure 2.2 Onboarding vs Orientation

Source: Lewkovich, 2017.

Step 7: Job Training and Development

Even after comprehensive orientations have been carried out, new employees may not be able to perform satisfactorily, so they have to be trained in the duties they are expected to do.

Training

There may come a time in which new employees may not be able to perform satisfactorily as required in their roles at a particular organization. One method used to remedy this issue is called “Training”, a process overseen by human resource management that provides the ability for employees to acquire the required knowledge,

skill and ability to do their jobs effectively, skillfully, and qualitatively (Byars & Rue, 2008). To develop training programs to reach their objectives, the human resource department must assess the needs of both their employees and organization. Organizational support is also needed as well. Salas and Cannon-Bowers reported that, to understand what is needed for improvement in a particular job or task, there must be a needs assessment before any training can commence. A study conducted by Alliger, Tannenbaum, Bennett Jr, Traver, and Shotland (1997) divided training methods into affective and utility reactions, learning behavior and skills demonstration, learning, and ability in retention. These assessments consist of cost-benefit analysis, content analysis organizational analysis, work/task analysis, performance analysis, person analysis, or training suitability analysis. Once the needs are correctly identified, by identifying work functions, conditions, and KSA required to perform the job, tweaking can then be performed on the employee and reinforced through training. Many needs assessments strategies are available for use in different employment contexts, some of which are used according to their appropriateness for different situations. (Alliger et al., 1997; Cannon-Bowers & Salas, 2001)

In 2003, Riggio divided methods of training into two categories: on-site methods and off-site methods.

- 1) On-site training: techniques such as apprenticeship training at company-owned facilities, job rotation, on the job training, are considered a lower cost alternative to off-site training methods. As these on-site training programs are held at the firm itself, it allows members of the executive and management branch of the company to have a say in the training by making impromptu appearances.

- 2) Off-site training methods: often used when participants are coming from multiple locations to minimize costs as well; included in this method are audiovisual techniques, behavioral modifications, computer-assisted instructions, machine simulators, programmed instruction, and seminars or lectures that many training professionals say are more effective in terms of the training environment and fuel creativity when held off-site.

Additional methods such as achievement motivation training, case study, behavioral role modelling, laboratory training, leader match training management

games, and role-playing are frequently used in training interpersonal skills as well (Riggio, Riggio, Salinas, & Cole, 2003).

It is recommended by Kirkpatrick (1976) that there must be evaluations after employees have successfully received formal training. Gathering feedback about each of the training programs can help an evaluator determine its effectiveness and should be used to improve the program. Kirkpatrick added that comparison of results of the training should be carried out by managers, trainers, and even the employee who participated in the training. There are four levels in the evaluation of training that help with the final assessment, which are, behavior, learning (to what extent the trainee has learned the principles, facts, and approaches that are included in the training program), Reaction (the positive or negative feelings of employees towards the training program), and results (whether the behavior has changed in the desired direction as a result of the program and whether there are any tangible results that were achieved during the course of the training, such as lower turnover and improvement in productivity) (Kirkpatrick, 1976).

Step 8: Performance Appraisal / Evaluation

Armstrong and Baron (1998) states that performance management is “a systemic evaluation and strategic approach to increase the effectiveness of organizations, by improving the performance of the employees and by developing the capabilities of teams and individual contributors. The performance appraisal process defines how an employee is taking action on the job and transfers significant achievement to the employers (especially the human resource department) (Armstrong & Baron, 1998). Data collected from performance appraisal systems delivers information for other HRM actions and activities such as promotion, layoffs, and firing.

According to Beardwell and Holden (1997) performance evaluation is the performance review process that happens between employees and their managers. It is very important that the manager must give feedback to the employees after the process. These interviews include a review of the employee’s key strengths, areas to be improved upon, and the overall progress of the employee. The managers must ask questions and discuss with employees about the situation and problems in the department where employees work, in order to find a solution or improve the employee’s performance (Beardwell & Holden, 1997). Training and development

plans, promotion planning, and human resource planning can be included in the performance appraisal process (Riggio et al., 2003). Cleveland, Murphy, and Williams (1989) stated that one of the main objectives of the performance appraisal process is to deliver feedback about their job performance in order to set a development plan for them in the future (Cleveland et al., 1989). Normally, the main people to conduct performance appraisals in an organization are the managers or supervisors. However, in service organizations, customers can be the people who evaluate an employee's performance. Muchinsky (1993) stated that there are three different methods for performance appraisal, which the author will describe as follows:

The first performance appraisal method is Graphic Rating Scales (GRS), a commonly used technique of performance appraisal. For this method, the employers will list out the important behavior for effective performance and each employee is rated against these traits by the evaluator. The employers can freely design the number of factors, and ranges (Muchinsky, 1993).

The second group of performance appraisal methods are employee comparison methods that includes rank-order, paired comparisons, and forced distribution. Using a rank-order method, the employees are evaluated against each other. They are rated from best to worst on a given performance measurement. Although quick and easy, the downside to this method is that how, and why someone is the 'best' is not defined in this method. The paired comparison method is a method that evaluates employees on their overall job performance. The manager will form the employees into pairs and rate them, then select which of the two is better on the element that is being evaluated. Lastly, forced distribution method, the method that is suitable for a high number of employees clustered around a high point in the rating scale. In this method, the manager will assign employees a category, ranging from poor to good, on the basis of comparison with all the other employees in the group (Riggio et al., 2003). However, this method is criticized because it creates artificial, unrealistic distinctions between employees.

The third group of performance appraisal methods are behavioral checklists and scales (BCS). BCS are rating scales whose scale points are defined by statements of effective and ineffective behavior and performance. Employee performance is rated on a scale in which scale points are anchored to actual work behaviors, from the least to

the most effective. Evaluators must indicate which behavior on each scale best describes their employee's performance; a number of behavioral statements will be read and then numbers on the list will be circled that corresponds to the statement that best describes the employee's behavior. (Muchinsky, 1993).

Finally, mixed standard scales, according to Murphy and Cleveland (1995) are a moderately recent innovation in rating scales. A group of experts determine the behavioral statements of effective performance incidents in each performance dimension, then select the behavioral statements that are most representative and separate them as 3 levels in each dimension (Good, Average, Poor). The evaluator will estimate the value in each message by considering that the estimated value is good behavior or not. If it is better than estimated, it is rated as "+", if the behavior seems to fit, it is rated as "0" and if the behavior is lower than the message described, it is estimated as "-" (Murphy & Cleveland, 1995).

Riggio et al. (2003) stated that other than providing input for training and development needs for employees, the information from employee performance appraisals can validate the selection procedures of candidates by assessors, and the data gained will also help in future human resource planning.

Step 9: Probation Announcement / Career Planning and Development

Careful career planning and development is considered to be the most effective way an organization can utilize to avoid the unbearable risk of voluntary turnover and low levels of productivity among its workforce. These programs are overseen by human resource management. According to Gutteridge and Otte (1986) (1986), two perspectives define the career planning process, centered around organizational and individual planning as both the individual and organization have interest in an individual's career. Planning is instrumental in helping employees plan their career in the present, and in the future in terms of their capacities and competencies within the context of organizational needs.

Mathis and Jackson (2004) described the nature of organizational centered career planning as providing the progression of individuals between jobs, as well as constructing career paths for them. Its counterpart, individual centered career planning brings the focus of an organization's employee's key skills and goals to the forefront. Matthews and Crow (2002) summarized in their research, career planning is a process

that requires four parts that efficiently help with having employees work for the organization. These four parts are development, individual assessment, human resource planning, and matching.

Human resource planning is labeled as the second part of the career planning and development system. It is the process of forecasting the future human resource needs of the organization and determining what strategy is to be utilized to fulfill these needs. This ties into the matching part, and once the forecasting is done, strategies for each individual career development can begin. Furthermore, individual assessment is an instrument used to assess and evaluate the potential of an employee; that is, their capabilities centered around their knowledge, skills, and abilities, their suitability for specific positions, specialist or management positions, and additionally, their future career interests. Lastly, the final phase of human resource planning is getting employees ready for their target goals through a series of several special activities. These may include short courses, cross-training with other properties in the same chain, job rotation, and workshops (depending on the human resource management strategy of that organization).

Step 10: Job Coaching

Matthews and Crow (2002) stated in his research that coaching is the most effective method to improve and develop an employee's performance in a sales department. Kram (1985) and Matthews and Crow (2002) suggested that coaching is one of the areas of expertise on the management's part deemed critical for workplace employee development, learning, and raising performance. Every organization should aim to increase performance through the usage of group meetings or group discussions (Kram, 1985). From that perspective, the research shows the idea of how the managers can support in order to create an environment for learning in the organization. (see figure 2.3)

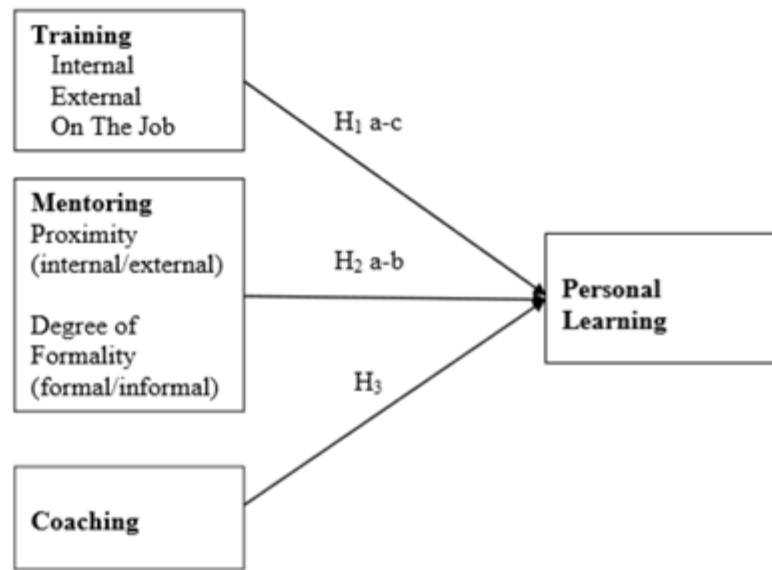


Figure 2.3 The Model of Personal Learning

Figure 2.3 shows that the managers can support the training program, both internally and externally in order to create a personal learning environment. Monitoring the performance of the employees will force employees to learn, or to fill in some knowledge for themselves. Moreover, a personal learning environment can be created by a coaching method. Direct managers or supervisors who the employees report to directly can coach employees immediately. It helps them to learn and improve their performance next time.

There is no single agreed definition of coaching in the literature. The basis of coaching, according to scholars, is a supporting method in learning between a coach and their trainee, which is concentrated on working “in a systematic way towards agreed goals to enhance professional performance, foster ongoing self-directed learning, increase personal satisfaction and personal growth”. Coaching is an inherently action and goal-focused activity in nature.

In various cases, these are the areas that many coaching practitioners may focus on: a) performance coaching (enhancing performance in a particular work role); b) leadership and personal development; c) new role induction and d) career coaching (focused on capabilities and exploring career options) (Grant & Stober, 2006; Kilburg, 1996; Shams, 2013).

Table 2.3 Different Types of Coaching Defined by Scholars Over the Years

Definitions	Source
Coaching is 'individual or community of coaching practice'; coaching based in a one-to-one setting carried out by colleagues or a peer group to share knowledge.	(Shams, 2013)
Coaching is the method that managers use to support staff learning and performance by explaining, showing and mentoring the employees.	(De Haan & Duckworth, 2013)
Coaching is an initiative necessary for developing the competencies of line managers and employees who have just been promoted to be managers in the organization.	(MacLeod & Clarke, 2009) (De Haan & Duckworth, 2013)
Coaching is a method that an organization uses to develop their employees by assigning more senior levels in the organization to share knowledge, or to guide junior levels through some working processes.	(Whybrow & Lancaster, 2012)

Step 11: Individual / Personal Development Plan Announcement

Personal development is generally defined as “a continuous lifelong process of nurturing, shaping and improving skills, or knowledge to ensure sustainability, effectiveness, and ongoing employability of employees in any organization” (cmilimited.com, 2015). It is the process of empowering employees to take action for their own professional development. There are a variety of definitions of PDP shown in the table 2.3

Table 2.4 Definition of Individual / Personal Development Plan Announcement

Definition	Source
PDP is a method established to reflect the performance, working abilities, job skills and achievement of individual employees in an organization and to plan for their development and promotion.	(cmilimited.com, 2015)
PDP is a method to analyze, review, and evaluate the performance of employees in an organization in order to set their future plan.	(Chothia, Gough, Vogel, & Teichmann, 2003)
PDP is a tool that an organization uses to evaluate their employee's performance, which includes the process of analyzing their action planning.	(Jackson, 2001)
PDP is a method that organizations set up to monitor and develop their employee's performance.	(cmilimited.com, 2015)
PDP is a tool to evaluate employee's skills, abilities, strengths and weaknesses, in order to set development plans for future promotion.	(Durk University, 2017)

As stated above, personal development does not focus only on upward movement, but also aims to develop ability and performance to achieve career goals. Moreover, PDP helps the organization to increase the rate of hiring by identifying explicit transferable skills. Therefore, later on, many organizations use this platform to improve their employee performance and ensure sustainability.

Here is a common 11 steps format of a personal development plan that organizations mostly use:

- 1) Define your goals or set objectives
- 2) Prioritize the goals/ objectives
- 3) Identify the resources required to achieve the goals/objective
- 4) Set a deadline
- 5) Understand your strengths
- 6) Recognize opportunities and threats
- 7) Develop new skills
- 8) Take action
- 9) Get support
- 10) Review and reassess
- 11) Measure progress

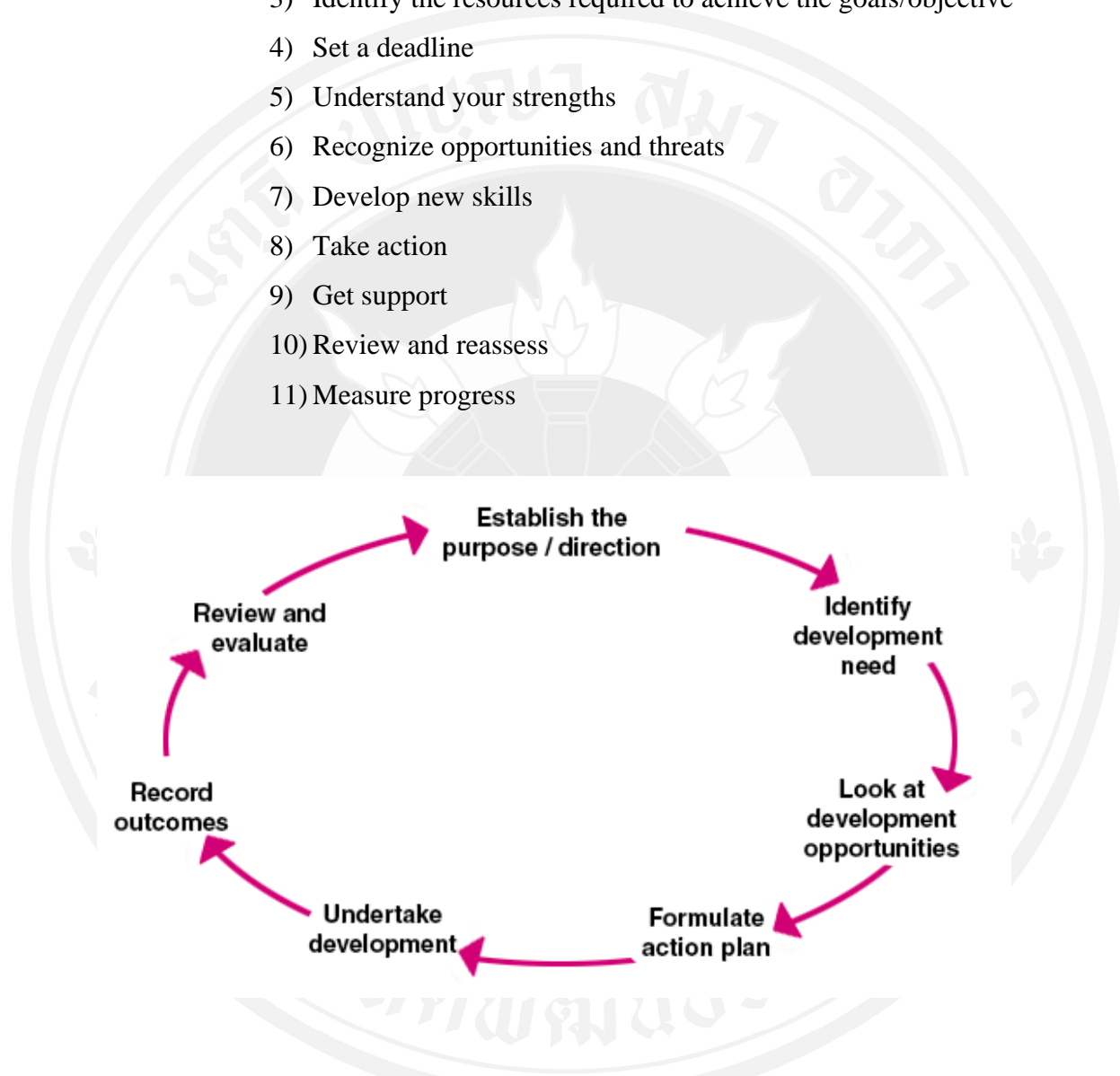


Figure 2.4 Personal Development Planning Cycle

Source: cmilimited.com, 2015.

Step 12: Key Performance Index

Nowadays, organizations are facing more and more demanding conditions because of the nature of today's competitive environment in a period of world financial difficulties. It is imperative for an organization to keep up with current trends, as well as measure how effective performances are (their companies, business units, projects, or individuals) by evaluating their success in relation to their strategic goals and objectives. Key performance indicators (abbreviated as KPIs) are a "series of measurable values that demonstrate how effectively a company is achieving its key specific businesses objectives/goals and targets in comparison with others in the same industry". They provide the most important performance information that enable an organization to see if they are going in the right direction towards their objective (Marr, 2017).

Many scholars have defined certain criteria that are essential in making up an effective KPI system:

According to Hursman (2010); Anderson (2011) an effective KPIs must be: 1) specific, 2) measurable, 3) attainable, 4) relevant and 5) time bound.

"S-M-A-R-T" is the perfect acronym for KPIs, Anderson (2011) quoted Weller in his research who wrote a unique description of KPI importance: "If you don't measure and benchmark, you won't know how you are doing now, which areas of your process need the most attention, and how well your changes are working down the road."

Eckerson (2006) believes these aspects characterize "good" KPIs. According to his study, effective KPIs are:

- 1) Sparse: The fewer KPIs, the better.
- 2) Drillable: Users can "drill" into the details of the KPIs.
- 3) Simple: Easy to understand for users.
- 4) Actionable: Users know how to affect outcomes.
- 5) Owned: The KPIs are "owned" by the whole organization.
- 6) Referenced: Users can view the origins and context of the KPI (how it came to be).
- 7) Correlated: The KPIs drive desired outcomes.
- 8) Balanced: KPIs consist of both financial and non-financial metrics.

9) Aligned: KPIs don't weaken each other.

10) Validated: Workers can't overcome the KPIs.

It is important that organizations should classify the processes of running a business which support financial success. Furthermore, various research states that once targets have been determined, defined, identified, and formalized, organizations must make sure that they base their evaluations on tangible data (Bauer, 2004; Bean & Geraghty, 2003; Gabcanova, 2012; Griffin, 2004; Hursman, 2010; Skibniewski & Ghosh, 2009).

In the past, many organizations solely attempted to measure performance according to financial drivers, but in recent times, there has been an increasing emphasis to find new performance indicators, focusing on human capital or the workforce as a competitive advantage (Yeung & Berman, 1997) (Tootell, Blackler, Toulson, & Dewe, 2009). Many companies have implemented KPIs to measure their performance in order to stay in business and to study their toughest competition. Moreover, organizations use KPIs at multiple levels to evaluate their success: 1) high-level KPIs which focus on the overall performance of an organization or 2) low-level KPIs that focus on the different process or employees in each department of the organization.

To illustrate how important KPIs in HRM were in the past decade, Srimannarayana (2010) illustrated a brief overview of the previous research, and methods created by scholars to evaluate HR capital using KPIs:

- 1) The Multiple Constituency Approach suggested by Tsui.
- 2) Human Resources Accounting System proposed by Flamholtz.
- 3) 16 Categories Measured in Human Resource by McConnel.
- 4) Return of Investment Methodology investigated by Fitz-Enz.
- 5) HR Practices in Relation to BSC through Productivity, People and Process Indicators by Ulrich.
- 6) Methodology of Behavioral Costing to Measure the Financial Impact to HR Activities by Cascio and Boundrenau.

The Usage of a Scorecard to Measure KPIs

Based upon the model of BSC, the "Human Resource Scorecard" introduced and applied by Kaplan and Norton in the area of human resources, a new tool HR Scorecard for the management and measurement of the human capital, was established

specifically for KPIs on Human Resource Kaplan and Norton (2007). The “Human Resource Scorecard” does three important things; a) it manages human resource as a strategic asset, and b) it demonstrates human resource’s contribution to the firm’s financial success, and c) is designed to guide management of HR (Becker et al., 2001). Additionally, KPIs on HRM can be divided into two sections: lagging and leading (Kaplan & Norton, 2007).

Daniel, Farrar, Norton, and Nussbaum (2009) pointed out the difference between the HRM scorecards and performance measurement frameworks: “Many people will build a list of measurements that are non-financial and think that they have a balanced scorecard, but in our view, the scorecard has to tell the story of the company’s strategy and vision. The biggest mistake organizations make is that they think that a scorecard is just about measurement.” (Daniel et al., 2009). The essential part of the HR scorecard is the strategy map to characterize the firm’s value chain Kaplan and Norton (1996). The diagram of the value chain is shown in figure below (see figure 2.5).

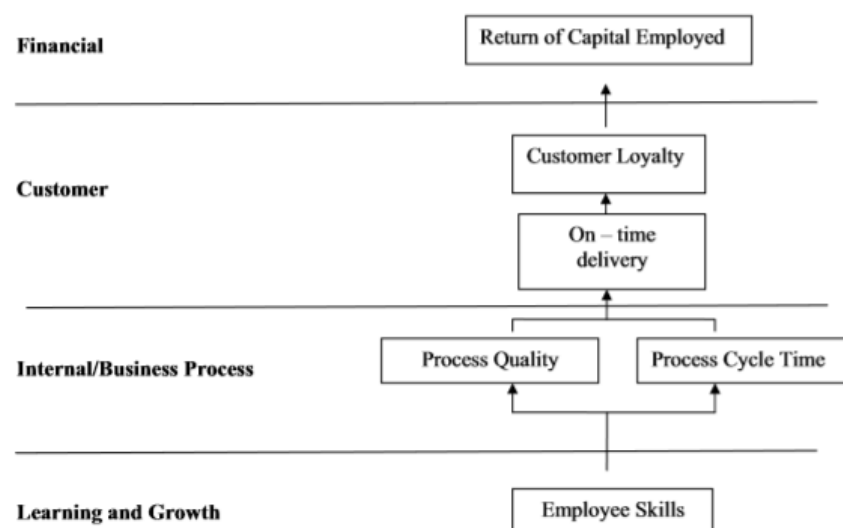


Figure 2.5 A Simple Illustration of Value Creation

Source: Kaplan and Norton, 1996.

Sometimes, the act of using a KPI doesn't always guarantee success. Toulson and Dewe (2004) identified three obstacles that can hinder organizations from measuring human resource using KPIs: 1) a lack of HR experience 2) precision in measurement, and 3) lack of data or difficulties in measurement. Eckerson (2006) warned in his research that the selection of the wrong metrics for KPIs can significantly damage a performance management initiative and it can cause many problems for the human resources management systems in an organization.

Step 13: Employee Retention

The most undesirable event that most organizations do not want to experience is high turnover of employees. Keeping track of employee retention is important for organizations because disengaged employees can be costly in terms of time, expense, and progress for organizational productivity. Thus, it is necessary for organizations to retain and nurture their most treasured employees to prevent these complications. Before building a strong work force, organizations must aspire to keep them first, by building a positive working atmosphere to promote engagement and appreciation of employees, as well as providing them with a healthy work-life balance. These can be done through a series of human resource management methods that each organization can customize according to the profile of their work force.

Deery (2008) observed that for organizations to retain the most talented employees and keep satisfaction high, respect, recognition, and rewards must be utilized in tandem. Respect, or holding in esteem, special regard, or particular consideration given to employees are most important, as respect is one of the main foundations of keeping employees happy. Recognition is a tool to motivate employees to do a better job. Employees who work hard and achieve an organization's target should be recognized by their managers and their team. This might force other employees to improve themselves. Rewards are the special offers given to the employee when their performance is beyond the standard of the organization. Moreover, rewards can be a tool that an organization uses to retain or keep its valued employees.

Research by Chung-Hsiung, Sue-Ting, and Guan-Li (2009) and fellow researchers stated that job security - the feeling employees perceive that the organization and their managers or supervisors are fair to them is one of the most important areas to retain employees. The employees are more engaged with the

organization if they feel secure in their position (Eisenberger, Fasolo, & Davis-LaMastro, 1990; McNeese-Smith, 1995; Miller et al., 2002; Ramlall, 2003; Wells & Thelen, 2002).

Many studies by human resource management experts found that job dissatisfaction and lower organizational commitment is the outcome of a lack of job security among employees. Organizations must also be wary of major challenges posed by their competitors in the industry today; every organization (willing to provide the best working facilities and remuneration to its employees) is looking to poach the best talent out there, with the increase in opportunities available for skilled workers, it is increasingly difficult for the employers to satisfy and retain workers. (Arnold & Feldman, 1982; Ashford, Lee, & Bobko, 1989; Davy & Cobbold, 1991; Rosenblatt & Ruvio, 1996).

Moreover, studies from Messmer, Tomlinson, and Handy found that one of the important factors in employee retention is an investment in employee training and career development. All studies were convinced that organizations can keep the leading edge by having their employees well trained in the latest technologies, and knowledge of new information & proper innovation, that are essential for survival in any work environment. As such, core competencies & knowledge embedded in employees is the most valuable asset of any firm (Messmer & Bunke, 2000; Tomlinson et al., 2002).

Finally, work-life balance is one of the important topics to retain the employees. The studies found that employees are more stressed if their manager assigns them to work on their day off or holiday, they are more likely to make the decision to leave the organization (Hyman & Summers, 2004). In a study conducted by the Australian Telework Advisory Committee, it was found that 70% of businesses that introduced work flexibility arrangements, such as teleworking/ telecommuting options/work-travel to their employees, allowing them to work from home or any other place not at the organization reported a number of positive benefits. These include increased business productivity, reduced operational costs, improved employee flexibility & work-life balance, and increased workforce participation (Pergamit & Veum, 1999).

Step 14: Employee Promotion

Dessler defined “Promotion” as the instance in which an employee makes a shift in the upward direction in the organizational hierarchy and moves to a place of greater

responsibility (Dessler, 2008). Promotion can be defined as the movement of a person to a higher-level position in an organization and can be used as an incentive tool for providing them with higher monetary rewards. It is a positive way to reward employees that meet the company's target organizational goals. Promotions are valuable opportunities given to highly productive employees by their superiors, since only those who achieve the standard expected by the organization should be considered for promotion. Being promoted is an important aspect of a worker's career and life, affecting other facets of the work experience including workers' labor mobility. It also enables companies to give recognition to the employees that are performing well. The deciding factor for the movement in position of any individual in the organizational hierarchy is his or her talent; the higher the level of talent in any individual, the higher his or her position in the hierarchy (Carmichael & Chesselet, 2002; Lazear, 1989; Mondy & Noe, 2005; Murphy & Cleveland, 1995; Pergamit & Veum, 1999; S. Rosen, 1982).

Promotions are valuable opportunities given to highly productive employees by their superiors, since only those who achieve the standard expected by the organization should be considered for promotion. According to various studies, when firms use promotion as an incentive or reward, employees feel that they have made sufficient contributions to their organization, thus leading to greater exertion in effort and making them feel more satisfied with their job. The workers being promoted will only value promotions when they carry an increase in job amenities, such as: 1) a bigger office or spending account (tangible factors) or 2) the acknowledgement of a job well done from employers and the psychological self-worth, workplace acceptance, and distinction among fellow employees that comes with a promotion (intangible factors). To illustrate how important promotion is, most studies look at how it affects worker morale. It was discovered that employees who are mostly dissatisfied with the opportunities available for promotion in their workplaces show greater intention to leave an organization (Baker, Grewal, & Parasuraman, 1994; DeSouza & Kak, 2002; Kostetas, 2009; Pergamit & Veum, 1999; Shields & Ward, 2001).

Promotion can be a double-sided coin. Kelly-Radford stated that the rate of failure is higher when the employees are hired externally than when they are promoted internally. Moreover, climbing up the hierarchy in the workplace is always associated

with an increase in workload and responsibility, which could have significant impact on employee well-being. Additionally, promotions as a tool for employee retention only work when the workers place significant value on the promotion itself (Pergamit & Veum, 1999).

In the past, organizations used a surprise promotion method. The manager did not inform the employee before the date of a promotion. However, the job promotion process has changed in the business world now. The manager uses an Individual Development Plan (IDP) as a tool to consider and discuss with the employee about their strengths and weaknesses. After reviewing an IDP, the employee is given time to improve their weakness. Finally, the promotion is announced to the team and the organization.

Step 15: Resignation

The act of retiring or withdrawing an employee from a position or office that he or she bears is called “Forced Resignation”. It is an issue that affects both existing employee’s behavior and an organizations work environments every now and then. Forced resignation at any workplace will always harm the sentiments of any existing employee who foresees a long and prosperous career with their organization (Burr, Drummonf, Cartwright, Black, & Perron, 2013).

There are some important factors which lead to voluntary employee resignation, such as the issue of family problems, compensation, inefficient leadership and lack of emotional attachment to the organization. Resignations are deemed to be mostly caused by salary issues, as attractive salaries always factor into the retention of an employee in an organization. Therefore, resignations due to salary matters are always considered as a threat to every organization (Hürlimann, 2010; Woongwacharapaiboon, Sirikabokwilai, & Pengpaiboon, 1999). Skaggs (2008) inferred that it is the lack of ferocity, and authority in the supervisor that can influence an employee to resign from his or her work place (Skaggs, 2008).

Resignations of employees do not matter if they are for just reasons. However, unjust layoff of employees, either forcefully or unforcefully will always pave the way for the resigned employee to speak ill of their previous bosses and organizations, sowing the seeds of discord between existing employees and the management. In many studies, it was found that gender or sexual orientation was not the only sole reason in

influencing resignation. Both male and female genders have their own different reasons when resigning from a workplace. It was discovered that female employees mostly resign because of family issues in contrast to males employees (Hürlimann, 2010; Shalley, Gilson, & Blum, 2000; Simha, 2001).



Table 2.5 Related Research on Human Resource Management / Human Resource Management Practices

Authors (Year)	Topic	Research setting	Data Sources	Research Aims	Significant Results
Den Hartog et al. (2007)	Recruiting leaders: an analysis of leadership advertisements	UK	Secondary sources	To analyze how do organizations find a potential leaders through advertisements	The researcher assessed the frequency of the 180 different leadership terms. Most frequently used terms are 'leadership' or 'leadership skills'. Therefore, if organization would like to recruit their leader via advertisement, these two words are the most effective to use.
Searle & Ball (2003)	Supporting innovation through HR policy: evidence from the UK	UK	Survey of the top 300 organizations identified from the FTSE 500, employing over 100 people.	To focus on the relationship between the importance of innovation for organizations and their human resources policy	Over 84 percent of organizations regarded innovation as either critical or important, regardless of their size (in terms of both staff number and turnover) or the sector they occupied.
Schmidt and Hunter (1998)	The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings	-	Secondary sources	This article summarizes the practical and theoretical implications of 85 years of research in personnel selection.	This article presents the validity of 19 selection procedures for predicting job performance and training performance and the validity of paired combinations of general mental ability (GMA) and the 18 other selection procedures.

Authors (Year)	Topic	Research setting	Data Sources	Research Aims	Significant Results
Adler (1993)	Verifying a job candidate's background: The states of practice in a vital human resources activity	-	Secondary sources	To study the important of Verifying a job candidate's background	The research found that there are 2 reason to verify a job candidate's background which are (1) to verify the accuracy of factual information that has been provided by the applicant (2) to uncover derogatory background information that may not have been provided by the applicant
Frankenfield and Kleiner (2000)	Effective employment screening practices	-	Secondary sources	To study the process of Screening Candidates	The research found that a company's comprehensive employment screening package should include a compilation of the following: an application form with "teeth", interviews, testing, reference checks, and back ground checks.
Zucchi and Edwards (2009)	Human resource management aspects of business process reengineering	UK	Secondary sources and personal interviews with senior managers in UK organizations	To examine the relationship between business process re-engineering (BPR) and human resource management	BPR principles on the management of human resources as stated in the literature seem to find a full application in most of the organizations investigated.

□

Authors (Year)	Topic	Research setting	Data Sources	Research Aims	Significant Results
Wells and Thelen (2002)	What does your workspace say about you? The influence of personality, status, and workspace on personalization	America	Survey- questionnaire approach with 234 employees from 33 companies	To examine the relationships between workspace personalization and the Big Five personality factors	The research found that Personality is only indirectly related to personalization through employee characteristics such as status and type of workspace. Personalization is primarily predicted by the company's personalization policy and an employee's status and workspace.
Shields and Ward (2001)	Improving nurse retention in the National Health Service in England: the impact of job satisfaction on intentions to quit	England	Survey- questionnaire approach with permanent nursing staff from a set of 91 NHS employers	To investigate the determinants of job satisfaction for nurses and establish the importance of job satisfaction in determining nurses' intentions to quit the NHS	The research found that nurses who report overall dissatisfaction with their jobs have a 65% higher probability of intending to quit than those reporting to be satisfied. However, dissatisfaction with promotion and training opportunities are found to have a stronger impact than workload or pay.

Authors (Year)	Topic	Research setting	Data Sources	Research Aims	Significant Results
Skaggs (2008)	Factors contributing to employee resignation (Perceived & Actual) among georgia cooperative extension agents	Georgia.	Open-ended interview questions with five former Extension Agents who willfully left the organization and five currently employed Extension Agents	To examine the factors contributing to employee resignation among Cooperative Extension Agents in Georgia.	Regarding factors leading to employee resignation, former and current Agents both cited time demand / time away from family and salary as important. Notable areas in which the two groups did not agree included lack of leadership and support from County Extension Coordinator as stated by former Agents and unrealistic expectations / feelings of frustration as stated by current agent.



The efficiency and effectiveness of human resource management practices

Cracc (2003) stated that the effectiveness of the best practices in terms of workforce organization and management can be considered from employee's satisfaction toward the overview of the HRMP outcomes. While a firm's HRMP efficiency can be measured by focusing on the employee's perception toward particulars of each step of human resource management practices (Becker et al., 2001). Pickard (2002) added that most human resource departments in the service industry measure the efficiency of their human resource management processes by collecting a questionnaire from their staff, asking the level of their satisfaction toward 3 main processes, which are,

- 1) The Pre-Start Working Process
 - (1) Job advertisement
 - (2) Candidate interviews and examination
 - (3) Candidate verification
 - (4) Candidate confirmation process and contract signing
- 2) Internal Human Resource Management Process
 - (1) HR and departmental orientation
 - (2) On-site and off-site training
 - (3) Employee evaluation processes
 - (4) Early probation announcement, career and development plan explanation
 - (5) Leadership style and performance coaching
 - (6) IDP explanation and KPI training
 - (7) Building working atmosphere, respect, rewards, and recognition process
 - (8) Job security
 - (9) Career development and promotion processes
- 3) Resignation Process
 - (1) Issues analysis and exit interview process

2.6 Factors Influencing the Efficiency and Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport

There are many factors influencing the efficiency and effectiveness of human resources management practices that have been implemented in extensive research. The researcher has summarized some of this research and presented it as the table below;



Table 2.6 Factors Influencing the Efficiency and Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport

Author/year	Organization Size	Organization Structure	Business Strategy	Organization Culture	Power and Politics in Organizations	Top & Line Manager Styles	Economic Conditions /Changes	Technological Change /Advancements	Energy and Resources	Union Action	Government Regulations
Garavan et al. (2008)	✓		✓								
Onsarigo (2016)	✓										✓
Klaas et al. (2000)	✓	✓			✓						
Hudson et al. (2001)		✓									
Katou et al. (2008)			✓		✓						
Mello (2010)			✓							✓	
Rahbek et al. (2012)				✓	✓						

Author/year	Organization Size	Organization Structure	Business Strategy	Organization Culture	Power and Politics in Organizations	Top & Line Manager Styles	Economic Conditions /Changes	Technological Change /Advancements	Energy and Resources	Union Action	Government Regulations
Aiken et al. (2001)				✓	✓						
Whitener (2001)	✓			✓					✓		
Morgan (2002)		✓		✓	✓						
Meier (2013)						✓					
Okpara (2008)						✓				✓	
Zineldin et al. (2012)						✓			✓		
Boerner et al. (2007)						✓					
Kay et al. (2011)						✓				✓	
De Mello (2006)			✓				✓				✓
Rosman et al. (2013)							✓				
Maclin et al. (2011)								✓			

Author/year	Organization Size	Organization Structure	Business Strategy	Organization Culture	Power and Politics in Organizations	Top & Line Manager Styles	Economic Conditions /Changes	Technological Change /Advancements	Energy and Resources	Union Action	Government Regulations
DeFillippi (2002)	✓							✓	✓		
Garavan et al. (2008)								✓			
Tiwari et al. (2012)				✓				✓			
Verkinderen et al. (2002)								✓			
Gratton (2005)									✓		
Tiwari et al. (2012)		✓									✓



However, this research aimed to examine all factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport. Therefore, the researcher has covered all the factors reviewed from the literature.

In this section, the researcher has categorized these different factors into five main areas: 1) Organizational factors, 2) Economic factors, 3) Technology factors, 4) Environmental factors 4) Sociocultural factors, and 6) Government policies and regulation factors. These areas have been identified as the ones that impact the efficiency and effectiveness of Human Resource Management Practices in all organizations.

2.6.1 Organizational Factors

2.6.1.1 Organization Size

How big or small an organization is, without a doubt, affects how human resources are dealt with. Firms that are bigger, in particular, will have more specific requirements when it comes to their HR practices (Garavan et al., 2008). In these big firms, for instance, each section of the organization will have its own rules and regulations and ways of doing things. If the firm is larger, there would be even more complexity to how HR is managed. In addition, the managerial style will also be dictated by the firm's size, whether the autocratic or democratic leadership style is practiced. For those firms that are larger, it is vital that the decentralization approach be adopted as it would permit workers to have more independence and develop their own sense of confidence. On the contrary, firms that are smaller would still need to have a more centralized structure, where the managers are closely supervising everyone (Kaynak, 1997; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989).

Onsarigo (2016) identified two principal reasons to explain why there is a connection between the size of an organization and its human resources formalization. Firstly, when firms grow in size, there is an increased likelihood that they would need to decentralize and improve how different people and sections communicate with each other. This would only be possible with a certain degree of formalization and standardized practices (Nooteboom, 1993; Onsarigo, 2016). Secondly, there are additional yet reasonable expenses that must be borne due to human resources formalization (Klaas, McClendon, & Gainey, 2000). Due to the larger size of big firms,

they can enjoy an economy of scale when it comes to these additional expenses when compared with smaller organizations where the cost per person for such formalizations would be much greater (Onsarigo, 2016).

2.6.1.2 Organization Structure

Chandler explained that the organizational structure is based on how the company carries out its business. There are three main roles: 1) make goods and realize aims and targets; 2) ensure that there are standards in how people do things through controls or exerted efforts to reduce any differences that may exist, and 3) clarity in terms of the use of power, decision making and the execution of work (Chandler, 1962). Organizational structure refers to how “labor is divided into different tasks and then its coordination achieved among those tasks.” Plus, such a structure clearly explains who is doing what in a firm, who is in charge, who is a subordinate as well as each position and related function.

It has been explained that the purpose of an organizational structure is to make sure that the various parts of a firm work well together thanks to specific rules and regulations from the human resources department. It is ideal to include staff members’ input when it comes to changes that are made to rules and regulations or the organizational structure (DeToro & McCabe, 1997). As a result of more and more competition and disruption worldwide, approaches to human resources have to be more versatile and inclusive (Hudson, Smart, & Bourne, 2001; Tomer, 1992).

2.6.1.3 Business Strategy

Firms employ a multitude of techniques that allow them to enjoy a competitive advantage and realize their objectives. These techniques are more likely to be fruitful if they are somehow connected with human resources approaches. Katou and Budhwar (2008) found that for those firms that incorporate business strategies with HR approaches, there are improvements in the firm’s performance and more diverse human resources practices (Garavan et al., 2008). As a consequence, such areas as an annual bonus, employee training and development, staff relations, and compensations can be impacted. Mello (2010) asserted that a firm’s human resources’ design, strategy, and approaches have to take into account the organization’s business aims, objectives as well as strategies. There should definitely be a match in terms of the firm’s strategy and how human resources function (Schuler, 1992; Truss & Gratton, 1994).

2.6.1.4 Organization Culture

Martin (1992) identified many parts of an organizational culture. These include behavioral norms which explain how things are done in the company; organizational stories which involve workers talking about how work in the organization should be done; and jargon which involves words and phrases only people working in the firm would understand.

Organizational culture is made up of values, beliefs, and assumptions which many people in the firm all share. This culture helps to make clear that the firm stands for and serves as a compass to help give workers a sense of where they are going, and the aims that they should strive to achieve. In a sense, such clarity will ensure that workers know how to behave, what their role is, and what type of attitude would be appropriate. Rahbek Gjerdrum Pedersen and Sudzina (2012) concluded that the ease of access to management and the decision-making approaches are linked to a firm's culture (Rahbek Gjerdrum Pedersen & Sudzina, 2012). Buller (1988) found that those firms that have a culture that is positive, enjoy reduced employee turnover, and find it easier to attract and hire new workers (Buller, 1988). A firm's previous experiences can shed light on what approaches would work and what would be detrimental, including the types of workers they need. The reasons why most firms do not embrace change and strive to maintain the status quo are due to their traditions and what they have done in previous times (Kane & Palmer, 1995; Pardo del Val & Martínez Fuentes, 2003).

Bedeian, Ferris, and Kacmar (1992) identified the most vital part of human resources management as the need to persuade and convince staff members who are highly skilled to not leave the organization (employee retention) when the organization faces changes, downsizing, consolidation or encounters other disruptions. Indeed, motivation and employee retention are the key challenges facing those working in the hotel and service industry (Aiken et al., 2001; Bedeian et al., 1992). The term "organizational commitment" refers to how much the worker sees him/herself as a part of the firm, and their level of desire to continue to be an active participant in the organization. A worker that possesses a high level of motivation is more likely to be committed to the firm; another factor is the fact that the worker shares similar values and beliefs with the firm (Newstrom & Bittel, 2007). The only way a company can

ensure its continual existence in the future is to include “strategic staffing” ideas to ensure that highly skilled staff do not leave the firm (Whitener, 2001).

The research findings of Meyer and Allen (1991) show that the employees’ commitment to the company will be cemented if the firm knows how to deal properly with their workers’ experiences (Allen & Meyer, 1990). How workers feel, behave and perform on the job is based on what they expect from, and how they are treated by the firm.

Culture is a phenomenon which develops through “social integration” Morgan (2002). Thus, having someone who is leading and who inspires and supports his/her subordinates is important. This is because senior managers’ roles are to guide the firm by incorporating “the idea of process orientation” (Tenner & DeToro, 1992).

2.6.1.5 Power and Politics in Organizations

Influential powers rest not only with workers who have higher positions, as such powers can also be found among all employees, from all rungs, along with external individuals such as customers. All stakeholders, in brief, yield the potential to influence each other. Some individuals who may be regarded as powerless may actually have the power to change how people act and think as well. Regardless, there is a clear distinction between possessing power and possessing authority. The former deals with the power that a person has been given to do something, such as a security officer has the power to stop someone from stealing.

Power in a firm comes from its structure. Also, power depends on “strategic contingencies,” which refers to the various vital parts in a company that allow it to carry out its mission in an effective manner. More specifically, the way the firm is organized into numerous sections, departments or teams that have been created to allow the firm to do this. Tsui and Milkovich (1984) identified that the power wielded by various people in an organization can play an important role when it comes to human resources, especially when it touches on the introduction of new rules and regulations and new ways of doing things in the firm. Those in charge of the HR department, for instance, must be able to pinpoint where the power lies in the firm. In a similar manner, Kane and Palmer also found that those in charge of human resources play an important part in shedding light on the main components of how human resources are practiced in a firm (Kane & Palmer, 1995).

The term “organizational politics” explains how employees can realize their aims without having to use formal channels in a firm. To determine if politics is beneficial or detrimental to a company, what must be examined is the specific aims of each employee and whether these aims are in line with the firm’s own aims. When applying the reasonable model of organizations, the assumption made is that employees act in a logical manner, taking into consideration data and aims that are easy to understand and will not be misinterpreted (Zeepedia.com, n.d).

For political activities to achieve their goals, there are three components that must be taken into consideration:

- 1) Uncertainties may ensue if one or more of the five parts that make up the Strategic Contextual Forces are altered in any way. These forces consist of environment, technology, strategy, culture, and structure. Questions may arise dealing with how resources are divided, for instance, which may have an impact on how the people in the firm behave (political conduct).

- 2) Political conduct may be impacted if the firm’s various activities are altered in any way, such as changes in the way activities are coordinated or linked.

- 3) Political conduct may be impacted if the firm’s leadership is modified. The rapport among people as well as how things are done in the firm may be altered.

2.6.1.6 Top & Line Manager Styles

Another way HRM practices can be impacted has to do with what those at the top of the organization identify as being the most important for the firm and how they “steer the ship”, which in turn will guide or dictate how the firm’s human resources policies will be shaped and the direction they will take. The link between those at the top of the organization and the direction taken by the human resources approaches is something many researchers have commented and reported on; thus, it is important that top management provide proper guidance and suggestions (Kane & Palmer, 1995; Ondrack & Nininger, 1984). Mabey and Salaman shed light on the fact that firms must also remember to take into consideration the opinions and viewpoints of shareholders, along with the management agendas, when it comes to what employees should be learning to improve themselves, and what the company should be doing to develop

them. Meier, Patel, Bigger, Rossman, and Engstrom (2013) revealed in their research that those at the top of health-related organizations often meddle in the human resources department and in the HR's work.

Individual staff members (subordinates) will tell their direct line managers (superiors) and keep them informed about what they are doing. The managers can then keep track of what their subordinates are doing, or not doing and take action if necessary. Such relationships and direction in which work is given and then reported back are key to making a company successful. Research has shown that there are possibilities for the superiors and subordinates to share responsibilities in the work that they have to collaborate on in order to help make the company successful. Okpara and Wynn (2008) wrote that the line managers should include human resources approaches in their work since they have to work to make something of value for the firm. Also, these superiors are aware of, in an in-depth manner, what is needed by their subordinates and the various parts of the firm. For this reason, they can help shape the firm's HR approaches so that they work properly and help the firm achieve its goals. Rosman et al. stated that a given style of managing people is one component which influences the approaches and work of a company's human resources department (Meier et al., 2013).

Leadership Style

Zineldin and Hytter (2012) found that the field should have a better grasp of the impacts of contextual factors. In particular, how might leadership style and emotions affect workers? There are two main leadership styles:

- 1) Transformational leaders are those that bring about change in another person and bring the best out of someone. These leaders help their subordinates to match their subordinates' aims with the company's aims. On the other hand, transactional leadership is based mainly on money (Boerner, Eisenbeiss, & Griesser, 2007).

- 2) Transactional leaders mainly lead through social transactions, such as "I pay you, so you do the work." Workers in turn would think that "I am paid, so I do what I am told." Research has found that the first type of leadership style, transformation, is far superior to the second (Kay, Francis, & Robbins, 2011).

2.6.2 Economic Factors

2.6.2.1 Economic Conditions / Changes

In terms of all of the influences from outside the company (external factors), how the economy is doing has a truly significant impact. The impact encompasses not only current employees working in the firm (existing talents), but also the desire to recruit new talents from outside due to the ability of the firm to offer a competitive compensation and benefits package. Satow and Wang (1994) explained that human resources departments not only have to deal with the local economic conditions, but now must take into consideration what the economy is like as a whole all over the world. To illustrate, the economic slowdown in 2001 led to reduced demand across the board, including in employment. With less income, many firms slashed pay and benefits (Satow & Wang, 1994). Kane and Palmer (1995) wrote about their research in Australia and how an economic recession was the main reason why people had to be made redundant. (De Mello, 2006) talked about trends in the economy and how negative factors such as lack of tangible achievements or work can make people have low morale (De Mello, 2006; Kane & Palmer, 1995). Rosman, Shah, Hussain, and Hussain (2013) explained how the economy of a country can have substantial impacts on the work of the human resources department and the approaches they adopt. HRM researchers found that to survive in a world that is unpredictable and full of disruptors, it is imperative to plan for the future and anticipate a slowdown in the economy, and not focus only on the present situation (Rosman et al., 2013).

2.6.3 Technology Factors

2.6.3.1 Technological Change / Advancements

Changes in technology can have significant impacts in many areas, especially when it comes to the long-term view of the world's economy. With advancements in the world's technology, people will live longer, and the population will explode. The Internet, for instance, has made it easier to connect with others virtually. By 2020, it is predicted that almost everyone will have a hand-held device and will be able to surf the internet. In terms of education and learning, people can access countless resources and gain knowledge online for free. As for the human

resources field, what is of concern will be robots replacing humans (Maclin et al., 2011).

The benefits of new technology can help a company to grow its business, earn more money and have a better image. Technology can also allow it to have better access to infrastructure. It is clear that technology is completely changing how companies are doing business. Also, technology has brought about changes to the work of the human resources department too with increased dependence, and adaptation of technology in its work. The changes include all aspects of the work of HR, including recruitment, training, performance appraisal as well as deciding how much to pay employees.

Technology can help the human resources department learn things and carry out projects faster. There is always an expectation that with the introduction of new technology and growth in the business, workers would receive increased pay. Because of the higher salaries, there would be less needed to pay for training and employee development since they are more qualified. To cut down on expenses, companies should try to use Artificial Intelligence (AI) and replace workers with technology in areas where that would be possible, such as jobs that require a great deal of manual work. Many banks, for instance, have introduced ATMs that are capable of replacing tellers. Many researchers have also identified further areas in human resources that have been impacted by technology including hiring (using websites and electronic submissions of CVs) as well as the development and training of staff members using online resources (e-learning) rather than face-to-face classes. DeFillippi is of the opinion that technology has had a veritable impact on how we work as well as in what workers do, and how they engage with the company. Technology has also fueled the expansion of multinational companies and firms. Garavan et al. (2008) explained that the manufacturing sector relies heavily on technology and that technology has given human resources new ways of doing things (DeFillippi, 2002; Garavan et al., 2008; Tiwari & Saxena, 2012; Verkinderen & Altman, 2002).

2.6.4 Environmental Factors

2.6.4.1 Energy and Resources

Gratton (2005) wrote about the consequences for our environment and how they may lead to changes in the work of human resources. With finite resources in the world, the price of energy may climb. There may also be earthquakes, tsunamis, or other environmental calamities. Due to such limitations and uncertainties, humans will have to find ways to deal with these new realities, including coming up with more energy-efficient approaches to life and focusing more on environmental sustainability. All of these changes and the possible impacts they may have on us will certainly shape how we approach work and carry out our work on a global scale (Gratton, 2005, pp. 27-50).

To conclude, a multitude of approaches should be adopted and considered to meet the demands of employees, taking into consideration their demographic characteristics, their preferences and the various factors that have an impact on their daily lives. With such diversity and an ever-changing world, companies should select workers whose aims and values align with the companies' aims and values. Furthermore, what the company does in terms of its HR practices should be what workers want and expect; otherwise, it would be challenging for the company to attract and retain talent.

2.6.5 Sociocultural Factors

2.6.5.1 Union Action

Kochan, McKersie, and Cappelli (1984) believed that unions and the work they do have direct impacts on the company's human resources approaches. Labor unions work on behalf of workers and represent the needs and interests of workers when dealing and negotiating with the employer through collective bargaining. They work to protect the worker's interests. For such reasons, being able to manage the relationship with workers and their union is of vital importance. This includes formal communication and dialogue between the workers and the company. What the company and human resources can and cannot do, of course, will also be governed by relevant laws which must be adhered to. One example is the legal requirement that companies hire a certain number of, or percentage of local people over foreign workers (Kay et al., 2011).

2.6.6 Government Policies and Regulation Factors

2.6.6.1 Government Regulations

All types of organizations must adhere to the law as well as any related rules and regulations. This is also true for the human resources section; human resources professionals must comply with all national and international laws as dealing with recruitment, training, pay, and termination. For instance, when terminating a contract, there is a legal requirement to cite the specific reason and to inform the worker in writing, in advance. Also, when hiring someone, companies cannot ask personal questions in order to determine if a female candidate plans to get pregnant. Companies that fail to adhere to laws will be prosecuted and face fines and penalties.

Kane and Palmer (1995) showed in their research that government legislation can have an impact on “occupational health, industrial relations and equal opportunity for all.” Mabey and Salaman stated that government policies and laws should be considered and taken into consideration when planning and carrying out programs to train and develop their workers. De Mello (2006) found that laws and regulations yield positive results in all aspects of a company. Tiwari and Saxena (2012) emphasized that companies’ human resources approach, and policies must adhere to the country’s laws, rules and regulations. In brief, the existence of varying approaches in human resources stems from the fact that there are many laws and legal considerations that must be incorporated and adhered to (De Mello, 2006; Kane & Palmer, 1995; Mabey & Salaman; Tiwari & Saxena, 2012).

2.7 Conceptual Research Framework

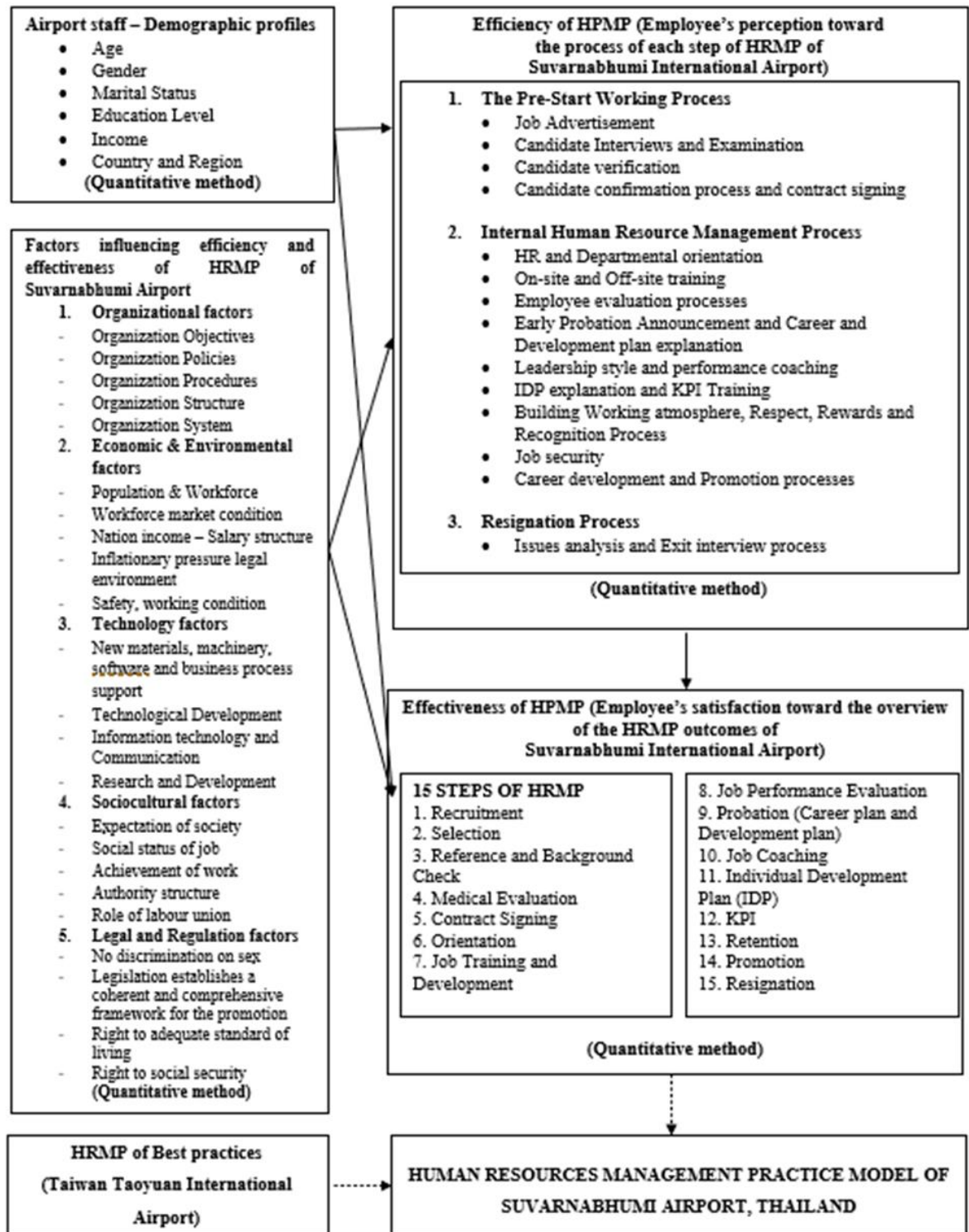


Figure 2.6 Conceptual Research Framework

2.8 Conclusion

In conclusion, this chapter draws ideas from the literature review relevant to the efficiency and effectiveness of the human resources management practice of Suvarnabhumi Airport. This chapter also includes factors influencing efficiency and effectiveness of HRMP of Suvarnabhumi Airport. From the literature review, it was found that there are five factors influencing the efficiency and effectiveness of the HRMP of Suvarnabhumi Airport which are 1) organizational factors, 2) economic & environmental factors, 3) technology factors, 4) sociocultural factors, and 5) legal and regulation factors.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The research, though, has many methods and tools for data collection (Keith, 2006), the researcher needs to find the best method which is able to provide the best answer to the research question. According to Bryman and Bell (2007), quantitative and qualitative research is generally used in scientific research because qualitative research can emphasize keywords, analysis of data, whilst quantitative research can incorporate numerical data. This chapter provides an explanation of the research methodology that was used and also presents research process, and data acquisition. The study “Human resources management practice model of Suvarnabhumi Airport, Thailand”, the framework’s main purpose was to transfer knowledge of HRMP from Taiwan Taoyuan International Airport to Suvarnabhumi Airport. The research, therefore, employed a mix of research methodology (both quantitative and qualitative) to complete the research objectives of this study.

The qualitative method was mostly undertaken to explore the key information about human resources management practices in both airports, which were Taiwan Taoyuan International Airport - The World's Best Airport Staff (businessinsider, 2018) and Suvarnabhumi Airport, from the key informant by using in-depth interviews as tools. The quantitative method was applied to investigate the employee’s satisfaction toward human resources management practices of Suvarnabhumi Airport and Figure 3.1 illustrates the structure of this chapter.

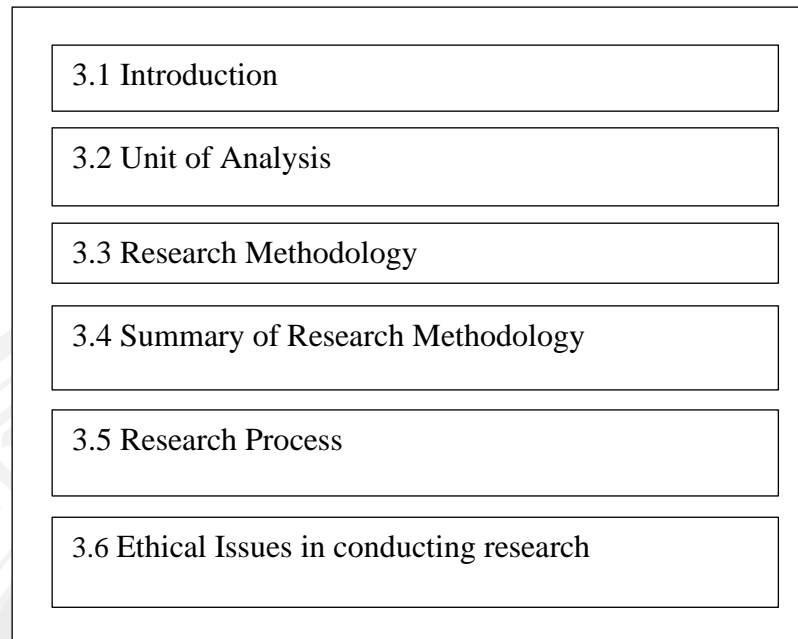


Figure 3.1 Structure of Chapter 3

3.2 Unit of Analysis

Taiwan Taoyuan International Airport and Suvarnabhumi Airport were selected as the units of analysis in this dissertation. The researcher selected Taiwan Taoyuan International Airport because the airport has received Worldwide Best Airport Staff in the World Award and Best Airport in Asia by skytrax (Skytrax.com, 2018). The awards for Best Airport Staff service are the most coveted quality accolades which recognize the combined quality of staff service (attitude, friendliness, efficiency) delivered across front-line positions at an airport. It includes staff working for customer help / info counters, security staff and all customer facing staff. Therefore, Taiwan Taoyuan International Airport was the most suitable area to study for this dissertation. Moreover, Taiwan Taoyuan International Airport is an international airport that was built and operated on a large scale. Therefore, knowledge relating to human resources management practices of Taiwan Taoyuan International Airport are transferrable as a good fit for Suvarnabhumi Airport as its operation is of a similar scale as Taiwan Taoyuan International Airport. Also, Suvarnabhumi's original purpose was to be a

world-class international airport and aspired to be a leader in the area of Worlds' Excellent Airport Staff service

3.3 Research Methodology

The researcher concerned herself with mixed research methods which are based upon both quantitative and a qualitative methodology. Principally, quantitative focuses on numbers and large samples to investigate, while qualitative focuses on words and meanings in smaller samples (Greene, 2008). By using mixed methods, which include both theoretical and philosophical constructs. Therefore, the researcher was more easily able to meet the scope of the research questions. Mixed research methods provide the detailed significance of the question (Commander & Ward, 2009).

3.3.1 Qualitative Method

Qualitative methods allow the researcher to investigate, understand and collect data by reviewing people's behavior. The questions seek to describe the situations (Borrego, Douglas, & Amelink, 2009). Qualitative methods strive for in-depth understanding of situations or subjects, through such technique's participant observation or content analysis. It is non numerical or statistical and it is used to understand the behavior and reasons (Nind, 2009). The researcher applied a qualitative method to each research objective (RO) as follows:

RO 1: To synthesize the process of human resources management practices of Taiwan Taoyuan International Airport, which is one of the best ranking of Worldwide Best Airport Staff in the world and Best Airport in Asia

To synthesize the process of human resources management practices of Taiwan Taoyuan International Airport, the study collects the primary data by using In-depth interview methods with semi-structured interview techniques, which enabled the researcher to gain deep information from the respondent and also acknowledge the respondent's feeling (Cooper & Schindler, 2003). Moreover, the researcher applied a purposive sampling technique to assure required characteristics and to declare the willingness of the samples in the qualitative research (Jennings, 2001).

The researcher defined the population into 2 sections which are shown in Table 3.1

Table 3.1 Population of the Study of RO 1

Population	Criteria
1. Management team (Human Resources Manager, Training Manager, Department Head etc.) of Taiwan Taoyuan International Airport	Work in management level at Taiwan Taoyuan International Airport at least 6 months.
2. Airport staff of Taiwan Taoyuan International Airport	Work in operational level at Taiwan Taoyuan International Airport at least 6 months. Airport staffs who have direct contact with passengers.

The researcher analyzed qualitative data from the interviews by using content analysis. Content analysis helped the researcher to transform data which provided contextual knowledge, facts and perception (Elo & Kyngas, 2007). Berg et al. (2009) stated that content analysis has been widely applied in the field of social sciences to analyze the information in various forms of text. The important thing that researchers pay attention to is classified as a structured collection and then translated into meaning (Shoemaker & Reese, 1996). Analysis of this type includes the identification of the content and application of the theory, and the empirical observation (Berg et al, 2009).

RO 5: To suggest the human resources management practices model of Suvarnabhumi Airport

To suggest the human resources management practices model of Suvarnabhumi Airport, the study collects the primary data by using In-depth interview methods with semi-structured interview techniques.

The researcher employed a purposive sampling technique to assure required characteristics and to declare the willingness of the samples in the qualitative research (Jennings, 2001). The criteria for the population are shown as table 3.2

Table 3.2 Population of the Study of RO 5

Population	Criteria
1. Management team (Human Resources Manager, Training Manager, Department Head etc.) of Suvarnabhumi Airport	Work in management level at Suvarnabhumi Airport at least 6 months.
2. Airport staff of Suvarnabhumi Airport	Airport staffs who work in operational level at Suvarnabhumi Airport at least 6 months. Airport staffs who have direct contact with passengers.

The researcher analyzed qualitative data by using content analysis. Content analysis helped the researcher to transform data which provided contextual knowledge, facts and perception (Elo & Kyngas, 2007).

In conclusion, In-depth interviews and semi-structured interviews are the most common qualitative research techniques. Bernard (1988) is of the opinion that the benefit of semi-structured interviews is that the person conducting the interviews can control the interview process and, for instance, ask follow-up questions or take the interview to a different topic. There is a great deal of flexibility. As for the structured interview, there are guiding questions which serve as a map to help the interviewer ask questions to the respondents. Since all respondents will be asked the same set of questions, the answers can then be compared. This also ensures the consistency in terms of data collection.

3.3.2 Quantitative Research

Quantitative research involves numbers and large samples. This method focuses on testing the theories by analyzing and collecting the data in a large samples (Bryman & Bell, 2007). Also, it includes graphs and charts which supported the researcher's analytical view of the study (Borrego et al., 2009). The researcher applied a quantitative method to each research objective (RO) as follows:

RO 2: To evaluate the efficiency of human resources management practices of Suvarnabhumi Airport

RO 3: To evaluate the effectiveness of human resources management practices of Suvarnabhumi Airport

To evaluate the efficiency (RO2) and to evaluate the effectiveness (RO3) of human resources management practices of Suvarnabhumi Airport, the researcher collected the data by using questionnaires. A questionnaire is the most effective method to collect data from a large sample size (Manna, 2003). Moreover, a questionnaire is a technique that is commonly used for gathering data in a quantitative study; a respondent is required to provide the answers according to the provided questions (Kumar, 2011). The advantages of using questionnaires are low cost, suitability for a large number of samples and allowed the respondents to reply their own answer without bias (Veal, 2006). However, this initial draft of the survey questionnaire was tested for accuracy and consistency before the actual data collecting process began. Therefore, the researcher did validity testing by using Item-Objective Congruence Evaluation (IOC). Also, Pilot Testing was applied to test the reliability of the questionnaire.

The researcher selected the total amount of airport staff of Suvarnabhumi Airport in 2017 as the total population (N). Therefore, the total population (N) for this study was calculated to be 7,230 people which is shown in Table 3.3

Table 3.3 The Total Amount of Airport Staff of Suvarnabhumi Airport from 2015 to 2017

Year	No. of Airport Staff
2015	6,044
2016	6,726
2017	7,230

Source: AOT Annual Report, 2017.

To calculate a sample size (n), used the sample size of Yamane at 95% significance level (Yamane, 1973). Therefore, the sample size of this study is 379.03, however, the researcher uses 400 people as the sample size of this study

Formula

$$n = \frac{N}{1 + Ne^2}$$

When n: Size of sample

N: Size of target population, which is

e: Inconsistency from sampling at 95% significance level

Therefore

$$n = \frac{7,230}{1 + 7,230 (0.05)^2}$$

$$n = \frac{7,230}{1 + 7,230 (0.0025)}$$

$$n = \frac{7,230}{19.075}$$

$$n = 37,903$$

Therefore, the researcher used 400 people as the sample size of this study.

The researcher applied a purposive sampling technique which is shown in the table 3.4

Table 3.4 Population of the Study of RO 2, RO 3

Population	Criteria
Airport Staff of Suvarnabhumi Airport	Staff who work in operational level at Suvarnabhumi Airport at least 6 months.
	Staff who have direct contact with passengers.

The researcher analyzed quantitative data by using descriptive statistics. Descriptive statistics help to summarize a given data set, which can be either a representation of the entire population, or a sample (Veal, 2006). Elo et al. (2007) stated that descriptive statistics describe the basic characteristics of information in the study. It procures simple summaries about the sample and the measures together with simple graphics analysis based on the basis of virtually every quantitative analysis of data.

In conclusion, the main data collecting tool employed in RO2 and RO3 was the questionnaire which allowed the researcher to prepare questions beforehand and ask respondents to answer each question on paper or electronically. It is a convenient and fast way to collect data from a large number of people within a relatively short period of time. Martyn also explained that questionnaires can generally be classified as “facts” and “opinions” (1999). By employing the Index of Item-Objective Congruence Evaluation (IOC), the validity of the questionnaire was ascertained. The purpose of validity is to make sure that the all parts of the research tool used will be right and correct. Specialists helped come up with the IOC which was used to check the content validity. In addition, the IOC helped verify the readability, clarity as well as thoroughness. Finally, everything was approved and the items were incorporated into the questionnaire that was distributed out to a small number of 30 respondents in a pilot

test in order to ensure the questionnaire's validity. This testing phase was important as it ensured that respondents fully understood all the questions, the wording, the measurement, etc. (Fraenkel & Wallen, 2003).

The questionnaire will be considered "reliable" when the results obtained are consistent without a great deal of variation which will then point to consistency and reliability. Another way to look at reliability is the absence of measurement errors – the more mistakes there are the less reliable the survey (Schumacher & McMillan, 2006). The Cronbach Alpha coefficient is employed to determine the internal consistency of the measure if the questionnaire includes Likert scales (Robinson, 2009). Robinson also notes that the minimum internal consistency should be a coefficient of .70 (Robinson, 2009); however, no specific figure has been agreed upon.

RO 4: To study factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport

To study factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport, Firstly, the researcher applied multi-stage sampling by using quota sampling to collect the data from front-line outsourcing staff as table 3.5

Table 3.5 Sampling Size of RO 4

Section	Sample Size
Human Resources Manager of Suvarnabhumi Airport	9
Training Manager of Suvarnabhumi Airport	4
Human resources & Training Officer of Suvarnabhumi Airport	12
Airport Staff of Suvarnabhumi Airport	375
Total	400

Secondly, the researcher used accidental sampling technique to collect the data until the researcher completed 400 questionnaires. To extract the related variables in order to generate a model, the researcher applied the Exploratory Factor Analysis (EFA). After the researcher completed the Exploratory Factor Analysis, the next step was to investigate the relationships among the variables by using the multi-linear regression analysis.



3.4 Summary of Research Methodology

Table 3.6 Summary of Research Methodology

Objective	Research Methods	Population	Criteria	Sample size	Sampling Techniques	Tools	Data Analysis
RO 1: To synthesize the process of human resources management practices of Taiwan Taoyuan International Airport, which is one of the best ranking of Worldwide Best Airport Staff in the world and Best Airport in Asia	Qualitative method	Section 1. Management team (Human Resources Manager, Training Manager, Department Head etc.) of Taiwan Taoyuan International Airport Section 2. Airport staff of Taiwan Taoyuan International Airport	Section 1. - Work in management level at Taiwan Taoyuan International Airport at least 6 months. Section 2. - Work in operational level at Taiwan Taoyuan International Airport at least 6 months. - Airport staffs who have direct contact with passengers.	± 30	Non - probability (Purposive Sampling)	In-depth interview	Content analysis

Objective	Research Methods	Population	Criteria	Sample size	Sampling Techniques	Tools	Data Analysis
RO 2: To evaluate the efficiency of human resources management practices of Suvarnabhumi Airport RO 3: To evaluate the effectiveness of human resources management practices of Suvarnabhumi Airport	Quantitative research	Airport Staff of Suvarnabhumi Airport	- Staff who work in operational level at Suvarnabhumi Airport at least 6 months - Staff who have direct contact with passengers.	400	Non - probability (Purposive Sampling)	Questionnaires	Descriptive statistics
RO 4: To study factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport	Quantitative research	Airport Staff of Suvarnabhumi Airport	N/A	400	Multi-stage sampling (Quota sampling and accidental sampling)	Questionnaires	Exploratory Factor Analysis and Inferential statistics

Objective	Research Methods	Population	Criteria	Sample size	Sampling Techniques	Tools	Data Analysis
RO 5: To suggest the human resources management practices model of Suvarnabhumi Airport	Qualitative method	Section 1. Management team (Human Resources Manager, Training Manager, Department Head etc.) of Suvarnabhumi Airport Section 2. Airport Staff of Suvarnabhumi Airport	Section 1. - Work in management level at Suvarnabhumi Airport at least 6 months. Section 2. - Work in operational level at Suvarnabhumi Airport at least 6 months. - Airport staffs who have direct contact with passengers.	± 30	Non - probability (Purposive Sampling)	In-depth interview	Content Analysis

3.5 Research Process

STEP 1

Synthesizing the process of human resources management practices of Taiwan Taoyuan International Airport by using in-depth interview

STEP 2

Evaluating the efficiency and effectiveness of human resources management practices from outsourcing staff of Suvarnabhumi Airport

STEP 3

Studying factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport

STEP 4

Integrating the outcome from STEP 1, STEP 2 and STEP 3 in order to develop a human resources management practices model for Suvarnabhumi Airport future adaptation

3.6 Ethical Issues in Conducting Research

Studies that involve the participation of human subjects must always take into consideration research ethics. This is particularly the case in research dealing with social and scientific issues because questions dealing with ethics can arise in each part of the research project (Walliman, 2011). Specifically, research ethics must employ an appropriate methodology and the outcome has to be accurate without the inclusion of any biases and personal beliefs from the researcher (Berg, 2001; Cohen et al., 2007; Yin, 2011). Creswell outlined five parts involved in the research process:

- 1) before the study,
- 2) start of the study,
- 3) data collection,
- 4) data analysis and reporting,
- 5) data sharing and storage (2014).

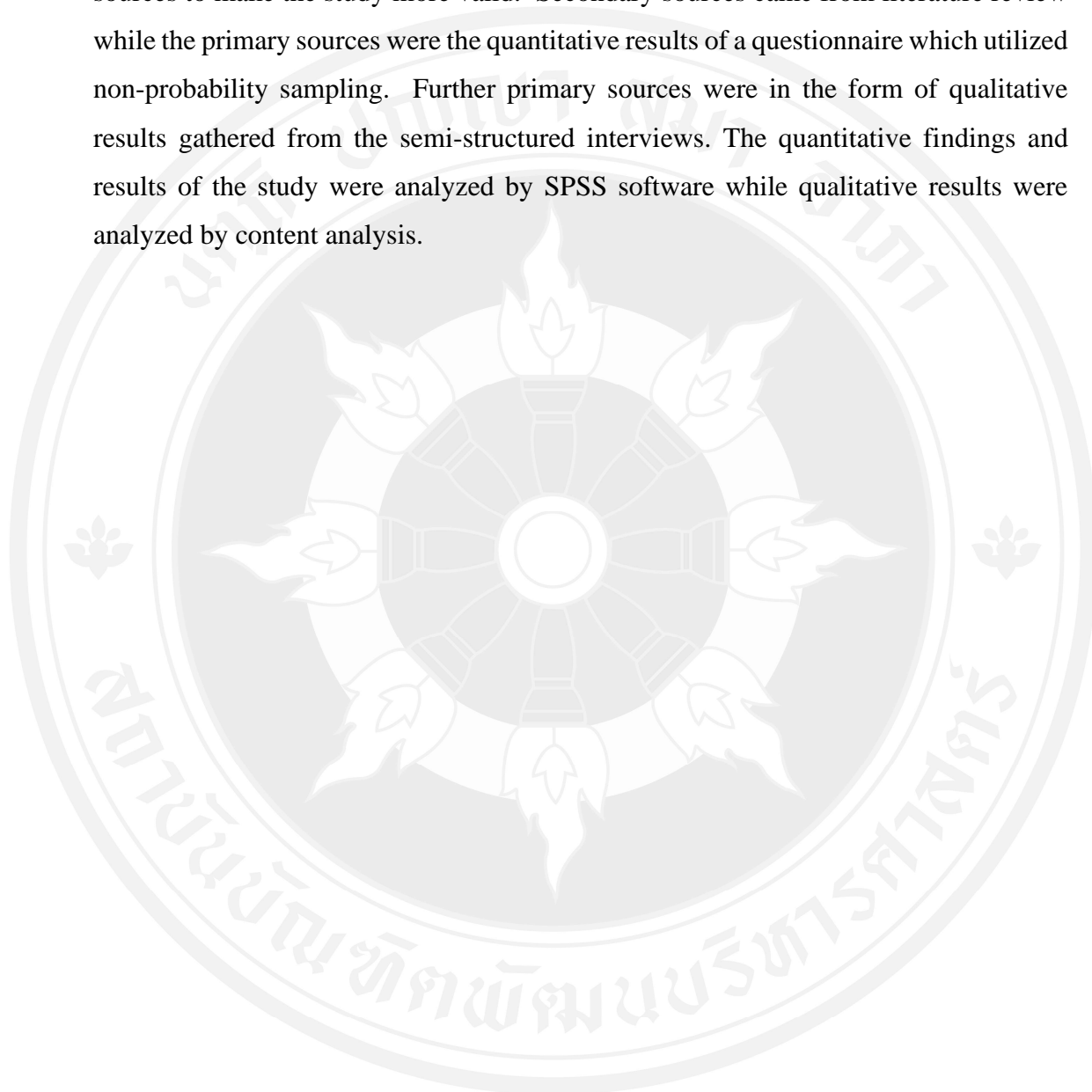
The researcher must also consider each individual's role and ethical issues involved in the research project. Such people include the research informants, the

researcher him/herself as well as the organization that provides funds for the research (Kumar, 2011). One key reason why ethics is important is because it is a way for the researcher to show that he/she respects those involved in the research, namely the informants and the community in which they reside; in addition, it is imperative not to be biased when choosing who to be involved in the study and who to gather data and knowledge from (Mack et al., 2005). Whenever human beings are involved, the researcher must ensure that everyone involved understands and accepts the topic is being investigated. This is in line with the findings of Cohen et al. (2007) who explained that “informed consent” involves actively seeking the informants’ permission. In other words, they must “consent” to being part of the project and to sharing their ideas, experiences and knowledge. Thus, all participants must sign a consent form so that it is explicitly clear that they wish to be part of the research project, something which is a key element of ethical consideration when it comes to research work. Such forms will explain who the researcher is and what the researcher is doing and why. Plus, this form must explain the study and promise that the information and identity of the informants will remain confidential. Lastly, all informants have the right to stop participating at any time (Behi & Nolan, 1995; Creswell, 2014).

For this particular study, HRMP model of Suvarnabhumi Airport, Thailand, the researcher adhered to the research and ethical guidelines from the Graduate School of Tourism Management, National Institute of Development Administration (NIDA). More specifically, the data collected for this research has received the approval of the faculty. Such permission is one of the initial steps when it comes to ethical considerations. In particular, the researcher has explained to the research informants orally what the purpose, objectives and aims of the study are. Also, before anything was recorded (such as during interviews), permission was first by sought and received from all informants. Any assistants employed for the project also adhered to NIDA’s code of ethics. Lastly, for the quantitative studies, a cover letter clearly outlined the purpose, objectives and aims of the study while also ensuring that the informants’ information and all data collected from them will remain confidential.

3.7 Conclusion

This chapter describes the research methodology the researcher used for data collection and data analysis. Sources of data were from both primary and secondary sources to make the study more valid. Secondary sources came from literature review while the primary sources were the quantitative results of a questionnaire which utilized non-probability sampling. Further primary sources were in the form of qualitative results gathered from the semi-structured interviews. The quantitative findings and results of the study were analyzed by SPSS software while qualitative results were analyzed by content analysis.



CHAPTER 4

ANALYSIS, FINDING AND DISCUSSION

4.1 Introduction

The aims of this chapter are to analyze, interpret and summarize the main findings on the human resource management practice model of Suvarnabhumi Airport in Thailand. The study “Human Resources Management Practice Model of Suvarnabhumi Airport, Thailand”, the framework’s main purpose is to transfer knowledge of HRMP from Taiwan Taoyuan International Airport to Suvarnabhumi Airport. The research, therefore, employed a mix of research methodologies encompassing both quantitative and qualitative research methods to complete the research objectives of this study.

The analysis and discussion of the findings on the human resource management practice model of Suvarnabhumi Airport in Thailand are presented covering the topics on 1) the process of human resources management practices of Taiwan Taoyuan International Airport (TPE), 2) the level of efficiency of human resources management practices of Suvarnabhumi Airport, 3) the level of effectiveness of human resources management practices of Suvarnabhumi Airport, 4) the factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport, and 5) the human resources management practices model of Suvarnabhumi Airport.

4.2 Descriptive Results

As previously mentioned in Chapter 3, data was collected by means of both quantitative and qualitative methods. Hence, descriptive results are also depicted in two subtopics: Qualitative descriptive results and Quantitative descriptive results.

4.2.1 Qualitative Descriptive Results

As mentioned in chapter three, the research design of the study is made up of mixed methodologies in order to explore the key information about human resources management practices in both airports, which are Taiwan Taoyuan International Airport and Suvarnabhumi Airport, from the key informants by using in-depth interview as a research tool. The qualitative method was applied to investigate the employees' satisfaction toward human resources management practices of Suvarnabhumi Airport. Therefore, in-depth interviews and semi-structured interviews are the most common qualitative research techniques which were employed as tools to collect data which enabled the researcher to gain in-depth information and insights from the respondents while also allowing the researcher to acknowledge and shed light on the respondents' feelings and perspectives.

Table 4.1 provides details on the respondents' profiles as well as the criteria used to select them (respondents' criteria) in accordance with the research objectives

Table 4.1 Respondents' Profiles and Respondents' Criteria as per the Research Objectives

Objective	Respondents' Profiles	Respondents' Criteria	Total of Respondents
RO 1: To synthesize the process of human resources management practices of Taiwan Taoyuan International Airport, which is one of the best ranking of Worldwide Best Airport Staff in the world and Best Airport in Asia	Section 1. Management team (Human Resources Manager, Training Manager, Department Head etc.) of Taiwan Taoyuan International Airport Section 2. Airport staff of Taiwan Taoyuan International Airport	Section 1. - Work in management level at Taiwan Taoyuan International Airport at least 6 months Section 2. - Work in operational level at Taiwan Taoyuan International Airport at least 6 months - Airport staffs who have direct contact with passengers.	12 persons
RO 5: To suggest the human resources management practices model of Suvarnabhumi Airport	Section 1. Management team (Human Resources Manager, Training Manager, Department Head etc.) of Suvarnabhumi Airport Section 2. Airport Staff of Suvarnabhumi Airport	Section 1. - Work in management level at Suvarnabhumi Airport at least 6 months Section 2. - Work in operational level at Suvarnabhumi Airport at least 6 months - Airport staffs who have direct contact with passengers.	10 persons

4.2.1.1 Interview Questions

Each group of respondents was asked seventeen similar interview questions as follows:

- 1) What are the processes of recruitment in your organization?
- 2) What are the current methods of employee selection that are used by your organization?
- 3) Where is the source of employee reference and background checks?
- 4) Do you have a separate or do you use the same program of medical checkups for every position? What criteria do you have for medical checkups?
- 5) What are the topics that are included in the contract signed by the new employees?
- 6) How many days does the new hire orientation take? What are the topics included in the orientation?
- 7) How many job training and development programs do you have? What are they?
- 8) How many times per year are job performance evaluations carried out in your organization? What are the main criteria?
- 9) How is the probation program set up in your organization?
- 10) How do you arrange career and development plans for employees?
- 11) How many main job coaching positions are there in your organization? Who are the coaches?
- 12) What is the platform for individual development plans (IDP) in your organization?
- 13) Do you have separate, or the same key performance indicators (KPI) for every position? What are they?
- 14) What retention programs do you use in your organization?
- 15) What are the promotion processes in your organization?
- 16) What are the resignation processes in your organization?
- 17) What are your opinions about effective human resource management practices?

Table 4.2 Research Findings from Semi-Structured Interviews from Taiwan Taoyuan International Airport

Topic	Participant Response
Interview Questions 1: What are the processes of recruitment in your organization?	
Job competency-based hiring process	TPE uses a competency verification tool because they wished to establish a fair and job competency-based hiring process (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
The blind reviewing system	TPE applied the blind reviewing system, which was originally only implemented in interviews, to all the steps of its hiring process and completely stopped collecting basic information about the job applicants, such as their age and gender. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Interview Questions 2: What are the current methods of employee selection that are used by your organization?	
Employee level	The methods for selecting employees are distinct for those recruited at the manager level and those recruited at the staff level. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Manager Level	Manager Level includes two categories which are 1) Structured Interviews and 2) Situational Judgment Tests. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Staff Level	Staff Level include two categories which are 1) Face-to-face interviews and 2) Job skill tests. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)

Topic	Participant Response
Interview Questions 3: Where is the source of employee reference and background checks?	
Human resources department	Reference checks will be carried out with previous employers by the human resources department. (PA1, PA2, PA5, PA6, PA9, PA10, and PA12)
Teacher/professor or school/college/university	For first time job seekers who have no employment history, a character reference from their teacher/professor or school/college/university would be sufficient. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Interview Questions 4: Do you have a separate or do you use the same program of medical checkups for every position? What criteria do you have for medical checkups?	
Pre employment health checkup program	Taiwan Taoyuan International Airport has a program of medical checkups called the “Pre employment health checkup program” It includes 1) Complete medical & physical examination 2) Laboratory investigations 3) X-ray chest 4) ECG 5) Lipid profile 6) Kidney function test 7) Liver function test and 8) HBsAg (Hepatitis) (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)

Topic	Participant Response
Interview Questions 5: What are the topics that are included in the contract signed by the new employees?	<p>The topics mentioned in a contract signing include: 1) Job title, 2) Job description, 3) Remuneration (salary and bonuses), 4) Period of employment (start and end dates), 5) Working hours and place of work, 6) Holidays and sick leave, and 7) Policies, restrictive clauses and rights (competition, confidentiality, and intellectual property). (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)</p>
Interview Questions 6: How many days does the new hire orientation take? What are the topics included in the orientation? 3 Days orientation	<p>3-day orientation programs includes 2 day for the introduction about workplace, policy and a tour of the workplace and full day training about Loyalty & Organization Awareness and Service Excellence are included in orientation program. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)</p>
Interview Questions 7: How many job training and development programs do you have? What are they? 3 main job training courses	<p>There are 3 main job training course 1) Customer Satisfaction (CS) 2) Regular Course and 3) Experience of airport operation, on-site visits and workshops for problem solving. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)</p>

Topic	Participant Response
Interview Questions 8: How many times per year are job performance evaluations carried out in your organization?	
What are the main criteria?	
Mid-year and Year End evaluation	There are two times per year (mid-year and year-end) the main criteria are, interpersonal skills, leadership, business/management, and personal attributes. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Interview Questions 9: How is the probation program set up in your organization?	
The first three months of a new assigned job	Probationary period is for the first three months of a new job. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Interview Questions 10: How do you arrange career and development plans for employees?	
3 steps for career and development plans	The manager will evaluate the employee's credentials, then discover where the employee sees themselves down the road in terms of their career and break it down into smaller goals. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Interview Questions 11: How many main job coaching positions are there in your organization? Who are the coaches?	
Departmental manager	The departmental manager will be the coach for their department. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)

Topic	Participant Response
Interview Questions 12: What is the platform for individual development plans (IDP) in your organization?	IDP platform are Skill/Knowledge/Competency Development Goal, Skill/Knowledge/Competency Acquisition and Skill/Knowledge/Competency Application. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Interview Questions 13: Do you have separate, or the same key performance indicators (KPIs) for every position? What are they?	
Separate KPI as level	High-level KPIs focus on the overall performance of the business and low-level KPIs focus on internal and external processes. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Interview Questions 14: What retention programs do you use in your organization?	
Financial rewards	TPE offers bonus to reward employee. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Recognition program	The manager provides certificates for excellent employees and announces this at the employee meeting. (PA2, PA3, , PA6, PA7, PA8, PA9, and PA12)

Topic	Participant Response
Interview Questions 15: What are the promotion processes in your organization?	
Non-Surprise process	TPE uses non-surprise process which is when the promotion depends on the yearly performance. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)
Interview Questions 16: What are the resignation processes in your organization?	
30 days notice	An employee who decides to resign from a position will prepare a resignation letter at least 30 days in advance. The advance notice period starts from the moment a staff member submits an official notice, whether verbal or written. They can inform either their supervisor or HR. (PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, and PA12)

4.2.1.2 Interview Results

Research Objective 1: The process of human resources management practices of Taiwan Taoyuan International Airport

Qualitative method allows the researcher to investigate, understand and collect data by reviewing people's behaviors. The questions seek to describe the situations. Qualitative method strives for in-depth understanding of situations or subjects by employing such techniques as participant observations or content analysis. It does not depend on numerical or statistical data, and it is used to understand people's behaviors and reasons for behaving in a particular way. The researcher applied the qualitative method to synthesize the process of human resources management practices of Taiwan Taoyuan International Airport.

Question 1: What are the processes of recruitment in your organization?

According to the interviewees, recruitment is a process of finding and attracting the potential human resources to fill vacant positions in an organization. It sources candidates who possess specific abilities and attitude which are required for achieving the objectives of an organization. The recruitment process is a process of identifying the job vacancies, analyzing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate. Blind recruitment hiring scandals and unfair hiring practices among public institutions have become a serious social issue. The recruitment process in the public sector is continuously losing public trust. Due to this fact, in 2017, TPE entirely reformed its competency verification tool because they wished to establish a fair and job competency-based hiring process. TPE applied the blind reviewing system, which was originally only implemented in interviews, to all the steps of its hiring process and completely stopped collecting basic information about the job applicants, such as their age and gender. Also, to improve its recruitment system into one that can substantially verify job candidates' competencies, TPE improved its interview process. TPE introduced a multidimensional, 3-step (field-oriented, observation, in-depth) interview process and a new 3-month-long internship program that offers a job position with a 360° evaluation (supervisor/team member/coworker/expert). TPE has also been working to strengthen the fairness of its hiring process based on the National Competence Standards (NCS) introduced in 2015. As a result of these efforts, TPE was able to win the Minister of Employment and

Labor's Awards at the 2017 Blind Recruitment Competition. TPE is an organization that practices Socially Fair Recruitment as a public institution and strives to fulfil its social responsibilities. This can be achieved by increasing the recruitment of socially disadvantaged groups and taking into account the government's goal for the 'Socially Fair Recruitment Initiative' in its recruitment plans.

Question 2: What are the current methods of employee selection that are used by your organization?

The findings showed that the selection techniques used by Taiwan Taoyuan International Airport's human resources department vary, as they are based on a company's staff and resources. The methods for selecting employees are distinct for those recruited at the manager level and those recruited at the staff level.

Manager Level includes two categories which are 1) Structured Interviews, and 2) Situational Judgment Tests.

In structured or behaviorally based interviews, applicants are asked a series of specific and pre-determined job-related questions while their responses are scored using detailed criteria (often presented in a scoring guide that provides detailed descriptions on what constitutes each rating). An "interview panel" approach is often used, where 2-3 trained managers ask the questions and score each response separately. After the interview, their ratings are compared to determine the consistency or interrater reliability. When responses are scored inconsistently, interviewers discuss their rationale and come to a consensus on who to select.

Situational Judgment Tests (SJTs) have been described as the multiple-choice equivalent to structured interviews. In SJTs, applicants are asked to choose how they would respond to a variety of hypothetical situations that are relevant to the target job. A sample question might include a "what if" scenario and possible responses to such scenarios. Results indicate how that particular applicant will behave when faced with particular situations and decisions. The ability of this method to predict how applicants will respond quickly to complicated decisions makes SJTs one of the best approaches for managerial and technical positions.

Staff Level include two categories which are 1) Face-to-face interviews, and 2) Job skill tests.

Face-to-face interviews are carried out through the use of behavioral questions. Companies are developing behaviorally based questions to shed light on how the prospect employee thinks and the types of choices they will make at work. Another reason to include these types of questions is because prospective employees have already learned to master the old interview questions about their work history, often memorizing and preparing answers ahead of time. Many questions and tips on how to answer them can be found online. Hence, changing things up with behaviorally based questions forces interviewees to think on the spot, and gives the company a more honest response that was not thought of in advanced or prepared to make the candidate look good.

Job skill tests measure basic competencies that are typically associated with essential work activities for a wide variety of jobs. They are designed to determine whether or not an individual has the requisite level of skills required to carry out their job effectively, one which will require them to use these skills on a frequent basis.

Question 3: Where is the source of employee reference and background checks?

The findings showed that a reference check of Taiwan Taoyuan International Airport can include several steps. The employer could simply verify dates of employment and job titles and dates of attendance at college/university and the degree attained. An in-depth reference check will involve talking to references to gain insight into an applicant's skills, qualifications and abilities to do the job. Reference checks will be carried out with previous employers by the human resources department. For first time job seekers who have no employment history, a character reference from their teacher/professor or school/college/university would be sufficient. However, one of the most efficient method used is to check their behavior via social media such as Facebook, twitter or YouTube.

Furthermore, some hiring managers will want to speak to their candidates' references before considering them for a job interview. Based on the results of the reference check, the candidate may or may not be invited to an interview; hence, it is vital to think carefully about who to provide as references and to prepare a list of people the hiring managers and human resources staff can contact in advance.

Question 4: Do you have a separate or do you use the same program of medical checkups for every position? What criteria do you have for medical checkups?

It was found that Taiwan Taoyuan International Airport has a program of medical checkups called the “Pre employment health checkup program” The requirement for a medical checkup depends on the position and department the candidate applied for. However, the basic checkups include:

- 1) Complete medical & physical examination
- 2) Laboratory investigations
 - (1) Complete blood count
 - (2) Blood sugar test (usually fasting)
 - (3) Urine routine & microscopy
 - (4) Blood group
- 3) X-ray chest
- 4) ECG
- 5) Lipid profile
- 6) Kidney function test
- 7) Liver function test
- 8) HBsAg (Hepatitis)

Question 5: What are the topics that are included in the contract signed by the new employees?

The findings showed that it is very important that job candidates carefully read the fine print of a employment contract. This is because a good understanding of the legal jargon contained in contracts will help bring clarity to rights and responsibilities. The topics mentioned in a contract signing include: 1) Job title, 2) Job description, 3) Remuneration (salary and bonuses), 4) Period of employment (start and end dates), 5) Working hours and place of work, 6) Holidays and sick leave, and 7) Policies, restrictive clauses and rights (competition, confidentiality, and intellectual property).

Question 6: How many days does the new hire orientation take? What are the topics included in the orientation?

The findings showed that employee orientation is an opportunity to make a good first impression on new hires. Human resources of Taiwan Taoyuan

International Airport conduct a three-day orientation program in order delivery the right message to all new hires. Employee orientation is the first step in Taiwan Taoyuan International Airport's long-term plan to prepare new employees for their jobs. In addition, it is a chance to let new employees know that the organization is delighted to have them be a part of the family and that the organization is going to invest in their development.

A list of basic topics that are definitely included in an employee orientation program includes a welcome message which provides new employees with a brief introduction about the workplace which can include an overview of the organization's history, mission, values, and culture. Furthermore, the new employees are taken on a tour of the workplace. Other important details, which all new employees need to be familiarized with are the company's rules and policies. These may cover such topics as rules covering anti-harassment, dress code, computer and phone use, socializing with co-workers, and social media use. Also, a full day training on Loyalty & Organization Awareness and Service Excellence are included in the multi-day orientation program.

Regarding each orientation, the findings indicate that after welcoming the new employees to the workplace, the orientation will then move on to outlining the company's policies and basic practices. The best employee orientation programs clearly set expectations and help new employees become productive, while also keeping them excited about joining a new team.

Question 7: How many major job training and development programs do you have?

The findings showed that training and development describes the formal, ongoing efforts that are made within the organization to improve the performance and self-fulfillment of employees through a variety of educational methods and programs. In the modern workplace, these efforts have taken on a broad range of applications such as Customer Satisfaction (CS) training for the word best service airport. The following are regular training courses and dedicated to continuous CS improvement:

- | | |
|--------------------|-----------------------------------|
| 1) Basic Course | Assistant Manager Level (7 Hours) |
| 2) Advanced Course | Manager Level (7 Hours) |

- 3) Leadership Course Director Level (7 Hours)
- 4) Instructor Workshop In-house Instructors (7 Hours)

Global CS Course; sharing know-how with overseas airports

- 1) Started in 2009
- 2) Based on Incheon Airport CS best practices
- 3) Best practice sharing, airport field visit, and workshop

CS Training Facility; Consistent Training Facility Improvement

- 1) On-demand training environment
- 2) Standing organization and customized material

development

Major Achievement of Taiwan Taoyuan international Airport

- 1) Future action plans for sustainable training
- 2) Course development
- 3) Best practice sharing
- 4) Mutual cooperation
- 5) Training course promotion

In conclusion, TPE capabilities can be regarded as being one of the worlds' best in developing and delivering competency-based training programs. TPE has been offering practical training courses which are relevant and applicable to the various aviation fields. The main content of courses consists of not only theoretical lectures, but also practical training such as experience of airport operation, on-site visits and workshops for problem solving. TPE is working to ensure fairness and realize social values in recruitment and training by operating a transitional internship program, holding recruitment seminars for high school graduates, offering job opportunities to women whose careers have been interrupted and offering preferences in employment to outstanding regional candidates and to people with disabilities. Such aims are achieved in the following ways:

- 1) Fair performance evaluation and HR policy

Reasonable Evaluation and Compensation TPE established a performance management system to effectively achieve management goals. TPE works hard to strengthen the links between corporate strategies and performance indicators and between the organizational key performance indicators (KPIs) and management by

objectives (MBO) so that the participation and efforts of the employees can drive performance and generate results. Also, TPE strengthened its ability to evaluate employees' job engagement and the evaluation process' discriminatory power by improving the index system. In addition, TPE introduced a fairness index to the satisfaction survey to draw up tasks that can be carried out to substantially improve the performance management system. TPE has been working to establish a reasonable job-based compensation system and is continuously expanding the system all across the organization. In 2017, to establish a foundation for the job-based pay system, TPE reformulated its job classification system based on TPE's unique roles and job category specified in the National Competency Standards (NCS). The organization continues to strive to spread and establish a performance-centered corporate culture and drive sustainable growth of the corporation along with that of its executives and employees.

2) Fair and transparent HR policy

TPE operates a fair HR management system that is solely based on individuals' competencies and performance. In 2017, to build an open organization that encourages more communication, TPE changed its employee performance evaluation method from a top-down, qualitative evaluation method into a communication-centered evaluation method that is based on quantitative targets and that brings the management and employees together. TPE established a transparent promotion system by incorporating CEO's in-depth verification of candidates for promotion, multi-dimensional evaluation, employees' opinions and survey of employee integrity. As a result, only qualified individuals may become leaders. TPE also applies a non-discriminatory HR policy by offering high school graduate employees pay equivalent to that for regular employees solely based on their competencies and performance and offering them promotional opportunity every two years of continuous service.

3) Strategic HRD system

TPE's production of global professionals set the standards for the world's aviation industry. To continuously improve and strengthen individuals' competencies, TPE has established and is operating a systematic HRD system and policy based on management strategies, corporate needs, individuals' needs and

competency diagnosis. TPE encourage self-directed, organic and cooperative education and training that are based on TPE's HRD plans.

(3.1) Production of creative and innovative leaders

(3.1.1) Basic competency-building training

(3.1.2) Leadership training

(3.1.3) Strengthen communication and organizational activation communication and organizational activation

(3.2) Production of specialists

(3.2.1) Strengthen job training

(3.2.2) Strengthen CS training

(3.2.3) Strengthen security training to prepare for the opening of T2

(3.3) Strengthening of Global Competency Building Training and Education

(3.3.1) Strengthen foreign language skills

(3.3.2) Strengthen global competencies for future

leaders (3.3.3) Domestic and overseas training

4) HR objective

Value-creative human resources with global competitiveness.

Strategy;

(4.1) Foster value-creative capable people

(4.2) Take off global airport professional training center

(4.3) Create self-directed training environment

(4.4) Generate creative culture space

5) Systematic Training System according to strategies

6) Integrated Human Resource Management

7) Learning Follow-Up System (LFS) for internal employees

8) External employees training management system

Systematic training process for entire airport personnel.

Question 8: How many times per year are job performance evaluations carried out in your organization? What are the main criteria?

The findings showed that most businesses conduct employee evaluations on a regular basis, usually twice per year. Regular job performance evaluations help employees better understand what is expected of them, improve communication between management and employees and give employees proper recognition for their work.

Furthermore, a performance review can create value for employees and employers alike. It has the potential to highlight what is and is not working, identify areas for growth and offer opportunities for all stakeholders to plan for the future. Nevertheless, carrying out these performance reviews are not easy. While performance reviews of TPE typically happen twice a year, feedback should not be limited to that short period of time. TPE offers consistent assessments throughout the year, so employees will be kept informed of their progress and areas they need to improve in. As a result, there will no sudden surprises or shocking revelations. TPE recognizes the fact that no worker or individual is perfect, and there will always be room for improvement. Thus, the aim of such assessments is to help identify areas that need to be improved, and the organization will work closely with each employee to address these areas so that any deficiencies can be overcome with guidance and support.

Question 9: How is the probation program set up in your organization?

The findings included details about the organizational plan of TPE probation as it relates to the human services plan. An induction pack is provided to the new employee either during the interview process or on their first day on the job. To give the new employee a better understanding of TPE, an induction pack consists of the following information: a current organization chart listing the current roles and employees' names, a copy of the company's HR manual, a copy of the job description, copies of any marketing materials — such as brochures, a staff contact list, a safety induction — including evacuation procedures, and security access. In other words, the pack encompasses all the detailed information that the new employee will need in order to carry out their duties efficiently and to make them feel welcomed and a part of the TPE family.

To sum up, the probationary period for new employees of TPE covers the first three months of a new job and offers both the employer and new employee an opportunity to openly discuss the role and its suitability. The employee can assess if the

job meets their expectations, while the employer will gain an understanding of the new employee's skills, knowledge and attitude. During this probationary period, formal reviews with the new employee are held at the end of the first, second and third months. This assists with keeping the communication flowing to address any concerns, training or accountability issues, as well as provide clarity on priorities. As a result, the employee will be able to adapt more appropriately to the requirements and expectations of the organization.

Question 10: How do you arrange career and development plans for employees?

The findings showed that creating an employee career development plan is a great way to support each of TPE's employees and their career paths. The first step in creating an employee career development plan is to evaluate the employee's credentials. The next step is discovering where the employee sees themselves in the future in terms of their career. After the main career goal is identified, employees are asked to come up with smaller goals, both for the long term as well as for the short term.

The results illustrate that a well-thought-out employee development plan provides TPE's employees with opportunities and clear direction on how to increase their skills and advance their careers. With a more expanded skill set achieved through further skills development and customized training and guidance from the organization employees will have more tools to help TPE's business forge ahead. Thus, the programs that are available for employees ensures that there is a win-win for TPE staff as well as the organization.

Question 11: How many main job coaching positions are there in your organization? Who are the coaches?

The findings showed that job coaching positions provide information about different career paths to TPE's employees. They also provide job skill and social skill preparation. Job coaches conduct talent assessment tests and provide advice about the results. Job coaches provide advice about career development or changing careers so that employees will know what options they have and the possible areas they can shift to. The also may provide guidance and motivation in setting and achieving career goals.

At TPE, every department has a Departmental Coach whose job is to equip people with the tools, knowledge, and opportunities they need to fully develop themselves to be effective in their commitment to themselves. A life coach can help TPE employees in the workplace to work through workplace conflicts, to overcome career challenges, to improve performance and results, and to identify solutions to problems. With such support, TPE employees can excel and develop themselves at the workplace with the proper support, guidance and assistance provided by the organization. Professionals and experts are at hand to offer employees any help they may need and answer any questions they may have.

From the above results, TPE encourages coaching at every level of the organization to ensure their succession plan is sustained with a team of high potential members. TPE asks that each Department Head (DH) within the organization selects a person within their department to coach others so that they can climb to the next level – providing a great source of internal talent and also enhancing the skills of the DH population.

Question 12: What is the platform for individual development plans (IDP) in your organization?

The findings showed that the Individual Development Plan (IDP) is a tool to organize and target the employees of TPE by focusing on their professional and personal development. Its primary purpose is to help TPE reach short- and long-term career goals, as well as strengthen current job performance by providing a structured approach.

The platform of IDP is a tool to assist their employees in career and personal development to help employees reach their career goals and improve current job performance in the following ways:

- 1) Skill/ Knowledge/Competency Development Goal (Strengths, Area for Development for current role)
- 2) Skill/Knowledge/Competency Acquisition (Actions to Address Development Needs)
- 3) Skill/Knowledge/Competency Application

Regarding the platform for individual development plans (IDP), the findings reveal that IDP is not a performance evaluation tool or a one-time activity. It

should be regarded as a partnership between the employee and the supervisor. It involves preparation and continuous feedback.

Question 13: Do you have a separate or the same key performance indicators (KPI) for every position? What are they?

The findings showed that key performance indicators serve as a way to measure value that demonstrates how effectively TPE is able to achieve its key business objectives. TPE uses KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs focus on the overall performance of the business, while low-level KPIs focus on internal and external processes such as those that involve the executive, executive director, director, manager, assistant manager, national external trainees, oversea external trainees, and others.

Therefore, TPE's key performance indicators (KPI) is a way for the organization to measure its effectiveness as well as its progress towards achieving its goals. A performance indicator or key performance indicator is just one type of performance measurement. There are many performance management frameworks that are both similar yet different. Each of these frameworks brings forward elements that can be pulled together to help drive success backed by data.

Question 14: What retention programs do you use in your organization?

The findings showed that managing for employee retention involves strategic actions to keep employees motivated and focused, so they choose to continue to work for the organization and do so in a fully productive manner for the benefit of the organization. A comprehensive employee retention program can play a vital role in both attracting and retaining key employees, as well as in reducing turnover and its related costs. All of these contribute to an organizations productivity and overall business performance. TPE offer a competitive benefits package that fits each team member's needs, provide some small perks and includes contests and incentives to help keep team members motivated and feeling rewarded.

Retention programs of productive employees is a major concern of HR professionals and business executives. It is more efficient to retain a quality employee than to recruit, train and orient a replacement employee of the same quality. Fairness and transparency are fundamental yet powerful concepts that can make a lasting impression on employees. According to TPE's employee job satisfaction and

engagement and findings from The Doors of Opportunity are Open research report, employees identified these five factors as the leading contributors to job satisfaction: 1) Respectful treatment of all employees at all levels, 2) Compensation/pay, 3) Trust between employees and senior management, 4) Job security, and 5) Opportunities to use their skills and abilities at work.

Question 15: What are the promotion processes in your organization?

The findings showed that the promotion or career advancement is a process through which an employee of TPE is given a higher share of duties, a higher pay-scale or both. A promotion is not just beneficial for TPE's employees, but it is also highly crucial for the employer. It boosts the morale of promoted employees, increases TPE's productivity and helps the organization improve its overall profits.

Job search positions must be posted on the board, sent out or made public online through specific websites. The sources of the applicants for the vacant position or the promotions include recommendations by the department head, applications made by the individual him/herself or through multi-skill search efforts through the organizations recruitment channels. The following documents and information must be attached with the promotion request: 1) Promotion Request Form, 2) Personal File, 3) Result of previous performance appraisal (PA), and 4) Updated Gap Analysis-Competency.

To sum up, a promotion is a step further that an employee takes while working in an organization as far as their work, rank or position is concerned. Every organization or workplace has a certain job hierarchy structure according to which an employee advances in that organization and is promoted. Promotion is not just a reward that an employee is given for his/her continued good performance, but it is proof that an employer thinks that it is time to add more responsibilities to an employee's existing set of responsibilities. Such opportunities will encourage employees to work hard and to improve their skills and abilities so that they may climb the corporate ladder. With more qualified and skilled employees, the organization will benefit from a workforce that is well-trained, capable and motivated to work to help the organization achieve its goals.

Question 16: What are the resignation processes in your organization?

The findings showed that TPE's employees will often tell their boss first when they wish to resign from their job. The boss needs to inform the employee that the first step in the resignation process is to send a letter of resignation to the Human Resources office. This triggers all of the end-of-employment events necessary in employment termination.

From the above results, employees will often tell their manager first when they resign from their job - this is usually the person with whom they have the closest relationship. The manager needs to inform the employee that the first step in the resignation process is to send a letter of resignation to the Human Resources office. This gives the employer official documentation of the employee's resignation for the personnel file. The boss needs to contact HR immediately to plan for a replacement employee. Alternatively, the organization may look at the structure of the department and how work is divided to determine the best next steps. A resignation is often an opportunity for the organization to evaluate the vacant position and the work associated with it.

Question 17: What are your opinions about effective human resource management practices?

The findings showed that human resources planning, structure and organization are all important to managing human capital. Human resources are the most valuable asset in an organization. Aligning HR and business goals, managing talent, improving employee engagement and working together with executive leadership are several key components to HR management. TPE's human resource best practices have been around for decades. Human resource has served as guidelines for many HR professionals in other organizations in the aviation industry and beyond.

In conclusion, the best practices are a set of Human Resources Management processes and actions that work universally. Human resource management (HRM or HR) is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance and to help the employer achieve its intended strategic objectives.

Research Objective 5: The process of human resources management practices of Suvarnabhumi Airport

The researcher applied qualitative method by using in-depth interviews to synthesize the process of human resources management practices of Suvarnabhumi Airport. The findings from the interviewees are summarized descriptively as follows.

Question 1: What are the processes of recruitment in your organization?

The findings showed that recruitment or hiring is the process of searching for and attracting the right candidates to be hired to fill vacant positions in an organization. There are two sources of recruitment, internal sources and external sources. Recruitment refers to the process of searching for potential employees and influencing them to work for their organization.

The interested applicants can download the application form through <https://www.airportthai.co.th/en/airports-of-thailand-plc/about-aot/jobs-at-aot/>. The applicant must submit a copy of all necessary and required application documents which must all be duly signed by the applicant. The selection procedure will invite eligible applicants for an interview on a specific day and time. Those who fail to come to the interview at the stipulated time will be considered as having withdrawn from the application. Suvarnabhumi Airport may terminate this recruitment process before the official announcement of the accepted applicants has been announced. Nevertheless, applicants that are not selected this round are still eligible for future consideration. It must, however, be noted that all applicants must accept the company's decision as final, and the company reserves the right to select appropriate applicants or cancel the recruitment process. The applicants are also reminded that they must accept the company's decision as final, and they must relinquish any rights whatsoever.

The purpose of the recruitment process is to find talented and qualified individuals for the growth and development of the organization. It is part of the human resource management (HRM) department. In conclusion, the recruitment is the process of searching for appropriate and suitable candidates for employment while stimulating them to apply for jobs in the organization.

Question 2: What are the current methods of employee selection that are used by your organization?

The findings showed that the selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organization. There are two sources of recruitment at Suvarnabhumi Airport. Firstly, internal sources of recruitment consist of employees who are already on the payroll of the organization. It also includes former employees who have returned to work for the organization. More specifically, recruitment from internal sources is done to fill up vacancies through promotion, re-hiring and transferring employees within the company. Secondly, external sources of recruitment refer to the sources that lie outside or exist external to the organization. These individuals are people who have never worked for the organization before.

When comparing the two sources, internal sources of recruitment, which involves selecting and transferring existing employees, are a simpler process. Furthermore, such forms of recruitment serve as a tool to boost the morale of employees as internal hiring creates job and promotion opportunities for existing employees. Employees can aspire to move to a higher position and also be rewarded for their dedication and hard work that they have given to the organization.

External recruitment are people joining an organization, specifically through recommendations, advertising, and list of applications. They will have a paper test and interview with the department head and HR.

An efficient recruitment process is an organization-specific sourcing model that aims to find the right fit for the right job at the right time. It is a step-by-step approach to bringing in talented people who can help the organization grow and prosper.

Question 3: Where is the source of employee reference and background checks?

The findings showed that the person who gives the reference of a potential employee is also a very important source of information. The referee can provide details about the person's capabilities, experience in the previous companies and leadership and managerial skills and potential. The information provided by the referee is meant to be kept confidential by Suvarnabhumi Airport's HR department.

A background check by the airport can range from a simple verification of employee social security number to a much more thorough check into the candidates' work history. Information that the airport might check can include candidates work history, credit record, driving records, criminal records, vehicle registration, court records, compensation record, bankruptcy, medical records, references, property ownership, drug test results, military records, and sex offender information.

An employee background check is a review of a person's commercial, criminal, employment, and/or financial records. Background checks are a standard part of the hiring process for many employers. A background check is the collection and inspection of public and private records by individuals or organizations. Other areas that may be verified include educational history, social media profiles and medical records (restrictions apply). Employment background checks are used by all kinds of organizations for all kinds of jobs.

Question 4: Do you have a separate or do you use the same program of medical checkups for every position? What criteria do you have for medical checkups?

The findings showed that employee health screening is a term used to describe a range of medical checks and tests that help identify risks to health and improve wellbeing among employees. Suvarnabhumi Airport has the potential to benefit both employees and the organizations they work for. The benefits that Suvarnabhumi Airport offers may help employees address their health problem, or the tests may capture potentially more serious health issues early when they are easier to treat. Lifestyle advice and support (e.g. advice about smoking cessation) can reap long-term life-enhancing benefits. An organization would benefit from supporting the health and wellbeing of the workforce, with the potential for lower levels of sickness and absenteeism. Fitter workers may also concentrate better and have higher levels of productivity too.

Suvarnabhumi Airport health checks/lifestyle assessments usually comprise of a combination of tests, which aim to give an individual a general overview of their health status and help to detect disease or risk factors early. Any issues can then be followed up with a medical doctor, which is important as many people may suspect that they have a health issue but have not undergone medical tests. Similarly, many people will be living without any idea they have a serious health issue.

Question 5: What are the topics that are included in the contract signed by the new employees?

The findings showed that Suvarnabhumi Airport's employment contract includes such details as salary, hours of work, disciplinary codes and other employment details. The contract is signed by both parties and is therefore legally binding.

Every employee of Suvarnabhumi Airport is entitled to an employment contract, no matter what the specific position or job is. Suvarnabhumi Airport uses a contract that is customized to the employee's profession. This will include terms that are relevant to the work. The contract includes a description of services, payment, completion terms and dispute resolution procedures. The details of contract also include:

- 1) Details of the parties involved
- 2) Describe services or results
- 3) Set out payment details
- 4) Assign intellectual property rights
- 5) Explain how to treat confidential information
- 6) Identify who is liable – indemnity
- 7) Provide insurance obligations
- 8) Outline any subcontracting agreements
- 9) Check any exclusivity arrangements
- 10) Check for restraint of trade
- 11) Assign responsibility for faulty or incomplete work
- 12) Include procedures for settling disputes
- 13) Document variations
- 14) State if the contract can end early

Question 6: How many days does the new hire orientation take? What are the topics included in the orientation?

The findings showed that the orientation will be conducted over one full day. The newly appointed directors are provided with useful documents and information to carry out their duties, such as Suvarnabhumi Airport Articles of Association, Handbook for Directors in Listed Companies, Laws regarding Listed Companies, Principles of Good Corporate Governance for Listed Companies,

Suvarnabhumi Airport's Good Governance Handbook, Suvarnabhumi Airport Corporate Plan, detailed information on various development projects, etc. In addition, Suvarnabhumi Airport provides lectures conducted by concerned executives and law experts on the nature of business, operating results, future operation plans, issues significant to business operations, authority, duties, and responsibilities of the Board of Directors of listed companies.

Question 7: How many job training and development programs do you have? What are they?

The findings showed that the job training courses were consistently provided for Suvarnabhumi Airport's personnel to help them enhance their knowledge and understanding of compliance with the policy, Suvarnabhumi Airport's expectation and penalties for non-compliance which was included under the topic of good corporate governance and anti-corruption in Suvarnabhumi Airport's Orientation Course, Airport Operations Course, Junior Airport Management Course, Intermediate Airport Management and Senior Airport Management Course. Development of Suvarnabhumi Airport Quarantine Office Program.

Question 8: How many times per year are job performance evaluations carried out in your organization. What are the main criteria?

The findings showed that the performance appraisal of Suvarnabhumi Airport will be at the end of the year. It covers the performance of enterprises (70%) including financial and non-financial KPIs and the enterprise management (30%).

Question 9: How is the probation program set up in your organization?

The findings showed that Suvarnabhumi Airport sets a probationary period which is a status given to new employees of a company or business or new members of organizations. This status allows a supervisor or other company manager to evaluate closely the progress and skills of the newly hired worker, determine appropriate assignments, and monitor other aspects of the employee such as honesty, reliability, and interactions with co-workers, supervisors or customers. A probationary period of Suvarnabhumi Airport can last from 30 days to several years. In cases of several years, probationary levels may change as time passes. If the new employee shows promise and does well during the probationary time, they are usually removed from probationary status, and may be given a raise or promotion as well other

privileges. Probation is usually defined in the airport's employee handbook, which is given to workers when they first begin a job. The probationary period also allows airport to terminate an employee who is not doing well at their job or is otherwise deemed not suitable for a particular position or any position. Whether or not this empowers employers to abuse their employees by, without warning, terminating their contract before the probation period has ended is open for debate. To avoid problems arising from the termination of a new employee, Suvarnabhumi Airport is waiving the probationary period entirely, and instead conducts multiple interviews of the candidate, under a variety of conditions – before making the decision to hire.

Question 10: How do you arrange career and development plans for employees?

The findings showed that a career is a sequence of separate but related work activities that provide continuity, order and meaning to a person's life. The career development of Suvarnabhumi Airport is the process of conversion of a personal career plan into action in order to achieve the individual's specific career goals. There are three key elements that are vital for an employee's career development: the employee, the organization, and the manager. A career development system includes a variety of components for use in the organization.

In order to increase the efficiency of the system, the HR managers have complete knowledge about these tools since they play the role of consultants when employees and supervisors use the system. Plus, Suvarnabhumi Airport is responsible for designing and developing an effective career development system for the organization by arranging a specific plan which includes the following topics: 1) Introduction to, and meaning of career development, 2) Need for career development, 3) Significance, 4) Steps, 5) Actions, 6) Strategies, 7) System, 8) Responsibilities and benefits, 9) Problems, and the role of HR in managing problems, 10) Meeting the challenges.

Question 11: How many main job coaching positions are there in your organization? Who are the coaches?

The findings showed that job coaching aims to help the airport's employees work better with other colleagues so that everyone can perform their jobs

efficiently, Job coaching is done by a departmental manager who know the employees well. Employees will learn to prepare for work-related situations that may arise.

Job coaching at Suvarnabhumi Airport is the training of an employee by an approved specialist who uses structured intervention techniques to help the employee learn to perform job tasks to the employer's specifications, and to learn the necessary interpersonal skills to be accepted as a worker at the airport, and in related community contacts. In addition to job-site training, job coaching includes related assessments, job development, counseling, advocacy, travel training and other services needed to maintain the specific employment.

Question 12: What is the platform for individual development plans (IDP) in your organization?

The findings showed that the airport development master plan of Suvarnabhumi Airport focuses on raising passenger handling capacity to meet the growing demand of visitors and travelers to and from the airport. The apex of the existing development plan is to render an annual combined capacity to accommodate at least 270 million passengers, 1.52 million aircraft movements, and 2.66 million tonnes of freights in 2035. An individual development plan (IDP) is a tool to assist employees in their career and personal development. Its primary purpose is to help employees reach short and long-term career goals, as well as improve current job performance. An IDP is not a performance evaluation tool or a one-time activity. Individual development plans (IDP) of Suvarnabhumi Airport development needs for forthcoming year include as many learning needs as required to achieve agreed objectives.

To develop an individual development plan customized to each stakeholders' needs, employees need to do the following: 1) Identify, clarify, and commit to goals based on priorities and professional goals, 2) Create and develop strategies for goal achievement, 3) Track progress toward goals, 4) Understand, evaluate, and strengthen their technical and non-technical competencies, 5) Practice confidently discussing strategies for aligning expectations with those of their supervisor, 6) Make the most out of a recent promotion, job opportunity, or other developmental prospect, and, 7) Analyze alternatives and solutions.

Question 13: Do you have separate, or the same key performance indicators (KPI) for every position? What are they?

The findings showed that the consideration of Suvarnabhumi Airport is based on the performance evaluation outcome carried out in accordance with criteria and methods set by the Suvarnabhumi Airport Board of Directors. There are four key performance indicators: 1) Conveyance of vision and actions according to the President's plans as approved by the Suvarnabhumi Airport Board of Directors, 2) Strategic plans and agreements established between Suvarnabhumi Airport and the Thai Government, 3) Tasks assigned and ordered by the Suvarnabhumi Airport Board of Directors, and 4) Gross Profit Margin. The Suvarnabhumi Airport executives clearly established performance evaluation procedures such as determination of key performance indicators and relations between key performance indicators and appropriate rewards.

Question 14: What retention programs do you use in your organization?

The findings showed that working conditions and benefits aim at keeping potential and quality employees. Suvarnabhumi Airport calculates the retention rate of employees who took parental leave by identifying the total number of employees, such as those who took parental leave in the reporting period, those who returned to work in the reporting period after the leave ended, and those who after returning to work were still employed 12 months later. To complete this part, records from the prior reporting periods were consulted. Using the above information, the retention rate was calculated.

Question 15: What are the promotion processes in your organization?

The findings showed that the promotion or career advancement is a process through which an employee of a company is given a higher share of duties, a higher pay-scale or both. A promotion is not just beneficial for employees at Suvarnabhumi Airport only, but it is also highly crucial for the employer or business owners. It boosts the morale of promoted employees, increases their productivity and hence improves upon the overall profits earned by the organization.

The promotion processes involve the roles of general and firm-specific human capital in employee performance measurement, feedback, and promotion /compensation decisions. The internal and external communication and participation in

Suvarnabhumi Airport entails working as a team with established networks to achieve the organization's goals through effective communication process, including promoted participatory management and decision making, and learning continuation to promote initiative for self-development and working capacity enhancement.

A promotion is not only a way to add more responsibilities to an employee at Suvarnabhumi Airport, but it is a major form of boosting employee motivation and morale. This results in high productivity and prevents the organization from losing its valuable and important employees. There are many benefits and advantages of promoting employees regularly for their efforts, and the following are some of the main ones: 1) Recognizes and Improves employee performance, ambition, and hard work, 2) Boosts motivation and increases loyalty of employees, 3) Encourages retention, 4) Develops competitive spirit at the workplace, 5) Grooms leaders for the future, and 6) Reduces employee resistance and discontent.

Question 16: What are the resignation processes in your organization?

The findings showed that once an employee has resigned, the employee's will follow Suvarnabhumi Airport's standard resignation procedures. Suvarnabhumi Airport is committed to creating standard resignation process flowcharts to help everyone in the company understand the process. Because the employees are very important for the airport's long-term development and profit earning, it is crucial for Suvarnabhumi Airport to retain talented workers and maintain an image during the exit procedure. A good resignation process not only ensures that relevant things during the resignation process are dealt with effectively, but it also can help the organization obtain useful feedback from resigning employees. The airport can, for example, learn about its shortcomings or problems which the employees feel make their work experience negative. As a result, the airport can then examine and identify the problems which they can then work on address. By solving such issues, the working experience can be more positive for all employees and there will be reduced turnover. Thus, resigning employees are excellent sources of information who can provide great insights that can help the organization improve its operations and the management of its human resources.

The resignation procedure can be concluded in four steps. In the first step, employees inform their superiors of the intention to resign and submit a

resignation letter via email or handwritten form. Other forms of resignation cannot be accepted. Letter of resignation should be addressed to the HR department one month in advance of their last day of work.

The second step is to discuss and decide whether to retain the employee or not by superiors and function managers. If they want to keep that employee, function head and HR will arrange a conversation to persuade him/her to stay. Otherwise, the procedure comes to the next stage. If the employee agrees to stay, the resignation procedure ends here. If not, it will proceed to the third step. During this step, the resignation will be accepted, and employees will obtain a clearance in terms of payroll and job duties. Lastly, all of the airport's employees are required to complete an exit interview questionnaire.

Question 17: What are your opinions about effective human resource management practices?

The findings showed that human resources practices are strategic in nature. They represent a vital guidance system that coordinates with the executive business plan. HR practices form the foundation supporting the way the organization's human capital will operate. HR practices are the means through which human resources personnel can develop the leadership of their employees. This occurs through the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing ongoing performance appraisals. Human resources practices also include providing means and opportunities for employees to advance in their careers. For instance, the design of a mechanism which will enable the regular promotion of employees offers an opportunity for employees to grow toward leadership positions. Therefore, the effective human resource management is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance to help the employer achieve their strategic objectives.

The results of the researcher's in-depth interview on the process of human resources management practices of Taiwan Taoyuan International Airport and Suvarnabhumi Airport are summarized and shown in Table 4.3.

Table 4.3 Summary of the Process of Human Resources Management Practices of Taiwan Taoyuan International Airport and Suvarnabhumi Airport

15 Steps of HRMP	Taiwan Taoyuan International Airport	Suvarnabhumi Airport
1. Recruitment	<ul style="list-style-type: none"> • Blind Recruitment • Competency-based hiring process • 3-step (field-oriented, observation, in-depth) interview process and a new 3-month-long internship program that offers a job position through 360° evaluation (supervisor/team member/coworker/expert). • Analyze the job requirements. • Review and screen applications. 	<ul style="list-style-type: none"> • There are two sources of recruitment: internal sources and external sources • The interested applicants will download the application form through website and application submission a copy of all application documents.
2. Selection	<p>Separate for manager level (ML) and staff level (SL).</p> <ul style="list-style-type: none"> • ML : 1) Structured interviews, and (2) Situational judgment tests. • SL : 1) Face-to-face interview, and job skills test. 	<ul style="list-style-type: none"> • Internal source: selecting and transferring existing employees. • External source: paper test and interview with department head and HR.

15 Steps of HRMP	Taiwan Taoyuan International Airport	Suvarnabhumi Airport
3. Reference and Background Check	<ul style="list-style-type: none"> • An in-depth reference check will involve talking to references to gain insight into an applicant's skills. • Reference checks will be carried out with previous employers by the human resources department. 	<ul style="list-style-type: none"> • A background check by the airport can range from a simple verification of employee social security number to a much more thorough check into their history (candidates work history, credit, driving records, criminal records, vehicle registration, court records, compensation, bankruptcy, medical records, references, property ownership, drug test results, military records, and sex offender information).
4. Medical Checkups	<p>Pre-employment health checkup program</p> <p>(separate program of medical checkups for department and age)</p>	<p>Basic medical checkups for all positions.</p>
5. Contract Signing	<p>Job title, job description, remuneration (salary and bonuses), period of employment (start and end</p>	<ul style="list-style-type: none"> • Contract includes such details as salary, hours of work, disciplinary codes and other employment

15 Steps of HRMP	Taiwan Taoyuan International Airport	Suvarnabhumi Airport
	dates), working hours and place of work, holidays and sick leave, and policies, restrictive clauses and rights (competition, confidentiality, and intellectual property).	details has the benefit of being signed by both parties and is therefore legally binding
6. Orientation	<ul style="list-style-type: none"> • 3-day orientation programs in order to deliver the right message to all new hires. • Introduction about workplace and a tour of the workplace • Full day training about Loyalty & Organization Awareness and Service Excellence are included in orientation program 	<ul style="list-style-type: none"> • 1-day program • The newly appointed directors are provided with useful documents and information to perform their duties
7. Job Training and Development	<ul style="list-style-type: none"> • Customer Satisfaction (CS) training for the world's best service airport. • Regular Course; Training dedicated to continuous CS improvement • Experience of airport operation, on-site visits and workshops for problem solving. 	<ul style="list-style-type: none"> • Theoretical lectures and practical training for managers

15 Steps of HRMP	Taiwan Taoyuan International Airport	Suvarnabhumi Airport
8. Job Performance Evaluation	<ul style="list-style-type: none"> • Two times per year (mid-year and year-end) the main criteria are: 1) Interpersonal skills, 2) Leadership, 3) Business/Management, and 4) Personal attributes. 	<ul style="list-style-type: none"> • 1 time per year (end of the year) • The performance appraisal of Suvarnabhumi Airport will focus on the performance of enterprises (70%) including financial and non-financial KPIs, and the enterprise management (30%).
9. Probation (Career plan and Development plan)	<ul style="list-style-type: none"> • Probationary period is for the first three months of a new job. • Offers both the employer and new employee an opportunity to openly discuss the role and its suitability. 	<ul style="list-style-type: none"> • A probationary period of Suvarnabhumi Airport lasts from 30 days to several years. In cases of several years, probationary levels may change over time.
10. Career and Development Plan	<p>1st step : Evaluate the employee's credentials.</p> <p>2nd step : Discover where the employee sees themselves down the road in terms of their career.</p> <p>3rd step: Break it down into smaller goals. Discover where</p>	<p>HR manager – Departmental manager - staff</p> <p>1) Introduction and meaning of career development</p> <p>2) Need for career development</p>

15 Steps of HRMP	Taiwan Taoyuan International Airport	Suvarnabhumi Airport
	the employee sees themselves down the road in terms of their career.	3) Significance 4) Steps 5) Actions 6) Strategies 7) System 8) Responsibilities and benefits 9) Problems, and the role of HR in managing problems 10) Meet the challenges.
11. Job Coaching	<ul style="list-style-type: none"> • Departmental manager • Equip people with the tools, knowledge, and opportunities they need to fully develop themselves to be effective in their commitment to themselves. • Ask that each Department Head (DH) within the organization selects a person within their department to coach to the next level. • Provide a great source of internal talent and also enhance the skills of the DH population. 	<ul style="list-style-type: none"> • Departmental manager • Job coaching includes related assessments, job development, counseling, advocacy, travel training and other services needed to maintain the employment.

15 Steps of HRMP	Taiwan Taoyuan International Airport	Suvarnabhumi Airport
12. Individual Development Plan (IDP)	<ul style="list-style-type: none"> • Skill/Knowledge/Competency Development Goal (Strengths, Area for development for current role) • Skill/Knowledge/Competency Acquisition (Actions to Address Development Needs) • Skill/Knowledge/Competency Application 	<ul style="list-style-type: none"> • To develop an individual development plan customized to needs. • Identify, clarify, and commit to goals based on priorities and professional goals.
13. Key Performance Indicators (KPI)	<ul style="list-style-type: none"> • High-level KPIs focus on the overall performance of the business • Low-level KPIs focus on internal and external processes. 	<ol style="list-style-type: none"> 1) Conveyance of vision and actions according to the President's plans as approved by the Suvarnabhumi Airport Board of Directors. 2) Strategic plans and agreements established between Suvarnabhumi Airport and the Thai Government. 3) Tasks assigned and ordered by the Suvarnabhumi Airport Board of Directors.

15 Steps of HRMP	Taiwan Taoyuan International Airport	Suvarnabhumi Airport
14. Retention and Promotion	<ul style="list-style-type: none"> • Offer a competitive benefits package. • Use contests and incentives to help keep team members motivated and feeling rewarded. • Offer financial rewards and bonus. 	<ul style="list-style-type: none"> • Offer financial rewards and bonus.
15. Resignation	<ul style="list-style-type: none"> • Inform the employee that the first step in the resignation process is to send a letter of resignation to the Human Resources office. 	<ol style="list-style-type: none"> 1) Employees inform their superiors 2) Function head and HR will arrange a conversation to persuade him/her to stay 3) If employees agree to stay, the resignation procedure ends. 4) If not, resignation will be accepted, and employees will obtain clearance from payroll and job duties. 5) Airport employees are required to complete an exit interview questionnaire.

Table 4.2 outlines the various steps involvement in the recruitment of employees all the way to their resignation from the organization. The following paragraphs will provide details for each step.

Step 1 deals with the recruitment of employees. Taiwan Taoyuan International Airport has basically the same the recruitment process of employees as Suvarnabhumi Airport.

Step 2 deals with the selection of employees. Taiwan Taoyuan International Airport conducts phone interviews and face-to-face meetings while Suvarnabhumi Airport selects employees based on an external recruitment process. People at the Thai airport join the organization specifically through recommendations, advertising, and list of applications.

Step 3 is the reference and background check of applicants. Taiwan Taoyuan International Airport carries out in-depth reference checks. The airport's human resources department will talk to references to gain insights into an applicant's skills. As for the process at Suvarnabhumi Airport, the reference and background check can range from a simple verification of an employee's social security number to a much more thorough check into their history. The human resources employee, may, like at the airport in Taiwan, call references to gain further insights into the staff.

Step 4 deals with medical checkups of applicants. Taiwan Taoyuan International Airport has pre-employment health checkup programs; on the other hand, all employees of Suvarnabhumi Airport undergo health checkups/lifestyle assessments which usually comprise of a combination of tests.

Step 5 deals with the contract signing process. Taiwan Taoyuan International Airport has the same process as the process at Suvarnabhumi Airport. The details in the contract are also very similar.

Step 6 deals with the orientation of new employees to the workplace. Taiwan Taoyuan International Airport has a three-day orientation programs in order to deliver the right message to all new hires along with a full day of training about loyalty and organization awareness. In addition, service excellence is included in the orientation program. As for Suvarnabhumi Airport, the orientation is for newly appointed directors who are provided with useful documents and information to perform their duties.

Step 7 deals with job training and development. Taiwan Taoyuan International Airport has training dedicated to continuous customer satisfaction improvement with on-site visits and workshops to help train employees on problem solving skills. Likewise, Suvarnabhumi Airport provides training and development for Suvarnabhumi Airport personnel to enhance their knowledge and understanding of compliance with the airport's policies, as per government rules and regulations.

Step 8 deals with job performance evaluation. Taiwan Taoyuan International Airport conducts job performance evaluations two times per year (mid-year and year-end), and Suvarnabhumi Airport carried out performance appraisals of its employees with a focus on the performance of enterprises (70%) which include financial and non-financial KPIs and the enterprise management (30%).

Step 9 deals with probation of employees, as part of their career and development plans. Taiwan Taoyuan International Airport puts employees on probation for the first three months of a new job. This is different from Suvarnabhumi Airport which has a probationary period ranging from 30 days to several years for its employees.

Step 10 deals with career and development plans. Taiwan Taoyuan International Airport's career development plan evaluates the employee's credentials. The career and development plan of Suvarnabhumi Airport includes: 1) Introduction and meaning of career development, 2) Need for career development, 3) Significance, 4) Steps, 5) Actions, 6) Strategies, 7) System, 8) Responsibilities and benefits, 9) Problems, and the role of HR in managing problems, and 10) Meeting the challenges.

Step 11 deals with job coaching. Taiwan Taoyuan International Airport equips people with the tools, knowledge, and opportunities they need to fully develop themselves to be effective in their commitment to themselves. At the same time, Suvarnabhumi Airport's job coaching includes related assessments, job development, counseling, advocacy, travel training and other services needed to maintain the employees' employment at the airport.

Step 12 deals with the Individual Development Plan (IDP). Taiwan Taoyuan International Airport's plan includes skills, knowledge, competency development goals, acquisition and application. On the other hand, Suvarnabhumi Airport's IDP develops an individual development plan customized to each employee's needs. The

plan also states that employees identify, clarify, and commit to goals based on priorities and professional goals.

Step 13 deals with the key performance indicators (KPIs). Taiwan Taoyuan International Airport's high-level of KPIs, which focus on the overall performance of the business, and low-level KPIs which focus on internal and external processes. This is different from Suvarnabhumi Airport whose KPIs consist of: 1) Conveyance of vision and actions according to the President's plans as approved by the Suvarnabhumi Airport Board of Directors, 2) Strategic plans and agreements established between Suvarnabhumi Airport and the Thai Government, 3) Tasks assigned and ordered by the Suvarnabhumi Airport Board of Directors, and 4) Gross profit margin.

Step 14 deals with the retention and promotion of employees. Taiwan Taoyuan International Airport offers a competitive benefits package or financial rewards and uses contests and incentives to help keep team members motivated and feeling rewarded. On the contrary, the retention and promotion of employees at Suvarnabhumi Airport aims to calculate the retention rate of employees and recognizes and improves employee performance.

Step 15 deals with the resignation of employees. Taiwan Taoyuan International Airport has informed employee that the first step in the resignation process is to send a letter of resignation to the human resources office. For Suvarnabhumi Airport, resignation consists of four steps: 1) Employees inform their superiors, 2) Function head and HR will arrange a conversation to persuade him/her to stay, 3) if employees agree to stay, the resignation procedure ends; if not, resignation will be accepted and employees will obtain clearance with payroll and job duties, and 4) Airport employees are required to complete an exit interview questionnaire.

4.2.2 Quantitative Descriptive Results

According to the questionnaires used in this research, four main parts were included: 1) Personal information of respondents, 2) Employees' perception toward the process of each step of the human resources management practices of Suvarnabhumi Airport, 3) Employees' satisfaction toward the overview of the human resources management practice outcomes of Suvarnabhumi Airport, and 4) Factors influencing

the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport. Four parts were revealed as descriptive results in this section.

4.2.2.1 Personal Information of Respondent

In this survey, a total of 400 questionnaires were received from respondents and were found to be usable for this study. The demographic characteristics were analyzed by descriptive statistics by computing the number of respondents and percentage of each group. From Table 4.3, there are seven main items which were considered in the statistics: gender, age, marital status, education level, monthly income, job categories and years of work. Numbers of respondents in each category are shown in Table 4.3

According to the results, the category on gender includes male and female. There are 228 respondents who are female with a percentage of 57.00% in the survey. In contrast, the male respondents only make up 172 or 43% of the total number of respondents which is quite low compared to the percentage of females.

For the age groups, most of the respondents' ages range from 20 to 30 years of age (41.25%). Those between the age range of 31 to 40 years old came in second (36.50%). Those in the range of 40 years totaled 89 respondents and make up 22.25% of the all respondents., There were no respondents aged less than 20 years old.

For marital status, there were 201 respondents in the survey who are single (50.25%), followed by 172 married respondents (43.00%) and 27 respondents who are divorced/widowed (6.75%).

Besides that, most of the respondents, or 59.25%, had a bachelor's degree, following by respondents with a degree higher than a bachelor's degree, or (32.75%), and finally 8% of the respondents had a degree lower than a Bachelor's degree. The number of respondents for the three levels of education are 237, 131 and 32 respondents respectively. No respondents held a degree higher than a bachelor's degree.

The next category deals with monthly income of respondents. Most of the respondents, or a total of 112 respondents, have a monthly income in the 20,001-25,000 Thai baht range (28.00%), There are 108 respondents who have a monthly income in the range of 15,001-20,000 Thai baht (27.00%). Those with a monthly income in the 25,001-30,000 Thai baht range totaled 101 respondents (25.25%).

Respondents who earn more than 30,000 Thai baht consisted of 67 respondents (16.75 %), Finally, there were 12 respondents who earn less than 15,000 Thai baht (3.00%).

Other personal information which relates to the survey result is the job category. There are 375 airport employees in terms of job categories, representing 93.75% of the total respondents. A total of 12 respondents, or 3% of all respondents, are human resources & training officers. There are 4 respondents who work as training managers (1.00%), and there were 9 respondents who work as human resources managers (2.25%).

In terms of years of work, 39% of respondents who have worked between 1 to 3 years (156 respondents), 28.00% of respondents have worked for 3 to 5 years (112 respondents), 18% of respondents have worked for 5 years and up (72 respondents) while 15% of respondents have worked for less than 1 year (60 respondents).

Table 4.4 Personal Information of Respondent

Personal Information		Frequency (n=400)	Percentage
Gender	Male	172	43.00
	Female	228	57.00
	Total	400	100.00
Age	Less than 20 years	0	0.00
	20-30 years	165	41.25
	31-40 years	146	36.50
	40 years up	89	22.25
	Total	400	100.00
Marital Status	Single	201	50.25
	Married	172	43.00
	Divorced/Widowed	27	6.75
	Total	400	100.00

Personal Information		Frequency (n=400)	Percentage
Education Level	Lower than Bachelor's Degree	32	8.00
	Bachelor's Degree	237	59.25
	Higher than Bachelor's Degree	131	32.75
	Total	400	100.00
Monthly Income	Lower than 15,000 Baht	12	3.00
	15,001-20,000 Baht	108	27.00
	20,001-25,000 Baht	112	28.00
	25,001-30,000 Baht	101	25.25
	30,000 Baht Above	67	16.75
	Total	400	100.00
Job Category	Human Resources Manager	9	2.25
	Training Manager	4	1.00
	Human Resources & Training Officer	12	3.00
	Airport Staff	375	93.75
	Others	0	0.00
	Total	400	100.00
Work Years	Below 1 year	60	15.00
	1-3 years	156	39.00
	3-5 years	112	28.00
	5 years up	72	18.00
	Total	400	100.00

4.2.2.2 Research Results by Research Objective

Research Objective 2: To evaluate the efficiency of human resource management practices of Suvarnabhumi Airport

The purpose of this part is to determine the cognition of respondents on the pre-start working process (Step1-Step5), internal human resource management process (Step6-Step14) and resignation process (Step15). The method is to evaluate the level of efficiency in human resources management practices of Suvarnabhumi Airport on the same factor by mean value and standard deviation. All items were rated on a five Likert scale with a score of 5 indicating very high efficiency and a score of 1 indicating very low efficiency. All items are shown in Table 4.5

Table 4.5 The Efficiency of Human Resources Management Practices of Suvarnabhumi Airport

No.	Items	Mean	S.D.	Level of Efficiency	Rank
1	The Pre-Start Working Process (Step1-Step5)	4.32	1.007	High	1
2	Internal Human Resource Management Process (Step6-Step14)	3.163	1.009	Moderate	3
3	Resignation Process (Step15)	3.84	0.955	High	2

Table 4.4 identified the efficiency in the pre-start working process, internal human resource management process and resignation process of human resources management practices of Suvarnabhumi Airport. The result indicates that both the pre-start working (mean value 4.32 and 1.007 S.D.) and resignation process (mean value 3.84 and 0.955 S.D.) have a high level of efficiency of human resources management practice. However, internal human resource management process has a moderate level of efficiency of human resources management practice (mean value 3.163 and 1.009 S.D.).

In conclusion, the internal human resource management process of Suvarnabhumi Airport is inefficient compared to other HRMP elements.

Research Objective 3: To evaluate the effectiveness of human resources management practices of Suvarnabhumi Airport

Table 4.7 identified the level of employee's satisfaction toward the effectiveness of three processes of human resources management practice of Suvarnabhumi Airport which are the pre-start working process, internal human resource management process and resignation process. The result indicates that employees have a high level of satisfaction in the pre-start working (mean value 3.873 and 0.819 S.D.) and resignation processes (mean value 3.525 and 0.955 S.D.). While employees have a moderate level of satisfaction towards the internal human resource management process (mean value 3.163 and 0.92 S.D.).

In conclusion, the results showed that the employees are not satisfied with the internal human resource management process. In other words, the internal human resource management process of Suvarnabhumi Airport is inefficient when compared with other HRMP elements.

Table 4.6 The Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport

No.	Items	Mean	S.D.	Level of Efficiency	Rank
1	The Pre-Start Working Process (Step1-Step5)	3.873	0.819	High	1
2	Internal Human Resource Management Process (Step6-Step14)	3.163	0.92	Moderate	3
3	Resignation Process (Step15)	3.525	0.955	High	2

Research Objective 4: Factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport

To extract the related variables in order to generate a model, the researcher applied Exploratory Factor Analysis (EFA). The researcher figured out the factor loading for the observed variables as well as the Cronbach's alpha for the latent variables. In order to be confident that the variables can be efficiently used in this study, the observed variables' variable factor loading are below 0.60. Latent variables with a Cronbach's alpha that are below 0.70 have been removed and will not be included in the investigation of the relationships among the variables in this study.

Table 4.7 shows the summary of the EFA results. The first latent variable being 'organizational factors' which contain five observed variables. The second latent variable being 'economic & environmental factors' which contain five observed variables. The third latent variable being 'technology factors' which contain four observed variables. The forth latent variable being 'sociocultural factors' which contain five observed variables, and the last latent variable being 'legal and regulation factors' which contain four observed variables.

Based on the factor loading for all twenty-three items, the researcher found that there were no observed variables with a value less than 0.60; the highest value of factor loading is 0.793 and the lowest value is 0.613. Furthermore, the researcher found that all five latent variables have an alpha value higher than 0.70. The highest value of an alpha is 0.927 and the lowest value is 0.762

Table 4.7 Summary of the Results of the Exploratory Factor Analysis

Latent Variables	Observe Variables	Factor Loading	Cronbach's Alpha if item deleted	Cronbach's Alpha
Organizational Factors	-Organization Objectives	0.788	0.918	0.927
	-Organization Policies	0.711	0.914	

Latent Variables	Observe Variables	Factor Loading	Cronbach's Alpha if item deleted	Cronbach's Alpha
Economic & Environmental Factors	-Organization Procedures	0.692	0.918	0.88
	-Organization Structure	0.662	0.914	
	-Organization System	0.656	0.918	
	-Population & Workforce	0.757	0.825	
	-Workforce Market Condition	0.656	0.856	
	-Nation Income – Salary Structure	0.644	0.866	
	-Inflationary Pressure	0.630	0.857	
	Legal Environment			
	-Safety, Working Condition	0.628	0.862	
	-New Materials, Machinery, Software and Business Process Support	0.753	0.863	
Technology Factors	-Technological Development	0.733	0.896	0.902
	-Information Technology and Communication	0.721	0.857	
	-Research and Development	0.644	0.871	

Latent Variables	Observe Variables	Factor Loading	Cronbach's Alpha if item deleted	Cronbach's Alpha
Sociocultural Factors	-Expectation of Society	0.722	0.668	0.798
	-Social Status of Job	0.666	0.752	
	-Achievement of Work	0.641	0.750	
	-Authority Structure	0.637	0.748	
	-Role of Labor Union	0.616	0.736	
Legal and Regulation Factors	-No Discrimination on Sex	0.793	0.821	0.762
	-Legislation (Establishes a coherent and comprehensive framework for the promotion).	0.787	0.798	
	-Right to Adequate Standard of Living	0.626	0.621	
	-Right to Social Security	0.613	0.608	

After the researcher completed the Exploratory Factor Analysis, the next step was to investigate the relationship among the variables by using the multi-linear regression analysis.

To explore the impact of each dimension of human resources management practices on the performance of the employees, the results were analyzed and are shown in table 4.8.

Table 4.8 Results of Variance Analysis of Multiple Linear Regression to Test the Magnitude of The Influences of the Efficiency and Effectiveness of Human Resources Management Practices in the Suvarnabhumi Airport Dimension

Dimension	β	t- value	p – value
Constant		14.127	0.000
Organizational Factors	0.090	6.553	0.004
Economic & Environmental Factors	0.066	3.518	0.030
Technological Factors	0.552	4.707	0.018
Sociocultural Factors	0.232	2.002	0.029
Legal and Regulation Factors	0.015	3.222	0.014

Table 4.8 indicates that organizational factors have the most influence on the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport, followed by legal regulations, technological, sociocultural and finally economic & environmental factors. The following conclusions can be drawn:

If Suvarnabhumi Airport has clear objectives and organizational policies as well as the proper management of various processes within the organization, the efficiency and effectiveness of human resources management practices at Suvarnabhumi Airport will increase by 0.090 with a statistically significant confidence level of 99%.

If Suvarnabhumi Airport has a good management system in terms of rules and regulations and organizational agreements, the efficiency and effectiveness of human resources management practices at Suvarnabhumi Airport will increase by 0.015 with a statistically significant confidence level of 95%.

If Suvarnabhumi Airport has a modern management system in terms of technology, the efficiency and effectiveness of human resources management practices at Suvarnabhumi Airport will increase by 0.552 with a statistically significant confidence level of 95%.

If Suvarnabhumi Airport has a good organizational management system, the efficiency and effectiveness of human resources management practices at Suvarnabhumi Airport will increase by 0.232 with a statistically significant confidence level of 95%.

If Suvarnabhumi Airport has a good management systems in terms of the organizational environment, such as safety, as well as control of the rate of pay for employees, the efficiency and effectiveness of human resources management practices at Suvarnabhumi Airport will improve by 0.066 with a statistically significant confidence level of 95%

4.3 To Suggest the Human Resources Management Practices Model of Suvarnabhumi Airport

Once the researcher synthesized the process of human resources management practices of Taiwan Taoyuan International Airport (RO 1) and studied the process of human resources management practices of Suvarnabhumi Airport (RO 5), the researcher integrated the knowledge gained to develop the human resources management practices model of Suvarnabhumi Airport

In addition, after having evaluated the efficiency and the effectiveness of human resources management practices of Suvarnabhumi Airport (RO2, RO3) and studied factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport (RO4), the researcher applied the knowledge by modifying it so that it is appropriate for each step of the human resources management practices model. In addition, the information gained helped in the development of a more efficient human resources management practices model of Suvarnabhumi Airport as shown in Figure 4.1.

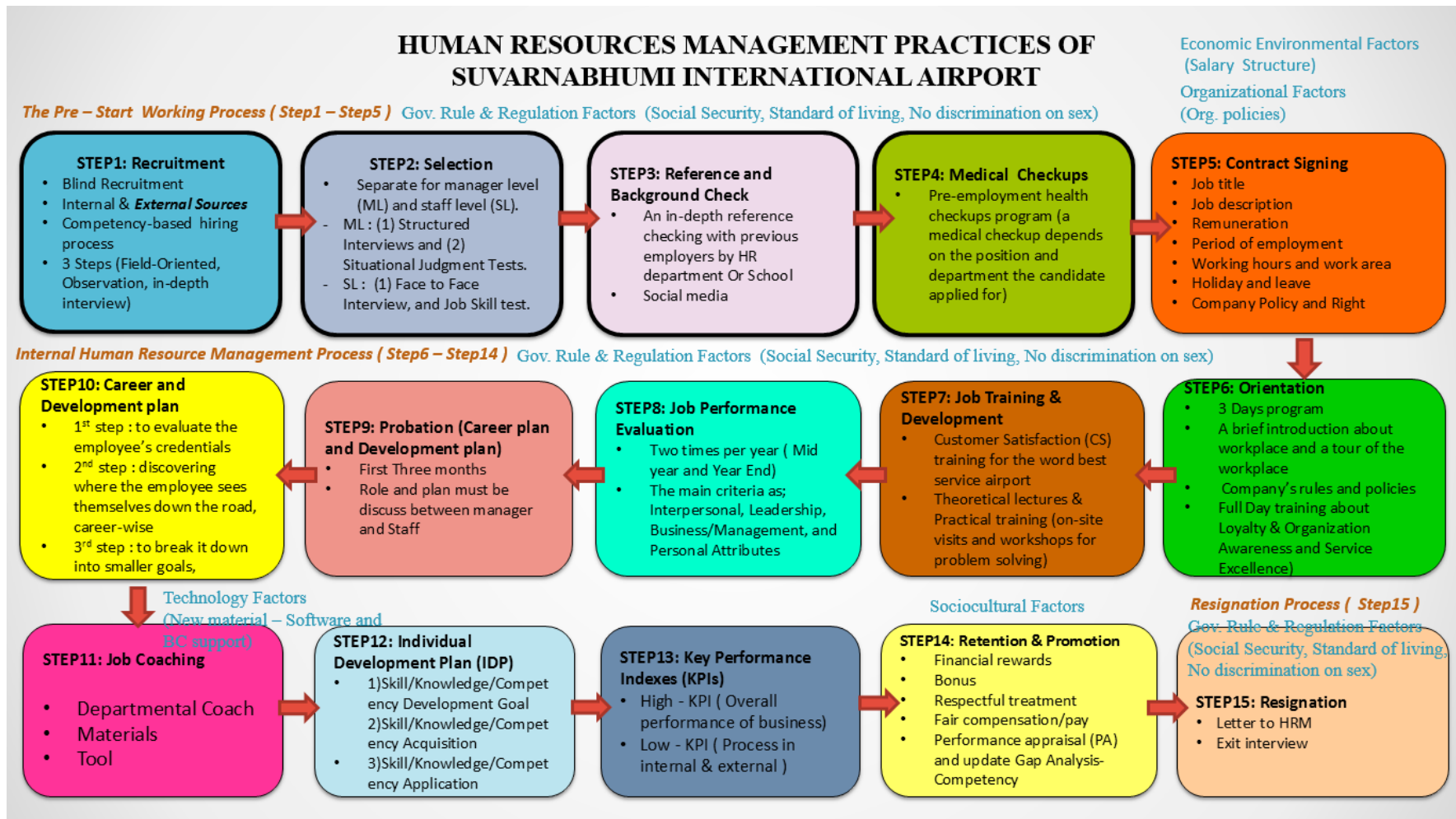


Figure 4.1 Human Resources Management Practices Model of Suvarnabhumi Airport

Figure 4.1 The researcher used the symbol T to represent the knowledge gained from the synthesis of the process of human resources management practices of Taiwan Taoyuan International Airport. The symbol S was used to stand for the knowledge gained from the study on the process of human resources management practices of Suvarnabhumi Airport. Moreover, the symbol F represents the factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport. The researcher has applied the knowledge gained by interweaving it with the development of the human resources management practices model of Suvarnabhumi Airport in order to ameliorate its efficiency.

4.4 Conclusion of a Model

In creating this model, it was very important to apply the factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport in order to make the model more effective.

This human resources management practices model of Suvarnabhumi Airport is composed of a total of 15 Steps as follows:

STEP 1 deals with recruitment. Organizations use the recruitment process to identify potential employees who possess the required knowledge, skills and experience that the company or organization is looking for to fill job vacancies. This process will allow the organization, Suvarnabhumi Airport, to obtain the most suitable candidates with the greatest potential. However, the recruitment method of employees should be changed. The organization should pay more attention and be more open-minded to accepting employees from outside the organization. Doing so will allow for the expansion of new perspectives. The use of a blind reviewing system should be applied, one which is bias free, to the recruitment process which will permit the organization to select efficient employees who genuinely have the know-how and capabilities to work with them. In addition, Suvarnabhumi Airport should implement a competency-based hiring process when recruiting employees to work for them. Rather than using a cookie-cutter approach or a one-size-fits all approach, they should use different competency criteria depending on the position or job responsibilities. As a result, the employee who

is selected will have the knowledge and skills which are in line with the actual characteristics of the job.

STEP 2 deals with the selection of employees. Suvarnabhumi Airport should use a variety of selection techniques depending on the specific criteria based on the work position. The manager level includes two categories: 1) Structured interviews and 2) Situational judgment tests.

For structured or behaviorally based interviews, job applicants will be given questions that are based on their job they are applying for. These questions will be specific and have been planned in advance. The answers provided will be given scores based on the pre-determined and specific criteria. The criteria are frequently presented in the form of a scoring guide with specific descriptions for each criterion, making it easy and fair for the interviewer to assign marks.

Another approach that can be taken is in the form of an interview panel. This is when two or three interviewers, who are managers who been trained to conduct interviews, will listen to the applicants' responses and grade their answers based on the criteria set out. The scores among the interview panel will then be compared so that the scores are consistent, this is known as "interrater reliability." When scores differ significantly, the interview panel will discuss and explain why particular scores were given so that they can reach an agreement on what scores should be given for the candidate.

Another approach that is similar to structured interviews is the use of multiple-choice questions known as Situational Judgment Tests (SJTs). The job interviewees are given hypothetical cases that are related to the position for which they are applying; they are asked to pick their answers from a number of choices. These answers will reflect how the applicants will react to specific scenarios and how they will make decisions in such cases. The answers will reveal and forecast what the applicants' behavior will be like when they are faced with complex issues. Thus, SJTs are considered to be an excellent way to select applicants who will be working as managers or in positions that require technical knowledge.

Another level is the staff level. The selection interviews for them can be broken down into two categories: 1) Face-to-face interviews and 2) Job skills test.

Face-to-face interviews rely on behavioral questions to find out how the job applicants would think, and the decisions they would make if they are chosen to fulfil this position at the company or organization. This type of question will have to be determined by the company or organization, which will try to identify specific types of behavior that they are looking for in future candidates. Job applicants often have prepared and/or memorized in advance some answers to frequently asked interview questions, such as those that they can find online. By changing the types of questions, applicants are forced to come up with answers on the spot. They are given questions that they cannot predict in advance and cannot prepare answers to. As a result, the company or organization will be able to obtain answers that are more realistic and something which they could not have anticipated in advance or included in their CV.

The job skill test helps the company or organization find out what basic skills and essential competencies the job applicant has which can be applied to a number of different types of jobs. This test will help the employer see if the applicant has the specific skills necessary to carry out work for a job which often requires those skill. There are two types of ways to select applicants: 1) Preliminary screening and 2) Phone interviews, with the former taking place before the latter. The objective of the preliminary interview is to screen out candidates who are not suitable or qualified based on the data provided in the application form. The preliminary interview will cut out candidates for reasons that were not evident in the application form. Nevertheless, it is necessary to be careful not to cut out candidates who are ideal and should be selected.

STEP 3 deals with references and background checks. This step involves carrying out in-depth reference checks by contacting references to find out more about the job applicant's skills. Suvarnabhumi Airport can check the individual's previous work, job title(s), compensation, and professional duties as well as reasons why they left their job. In addition, the organization also carried out checks into the job applicant's references and background by examining his/her social media accounts including Facebook, twitter and/or YouTube. This is one of the most efficient methods to verify an applicant's background because it will allow the organization to see his/her real behavior or who he/she is in real life.

STEP 4 deals with medical checkups. Suvarnabhumi Airport already offers a basic medical checkup program. Adding a medical checkup program to check for other

diseases, depending on the specific position which the candidate applied for, will help reduce the various health risks which may occur while he/she is working. This will help ensure that the applicant can carry out his/her duties without any interruption due to health problems.

STEP 5 deals with contract signing. Contracts are agreements made between two or more parties, used to lay out specific terms and bind each party to those terms. Such as job title, job description and remuneration (salary and bonuses), period of employment (start and end dates), working hours and place of work, holidays and sick leave, and policies, restrictive clauses and rights (competition, confidentiality, and intellectual property).

STEP 6 deals with orientation. Introduction to the workplace and a tour of the workplace. During a three-day orientation program, new hires will learn about the organization on each full day of training at the airport and will include such topics as loyalty, organization awareness and service excellence. The airport orientation should provide new employees with basic information about the employer. Training programs are used to ensure that the new staff have the basic knowledge required to perform the job satisfactorily.

STEP 7 deals with job training and development. Courses include customer satisfaction (CS) training for the airport and training dedicated to continuous customer satisfaction improvement. Employees will also gain experience when it comes to airport operations through on-site visits and workshops to help them with their problem-solving skills.

STEP 8 deals with job performance evaluation. Evaluation will be carried out two times per year (mid-year and year-end). The main criteria are interpersonal skills, leadership, business/management, and personal attributes.

STEP 9 deals with probation (career plan and development plan). The probationary period is for the first three months of a new job. This period offers both the employer and new employee an opportunity to openly discuss the employee's role and his/her suitability with the position.

STEP 10 deals with career and development plan. In creating an employee career development plan for an employee's job at the airport, the human resources department will evaluate the employee's credentials. The organization will need to find

out and identify where the employees see themselves down the road in terms of their career. A well-thought-out staff development plan provides airport employees with opportunities and a clear direction on how to increase their skills and advance their careers. Furthermore, with a more expanded skill set, they have more tools to help the airport business forge ahead and prosper.

STEP 11 deals with job coaching. Coaching helps equip airport employees with the tools, knowledge, and opportunities they need to fully develop themselves to be effective in their commitment to themselves. Each department head (DH) within the organization will be asked to select a person within their department to coach to the next level. Coaching provides the organization with a great source of internal talent and also enhances the skills of the DH population.

STEP 12 deals with Individual Development Plan (IDP) which is an action plan designed to improve the knowledge and abilities of an individual of airport staff. This is mostly associated with career planning and related activities such as performance management. Individual development plans are also used in an airport context to help airport employees plan meaningful steps on the path to a long-term career goal.

STEP 13 deals with key performance indicators (KPIs). The airport's organization uses KPIs to evaluate their success at reaching targets. The high-level KPIs focus on the overall performance of the business, and the low-level KPIs focus on internal and processes.

STEP 14 deals with retention and promotion. The ability of an airport organization to retain their existing employees is of vital importance. Keeping track of employee retention is important because disengaged employees and turnover costs are expensive. To offer a competitive benefits package with promotion and to use contests and incentives are ways to help keep team members motivated and feeling rewarded.

STEP 15 deals with resignation. The organization's resignation policy is to be tailored to the airport. An airport employee who decides to resign from a position will prepare a resignation letter at least 30 days in advance. The advance notice period starts from the moment a staff submits an official notice, whether verbal or written. They can inform either their supervisor or HR, although it is advised that they inform both parties.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the dissertation entitled “Human Resources Management Practice Model of Suvarnabhumi Airport, Thailand” which includes a conclusion of the results, a brief overview of the whole process of the study and finally a recommendation for further study. This research consists of a total of five chapters. The first chapter highlights the significance, justification, objectives and outcomes of the study while the second chapter is composed of the literature review, concepts and theories related to Taiwan Taoyuan International Airport and Suvarnabhumi Airport. The third chapter explains the research methodology employed for the study, followed by the fourth chapter which consists of data analysis, research results and discussion. The fifth chapter contains the conclusion and recommendations of the study.

The ultimate goal of this study is to provide suggestions regarding the human resources management practices model for Suvarnabhumi Airport based on the data collected. Mixed research methodologies were employed to collect primary data from various population groups. The results from the primary data consisting of interviews and questionnaires and secondary data (literature review) were applied to create a model of human resources management practices model of Suvarnabhumi Airport.

5.2 The Results of Research Objective 1: To Synthesize the Process of Human Resources Management Practices of Taiwan Taoyuan International Airport

The following is a summary of the results in the investigation of the process of human resources management practices of Taiwan Taoyuan International Airport.

Question 1: What are the processes of recruitment in your organization?

The recruitment is a process of finding and attracting the potential resources for filling vacant positions at Taiwan Taoyuan International Airport. It sources the candidates with suitable and appropriate abilities and attitude which are required to help the organization achieve its objectives. The recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate. All of these steps are vital to ensure that the organization is able to find the right person for the right position with the right fit. This individual must also be able to work well with the other stakeholders, including both other fellow employees of all levels as well as external clients.

Question 2: What are your current methods of employee selection?

The human resources at Taiwan Taoyuan International Airport selection techniques vary, based on the company's staffing requirements and available resources. The methods for selecting employees are distinct for those at the manager level when compared with those at the staff level.

Question 3: Where is the source of employee reference and background checks?

A reference check for potential employees at Taiwan Taoyuan International Airport can include several steps. The employer could simply verify dates of employment and job titles and dates of attendance at college and the degree attained. A survey of the applicant's social media account may also be carried out to ensure that he/she possesses the qualities and behavior appropriate for the position.

Question 4: Do you have separate, or the same program of medical checkups for every position?

Taiwan Taoyuan International Airport has a program of medical checkups called "Pre-employment health checkup program." The requirement for a medical checkup depends on the position and department the candidate applied for.

Question 5: What are the topics you mention in contract signing?

The fine print of Taiwan Taoyuan International Airport employment contract is a must. Understanding the legal jargon contracts are written in will help bring clarity to an applicant's rights and responsibilities. The topics included in the contract signing include: 1) Job title, 2) Job description, 3) Remuneration (salary and bonuses), 4) Period of employment (start and end dates), 5) Working hours and place of work, 6) Holidays and sick leave, and 7) Policies, restrictive clauses and rights (competition, confidentiality, and intellectual property).

Question 6: How many days for new hire orientation? What are the topics included in the orientation?

The employee orientation is an opportunity to make a first impression on new hires. Human resources of Taiwan Taoyuan International Airport conduct three-day orientation programs in order to deliver the right message to all new hires and to ensure that all new employees are familiar with the rules and regulations. They will also be introduced to their new workplace and be taken on a tour.

Question 7: How many major job training and development programs do you have?

The training and development of Taiwan Taoyuan International Airport describes the formal, ongoing efforts that are made within the organization to improve the performance and self-fulfillment of employees through a variety of educational methods and programs.

Question 8: How many times per year for job performance evaluation in your organization? What are the main criteria?

Employees of Taiwan Taoyuan International Airport are evaluated on a regular basis, usually two times per year. Regular job performance evaluations help employees better understand what is expected of them, improve communication between management and employees and give employees proper recognition for their work.

Question 9: How is the probation program set up in your organization?

The organizational plan of TPE probation is related to the human services plan. An induction pack is provided to the new employee either during the interview process, or on their first day. To give the new employee a better understanding of the IIAC, an induction pack consist of the following information: a current organization chart listing the current roles and employees' names, a copy of the company's HR manual, a copy of the job description, copies of any marketing materials – such as brochures, a staff contact list, a safety induction – including evacuation procedures, and security access.

Question 10: How do you arrange career and development plans for the employee?

The creation of an employee career development plan is a great way to support each TPE employee and their respective career paths. The results illustrate that a well-thought-out employee development plan provides TPE's employees with opportunities and clear directions on how to increase their skills and advance their careers. This in turn will help the organization because each employee will be able to utilize their acquired skills, some of which should be in line with those of the organization, to help TPE excel and reach their organizational goals as well.

Question 11: How many main job coaching positions in your organization? Who will be the coach?

The job coaching positions provide information about different career paths to TPE's employees. They also provide job skill and social skill preparation and guidance. Job coaches conduct talent assessment tests and provide advice about the results. Job coaches provide advice about career development or even career changes. They also may provide guidance and motivation in setting and achieving career goals. With such assistance, employees can gain assistance in analyzing their existing skills and goals. The job coaches will offer suggestions on how to achieve future goals and how employees can work to achieve these goals. For instance, perhaps the employee will need additional training in a particular area. The job coaches can help find and arrange such courses or even recommend books to read on that particular skill.

Question 12: What is the platform for individual development plans (IDP) in your organization?

The Individual Development Plan (IDP) is a tool to organize and target TPE professional and personal development. Its primary purpose is to help TPE reach short, and long-term career goals, as well as strengthen current job performance by providing a structured approach.

Question 13: Do you have separate, or the same key performance indicators (KPIs), for every position? What are they?

The key performance indicators of TPE are measurable values that demonstrate how effectively TPE as an organization is achieving their key business objectives. TPE uses KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs focus on the overall performance of the business while low-level KPIs focus on internal and external processes such as executive, executive director, director, manager, assistant manager, national external trainees, oversea external trainees, and others.

Question 14: What retention programs do you use in your organization?

Managing employee retention involves strategic actions to keep employees motivated and focused so that they elect to remain employed and fully productive for the benefit of the organization. A comprehensive employee retention program can play a vital role in both attracting and retaining key employees while also reducing turnover and its related costs. All of these measures can contribute to an organization's productivity and overall business performance.

Question 15: What are the promotion processes in your organization?

The promotion or career advancement is a process through which an employee of TPE is given a higher share of duties, a higher pay-scale or both. A promotion is not just beneficial to TPE's employees, but it is also crucial for the employer. It boosts the morale of promoted employees, increases TPE's productivity and hence improves upon the overall profits earned by the organization.

Question 16: What are the resignation processes in your organization?

TPE's employees will often tell their boss first when they resign from their job. The boss needs to inform the employee that the first step in the resignation process is to send a letter of resignation to the Human Resources office. This triggers all of the end-of-employment events necessary to carry out an employment termination.

Question 17: What are your opinions about effective human resource management practices?

The human resources planning, structure and organization are all important to managing human capital. Human resources are the most valuable asset in an organization. Aligning HR and business goals, managing talent, improving employee engagement and working together with executive leadership are several key components to HR management. TPE's human resource best practices have been around for decades. Human resource has served as guidelines for many HR professionals to carry out their job and to ensure that employees are happy and can fully contribute to the organization's goals.

5.3 The Results of Research Objective 2: To Evaluate the Efficiency of Human Resources Management Practices of Suvarnabhumi Airport

The investigation into the efficiency of human resources management practices of Suvarnabhumi Airport is based on the cognition of respondents when it comes to the pre-start working process, internal human resource management process and resignation process. To identify the efficiency in the pre-start working of human resources management practices of Suvarnabhumi Airport, the result indicates that the pre-start working stage has a high level of efficiency with a mean value of 3.885 and an standard deviation (S.D.) of 0.858. The candidate verification process is professional with a mean value of 4.108 and an S.D. value of 0.782, both representing high levels of efficiency. The second part identified the efficiency of the internal human resource management practices of Suvarnabhumi Airport which had a very high level of efficiency with a mean value of 3.677 and an S.D. value of 0.827 S.D. They are announcements about probations, career and development plan; their explanations are clear and transparent, so they have a mean value of 4.368 and an S.D. value of 0.541. The efficiency of the resignation process of human resources management practices of Suvarnabhumi Airport has a grand mean of 3.472 and an S.D. value of 0.817. The three levels of efficiency were rated at a high rate of efficiency, which sheds light on the professional process of issues analysis and exit interview (ranked 1 with a weighted mean of 3.620 and an S.D. value 0.813).

5.4 The Results of Research Objective 3: To Evaluate the Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport

The investigation evaluates the effectiveness of human resources management practices of Suvarnabhumi Airport by focusing on the level of employee's satisfaction toward the overall human resources management practice outcomes of Suvarnabhumi Airport. The grand mean is 3.450 which can be described as a level of high effectiveness. Ranking the human resource management practices, the top three were: employees are satisfied with the recruitment process (Rank 1 with a high mean of 3.873 and S.D. of 0.819); the number of employees satisfied with the selection process (Rank 2 with a high mean of 3.735 and S.D. of 1.046); and the number of employees satisfied with the contract signing (Rank 3 with a high mean of 3.620 and an S.D. of 0.903). The KPI process came in last in terms of those who are not satisfied (Rank 15 with a moderate mean of 3.118 and an S.D. of 0.888). Some supervisors said that it takes time to find a replacement due to the long recruitment and hiring process which applicants have to undergo. Most of them also experience some pressure in their KPI process.

5.5 The Results of Research Objective 4: To Study Factors Influencing the Efficiency and Effectiveness of Human Resources Management Practices of Suvarnabhumi Airport

The factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport includes 5 factors, they are: 'influencing variety' (mean value 4.234 and S.D. 0.703), in the level of very important; 'legal and regulation factors' (mean value 4.514 and S.D. 0.561), in the level of very important; 'technology factors' (mean value 4.344 and S.D. 0.718), in the level of very important; 'sociocultural factors' (mean value 4.188 and S.D. 0.748), in the level of moderately important; 'economic environmental factors' (mean value 4.088 and S.D. 0.795), in the level of moderately important; and 'organizational factors' (mean value 4.035 and S.D. 0.694), in the level of moderately important. Therefore, the result indicated that the respondents were in total agreement with factors influencing the efficiency and effectiveness of human resources management.

5.6 The Results of Research Objective 5: To Suggest the Human Resources Management Practices Model of Suvarnabhumi Airport

The model of human resources management practices for Suvarnabhumi Airport indicates that the essential elements of HRMP have a direct relationship with valued business consequences. For the best fit, human resource policies must be aligned with business strategy and objectives. This can be done by checking regularly the needs of the organization as well as those of the employees. The best practices lead to superior business employees. These processes help the organization have a comparative advantage. There are 15 steps of human resources management practices which can be adopted, and which can then lead to superior performance of the Suvarnabhumi Airport organization. These steps are:

STEP 1: Recruitment is the method that an organization uses to find the potential candidates who have the requisite knowledge, skills and experience in order to fill job vacancies.

STEP 2: Selection involves preliminary interviews following a preliminary screening. Like during the screening stage, the purpose of the preliminary interview is to eliminate unsuitable or unqualified candidates from the selection process.

STEP 3: Reference and background checks involve an in-depth reference check by talking to references to gain insights into an applicant's skills. The airport can verify the job candidate's employment, job title, pay, and responsibilities and why they left that job.

STEP 4: Medical checkups involve pre-employment health checkup programs. There are separate programs of medical checkups depending on the specific departments and age of employees.

STEP 5: Contract signing is when an agreement is made between two or more parties. A contract is used to lay out specific terms and bind each party to those terms. Details in a contract can include job title, job description and remuneration.

STEP 6: Orientation is when new employees are introduced to the workplace and given a tour of the workplace. Training programs are used to ensure that the new staff member has the basic knowledge required to perform the job satisfactorily.

STEP 7: Job training and development is another important step. Customer satisfaction (CS) training for the airport can be carried out by regular courses or training dedicated to continuous customer satisfaction improvement.

STEP 8: Job performance evaluations are carried out two times per year (mid-year and year-end). The main criteria are interpersonal, leadership, business/management, and personal attributes.

STEP 9: Probation (career plan and development plan) is a period for the first three months of a new job. This offers both the employer and new staff an opportunity to openly discuss the role and its suitability to the employee.

STEP 10: Career and development plans allow the airport to evaluate the employee's credentials and discover where the staff see themselves down the road in terms of their career.

STEP 11: Job coaching allows the airport to equip airport staff with the tools, knowledge, and opportunities they need to fully develop themselves to be effective in their commitment to themselves and the organization.

STEP 12: Individual Development Plan (IDP) is an action plan designed to improve the knowledge and abilities of an individual working for the airport.

STEP 13: Key performance indicators (KPIs) are what the airport uses to evaluate the successes of an employee at reaching targets. The high-level KPIs focus on the overall performance of the business, and the low-level KPIs focus on internal and external processes.

STEP 14: Retention and promotion are ways to keep track of employees. Employee retention is important because disengaged employees and turnover costs are expensive. Instead, the organization should offer a competitive benefits package with opportunities for promotion and career development.

STEP 15: Resignation policy must be tailored to the airport. Advance notice period starts from the moment a staff submits an official notice, whether verbal or written. They can inform either their supervisor or HR although the airport advises them to inform both.

5.7 Recommendations

5.7.1 Theoretical Recommendations

This section explains the recommendations from an academic perspective of an academic. According to HRMP theories, the process involved in the individual development plan is grouped under the step of probation announcement. This research study found that the process involved in the individual development plan must be separated into further steps due to the fact that both the steps of probation announcement and individual development plan are carried out in distinct manners. More specifically, although the probation announcement involves the creation of a development plan, the development plan called the “Career Planning and Development” involves plans to help employees grow in the areas of their current positions. While individual development plans involve identifying the employees’ capabilities in other areas which are not those involved with their current work in order to prepare those with the capabilities and readiness to work in other areas of the organization.

5.7.2 Practical Recommendations

This study provides explanations of the views of airport staff about the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport. In managing the human resources at Suvarnabhumi Airport, it is vital to take the following factors into consideration.

There is a need to design a system for career promotion and administrative escalation. However, it must be flexible, adaptable and developmental. In addition, this system must empower staff by providing them with preparatory steps toward a promotion and be a part of the promotion process. Suvarnabhumi Airport should seek proposals from staff regarding the system of incentives and bonuses in order to increase the level of employee satisfaction. This is because if a policy is implemented which stems from the employees’ views, they will not feel that it is something that has been imposed on them through an administrative order. In addition to creating a work environment that allows the formation of relationships among employees, this process should help them to increase their functional effectiveness. Moreover, there should be

a follow up on plans for modernization and the development of information systems to help airport staff improve their performance and functions.

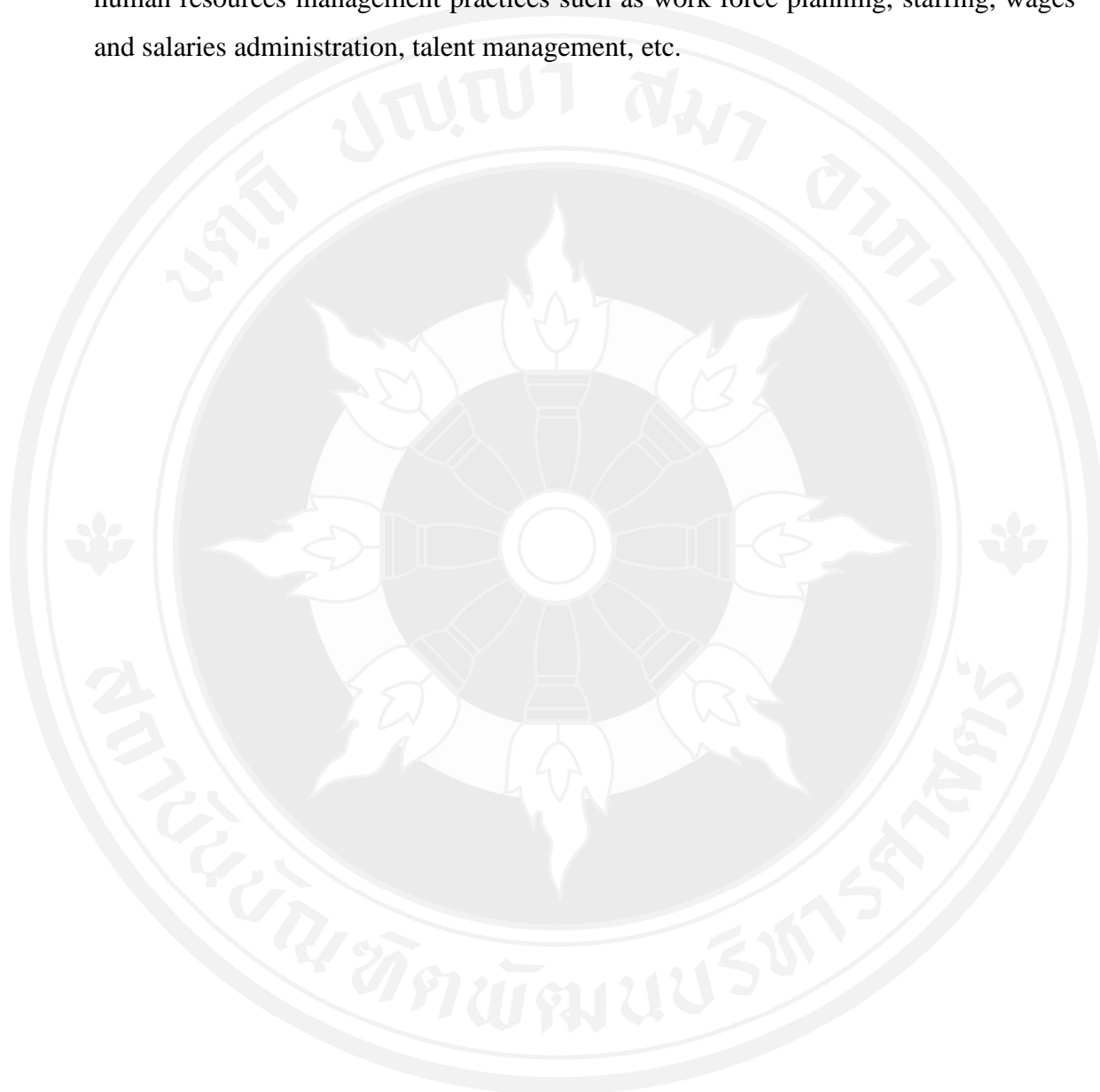
5.7.3 Recommendations for Further Research

The current study looked into the human resources management practices model: recruitment, selection, reference and background check, medical checkups, contract signing, orientation, job training and development, job performance evaluation, probation (career plan and development plan), job coaching, individual development plan (IDP), key performance indicators (KPIs), retention and promotion, and resignation at Suvarnabhumi Airport. It focused only on five dimensions of human resources management practices: organizational, economic environmental, technological, sociocultural, legal and regulation. Therefore, the researcher recommends further studies be conducted investigating other dimensions of human resources management practices, such as work force planning, staffing, wages and salaries administration, talent management, etc. A similar study can also be carried out at similar organizations, namely airports, in other cities around the world. A case study approach could also be used to compare and contrast the human resources management approaches in different airports and of different sizes to find “best practices” that can be applied for the betterment of airports around the world. One possible topic may be to compare the human resources management practices of airports in the ASEAN region, or global airports that have similar passenger numbers.

5.8 Limitations of the Study

Now that the research is complete, the researcher would like to point out that there were some limitations during the process of study. This paper has some limitations. For sampling results may not conform to the total population results. Therefore, the results cannot be generalized to all organizations. The current study looked into the human resources management practices model: recruitment, selection, reference and background check, medical checkups, contract signing, orientation, job training and development, job performance evaluation, probation (career plan and development plan), job coaching, individual development plan (IDP), key performance

indicators (KPIs), retention and promotion, and resignation at Suvarnabhumi Airport. It focused only on five dimensions of human resources management practices namely: organizational, economic environmental, technological, sociocultural, legal and regulation. Therefore, the researcher recommends investigating other dimensions of human resources management practices such as work force planning, staffing, wages and salaries administration, talent management, etc.



BIBLIOGRAPHY

- Achtenhagen, L., Melin, L., & Naldi, L. (2013). Dynamics of business models—strategizing, critical capabilities and activities for sustained value creation. *Long range planning*, 46(6), 427-442.
- Adler, S. (1993). Verifying a job candidate's background: The states of practice in a vital human resources activity. *Review of Business*, 15(2), 3-8.
- Aiken, L. H., Clarke, S. P., Sloane, D. M., Sochalski, J. A., Busse, R., Clarke, H., . . . Shamian, J. (2001). Nurses' reports on hospital care in five countries. *Health Affairs*, 20(3), 43-53.
- Akanbi, P. A. (2011). Influence of extrinsic and intrinsic motivation on employees' performance. Retrieved from <https://scholar.google.com>
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18.
- Alliger, G. M., Tannenbaum, S. I., Bennett Jr, W., Traver, H., & Shotland, A. (1997). A meta-analysis of the relations among training criteria. *Personnel Psychology*, 50(2), 341-358.
- Anderson, R. (2011). HR for RTOs: Not just a nice to have but a must have. *RTO Management*, 1(2), 22.
- Angerstorfer, F. (2015). Demographic change and human resource management: Case Finland. Retrieved from https://www.theseus.fi/bitstream/handle/10024/92546/Bachelor_Thesis_Franziska_Angerstorfer_Final.pdf;sequence=1
- AOT. (2019). AOT annural report. Retrieved from <https://airportthai.co.th/wp-content/uploads/2018/05/1.-รายงานประจำปี-2560-ทอท.-ENG.compressed.pdf>
- Armstrong, M., & Baron, A. (1998). *Performance management: The new realities*. London: State Mutual Book & Periodical Service.
- Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*, 67(3), 350.

- Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, cause, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32(4), 803-829.
- Baker, J., Grewal, D., & Parasuraman, A. (1994). The influence of store environment on quality inferences and store image. *Journal of the Academy of Marketing Science*, 22(4), 328-339.
- Barrett, S. D. (2004). The sustainability of the Ryanair model. *International Journal of Transport Management*, 2(2), 89-98.
- Bauer, K. (2004). KPIs: Not all metrics are created equal. *DM Review New York*, 14(12), 4.
- Bean, C., & Geraghty, K. (2003). Navigating the road to KPIs success. *Focus*, 5(6), 37-41.
- Beardwell, I., & Holden, L. (1997). *Human resource management*. London: Pitman.
- Becker, E. B., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: Linking people, strategy, and performance*. Boston, MA: Harvard Business School Press.
- Bedeian, A. G., Ferris, G. R., & Kacmar, K. M. (1992). Age, tenure, and job satisfaction: A tale of two perspectives. *Journal of Vocational Behavior*, 40(1), 33-48.
- Boerner, S., Eisenbeiss, S. A., & Griesser, D. (2007). Follower behavior and organizational performance: The impact of transformational leaders. *Journal of Leadership & Organizational Studies*, 13(3), 15-26.
- Borrego, M., Douglas, E. P., & Amelink, C. T. (2009). Quantitative, qualitative, and mixed research methods in engineering education. *Journal of Engineering Education*, 98(1), 53-66.
- Borucki, C. C., & Burke, M. J. (1999). An examination of service-related antecedents to retail store performance. *Journal of Organizational Behavior*, 20(6), 943-962.
- Bowen, D. E., Siehl, C., & Schneider, B. (1989). A framework for analyzing customer service orientations in manufacturing. *Academy of Management Review*, 14(1), 75-95.

- Brady, M. K., Robertson, C. J., & Cronin, J. J. (2001). Managing behavioral intentions in diverse cultural environments: An investigation of service quality, service value, and satisfaction for American and Ecuadorian fast-food customers. *Journal of International Management*, 7(2), 129-149.
- Brown, K. G. (2001). Using computers to deliver training: Which employees learn and why? *Personnel Psychology*, 54(2), 271-296.
- Bryman, A., & Bell, E. (2007). *Business research methods*. Oxford: Oxford University Press.
- Buckhoff, T. (2003). Preventing fraud by conducting blackground checks. *The CPA Journal*, 73(11), 52-66.
- Buller, P. F. (1988). Successful partnerships: HR and strategic planning at eight top firms. *Organizational Dynamics*, 17(2), 27-44.
- Burr, D. M., Drummonf, S. A., Cartwright, R., Black, B. A., & Perron, J. T. (2013). Morphology of fluvial networks on Titan: Evidence for structural control. *Icarus*, 226(1), 742-751.
- Businessinsider. (2018). These are the 15 best airports in the world. Retrieved from <https://www.businessinsider.com/best-airports-in-world-skytrax-2018-3#5-hamad-international-airport-doh-11>
- Byars, L. L., & Rue, L. W. (2008). *Human resource management* (9th ed.). New York: McGraw-Hill.
- Cannon-Bowers, J. A., & Salas, E. (2001). Reflections on shared cognition. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(2), 195-202.
- Carmichael, S. T., & Chesselet, M.-F. (2002). Synchronous neuronal activity is a signal for axonal sprouting after cortical lesions in the adult. *Journal of Neuroscience*, 22(14), 6062-6070.
- Chandler, A. D. (1962). *Strategy and structure: Chapters Ii the history of the American industrial enterprise*. Cambridg: MIT Press.
- Chen, H.-L. (2002). Benchmarking and quality improvement: A quality benchmarking deployment approach. *International Journal of Quality & Reliability Management*, 19(6), 757-773.

- Chothia, C., Gough, J., Vogel, C., & Teichmann, S. A. (2003). Evolution of the protein repertoire. *Science*, 300(5626), 1701-1703.
- Chung-Hsiung, F., Sue-Ting, C., & Guan-Li, C. (2009). *Applying structural equation model to study of the relationship model among leadership style, satisfaction, organization commitment and performance in hospital industry*. Paper presented at the In Proceedings of International Conference on E-Business and Information System Security, Taiwan.
- Cleveland, J. N., Murphy, K. R., & Williams, R. E. (1989). Multiple uses of performance appraisal: Prevalence and correlates. *Journal of Applied Psychology*, 74(1), 130.
- Cmilimited.com. (2015). CMI limited annual report. Retrieved from http://www.cmilimited.com.au/FormBuilder/_Resource/_module/OCQ1cgp10kC9bsrZGYMX7w/file/CMI-Annual-Report-2015.pdf
- Commander, N. E., & Ward, T. (2009). Assessment matters: The strength of mixed research methods for the assessment of learning communities. *About Campus*, 14(3), 25-28.
- Cox, T., Leka, S., Ivanov, I., & Kortum, E. (2004). Work, employment and mental health in Europe. *Work & Stress*, 18(2), 179-185.
- CPSA.org. (2015). CPSA annual report 2015-2016. Retrieved from https://www.cpsa.org.au/files/CPSA_Annual_Report_2014-2015.pdf
- Cristobal, E., Flavian, C., & Guinaliu, M. (2007). Perceived e-service quality (PeSQ) Measurement validation and effects on consumer satisfaction and web site loyalty. *Managing Service Quality: An International Journal*, 17(3), 317-340.
- Daniel, R., Farrar, E., Norton, H., & Nussbaum, A. (2009). Bilateral transient osteoporosis of the talus in pregnancy. *Osteoporosis International*, 20(11), 1973.
- Davy, P., & Cobbald, P. (1991). Experiments on shortening of a 4-layer model of the continental lithosphere. *Tectonophysics*, 188(1-2), 1-25.
- De Haan, E., & Duckworth, A. (2013). Signalling a new trend in executive coaching outcome research. *International Coaching Psychology Review*, 8(1), 6-19.
- De Mello, L. (2006). *Fiscal responsibility legislation and fiscal adjustment: The case of Brazilian local governments*. Washington, DC: The World Bank.

- De Silva, S. (1997). *Human resources development for competitiveness: A priority for employers*. Paper presented at the ILO Workshop on Employers Organizations, Paper presented at the ILO.
- Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7), 792-806.
- DeFillippi, R. J. (2002). Organizational models for collaboration in the new economy. *Human Resource Planning*, 25(4), 7-18.
- Den Hartog, D. N., Caley, A., & Dewe, P. (2007). Recruiting leaders: an analysis of leadership advertisements. *Human Resource Management Journal*, 17(1), 58-75.
- Derelle, E., Yau, S., Moreau, H., & Grimsley, N. H. (2018). Prasinovirus attack of *Ostreococcus* is furtive by day but savage by night. *Journal of Virology*, 92(4), e01703-01717.
- DeSouza, G. N., & Kak, A. C. (2002). Vision for mobile robot navigation: A survey. *IEEE Transactions on Pattern Aanalysis and Machine Intelligence*, 24(2), 237-267.
- Dessler, G. (2008). *Human resource management*. Upper Saddle River, NJ: Pearson Education.
- DeToro, I., & McCabe, T. (1997). How to stay flexible and elude fads. *Quality Progress*, 30(3), 55.
- Durdyev, S., Ihtiyar, A., Ismail, S., Ahmad, F. S., & Bakar, N. A. (2014). Productivity and service quality: Factors affecting in service industry. *Procedia-Social and Behavioral Sciences*, 109, 487-491.
- Durk University. (2017). Duke human resource. Retrieved from <https://hr.duke.edu/benefits/time-away-duke/holidays-vacation-sick-time-university/2017>
- Eckerson, W. W. (2006). *Performance dashboards: Measuring, monitoring, and managing your business*. Hoboken, NJ: Wiley.
- Edmondson, A. C., Kramer, R. M., & Cook, K. S. (2004). Psychological safety, trust, and learning in organizations: A group-level lens. *Trust and Distrust in Organizations: Dilemmas and Approaches*, 12, 239-272.

- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of applied Psychology*, 75(1), 51.
- Elling, R. C. (1982). Ideological change in the US Senate: Time and electoral responsiveness. *Legislative Studies Quarterly*, 7(1), 75-92.
- Fick, D. M., Cooper, J. W., Wade, W. E., Waller, J. L., Maclean, J. R., & Beers, M. H. (2003). Updating the Beers criteria for potentially inappropriate medication use in older adults: results of a US consensus panel of experts. *Archives of Internal Medicine*, 163(22), 2716-2724.
- Fodness, D., & Murray, B. (2007). Passengers' expectations of airport service quality. *Journal of Services Marketing*, 21(7), 492-506.
- Francis, G., Humphreys, I., & Fry, J. (2002). The benchmarking of airport performance. *Journal of Air Transport Management*, 8(4), 239-247.
- Frankenfield, G., & Kleiner, B. H. (2000). Effective employment screening practices. *Management Research News*, 23(7/8), 24-29.
- Fritzsche, B. A., DeRouin, R. E., & Salas, E. (2009). The effects of stereotype threat and pacing on older adults' learning outcomes. *Journal of Applied Social Psychology*, 39(11), 2737-2755.
- Gabcanova, I. (2012). Human resources key performance indicators. *Journal of Competitiveness*, 4(1), 117-128.
- Garavan, T. N., Wilson, J. P., Cross, C., Carbery, R., Sieben, I., de Grip, A., . . . Hogan, C. (2008). Mapping the context and practice of training, development and HRD in European call centres. *Journal of European Industrial Training*, 32(8/9), 612-728.
- Gillen, D., & Lall, A. (2004). Competitive advantage of low-cost carriers: some implications for airports. *Journal of Air Transport Management*, 10(1), 41-50.
- Gow, L., & Kember, D. (1990). Does higher education promote independent learning? *Higher Education*, 19(3), 307-322.
- Grant, A., & Stober, D. (2006). Introduction. . In D. Stober & A. Grant (Eds.), *Evidence based coaching: Putting best practices to work for your clients* (pp. 1-14). Englewood, NJ: Wiley & Son.

- Gratton, L. (2005). Managing integration through cooperation. *Human Resource Management: Published in Cooperation with the School of Business Administratio*, 44(2), 151-158.
- Griffin, J. (2004). Developing strategic KPIs for your BPM system. *Information Management*, 14(10), 70.
- Gutteridge, T. G., & Otte, F. L. (1986). Organization career development: What's going on out there? *Training and Development Journal*, 37, 22-26.
- Halson, R. (1990). Sailors, Sub-Contractors and Consideration. *The Law Quarterly Review*, 106, 183-185.
- Heneman, R. L. (2002). The changing nature of work and its effects on compensation design and delivery In R. L. Heneman, G. E. Ledford, & M. T. Gresham (Eds.), *Strategic reward management: Design, implementation, and evaluation* (pp. 35-73). Greenwich, Conn: Infoamtion Age.
- Heneman, R. L., & Werner, J. M. (2005). *Merit pay - linking pay to performance in a changing world* (2nd ed.). Greenwich, CT: IAP.
- Hight, D. L., & Raphael, A. (2004). Should housing departments conduct criminal background checks. *Journal of College & University Student Housing*, 33(1), 10-16.
- Holt, D. H. (1993). *Management: Concept and practices*. Englewood Clif, NJ: Printic Hall.
- Hudson, M., Smart, A., & Bourne, M. (2001). Theory and practice in SME performance measurement systems. *International Journal of Operations & Production Management*, 21(8), 1096-1115.
- Huhman, H. R. (2014). The 10 unique soft skills employers desire in new hires. Retrieved from <https://www.entrepreneur.com/article/234864>.
- Hürlimann, W. (2010). Analytical pricing of the unit-linked endowment with guarantees and periodic premiums. *ASTIN Bulletin: The Journal of the IAA*, 40(2), 631-653.
- Hursman, A. (2010). Measure what mattersInformation management. Retrieved from <http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=48&hid=11&sid=a294ed98-abe3-4394-8cf0-ab8353d1d74c%40sessionmgr12>

- Hyman, J., & Summers, J. (2004). Lacking balance? Work-life employment practices in the modern economy. *Personnel Review*, 33(4), 418-429.
- IATA. (2019). IATA annual report. Retrieved from <https://www.iata.org/publications/Documents/iata-annual-review-2017.pdf>
- Itanyi, N., & Nwamaka, M. C. (2012). An Appraisal of the operational problems hindering the protection of performer's rights as copyright in Nigeria. Retrieved from <http://www.davidpublisher.org/Public/uploads/Contribute/5a1e63a6d768c.pdf>
- Ivancevich, J. M. (1993). *Organizational behavior and management* (3rd ed.). Homewood, IL: Irwin.
- Ivancevich, J. M., & Glueck, W. F. (1989). *Foundations of personnel: Human resource management* (4th ed.). Homewood, IL: Business Pubns.
- Jackson, S. (2001). Successfully implementing total quality management tools within healthcare: What are the key actions? *International Journal of Health Care Quality Assurance*, 14(4), 157-163.
- Josiam, B. M., Clay, J. M., & Graff, S. (2011). Who will stay and who will go: Predicting club general manager turnover. *Tourismos An International Multidisciplinary Journal of Tourism*, 6(2), 17-31.
- Kane, B., & Palmer, I. (1995). Strategic HRM or managing the employment relationship? *International Journal of Manpower*, 16(5/6), 6-21.
- Kaplan, R. S., & Norton, D. P. (1996). Using the balanced scorecard as a strategic management system. *Harvard Business Review*, 7(1), 75-85.
- Kaplan, R. S., & Norton, D. P. (2007). Using the balanced scorecard as a strategic management system. *Harvard Business Review*, 85(7/8), 150.
- Katou, A. A., & Budhwar, P. S. (2008). The effect of business strategies and HRM policies on organizational performance: The Greek experience. *Global Business and Organizational Excellence*, 27(6), 40-57.
- Kay, W. K., Francis, L. J., & Robbins, M. (2011). A distinctive leadership for a distinctive network of churches? Psychological type theory and the apostolic networks. *Journal of Pentecostal Theology*, 20(2), 306-322.

- Kaynak, H. (1997). *Total quality management and just-in-time purchasing: Their effects on performance of firms operating in the US*. New York, NY: Garland.
- Keller, S. (2004). Employee screening: A real-world cost/benefit analysis. *Risk Management*, 51(11), 28-32.
- Kilburg, R. R. (1996). Toward a conceptual understanding and definition of executive coaching. *Consulting Psychology Journal: Practice and Research*, 48(2), 134.
- Kirkpatrick, D. L. (1976). *Evaluation of training, training and development handbook: A guide to human resource development* (2nd ed.). New York, NY: McGraw-Hill.
- Klaas, B. S., McClendon, J., & Gainey, T. W. (2000). Managing HR in the small and medium enterprise: The impact of professional employer organizations. *Entrepreneurship Theory and Practice*, 25(1), 107-124.
- Kochan, T. A., McKersie, R. B., & Cappelli, P. (1984). Strategic choice and industrial relations theory. *Industrial Relations: A Journal of Economy and Society*, 23(1), 16-39.
- Kooij, D., De Lange, A., Jansen, P., & Dijkers, J. (2008). Older workers' motivation to continue to work: Five meanings of age: A conceptual review. *Journal of Managerial Psychology*, 23(4), 364-394.
- Kosteas, V. D. (2009). Job level changes and wage growth. *International Journal of Manpower*, 30(3), 269-284.
- Kram, K. E. (1985). *Mentoring at work: Developmental relationships in organizational life*. Glenview, IL: Scott, Foresman.
- Kukanja, M. (2013). Influence of demographic characteristics on employee motivation in catering companies. *Tourism and Hospitality Management*, 19(1), 97-107.
- Lazear, E. P. (1986). Salaries and piece rates. *Journal of Business*, 59(3), 405-431.
- Lazear, E. P. (1989). Pay equality and industrial politics. *Journal of Political Economy*, 97(3), 561-580.
- Lee, S., & Kleiner, B. H. (2003). Electronic surveillance in the workplace. *Management Research News*, 26(2/3/4), 72-81.
- Lewkovich, A. (2017). Employee onboarding & employee orientation: What's the difference? footprints - training & eTracking solutions blog. Retrieved from

http://www.yourtrainingprovider.com/blog_main/employee-onboarding-vs.-employee-orientation-whats-the-difference

- Llenares, I. I. (2015). Contribution of demographics and human resource management practices to work values of employee in the Philippines. *International Journal of Education and Research*, 3(1), 299-310.
- Mabey, C., & Salaman, G. (1995). *Strategic human resource management*. London: Blackwell Business.
- MacLeod, D., & Clarke, N. (2009). *Engaging for success: Enhancing performance through employee engagement: A report to government*. London: Department for Business, Innovation and Skills.
- Maclin, E. L., Mathewson, K. E., Low, K. A., Boot, W. R., Kramer, A. F., Fabiani, M., & Gratton, G. (2011). Learning to multitask: effects of video game practice on electrophysiological indices of attention and resource allocation. *Psychophysiology*, 48(9), 1173-1183.
- Manlove, E. E., & Guzell, J. R. (1997). Intention to leave, anticipated reasons for leaving, and 12-month turnover of child care center staff. *Early Childhood Research Quarterly*, 12(2), 145-167.
- Markham, S. E., & McKee, G. H. (1991). Declining organizational size and increasing unemployment rates: Predicting employee absenteeism from within-and between-plant perspectives. *Academy of Management Journal*, 34(4), 952-965.
- Marr, B. (2017). *Data strategy: How to profit from a world of big data, analytics and the internet of things*. New York, NY: Kogan Page.
- Martin, J. B. (1992). *English text: System and structure*. Philadelphia: John Benjamins.
- Mastercard.org. (2019). Defining what makes a city a destination. Retrieved from <https://newsroom.mastercard.com/press-releases/defining-what-makes-a-city-a-destination/>
- Mathis, R. L., & Jackson, J. H. (2004). *Human resource management*. Singapore: Thomson Asia.
- Matthews, J., & Crow, G. M. (2002). *Being and becoming a principal: New conceptions of the contemporary principalship*. Boston, MA: Allyn & Bacon.

- McDonald, S., & Flanagan, S. (2004). Social perception deficits after traumatic brain injury: interaction between emotion recognition, mentalizing ability, and social communication. *Neuropsychology*, 18(3), 572.
- McNeese-Smith, D. (1995). Job satisfaction, productivity, and organizational commitment. The result of leadership. *The Journal of Nursing Administration*, 25(9), 17-26.
- Meier, P. P., Patel, A. L., Bigger, H. R., Rossman, B., & Engstrom, J. L. (2013). Supporting breastfeeding in the neonatal intensive care unit: Rush Mother's Milk Club as a case study of evidence-based care. *Pediatric Clinics*, 60(1), 209-226.
- Mello, J. A. (2010). Strategizing strategic human resource management. *Journal of Human Resources Education*, 4(3), 22-28.
- Messmer, B. T., & Bunke, H. (2000). Efficient subgraph isomorphism detection: A decomposition approach. *IEEE Transactions on Knowledge and Data Engineering*, 12(2), 307-323.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74(1), 152.
- Milkovich, G. T., & Newman, J. M. (2005). *Compensation* (8th ed.). New York, NY: McGraw-Hill.
- Miller, S. K., Good, R., Drew, D. R., Delorenzi, M., Sanders, P. R., Hodder, A. N., & Crabb, B. S. (2002). A subset of Plasmodium falciparum SERA genes are expressed and appear to play an important role in the erythrocytic cycle. *Journal of Biological Chemistry*, 277(49), 47524-47532.
- Ministry of Tourism and Sport. (2019). *International tourist arrivals to Thailand: Summary of international tourism statistics*. Bangkok: Ministry of Tourism and Sport.
- Mondy, R. W., & Noe, R. M. (2005). *Administración de recursos humanos*. Upper Saddle River, NJ: Pearson Educación.

- Morgan, D. P. (2002). Rating banks: Risk and uncertainty in an opaque industry. *American Economic Review*, 92(4), 874-888.
- Morrison, M., & Terziovski, M. (2001). Quality management practices and the link to potential learning outcomes within the Australian retail sector. *The Learning Organization*, 8(4), 176-185.
- Muchinsky, P. M. (1993). Validation of personality constructs for the selection of insurance industry employees. *Journal of Business and Psychology*, 7(4), 475-482.
- Murphy, K. R., & Cleveland, J. N. (1995). *Understanding performance appraisal: Social, organizational, and goal-based perspectives*. Thousand Oaks, Calif: Sage.
- Nind, M. (2009). *Profound intellectual and multiple disabilities: Nursing complex needs*. Malden, MA: Wiley-Blackwell.
- Nooteboom, B. (1993). Firm size effects on transaction costs. *Small Business Economics*, 5(4), 283-295.
- Okpara, J. O., & Wynn, P. (2008). The impact of ethical climate on job satisfaction, and commitment in Nigeria: Implications for management development. *Journal of Management Development*, 27(9), 935-950.
- Ondrack, D., & Nininger, J. (1984). Human resource strategies—the corporate perspective. *Business Quarterly*, 49(4), 101-109.
- Onsarigo, L. M. (2016). *Cost comparison of horizontal auger boring and open-cut construction methods for culvert installations* (Doctoral dissertation). Indiana State University, Bloomington.
- Pak, J., & Chung, G. H. (2013). *Top management commitment to HRM, visibilities, and HRM gap: A qualitative approach*. Paper presented at the Academy of Management Proceedings.
- Pardo del Val, M., & Martínez Fuentes, C. (2003). Resistance to change: A literature review and empirical study. *Management Decision*, 41(2), 148-155.
- Peregrin, J. (2014). Rules as the impetus of cultural evolution. *Topoi*, 33(1), 531-545.
- Pergamit, M. R., & Veum, J. R. (1999). What is a Promotion? *ILR Review*, 52(4), 581-601.

- Philbrick, J. H., Bart, B. D., & Hass, M. E. (1999). Pre-employment screening: A decade of change. *American Business Review*, 17(2), 75.
- Rabl, T. (2010). Age, discrimination, and achievement motives: A study of German employees. *Personnel Review*, 39(4), 448-467.
- Rahbek Gjerdrum Pedersen, E., & Sudzina, F. (2012). Which firms use measures? Internal and external factors shaping the adoption of performance measurement systems in Danish firms. *International Journal of Operations & Production Management*, 32(1), 4-27.
- Ramlall, S. J. (2003). Measuring human resource management's effectiveness in improving performance. *Human Resource Planning*, 26(1), 51-62.
- Rasch, L. (2004). Employee performance appraisal and the 95/5 rule. *Community College Journal of Research and Practice*, 28(5), 407-414.
- Reuters. (2019). Foreign minister reaffirms Japan's economic ties to Thailand. Retrieved from <http://fortune.com/2016/05/01/japans-economic-ties-thailand/>
- Riggio, R. E., Riggio, H. R., Salinas, C., & Cole, E. J. (2003). The role of social and emotional communication skills in leader emergence and effectiveness. *Group Dynamics: Theory, Research, and Practice*, 7(2), 83.
- Roberts, C. S., Pape, H.-C., Jones, A. L., Malkani, A. L., Rodriguez, J. L., & Giannoudis, P. V. (2005). Damage control orthopaedics: evolving concepts in the treatment of patients who have sustained orthopaedic trauma. *The Journal of Bone & Joint Surgery*, 87(2), 434-449.
- Rosen, L. (2005). *The safe hiring manual: The complete guide to keeping criminals terrorist out of your workplace*. Tempe: Facts on Demand Press.
- Rosen, S. (1982). Authority, control, and the distribution of earnings. *The Bell Journal of Economics*, 13(2), 311-323.
- Rosenblatt, Z., & Ruvio, A. (1996). A test of a multidimensional model of job insecurity: The case of Israeli teachers. *Journal of Organizational Behavior*, 17(S1), 587-605.
- Rosman, M. Y., Shah, F. A., Hussain, J., & Hussain, A. (2013). Factors affecting the role of human resource department in private healthcare sector in Pakistan: A

- case study of Rehman Medical Institute (RMI). *Research Journal of Recent Studies*, 2(1), 84-90.
- Rouse, P., Putterill, M., & Ryan, D. (2002). Integrated performance measurement design: insights from an application in aircraft maintenance. *Management Accounting Research*, 13(2), 229-248.
- Rust, R. T., & Oliver, R. L. (2006). *Service quality: New directions in theory and practice*. New York, NY: Sage.
- Sahoo, S., Green, I., & Rosen, P. P. (2002). Bilateral Paget disease of the nipple associated with lobular carcinoma in situ: application of immunohistochemistry to a rare finding. *Archives of Pathology & Laboratory Medicine*, 126(1), 90-92.
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217.
- Sanford, J. (2005). Making cents out of the hiring process. *Strategic Finance*, 87(6), 41-45.
- Satow, T., & Wang, Z.-M. (1994). Cultural and organizational factors in human resource management in China and Japan: A cross-cultural socio-economic perspective. *Journal of Managerial Psychology*, 9(4), 3-11.
- Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124(2), 262.
- Schuler, R. S. (1992). Strategic human resources management: Linking the people with the strategic needs of the business. *Organizational Dynamics*, 21(1), 18-32.
- Searle, R. H., & Ball, K. S. (2003). Supporting innovation through HR policy: Evidence from the UK. *Creativity and Innovation Management*, 12(1), 50-62.
- Shalley, C. E., Gilson, L. L., & Blum, T. C. (2000). Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave. *Academy of Management Journal*, 43(2), 215-223.
- Shams, M. (2013). Communities of coaching practice: Developing a new approach. *International Coaching Psychology Review*, 8(2), 89-91.

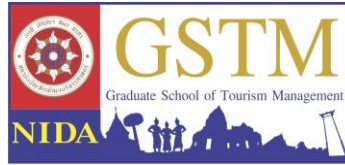
- Shenhav, Y., & Haberfeld, Y. (1992). Organizational demography and inequality. *Social Forces*, 71(1), 123-143.
- Shields, M. A., & Ward, M. (2001). Improving nurse retention in the National Health Service in England: the impact of job satisfaction on intentions to quit. *Journal of Health Economics*, 20(5), 677-701.
- Simha, S. L. N. (2001). Resignation of the first governor of RBI. *Economic and Political Weekly*, 36(18), 1559-1564.
- Simon, H. (1997). *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations* (5th ed.). New York, NY.: Macmillian.
- Skaggs, W. D. (2008). Factors contributing to employee resignation (Perceived & Actual) among georgia cooperative extension agents. *Journal of the National Association of Country Agricultural Agents*, 1(1), 81-90.
- Skibniewski, M. J., & Ghosh, S. (2009). Determination of key performance indicators with enterprise resource planning systems in engineering construction firms. *Journal of Construction Engineering and Management*, 135(10), 965-978.
- Sloane, D. C. (1991). *The last great necessity: Cemeteries in American history*. Baltimore: Johns Hopkins University Press.
- Srimannarayana, M. (2010). Line management responsibility in HRM: An empirical study. *Indian Journal of Industrial Relations*, 45(3), 470-480.
- TAI. (2019). Thai airways international public company limited annual report. Retrieved from <http://thai.listedcompany.com/misc/ar/20130401-THAI-AR2012-EN.pdf>
- Tenner, A. R., & DeToro, I. J. (1992). *Total quality management: Three steps to continuous improvement*. Reading, MA: Addison-Wesley.
- Tiwari, P., & Saxena, K. (2012). Human resource management practices: A comprehensive review. *Pakistan Business Review*, 9(2), 669-705.
- Tomer, J. F. (1992). The social causes of economic decline: organizational failure and redlining. *Review of Social Economy*, 50(1), 61-81.
- Tomlinson, E., Fu, L., John, L., Hultgren, B., Huang, X., Renz, M., . . . French, D. (2002). Transgenic mice expressing human fibroblast growth factor-19 display

- increased metabolic rate and decreased adiposity. *Endocrinology*, 143(5), 1741-1747.
- Tootell, B., Blackler, M., Toulson, P., & Dewe, P. (2009). Metrics: HRM's holy grail? a New Zealand case study. *Human Resource Management Journal*, 19(4), 375-392.
- Toulson, P., & Dewe, P. (2004). HR accounting as a measurement tool. *Human Resource Management Journal*, 14(2), 75-90.
- Truss, C., & Gratton, L. (1994). Strategic human resource management: A conceptual approach. *International Journal of Human Resource Management*, 5(3), 663-686.
- UNWTO. (2019). UNWTO Annual report. Retrieved from http://cf.cdn.unwto.org/sites/all/files/pdf/final_annual_report_pdf_3.pdf
- Vanniarajan, T., & Manimaran, S. (2008). Managing service quality in commercial banks: A gender focus. *Asia Pacific Business Review*, 4(2), 51-63.
- Velnampy, T. (2008). Job attitude and employees performance of public sector organizations in Jaffna district, Sri Lanka. *GITAM Journal of Management*, 6(2), 66-73.
- Verkinderen, F., & Altman, Y. (2002). Leisureplanet.com: Organization and HRM in the New Economy. *Human Resource Planning*, 25(4), 29-30.
- Vilkinas, T. (2000). The gender factor in management: how significant others perceive effectiveness. *Women in Management Review*, 15(5/6), 261-272.
- Vinik, A. I., Bril, V., Kempler, P., Litchy, W. J., Tesfaye, S., Price, K. L., . . . Group, M. S. (2005). Treatment of symptomatic diabetic peripheral neuropathy with the protein kinase C β -inhibitor ruboxistaurin mesylate during a 1-year, randomized, placebo-controlled, double-blind clinical trial. *Clinical therapeutics*, 27(8), 1164-1180.
- Wagar, T. H. (1998). Determinants of human resource management practices in small firms: Some evidence from Atlantic Canada. *Journal of Small Business Management*, 36(2), 13.
- Wang, J., & Kleiner, B. (2004). Effective employment screening practices. *Management Research News*, 27(4/5), 99-107.

- Wang, Y., & Kleiner, B. H. (2005). Defining employee dishonesty. *Management Research News*, 28(2/3), 11-22.
- WEF. (2019). The travel tourism competitiveness report. Retrieved from <https://www.weforum.org/reports/the-travel-tourism-competitiveness-report-2017>
- Wells, M., & Thelen, L. (2002). What does your workspace say about you? The influence of personality, status, and workspace on personalization. *Environment and Behavior*, 34(3), 300-321.
- Whitener, E. M. (2001). Do “high commitment” human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27(5), 515-535.
- Whybrow, A., & Lancaster, H. (2012). Coaching for the greater good: How are Charities accessing and implementing coaching interventions to sustain, develop and innovate? *The Coaching Psychologist*, 8(2), 66-73.
- Wiggins, D. (1998). Employee turnover: The hidden drain on profits. *HR Focus*, 72(1), 3, 15.
- Woongwacharapaiboon, P., sirikabokwilai, N., & Pengpaiboon, P. (1999). The 1997 massive resignations behind? *Human Resources for Health Development Journal*, 3(2), 147-155.
- WTTC. (2019). Travel & tourism economic impact. Retrieved from <https://www.wttc.org/-/media/files/reports/economic-impact-research/regions-2018/world-2018.pdf>
- Yamane, T. (1973). *Statistics: An introductory analysis* (3rd ed.). New York: Harper and Row
- Yeh, C.-H., & Kuo, Y.-L. (2003). Evaluating passenger services of Asia-Pacific international airports. *Transportation Research Part E: Logistics and Transportation Review*, 39(1), 35-48.
- Yeung, A. K., & Berman, B. (1997). Adding value through human resources: Reorienting human resource measurement to drive business performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 36(3), 321-335.

- Zeepedia.com. (n.d). Introduction to mass communication. Retrieved from http://www.zeepedia.com/read.php?media_theories_libertarian_theory_social_responsibility_theory_introduction_to_mass_communication&b=78&c=3
- Zeithaml, V. A., & Bitner, M. J. (2000). *Services marketing: Integrating customer focus across the firm*. New York, NY: McGraw-Hill.
- Zineldin, M., & Hytter, A. (2012). Leaders' negative emotions and leadership styles influencing subordinates' well-being. *The International Journal of Human Resource Management*, 23(4), 748-758.
- Zucchi, F., & Edwards, J. F. (2009). Human resource management aspects of business process reengineering: A survey. Retrieved from https://www.researchgate.net/publication/235276409_Human_resource_management_aspects_of_business_process_reengineering_A_survey





QUESTIONNAIRE

HUMAN RESOURCES MANAGEMENT PRACTICE MODEL OF SUARNABHUMI AIRPORT, THAILAND

This questionnaire is part of the data collection for the thesis for Doctor of Philosophy Program in Integrated Tourism Management, Graduate School of Tourism Management, National Institute of Development Administration. The purpose of this questionnaire is to evaluate the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport and to study factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport.

The data obtained will be analyzed and used for research purposes only. Therefore, the researcher would like to ask you to answer all questions truthfully, for the benefit of the research and thank you for your kind co-operation with this study.

The questionnaire is divided into 5 parts as follows:

Part 1: Personal information of respondent

Part 2: Employee's perception toward the process of each step of human resources management practices of Suvarnabhumi Airport

Part 3: Employee's satisfaction toward the overview of the human resources management practice outcomes of Suvarnabhumi Airport

Part 4: Factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport

Part 5: Other suggestions related to human resources management practices of Suvarnabhumi Airport

The researcher would like to thank you very much for taking your time to answer the questions in this questionnaire.

Thanida Duangpaen
Ph.D. Candidate
Integrated Tourism Management Program
Graduate School of Tourism Management
National Institute of Development Administration

Part 1: Personal information of respondent

Instruction: Please mark a ✓ in the box ☐ that most meets your opinion or truth.

1. Gender:

☐ Male

☐ Female

2. Age:

☐ Less than 20 years

☐ 20 – 30 years

☐ 31 – 40 years

☐ 40 years up

3. Marital Status:

☐ Single

☐ Married

☐ Divorced/Widowed

4. Education:

☐ Lower than Bachelor's Degree

☐ Bachelor's Degree

☐ Higher than Bachelor's Degree

5. Monthly Income

☐ Lower than 15,000 Baht

☐ 15,001 – 20,000 Baht

☐ 20,001 – 25,000 Baht

☐ 25,001 – 30,000 Baht

☐ 30,000 Baht above

6. Work years

☐ Below 1 year

☐ 1 – 3 years

☐ 3 – 5 years

☐ 5 years above

Part 2: Employee's perception toward the process of each step of human resources management practices of Suvarnabhumi Airport

Instruction: Please mark a ✓ in the box ☐ that most meets your opinion or truth.

5 = Very high 4 = High 3 = Moderate 2 = Low 1 = Very low

The process of each step of human resource management practices of Suvarnabhumi International Airport	Level of the efficiency of human resources management practices of Suvarnabhumi International Airport?				
	Very high (5)	High (4)	Moderate (3)	Low (2)	Very low (1)
The Pre-Start Working Process					
1. Job Advertisement is very attractive to target applicants.					
2. Candidate Interviews and Examination processes are clear and measurable.					
3. Candidate verification is professional.					
4. Candidate confirmation and contract signing processes are clear.					
Internal Human Resource Management Process					
1. HR and Departmental orientation are well organized.					
2. On-site and Off-site training are useful.					
3. Employee evaluation processes are measurable and transparent.					
4. Probation Announcement and Career and Development plan explanations are clear and transparent.					
5. Leadership style and performance coaching are professional.					

The process of each step of human resource management practices of Suvarnabhumi International Airport	Level of the efficiency of human resources management practices of Suvarnabhumi International Airport?				
	Very high (5)	High (4)	Moderate (3)	Low (2)	Very low (1)
6. HR ensure employees receive appropriate training and development to be ready for promotion when the time comes.					
7. Individual Development plan explanation and Key performance Index (KPI) Training are clear and measurable.					
8. Building Working atmosphere of respect, rewards and recognition process that are well organized and professional.					
9. HR explains very clearly about job security.					
10. Career development and promotion processes are clear and transparent.					
Resignation Process					
1. HR provides a professional process of issues analysis and exit interview.					
2. Manager and HR have a professional discussion as to the reasons for resignation. This establishes a foundation for the resolution of possible problems and / or prevention of the resignation.					
3. The steps for employee resignation to be easily understood and anybody can follow.					
4. HR will ensure an effective administration around the resignation including the calculation of final payment including any leave due and termination from the medical aid scheme (if applicable).					
5. HR provides a certificate of service will be issued to the employee on the last day of employment.					

Part 3: Employee's satisfaction toward the overview of the human resources management practice outcomes of Suvarnabhumi Airport

Instruction: Please mark ✓ in the box ☐ that meets your opinion or the truth most.

5 = Very high 4 = High 3 = Moderate 2 = Low 1 = Very low

15 steps of human resource management practices of Suvarnabhumi International Airport	Level of the effectiveness of human resources management practices of Suvarnabhumi International Airport?				
	Very high (5)	High (4)	Moderate (3)	Low (2)	Very low (1)
1. Recruitment					
2. Selection					
3. Reference and Background Check					
4. Medical Evaluation					
5. Contract Signing					
6. Orientation					
7. Job Training and Development					
8. Job Performance Evaluation					
9. Probation (Career plan and Development plan)					
10. Job Coaching					
11. Individual Development Plan (IDP)					
12. KPI					
13. Retention					
14. Promotion					
15. Resignation					

Part 4: Factors influencing the efficiency and effectiveness of human resources management practices of Suvarnabhumi Airport

Instruction: Please mark ✓ in the box ☐ that meets your opinion or the truth most.

5 = Very important 4 = Moderately important 3 = Neutral
2 = Low important 1 = Not at all important

Factors	Level of important				
	Very important (5)	Moderately important (4)	Neutral (3)	Low important (2)	Not at all important (1)
Organizational factors					
1. Organization Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organization Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Organization Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Organization Structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organization System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic & Environmental factors					
1. Population & workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Workforce market condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. National income - Salary structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Inflationary pressure legal environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Safety, working condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology factors					
1. New materials, machinery, software and business process support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Technological Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Information technology and Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Research and Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Factors	Level of important				
	Very important (5)	Moderately important (4)	Neutral (3)	Low important (2)	Not at all important (1)
Sociocultural factors					
1. Expectation of society					
2. Social status of job					
3. Achievement of work					
4. Authority structure					
5. Role of labour union					
Legal and Regulation factors					
1. No discrimination on sex					
2. Legislation establishes a coherent and comprehensive framework for the promotion of just and fair policies					
3. Right to adequate standard of living					
4. Right to social security					

Part 5: Other suggestions related to human resources management practices of Suvarnabhumi Airport

Thank you

BIOGRAPHY

NAME

Thanida Duangpaen

ACADEMIC

- Bachelor of Arts (Business English)

BACKGROUND

Assumption University, Bangkok,

Thailand in 2011

- Master's Degree of Economics (Business Economics)

National Institute of Development Administration,

Thailand in 2015

EXPERIENCES

- Training officer, Centara Grand Beach Resort & Villas,
Hua Hin

- Assistant Training Manager, Novotel Pattaya Modus
Beachfront Resort

- Training Executive, Marriott Phuket Resort & Spa,
Merlin Beach

- Training Manager, Minor International Co., Ltd - Avani
Pattaya Resort

- Chief Executive Officer, GMASIA (Thailand) Co.,Ltd