

# INNOVATIVE HUMAN RESOURCE MANAGEMENT AFFECTING ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN BANGKOK

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## ABSTRACT

This research aims to study 1) the innovative human resource management, 2) the organization commitment, and 3) the innovative human resource management affect organization commitment of private company employees in Bangkok. The sample group of this study were 400 private company employees. Data were collected by questionnaires. The statistics used in data analysis were mean, standard deviation and stepwise regression analysis.

The results of the research were as follows:

- 1) The overall innovative human resource management and in the aspect of performance appraisal, training and development and compensation were at a high levels.
- 2) The overall organization commitment and in the aspect of continuance commitment and normative commitment were at a high levels.
- 3) innovative human resource management affect organization commitment overall in 5 aspects of recruitment, selection, performance appraisal, training and development and compensation that the results are statistically significant at the .05 effective in predicting 79.80 percent

**Keywords:** innovative human resource management, organization commitment, private company employees

## INTRODUCTION

At present, the environment of private sector which information technology, economic, competitive conditions, business, society and culture so there are rapid and complex changes that continue to occur. So, in today's competitive environment that the innovativeness of organizations is crucial (Tidd and Bessant, 2018). Organizational innovation, however, is the adoption of new ideas or behaviors, which can be a system, policy, program, device, process, product or service (Crossan and Apaydin, 2010) As a result, organizations there are adjustments in terms of structure, strategy, organizational culture. Therefore, the private sector aims to manage human resources follow: knowledge, skills, substance to performance efficiency. The changes have resulted in human resource managers facing new challenges that can no longer rely on traditional management principles. The human resource managers need to change new processes or new and different approaches. The practices of human resource management must be adjusted to reflect the changing context of business and organizational management for the organization to go the distance efficiently and also help maintain good quality employees to work with the organization for the long term. Human resource management must satisfy its personnel, and the organization must pay attention to maintaining career progress for personnel to ensure that personnel are committed to building their reputation and creating success for the organization.

(Na Songkhla Ratirath, et al., 2022) When an employee has commitment with the organization, it results to motivate and performing their duties or duties to the best of their ability for the organization because they're also involved in owning an organization. In addition, the engagement with the organization also serves as a coordinator and link between the needs of the organization's personnel in accordance with the goals of the organization. The success of the organization's human resource management system, with principles or guidelines for the treatment of human resources in the organization, adheres to the principles that focus on providing services to employees. Attention to providing employees with information that is beneficial. (Panida Ninaroon, 2019). One of the important things that the organization has always expected is the loyalty of the personnel in the organization, since that loyalty is reflected in the pattern of personnel behaviours.

According to the survey, Qualtrics, a leader in management, creates experiences with data analysis "2020 employee experience trends" it found that globally, 18% of employees intend to stay with the same company for less than a year. Other countries with low employee turnover rates include Japan (11%) and Germany (13%). Countries with high turnover rates include Australia (23%), New Zealand (23%) and the United Kingdom (23%). Employees in Thailand have 72% corporate affiliation, a ratio higher than the global average of 53% and second, followed by India with a ratio of 79%, followed by Hong Kong with a ratio of 63%. (Stephen Chu, 2020) If the employee has no loyalty to the organization, it will result in the personnel not performing their duties. Ability, inefficiency of operations, resulting in higher personnel resignations, and eventually operations are disrupted. (Supachai Rungcharoensuksorn, 2015).

So innovative human resource management that affects the organizational commitment of employee. It aims to study the management of human resources that affect the organizational commitment of private sector employees' organizations, Bangkok. If the organization has good human resource management, it will result in efficient and effective human resource management. It also retains employees to remain active with the organization and is helpful in improving work or enhancing staff practices in order to comply with the changing business environment.

## **OBJECTIVE**

1. To study innovative human resource management and organizational commitment of private company employees in Bangkok.
2. To study innovative human resource management that influences the organizational commitment of private company employees in Bangkok.

## **HYPOTHESIS**

1. Innovative human resource management has a positive influence on the organizational commitment of private company employees in Bangkok.

## **REVIEW OF RELATED LITERATURES**

### **Innovative human resource management**

The key concept of innovative human resource management focus on the renovation of human resource management policies and practices organizational processes and the second focuses on its contribution to new products and services. Innovative human resource management of the innovation literature; it emphasize policies and practices organizations apply as a response to external forces of innovative human resource (HR), that enhance the

innovativeness of organizations (Shipton et al., 2017; Koster, 2019). Hence, while the measure of innovative human resource management focused on 5 core human resource management domains as follow: 1) Recruitment, 2) Selection, 3) Training and development, 4) Performance appraisal, and 5) Compensation

### **Organizational commitment**

The organizational commitment element is divided into 3 components, (Allen & Meyer, 1996) as follows:

1. Affective commitment refer to emotions are binding on the organization. Where employees feel a sense of belonging in the organization, feel committed to the organization and engage with it.

2. Continuance commitment refer to corporate affiliation resulting from the payment of remuneration in exchange for persistence with the organization of each individual. This is the perception of a person's benefits lost if he has to leave the organization, influencing his choice to stay with the organization.

3. Normative commitment refer to the consciousness of existence as a member of an organization feels that once a member of an organization is required, there must be an obligation, and loyalty to the organization, which is the right and proper thing to do, is an obligation to perform the duties of the organization.

So, Organizational commitment refers to behavioral engagement where members express themselves to the organization in the form of loyalty in return for what the members receive from the organization. This includes influences from the external and internal environment on the feelings of members of the organization. Members are therefore ready to abide by their values. Culture and social norms of the organization. There is a strengthening of relationships, taking into account the feelings of individuals in the organization towards themselves.

## **RESEARCH METHODOLOGY**

A questionnaire is constructed for surveying innovative human resource management affecting organizational commitment of employees in Bangkok.

### **Population and sample**

The samples are 400 the employee in private company employees, Bangkok. So the population is large and the exact population is unknown. Therefore, the size of the rubber body can be calculated from Yamane's formula (Taro Yamane, 1970), error level 0.05 with probability sampling by simple random sampling method.

### **Research Tool**

This research is quantitative research. The closed-ended questionnaire is used as the research tool that constructed from the framework conceptual about innovative human resource management affecting organizational commitment. The measurement from section 2 to 3 of research instrument is liker scale questionnaires that rate to 5 levels. They were divided into 3 sections:

Section 1 the closed - ended questionnaires about demographic characteristics: gender, age, education level, salary level, as a checklist item.

Section 2 the closed - ended questionnaires about the innovative human resource management in order to collect quantitative data to measure the level of opinion about the innovative human resource management.

Section 3 the closed - ended questionnaires about the organizational commitment in order to collect quantitative data to measure the level of opinion about the organizational commitment.

### Assessment of research tools

Content Validity along with Index of Item - Objective Congruence (IOC) is used to test the tool. The results show that the IOC of the questionnaire was between 0.67 and 1.00 meaning that the questions are consistent with the research objectives. The reliability of the research tool is tested with Cronbach’s Alpha Coefficient. The results show that the reliability of each aspect of questions was 0.90 more than 0.70, meaning that the tool is highly reliable.

### Statistics of analysis data

The statistics used in data analysis are percentage, mean, standard deviation. For the data collection, the sample is 400 the employee in private company, Bangkok. Descriptive Statistics along with percentage, mean, standard deviation and multiple regression are used to analyse the data.

## RESULTS

Results of demographic analysis It found that 400 private sector employees, mostly males, mostly under the age of 25. Most education, bachelor's degrees, status, most singles, and average monthly income below 15,000 baht.

Table 1 Averages and standard deviations of innovative human resource management when considering the aspects, innovative human resource management was found to be all aspects are at a high level follow as: performance appraisal, compensation, training and development and recruitment and selection respectively according to Table 1

**Table 1:** Average and standard deviation of innovative human resource management

innovative human resource management	Statistics		
	$\bar{x}$	S.D.	Level
1. Recruitment	3.32	.698	moderate
2. Selection	3.45	.727	moderate
3. Training and development	3.85	.710	high
4. Performance appraisal	3.88	.750	high
5. Compensation	3.82	.779	high
Average score	3.80	.642	high

The results of the organizational commitment analysis showed that overall and in 3 aspects, it was at a very high level, first on norms, followed by psychological aspects. Finally, selection section. (Table 2)

**Table 2:** Average and standard deviation of organizational commitment

organizational commitment	Statistics		
	$\bar{x}$	S.D.	Level
1. Affective commitment	3.23	.770	moderate
2. Continuance commitment	3.79	.849	high
3. Normative commitment	3.83	.786	high
Average score	3.75	.743	high

**Table 3:** Correlation coefficient between innovative human resource management influencing organizational commitment

Factors	Z	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>
1. Z	1.00					
2. X <sub>1</sub>	.812*	1.00				
3. X <sub>2</sub>	.831*	.778*	1.00			
4. X <sub>3</sub>	.848*	.711*	.747*	1.00		
5. X <sub>4</sub>	.866*	.695*	.759*	.760*	1.00	
6. X <sub>5</sub>	.832*	.619*	.652*	.659*	.714*	1.00

\*\*significant at .05

**Table 4:** Analysis innovative human resource management influence organizational commitment model

innovative human resource management influence organizational commitment model	Model1	Model2	Model3	Model4	Model5
constant	.954	.651	.318	.199	.182
Performance Appraisal	.735	.471	.329	.235	.206
Compensation		.356	.290	.257	.249
Recruitment			.295	.220	.176
Training and development				.233	.209
Selection					.108
R <sup>2</sup>	.749	.842	.893	.917	.798
S.E.	.319	.253	.208	.184	.180
F	1188.992*	1060.830*	1103.366*	1084.061*	916.580*
p-value of F	.000	.000	.000	.000	.000

The Predictive Equation could be constructed in Unstandardized Score, and Standardized Score by Stepwise technique as follows: innovative human resource management influence organizational commitment = 0.182+ (0.206 \* Performance Appraisal) + (0.249 \*Compensation) + (0.176 \*Recruitment) + (0.209 \*Training and development) + (0.108 \*Selection) It can explain 79.80 percent of private sector employees' organizational commitment and a forecasting standard tolerance of  $\pm$ .180. (Table 4)

## DISCUSSION

Base on the findings of this research, key points to discuss the results in detail as follows:

1) The findings of this research. Overall human resource management in the field of recruitment, selection, training and development, performance appraisal and compensation at a high level, it shows that human resource management is a human resource management process aimed at ensuring that the organization's operations meet the goals and can lead the organization to achieve its objectives and develop the organization to the future corresponds with Kristiya Jintaserani, 2014 says human resource management is important and necessary to ensure that human resources are available. In the organization can work efficiently and effectively, as well as for the survival and prosperity of the enterprise, so with the concepts of Mondy and Noe, 1996 and Chanporn Sermsorn, 2015, say the whole human resource management concept is a human resource management system that consists of planning and selection, training and development, compensation, safety and health, labor relations and performance appraisal.

2) The overall engagement with the organization, the psychological side, persistence, and normative aspects is very high. It shows that the attachment to the organization has a good feeling that arises within the mind according to the characteristics and factors that affect it. Employees have such feelings for the organization and are willing to act fully for the organization corresponds to Phiyaporn Tengpanichkul, 2015 says that attachment to an organization refers to the feelings or attitudes of a person and the behaviors that a person expresses towards the organization in which he or she belongs by acknowledging the organization's aims. Feel that they are part of the organization, willing and committed to making the best efforts for the success of the organization and aligned with the concept. & Meyer, 1996 and Ariya Hengthaveesapsiri, 2015 have suggested that the factors that contribute to corporate engagement include psychological aspects, persistence, normative aspects.

3) From hypothesis testing The factor model that influences organizational commitment of private sector employees in Bangkok =  $.182 + (.206 * \text{Performance Appraisal}) + (.249 * \text{Compensation}) + (.176 * \text{Recruiting}) + (.209 * \text{Training and Development}) + (.108 * \text{Selection})$  The standard error in forecasting is  $\pm .180$ . demonstrated that aspects performance appraisal, compensation, recruitment and training and development, and selection It is associated with the organizational commitment of private sector employees. Statistically significant at 0.5 levels corresponds to Panida Boontam, 2016 human resource management to be a recruitment strategy. Select and pack qualified personnel into the workforce while developing and maintaining personnel to increase knowledge, abilities, and good physical and mental health in operations and consistent with Herzberg's two-factor theory Thitima. Lakthong, 2014 says that all predisposition factors affect satisfaction rather than dissatisfaction, i.e., motivate workers to be satisfied. In the work, hygiene factors section. All of them together affect dissatisfaction rather than satisfaction: it is a factor that keeps a person motivated to work at all times.

## SUGGESTIONS

### Recommendations for applying

1) According to the results, human resource management in terms of recruitment, selection, training and development, performance appraisal and remuneration, it is very high. Organizations should pay attention to the ongoing management of human resources. It must take into account the appropriateness and need for management as much as possible.

2) According to the results, the engagement with the organization Psychologically, persistence, and normative aspects, it's very high. The needs of employees must be taken into account with the needs of the organization accordingly. To create good engagement with employees, which will directly affect the organization.

3) According to the results, human resource management in terms of recruitment, selection, training and development, evaluation and compensation, and organizational commitment. Psychologically, persistence, and normative aspects, it's very high. Such organizations and all related organizations can apply to their organizations and adapt them according to your organization's needs. To benefit and increase the efficiency and productivity of employees.

### **Recommendations in the future research**

1) This research is just exploratory research on the subject. Human resource management that affects the organizational commitment of private sector employees. Therefore, for the management of human resources that affect the engagement of private sector employees' organizations Bangkok districts should use the in-depth interview method to gain insights and obtain more accurate information.

2) Should be carried out in the remaining areas to be used to improve and develop human resource management within the organization.

3) Should be study in the other factors that human resource management sends to other factors such as human resource management affecting work efficiency, etc.

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