Human Resource Management Practice Model of Suvarnaphumi International Airport, Thailand

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Abstract : *This research aims to (1) synthesize the process of human resources management practices of Taiwan Taoyuan International Airport, which is one of the Taiwan's largest and busiest airport and (2) To suggest the human resources management practices model of Suvarnabhumi International Airport. The purpose of this research to analyze, interpret and summarize the main findings on the human resource management practice model of Suvarnaphumi International Airport in Thailand. Therefore, in-depth interviews, semi-structured interviews are the most common qualitative research techniques were employed as a tool to collect data which helps the researcher to gain the deep information from the respondent and also acknowledge the respondent's feeling. Finally, in order to developed research questions as the processes of human resources management practices of Taiwan Taoyuan International Airport and what should be the human resources management practices model of Suvarnabhumi International Airport.*

Keywords: Human Resource Management, Practice Model, Suvarnaphumi International Airport

Research significance and Problem Identification

Various companies seek the outsourcing services of HR recruitment companies. The focus on HRM is now moved to the strategic utilization of employees and the measurable impact of employee programs over business. Nowadays successful companies need to be adaptive, resilient, customer-centred and quick to change direction. Within such an environment the effectiveness of HRM is crucial to business success. Human Resource Management function within an organization concentrated on recruiting, managing and directing people who work in it. Human Resource Management deals with issues related to compensation, performance management, organization development, safety, wellness, benefits, employee motivation, training and others. HRM plays a strategic role in managing people and the workplace culture and environment. If effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives. (Griffith College, 2018). More and more case studies in the past have examined many areas in human resources management that can help lead to superior business performance and service quality of organizations (Chetthamrongchai & Jermsittiparsert, 2020; Kerdpitak & Jermsittiparsert, 2020a, 2020b). There is no doubt that the employees' performance and development is one of the most important practices of the human resources management, as it is the administration that is in charge to attract staff, train them, and promote them in their career path, which in turn is reflected in one way or another in the overall performance of employees. According to Tana Kanjanasirikul, et al. (2007), human resource management practices focus on the passenger satisfaction on Suvarnahbumi airport' service.

Taiwan Taoyuan International Airport (TPE) is one of the largest of Taiwan four international airport, Taiwan Taoyuan International Airport serves the city Taipei. This airport is among the world's 20 busiest airports in terms of passenger numbers. TPE guide provides all of the necessary information about facility, including details of terminal services, public transport access and nearby accommodation options. (the company's official website http://www.taoyuan-airport.com/English). Therefore, the current study emphasizes the need to disclose the impact of

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some human resources management practices, (organizational, economic environmental, technological, sociocultural, and legal and regulation) on the influencing efficiency and effectiveness of HRMP of Suvarnabhumi Airport.

Research Objectives

The objectives of this research are (1) To synthesize the process of human resources management practices Taiwan Taoyuan International Airport, which is one of the Taiwan's largest and busiest airport and (2) To suggest the human resources management practices model of Suvarnabhumi International Airport.

Literature Review

The practice of human resource management
Human resource management (HRM) is a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by a number of theories relating to the behaviour of people and organizations. It is concerned with the contribution it can make to improving organizational effectiveness through people but it is, or should be, equally concerned with the ethical dimension – how people should be treated in accordance with a set of moral values. HRM involves the application of policies and practices in the fields of organization design and development, employee resourcing, learning and development, performance and reward and the provision of services that enhance the well-being of employees. These are based on human resource (HR) strategies that are integrated with one another and aligned to the business strategy. Some people object to the term 'human resources' because it implies that people can be manipulated like any other factor of production. Instead they favour 'people management'. But HRM is the most commonly used term. Whatever term is adopted the approach should be based on the principle laid down by Schneider (1987: 450): 'Organizations are the people in them; that people make the place.' He went on to explain that: 'Positive job attitudes for workers in an organization can be expected when the natural inclinations of the persons there are allowed to be reflected in their behaviours by the kinds of processes and structures that have evolved there.' (Michael Armstrong, 2014). Therefore, Human resource management practices are therefore of great importance in the management and organization of business, as qualified personnel are a guarantee of productivity increase.

The conceptual framework of HRM
HRM as conceived in the 1980s had a conceptual framework consisting of a philosophy underpinned by a number of theories drawn from the behavioural sciences and from the fields of strategic management, human capital and industrial relations. The HRM philosophy has been heavily criticized by academics as being managerialist and manipulative but this criticism has subsided, perhaps because it became increasingly evident that the term HRM had been adopted as a synonym for what used to be called personnel management. As noted by Storey (2007: 6): 'In its generic broad and popular sense it (HRM) simply refers to any system of people management.'

The efficiency and effectiveness of human resource management practices
Tyson S. (1997) 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 through 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 of human resource departments in service industry measures the efficiency of their human resource management processes from collecting a questionairs from their staff by asking the level of their satisfaction toward 3 main processes, that is;

       The Pre-Start Working Process
       - Job Advertisement
       - Candidate Interviews and Examination
       - Candidate verification
       - Candidate confirmation process and contract signing
       Internal Human Resource Management Process
       - HR and Departmental orientation
       - On-site and Off-site training
       - Employee evaluation processes

- Early Probation Announcement and Career and Development plan explanation
- Leadership style and performance coaching
- IDP explanation and KPI Training
- Building Working atmosphere, Respect, Rewards and Recognition Process
- Job security
- Career development and Promotion processes
Resignation Process
- Issues analysis and Exit interview process

Factors Influencing the Efficiency and Effectiveness of Human Resources Management Practices

The categorize these different factors into five main areas:1) Organizational factors, 2) Economic factors, 3) Technology factors, 4) Environment factors 4) Sociocultural factors, and 6) Government Policies and Regulation factors. These areas have been identified as ones which impact the efficiency and effectiveness of Human Resource Management Practices in all organizations.

Organizational factors

Organization Size: How big or small an organization is, without a doubt, affects how human resources is 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, and the managers are closely supervising everyone.

Economic Factors

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 on the company. The impacts encompass 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 attract and to offer a competitive compensation and benefits package. Satow and Wang (1994) explained that human resources department 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).

Technology Factors

Technological Change/Advancements: Changes in technology 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 on line 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 the company's business grow, 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 changing completely how companies are doing business. Also, technology has brought about changes to the work of the human resources department as well with increased dependence on and adaptation of technology in it 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.

Environmental Factors

Energy and Resources: Gratton (2005) wrote about the consequences on 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).

Sociocultural Factors

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 the 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).

Government Policies and Regulation Factors: 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 writer 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 law 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 approaches and policies must adhere to the country's laws, rules and regulations. In brief, the existence of varying approaches in human resources stem from the fact that there are many laws and legal considerations that must be incorporated and adhered to (De Mello, 2006).
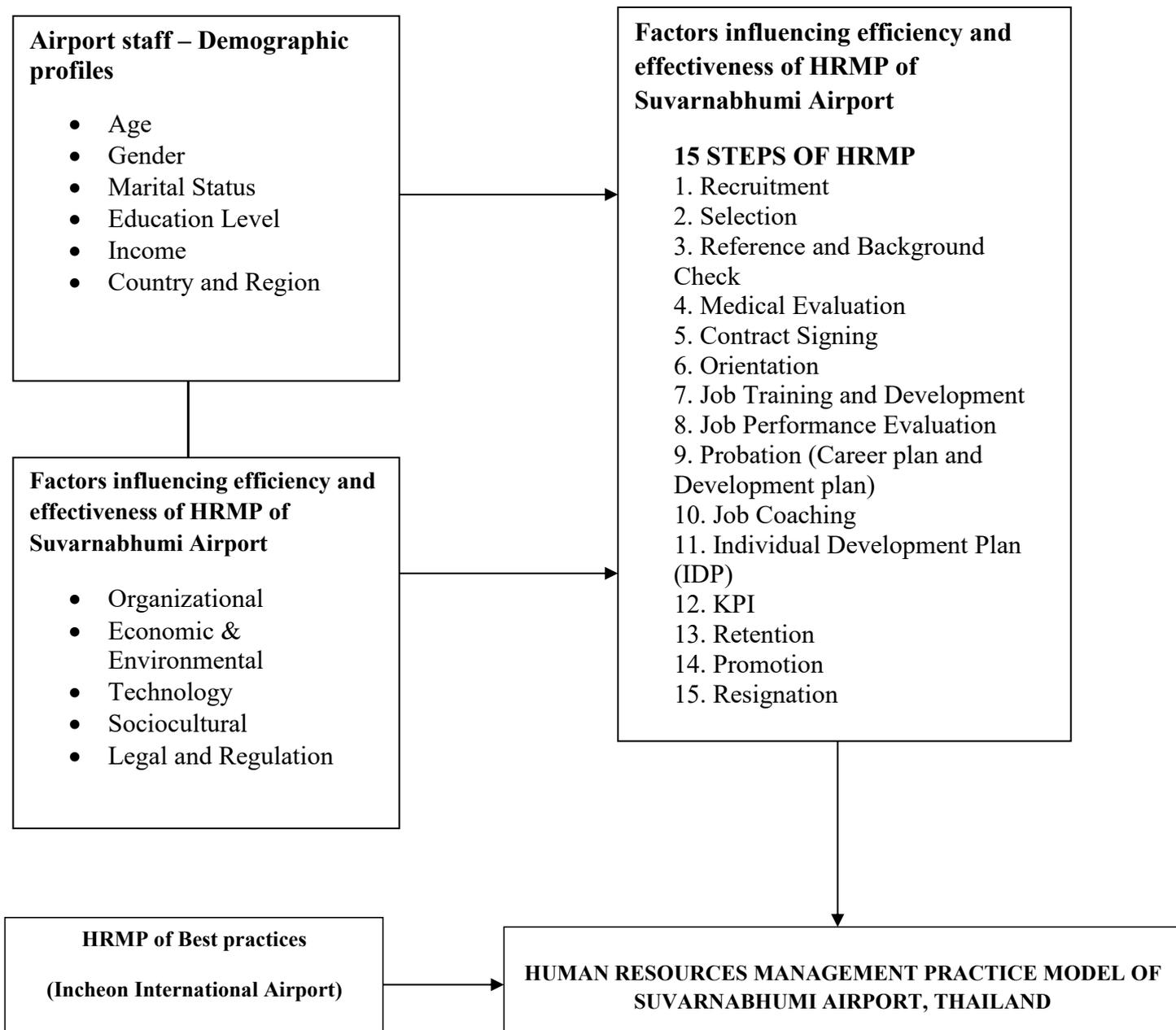
The researchers see that the previous definitions of human resource management practices focused on the good use of the human resources from the beginning of employment until the end of their service. During this period, the human resources department aims at paying attention to the fact that this exploitation of human resources is focused on serving the objectives of the institution directly or indirectly. Thus, the management of human resources within the Organization is an important aspect of its advancement, since promotion, prosperity and development depend primarily on the human element in the first place. Therefore, the research problem can be identified in shedding light on the gap observed by the researchers in the previous studies on the human resource management practice model of Suvarnaphumi International Airport in Thailand.

Research Hypotheses

There is a statistically significant influencing the efficiency and effectiveness of human resources management practices in Suvarnabhumi International Airport. Sub-hypotheses are:

1. There is a statistically significant influencing of organizational of human resources management practices in Suvarnabhumi International Airport

2. There is a statistically significant influencing of economic environmental of human resources management practices in Suvarnabhumi International Airport.

3. There is a statistically significant influencing of technological of human resources management practices in Suvarnabhumi International Airport.

4. There is a statistically significant influencing of sociocultural of human resources management practices in Suvarnabhumi International Airport.

5. There is a statistically significant influencing of legal and regulation of human resources management practices in Suvarnabhumi International Airport.

Research Framework

Airport staff – Demographic profiles		Factors influencing efficiency and effectiveness of HRMP of Suvarnabhumi Airport
• Age • Gender • Marital Status • Education Level • Income • Country and Region	→	**15 STEPS OF HRMP** 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
Factors influencing efficiency and effectiveness of HRMP of Suvarnabhumi Airport • Organizational • Economic & Environmental • Technology • Sociocultural • Legal and Regulation	→	
HRMP of Best practices **(Incheon International Airport)**	→	**HUMAN RESOURCES MANAGEMENT PRACTICE MODEL OF SUVARNABHUMI AIRPORT, THAILAND**

Research Methodology

The current research applied the descriptive analytical approach that is based on the mixed research methods which are a quantitative and a qualitative methodology. A questionnaire was designed based on the previous studies associated with the current search variables. The questionnaire aims at exploring the opinion of the staffs of Suvarnabhumi International Airport regarding the human resources management practices. The questionnaire deploys the five-point Likert scale. For In-depth interviews, semi-structured interviews discussions are the most common qualitative research techniques.

Research Population

The research population includes all staffs in the Suvarnbhumi International Airport, from various levels (management team, and airport staff of Suvarnabhumi International Airport)
Principally, quantitative focuses on numbers and large samples to investigate, while qualitative focuses on words and meanings in smaller samples of Taiwan Taoyuan International Airport and Suvarnbhumi International Airport.

Research Sample

Based on Taro Yamane (1973), a random sample of 400 out of 7,230 staffs of Suvarnabhumi International Airport from 2015 to 2017 of total target population. 400 questionnaires were distributed; the Management team and Airport staff of Suvarnabhumi International Airport. For qualitative research 20 persons of Taiwan Taoyuan International Airport and 25 persons of Suvarnabhumi International Airport to management team and airport staffs. This number represents the target population.

Results

The study is elaborated according to significant there are two groups of respondents associated to the interviews, from the key informant by using in-depth interview as tools. The qualitative method will apply to investigate the employee's satisfaction toward human resources management practices of Suvarnabhumi International Airport. This study was undertaken with the 15 steps as following;

Step 1) Recruitment of Taiwan Taoyuan International Airport is the same as recruitment process of Suvarnabhumi International Airport.

"Recruitment process is the first step in creating a powerful resource base. The process undergoes a systematic procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates."

Step 2) Selection of Taiwan Taoyuan International Airport has phone interviews and face-to-face meetings while Suvarnabhumi International Airport has external recruitment are people joining an organization, specifically through recommendations advertising, and list of applications.

"The selection procedure will invite the eligible applicants for an interview at the stipulated time. Those who fail to come to the interview at the stipulated time will consider as retreat forfeiture."

Step 3) Reference and Background Check of Taiwan Taoyuan International Airport is in-depth reference check will involve talking to references to gain insight into an applicant's skills and Suvarnabhumi International Airport can range from a simple verification of employee social security number to a much more thorough check into their history.

"The social media to further check the validity of a candidate's application. Checking a CV against a LinkedIn profile as an example could raise some questions. Checking for someone's Facebook page could give you a different view – perhaps reinforcing their hobbies and interests."

Step 4) Medical Checkups of Taiwan Taoyuan International Airport has pre-employment health checkup program but all staffs of Suvarnabhumi International Airport health checks/lifestyle assessments usually comprise of a combination of tests.

"We're separate program of medical checkups for Department and Ages."

Step 5) Contract Signing process of Taiwan Taoyuan International Airport is the same of Suvarnabhumi International Airport.

"Topic mention in contact signing about Working hours and place of work, Holidays and sick leave, and Policies, restrictive clauses and employee rights"

Step 6) Orientation of Taiwan Taoyuan International Airport has 3 days orientation programs in order delivery the right message to all new hire and full day training about loyalty & organization awareness and service excellence are

included in orientation program While the Suvarnabhumi International Airport's orientation the newly appointed directors are provided with useful documents and information to perform their duties.

"We are in Service industry, so human resource is one of the most important resource for our organization. We conduct 3 days orientation program to make sur they understand our vision and culture"

Step 7) Job Training and Development of Taiwan Taoyuan International Airport has training dedicated to continuous customer satisfaction improvement on-site visits and workshops for problem solving. Likewise, Suvarnabhumi International Airport to provide for Suvarnabhumi Airport's personnel to enhance knowledge and understanding of compliance with the policy.

"Courses training consist of classroom lectures, practical training, and on-site visits. In particular, trainees will meet with senior officials for aviation safety and air navigation system and to discuss mutual cooperation."

Step 8) Job Performance Evaluation of Taiwan Taoyuan International Airport has two times per year (mid-year and year end) and Suvarnabhumi International Airport has performance appraisal of Suvarnabhumi International Airport will be in regard to the performance of enterprises (70%) including financial and non-financial KPIs, and the enterprise management (30%).

"Two times per year (Mid-year and Year End) the main criteria as; Interpersonal, Leadership, Business/Management, and Personal Attributes"

Step 9) Probation (Career plan and Development plan) of Taiwan Taoyuan International Airport is for the first three months of a new job differ from Suvarnabhumi International Airport has a probationary period of Suvarnabhumi International Airport from 30 days to several year.

"To be conducted by the Department Head on the 30th, 60th and 90th days of employment training: can happen all year round."

Step 10) Career and Development plan of Taiwan Taoyuan International Airport creating an employee career development plan of airport is to evaluate the employee's credentials and Career and Development plan of Suvarnabhumi Airport including 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 Role of HR in Managing Problems 10) Meeting the Challenges.

"We will require brainstorming, but it will also rely heavily on the human resources employee's understanding of career development, professional education, and the qualifications required for various job positions within the company and the industry."

Step 11) Job coaching of Taiwan Taoyuan International Airport is equipped 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 International Airport's job coaching includes related assessment, job development, counseling, advocacy, travel training and other services needed to maintain the employment.

"A life coach can help our employees in the workplace to work through workplace conflicts, to overcome career challenges, to improve performance and results, and to identify solutions to problems"

Step 12) Individual Development Plan (IDP) of Taiwan Taoyuan International Airport including skill, knowledge, competency development goal, acquisition and application. It's not the same Suvarnabhumi International Airport IDP to develop an individual development plan customized to needs also identify, clarify, and commit to goals based on priorities and professional goals.

"The platform of IDP it's a tool to assist our employees in career and personal development to help employees reach career goals and improve current job performance"

Step 13) Key Performance Indexes (KPI) of Taiwan Taoyuan International Airport has high-level KPIs focus on the overall performance of the business and low-level KPIs focus on processes in internal and external it is different from Suvarnabhumi International Airport consist of 1) Conveyance of vision and actions according to the President's plans as approved by the Suvarnabhumi international Airport Board of Directors 2) Strategic plans and agreements established between Suvarnabhumi international Airport and the Thai Government 3) Tasks assigned and ordered by the Suvarnabhumi international Airport Board of Directors and 4) Gross Profit Margin.

"Our organization is achieving 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 processes in internal and external"

Step 14) Retention and Promotion of Taiwan Taoyuan International Airport has offered a competitive benefits package or financial rewards and use contests and incentives to help keep team members motivated and feeling

rewarded. But the retention and promotion of Suvarnabhumi International Airport to calculate the retention rate of employees and recognizes and improves employee performance.

"Offer a competitive benefits package that fits for our team members' needs, provide some small perks, Use contests and incentives to help keep team members motivated and feeling rewarded, Done right, these kinds of programs can keep team members focused and excited about their jobs"

Step 15) Resignation of 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. While the Suvarnabhumi International Airport's resignation consist of 4 steps by 1) Employees inform their superiors 2) Function head and HR will arrange a conversion to persuade him/her to stay 3) If staffs agree to stay, the resignation procedure ends, If not resignation will be accepted and employees will get clearance on payroll and job duties and 4) Airport's staffs are required to complete an exit interview questionnaire.

"Job Description and job resign of the applied position, evaluation of the Screening and confirmation of the position applied."

This research, to suggest the human resources management practices model of Suvarnabhumi International Airport, the study collects the primary data by using In-depth Interview method with 20 persons as a sample size for Taiwan Taoyuan International Airport, and 25 persons as a sample size for Suvarnbhumi International Airport. The researcher will conduct two focus group separately which are group 1: Management team and group 2: Airport staff. However, this research aims to synthesize all process of human resources management practices of Taiwan Taoyuan International Airport in order to suggest the human resources management practices model of Suvarnabhumi International Airport. Therefore, the researcher will be covering 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. Moreover, there have been no research conducted on Suvarnabhumi International Airport in connection with HRM or HRMP and its service. This research, thus, aims to address this gap in the literature by examining Suvarnabhumi International Airport from this angle and shedding light on this important issue. To fulfil the gaps in the literature, this study aims to synthesize the process of human resources management practices of world 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 the Taiwan's largest and busiest airport and transferring a crucial knowledge to Suvarnabhumi International Airport.

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