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HUMAN RESOURCE MANAGEMENT INFLUENCING ORGANIZATIONAL JUSTICE OF THAI STATE ENTERPRISES BASED ON THE CONCEPT OF PEACE, JUSTICE AND STRONG INSTITUTIONS (UN SDG 16)

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ABSTRACT

The purposes of this research were: (1) to analyze the components of human resource management of Thai state enterprises; (2) to analyze the components of organizational justice of Thai state enterprises; (3) to find a relationship between human resource management and organizational justice of Thai state enterprises; and (4) to analyze the influence of human resource management on organizational justice of Thai state enterprises based on the concepts of peace, justice and strong institutions. The samples used in this study were 321 personnel working in Thai state enterprises in Bangkok Metropolitan Areas. The instrument used to collect data was a research questionnaire. Statistics used in this research consisted of Percentage, Mean, Standard Deviation, Correlation and Multiple Regression Analysis (MRA). The research results were found that: 1) The human resource management of Thai state enterprises in Bangkok Metropolitan Areas, in total, was at high level. In particular, training and development had the highest mean value, followed by recruitment and selection, performance appraisal and promotion, and benefits and compensation. 2) The organizational justice of Thai state enterprises in Bangkok Metropolitan Areas, in total, was at high level. In particular, interactional justice had the highest mean value, followed by distributive justice and procedural justice. 3) The correlation coefficient between human resource management and organizational justice of Thai state enterprises in Bangkok Metropolitan Areas was positive at the 0.01 level of statistical significance. 4) Human resource management had an influence on organizational justice of Thai state enterprises in Bangkok Metropolitan Areas. Benefits and compensation had the highest influence on organizational justice, followed by performance appraisal and promotion, training and development and recruitment and selection.

KEYWORDS: Human Resource Management; Benefits and Compensation, Organizational Justice; Thai State Enterprises; Peace, Justice and Strong Institutions.

1. INTRODUCTION

The United Nation Sustainable Development Goal (SDG 16) aims to promote peaceful and inclusive communities and societies, ensure access to justice and fairness for all, and build effective, accountable and strong institutions. In Thailand, state enterprises are the business organizations which underscore and support peace and justice of the public and general people at large. People in Thailand are expected to gain access to the services provided by state enterprises (Channuwong *et al.*, 2025). State enterprise refers to an organization or company in which the government owns or holds more than 50% of the shares. Their main purpose is to operate a business or provide public services, aiming to generate profit, control key sectors such as energy, transportation, and electricity, or serve the public interest and promote national economic development. State enterprises therefore play a vital role in driving the nation's economy and public services. They form the foundation for developing essential public infrastructure. Consequently, personnel working in state enterprises are important mechanisms for advancing organizational growth, stability, and economic resilience, as well as improving service quality and citizens' quality of life.

Human resource management (HRM) is crucial to the prosperity and success of state enterprises because human resources are the driving force that propels organizations toward growth, stability, wealth, and sustainability. Organizations with highly knowledgeable, competent, skilled, and professional employees are more likely to progress and achieve success. Hence, many organizations today prioritize HRM, beginning with human resource planning, manpower allocation, recruitment and selection, training and development, compensation and benefits, performance evaluation, and employee retention to ensure that skilled and knowledgeable individuals remain within the organization (Lee *et al.*, 2023; Siripap *et al.*, 2021). Executives must value human resources because they represent the organization's intellectual assets. The employees' skills, knowledge, and capabilities are invaluable intellectual properties.

Justice is a concept concerning what is right in terms of morality, grounded in moral and ethical principles, reasonableness, law, natural law, religion, equity, and fairness. It also concerns the application of law with regard to inalienable and inherent rights of all human beings and citizens, as well as the rights of the public and of individuals to receive equal legal protection of their civil rights without discrimination (Wikipedia, 2016). Folger (1998) divided

organizational justice into three dimensions: distributive, procedural, and informational justice. Distributive justice refers to the perception of fairness regarding outcomes or the allocation each individual receives, where people evaluate whether those outcomes are appropriate and consistent with ethical principles. Procedural justice concerns the perception that the methods, mechanisms, or processes used to determine rewards—such as the criteria and standards used in decisions, decision-making procedures, dispute resolution procedures, or processes for sharing resources in the organization—are fair. Informational justice involves the perception of being treated fairly through information, focusing on whether supervisors have sufficient information to explain the results of decisions and whether those explanations are appropriate and accurate, which requires supervisors to have adequate knowledge about information that affects employees and to be able to clarify issues that cause employees' concern.

Sheppard *et al.* (1992) divided the levels of organizational justice into three levels: distributive, procedural, and systemic justice. (1) Distributive justice refers to the accuracy, equality, and correctness in the allocation of rewards, such as pay, and is the most frequently discussed aspect of organizational justice. (2) Procedural justice concerns fairness and equality in the decision-making processes, such as those used to determine pay, where individuals not only assess the fairness of the distribution of rewards but also the fairness of the procedures used to determine those rewards. (3) Systemic justice relates to the organizational environment that shapes the various processes occurring within the organization, including the chain of command, information creation, information processes, and information-receiving systems, which are often difficult to understand, especially for those inside the organization. Meglich (2017) and Channuwong (2018) stated that effective human resource management creates justice within organizations, for example by encouraging employees to work to their full knowledge and ability so that the organization can achieve its goals and operate efficiently, quickly, and on time, because they perceive that the organization is just and provides fair compensation, which is a key factor in competitiveness.

Human resource management is also very important for the progress and survival of organizations, because acquiring knowledgeable and expert personnel can help sustain and drive the organization toward success. Ivancevich (2008) noted that human resource management is important

because it helps employees develop themselves and use their potential to strengthen the organization and enable it to achieve its expected goals (output).

The researchers believe that good human resource management will generate organizational justice, foster morale, create a positive attitude toward the organization, and increase job satisfaction, which in turn motivates personnel to commit and make sacrifices to successfully complete difficult tasks efficiently. Good human resource management will also help organizations obtain personnel who are knowledgeable, capable, highly expert, and skilled in problem solving, which can support Thai state enterprises in overcoming the current crisis; therefore, this study examines a relationship between human resource management and organizational justice in Thai state enterprises in the Bangkok metropolitan area.

1.1. Research Objectives

1. To analyze the components of human resource management of Thai state enterprises
2. To analyze the components of organizational justice of Thai state enterprises
3. To find a relationship between human resource management and organizational justice of Thai state enterprises
4. To analyze the influence of human resource management on organizational justice of Thai state enterprises based on the concepts of peace, justice and strong institutions. To analyze human resource management of Thai state enterprises in the Bangkok metropolitan area

2. LITERATURE REVIEW

Human resource management is of paramount importance to the prosperity and success of an organization because humans are the driving force that propels an organization towards prosperity, wealth, stability, and sustainability. Organizations with human resources replete with knowledge, abilities, expertise, and excellent work skills are poised for advancement. Consequently, many contemporary organizations place great emphasis on human resource management, starting from the planning stage, workforce allocation, recruitment, and selection of employees to training and development, benefits and compensation, and performance evaluation, up to the retention of knowledgeable and skilled employees (Siripap, et al., 2021, Itthiawachakul, 2010).

Mathis and Jackson (2000) stated that human resource management is the use of human resources to achieve maximum efficiency and effectiveness by

appropriately designing organizational work systems so that organizational goals are achieved. Bowin and Harvey (2001) defined human resource management as what supports the development and motivation of employees' job performance in the organization, as well as responding to employees' needs so that work is efficient and leads the organization to its intended goals. Miner and Crane (1995) described human resource management as the development, adaptation, and evaluation of policies and programs within the organization so that operations can be carried out effectively and organizational objectives can be attained.

Chang and Huang (2005) and Kazlauskaite et al. (2012) stated that people are the most important intellectual assets of an organization, enabling it to achieve its goals efficiently and serving as a key factor in gaining a competitive advantage. Therefore, organizations must develop methods to recruit high-quality personnel—those with the knowledge and skills needed—and provide opportunities for employees to fully express their abilities and potential. Adequate benefits and compensation should be offered to motivate them to stay and work long-term. Armstrong (2006) found that an organization's success can be measured by the quality of its staff and the efficiency of their performance. Thus, human resource management is essential in driving an organization toward success. Executives must have strategies to select capable and ethical employees and create motivation for them to remain with the organization, ensuring sustainable success.

Chaimongkol et al. (2018) and Channuwong et al. (2023) asserted that HRM activities include human resource planning, job analysis, recruitment, selection, interviewing, appointment, training and development, performance appraisal, compensation, benefits, welfare, and the retention of qualified personnel. Greenberg and Baron (2013) described HRM as a process of managing an organization's personnel, starting from human resource analysis and planning, recruitment, selection, training and development, compensation, employee retention, and performance evaluation. Mondy et al. (1999) identified the major components of human resource management as: (1) Recruitment (2) Selection, (3) Training and Development, (4) Compensation and Benefits, (5) Performance and Appraisal, and (6) Employee Retention.

Hollenbeck et al. (2018) and Noe et al. (2007) asserted that human resource management consists of work policies and systems that influence and affect employees' behavior, values, attitudes, and performance in the organization. Armstrong (2006)

stated that human resource management involves the continuous and interrelated use of strategies to manage resources, which are the most valuable assets in the organization. Stone (2008) noted that human resource management is the management of working relationships between supervisors and subordinates to create job satisfaction, which in turn affects work efficiency.

Bowin and Harvey (2001) also explained that human resource management comprises activities related to managing human resources, starting from recruitment, selection, interviewing, appointment, training and development, compensation, benefits administration, performance appraisal, and labor relations. Ivancevich (2008) defined human resource management as implementing various activities related to personnel so that the organization has sufficient human resources in both quality and quantity, enabling it to achieve its predetermined goals.

Mondy et al. (1999) stated that human resource management consists of activities or tasks within an organization that begin with recruiting personnel, selection, development, motivation, and retention, and extend through to the termination of employment. Miner and Crane (1995) and Brown et al. (2010) explained human resource management as patterns, policies, and practices that affect human resources, including recruitment, background checks, selection, motivation, and compensation. Seashore (1979) asserted that human resources are the core of organizational operations; human resources are crucial to achieving success and meeting goals and objectives because they drive organizational progress and are responsible for managing and controlling tools, technology, and equipment so that work is carried out effectively.

Meglich (2017), Du et al. (2025) and Damrongsiri et al. (2022) stated that human resource management is a personnel administration function that involves assigning employees to various departments within the organization, as well as training, developing, and retaining competent personnel so they remain with the organization as long as possible. Human resource management is the arrangement of relationships between managers and people so that roles, duties, knowledge, abilities, and expertise are clearly understood and applied to help the organization achieve its goals. Armstrong (2006) explained that human resource management is the management of relationships between workers and managers with the aim of enabling the organization to achieve its objectives. From this definition, three key points emerge: (1) human resource management emphasizes managing relationships rather than

merely managing individuals, (2) human resource management focuses on organizational goals, so when organizational objectives change, the way these relationships are managed will also change, and (3) the primary objective of human resource management should be directed toward the organization, while the objectives of individual members are secondary.

Rupp and Thornton (2017) defined justice in the organization as the attitudes of workers or employees toward fairness and justice they received from the organization. They categorized justice in the organization into three types: Distributive justice, procedural justice and informational justice. 1. Distributive justice refers to the attitudes of workers and employees toward the fairness and justice related to benefits, compensation, salary and income they received from the organization in return to their workload or work contribution; 2. Procedural justice means the processes used to evaluate work performance that leads to the identification of fair outcomes. The processes must be fair, just and accepted by both parties in terms of employees and organizations; and 3. Informational justice means that the organization provide equal opportunities for employees to receive the same information or receive the needed information equally. Hasan (2010) and Shao et al. (2012) found that there is a relationship between human resource management and organizational justice. Organizational justice, which refers to individual perceptions towards fairness received from working in the organization can increase job satisfaction and work performance.

Folger (1998) and Ivancevich (2008) classified organizational justice into three dimensions: distributive, procedural, and interactional justice. 1. Distributive justice refers to individuals' perceptions of fairness regarding outcomes or allocations they receive, where they evaluate whether these outcomes are appropriate and ethically acceptable. Distributive justice is the perceived fairness of outcomes received, which serves as a standard for judging justice, based on three key criteria: equity, where employees feel rewards reflect the effort, skills, and abilities they contribute; equality, where individuals have equal opportunities to receive outcomes or rewards; and need, where rewards are based on individuals' needs, and justice is perceived when those needs are met. 2. Procedural justice refers to the perception that the methods, mechanisms, or processes used to determine rewards—such as decision-making procedures, dispute resolution processes, or processes for distributing resources in the organization—are fair. 3. Interactional justice refers

to the perception of being treated fairly by others and is divided into informational justice, meaning that supervisors have sufficient and appropriate information to explain the results of decisions and the processes affecting employees, and interpersonal justice, meaning good relationships and fair social exchanges with others in the organization, such as between employees and supervisors, coworkers, or subordinates and supervisors.

Greenberg and Baron (2013) explained the three types of organizational justice as follows: (1) Procedural justice, this means employees' perceptions towards accuracy, equality, rightness, correctness and fairness of the processes in making decision about compensation and benefit of employees. Most employees believe that if the processes for evaluation about compensation are fair and acceptable, they will receive fair payment as well. (2) Distributive justice, this means employees' perceptions about the fairness of benefits and compensation given to them by the organization compared to their work load and responsibility. Employees will evaluate whether company pays fair compensation to them at appropriate, acceptable and satisfactory level or not. (3) Interactional justice, this

means employees' perceptions towards fair interaction from the organization. This also covers equal treatment and interaction between employees and managers, and between employees and the organization. According this principle, organization must treat employees equally with respect and dignity regardless of their personal background such as ethnicity, skin color, belief, religion, country of origin, gender, and social status. Feng et al. (2026) and Sutthadaanantaphokin et al. (2025) stated that organizations must align their reward systems with these principles of fairness. Procedural justice is the perceived fairness of policies and processes used in making reward decisions, which depends on two main aspects: the importance of employees' voice or participation in decision-making, and the structural elements of the process, such as accuracy, freedom from bias, and the possibility of adjusting outcomes. Interactional justice is the fairness perceived in interpersonal treatment within the organization, including the timeliness, appropriateness, and accuracy of information received, and is composed of interpersonal and informational justice.

Based on the literature survey, the following research conceptual framework is proposed (Figure 1).

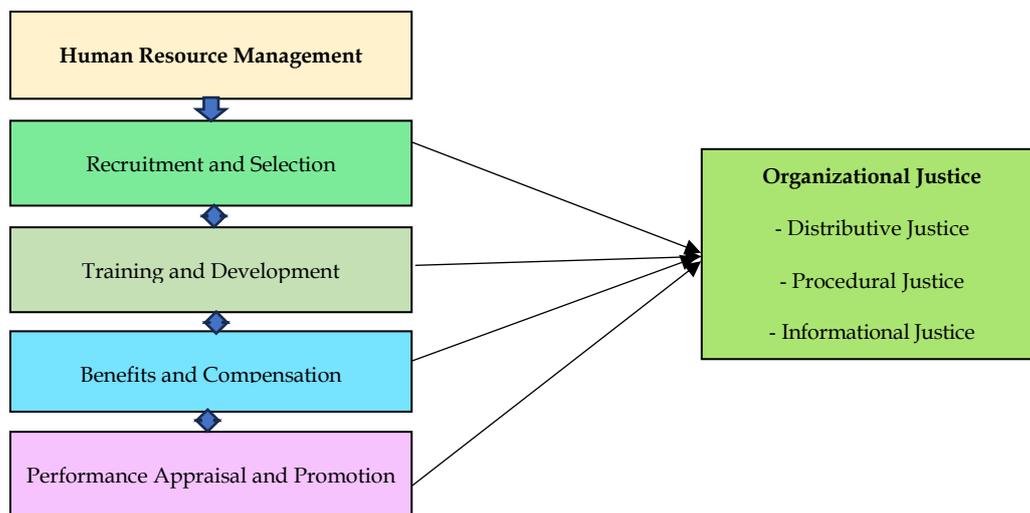


Figure 1 Research Conceptual Framework

2.1. Research Hypotheses

- H1: Human resource management is related to organizational justice of Thai state enterprises.
 H2: Human resource management has an influence on organizational justice of Thai state enterprises.

3. METHODOLOGY

3.1. Population and Sample

The population and sample used in this study

consisted of personnel working in Thai state enterprises in the Bangkok metropolitan area, namely the Electricity Generating Authority of Thailand, PTT Public Company Limited, and Airports of Thailand (AOT), totaling 2,700 people. The researchers used Taro Yamane's formula to calculate a sample size and obtained 350 samples. The researchers distributed the research questionnaires to all 350, and received 321 completed questionnaires, representing 91.71 percent.

3.2. Variables

The variables used in this study included the independent and dependent variable. Independent variable was human resource management, comprising recruitment and selection (RS), training and development (TD), benefits and compensation (BC), and performance appraisal and promotion (PP). The dependent variable was organizational justice (OJ), comprising distributive justice (DJ), procedural justice (PJ), and informational justice (IJ).

3.3. Research Instrument

The instrument used to collect data in this quantitative study was a research questionnaire. In constructing the questionnaire, the researchers reviewed relevant concepts, theories, documents, and researches to develop a close-ended questionnaire structured into three parts.

Part 1 was a checklist of respondents' personal information, including gender, age, marital status, education level, years of work experience, and monthly income.

Part 2 was a rating-scale section on human resource management, covering: (1) recruitment and selection, (2) training and development, (3) benefits and compensation, and (4) performance appraisal and promotion, with a total of 16 questions.

Part 3 was a rating-scale section on organizational justice, covering: (1) distributive justice (DJ), (2) procedural justice (PJ), and (3) informational justice (IJ), with a total of 22 questions.

3.4. Criteria for Interpretation of Data

In quantitative data analysis, the researchers analyzed data obtained from a five-point Likert rating scale using a Statistical Package for the Social Sciences (SPSS). The questionnaire scoring criteria were as follows:

- 5 = Strongly Agree
- 4 = Agree
- 3 = Moderately Agree
- 2 = Disagree
- 1 = Strongly Disagree

The criteria for interpreting the mean scores (weighted responses) were set at five levels:

- Mean 4.21-5.00 = Very high level of agreement
- Mean 3.41-4.20 = High level of agreement
- Mean 2.61-3.40 = Moderate level of agreement
- Mean 1.81-2.60 = Low level of agreement
- Mean 1.00-1.80 = Very low level of agreement

3.5. Content Validity and Credibility

The researchers examined content validity and

reliability of the questionnaire as follows:

1. Content validity was checked by three experts, who evaluated the consistency between each item and the research objectives using the Item-Objective Congruence (IOC) index, resulting in an IOC value of 0.89.
2. Reliability of the questionnaire was tested with 30 employees who were not part of the main sample, yielding an overall reliability coefficient of 0.95.
3. The questionnaire was revised and refined before being used in the actual data collection.

3.6. Data Collection

1. The researchers distributed questionnaires to a sample of 350 participants between 1 October to 31 December 2025 using convenience sampling and received 320 completed questionnaires, accounting for 91.42 percent.
2. The questionnaires were checked for accuracy and completeness before being used for data analysis.

3.7. Statistics Used for Data Analysis

The researchers employed both descriptive and inferential statistics to analyze the data and test the hypotheses as follows:

1. Frequency and percentage were used to analyze the general demographic information of the respondents.
2. Mean and standard deviation were used to analyze human resource management and organizational justice in Thai state enterprises
3. Pearson correlation coefficient was used to analyze the relationship between human resource management and organizational justice in Thai state enterprises.
4. Multiple regression analysis was used to analyze the influence of human resource management on organizational justice in Thai state enterprises.

4. RESULTS

The results of this study were divided into five parts as follows:

1. Personal Information of Respondents

Most respondents were male (72.0 percent), while females accounted for 28 percent. The majority were aged 36-45 years (31.0 percent), followed by those aged 46-55 years (27.1 percent), 26-35 years (21.2 percent), 56 years and over (11.8 percent), and 18-25 years (8.1 percent). Regarding marital status, most respondents were single (68.8 percent), followed by

married (26.5 percent), divorced (3.4 percent), and separated (1.2 percent). In terms of education, most held a master’s degree (32.4 percent), followed by a bachelor’s degree (30.8 percent), below bachelor’s degree (19.0 percent), and doctoral degree (17.8 percent). For monthly income, most respondents earned less than 15,000 baht (38.9 percent), followed by 15,000–25,000 baht (22.1 percent), 25,001–35,000 baht (11.8 percent), more than 55,000 baht (11.2 percent), 35,001–45,000 baht (9.7 percent), and 45,001–55,000 baht (6.2 percent). Regarding work experience, most had worked for 5–15 years (37.4 percent), followed by less than 5 years (28.3 percent), 16–25 years (23.1 percent), 26–35 years (7.5 percent),

and more than 35 years (3.7 percent).

2. The Results of Analysis on Human Resource Management Analysis in Thai State Enterprises

Human resource management of Thai state enterprises, in total, was at a high level, with a mean score of 3.81 (S.D. = 0.47). Considering each dimension, training and development had the highest mean score (mean = 4.28, S.D. = 0.70), followed by recruitment and selection (mean = 4.20, S.D. = 0.47), performance appraisal and promotion (mean = 3.49, S.D. = 0.23), and benefits and compensation (mean = 3.28, S.D. = 0.23) (Table 1).

Table 1: Mean and Standard Deviation of Human Resource Management in Thai State Enterprises

Human Resource Management	\bar{x}	S.D.	Interpretation	Ranking
1. Recruitment and Selection (RS)	4.20	.47	High	2
2. Training and Development (TD)	4.28	.70	Very High	1
3. Benefits and Compensation (BC)	3.28	.23	Moderate	4
4. Performance Appraisal and Promotion (PP)	3.49	.23	High	3
Total	3.81	.47	High	

3. The Results of Analysis on Organizational Justice Analysis in Thai State Enterprises in the Bangkok Metropolitan Area

Perceived organizational justice in overall was at a high level (M = 3.68, S.D. = .66). In particular, interpersonal justice had the highest mean (M = 3.84, S.D. = .75), followed by informational justice (M = 3.62, S.D. = .72) and procedural justice (M = 3.55, S.D. = .76) (Table 2).

Table 2: Mean and Standard Deviation of Perceived Organizational Justice

Organizational Justice	M	S.D.	Interpretation	Ranking
Distributive Justice	3.62	.72	High	2
Procedural Justice	3.55	.76	High	3
Informational Justice	3.84	.75	High	1
Average	3.68	.66	High	

4. The Results of Analysis on the Correlation Coefficients between Human Resource Management and Organizational Justice in Thai State Enterprises

The results of the study showed that the internal correlation coefficients among the human resource management variables—recruitment and selection (RS), training and development (TD), benefits and compensation (BC), and performance appraisal and promotion (PP)—were all positive, indicating that the four variables were related in the same direction at the 0.01 level of statistical significance, with internal correlation coefficients ranging from 0.429 to

0.789. The highest internal correlation coefficient was found between benefits and compensation (BC) and performance appraisal and promotion (PP).

The correlation coefficients between human resource management and organizational justice (OJ) of Thai state enterprises were also statistically significant at the 0.01 level, with coefficients ranging from 0.436 to 0.897. The pair with the highest correlation coefficient was the relationship between benefits and compensation (BC) and organizational justice (OJ) (Table 3).

Table 3: Correlation Coefficients Between Human Resource management variables and organizational justice in Thai state enterprises.

Variables	RS	TD	BC	PP	OJ
RS	1	.429**	.665**	.510**	.436**
TD		1	.669**	.528**	.559**
BC			1	.789**	.897**
PP				1	.683**
OJ					1

** Statistical significant at 0.01

5. The Results of Analysis on Human Resource Management Influencing Organizational Justice of State Enterprises

The results of the Multiple Regression Analysis (MRA) showed that the components of human resource management significantly influenced the overall organizational justice of Thai state enterprises at the 0.01 level (F = 6.347, p = .002). Benefits and compensation had the highest standardized coefficient (Beta = 0.784, p < 0.01), followed by

performance appraisal and promotion (Beta = 0.698, $p < 0.01$), training and development (Beta = 0.497, $p > 0.01$), and recruitment and selection (Beta = 0.389, $p > 0.01$), respectively. The multiple regression coefficient can explain 89.5 percent of the variance in organizational justice (Adjusted $R^2 = 0.895$), while the remaining 10.5 percent were the results of other factors which were not taken into account in this study.

The prediction equation in the form of raw scores:
Organizational Justice (OJ) = 1.079 (constant) +

0.762 Benefits and Compensation (BC) + 0.667 Performance Appraisal and Promotion (PP) + 0.468 Training and Development (TD) + 0.367 Recruitment and Selection (RS).

The prediction equation in the form of standardized scores:

Organizational Justice (OJ) = 0.784 Benefits and Compensation (BC) + 0.698 Performance Appraisal and Promotion (PP) + 0.497 Training and Development (TD) + 0.389 Recruitment and Selection (RS) (Table 4).

Table 4: Multiple Regression Coefficient of Human Resource Management Components Influencing Organizational Justice of Thai State Enterprises.

Variable	Organizational Justice				p
	b	SE	β	T	
Constant	1.079	.199		15.412**	.000
Recruitment and Selection (RS)	.367	.048	.389	.639**	.002
Training and Development (TD)	.468	.061	.497	2.019**	.000
Benefits and Compensation (BC)	.762	.035	.784	1.256**	.000
Performance Appraisal and Promotion (PP)	.667	.067	.698	1.359**	.000
$R^2 =$.037			F =	.6347**
Adjust $R^2 =$.895	SE =	.785	p =	.002

** Statistical significant at 0.01

5. DISCUSSION

The research findings showed that, in overall, human resource management of Thai state enterprises in the Bangkok metropolitan area was at a high level. Training and development had the highest mean score, followed by recruitment and selection, performance appraisal and promotion, and finally benefits and compensation, which had the lowest mean score. Training enables employees to develop their knowledge and work skills, which is consistent with Siripap et al. (2021) and Channuwong et al. (2025) who found that training develops essential skills such as job performance skills, human relation skills, problem-solving skills, thinking and analytical skills, and life skills, all of which are critical attributes for employees and make them valuable organizational resources. The study also indicated that benefits and compensation had the lowest mean, suggesting that most employees felt their benefits and pay were still low. In this matter, Zafri et al. (2023) stated that the government should support special privileges and financial resources to help Thai state enterprises survive during crises through urgent and comprehensive assistance measures. In addition, state enterprises should implement measures to support employees' welfare and compensation so they can maintain a good quality of life. In this matter, Channuwong (2015) and Ebekozien et al. (2025) who found that prosperous organizations today place importance on employees

by providing satisfactory pay and benefits and taking care of their welfare, thereby fostering organizational satisfaction and encouraging employees to work with dedication and sacrifice for the organization.

The internal correlation coefficients among the human resource management principles—recruitment and selection (RS), training and development (TD), benefits and compensation (BC), and performance appraisal and promotion (PP)—were positive, indicating that these four variables were all significantly related in the same direction at the 0.01 level. The highest correlation coefficient was found between benefits and compensation (BC) and organizational justice, which is consistent with the findings of Office of Small and Medium Enterprise Promotion (OSMEP) (2021), Nomnian et al. (2018) and Meglich (2017) who stated that compensation and benefits commensurate with employees' knowledge and skills are positively related to organizational justice. This can be explained by the fact that employees who receive appropriate compensation and enjoy a good quality of life feel that they are treated justly by the organization, enabling them to work efficiently and devote themselves to helping the organization achieve its goals without worrying about their cost of living. These results are in line with Dessler (2008) and Jiang et al. (2015) who found that all employees want organizations to pay attention to benefits, compensation, and welfare, which are essential for work. The results of this study are relevant to the

studies of Mondy et al. (1999), Gupta and Kumar (2013) and Duffy et al. (2016) who found that compensation and benefits are rewards employees receive in exchange for their work, including wages, salaries, bonuses, and other benefits such as life and health insurance, travel, and medical expenses; employees tend to judge organizational justice primarily based on the compensation and benefits they receive.

Human resource management was also found to significantly affect organizational justice at the 0.01 level, with benefits and compensation showing the highest standardized coefficient, followed by performance appraisal and promotion, training and development, and recruitment and selection. This study supports the views of Dessler (2008), Noe et al. (2007) and Wong et al. (2025) who argued that fair and adequate compensation for a decent standard of living leads employees to feel they are treated justly, increase positive attitudes toward the organization, and become more committed, willing to work with honesty and dedication for the organization's prosperity and profitability, thereby enhancing organizational effectiveness. The results of this study are also relevant to the studies of Khan et al. (2025) and Bangbon et al. (2023) who found that effective human resource management can lead to increase employee perceptions on organizational justice and fairness, and create employee commitment which can drive organization to achieve goals and objectives. In addition, human resource management has been used to respond to organizational strategies to gain competitive advantage in the global market. Lertsukkherat et al. (2025), Rattananda et al. (2025) and Green (2016) also found that when employees are satisfied with their benefits and compensation provided by the companies, they will dedicate their effort, strength, intention and time to work for organizational success.

6. CONCLUSION

The concept of peace, justice and strong institutions focuses on creating peaceful societies and communities, ensuring access to justice for all human beings, and upgrading human knowledge, skills and competency to build effective, accountable and inclusive institutions at all levels. Human resource management is the preparation and use of human resources starting from human resource planning, recruitment and selection, benefits and compensation, training and development, performance appraisal and human retention with purpose to achieve maximum efficiency, effectiveness and organizational goals. The results of this study revealed that human resource management of Thai

state enterprises, overall, was at a high level. Considering each dimension, training and development had the highest mean score, followed by recruitment and selection, performance appraisal and promotion, and benefits and compensation. Perceived organizational justice in overall was at a high level. In particular, interpersonal justice had the highest mean, followed by informational justice and procedural justice. The correlation coefficients between human resource management and organizational justice (OJ) of Thai state enterprises were also statistically significant at the 0.01 level. The pair with the highest correlation coefficient was the relationship between benefits and compensation (BC) and organizational justice (OJ). The results of the Multiple Regression Analysis (MRA) showed that the components of human resource management significantly affected the overall organizational justice of Thai state enterprises at the 0.01 level. Benefits and compensation had the highest standardized coefficient, followed by performance appraisal and promotion, training and development, and recruitment and selection respectively.

6.1. Recommendations

6.1.1. Recommendations for Implementation

1. For recruitment and selection, organizations should select personnel who are knowledgeable, capable, dedicated, willing to make sacrifices, and can effectively work for the organization through crises and difficult situations.
2. For training and development, organizations should encourage and support employees to take training course to enhance employees' skills in using modern technology, job performance, problem solving, and creativity in order to create sustainable organization development in Thai state enterprises.
3. For benefits and compensation, organizations should provide welfare such as medical expenses, health insurance, and provident funds, and increase compensation in the form of salaries or overtime pay so that employees can adequately meet the cost of living and have happiness and peace in their lives.
4. The organizations should provide equal access to information, equal opportunities for employees to receive incomes and rewards and treat them with justice and fairness.

6.1.2. Recommendations for Further Research

1. Future studies should compare the effectiveness of human resource management in Thai state enterprises in Bangkok and other provinces to

- identify strengths and weaknesses for continuous improvement.
2. Future research should examine the factors that affect the operational efficiency of Thai state enterprises.
 3. Future research should investigate other factors that would influence organizational justice of Thai state enterprises.

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