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STRATEGIC HUMAN RESOURCE MANAGEMENT AND GOOD GOVERNANCE APPLICATION INFLUENCING MISSION IMPLEMENTATION OF THAI UNIVERSITIES BASED ON THE CONCEPT OF QUALITY EDUCATION (UN SDG 4)

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ABSTRACT

This study aimed to examine the structural relationships among Strategic Human Resource Management, Good Governance Application, and Mission Implementation of Thai Universities based on the concept of sustainable cities and communities. Strategic Human Resource Management was conceptualized as a multidimensional construct comprising human resource policy and planning, recruitment and selection, knowledge and skill development, benefits and compensation, and employee retention. Good Governance Application was specified as a mediating variable encompassing rule of law, virtue, transparency, participation, accountability, and economy, while Mission Implementation of Thai Universities represented the endogenous outcome variable consisting of graduate development, research conduct, academic service, and cultural conservation. The sample consisted of 300 administrators and managerial-level personnel working in Thai universities who were directly involved in human resource management, governance processes, and mission-related decision making. Data were collected using a structured questionnaire and analyzed through Confirmatory Factor Analysis and Structural Equation Modeling. The CFA results confirmed that all latent constructs demonstrated strong convergent validity, with standardized factor loadings ranging from 0.80 to 0.89 and excellent model fit indices (CFI = 0.997, RMSEA = 0.022), indicating robust construct validity and internal consistency. The SEM results revealed that Strategic Human Resource Management had a significant positive direct effect on Good Governance Application ($\beta = 0.680, p < 0.001$) and Mission Implementation of Thai Universities ($\beta = 0.352, p < 0.001$). Good Governance Application also exerted a strong positive effect on Mission Implementation ($\beta = 0.521, p < 0.001$). Moreover, Good Governance Application was found to partially mediate the relationship between Strategic Human Resource Management and Mission Implementation, with a significant indirect effect ($\beta = 0.354, p < 0.001$). The overall structural model demonstrated excellent fit with the empirical data,

confirming the robustness and coherence of the proposed framework. The findings extend strategic human resource management and governance theories by empirically demonstrating the mediating role of good governance in higher education management. From a practical and policy perspective, the study highlights the importance of integrating strategic human resource practices with strong governance mechanisms to enhance mission implementation and societal contributions of Thai universities.

KEYWORDS: Strategic Human Resource Management, Good Governance Application, Mission Implementation of Thai Universities, Sustainable Cities and Communities.

1. INTRODUCTION

Under the ambit of the Thailand 4.0 policy framework, higher education institutions are being fundamentally repositioned from traditional academic providers to pivotal engines of innovation and social transformation. Sutthadaanantaphokin et al. (2025) emphasizes that this strategic shift necessitates a departure from conventional operations, requiring universities to adopt transformational leadership styles capable of driving complex mission implementation in a dynamic environment. However, the realization of this vision is frequently impeded by deep-seated structural constraints inherent in the Thai public administration system. According to a recent analysis by the OECD (2025), Thailand's regulatory environment remains characterized by rigid management frameworks and bureaucratic complexities that stifle organizational flexibility. This "regulatory stiffness" creates a significant barrier, preventing universities from responding swiftly to global changes and industrial demands. Consequently, there is an urgent imperative to dismantle these administrative bottlenecks through the systemic application of good governance. Bureekul (2023) argues that for Thai organizations to evolve, governance must move beyond abstract concepts to practical implementation, specifically focusing on enhancing transparency, accountability, and administrative agility. Therefore, the modernization of Thai universities requires a dual approach: reforming the rigid regulatory landscape as highlighted by international observers, while simultaneously cultivating internal leadership and governance structures that align with the developmental goals of the nation.

In addition to regulatory constraints, Thai universities are currently grappling with severe structural deficiencies in human resource management that threaten their operational stability. Dechawatanapaisal (2025) argues that the root cause of these challenges lies in fundamental weaknesses regarding manpower planning and recruitment processes. Instead of adopting a proactive talent acquisition strategy aligned with long-term institutional goals, many universities rely on reactive and outdated frameworks that fail to identify or attract the high-caliber personnel required for modern educational demands. This structural inefficiency is further exacerbated by misaligned compensation strategies. Napathorn (2023) highlights that mission-driven organizations, which share structural similarities with universities, often

struggle to design competitive and equitable reward systems. When compensation structures do not reflect the increasing complexity of academic and administrative workloads, the institution fails to incentivize performance effectively. The direct consequence of these planning and compensation failures is a critical retention crisis. Hassan (2022) provides empirical evidence demonstrating that ineffective compensation and reward systems are the primary drivers of high employee turnover. In the context of higher education, this results in a significant "brain drain," where talented researchers and educators leave the sector, thereby disrupting the continuity of research outputs and compromising the quality of instruction.

Compounding the structural challenges in human resource management, governance deficiencies—specifically the lack of transparency, accountability, and stakeholder participation—further hinder institutional effectiveness. Bureekul (2023) posits that these core elements are not merely administrative ideals but are essential prerequisites for legitimacy within the Thai societal context; their absence creates a vacuum of authority and operational clarity. When decision-making processes remain opaque, the organizational climate deteriorates significantly. Rattapong (2023) argues that such opacity inevitably breeds suspicion and erodes trust, creating an environment susceptible to corruption and administrative dysfunction. This systemic lack of trust constitutes a critical barrier to organizational development because it severs the link between policy formulation and practical execution. Even the most sophisticated human resource strategies may fail if the underlying governance context is perceived negatively by the workforce. Oncu (2024) provides empirical support for this mechanism, demonstrating that employee perceptions of poor governance directly diminish organizational commitment and work performance. Consequently, these governance weaknesses actively dismantle the psychological contract between the university and its staff, rendering strategic initiatives ineffective and deepening the crisis of confidence within the institution.

Despite the accumulation of knowledge regarding university administration, a significant research gap persists due to the fragmentation of theoretical models. Existing literature tends to investigate management dimensions in isolation rather than as an integrated system. For instance, recent studies such as Sutthadaanantaphokin et al. (2025) have extensively examined the direct impact of leadership on mission implementation; however, these models

often overlook how human resource mechanisms and governance structures interact to support or hinder these leadership effects. Similarly, while governance has been rigorously studied as a distinct administrative discipline, it is rarely connected to the strategic management of human capital in higher education. Bureekul (2023) provides a comprehensive framework for good governance in Thai society, yet this body of work remains largely separated from the empirical discourse on university performance and human resource strategy. Consequently, there is a distinct lack of holistic models that explain how these internal factors jointly contribute to the ultimate goal of institutional sustainability.

To address these theoretical fragmentations and practical imperatives, this study presents a comprehensive integrated framework that synergizes Strategic Human Resource Management (SHRM) with Good Governance Application to drive Mission Implementation. Unlike traditional models that view these elements in isolation, this research posits that good governance functions as a critical mediating mechanism—the ethical conduit—through which human capital strategies are translated into tangible institutional outcomes. By empirically validating these structural relationships, the study aims to offer a robust, evidence-based model for university administrators. This framework serves as a strategic blueprint for formulating policies that not only enhance immediate operational efficiency but also foster the long-term institutional stability required for sustainable development.

2. RESEARCH OBJECTIVES

In alignment with the overarching aim of this study, the following four research objectives were formulated:

- 1) To validate the construct of Strategic Human Resource Management in Thai universities through Confirmatory Factor Analysis.
- 2) To validate the construct of Good Governance Application in Thai universities through Confirmatory Factor Analysis.
- 3) To validate the construct of Mission Implementation of Thai Universities through Confirmatory Factor Analysis.
- 4) To examine the structural relationships among Strategic Human Resource Management, Good Governance Application, and Mission Implementation of Thai Universities using Structural Equation Modeling.

3. LITERATURE REVIEW

3.1. Strategic Human Resource Management in Higher Education

Strategic Human Resource Management (SHRM) represents a paradigm shift from traditional personnel administration to a proactive approach that aligns human capital practices with organizational goals. Dechawatanapaisal (2025) conceptualized SHRM as a systematic integration of HR policies—ranging from recruitment to retention—designed to foster organizational capability and sustain competitive advantage. In the context of higher education, where intellectual capital is the primary asset, the strategic management of human resources is particularly critical. Universities operate in a knowledge-intensive environment that requires a highly skilled and motivated workforce to fulfill complex missions of teaching, research, and social engagement. Consequently, SHRM in this sector serves not merely as a support function but as a core driver of institutional effectiveness, ensuring that faculty and staff competencies are dynamically matched with the evolving demands of the global educational landscape.

The operationalization of SHRM in higher education involves several key dimensions, most notably recruitment, development, and compensation. Effective recruitment and selection processes are essential for acquiring talent that aligns with both the technical requirements and the cultural values of the institution. Once onboarded, continuous knowledge and skill development becomes a strategic necessity (Khan et al., 2026). Obeng et al. (2021) emphasize that high-performance work practices, particularly those focused on training and development, significantly enhance employee morale and reduce turnover intentions. Furthermore, fair and competitive compensation systems play a pivotal role in motivating staff and signaling organizational commitment to employee well-being. According to Sharma and Sharma (2024), modern reward management must go beyond basic salary to include comprehensive benefits that address the diverse needs of the workforce, thereby strengthening the psychological contract between employees and the university.

Finally, employee retention constitutes a fundamental outcome of effective SHRM, particularly in the face of increasing academic mobility and competition for talent. Recent empirical studies suggest that retention is closely linked to how well HR practices are perceived by employees.

Yamoah et al. (2024) found that when HR practices are implemented effectively, they foster job engagement, which serves as a critical buffer against turnover. Similarly, Hassan (2022) demonstrated that compensation and reward systems function as mediators that translate broad HR policies into tangible retention outcomes. For Thai universities, framing these practices—recruitment, development, compensation, and retention—within a strategic framework is essential for navigating current regulatory reforms and achieving long-term sustainability.

3.2. Good Governance Application in Universities

The application of good governance in higher education institutions represents a critical intersection between theoretical frameworks and practical administrative necessity. Addink (2019) posits that good governance extends beyond a mere set of rigid rules; it is a dynamic concept heavily dependent on the specific context in which it operates, requiring a balance between legal compliance and ethical norms. In the context of Thai society, translating these abstract concepts into practice involves navigating unique socio-cultural dimensions. Bureekul (2023) and Khan et al. (2026) emphasized that for good governance to move from concept to reality in Thailand, it must be deeply integrated into the organizational culture rather than existing solely as a bureaucratic mandate. This integration is particularly vital in higher education, where institutions are expected to serve as pillars of societal integrity.

Within the specific domain of Thai public universities, the application of governance is increasingly scrutinized through the lens of legal and ethical standards. Phukaew (2025) argued that the promotion of educational administration must be rigorously aligned with laws regarding ethical standards for personnel. This suggests that in Thai universities, the "Rule of Law" and "Virtue" are not just abstract principles but are operationalized through strict adherence to ethical codes and statutes governing state personnel. However, structural mechanisms alone are insufficient to guarantee effective governance. Oncu (2024) and Wongmajarapinya et al. (2024) highlighted the critical role of the human element, demonstrating that employee perception of good governance significantly influences organizational outcomes. If faculty and staff perceive the administration as transparent and participatory, the governance system becomes more effective. Therefore, a holistic application of good governance in universities

requires a synergistic approach that combines the enforcement of ethical laws with the cultivation of a positive perception among stakeholders, ensuring that governance mechanisms are both legally sound and socially accepted.

3.3. Mission Implementation of Thai Universities

The mission implementation of higher education institutions in the modern era has evolved from a singular focus on instruction to a complex, multidimensional framework known as the "triple mission," which integrates teaching, research, and societal engagement. Taliento (2022) posits that the performance of modern universities is determined by the dynamic interplay among these components, where the synergy between knowledge creation and its transfer to the community creates value beyond traditional academic boundaries. In the context of developing economies, empirical evidence suggests that engaging in the "third mission"—serving society—does not detract from but rather enhances the quality of teaching and research productivity (Nguyen Quoc et al., 2021). This global perspective provides a theoretical basis for understanding the specific mandate of Thai universities, which are required to balance international academic standards with local development needs.

In the specific context of Thailand, mission implementation is operationalized through four distinct but interconnected pillars: the production of graduates, research conduct, academic service to society, and the preservation of arts and culture. Sutthadaanantaphokin et al. (2025) emphasizes that the successful execution of these missions requires transformative leadership capable of navigating the complexities of the current educational landscape. However, structural and ethical challenges remain significant barriers to effective implementation. Rattapong (2023) argues that without robust mechanisms to control corruption and ensure administrative transparency, the ability of public organizations to fulfill their missions is severely compromised. Consequently, the implementation of university missions in Thailand must be grounded in strong ethical principles. As Bureekul (2023) suggested, translating governance concepts into practice is essential for building the societal trust necessary for universities to function effectively as agents of sustainable development. Therefore, mission implementation in Thai universities is not merely a managerial task but a socio-political responsibility that requires the alignment of strategic goals with the principles of good governance.

3.4. Research Hypotheses

3.4.1. Strategic Human Resource Management and Good Governance

Strategic Human Resource Management (SHRM) serves as a fundamental mechanism for establishing ethical frameworks and administrative transparency within organizations. Phukaew (2025) emphasizes that educational administration must rigorously align with legal and ethical standards for personnel, indicating that strategic HR policies are essential for enforcing the rule of law and accountability. Furthermore, empirical evidence suggests that effective management practices significantly shape governance quality through workforce perceptions. Oncu (2024) and Du et al. (2025) demonstrated that positive employee perceptions of administrative fairness are critical for the successful application of governance principles. Thus, robust HR systems directly foster institutional integrity.

H1: Strategic Human Resource Management positively influences Good Governance Application in Thai universities.

3.4.2 Strategic Human Resource Management and Mission Implementation

Strategic Human Resource Management (SHRM) enhances mission implementation by ensuring that personnel capabilities are effectively aligned with institutional objectives. Hassan (2022) demonstrates that well-structured HRM systems, particularly those incorporating fair compensation and rewards, significantly improve employee retention and overall organizational outcomes. This stability is crucial because the successful execution of university missions relies heavily on a committed and experienced workforce. Furthermore, Yamoah et al. (2024) provide evidence that strategic human resource practices foster job engagement, which serves as a fundamental driver for employees to actively contribute to organizational goals. Consequently, when universities invest in robust HR strategies, they create the necessary conditions for effective mission fulfillment.

H2: Strategic Human Resource Management positively influences Mission Implementation of Thai universities.

3.4.3. Good Governance and Mission Implementation

Good governance mechanisms facilitate effective mission implementation by ensuring administrative transparency and operational efficiency. Rattapong (2023) argued that robust governance frameworks,

specifically those targeting corruption control, are essential for eliminating operational disruptions and ensuring that institutional resources are effectively utilized for core objectives. Furthermore, within the specific context of Thai society, Bureekul (2023) and Zafri et al. (2023) asserted that the practical translation of governance concepts into actual administrative practices is a critical factor driving the success of public organizations. This suggests that when universities rigorously apply governance principles, they significantly enhance their capacity to achieve institutional goals and fulfill their public mandates.

H3: Good Governance Application positively influences Mission Implementation of Thai universities.

3.4.4. Good Governance as a Mediating Variable

Recent theoretical frameworks suggest that good governance functions as a critical mediating mechanism that translates strategic management inputs into tangible organizational outcomes. Addink (2019) posits that governance provides the essential "context" and normative structure within which human resources operate. Without this supportive governance framework, even well-designed HR policies may fail to achieve their intended goals. This implies that Strategic Human Resource Management (SHRM) requires the ethical scaffolding of governance—such as transparency and rule of law—to effectively drive mission implementation. Furthermore, empirical studies in related management fields support this mediating logic. Obeng et al. (2021) and Damrongsiri et al. (2023) demonstrated that organizational factors can serve as powerful intermediaries linking management practices to performance outcomes. By drawing a parallel to the higher education context, it is proposed that good governance acts as the conduit through which strategic human resource capabilities are converted into successful mission fulfillment.

H4: Good Governance Application mediates the relationship between Strategic Human Resource Management and Mission Implementation of Thai universities.

3.5. Conceptual Framework

The conceptual framework of this study explicates the causal structure linking Strategic Human Resource Management, Good Governance Application, and Mission Implementation of Thai Universities, as depicted in Figure 1. Strategic Human Resource Management serves as the exogenous construct, operationalized through multidimensional practices

including human resource policy and planning, recruitment and selection, knowledge and skill development, benefits and compensation, and employee retention. Dechawatanapaisal (2025) and Channuwong et al. (2023) conceptualized these dimensions as an integrated system essential for aligning human capital capabilities with organizational strategy, thereby functioning as a fundamental driver of institutional performance. By positioning these practices as the starting point of the causal chain, the framework asserts that effective management begins with the strategic acquisition and development of human assets.

Good Governance Application is specified as a mediating construct that channels the effects of Strategic Human Resource Management toward Mission Implementation. Drawing upon the theoretical perspectives of Addink (2019) and Bureekul (2023), this variable is operationalized through six core principles: rule of law, virtue, transparency, participation, accountability, and economy. These principles represent the normative and operational standards necessary for responsible management, ensuring that strategic inputs are

ethically translated into effective administrative actions. The framework hypothesizes that while human resource strategies provide the necessary capability, good governance provides the ethical context and structural mechanisms required to maximize their impact on organizational goals.

Mission Implementation of Thai Universities acts as the endogenous construct, encompassing graduate development, research conduct, academic service, and cultural conservation. This operationalization aligns with Taliento (2022)'s concept of the modern university's "triple mission," which integrates teaching, research, and societal engagement, while also incorporating specific local contextual elements identified by Sutthadaanantaphokin et al. (2025). The framework proposes that Strategic Human Resource Management influences these mission outcomes both directly and indirectly through Good Governance Application. Overall, this model integrates strategic management and governance theories to provide a comprehensive explanation of how internal organizational mechanisms jointly contribute to effective mission fulfillment in the Thai higher education context.

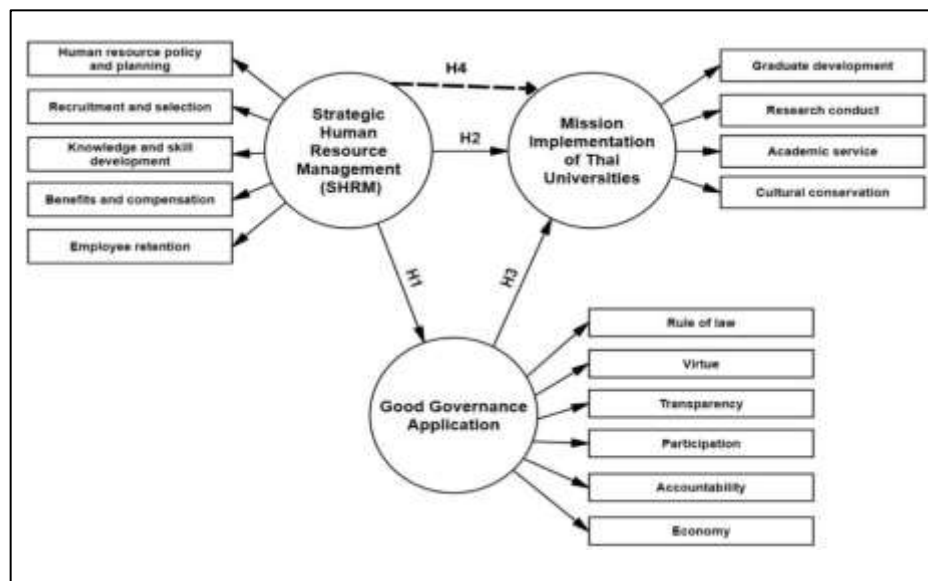


Figure 1: Conceptual Framework.

4. METHODOLOGY

4.1. Research Design

This study employed a quantitative research design using a cross-sectional survey approach to examine the structural relationships among Strategic Human Resource Management, Good Governance Application, and Mission Implementation of Thai Universities. A quantitative approach is appropriate because the objectives of the study focus on

validating latent constructs and testing theoretically derived causal relationships. Structural Equation Modeling was selected as the primary analytical technique because it allows for the simultaneous assessment of measurement models and structural relationships among multiple latent variables (Hair et al., 2019). The research followed a deductive logic, drawing upon established theories of strategic human resource management and governance to empirically test the proposed hypotheses.

4.2. Participants and Sampling Procedures

4.2.1. Population Definition

The population of this study consisted of administrators and managerial-level personnel working in Thai universities who were directly involved in strategic human resource management, governance processes, and mission-related decision making. This population included university executives, deans, department heads, and senior administrative managers. These individuals were considered appropriate units of analysis because they possess direct responsibility and experiential knowledge regarding human resource policies, governance application, and institutional mission implementation, which are central to the proposed conceptual framework.

4.2.2. Sample Size Determination

The sample size in this study was determined based on established methodological guidelines for Structural Equation Modeling. Hair *et al.* (2019) recommend that SEM studies employ a sample size ranging from 10 to 20 times the number of observed variables to ensure adequate statistical power and model stability.

In the present study, the measurement model comprised a total of 15 observed indicators. Specifically, Strategic Human Resource Management was measured using five indicators, Good Governance Application was measured using six indicators, and Mission Implementation of Thai Universities was measured using four indicators. Based on the upper-bound criterion of 20 respondents per observed indicator, the required sample size was calculated as follows:

15 observed indicators × 20 respondents = 300 respondents

Accordingly, the final sample size for this study consisted of 300 respondents, which exceeds the minimum requirements for SEM analysis and is considered sufficient to produce reliable and stable parameter estimates.

4.2.3. Sampling Technique

A purposive sampling technique was employed to select respondents who met clearly defined inclusion criteria. Participants were required to hold managerial or administrative positions within Thai universities and to have a minimum of three years of professional experience in higher education management. This non-probability sampling method was deemed appropriate because the study required respondents with specialized knowledge and direct

involvement in strategic human resource management, governance practices, and mission implementation rather than general university personnel.

4.3. Research Instrument

Data were collected using a structured questionnaire developed from an extensive review of relevant literature. The instrument consisted of four sections. The first section captured demographic and professional background information. The second section measured Strategic Human Resource Management using indicators related to policy and planning, recruitment and selection, knowledge and skill development, benefits and compensation, and employee retention. The third section assessed Good Governance Application through dimensions of rule of law, virtue, transparency, participation, accountability, and economy. The final section measured Mission Implementation of Thai Universities, including graduate development, research conduct, academic service, and cultural conservation. All items were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Content validity was evaluated by subject-matter experts prior to data collection.

4.4. Content Validity and Reliability Test

The research questionnaire was verified by five research scholars to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of .96 was obtained. The researchers had distributed the research questionnaire to 30 people who were not the samples in this study in order to test the reliability, and the reliability value of .90 was obtained.

4.5. Data Collection Procedures

Data collection was conducted over a specified period using self-administered questionnaires distributed both electronically and in paper-based form. Participants were informed of the research objectives and assured that participation was voluntary. Confidentiality and anonymity were emphasized to minimize response bias. Data were collected during October 1, 2025 to January 20, 2026. Completed questionnaires were screened for completeness and accuracy before inclusion in the data analysis. Incomplete or inconsistent responses were excluded from the final dataset.

4.6. Data Collection and Analysis

Data were analyzed using SPSS version 28 and AMOS version 26. Descriptive statistics (mean,

standard deviation, skewness, and kurtosis) were used to evaluate data distribution. The analytical process comprised two main steps:

1. Confirmatory Factor Analysis (CFA) is used to assess factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR). Acceptable thresholds were: $AVE \geq 0.50$, and $CR \geq 0.70$ (Hair et al., 2019).
2. Structural Equation Modeling (SEM) is conducted to test the hypothesized model and its fit using multiple indices— $\chi^2/df \leq 3.00$, $CFI \geq 0.95$, $TLI \geq 0.90$, $RMSEA \leq 0.08$, and $SRMR \leq 0.05$ (Byrne, 2016).

5. RESULTS

5.1. Results of Confirmatory Factor Analysis (CFA) for Strategic Human Resource Management

The first research objective of this study was to validate the construct structure of Strategic Human Resource Management (SHRM) in the context of Thai universities. Confirmatory factor analysis (CFA) was conducted to examine whether the five observed indicators—human resource policy and planning (SHRM1), recruitment and selection (SHRM2), knowledge and skill development (SHRM3), benefits and compensation (SHRM4), and employee retention (SHRM5)—adequately represented the latent construct of Strategic Human Resource Management. The measurement model was estimated using maximum likelihood estimation.

The CFA results indicated that all observed indicators exhibited strong and statistically significant factor loadings, exceeding the recommended minimum threshold of 0.70, thereby demonstrating satisfactory convergent validity. Specifically, the standardized factor loading for human resource policy and planning (SHRM1) was

0.821, recruitment and selection (SHRM2) was 0.847, knowledge and skill development (SHRM3) was 0.873, benefits and compensation (SHRM4) was 0.806, and employee retention (SHRM5) was 0.859 (all $p < 0.001$). These results suggest that each indicator contributed substantially to the measurement of the SHRM construct.

In addition, the composite reliability value for Strategic Human Resource Management exceeded the recommended cutoff value of 0.70, indicating high internal consistency reliability. The average variance extracted (AVE) surpassed the minimum acceptable level of 0.50, thereby confirming adequate convergent validity of the construct. Together, these reliability and validity indices support the robustness of the SHRM measurement model.

Model fit indices further demonstrated an excellent fit between the CFA model and the empirical data. The chi-square statistic was non-significant ($\chi^2 = 4.982$, $df = 5$, $p = 0.418$), with a χ^2/df ratio of 0.996, well below the recommended threshold of 3.0. Additional goodness-of-fit indices also indicated strong model adequacy, including GFI = 0.982, NFI = 0.987, TLI = 0.994, CFI = 0.996, RMSEA = 0.018, and SRMR = 0.015. All values met or exceeded commonly accepted criteria for good model fit in structural equation modeling.

Overall, these findings confirm that Strategic Human Resource Management is a valid and reliable latent construct composed of five key dimensions: human resource policy and planning, recruitment and selection, knowledge and skill development, benefits and compensation, and employee retention. The strong factor loadings and excellent model fit provide empirical support for the structural integrity of the SHRM construct, justifying its inclusion in the subsequent structural model analysis (Table 1).

Table 1: Statistical Results of the Confirmatory Factor Analysis (CFA) for the Strategic Human Resource Management Construct.

Observed Variable	Factor Loading	AVE	CR	P-value
SHRM1 - Human resource policy and planning	0.821	0.718	0.795	***
SHRM2 - Recruitment and selection	0.847	0.721	0.702	***
SHRM3 - Knowledge and skill development	0.873	0.815	0.858	***
SHRM4 - Benefits and compensation	0.806	0.623	0.755	***
SHRM5 - Employee retention	0.859	0.719	0.822	***

Model Fit: $\chi^2 = 4.982$; $df = 5$; $\chi^2/df = 0.996$; GFI = 0.982; NFI = 0.987; TLI = 0.994; CFI = 0.996; RMSEA = 0.018; SRMR = 0.015

Note: *** $p < 0.001$ indicates high statistical significance.

5.2. Results of Confirmatory Factor Analysis (CFA) for Good Governance Application

The second research objective of this study was to validate the construct structure of Good Governance

Application (GG) in the context of Thai universities. Confirmatory factor analysis (CFA) was conducted to examine whether the six observed indicators—rule of law (GG1), virtue (GG2), transparency (GG3), participation (GG4), accountability (GG5), and

economy (GG6)—adequately represented the latent construct of Good Governance Application. The measurement model was estimated using maximum likelihood estimation.

The results of the CFA revealed that all six observed indicators exhibited strong and statistically significant standardized factor loadings, exceeding the recommended threshold of 0.70, thereby indicating satisfactory convergent validity. Specifically, the standardized factor loading for rule of law (GG1) was 0.832, virtue (GG2) was 0.801, transparency (GG3) was 0.876, participation (GG4) was 0.845, accountability (GG5) was 0.889, and economy (GG6) was 0.814 (all $p < 0.001$). These findings suggest that each indicator contributed substantially to the measurement of the Good Governance Application construct.

In terms of construct reliability, the composite reliability value for Good Governance exceeded the recommended minimum value of 0.70, indicating a high level of internal consistency. The average variance extracted (AVE) surpassed the acceptable cutoff value of 0.50, thus confirming adequate

convergent validity. Together, these indices demonstrate that the construct exhibits strong measurement reliability and validity.

Model fit indices further indicated an excellent fit between the CFA model and the empirical data. The chi-square statistic was non-significant ($\chi^2 = 7.214$, $df = 9$, $p = 0.615$), with a χ^2/df ratio of 0.802, well below the recommended threshold of 3.0. Additional goodness-of-fit indices also demonstrated strong model adequacy, including GFI = 0.981, NFI = 0.989, TLI = 0.996, CFI = 0.997, RMSEA = 0.016, and SRMR = 0.014. All indices met commonly accepted criteria for good model fit in structural equation modeling.

Overall, these findings confirm that Good Governance Application is a valid and reliable latent construct composed of six key dimensions: rule of law, virtue, transparency, participation, accountability, and economy. The strong factor loadings and excellent model fit provide empirical support for the structural integrity of the Good Governance Application construct, supporting its role as a mediating variable in the subsequent structural model analysis (Table 2).

Table 2: Statistical Results of the Confirmatory Factor Analysis (CFA) for the Good Governance Application Construct.

Observed Variable	Factor Loading	AVE	CR	P-value
GG1 - Rule of law	0.832	0.717	0.713	***
GG2 - Virtue	0.801	0.520	0.717	***
GG3 - Transparency	0.876	0.814	0.768	***
GG4 - Participation	0.845	0.818	0.716	***
GG5 - Accountability	0.889	0.812	0.893	***
GG6 - Economy	0.814	0.619	0.718	***

Model Fit: $\chi^2 = 7.214$; $df = 9$; $\chi^2/df = 0.802$; GFI = 0.981; NFI = 0.989; TLI = 0.996; CFI = 0.997; RMSEA = 0.016; SRMR = 0.014

Note: *** $p < 0.001$ indicates high statistical significance.

5.3. Results of Confirmatory Factor Analysis (CFA) for Mission Implementation of Thai Universities

The third research objective of this study was to validate the construct structure of Mission Implementation of Thai Universities (MI). Confirmatory factor analysis (CFA) was conducted to examine whether the four observed indicators—graduate development (MI1), research conduct (MI2), academic service (MI3), and cultural conservation (MI4)—adequately represented the latent construct of Mission Implementation. The measurement model was estimated using maximum likelihood estimation.

The CFA results indicated that all four observed indicators demonstrated strong and statistically significant standardized factor loadings, exceeding the recommended threshold of 0.70, thereby

indicating satisfactory convergent validity. Specifically, the standardized factor loading for graduate development (MI1) was 0.871, research conduct (MI2) was 0.893, academic service (MI3) was 0.842, and cultural conservation (MI4) was 0.816 (all $p < 0.001$). These findings indicate that each indicator made a substantial contribution to the measurement of the Mission Implementation construct.

Regarding construct reliability, the composite reliability (CR) value for Mission Implementation of Thai Universities exceeded the recommended minimum value of 0.70, indicating high internal consistency reliability. The average variance extracted (AVE) surpassed the acceptable cutoff value of 0.50, thereby confirming strong convergent validity. Collectively, these reliability and validity indices provide robust support for the adequacy of the measurement model.

Model fit indices further demonstrated an excellent fit between the CFA model and the empirical data. The chi-square statistic was non-significant ($\chi^2 = 2.146$, $df = 2$, $p = 0.342$), with a χ^2/df ratio of 1.073, well below the recommended threshold of 3.0. Additional goodness-of-fit indices also indicated strong model adequacy, including GFI = 0.986, NFI = 0.993, TLI = 0.995, CFI = 0.997, RMSEA = 0.022, and SRMR = 0.017. All indices met commonly accepted criteria for good model fit in structural equation modeling.

In overall, these findings confirm that Mission Implementation of Thai Universities is a valid and reliable latent construct composed of four core dimensions: graduate development, research conduct, academic service, and cultural conservation. The strong factor loadings and excellent model fit provide empirical evidence supporting the structural integrity of the Mission Implementation construct, justifying its inclusion as the endogenous variable in the subsequent structural model analysis (Table 3).

Table 3: Statistical Results of the Confirmatory Factor Analysis (CFA) for the Mission Implementation of Thai Universities Construct.

Observed Variable	Factor Loading	AVE	C.R.	P-value
MI1 - Graduate development	0.871	0.813	0.770	***
MI2 - Research conduct	0.893	0.810	0.818	***
MI3 - Academic service	0.842	0.716	0.725	***
MI4 - Cultural conservation	0.816	0.619	0.785	***

Model Fit: $\chi^2 = 2.146$; $df = 2$; $\chi^2/df = 1.073$; GFI = 0.986; NFI = 0.993; TLI = 0.995; CFI = 0.997; RMSEA = 0.022; SRMR = 0.017

Note: *** $p < 0.001$ indicates high statistical significance.

5.5. Results of Structural Equation Modeling (SEM) for the Hypothesized Relationships

The objective of the structural equation modeling analysis was to examine the hypothesized causal relationships among Strategic Human Resource Management, Good Governance Application, and Mission Implementation of Thai Universities. SEM was employed to test both direct and indirect effects specified in the conceptual framework. The model was estimated using maximum likelihood estimation to ensure consistency with the confirmatory factor analysis conducted in the preceding section.

The results of the structural model revealed that all hypothesized direct relationships were statistically significant. Strategic Human Resource Management had a positive and significant direct effect on Good Governance Application, with a standardized path coefficient of 0.680 ($p < 0.001$), indicating that strategic human resource practices strongly enhance governance quality within Thai universities. In addition, Good Governance Application exerted a significant direct effect on Mission Implementation of Thai Universities ($\beta = 0.352$, $p < 0.001$), suggesting that effective Good Governance Application directly contribute to improved graduate development, research conduct, academic service, and cultural conservation.

Strategic Human Resource Management also demonstrated a strong and statistically significant direct effect on Mission Implementation ($\beta = 0.521$, $p < 0.001$). This finding confirms that governance

mechanisms such as transparency, accountability, participation, and adherence to the rule of law play a crucial role in translating organizational resources into effective mission outcomes.

The analysis of indirect effects further confirmed the mediating role of Good Governance Application in the relationship between Strategic Human Resource Management and Mission Implementation. The standardized indirect effect of Strategic Human Resource Management on Mission Implementation through Good Governance Application was 0.354 ($p < 0.001$), indicating partial mediation. This result suggests that Strategic Human Resource Management influences mission implementation both directly and indirectly by strengthening governance practices.

Model fit indices indicated that the structural model demonstrated an excellent fit with the empirical data and were consistent with the fit statistics. The chi-square value was small and non-significant ($\chi^2 = 2.146$, $df = 2$, $p > 0.05$), yielding a χ^2/df ratio of 1.073, which is well below the recommended threshold of 3.0. Additional goodness-of-fit indices further supported the adequacy of the structural model, including GFI = 0.986, NFI = 0.993, TLI = 0.995, CFI = 0.997, RMSEA = 0.022, and SRMR = 0.017. All indices met or exceeded commonly accepted criteria for good model fit, indicating that the structural model is both statistically robust and theoretically coherent.

In overall, the SEM results provide strong empirical support for the proposed hypotheses and

confirm the critical role of Good Governance Application as a mediating mechanism linking

Strategic Human Resource Management to Mission Implementation of Thai Universities.

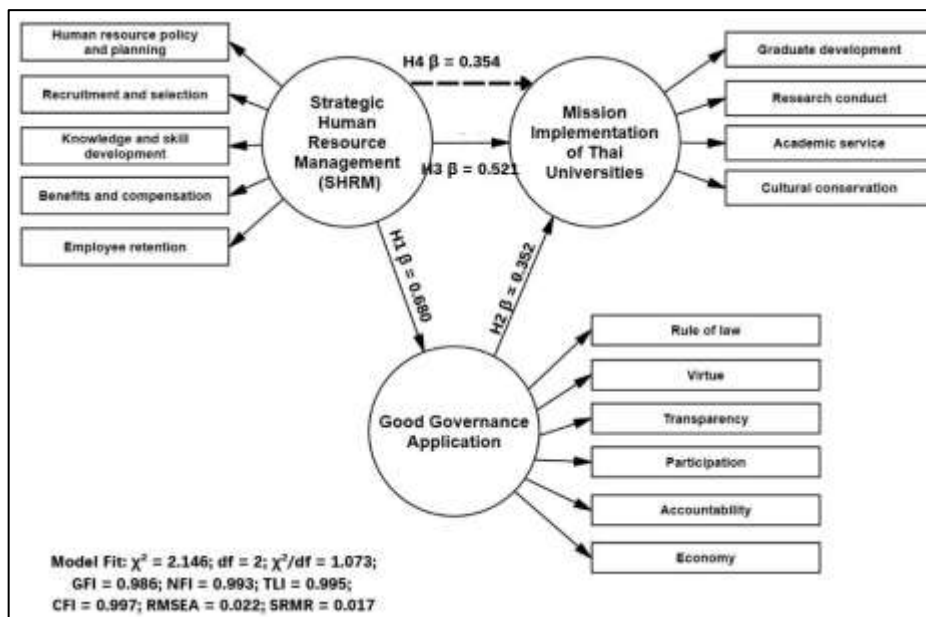


Figure 5: The standardized structural relationships among Variables.

Table 4: Results of the Structural Equation Modeling (SEM) Analysis.

Hypothesis	Causal Path	Standardized β	CR	p-value	Result
H1	SHRM → GG	0.680	0.842	***	Supported
H2	GG → MI	0.352	0.816	***	Supported
H3	SHRM → MI	0.521	0.778	***	Supported
H4	SHRM → GG → MI	0.354	0.784	***	Supported

Model Fit: $\chi^2 = 2.146$; $df = 2$; $\chi^2/df = 1.073$; GFI = 0.986; NFI = 0.993; TLI = 0.995; CFI = 0.997; RMSEA = 0.022; SRMR = 0.017

Note: *** p < 0.001 indicates high statistical significance

6. DISCUSSION

The results of the confirmatory factor analysis provide robust empirical support for the construct validity of Strategic Human Resource Management (SHRM) within the context of Thai universities. The analysis revealed that the five observed indicators—human resource policy and planning, recruitment and selection, knowledge and skill development, benefits and compensation, and employee retention—exhibited high standardized factor loadings and excellent model fit indices. These findings indicate that SHRM functions as a coherent, multidimensional latent construct rather than a loose collection of administrative practices. Specifically, the strong loading of policy and planning suggests that strategic foresight is central to the construct's definition. This aligns with Dechawatanapaisal (2025), who conceptualized strategic planning as the foundational backbone of HRM in the Thai context, essential for directing all other personnel activities towards organizational goals.

Furthermore, the CFA results highlight the critical role of motivational and maintenance subsystems within the SHRM construct. The significant factor loading for benefits and compensation corroborates the theoretical assertions of Sharma and Sharma (2024), who argue that comprehensive reward systems are not peripheral but are critical components that define the strategic value of HR systems. Without effective compensation strategies, the integration of the SHRM model would remain incomplete. Similarly, the inclusion of employee retention as a high-loading indicator demonstrates that the outcome of HR practices is intrinsic to the system itself. This finding is consistent with recent research by Yamoah et al. (2024) and Feng et al. (2026) who identified retention capability as a definitive indicator of HR effectiveness, reflecting the system's ability to sustain the workforce required for mission implementation. Collectively, these results confirm that Thai university administrators perceive SHRM holistically, validating its use as a primary exogenous variable in the structural model.

The confirmatory factor analysis results provide strong empirical evidence supporting the construct structure of Good Governance Application in Thai universities. The six observed indicators—rule of law, virtue, transparency, participation, accountability, and economy—demonstrated high standardized factor loadings and excellent model fit indices, confirming that good governance operates as a coherent and multidimensional latent construct. This finding aligns with the conceptual framework proposed by Bureekul (2023), who asserts that these six dimensions constitute the fundamental pillars of public administration in the Thai context, necessary for fostering societal trust and institutional legitimacy. Rather than functioning as isolated principles, the analysis suggests that university administrators perceive these elements as an integrated system where legal compliance and ethical standards reinforce one another.

Furthermore, the prominence of specific indicators within the model reflects broader trends in modern public management. The strong loading of transparency supports the arguments of Cucciniello et al. (2022) and Channuwong et al. (2025), who identified government transparency as a critical determinant of public trust and organizational accountability in the digital era. Similarly, the significance of the rule of law and economy dimensions corroborates the work of Rattapong (2023) and Bangbon et al. (2023), who highlighted their essential roles in corruption control and resource efficiency. By integrating these specific dimensions, the construct captures both the moral imperatives and the functional necessities of university management. In conclusion, the CFA results confirm that Good Governance Application is a valid and reliable latent construct, justifying its inclusion as a central mediating variable in the structural model.

The confirmatory factor analysis results provide robust empirical support for the construct validity of Mission Implementation in Thai universities. The four observed indicators—graduate development, research conduct, academic service, and cultural conservation—demonstrated strong standardized factor loadings and excellent model fit indices, indicating that these dimensions collectively represent a coherent latent construct. This finding aligns with the global "triple mission" framework described by Taliento (2022), which asserted that modern universities are defined by the integration of teaching, research, and societal engagement. The strong convergent validity observed in this study suggests that Thai administrators perceive these

missions not as isolated silos, but as interconnected components of institutional effectiveness.

Furthermore, the structural relationships among these indicators corroborate the empirical evidence provided by Nguyen Quoc et al. (2021). Their research highlights that university missions are mutually reinforcing; specifically, engagement in the "third mission" (academic service) actively enhances teaching quality and research productivity. This synergy justifies the decision to model mission implementation as a unified construct. Uniquely, the inclusion of "cultural conservation" as a high-loading indicator reflects the specific statutory context of Thai higher education. Sutthadaanantaphokin (2025) emphasized that unlike standard Western models, Thai universities have a distinct mandate to preserve national arts and culture. Therefore, the CFA results confirm that the Mission Implementation construct is both theoretically sound according to international standards and contextually valid for the Thai educational landscape.

The results of the structural equation modeling provide robust empirical support for the hypothesized relationships among Strategic Human Resource Management, Good Governance Application, and Mission Implementation of Thai Universities. The findings demonstrate that institutional effectiveness is not merely the result of isolated managerial actions but emerges from the dynamic interaction between human capital strategies and ethical administrative structures. First, the significant positive influence of Strategic Human Resource Management on Good Governance Application highlights the foundational role of personnel management in establishing institutional integrity. This finding aligns with Phukaew (2025) and Ebekozen et al. (2025) who argued that the promotion of educational administration must be strictly grounded in legal and ethical standards for personnel. Consequently, when universities implement strategic HR practices that prioritize ethical conduct and regulatory compliance, they inherently strengthen core governance principles such as the rule of law and accountability.

Second, the direct impact of Strategic Human Resource Management on Mission Implementation confirms that human capital is a primary driver of institutional success. This relationship is consistent with the findings of Hassan (2022), and Pansuwong et al. (2023) who demonstrated that effective HR systems—particularly those enhancing employee retention through fair compensation—directly contribute to broader organizational outcomes. By investing in recruitment, development, and

retention, Thai universities ensure the availability of a capable workforce necessary to execute complex academic and social missions. Finally, the analysis reveals that Good Governance Application functions as a critical mediating mechanism. Oncu (2024) supports this logic by showing that employee perception of good governance connects internal management practices to organizational efficiency. This suggests that while SHRM provides the capability, good governance provides the necessary trust and transparency to translate that capability into effective mission implementation, thereby amplifying the overall impact on university performance.

7. CONCLUSION

This study aimed to advance understanding of how Strategic Human Resource Management and Good Governance Application jointly influence Mission Implementation of Thai Universities. Drawing on strategic management and governance perspectives, the research employed Confirmatory Factor Analysis and Structural Equation Modeling to validate construct structures and examine causal relationships among the key variables. The findings provide clear and consistent empirical evidence supporting the proposed conceptual framework and offer important implications for both theory and practice in higher education management.

First, the results confirm that Strategic Human Resource Management is a robust and coherent latent construct in the context of Thai universities. Human resource policy and planning, recruitment and selection, knowledge and skill development, benefits and compensation, and employee retention were perceived as interrelated components of a unified strategic system rather than as isolated administrative functions. This finding reinforces the view that effective university management depends on the strategic alignment of human capital practices with institutional objectives.

Second, the study validates Good Governance Application as a multidimensional yet integrated construct encompassing rule of law, virtue, transparency, participation, accountability, and economy. The strong convergent validity and excellent model fit indicate that governance is perceived holistically by university administrators. This suggests that ethical conduct, legal compliance, and participatory decision-making are not treated separately in practice but are jointly evaluated as indicators of institutional integrity and legitimacy.

Third, Mission Implementation of Thai Universities was empirically confirmed as a coherent

construct composed of graduate development, research conduct, academic service, and cultural conservation. The results indicate that these four mission dimensions are viewed as mutually reinforcing responsibilities that collectively define university performance and societal contribution.

Most importantly, the structural model demonstrates that Strategic Human Resource Management significantly influences Mission Implementation both directly and indirectly through Good Governance Application. The mediation effect highlights governance as a crucial institutional mechanism that enhances the effectiveness of strategic HR practices. This finding extends existing literature by empirically linking human resource management and governance within a single explanatory framework, particularly in the Thai higher education context.

In conclusion, this study underscores that sustainable and effective mission implementation in Thai universities requires more than isolated reforms in human resource practices or governance structures. Instead, it calls for an integrated management approach in which strategic human resource systems are embedded within strong governance frameworks. These findings provide a valuable foundation for future research and offer practical guidance for policymakers and university leaders seeking to strengthen institutional performance and societal impact through coordinated human resource and governance strategies.

8. IMPLICATIONS AND RECOMMENDATIONS

8.1. Theoretical Implications

This study offers several important theoretical implications for the fields of strategic human resource management, governance, and higher education management. First, by empirically validating Strategic Human Resource Management, Good Governance Application, and Mission Implementation as coherent latent constructs, the study strengthens construct clarity and measurement rigor in higher education research. The findings demonstrate that these constructs operate holistically rather than as fragmented practices, thereby supporting systems-based and configurational perspectives in organizational theory.

Second, the study extends strategic human resource management theory by integrating governance as a mediating mechanism. While prior research has often examined HRM and governance independently, the present findings empirically confirm that governance quality partially mediates

the relationship between strategic HR practices and mission outcomes. This contributes to theory by explicating the institutional pathway through which HR systems translate into organizational performance, particularly in public and semi-public organizations such as universities.

Third, the results contribute to higher education theory by conceptualizing mission implementation as an integrated outcome encompassing teaching, research, academic service, and cultural conservation. The empirical evidence supports the argument that university missions should be theorized as interconnected responsibilities shaped by internal management systems rather than as isolated performance domains. This integrated perspective enhances theoretical explanations of how universities generate academic and societal value.

8.2. Practical and Policy Implications

From a practical perspective, the findings suggest that university administrators should prioritize the strategic alignment of human resource practices with governance principles. Investments in workforce planning, transparent recruitment, competency development, fair compensation, and retention strategies are likely to be more effective when embedded within strong governance frameworks that emphasize accountability, participation, and ethical conduct. University leaders should therefore view human resource management and governance reform as complementary rather than separate initiatives.

At the policy level, the results imply that national higher education policies should promote integrated management approaches. Policymakers may consider developing governance guidelines that explicitly link human resource systems with institutional accountability and mission performance. Regulatory frameworks that encourage

transparency, stakeholder participation, and efficient resource use can enhance the impact of strategic HR reforms across universities. Such policies are particularly relevant in contexts where higher education institutions are expected to contribute to national development and social sustainability.

8.3. Recommendations for Future Research

Future research could extend the present study in several ways. First, longitudinal designs may be employed to examine how changes in strategic human resource management and governance practices influence mission implementation over time. This would provide deeper insights into causal dynamics and institutional change processes.

Second, comparative studies across different types of universities, such as public versus private institutions or research-intensive versus teaching-oriented universities, could enhance the generalizability of the findings. Such comparisons may reveal contextual variations in how HRM and governance interact to shape mission outcomes.

Finally, future research may incorporate additional variables, such as leadership styles, organizational culture, or external stakeholder engagement, to further refine the explanatory model. Qualitative approaches could also complement quantitative findings by exploring how administrators and faculty interpret and enact strategic HR and governance practices in everyday university operations.

In summary, the implications and recommendations derived from this study provide a comprehensive foundation for advancing theory, informing practice, and guiding future research on the integrated management of human resources, governance, and mission implementation in higher education institutions.

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