

Human Resource Management Practice and Firm Survival of Electronic Parts Businesses in Thailand

Aphi Khamphroh¹ Sasichai Pimpan^{2,*} and Suparada Pimpan³

Received : Jan 27, 2026 Revised : Mar 15, 2026 Accepted : Apr 22, 2026

Abstract

In this study, human resource management practices are regarded as a key instrument employed by firms to promote organizational efficiency, effectiveness, excellence, and in the long-term survival. This study investigates the influence of human resource management practice on firm survival. The research employs a sample of 269 electronic parts businesses in Thailand. Data were collected through a mail survey using questionnaires to human resource directors or human resource managers. The regression analysis was conducted to examine all hypotheses. The findings reveal that human resource management practice has a positive impact on organizational excellence effectiveness (Adjusted R2 = 0.154), organizational productivity enhancement (Adjusted R2 = 0.161), and firm survival (Adjusted R2 = 0.130). Moreover, organizational excellence effectiveness and organizational productivity enhancement has a positive impact on firm survival (Adjusted R2 = 0.317). Thus, executives of firms need to implement of human resource management practice to survive and sustain in the competitive market environments. Future research should explore the potential antecedents that contribute to implement human resource management practices with the aim of developing a more comprehensive relational model to enhance competitive advantage and improve business performance.

Keywords: Human Resource Management Practice, Organizational Excellence Effectiveness, Organizational Productivity Enhancement, Firm Survival

¹ Lecturer, Faculty of Management Sciences and Information Technology, Nakhon Phanom University

² Assistant Professor, Faculty of Management Sciences and Information Technology, Nakhon Phanom University

³ Lecturer, Faculty of Business Administration, Borpitpimuk Chakkawad Campus, Rajamangala University of Technology Rattanakosin

*Corresponding author E-mail: Sandacross@gmail.com

1. Introduction

Nowadays, business organizations operate in a highly dynamic environment marked by rapid societal, cultural changes, technological advancements, and evolving consumer preferences. Furthermore, in the rapidly evolving environments, firms must continuously adapt and refine the strategies and organizational structures to ensure long-term survival and success (Khamphroh & Pimpan, 2025). To survive and succeed in businesses, human resource management practices play a fundamental role in shaping strategic planning, guiding strategic direction, overseeing strategic processes, and facilitating evaluation, all of which contribute to overall firm performance (Mulolli, 2024). This is the reason why organizations have to contribute to the process of human resource management practices by integrating creativity in various fields of knowledge within the organization (Era, 2024). Therefore, the development of human resource management practices and methods plays a crucial role in determining optimal business survival (Qtaishat & Farmanesh, 2022). In addition, human resource management practice consists of two concepts. Firstly, human resource management refers to the practices, systems, policies designed to influence employees' behaviour, performance, and attitudes (Hossain et al., 2023). Secondly, the next concept of human resource practices includes selecting human resource needs, conducting screening, and recruitment processes, providing training and rewarding, and attending to labour relations, safety and health, and fairness concerns (Lu et al., 2023). Therefore, human resource management practices are important because it help organizations to make informed decisions in selecting qualified and experienced personnel, particularly in the context of a dynamic and evolving business environment.

In this study, human resource management practices are regarded as a fundamental component of long-term outcome, playing a crucial role in supporting business strategy objectives, goals, and competitive positioning within the industry (Kutieshat & Farmanesh, 2022). Accordingly, this study aims to examine the impact of human resource management practices on organizational excellence effectiveness, organizational productivity enhancement, and firm survival. Here, human resource management practices are defined as the ability of firm to perform activities for developing, upgrading mission and vision following in terms of training, planning, developing, monitoring, and evaluating the organization's ongoing operation goals more than the competitors (Arokiasamy et al., 2024). Thus, human resource management practice are the main enabler firms use to achieve long-term success and sustainability in a highly competitive business environment. This study investigates the effects of human resource management practice on the firm survival of electronic parts businesses in Thailand. Furthermore, the electronic components industry has significantly contributed to the growth and stability of the Thai economy. Consequently, electronic parts firms that implement superior human resource management practices are more likely to achieve sustained success in an increasingly competitive business environment. Finally, grounded in the notion that advanced technologies may increasingly substitute for human resources (Eng & Liu, 2024), the electronics parts industry has emerged as a technology intensive sector characterized by rapid technological advancement and continuous innovation (Yeap et al., 2024). This research aims to confirm the theories derived from a literature review regarding the importance of human resources. It states that human factors continue to play a significant role in industries characterized by the adoption of advanced technologies. Although technological advancement has

increasingly transformed industrial operations, human resources remain a critical determinant of organizational effectiveness and competitiveness. (Eng & Liu, 2024). However, a review of the literature indicates that, recently, only a limited number of studies conducted in Thailand have examined the impact of human resource management practices within business industries. This gap highlights the need for further empirical investigation to better understand the role of human resource management practices in technologically advanced industrial contexts.

2. Research Objective

The objective of this study is to examine the influences of human resource management practice on firm survival of electronic businesses in Thailand. In this study, the key research question is how human resource management practice leads to firm survival. The specific research questions are as follows: First, human resource management practice affects organizational excellence effectiveness, organizational productivity enhancement, and firm survival; second, how organizational excellence effectiveness and organizational productivity enhancement impact firm survival. A review of relevant literature on human resource management practice is provided, and the development of hypotheses is systematically presented.

3. Literature Review

The study introduces the concept of dynamic capabilities to clarify the relationship of each variable that focuses on effectively linking resources and performance. Accordingly, the concept of dynamic capabilities explains how firms build, integrate, and reconfigure resources to maintain a competitive advantage in evolving markets (Teece et al. , 1997) . Therefore, dynamic capabilities enable firms to continuously renew their competencies in response to changing market needs (Pillai & Srivastava, 2022). These capabilities encompass the processes of integration, learning, and reconfiguration of both internal and external organizational skills and resources (Siddiqui et al., 2024). Apascarietei & Elvira (2022) defined dynamic capabilities as patterns of activity that, when followed internalize and eventually form a part of organizational skills. These capabilities emerge through the processes of creation, integration, and utilization of resources in innovative ways, which include the ability to combine and synthesize existing processes in novel configurations, leading to the generation of new knowledge, outcomes, or organizational structures. Additionally, dynamic capabilities can be used to identify the importance of both internal and external knowledge in strategic management. This relationship serves as a critical source of competitive advantage for organizations (Shiferaw & Amentie, 2024). More human resource management practices are positively correlated between increased human resource management practice and improved business performance (Arokiasamy et al., 2024). In this study, human resource management practice serves as the independent variable, while organizational excellence effectiveness, organizational productivity enhancement, and influence on firm survival are considered the consequent variables.

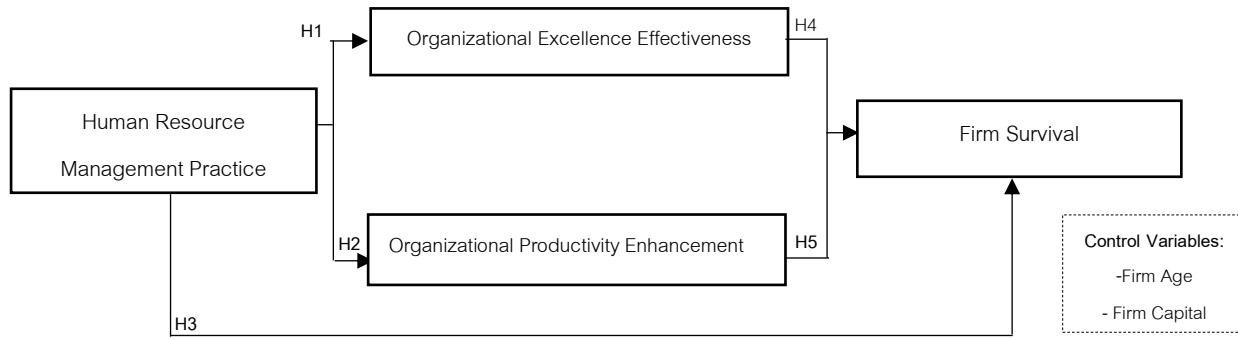


Figure 1: A conceptual Model

Human Resource Management Practice (HRP)

Human resource management practices are defined as the ability of firm to perform activities for developing, upgrading mission and vision following in terms of training, planning, developing, monitoring, and evaluating the organization's ongoing operation goals more than the competitors (Arokiasamy et al., 2024). Human resource management is a key success of organizational such as strategies, policies, and practices designed to influence employee behavior, performance, and attitudes (Aguinis et al., 2022). In other words, human resource management practices are referred to as a cohesive and systematic set of strategies designed to enhance employee competence, motivation, and commitment (Wakrim & Khaldi, 2024). Moreover, human resource management practices help update the organizational strategy for planning, training, and development to achieving organizational excellence (Shehadeh, 2024). Therefore, organizational excellence effectiveness is highly dependent on how well a company manages its human resource management practices. Moreover, the knowledge and skills acquired by employees through training and development in human resource management practice play a crucial role in determining long-term productivity. In the context of organizational productivity, the efficiency and performance of individual employees collectively contribute to group productivity, ultimately enhancing overall operational profitability (Yudiana, 2025). The findings indicate that human resource management practice in organizations is a key source of competitive advantage and has a positive relationship with organization performance (Peter & Chidindu, 2023). Thus, the processes and procedures of human resource management practices are critically relevant to firm survival. Hence, this research hypothesizes that:

Hypothesis 1: Human resource management practice is positively related to organizational excellence effectiveness.

Hypothesis 2: Human resource management practice is positively related to organizational productivity enhancement.

Hypothesis 3: Human resource management practice is positively related to firm survival.

Organizational Excellence Effectiveness (OEE)

Organizational excellence effectiveness is defined as the ability of firm to manage novel techniques and process development based on core principles such as pricing, cost management, product quality, and innovation, which is superior to competitors in a turbulent market environment (Purwadi et al., 2024). Furthermore, organizational excellence emphasizes the achievement of operational efficiency and work in each function within organizational management to enhance firm value (Barnawi, 2022). Organizational excellence plays a critical role in helping organizations achieve business objectives and improve overall performance (Rochmatullah et al., 2023). In addition, effectiveness is the attainment of goals and objectives through the process relating the organization and strategy, which plays a crucial role in responding appropriately to the competitive environment and generating sustainable business growth (Carvalho et al., 2024). Similarly, organizational excellence effectiveness is recognized as a key determinants of market share, profitability, growth, and long-term sustainability (Nermeen et al., 2023). Moreover, organizational excellence effectiveness is helping to add value to the organization's resources and improve the quality of processes to achieve objectives and goals (Akanmu et al., 2023). Consequently, companies should focus on organizational excellence effectiveness, as a key driver of business operations and as essential for attaining high performance. Hence, this research hypothesizes that:

Hypothesis 4: Organizational excellence effectiveness is positively related to firm survival.

Organizational Productivity Enhancement (OPE)

Organizational productivity enhancement is defined as the ability of firm to increase the value of goods and services in response to customer needs by efficiently utilizing available resources, improving operational quality, and expanding opportunities to achieve its strategic objectives (Davies et al., 2024). In this research, the concept of organizational productivity is an organization's ability to meet client demands efficiently, delivering products or services in a timely manner and at a lower cost than its competitors. It is also developing a rapid range of new products, continuously improving production processes, and reducing non-value-added operations to ensure the organization consistently achieves its strategic objectives (Newsham et al., 2022). Meanwhile, enhancement refers to the process of improving, increasing, or augmenting the quality, value, or effectiveness of the company for the purpose of goal achievement (Mwaitete, 2024). As a consequence, the management of an organization's human resources necessitates the development and implementation of policies and practices aimed at organizational productivity enhancement (Masoudinejad & Veitch, 2022). However, the emphasis on organizational productivity enhancement is primarily directed toward improving firm effectiveness and efficiency through process optimization, strategic planning, control mechanisms, and increasing the firm's overall value over time (Ogochukwu et al., 2022). Based on the literature reviewed above, organizational productivity enhancement is a likely possibility that affects firm survival. Hence, this research hypothesizes that:

Hypothesis 5: Organizational productivity enhancement is positively related to firm survival.

Firm Survival (FSU)

Firm survival is the last outcome of human resource management practice. Moreover, firm survival is an organization's ability to sustain its existence over the long term while maintaining stability and resilience in the face of

intense competition and an uncertain business environment (Bhattacharjee et al., 2023). Thus, firms have increasingly emphasized human resource management practices to enhance and increase organizational excellence effectiveness, and organizational productivity enhancement that relate to firm survival. In this research, firm survival is defined as the ability of the firm to evaluate non-financial aspects such as image, reputation, customer acquisition and retention, and overall performance in the present, with the expectation of continuous improvement in the future (Destefanis et al., 2023).

4. Research Methods

4.1 Population and Sample Selection

The electrical parts business was chosen as the unit of analysis due to its substantial investment and significant contribution to Thailand's economy in terms of production, exports, and employment. The production of electronic parts has shown continuous growth and attracts a large amount of Foreign Direct Investment (FDI) each year (Thailand Board of Investment, 2024). Moreover, electronic parts businesses need to be able to respond quickly and adapt to different organizational environments, which stimulates the development of essential capabilities that enhance firms' competitiveness in the global market. Finally, grounded in the notion that advanced technologies may increasingly substitute for human resources (Eng & Liu, 2024), the electronics parts industry represents a technology intensive sector driven by rapid technological advancement and continuous innovation (Yeap et al., 2024). In this context, the current study aims to investigate the ongoing significance of human resources in industries characterized by the integration of advanced technologies. Data for this study were collected using a mail survey procedure administered through a questionnaire. The sample comprised 1,247 electronic parts businesses in Thailand by using a simple random sampling method. The data were collected from the database of the Department of Business Development, Ministry of Commerce, Thailand. Data collection was conducted between July 31 and November 1, 2025. The mail surveys were distributed directly to key informants, specifically human resource directors or human resource managers. A total of 343 questionnaires were returned; however, 74 were excluded due to incomplete responses. After data cleaning, 269 questionnaires were deemed valid for analysis, resulting in an effective response rate of approximately 21.57% ($269 \times 100 / 1247$). According to Aaker et al., (2001), a response rate exceeding 20 % for a mail survey, accompanied by an appropriate follow-up procedure, is deemed acceptable. To evaluate potential non-response bias and identify possible issues related to non-response errors, Armstrong & Overton (1977) method was employed. This approach involved comparing data from the first and second waves of respondents across variables such as gender, age, educational level, and work experience.

4.2 Variable Measurement

All constructs, with the exception of demographic and control variables, were assessed using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Dependent Variable

Firm survival is the dependent variable of this study. A four-item scale was established to measure how firm perception of image, reputation, enhanced new customers, customer retention, and overall performance in both the present and future. This measurement was developed by Destefanis et al., (2023).

Independent Variable

Human resource management practice is the independent variable of the study. A seven-item scale was developed to investigate how firm to perform activities for developing and upgrading mission and vision following in terms of training, planning, developing, monitoring, and evaluating organizational goals. This measurement was adapted from Arokiasamy et al., (2024).

Mediating Variables

Organizational excellence effectiveness as a four-item scale was introduced to measure how firms manage novel techniques and operate the business to achieve superiority over competitors, and that relates to pricing, cost management, product quality, and innovation. This measurement was developed by Purwadi et al., (2024). Lastly, a four-item scale was established to measure organizational productivity enhancement by assessing how firms to increase the value of goods and services, improve operational quality, and expand opportunities to achieve. This measurement was developed by Davies et al., (2024).

Control Variables

Firm age (FA) was measured by the period of time a firm has been in business (Kim, 2024). In this study, firm age was represented by a dummy variable as 15 years or less = 0 and more than 15 years = 1.

Firm capital (FC) was measured by the total capital of the firm (Li et al., 2023). In this study, firm capital was represented by a dummy variable as 25,000,000 baht or less = 0 and more than 55,000,000 baht = 1.

5. Results and Discussion

Table 1: Results of Measure Validation

Items	Factor Loadings	Cronbach's Alpha	Average Variance Extracted	Composite Reliability
HRP	0.807 – 0.915	0.837	0.779	0.981
OEE	0.813 – 0.861	0.769	0.695	0.962
OPE	0.757 – 0.871	0.877	0.676	0.955
FSU	0.740 – 0.892	0.889	0.699	0.962

Table 1 presents the results, indicating that factor loading scores range from 0.740 to 0.915, all exceeding the recommended cut-off value of 0.40. Additionally, the reliability of the measurements was evaluated using Cronbach's alpha coefficients, which ranged from 0.769 to 0.889, exceeding the cut-off value of 0.70 (Hair et al., 2010). Furthermore, average variance extracted ranges from 0.676 to 0.779, which is greater than 0.5; therefore, discriminant validity was established,

while the composite reliability ranges from 0.955 to 0.981, which exceeds 0.7 (Nunnally & Bernstein, 1994). These findings suggest that the scales demonstrate strong internal consistency and are suitable for further analysis.

Table 2: Descriptive Statistics and Correlation Matrix

Variables	HRP	OEE	OPE	FSU	FA	FC
Mean	4.102	3.715	3.73	3.861	0.323	0.303
S.D.	0.646	0.681	0.636	0.840	0.469	0.490
HRP	1					
OEE	0.401**	1				
OPE	0.408**	0.665**	1			
FSU	0.367**	0.464**	0.554**	1		
FA	-0.047	0.021	-0.084	-0.091	1	
FC	-0.097	0.001	-0.069	-0.064	0.232**	1

** Correlation is significant at the 0.01 level (2-tailed)

Table 2 provides the descriptive statistics and correlation matrix for all constructs. The correlation coefficients among the main variables range from 0.367 to 0.665, while those for the control variables range from -0.091 to 0.232. Especially, all correlation coefficients remain below the recommended exceeding of 0.80 (Hair et al., 2010).

Table 3: Results of Regression Analysis

Independent Variables	Dependents Variables		
	Organizational	Organizational	Firm Survival
	Excellence	Productivity	
	Effectiveness	Enhancement	
Human Resource Management	0.427***	0.397***	0.471***
Practice	(0.059)	(0.055)	(0.074)
Firm Age	0.047	-0.084	-0.127
	(0.084)	(0.078)	(0.105)
Firm Capital	0.046	-0.020	-0.021
	(0.081)	(0.075)	(0.101)
Adjusted R ²	0.154	0.161	0.130
Durbin - Watson	1.948	1.933	2.088
Maximum VIF	1.058	1.058	1.058

***p<0.01 Beta coefficients with standard errors in parenthesis

In this study, prior to conducting multiple regression analysis, the assumptions for regression analysis were examined, including outliers, normality of residuals, autocorrelation, linearity, heteroscedasticity, and multicollinearity. This indicates that there is no multicollinearity among the independent variables in this research. In addition, the maximum variance inflation factor (VIF) value is 1.058, which is well below the cut off value of 10 as recommended by (Hair et al., 2010). Table 3 shows the result of multiple regression analysis of the relationship between human resource management practice and its consequences. Human resource management practice had a positive impact on organizational excellence effectiveness ($\beta=.427$, $P < .01$). According to Aro-Gordon & Mohamed Al-Raeesi (2022), the findings suggest that human resource management practices, particularly those concerning recruitment, skill development, and employee motivation, play a critical role in enhancing organizational performance. Furthermore, human resource management practices as a decision-making process are essential to strategic partnerships and achieving organizational excellence. It can help identify that human resource management practices and organizational excellence are correlated with each other (Sonar & Pandey, 2023). Consequently, human resource management practices and organizational excellence are essential for enhancing organizational performance and achieving strategic objectives (Al Humeisat, 2022). It may be concluded that human resource management practice in alternative ways can be advantageous to the organizational excellence effectiveness of electronics parts businesses in Thailand. Therefore, Hypothesis 1 is supported. Furthermore, human resource management practice had an important positive effect on organizational productivity enhancement ($\beta=.397$, $P < .01$). In existing literature, human resource management practices are closely associated with organizational productivity. When effectively implemented in real-world work environments, these practices can lead to significant improvements in revenue generation and drive business success (Odunukwe et al., 2024). Therefore, human resource management practice has focused on activities to develop and upgrade the mission and vision, which may help firms to achieve competencies and improve management capabilities (Richa & Pandey, 2024). In addition, human resource management practices have increasingly emphasized the optimization of management processes, communication, strategic objectives, measures, planning, and coordination, all aimed at improving overall organizational productivity enhancement (Yudiana, 2025). Thus, firms with successful human resource management practice are likely to achieve organizational productivity enhancement in doing business of electronics parts businesses in Thailand. Therefore, Hypothesis 2 is supported. Lastly, human resource management practice had an importantly positive related to firm survival ($\beta=.471$, $P < .01$). An earlier study conducted by Mamun (2022) has shown that the adoption of human resource management practices is integral to business processes, particularly in enhancing organizational flexibility and decision making in dynamic and competitive environments. For instance, Chinda & Obinna (2022) emphasized that effective human resource management practices help firms to be successful in organizational activities and implementation. Moreover, human resource management practices can help firms to assess the competitive position within an industry and survival (Barile & Clinton, 2023). Thus, human resource management practices are an important stage of firm survival of electronics parts businesses in Thailand. Therefore, Hypothesis 3 is supported.

Table 4: Results of Regression Analysis

Independent Variables	Dependents Variables
	Firm Survival
Organizational Excellence Effectiveness	0.222*** (0.084)
Organizational Productivity Enhancement	0.565*** (0.090)
Firm Age	-0.096 (0.094)
Firm Capital	-0.038 (0.089)
Adjusted R ²	0.317
Durbin - Watson	2.015
Maximum VIF	1.833

***p<0.01 Beta coefficients with standard errors in parenthesis

Table 4 also presents the results of the research relationships. Organizational excellence effectiveness had a significant effect on firm survival ($\beta = .222$, $p < 0.01$). From this statement, organizational excellence effectiveness is a key to achieve firms more survival in business operations and activities (Alkharabsheh & Al-Sarayreh, 2022). Similarly, organizational excellence effectiveness serves as a driving force that enables firms to achieve strategic objectives, sustain competitive advantage, and enhance long-term survival in dynamic and challenging markets (Akanmu et al., 2023). Absolutely, organizational excellence effectiveness helps firms to complete to operational goals and enhance survival (Al-Dhaafri & Alosani, 2022). Moreover, evidence suggests that the main source of organizational excellence effectiveness leads to firm survival. Therefore, Hypothesis 4 is supported. The findings generated from the analysis also show that organizational productivity enhancement had a significant positive effect on firm survival ($\beta = .565$, $P < .01$). According to a study of Davies et al., (2024) organizational productivity is considered one of the most important issues as it not only reflects a key determinant of performance but also influences the achievement of profitability and the attainment of organizational goals. A firm that has an organizational productivity enhancement is better positioned to gain comprehensive insights into objectives, targets, and outcomes associated with achieving organizational survival (Tamunofiri & Onuoha, 2023). Moreover, a company's potential for success is closely tied to its organizational productivity and the ability to effectively implement strategies that ensure organizational survival (Bakti, 2023). Consequently, the actions and initiatives undertaken by organizational executives play a critical role in influencing overall organizational productivity enhancement (Ogochukwu et al., 2022). Thus, organizational productivity enhancement tends to make firms achieve higher firm survival. Therefore, Hypothesis 5 is supported.

6. Contributions

6.1 Theoretical Contribution

In this study, the dynamic capabilities theory is employed as a useful framework to examine and validate the positive effects of human resource management practices on firm survival. Nowadays, dynamic capability theory has emerged as one of the most influential and widely cited frameworks for explaining how organizations achieve and sustain competitive advantage in rapidly changing business environments. Moreover, dynamic capabilities are best conceptualized as strategic, enabling organizations to modify and enhance existing resource configurations, thereby reinforcing a long-term competitive advantage, especially within dynamic markets. To advance existing research, future studies should explore specific dimensions of human resource management practices and test the effects on various firm outcomes. Additionally, this study collected data from only electronic parts businesses in Thailand. These electronic parts businesses may be a limitation of the study. A generalizability of the findings by collecting data from larger sample sizes and diverse populations, thereby enhancing the study's predictive power, validity and reliability. In addition, the relatively low Adjusted R square value may be explained by the limited number of independent variables included in the model, which may have restricted its predictive power. Accordingly, future studies should consider incorporating additional relevant predictors to enhance the model's explanatory and predictive power. Furthermore, employing structural equation modeling is recommended to verify both direct and indirect effects, providing a more robust confirmation of the findings presented in this research.

6.2 Managerial Contribution

For the managerial contribution, this study highlights the critical role of human resource management practice in determining, organizational excellence effectiveness, organizational productivity enhancement, and firm survival. Human resource management practice serves as a key driver, a valuable resource, and a strategic asset that enables firms to achieve the objectives. Organizations can leverage human resource management practice as a strategic tool to enhance competitiveness, improve performance, and ensure survival in dynamic and competitive market environments. Moreover, executives should focus on fostering value-driven variables and identifying antecedents that support the successful implementation of human resource management practice within the organizations. In summary, human resource management practice is an important tool for value creation, contributing to the achievement of effective organizational performance and sustainable success.

7. Conclusion

Human resource management practice has emerged as a critical strategic instrument for guiding business activities and plays a pivotal role in driving firm survival across various competitive contexts. The objective of this study is to examine the impact of human resource management practice on firm survival of electronic parts businesses in Thailand. Data were collected from a total of 269 electronic parts businesses in Thailand contacted via the mail survey questionnaire. The findings from the statistical analysis show that human resource management practice significantly positively effect on

organizational excellence effectiveness, organizational productivity enhancement, and firm survival. To expand the current study, future research may need to search for other dimensions of human resource management practice, re-conceptualize the relationship model, collect data from diverse populations, and employ advanced statistical techniques to validate and extend the findings.

References

- Aaker, D.A., Kumar, V., & Day, G.S. (2001). *Marketing research*. New York: John Wiley & Sons.
- Aguinis, H., Jensen, S. H., & Kraus, S. (2022). Policy implications of organizational behavior and human resource management research. *Academy of Management Perspectives*, 36(3), 857-878.
- Al-Dhaafri, H., & Alosani, M. S. (2022). Role of leadership, strategic planning and entrepreneurial organizational culture towards achieving organizational excellence: evidence from public sector using SEM. *Measuring Business Excellence*, 26(3), 378-396.
- Al Humeisat, E. K. I. (2022). Effect of strategic management practices on organizational excellence. *Journal of Hunan University Natural Sciences*, 49(4).
- Alkharabsheh, S. M., & Al-Sarayreh, A. A. (2022). The impact of strategic intelligence practices in achieving organizational excellence through human capital as a mediating variable in the Manaseer companies group in Jordan. *Journal of Positive School Psychology*, 6(7).
- Akanmu, M. D., Hassan, M. G., Ibrahim Alshuaibi, M. S., Ibrahim Alshuaibi, A. S., Mohamad, B., & Othman, A. (2023). The mediating role of organizational excellence between quality management practices and sustainable performance. *Total Quality Management & Business Excellence*, 34(9-10), 1217-1242.
- Apascaritei, P., & Elvira, M.M. (2022). Dynamizing human resources: An integrative review of SHRM and dynamic capabilities research. *Human Resource Management Review*, 32(4), 1-16.
- Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 14(3), 396-402.
- Aro-Gordon, S., & Mohamed Al-Raeesi. F.Y. (2022). Sustainable HRM practice and organizational excellence: An empirical analysis. *SDMIMD Journal of Management*, 13, 25-140.
- Arokiasamy, L., Fujikawa, T., Piaralal, S., & Arumugam, T. (2024). Role of HRM practices in organization performance. *International Journal of Sociotechnology and Knowledge Development*, 16, 1-32.
- Bakti, S. (2023). Analysis of the effect of recruitment, management efforts, selection criteria and service quality on organizational productivity with employee improvement as a moderation variable. *KALIANDA HALOK GAGAS*, 6(2), 101-112.
- Barile, P. N., & Clinton, C. E. (2023). Human resource management practices and organizational survival of selected public agencies in rivers state. *Journal of Management, Marketing and Accounting Innovations*, 8(2), 154-166.

- Barnawi, M. (2022). Organizational excellence models failure and success factors of organizational excellence and challenges mitigation. *Open Journal of Business and Management*, 10, 2915-2938.
- Bhattacharjee, A., Ornella, M., & Fernanda, M. (2023). Spatial agglomeration, innovation and firm survival for Italian manufacturing firms. *Spatial Economic Analysis*, 18 (3), 1–28.
- Carvalho, A. A., Karthikeyan, K., Sudhahar, J. C., & Jesiah, S. (2024). Effectiveness of innovation for organizational excellence in the information technology sector. *Journal of Lifestyle and SDGs Review*, 4(4), 1-21.
- Chinda, J. A., & Obinna, B.E.G. (2022). Human resource management practices: factors influencing recruitment, selection, training and development on the organizational performance of rivers state board of internal revenue. *Research Journal of Management Practice*, 2(7), 32-41.
- Davies, E. O., Nsiegbe, G., & Onyelusi, G. A. (2024). Impact of human resources development on organizational productivity in the rivers state civil services commission between 2010-2022. *Journal of Social Sciences and Management Research*, 10(2).
- Destefanis, S., Maietta, O. W., Mazzotta, F., & Parisi, L. (2023). Firm survival and innovation: direct and indirect effects of knowledge for SMEs. *Economics of Innovation and New Technology*, 33(7), 926–954.
- Eng, P. H., & Liu, R. L. (2024). Will intelligent technologies replace humans in the future? An exploratory study for likelihood of intelligent technologies to replace humans in the future. In current and future trends on intelligent technology adoption. *Cham: Springer Nature Switzerland*, 2, 171-202.
- Era, J. R. (2024). Strategic human resource management practices as antecedents of employee corporate entrepreneurial intensity: The moderation of organizational culture. *SEISENSE Business Review*, 4(1), 75-97.
- Hair, Jr.J. F., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A Global Perspective*. 7th Ed. New Jersey: Pearson Prentice Hall.
- Hossain, G. M. S., Shuvo, S. K., Al Masud, A., Hasan, N., Zahan, I., & Rahman, M. S. (2023). Nexus between human resource management practice and employees' attitudes and behavior. *International Journal of Research in Business and Social Science*, 12(2), 139-147.
- Khamphroh, A., & Pimpan, S. (2025). Effect of human capital orientation and goal achievement of hotel businesses in Thailand. *Journal of Accountancy and Management, Mahasarakham Business School, Mahasarakham University*, 17 (3), 38–51.
- Kim, J. (2024). Building cooperative and high-performance organizations with high-performance work systems: The role of firm age and industry dynamism. *The International Journal of Human Resource Management*, 35(13), 2222–2258.
- Kutieshat, R., & Farmanesh, P. (2022). The impact of new human resource management practices on innovation performance during the COVID 19 crisis: A new perception on enhancing the educational sector. *Sustainability*, 14(5), 2872.

- Li, S., & Hoque, H., & Liu, J. (2023). Investor sentiment and firm capital structure. *Journal of Corporate Finance*, 80,1-21.
- Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023). Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. *Human Resource Management*, 62(3), 331-353.
- Mamun, M. (2022). Human resource management practices and organisational performance: Evidence from small and medium-sized enterprises in Australia. *Corporate Ownership and Control*,19(4),163-171.
- Masoudinejad, S., & Veitch, J. (2022). The effects of activity-based workplaces on contributors to organizational productivity: A systematic review. *Journal of Environmental Psychology*,86.1-17.
- Mulolli, E. (2024). The Impact of human resource management practices to financial and non-financial performance of SMEs in manufacturing industry. Institute of Economics, Ss. Cyril and Methodius University, Skopje, 2(1), 1–217.
- Mwaitete, C. (2024). Enhancing organizational productivity through effective human resource planning in Tanzania's public sector. *NG Journal of Social Development*,14(1),221-231.
- Nermeen, A. A., Ebtesam, S. A., & Zienab. I.I.S. (2023). Organizational excellence and its relation to human resources management as perceived by academic teaching staff. *Benha Journal of Applied Sciences*,8(4),139-146.
- Newsham, G. R., Veitch, J. A., Zhang, M. Q., & Galasiu, A. D. (2022). Comparing better building design and operation to other corporate strategies for improving organizational productivity: A review and synthesis. *Intelligent Buildings International*, 14(1), 3–22.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Validity*. Psychometric theory. 99-132.
- Odunukwe, I., Eboh, O., & Ohuonu, V. (2024). Effective human resource management on productivity in public enterprises in rivers state, Nigeria: A comparative analysis of human resource practices and performance outcomes. *Scholarly Journal of Management Sciences Research*, 3(7), 1-25.
- Ogochukwu, O. E. , Edwinah, A. , & Friday, O.E. (2022). Management by objective and organizational productivity: A Literature Review. *South Asian Research Journal of Business and Management*, 4(3), 99-113.
- Peter, N. D. B., & Chidindu, E. C. (2023). Human resource management practice and organizational survival of selected public agencies in rivers state. *Journal of Management, Marketing and Accounting Innovations*, 8(2),154-166.
- Pillai, R., & Srivastava, K. B. L. (2022). Smart HRM 4.0 for achieving organizational performance: A dynamic capability view perspective. *International Journal of Productivity and Performance Management*. 73(2), 476–496.
- Purwadi, P., Widjaja, Y. R., Junius, J., & Mahmudah, N. (2024). Strategic human resource management in healthcare: elevating patient care and organizational excellence through effective HRM practices. *Golden Ratio of Data in Summary*, 4(2), 236-241.

- Qtaishat, R., & Farmanesh, P. (2022). The impact of new human resource management practices on innovation performance during the OVID 19 Crisis: A new perception on enhancing the educational Sector. *Sustainability*, 14,1-21.
- Richa, G. , & Pandey, B. D. (2024) . A Study of human resource practices and its impact on organizational productivity of organized sector of Madhya Pradesh. *International Journal of Multidisciplinary Research*,10(5), 667-669.
- Rochmatullah, M. R. , Probahudono, A. N. , Rahmawati, R. , Paramita, R. W. D. , & Badriyah, N. (2023) . Local government competitiveness analysis using the perspective of organizational excellence: Evidence from Indonesia. *Problems and Perspectives in Management*, 21(2), 356.
- Shehadeh, H. K. (2024) . The impact of human resource management practices on achieving institutional excellence: A case study in the ministry of education/ Jordan. *In Business Analytical Capabilities and Artificial Intelligence-enabled Analytics: Applications and Challenges in the Digital Era*, 2, 207-221.
- Shiferaw, R. M., & Amentie Kero, C. (2024). Dynamic capabilities view practices of business firms: a systematic literature review. *Cogent Business & Management*,11(1),1-15.
- Siddiqui, S., Siddiqui, S. M. F. E. A., & Zafar, H. (2024). Clear HRM 4.0 for achieving organizational performance: A dynamic capability view perspective. *Journal of Asian Development Studies*, 13(4), 762-777.
- Sonar, A., & Pandey, R. K. (2023). Human resource (HR) practices - A comprehensive review. *Management Journal for Advanced Research*,3(5), 42-56.
- Tamunofiri M. I-K., & Onuoha, B., C. (2023). Organizational productivity and management information system in rivers state's manufacturing industries. *Open Access Journal of Management Sciences Research*, 1(1),66-81.
- Teece, D.J., G. Pisano & A. Shuen. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 8(7), 509-533.
- Thailand board of investment. (2024). Foreign direct investment statistics and summary. Retrieved from https://www.boi.go.th/index.php?page=statistics_oversea_report_st&language=en
- Wakrim, S., & Khaldi, S. (2024). Strategic human resource management practices and organizational resilience: A theoretical nexus. *Alternatives Managériales Economiques*, 6(3), 184-202.
- Yeap, K. L., Rasiah, R., & Furuoka, F. (2024). Drivers of and challenges facing adoption of industrial revolution 4.0 technologies: A study of the electrical and electronics industry in Malaysia. *Malaysian Journal of Economic Studies*, 61(1), 35-49.
- Yudiana, A. (2025). Effective strategies in human resource management to improve productivity. *Digital Innovation: International Journal of Management*,2,58-66.