

## THE MODEL OF GOOD GOVERNANCE APPLICATION TOWARD HUMAN RESOURCE MANAGEMENT IN BUDDHIST UNIVERSITY

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ARTICLE INFO	ABSTRACT
<b>Article history:</b>  <b>Received</b> 20 February 2023  <b>Accepted</b> 08 May 2023	<p><b>Purpose:</b> The aim of this study is to examine a relationship between good governance application and human resource management and propose the model of good governance application for human resource management of Mahamakut Buddhist University.</p> <p><b>Theoretical framework:</b> Recent literature indicated that good governance application can increase organizational efficiency and effectiveness and help the organization to achieve sustainable growth and development (Burikul, 2003). However, there was a lack of studies that explore how good governance can be applied to improve the processes of human resource management in the university.</p> <p><b>Design/methodology/approach:</b> We distributed the research questionnaires to 350 employees who work in Mahamakut Buddhist University during May 1, 2021 to June 30, 2021, and received 321 questionnaires. We applied both descriptive and inferential statistics to analyze the collected data.</p> <p><b>Findings:</b> The results of the study illustrated that good governance application was positively related to human resource management and had an effect on human resource management of Mahamakut Buddhist University.</p> <p><b>Research, Practical &amp; Social implications:</b> The study indicated that good governance can be implemented in human resource management to gain qualified employees, to improve career advancement, employee satisfaction, life quality of employees, and create organizational justice and sustainable growth of the university.</p> <p><b>Originality/value:</b> The value of the study is that good governance can improve the processes of human resource management to be transparent, fair, effective and acceptable. An application of good governance leads to sustainable growth and development of the university as a whole.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i5.1279">https://doi.org/10.26668/businessreview/2023.v8i5.1279</a></p>
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## APLICAÇÃO DO MODELO DE BOA GOVERNANÇA NA GESTÃO DE RECURSOS HUMANOS NA UNIVERSIDADE BUDISTA

### RESUMO

**Objetivo:** O objetivo deste estudo é examinar a relação entre a aplicação da boa governança e a gestão de recursos humanos e propor o modelo de aplicação da boa governança para a gestão de recursos humanos da Universidade Budista Mahamakut.

**Referencial teórico:** A literatura recente indica que a aplicação da boa governança pode aumentar a eficiência e eficácia organizacional e ajudar a organização a alcançar crescimento e desenvolvimento sustentáveis (Burikul, 2003). No entanto, faltam estudos que explorem como a boa governança pode ser aplicada para melhorar os processos de gestão de recursos humanos na universidade.

**Desenho/metodologia/abordagem:** Distribuímos os questionários de pesquisa para 350 funcionários que trabalham na Universidade Budista Mahamakut de 1º de maio de 2021 a 30 de junho de 2021 e recebemos 321 questionários. Aplicamos estatística descritiva e inferencial para analisar os dados coletados.

**Descobertas:** Os resultados do estudo ilustraram que a aplicação da boa governança foi positivamente relacionada à gestão de recursos humanos e teve um efeito na gestão de recursos humanos da Universidade Budista Mahamakut.

**Implicações de pesquisa, práticas e sociais:** O estudo indicou que a boa governança pode ser implementada na gestão de recursos humanos para obter funcionários qualificados, melhorar a progressão na carreira, a satisfação dos funcionários, a qualidade de vida dos funcionários e criar justiça organizacional e crescimento sustentável da universidade.

**Originalidade/valor:** O valor do estudo é que a boa governança pode melhorar os processos de gestão de recursos humanos para que sejam transparentes, justos, eficazes e aceitáveis. Uma aplicação de boa governança leva ao crescimento sustentável e ao desenvolvimento da universidade como um todo.

**Palavras-chave:** Boa Governança, Estado de Direito, Recrutamento e Seleção, Treinamento e Desenvolvimento, Gestão de Recursos Humanos.

## APLICACIÓN DEL MODELO DE BUEN GOBIERNO EN LA GESTIÓN DE RECURSOS HUMANOS EN LA UNIVERSIDAD BUDISTA

### RESUMEN

**Propósito:** El propósito de este estudio es examinar la relación entre la aplicación del buen gobierno y la gestión de recursos humanos y proponer el modelo de aplicación del buen gobierno para la gestión de recursos humanos en la Universidad Budista Mahamakut.

**Marco teórico:** La literatura reciente indica que la aplicación del buen gobierno puede aumentar la eficiencia y eficacia organizacional y ayudar a la organización a lograr un crecimiento y desarrollo sostenible (Burikul, 2003). Sin embargo, faltan estudios que exploren cómo se puede aplicar el buen gobierno para mejorar los procesos de gestión de recursos humanos en la universidad.

**Diseño/metodología/enfoque:** Distribuímos los cuestionarios de la encuesta a 350 empleados que trabajan en la Universidad Budista Mahamakut del 1 de mayo de 2021 al 30 de junio de 2021 y recibimos 321 cuestionarios. Aplicamos estadística descriptiva e inferencial para analizar los datos recolectados.

**Hallazgos:** Los resultados del estudio ilustraron que la aplicación del buen gobierno se relacionó positivamente con la gestión de recursos humanos y tuvo un efecto en la gestión de recursos humanos en la Universidad Budista Mahamakut.

**Implicaciones de investigación, prácticas y sociales:** el estudio indicó que la buena gobernanza se puede implementar en la gestión de recursos humanos para obtener empleados calificados, mejorar el progreso profesional, la satisfacción de los empleados, la calidad de vida de los empleados y crear equidad organizacional y crecimiento sostenible de la universidad.

**Originalidad/valor:** El valor del estudio es que la buena gobernanza puede mejorar los procesos de gestión de recursos humanos para que sean transparentes, justos, eficaces y aceptables. Una aplicación de buen gobierno conduce al crecimiento y desarrollo sostenible de la universidad en su conjunto.

**Palabras clave:** Buen Gobierno, Estado de Derecho, Reclutamiento y Selección, Capacitación y Desarrollo, Gestión de Recursos Humanos.

## INTRODUCTION

Good governance is a concept of ruling and governing the country and organization to achieve the satisfactory goals and objectives based on rule of law, virtue, transparency, justice, righteousness, responsibility and participation of people in the community and organization. Good governance is the tool for leading organization to achieve sustainable growth and prosperity with effectiveness and efficiency (Burikul, 2003). Addition, good governance can be applied to compromise and resolve conflict of each stakeholder in the society and make people in the society live with harmony, unity and peace (Katola, 2014). An application of good governance leads to effective management of human resources in the organization. This is because the processes of managing human resources in the organization start from planning, recruiting and selecting personnel to work in the company, educating and training employees in the needed skills, giving compensation and benefits, and conducting performance appraisal as well as retaining specialized and skillful employees, which each step must be operated with good governance principle such as having fair and acceptable rules and enforcing those rules equally with transparency and accountability (Siripap et al., 2021; Larcker & Richardson, 2007). An application of good governance in human resource management can ensure that the organization will gain qualified personnel to work in the company. It can eliminate patronage system, a system of partisan and discrimination and improve the merit system, a system of justice and fairness which emphasizes on real knowledge, skill and talent of applicants to work in the organization. This is because human resources are the most valuable assets of the company because the continuing advancement and growth of the company depend on knowledge, skill and capability of employees in the organization (Kang et al., 2021).

Higher educational institutions should apply good governance principle as a tool for management and development in order to increase their competences and competitive advantages by issuing fair and acceptable rules and enforce them equally without discrimination and bias. The process of management of the institutions should be transparent and should be able to be checked and investigated by responsible persons and agencies. Decision making of the university administrators should conform to the laws, rules and regulations which can increase justice and fairness to the employees (Nomnian et. al, 2018; Suvarnmongkol, 2015). In higher educational institutions, good governance can be applied in all aspects such as human resources, faculty members, university council, quality assurance and so on. Although higher education is not a compulsory education level imposed by the government, higher education is still a public good, and the main governance aspect of higher education institutions is related to

the rights of students and the personnel who provide services to the students and faculty members who teach students in each field of study. This means good governance covers responsibility and accountability of higher educational institutions. Indeed, good governance does not apply only to existing people of the institution but also prospect employees (Fernandez-Delgado et al., 2014).

Good governance can be applied to human resource management in order to recruit qualified employees to work for the organization. The managers who are in charge with managing human resources should have ability to discover and elicit employees' talents, skills and knowledges for the benefits of the organization. Employees should be provided with equal opportunity to grow and help move the organization forward under the same shared vision and direction (Barsoum, 2017). In Mahamakut Buddhist University, there are some problems about the processes of recruiting and selecting qualified employees. Some critics say that the university hires unqualified employees to work each year based on favoritism and patronage system which lead to low performance of the university. Training and development are provided only to some of employees. Moreover, an increase of salary and compensation is based on the university administrators' consideration rather than on work performance. In addition, there were no processes for maintaining skillful and talented employees to work in the university over the long run.

The researchers consider that an implementation of good governance principles can lead to effective management of human resources in recruiting and selecting qualified, skillful, knowledgeable, and talent persons to work in Mahamakut Buddhist University. It will support this Buddhist university to reach its four missions and duties: Teaching and learning, research conduct, academic service, and art and cultural maintenance. Therefore, this research aims to study good governance application of Mahamakut Buddhist University, to study human resource management of Mahamakut Buddhist University, to analyze a correlation between good governance application and human resource management of Mahamakut Buddhist University, to analyze good governance application influencing human resource management of Mahamakut Buddhist University, and to propose the model of good governance application for human resource management of Mahamakut Buddhist University.

## **LITERATURE REVIEW AND RESEARCH HYPOTHESES**

In this section, the researchers presented the concepts and theories about good governance and human resource management.

## Good Governance

Good governance is a concept of ruling and governing the country and organization to achieve the satisfactory goals and objectives based on rule of law, virtue, transparency, justice, righteousness, responsibility and participation of people in the community and organization (Nag, 2018). Good governance is a system, structure, and process of governing public and private sector to achieve sustainable development (Uwanno, 2003). According to Thai Government Administrative Act 2002, Section 3 (1), good governance consisted of the following aspects: (1) Fair Rule of Rule of Law – This means that rules and laws issued and enforced by the organization should be fair and accepted by the society and community. In addition, the society and community agree to abide by those rules and laws. This is called “ruling and governing by the law” which is not confined to the authority of only some groups of people. (2) Virtue–This refers to adhering to virtue, ethics, correctness and goodness by encouraging government officials to adhere to this principle in performing their duties and behave as good models of people in the society. People should be encouraged to develop themselves by being honest, sincere, diligent, patient, and having good disciplines. (3) Transparency – This is to build trust among people in the nation by improving the working mechanism of organizations in all aspect to be transparent. Useful information should be disclosed to people, and people should have equal opportunities to easily access to the information. (4) Participation – This refers to providing opportunities for people to participate in acknowledging and expressing their opinions in making decisions about important issues of the country. This can be done through public hearing, public investigation, and public referendum. (5) Accountability – This refers to an awareness of rights, duties and social responsibility, including paying attention to the public problems and being eager to solve problems as well as respecting different opinions and accepting the consequences of his or her own conduct. (6) Economy – This refers to the use of limited resources for the greatest benefits of the public. It is carried out by campaigning and encouraging Thai people to know how to spend money and use limited resources effectively (Thailand Prime Minister’s Office, 2002).

Bureekul (2003) and Channuwong (2018) described that good governance is a new principle of management that focuses on the principle of action rather than theories of action. An implementation of good governance can lead to increase justice, legitimacy, effectiveness and efficiency of the organization. Moral Center (2012) described that good governance means the management of the country, organization and institution or business with honesty, transparency, responsibility and accountability, righteousness, justice, quality and general

standard and ethics. Good governance can be implemented to increase harmony and resolve conflict of each group of people to live with happiness and peace. Panyarachun (1999) and Thaithong (2018) stated that good governance is a ruling system that is based on virtue, ethics, justice and fairness. Thus, it is accepted that good governance is a continuing process that can be implemented in both public and private sector to solve conflict and compromise benefits of each stakeholder to live together with unity and harmony. Sittikamjorn (2009) and Ngobo and Fouda (2012) mentioned that good governance is a criterion of governing the community, society and country with priority on virtue and ethics for the benefits of each group of people. In order to conform to the principle of good governance, each organization must issue acceptable, fair and practical rules and regulations. Each step of management process must be transparent and can be checked by responsible agencies. Administrators must be responsible for the results of what they have done. Employees should be encouraged to participate in setting policies and making decision on the important issues that have direct impact on their work and life. Siripap et al. (2021) confirmed that good governance can be implemented to increase capability, efficiency and effectiveness of the organization. Good governance can be applied in human resource management in order to recruit qualified employees to work for the organization.

### **Human Resource Management**

Each organization considers human resources as their competitive advantage. If organizations are to compete with each other based on creativity, excellent customer service, rapid and accurate decision making, their human resources are the most important factors leading to achieve organizational goals. The ability of managers in human resource management is based on their competence in eliciting skill and knowledge of employees to work for the growth and success of the organization. Employees should be developed to have the same level of competency and potential so that they can move forward the organization to grow sustainably (Mathis & Jackson, 2004). Dessler (2008) has classified the human resource management process into eight steps, consisting of (1) Recruiting, (2) Selection, (3) Training, (4) Evaluation, (5) Paying compensation to employees, (6) Health and Safety, (7) Employee Relations, and (8) Fairness to employees. Ivancevich and Konopaske (2013) and Snongtaweepon et al. (2020) stated that human resource management is a system design in the organization to ensure that human talent and capability can be brought to work for achieving organizational goals. Whether in small or big companies, employees should receive fair salary

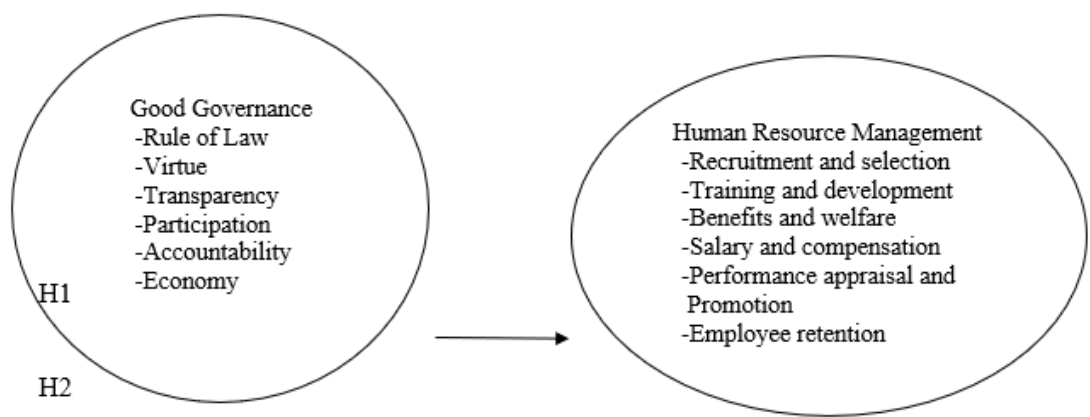
and compensation; they should receive training to increase their knowledge and skills that are necessary to work in the company. They should be supported to receive some benefits and welfare to have good life quality. Theerathanachaikul (2014) stated that human resource management is an activity related to managing personnel starting from planning of human resources, analyzing job, recruiting and selecting qualified employees, taking interview, appointment of appropriate persons in the vacant positions, training and development, paying compensation and benefits, performance evaluation and promotion, and retaining qualified and skillful employees to work in the company for a long period of time. Thepwan (2011) found that human resource management can help the organization operate as planned with efficiency and effectiveness. It is important to the organization in the following areas: (1) Human resource management helps employees in the organization to discover their own potential. Therefore, human resource management allows employees to bring their knowledge and ability to work for the growth and success of the organization. (2) Human resource management can help organization to prevent a shortage of employees to work in the organization. Moreover, it will help organization to have knowledgeable employees to work in the company regularly. (3) Human resource management is the foundation of organizational and social development. It can help the organization to be stable and prosperous. When the organization grows, it has a positive effect on job employment. This allows people to have a career, job, income and welfare which will create prosperity and stability for the society as a whole. Abunaila and Kadhim (2022) found that effective human resource management leads to increase competitive advantage. Competitive advantage of the current business companies is significantly influenced by recruitment and selection, compensation and reward.

Based on the literature review, it can be concluded that good governance consisting of rule of law, virtue, transparency, participation, accountability and economy may have a relationship and effect on human resource management consisting of recruitment and selection, training and development, benefits and welfare, salary and compensation, performance appraisal and promotion, and employee retention of Mahamakut Buddhist University. Therefore, the authors have developed a research framework for this study, as shown in “Fig.1.” The research hypotheses of this study were developed as follows:

*Ha1: Good governance application has a relationship with human resource management of Mahamakut Buddhist University*

*Ha2: Good governance application has an effect on human resource management of Mahamakut Buddhist University*

Fig. 1: Research Framework



Source: Prepared by the authors (2022).

## MATERIAL AND METHODOLOGY

### Participants

The populations used in this research were administrators, lecturers and employees of Mahamakut Buddhist University with a total amount of 2,570 persons. The Taro Yamane formula is used to calculate a number of the samples, yielding 350 samples.

### Instrument and Procedure

This study applied a cross-sectional survey, using quantitative method to analyze a correlation between an application of good governance and human resource management of Mahamakut Buddhist University. Both independent and dependent variable are used in this study. Independent variable was good governance consisting of (1) Rule of law (RUL), (2) Virtue (VIR), (3) Transparency (TRA), (4) Participation (PAR), (5) Accountability (ACC), and (6) Economy (ECO) (Thailand Prime Minister’s Office, 2002; Uwanno, 2003). Dependent variable was human resource management consisting of (1) Recruitment and selection (RES), (2) Training and development (TRD), (3) Benefits and welfare (BEW, (4) Salary and compensation (SAC), (5) Performance appraisal and promotion (PAP), and (6) Employee retention (EMR) (Mathis & Jackson, 2004; Dessler, 2008, Siripap et al., 2021).

The researchers studied concepts and theories related to good governance and human resource management from books, texts, researches, research articles and academic articles to develop the research framework and questionnaire. There are three parts of the questionnaire: Part one had six questions regarding personal information of respondents, which gender, age, marital status, educational level, salary and work experience are included. Part two consisted

of 24 questions with regard to an application of good governance of Mahamukut Buddhist University. The examples for this part of questionnaire were that “The university strictly abides by laws and regulations” and “The university has set the rules correctly and righteousness according to good governance.” Part three consisted of 30 questions with regard to human resource management of Mahamukut Buddhist University. The examples for this part of questionnaire were that “The recruitment of personnel to work has been widely publicized” and “The university gives other people the opportunity to work in the institution fairly regardless of lineage and affiliation.”

The research questionnaire was checked by five research experts to verify the relevancy between the research questions and purposes of the study by using Item Objective Congruence Index (IOC), and value of 0.93 was derived. The researchers had tried out this questionnaire with another group of 30 people to find the reliability of the research questionnaire, and the reliability value of 0.96 was obtained. And then, the collected data were analyzed using SPSS (Statistical Package for the Social Sciences for Windows). Data are interpreted using the following criteria: 1 = least satisfied; 2 = less satisfied; 3 = moderately satisfied; 4 = strongly satisfied; and 5 = very strongly satisfied. The criteria used to interpret the mean score are as follows: 1.00-1.80 = least satisfied; 1.81-2.60 = less satisfied; 2.61-3.40 = moderately satisfied; 3.41-4.20 = strongly satisfied and 4.21-5.00 = very strongly satisfied.

### **Data Collection and Analysis**

The research questionnaires were distributed to the targeted samples of 350 persons from May 1, 2021 to June 30, 2021, using convenience sampling. The researchers received 321 questionnaires in return, which was 91.71 percent. Then, the questionnaires were checked and verified by the researchers to ensure their completion and rightness before statistical analysis. Both descriptive and inferential statistics are used in this study. For descriptive statistics, frequency and percentage are used to analyze personal information of participants, mean and standard deviation are used to analyze the mean value of good governance application and human resource management of Mahamakut Buddhist University. For inferential statistics, Pearson Correlation was used to analyze a correlation between good governance application and human resource management, and Multiple Regression Analysis was used to analyze good governance principle that has an influence on human resource management of Mahamakut Buddhist University.

## RESULTS AND DISCUSSION

### Good Governance Application of Mahamakut Buddhist University

In this part, the researchers analyzed good governance application of Mahamakut Buddhist University. The research findings showed that perceptions of participants on good governance application of Mahamakut Buddhist University, in total, was at high level ( $M = 3.46$ ,  $SD = 0.83$ ). Particularly, virtue (VIR) had the highest mean score ( $M = 3.54$ ,  $SD = 0.94$ ), followed by rule of law (RUL) ( $M = 3.51$ ,  $SD = 0.86$ ), accountability (ACC) ( $M = 3.48$ ,  $SD = 0.91$ ), economy (ECO) ( $M = 3.43$ ,  $SD = 0.91$ ), transparency (TRA) ( $M = 3.41$ ,  $SD = 0.92$ ), and participation (PAR) ( $M = 3.40$ ,  $SD = 0.92$ ) (Table 1).

### Human Resource Management of Mahamakut Buddhist University

In this part, the researchers analyzed the components of human resource management, using mean and standard deviation. The research findings showed that perception of participants on human resource management of Mahamakut Buddhist University, in total, were at high level ( $M = 3.41$ ,  $SD = 0.83$ ). Particularly, employee retention (EMR) had the highest mean score ( $\bar{x} = 3.46$ ,  $SD = 0.91$ ), followed by training and development (TRD) ( $M = 3.45$ ,  $SD = 0.92$ ), salary and compensation (SAC) ( $M = 3.43$ ,  $SD = 0.93$ ), recruitment and selection (RES) ( $M = 3.39$ ,  $SD = 0.91$ ), performance appraisal and promotion (PAP) ( $M = 3.39$ ,  $SD = 0.93$ ), and benefits and welfare (BEW) ( $M = 3.37$ ,  $SD = 0.92$ ) (Table 2).

Table 1: Good Governance Application of Mahamakut Buddhist University

Good governance variables	$\bar{x}$	$SD$	Interpretation	Ranking
1. Rule of law (RUL)	3.51	0.86	High	2
2. Virtue (VIR)	3.54	0.94	High	1
3. Transparency (TRA)	3.41	0.92	High	5
4. Participation (PAR)	3.40	0.92	Moderate	6
5. Accountability (ACC)	3.48	0.91	High	3
6. Economy (ECO)	3.43	0.91	High	4
Total Average	3.46	0.83	High	

Table 2: Human Resource Management of Mahamakut Buddhist University

Human Resource Management	$\bar{x}$	S.D.	Interpretation	Ranking
1. Recruitment and selection (RES)	3.39	0.91	Moderate	4
2. Training and development (TRD)	3.45	0.92	High	2
3. Benefits and welfare (BEW)	3.37	0.92	Moderate	5
4. Salary and compensation (SAC)	3.43	0.93	High	3
5. Performance appraisal and promotion (PAP)	3.39	0.93	Moderate	4
6. Employee retention (EMR)	3.46	0.91	High	1
Total Average	3.41	0.83	High	

### A Correlation Coefficient between Good Governance Application and Human Resource Management of Mahamakut Buddhist University

*Ha1: Good governance application has a relationship with human resource management of Mahamakut Buddhist University*

In this part, the researchers analyzed a correlation between good governance application and human resource management of Mahamakut Buddhist University. The research results showed that good governance application was positively related to human resource management of Mahamakut Buddhist University at the statistical significance of 0.01 level. The correlation coefficient between good governance application and human resource management ranged from .781 to .802 with a statistical significance at the .01 level, which accountability had the highest correlation with human resource management of Mahamakut Buddhist University (Table 3).

### Good Governance Application Affecting Human Resource Management of Mahamakut Buddhist University

*Ha2: Good governance application has an effect on human resource management of Mahamakut Buddhist University*

In this part, the researchers analyzed the influence of good governance application on human resource management of Mahamakut Buddhist University using Multiple Regression Analysis with Enter Method. The research results revealed that each variable of good governance had an effect on human resource management with a statistical significance at the .01 level ( $F = 185.784, p = .004$ ). Virtue had the highest effect on human resource management of Mahamakut Buddhist University ( $Beta = .272, p < .01$ ), followed by participation ( $Beta = .227, p < .01$ ), accountability ( $Beta = .178, p < .01$ ), transparency ( $Beta = .164, p < .01$ ), rule of law ( $Beta = .128, p < .01$ ), and economy ( $Beta = .108, p < .01$ ). It can be concluded that good governance application had an effect on human resource management of Mahamakut Buddhist University at 77.60 percent ( $Adjusted R^2 = .776$ ), while the rest 22.4 percent might be the results of other factors which were not studied in this research (Table 4).

Table 3: The Correlation between Good Governance Application and Human Resource Management of Mahamakut Buddhist University

Good governance	RUL	VIR	TRA	PAR	ACC	ECO	HRM
RUL	1	.882**	.809**	.807**	.823**	.717**	.794**
VIR		1	.832**	.780**	.832**	.764**	.792**
TRA			1	.802**	.825**	.702**	.795**

PAR	1	.813**	.692**	.802**
ACC		1	.772**	.821**
ECO			1	.781**
HRM				1

Note: \*\*  $p < .01$

Table 4: Multiple Regression Analysis of Good Governance Application Affecting Human Resource Management of Mahamakut Buddhist University

Good governance	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	<i>p</i>
	<i>b</i>	SE	$\beta$		
(Constant) (a)	.336	.097		3.479**	.001
Rule of law (RUL)	.123	.060	.128	2.044**	.002
Virtue (VIR)	.247	.059	.272	.154**	.000
Transparency (TRA)	.148	.050	.164	2.948**	.003
Participation (PAR)	.204	.047	.227	4.353**	.000
Accountability (ACC)	.162	.055	.178	2.970**	.002
Economy (ECO)	.119	.040	.108	6.112**	.003
$R^2 = .780$			$F = 185.784^{**}$		
Adjusted $R^2 = .776$			SE. =392 $P = .004$		

Note: \*\*  $p < .01$

The forecasting equation of good governance application affecting human resource management of Mahamakut Buddhist University can be presented in the form of unstandardized and standardized scores from higher to lower as follows:

Unstandardized Scores:  $HRM = .336 \text{ (Constant)} + .247 \text{ Virtue (VIR)} + .204 \text{ Participation (PAR)} + .162 \text{ Accountability (ACC)} + .148 \text{ Transparency (TRA)} + .123 \text{ Rule of law (RUL)} + .119 \text{ Economy (ECO)}$

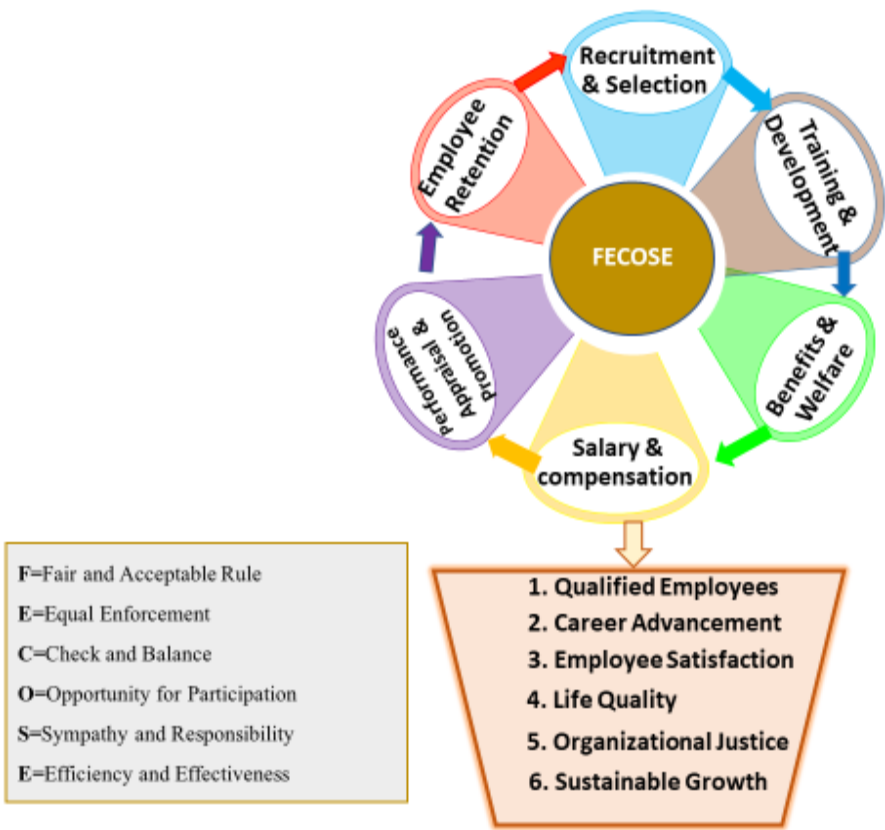
Standardized Scores:  $HRM = .272 \text{ Virtue (VIR)} + .227 \text{ Participation (PAR)} + .178 \text{ Accountability (ACC)} + .164 \text{ Transparency (TRA)} + .128 \text{ Rule of law (RUL)} + .108 \text{ Economy (ECO)}$

### The Model of Good Governance Application for Human Resource Management of Mahamakut Buddhist University

Based on the researching findings, the researchers presented the new body of knowledge gained from this research called “FECOSE” Model. This model consisted of Fairness and Acceptable Rule (F), Equal Enforcement (E), Check and Balance (C), Opportunity for Participation (O), Sympathy and Responsibility (S), and Efficiency and Effectiveness (E). This model can be implemented to increase efficiency in managing human resources of Mahamakut Buddhist University consisting of recruitment and selection, training and development, benefits and welfare, salary and welfare, performance appraisal and promotion, and employee retention.

When the processes of human resource management are effectively implemented according to this model, Mahamakut Buddhist university will be able to gain qualified employee, improve career advancement of employees, increase employee satisfaction, improve good life quality of employees, build organizational justice, and reach sustainable growth (Fig. 2).

Fig. 2: The “FECOSE” Model of Good Governance Application for Human Resource Management of Mahamakut Buddhist University



Source: Prepared by the authors (2022).

### DISCUSSION

The research findings showed that the overall good governance application in Mahamakut Buddhist University was perceived at high level. Particularly, virtue was perceived at the highest level, followed by rule of law, accountability, economy, and transparency, whereas participation was perceived at moderate level. This can be discussed that, in overall, Mahamakut Buddhist University places importance on good governance at appropriate level; administrators, lecturers and university staff apply good governance application in working operation in order to increase efficiency and effectiveness by adhering to laws, rules and regulations of the university. The result of this study is consistent with a study of Sittikamjorn

(2009) who found Thai universities tried to apply good governance principle in working based on right, fair and acceptable rules and regulations. An enforcement of rules and regulations in Thai universities should be equal without discrimination. Thai universities should prioritize an efficiency and effectiveness based good governance principle, moral, virtue and ethics. The result of this study is also consistent with the studies of Channuwong (2018) and Kawanmuang (2008) who found that good governance is a ruling principle that focuses on efficiency and effectiveness, which can lead increase to sustainable development and growth of both public and private sector. Good governance principle is based on righteousness, fairness, justice by prioritizing participation of the people, having transparency in work operation, having fair rules and regulations and equal enforcement of those rules and regulations. Employees should be encouraged to adhere to virtue, integrity, perseverance, patience and well discipline.

The research results showed that participation was perceived at moderate level. This can be discussed that the university should provide more opportunity for employees to participate in the expression of opinions beneficial to the development of the university and in setting the university's policies that have direct impact on the benefits and welfare of employees. The result of this study is consistent with a study of Suvarnmongkol (2015) who found that most employees in public organizations are not allowed to participate in setting policies to develop their organization or to make a decision on setting rules and regulations that have direct impact on their benefits and welfare, and salary and compensation. Channuwong (2018) also found that management in the public organization is a top-down, which employees have less participation, but they have to receive direct impact on a decision made by the top management.

With regard to human resource management of Mahamakut Buddhist University, the research results showed that the overall human resource management of Mahamakut Buddhist University was at high level. Particularly, employee retention had the highest mean score, followed by training and development, salary and compensation, recruitment and selection, and performance appraisal and promotion, whereas benefits and welfare were perceived at moderate level. The results of this study can be discussed that Mahamakut Buddhist University places great importance on human resource management at appropriate level and consider human resources as the important factors and valuable assets that help to propel the organization to reach its goals and objectives. The result of this study is consistent with the studies of Qaralleh et al. (2023) and Itthi-avajjakul (2010) who found that human resources are the intellectual property of the organizations which can help organization to achieve success and prosperity, and are the factors for creating differentiation and competitive advantage. Organizations that

grow, prosper and succeed must have knowledgeable, skillful, talent and capable personnel. Moreover, their personnel must adhere to good morality and ethics, dedicate and sacrifice themselves to work for the organization. Therefore, the organizations must support and encourage qualified human resources to have job satisfaction and work in their organization for a long period of time. The result of this study is consistent with the studies of Noknoi and Langthaekun (2015) and Kitipadung and Jaiborisudhi (2021) who found that human resources need to be developed and trained in the required skills and knowledge in order to reduce errors and increase work performance and productivity for the organization. Organizations should treat employees like family members and take care of them well in order to maintain a good relationship with employees. The result of this study is consistent with the studies of Channuwong (2014) and Nimitsadikul (2015) who found that the success in managing human resources is that the company can select qualified human resources to work in the organization. Gaining qualified employees is a result of effective human resource management starting from recruitment and selection, providing benefits and compensation as well as retaining skillful and talent employees to work in the organization. Bangbon et al. (2023) and Snongtaweepon (2021) also found that the duty of human resource manager is not only to select employees to work in the organization, but also to have employees educated, train them in necessary skills and knowledge, and improve their ability to adjust themselves to the changing environments of the current world.

With regard to benefits and welfare of the employees, participant perceived benefits and welfare at moderate level. This means that a majority of employees perceived that they should receive more benefits and welfare from the university. The benefits and welfare that they are receiving at present may not be enough for them to have a good life quality. The reason is that when the university became autonomous, some benefits and welfare were cut off. Employees cannot receive some privileges and benefits such as medical treatment for themselves and for their parents from the government. Moreover, the government does not support the tuition fee for their children as well. The result of this study is consistent with a study of Pungnoom (2019) who found that employees in autonomous universities in Thailand are moderately satisfied with benefits and welfare. Therefore, autonomous university should offer some additional benefits and welfare to employees in seven aspects: 1. Security and career advancement, 2. Justice, 3. Right and benefits, 4. Work life quality, 5. Medical treatment, 6. Employment contract, and 7. Compensation.

With regard to good governance application influencing human resource management, the research findings revealed that each variable of good governance had an effect on human resource management in the same direction, which can be ranked from higher to lower as follows: virtue, participation, accountability, transparency, rule of law, and economy. The results of the study can be discussed that virtue had the highest influence on human resource management of Mahamakut Buddhist University. The result of this study is consistent with a study of Uwanoo (2003) who found that organization will prosper and grow sustainably if the administrators and employees adhere to virtues such as rightness, honesty, justice, integrity, sincerity, perseverance and patience. An application of these virtues will have direct impacts on human resource management because each organization can select and hire qualified, knowledgeable, and skillful employees as required without prejudice and patronage system. Therefore, virtue should be cultivated into the commonsense of the administrators and employees, and administrators should act as good examples of employees in following these virtues. The result of this study is consistent with a study of to the studies of Nomniam et al. (2018) and Srisakthirun (1998) who found an application of virtue can help organization to grow constantly and improve loving kindness, harmony and unity among each employee. The best way to develop virtue and ethics is training and building commonsense by doing. The virtues that are easy to be cultivated in the organization are generosity, responsibility, honesty and dedication. The result of this study is consistent with a study of Chotichajjawalkul (2007) who found that the virtue of employees of sub-district administrative organization was at the highest level. Most employees strictly adhered to honesty, rightness, responsibility, honesty and patience. These virtues helped sub-district administrative organization to develop continually and reach its goals.

## CONCLUSION

The overall good governance application of Mahamakut Buddhist University was perceived at high level. In particular, virtue had the highest mean score, followed by rule of law, accountability, economy, and transparency, whereas participation was at moderate level. Human resource management of the Mahamakut Buddhist University, in total, was at high level. In particular, employee retention was perceived at high level, followed by training and development, salary and compensation, recruitment and selection, and performance appraisal and promotion, whereas benefits and welfare were perceived at moderate level. Good governance application was positively related to and had an influence on human resource

management of Mahamakut Buddhist University. Virtue had the highest influence on human resource management of Mahamakut Buddhist University, followed by participation, accountability, transparency, rule of law, and economy.

The variables of good governance used in this study are limited to good governance according to Thailand Prime Minister's Office, 2002; the study does not cover each variable of good governance of the United Nations for Economics and Social Commission for Asia and the Pacific (UNESCAP) such as responsiveness, consensus-oriented, equity, effectiveness and efficiency and strategic vision. Therefore, future research should expand to study more variables of good governance as mentioned above.

This study focuses only on employees working in Mahamakut Buddhist University in Thailand, it is possible that the research results cannot reflect the whole picture of good governance application affecting human resource management of other universities. Therefore, future study should focus on the samples of employees working in other Thai universities. This study focuses only on good governance principles affecting human resource management of Buddhist university, future study should focus on other factors that would have an effect on human resource management of the university such as administrators' leadership, organizational policy, organizational structure, and organizational culture. There should be future study on recruitment and selection process of Mahamakut Buddhist University in order to gain qualified, knowledgeable, skillful and competent employees as required by the university. There should be future study on performance appraisal and promotion system of the Buddhist University in order to promote employees to higher positions based on their real work performance without relying on a discretion of the administrators. In addition, there should be future study about factors influencing good governance application of this Buddhist University in order to find the methods to improve good governance application of the university.

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