

The Human Resource Analysis of The University Graduates of Thailand in Perspective to the Selected International Companies in Thailand

Ryan Faderogaya¹ and Kanokporn Chaiprasit¹

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Abstract

The study aims to examine the effectiveness of university graduates' human resources in Thailand in relation to the operational standards of international companies (both Thai-owned and Foreign direct investment firms). And also to evaluate the competencies of Thai graduates in meeting international business standards. The study employed survey research. A sample of 260 respondents from the selected international companies in Pathumtani Thailand who are actively transacting international business marketing operations was used. Multiple regression analysis was conducted to explore the relationship between occupational tasks and the operational standards of international companies. The results revealed that two key factors improvement suggestions and quality circles significantly contributed to aligning with business standards across financial, internal business, customer, and innovation perspectives at the significance level ($\alpha = 0.01$). Developing targeted HRM strategies focused on specific occupational tasks can improve Thai graduates' ability to meet international business requirements. The study offers practical implications for educational institutions and policymakers in aligning academic programs with the needs of the global market.

Keyword: International Marketing, Human Resource Management, Innovation, Organizational learning performance, International companies

¹ Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, Thailand.

Corresponding author, e-mail: kanokporn_c@rmutt.ac.th

Introduction

The contemporary global business environment is increasingly complex, interconnected, and highly competitive, underscoring the critical need for robust international operational standards. These standards, encompassing quality control, regulatory compliance, and ethical practices, are vital for organizations seeking to maintain competitive advantage and safeguard their reputation in global markets. In this context, the integration of diverse occupational roles becomes essential to achieving organizational efficiency and long-term productivity. The COVID-19 pandemic further highlighted the necessity for operational frameworks that are both standardized and adaptable, particularly for multinational enterprises (Caligiuri et al., 2020).

Within this dynamic landscape, the specificity of occupational tasks and their alignment with strategic organizational objectives play a significant role in determining performance outcomes. Kumar and Zaheer (2023) demonstrated that task specificity and cross-functional integration directly enhance organizational effectiveness in international contexts. This alignment is particularly critical for Thai university graduates, whose competencies must meet global standards to contribute effectively to international business operations. As Thailand positions itself as a regional business hub within ASEAN, the capabilities of its graduates become crucial to supporting national economic growth and global competitiveness.

Human capital remains a decisive factor in the growth and sustainability of international business operations. Farndale et al. (2022) highlighted the importance of continuous learning and internal knowledge sharing, facilitating the spread of up-to-date skills and innovations across global networks. Their longitudinal study of 128 multinational corporations revealed that firms with strong internal knowledge-sharing systems achieved 34% higher operational efficiency. Consequently, Thai graduates must possess not only technical expertise but also adaptive and cross-cultural competencies to thrive in globalized work environments and support Thailand's economic ambitions. Without these essential skills, graduates risk exclusion from high-value international roles, thereby constraining both individual career growth and the country's competitive standing.

Thailand has distinguished itself in producing high-quality consumer goods and integrating human resource capabilities across ASEAN. The country's active regional engagement has made it a significant manufacturing hub, attracting substantial foreign direct investment (FDI). Charoensuk

and Brimble (2022) reported a 28% increase in demand for graduates with international business competencies between 2018 and 2022. While this economic shift presents opportunities, it also highlights persistent skills mismatches threatening Thailand's global value chain position.

Pathum Thani province exemplifies this evolving landscape. Located 27 kilometers from Bangkok, it ranks fourth in industrial performance regionally and eighth nationwide. The Thailand Board of Investment (2023) noted a 17% annual rise in FDI applications from 2020 to 2023. This growth underscores the urgent need for graduates capable of contributing immediately to international corporate environments—a demand that local educational institutions are striving to meet.

This study investigates workplace competency development among Thai university graduates in response to these trends, offering insights for curriculum reform, policy design, and student career planning aligned with global business needs.

Theoretical Framework and Literature Review

This section presents the theoretical underpinnings of our research and reviews relevant literature on the relationship between occupational tasks and international business operations.

Conceptualizing Occupational Tasks in International Business

Occupational tasks refer to the specific activities, duties, and responsibilities that employees perform as part of their job roles within an organization (Hesketh & Neal, 2022). In international settings, these tasks carry additional complexity due to cross-cultural dynamics, global supply chains, and diverse regulatory environments. Sullivan et al. (2023) identified four key categories of occupational tasks in international companies; technical tasks (job-specific skills), cross-cultural tasks (navigating cultural differences), administrative tasks (documentation and compliance), and innovative tasks (problem-solving and improvement).

Teamwork and Business Performance

1) Teamwork and Financial Perspective. Teamwork differs by department within organizations. Veldhoven (2005) reveals that the nature of HR teamwork significantly impacts the financial performance of both individual departments and the entire organization. Tanveer and Singh (2022) extended this understanding by examining how teamwork in multinational settings specifically contributes to financial performance.

Teamwork impacts financial performance, varying by department and influenced by work climate and HR practices. Diverse, cross-functional teams in international settings significantly boost revenue growth.

H1: Occupational tasks positively influence the financial performance standards of international companies' business operations.

2) Teamwork and Internal Business Perspective. The collaborative spirit within departments significantly affects an organization's Internal Business Perspective, Khanna and Lee (2023) investigated how teamwork contributes to internal business processes in international manufacturing companies.

Teamwork greatly impacts a company's Internal Business Perspective. Diverse teams, especially in international settings, enhance efficiency by using organizational guidelines and technology, leading to reduced operational costs.

H2: Occupational tasks positively influence the internal business process standards of international companies' business operations.

3) Teamwork and Customer Perspective. Brockbank (1999) revealed the importance of HR in executing team tasks within organizations. The effectiveness of team efforts reflects in customer perceptions of the entire organization. More recent research by Pattnaik and Sahoo (2021) examined how teamwork in customer-facing roles influences customer satisfaction in multinational corporations.

HR's role in teamwork boosts customer satisfaction. Studies show diverse, cross-functional teams with local cultural knowledge in international settings significantly improve customer perceptions and service quality.

H3: Occupational tasks positively influence the customer satisfaction standards of international companies' business operations.

4) Teamwork and Innovation and Organizational Learning Performance. Research by Techakosol and Zhang (2024) expanded on this relationship by examining how teamwork contributes to innovation in multinational technology companies.

Modern tech boosts team performance and efficiency. Diverse teams, especially in multinational tech companies, drive significantly more innovation, highlighting the value of collaborative Thai graduates.

H4: Occupational tasks positively influence the innovation and organizational learning standards of international companies' business operations.

Personal/Self-Discipline and Business Performance

Personal or self-discipline developed in academic settings translates directly to workplace performance, impacting multiple business dimensions. Zablah (2004) argued that Customer Relationship Management (CRM) is not solely a technological tool but integrates human discipline, contributing to stronger financial outcomes. Regarding internal business processes, Bennett et al. (2010) and Welzel (2003) emphasized that academic discipline enhances work quality, forming a foundation for internal efficiency. From a customer perspective, Porter and Millar (2001) noted that information systems, driven by disciplined HR practices, improve supply chain communication and marketing responsiveness. Greve (2003) highlighted how disciplined HR representatives utilize technology for organizational learning, driving innovation and improving customer feedback systems. Together, these studies suggest that self-discipline is crucial for aligning individual performance with strategic business goals, ultimately boosting financial results, internal operational standards, customer satisfaction, and continuous learning capacities within international companies.

Improved Morale and Business Performance

Improved morale among employees plays a vital role across business performance perspectives. Manongi et al. (2006) showed that employee benefits enhance morale, driving financial outcomes and productivity. Phongpaichit and Henderson (2023) expanded this link to international firms in Thailand, emphasizing morale's financial significance. Internally, continuous learning initiatives not only boost skills but also uplift morale, leading to more effective and confident task completion (Heisler & Lasher, 2007). From a customer standpoint, Shaw (2005) revealed that morale-driven CRM system use enhances communication and customer satisfaction, aligning with customer expectations of HR service. Finally, Cummings and Zee (2005) described how strong social interactions, facilitated by robust internet infrastructure, enable dynamic exchanges between employees and customers, fostering innovation and learning. Overall, high morale strengthens operational consistency, customer relations, and adaptability, vital for international competitiveness.

Quality Circles and Business Performance

Quality circles have evolved from Japan's manufacturing focus to global applications tackling service quality, digital transformation, and sustainability (Nakamura & Anderson, 2023). Financially, quality circles reduce costs, enhance quality allowing for premium pricing, and minimize waste (Sirisumphun & Parkhe, 2023). Internally, they improve business processes and promote collaborative efficiency in multinational ASEAN firms (Limpaphayom & Zhang, 2022). For customer perspectives, Dhonburi and Nandakumar (2023) found that quality circles close service gaps not identified through traditional feedback. In terms of innovation and learning, Smits (2002) demonstrated that quality circles create structured spaces for knowledge sharing and problem-solving, supporting continuous improvement. Globally, these circles are now pivotal for organizational agility and long-term competitiveness.

Improvement Suggestions and Business Performance

Improvement suggestions, conceptualized as proactive employee behaviors, play a crucial role in enhancing organizational innovation, efficiency, and adaptability (Jain & Merikas, 2023). In multinational contexts, these suggestions leverage diverse perspectives, boosting global competitiveness. Thammasat and Rodriguez (2023) found they significantly improve financial performance through efficiency and quality enhancements. Jirapanthong and Srivastava (2022) showed they strengthen internal processes, while Panich and Kumar (2023) linked them to higher customer satisfaction. Finally, Tantivess and Barkema (2024) highlighted their role in fostering innovation and organizational learning. Together, these findings emphasize improvement suggestions as strategic drivers of comprehensive business performance across contexts.

Theoretical Framework and Research Gaps

This study proposes an integrated framework linking five occupational tasks (teamwork, self-discipline, morale, quality circles, and improvement suggestions) to four business performance dimensions (financial, internal business, customer, and innovation perspectives). Grounded in Knowledge-Based View and Social Exchange Theory, it highlights Thai graduates as rare, valuable resources in ASEAN business contexts. The occupational tasks function as organizational capabilities transforming human resources into firm-specific, inimitable performance advantages. Integrating these tasks creates synergistic effects beyond individual contributions. Emphasizing Thailand and ASEAN, the study underscores how resource value depends on

geographic and cultural contexts, reinforcing the importance of context-specific competitive advantages for sustained success.

Expected Relationships and Theoretical Justification

Drawing from the literature review, this study proposes key relationships between occupational tasks and business operational standards as the basis for its hypotheses. Quality circles are expected to enhance financial performance through improved problem-solving, cost reduction, and process optimization, supported by collaborative knowledge sharing that strengthens intellectual capital (Bontis, 1999; Rodrik, 2000; Sirisumphun & Parkhe, 2023). Improvement suggestions are anticipated to strongly predict innovation outcomes, as employee-driven ideas often reveal process and product development opportunities overlooked by top-down approaches (Yi-jun & Cui-jie, 2011; Tantivess & Barkema, 2024). Effective teamwork, particularly in cross-cultural settings, is expected to boost customer satisfaction and loyalty by enabling teams to better understand and meet diverse needs (Brockbank, 1999; Pattnaik & Sahoo, 2021). Self-discipline is projected to improve internal business processes through consistent adherence to standards and attention to detail (Bennett et al., 2010). Improved morale is expected to positively influence all operational perspectives, especially innovation and internal processes (Martinez & Martineau, 1998; Phongpaichit & Henderson, 2023). This study uniquely contributes by empirically testing these relationships among Thai graduates in international companies in Pathum Thani, offering valuable theoretical insights and practical recommendations for curriculum design and organizational strategies to enhance global business performance.

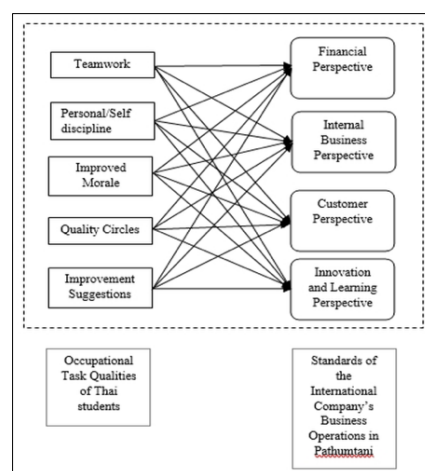


Figure 1 Conceptual Framework

Drawing from the literature review, the research objectives and hypotheses are formulated to investigate the influence of occupational tasks on the operational standards of international companies. The study seeks to identify the extent to which occupational tasks contribute to the consistency and effectiveness of these standards in an international context.

Research Objectives

To investigate the occupational task influences standards of the international company's business operations

Research Methodology

Research Design and Sampling

This study used a quantitative survey design targeting HR representatives from international companies in Pathum Thani, Thailand, including both Thai-owned and foreign-owned firms. Simple random sampling ensured equal selection chances, minimizing bias and enhancing representativeness (Creswell & Creswell, 2023). Using G*Power software with an effect size of 0.15, $\alpha = 0.05$, power = 0.95, and 13 predictors, a minimum sample of 189 was calculated. To strengthen reliability, the sample was increased to 260 respondents.

Data Collection and Instrument

Data were collected using a structured, expert-validated questionnaire covering demographics, occupational task qualities (e.g., teamwork, self-discipline), and operational standards (e.g., financial, customer perspectives). Items were measured on a 5-point Likert scale.

Data Analysis Techniques

SPSS version 22 was used for analysis. Descriptive statistics examined sample characteristics, reliability analysis assessed measurement consistency, and multiple regression analysis tested the hypotheses linking tasks to performance outcomes.

Results and Discussion

The regression analysis revealed positive coefficients, indicating a positive relationship between Thai students' occupational tasks and the operational standards of international companies.

Table 1 Analysis of Variance

	Sum of square	df	Mean square	F	Sig
Regression	3330.86	3	1110.286	5.834	0.000
Residual	8944.35	47	190.305		
Total	12275.21	48			

From table 1, the model explains a significant portion of the variance in the dependent variable, as indicated by the low p-value (0.000). The F-statistic is quite high (36.77), reinforcing that the model has a good fit. The mean square values show that most of the variation is captured by the regression model compared to the residual (error).

Table 2 The coefficient of the relationship between the occupational task influences standards of the international company's business operations in terms of financial perspective.

Model	Unstandardized		Standardized	t	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	6.923	0.757		9.151	0.000*	
improvement suggestions	0.496	0.053	0.03	9.344	0.000*	3.441
(Constant)	5.66	0.848	0.749	6.678	0.000*	
improvement suggestions	0.309	0.08	0.313	3.884	0.000*	6.123
quality circles	0.269	0.086	0.251	3.113	0.002*	8.962
R = 0.943 R ² = 0.889 Adjusted R ² = 0.888 SE _{Est} = 0.28691 F = 63.923 p = .000						

From Table 2, only improvement suggestions and quality circles significantly contribute to the model based on p-values. Improvement suggestions ($\beta = .503$, $t = 9.34$, $p = .000$) show a strong positive relationship with the financial business perspective, indicating that higher application of these suggestions enhances financial standards in international operations. Similarly, quality circles ($\beta = .251$, $t = 3.11$, $p = .002$) positively relate to financial perspectives, suggesting that emphasizing quality circles in Thai students' occupational tasks supports better alignment with financial performance standards in international company operations.

Table 3 Analysis of Variance

	Sum of square	df	Mean square	F	Sig
Regression	6754.89	9	750.543	2.962	0.000
Residual	8867.32	35	253.35		
Total	15622.21	42			

From table 3, the model explains a significant portion of the variance in the dependent variable, as indicated by the low p-value (0.000). The F-statistic is quite high (2.962), reinforcing that the model has a good fit. The mean square values show that most of the variation is captured by the regression model compared to the residual (error).

Table 4 The coefficient of the relationship between the occupational task influences standards of the international company's business operations internal business perspective.

Model	Unstandardized		Standardized	t	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	6.766	0.65		10.412	0.000*	
improvement suggestions	0.515	0.046	0.575	11.294	0.000*	5.122
(Constant)	5.507	0.723		7.615	0.000*	
improvement suggestions	0.329	0.068	0.367	4.840	0.000*	3.451
quality circles	0.268	0.074	0.276	3.635	0.000*	7.111
R = 0.644 R² = 0.762 Adjusted R² = 0.788 SE_{Est} = 0.3122 F = 48.239 p = .000						

Table 4 shows that improvement suggestions ($\beta = .575$, $t = 11.29$, $p = .000$) have a strong positive relationship with the international business perspective, indicating that greater use of these suggestions helps meet international operational standards. Similarly, quality circles ($\beta = .276$, $t = 3.63$, $p = .000$) positively influence this perspective, suggesting their increased application supports stronger alignment with international standards. Additionally, Table 3 highlights that occupational tasks also significantly influence the customer perspective of international business

operations, emphasizing the importance of task-focused development in meeting diverse performance standards.

Table 5 Analysis of Variance

	Sum of square	df	Mean square	F	Sig.
Regression	2155.66	7	307.951	1.33	0.000
Residual	5093.45	22	231.52		
Total	7249.11	38			

The model explains a significant portion of the variance in the dependent variable, as indicated by the low p-value (0.000). The F-statistic is quite high (1.33), reinforcing that the model has a good fit. The mean square values show that most of the variation is captured by the regression model compared to the residual (error).

Table 6 the coefficient of the relationship between the occupational task influences standards of the international company's business operations customer perspective.

Model	Unstandardized		Standardized	t	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	5.903	0.73		8.085	0.000*	
improvement suggestions	0.564	0.051	0.565	11.003	0.000*	7.667
(Constant)	4.307	0.807		5.337	0.000*	
improvement suggestions	0.328	0.076	0.328	4.322	0.000*	4.998
quality circles	0.34	0.082	0.314	4.132	0.000*	7.111
R = 0.876 R ² = 0.662 Adjusted R ² = 0.881 SE _{Est} = 0.223 F = 44.556 p = .000						

Table 6 shows that improvement suggestions ($\beta = .565$, $t = 11.003$, $p = .000$) strongly and positively relate to the customer perspective, suggesting that greater use of these suggestions helps meet customer standards in international operations. Similarly, quality circles ($\beta = .314$, $t = 4.13$, $p = .000$) also have a positive impact, indicating their importance in aligning with customer expectations. Moreover, increased implementation of improvement suggestions further supports

achieving innovation and organizational learning performance standards, highlighting their critical role in enhancing overall business effectiveness in international contexts.

Table 7 Analysis of Variance

	Sum of square	df	Mean square	F	Sig.
Regression	4671.23	5	934.246	3.446	0.000
Residual	8944.35	33	271.04		
Total	13615.58	37			

From Table 7, the model explains a significant portion of the variance in the dependent variable, as indicated by the low p-value (0.000). The F-statistic is quite high (3.446), reinforcing that the model has a good fit. The mean square values show that most of the variation is captured by the regression model compared to the residual (error).

Table 8 the coefficient of the relationship between the occupational task influences standards of the international company's business operations in terms of Innovation and organizational learning performance.

Model	Unstandardized		Standardized	t	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	6.766	0.65		10.412	0.000*	
improvement suggestions	0.515	0.046	0.575	11.294	0.000*	5.122
(Constant)	5.507	0.723		7.615	0.000*	
improvement suggestions	0.329	0.068	0.367	4.840	0.000*	3.451
quality circles	0.268	0.074	0.276	3.635	0.000*	7.111
R = 0.551 R ² = 0.823 Adjusted R ² = 0.891 SE _{Est} = 0.478 F = 59.336 p = .000						

Table 8 indicates that the t-values for the coefficients of Improvement Suggestions and Quality Circle are statistically significant. Specifically, Improvement Suggestions ($\beta = .611$, $t = 12.406$, $p = .000$) and *Quality Circle* ($\beta = .254$, $t = 3.45$, $p = .000$) both demonstrate positive relationships with the Innovation and organizational learning performance. This suggests that as

the application of improvement suggestions and quality circles in the occupational tasks of Thai students increases, the Innovation and organizational learning performance standards of the international company's business operations are more likely to be achieved.

Discussion

Interpretation of Findings

This study reveals that among the five occupational task qualities examined—teamwork, personal/self-discipline, improved morale, quality circles, and improvement suggestions—only quality circles and improvement suggestions showed statistically significant relationships with operational standards across all four perspectives: financial, internal business, customer, and innovation and learning. This suggests that Thai university graduates' ability to actively engage in quality circles and provide improvement suggestions is highly valued in international business environments. Their strong positive relationships with all operational perspectives emphasize their importance for meeting international standards.

Quality Circles and Business Operations

The significant impact of quality circles aligns with Schedler and Felix (2019), who found that quality circles enhance teamwork and enable strategic business units to benefit from continuous quality improvements. These circles create structured environments for cross-functional collaboration, problem-solving, and knowledge sharing, contributing directly to business performance. Czinkota et al. (2021) further support this by noting that regular quality circle meetings improve time efficiency and product quality. Chen and Chen (2020) also highlight that quality circles foster effective knowledge management, facilitating innovation and continuous improvement through collaborative idea exchange.

Improvement Suggestions and Business Operations

The strong relationship between improvement suggestions and business operations aligns with Gordon et al. (2023), who concluded that employee suggestions enhance product quality and overall performance. This skill demonstrates graduates' critical thinking and understanding of organizational processes, which are vital for international roles. Yi-jun and Cui-jie (2019) similarly emphasized the role of suggestions in technological innovation and problem-solving, supporting our findings that improvement suggestions significantly contribute to

innovation and organizational learning performance. The consistent significance across all perspectives highlights the versatility and value of this competency in various operational areas, offering important implications for curriculum development and talent management strategies.

Comparison with Previous Studies

These findings support and extend earlier research on human capital's role in business performance. While studies by Bontis (2023) and Premuroso and Houmes (2021) focused broadly on intellectual capital and human resource development, this study specifically identifies quality circles and improvement suggestions as critical to meeting international standards. This provides a more targeted framework for developing competencies in Thai graduates. Interestingly, unlike studies emphasizing teamwork (Veldhoven, 2018; Jackson et al., 2020), this study suggests that for Thai graduates in international contexts, participating in quality circles and offering improvement suggestions are more directly linked to success in global operations, signaling a shift in skill development priorities.

Limitations and Future Research

This study has several limitations. First, its cross-sectional design captures data at a single point, limiting causal inferences about the relationship between occupational tasks and international business standards. Longitudinal studies would allow researchers to observe skill development and its long-term effects. Second, reliance on self-reported data introduces potential biases such as social desirability and common method variance; future studies could use supervisor assessments or objective performance metrics to strengthen validity. Third, focusing only on international companies in Pathum Thani limits generalizability to other regions or cultural contexts. Comparative studies across different Thai provinces or other ASEAN countries could reveal contextual differences. Additionally, the study examined only five occupational task qualities, omitting other potentially critical skills like cross-cultural competence, digital literacy, and language proficiency. Future research could integrate these variables to provide a more comprehensive understanding of competencies needed in international business.

Future studies might also compare the importance of occupational tasks across various industries such as manufacturing, services, or technology. Experimental research could evaluate the effectiveness of educational programs designed to strengthen quality circle participation and

improvement suggestion skills among students. Furthermore, tracking graduates from university into early careers could offer valuable insights into how these competencies evolve and impact professional success.

Implications

Theoretically, this study contributes to human capital literature by identifying quality circle participation and improvement suggestions as key competencies for international organizational success, especially within emerging economies like Thailand. Empirically demonstrating these relationships advances understanding of which specific skills help Thai graduates thrive in multinational contexts.

Practically, the findings provide clear guidance for universities, employers, policymakers, and graduates. Universities should integrate these skills into curricula through problem-based learning, case studies, and experiential projects. International companies should assess these competencies during recruitment and offer targeted training. Policymakers can support these initiatives by promoting industry-academia partnerships, internships, and skill-focused educational reforms. Graduates should actively develop these abilities through coursework, extracurricular activities, and practical experiences to enhance employability.

Conclusion

As Thailand positions itself as a regional business hub within ASEAN, developing graduates with internationally aligned competencies is vital. Focusing on quality circle participation and improvement suggestions can help bridge the 35% skills gap between university training and industry needs. Strengthening these competencies will support individual career growth and enhance Thailand's global competitiveness. Coordinated efforts among universities, companies, policymakers, and graduates are essential to create a workforce capable of meeting and exceeding international business standards.

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