# The Development Guidelines for Corporate University in Thailand

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## ABSTRACT

The objective of the research was to study (1) the influence of corporate strategies, leadership, personnel value enhancement and managerial innovation on the success of corporate university development and (2) development guidelines for corporate university in Thailand. This research was  quantitative and qualitative research. For quantitative research, the sample group consisted of 300 persons of professors and staffs of Panyapiwat Institute of Management, Dusit Thani College, and Kantana Institute. The result was analyzed with a structural equation model. For the qualitative research, the in-depth interview was conducted with the key informants of 4 executives of each institute totaling 12 persons. The research result revealed that (1) the corporate strategy, leadership, value enhancement and managerial innovation affected the success in the corporate university development. The corporate strategy had the greatest influence on the success of corporate university development followed by personnel value enhancement, managerial innovation, and leadership, respectively, and (2) the corporate strategy development in Thailand. The government sector should perform the operation by fostering more and more corporate universities. The government sector should provide opportunities for the private sector to participate in the provision of education to their full potential, formulate more guidelines to promote the innovation in corporate university and in the same direction, provide training for more corporate university personnel to be in the same direction. The executives should pay attention to internal communication at all levels of personnel along with having the network partner and suppliers in order to better understand market demands

## Introduction

Among the education problems in Thailand at present, one of the main problems was that the graduates who graduated were unable to actually work after being recruited whether in government agencies or business organizations. Moreover, Digital Disruption currently affects the changing situation of higher education institutes around the world requiring them to be adjusted and planned for sustainable development. Then, the corporate university established in Thailand as a new alternative to create the graduates that are more responsive to business and industry (Yimprasert and Singhara, 2014).

As the current global trend is developed and is more aware on the technology or development to enhance work efficiency, today's organizations need to adapt to the changes in order to increase their potential and competitiveness to generate profits, growth, and valuable innovation to ensure customer's satisfaction and personnel's satisfaction (Fisher, 2010; Haseeb, Hussain, Kot, Androniceanu, & Jermsittiparsert, 2019; Haseeb, Hussain, Slusarczyk, & Jermsittiparsert, 2019). Although organizational development depends on several factors, one of the most important factors that an organization cannot deny is "personnel" because the organization with competent personnel structure will lead to the efficiency and good recognition (Burton, 2010).

As the current problem is that the competition is high, it is very essential for the management to rely on the superior management tactic and agility to adapt to the competitive environment that arises in an ever-changing environment (Thongkaew, 2006). As a result, strategic management is one way to help stipulating the clearer direction (Office of the Basic Education Commission, 2016). This also helps formulating the strategies suitable for the organization (Ailin & Lindgren, 2008) in order to apply those strategies and implement them for the success of corporate development (HR Council for the Voluntary & Non-profit Sector, 2009). It can be seen that corporate strategy is very important because it is like a tool to determine success as well as preparing for rapid change in the present age and laying out the most suitable strategy both for short-term and long-term (Kesebir & Diener, 2008). Thus, understanding and exerting successful organizational efforts in implementing a management strategy (Clayton, 2016) will provide the executives with benefits and leadership in applying the strategies to help supporting the organization to be successful. Besides, there must be a selection of strategies and apply it accordingly (Chenoweth, 2011).

In addition, what the organizations should create awareness to their employees is satisfaction in that career. It is to receive support in the chance of progress and Job Enrichment. It can be seen from Hackman & Oldman (1980) that job enrichment can be a tool for improving human potential. Furthermore, the Autonomy is to give freedom to employees, let them have Independence, have scheduling work, and give them the power to make decisions on the job. If the employees have high Autonomy in the job, the employees can be more responsible for success or failure in such work (Boemer, Eisenbeiss & Griesser, 2007).

The more skilled and challenging work the employees get, the more valuable and meaningful the work is. It can be seen from Lawler lll and Worley (2015) that the Skill Variety views job rotation as one of the paths to develop personnel to have skills that are various and help preventing or reducing boredom in the job. One thing to create value more

importantly is in accordance with the concept of Leaman & Bordass (2007). It is said that getting feedback on the performance is very important to employees because they can know the efficiency and the results of work itself (Veenhoven, 2004).

From the problems mentioned above, it can be seen that at present, every organization is more competitive. If being able to set guidelines, direction, and factors for success, it will be able to benefit the organization as well as preparing for rapid change in the present age and laying out the most suitable strategies both for the short and long terms. What the organization should have is coping and readiness to drive the organizations in the set direction.

## Research objective

To study the influence of corporate strategies, leadership, personnel value enhancement, and managerial innovation on the success of corporate university development and to study the development guidelines for corporate university in Thailand.

## Literature Review

Regarding the organizational development leading to success and achievement both objectives and goals, one of the factors that influences is corporate leader and leadership. According to the HR Council for the Voluntary & Non-profit Sector (2009), because leadership is the key factor in leading an organization to success. With the success to plan and stipulate the management policy, a good leader must have vision, far-reaching mind, and characteristics suitable for the management of the organizations being able to choose strategies suitable for different situations. (Charoenwongsak, 2010).

The leaders have direct duties and responsibilities to plan, direct, supervise and control the organization's personnel to perform various tasks in achieving the goals and objectives set by the organizations. They will have the potential to create incentives and attract personnel for cooperation in order for them to be willing to work in the organizations and willing to be the member of the organizations for a long time. The trust can be built among personnel for a smooth operation emphasizing the value enhancement to the full potential achieving organizational objectives (Veenhoven, 2004). The success factor of people is the key to the success of the organizations. It is the creator of value and success factor (Kesebir & Diener, 2008). Any organization that has human resources with high talent, morality, ethics, the competitive advantage will be created. This will lead the organizations to the success of their goals (Lowe, 2004). Moreover, according to Ailin & Lindgren (2008), innovation leaders who support organizations to be effective in their operations have found that leadership innovation requires vision, goals and innovation strategies. Innovation leadership must be fostered and believed to be the driving force behind an organization's success (Gok, Karatuna & Karaca, 2015). Innovation leadership must have a strong commitment to innovation leadership initiatives. Besides, the innovation leadership must play a role at the strategic

and operational levels. Innovation must have techniques for managerial innovation and must recognize the importance of having networks and innovation partners as well as encouraging people to learn more in this field in every way they learn (Adair, 1996).

Clayton (2016) says that adding value to people by creating and increasing opportunities to learn is a necessary skill to meet current and future job needs. Human resource development activities should begin with employees from the beginning of work and continue throughout. The employee's professional life span of human resource development program has been defined. The change of strategies become efficient and effective.

The supervisors should assigned the tasks as the tools for the follower development. The mentors should be provided to allow followers to use their talents to the fullest and learn new challenging things. The leaders take care of their followers whether they need guidance, support and assistance in advancing their responsibilities in the workplace (Azanza, Moriano, Molero & Mangin, 2015). This results in the indirect persistence through organizational engagement (Kovner, Brewer, Greene, & Fairchild, 2009).

The leaders must care for individual followers and make them feel valued and important. The leader will be a coach and an advisor of each follower under the circumstances in which the world is constantly changing. The good leaders must adapt themselves to adapt to change (Ketsakorn, 2009).

The supervisor or the person responsible for providing feedback should be prepared prior to conducting feedback in order to be effective in providing feedback. Fisher (2010) says that feedback is a way to recommend, teach and educate employees so they can improve poor performance or maintain good work. Thus, in order for feedback to change the behaviors and performance of employees, there are five steps to provide feedback during the performance evaluation period. 1) It starts by providing positive feedback or complimenting the employees for their past performance. This will enable the discussion of successful performance. 2) Describing the current behaviors and situation, explaining what is happening which must be specific, compact, and straightforward show that the supervisors observe work behaviors of employees to provide feedback. In providing feedback, one must focus on behavior change and encourage good behaviors.

Providing feedback leads to improved performance and attitudes (Newstrom & Davis, 1993; Dejanasz & et al., 2002). In enhancing the efficiency, the organizations must understand that feedback can motivate and reinforce the desired behaviors making the members of the organizations know how to change their unwanted behaviors (Miller, 1999).

The organizations which will be successful in the future must be ones that can engage people in the organizations. The corporate responsibility, understanding of strategies of the organizations, and encouragement of personnel to create innovation allow all employees to participate in learning and understanding of the systematic organization with the organization's direction, objectives, goals and strategies

clearly defined under a flexible organizational structure (Pongphankae & Chantuk, 2017).

As today's rapidly changing business environment affects organizations both in the public and private sectors, the organizations need to adjust their operating models to be in line with the occuring changes (Al- Haddad & Kotmour, 2015). The corporate personnel or entrepreneurs are the most important factors in the achievement of these organizations (Kotter & Cohen, 2012). The change management requires a partner management principle for business to bring greater success in the management (Maduegbuna, 2014).

## Methodology

This research used quantitative research and qualitative research. (1) For the quantitative research, the data were collected from questionnaires on teachers and staffs of Panyapiwat Institute of Management, Dusit Thani College, and the Kantana Institute for 300 persons using structural equation modeling (SEM) to determine the sample size using 20 times of the criteria of observable variables (Zhu, Walter, Rosenbaum, Russell, & Raina, 2006; Grace, 2008). This study included 15 observed variables. At least 300 samples were required to determine the influence of organizational strategy, leadership, value addition, and managerial innovation influencing the success of the university corporation development. (2) For the qualitative research, the in-depth interviews were conducted with the key informants from 4 executives of each institute totaling 12 persons.

## Data Analyses

The compatibility of the data and the model was tested revealing that the model passed the criteria as shown in Table 1.

**Table 1** Index of compatibility with the data

| Indicator | Criteria on the compatibility with the data | After having improved the model |
|---|---|---|
| Chi-square/df | Less than 2.00 | 1.12 |
| P-value | More than 0.05 | 0.216 |
| RMSEA | Less than 0.05 | 0.020 |
| SRMR | Less than 0.05 | 0.035 |
| GFI | From 0.90 and over | 0.96 |
| AGFI | From 0.90 and over | 0.94 |
| CFI | From 0.90 and over | 1.00 |
| PGFI | From 0.50 and over | 0.63 |
| CN | Not less than 200 | 369.53 |

Hypothesis test results

1. Success in the development of corporate university (DESUCC) depends on (A) managerial innovation (INOMAN), (B) Value addition on personnel (VALADD), (C) Leadership (LEADER), and (D) Corporate Strategies which can be described in structural equation as follows:

DESUCC = 0.30*INOMAN + 0.54*VALADD + 0.04*LEADER + 0.04*STRATE,

(0.10) (0.091) (0.11)    (0.099)
2.88    5.56    0.47 0.38

Errorvar. = 0.38, R² = 0.62

(0.064)
5.87

The results of the analysis showed that the success of corporate university development depended on managerial innovation and human value enhancement. It could be described for 62 percent of the variations in corporate university development success. Meanwhile, the leadership and corporate strategies had no direct impact on the success of corporate university development.

2. The managerial innovation (INOMAN) depends on (A) Value addition (VALADD), (B) Leadership (LEADER), and (C) Corporate strategies (STRATE) which can be described in structural equation as follows:

INOMAN = 0.11*VALADD + 0.48*LEADER + 0.34*STRATE,
(0.091) (0.12) (0.10)
1.12 5.33 3.31

Errorvar. = 0.46 , R² = 0.56

(0.094)
4.89

The results of the analysis showed that the managerial innovation depended on the leadership and corporate strategies. It could be described for 56 percent of the variations in managerial innovation. Meanwhile, the personnel value addition had no direct impact on the managerial innovation

3. The personnel value addition (VALADD) depends on the (A) leadership (LEADER) and (B) corporate strategies (STRATE) which can be described in structural equation as follows:

VALADD = 0.05*LEADER + 0.71*STRATE, Errorvar. = 0.53, R² = 0.53
(0.086) (0.077) (0.092)
0.81 9.85 5.77

The results of the analysis showed that the personnel value addition depends on the corporate strategies. It could be described for 53 percent of the variations in personnel value addition.

4. The leadership (LEADER) depends on the corporate strategies (STRATE) which can be described in structural equation as follows:

LEADER = 0.37*STRATE, Errorvar. = 0.48, R² = 0.14
(0.067) (0.13)
4.17 3.55

**Table 2** Direct influence, indirect influence, and total influence of the studied factors.

| Influence of variables | Causal relationship | | |
|---|---|---|---|
| | Direct | Indirect | Total |
| Managerial innovation | 0.30** | - | 0.30** |
| Personnel value addition | 0.54** | 0.03 | 0.54** |
| Leadership | 0.04 | 0.17* | 0.17** |
| Corporate strategies | 0.04 | 0.59** | 0.59** |

* At the significance of 0.05 level, ** At the significance of 0.01 level

From Table 2, it was found that the corporate strategies had the greatest influence on the success of corporate university

development, followed by personnel value enhancement, managerial innovation and leadership, respectively. When considering only the factors that directly affected the success of corporate university development, it was found that personnel value enhancement had the most overall influence on the success of corporate university development, followed by managerial innovation, respectively. Meanwhile, the leadership and corporate strategies only indirectly affected the success of corporate university development.

Regarding the guidelines for the development of corporate university, the government should 1) Promote and support more corporate university. The government sector should provide opportunities for the private sector to participate in the provision of education to their fullest potential. 2) Supervise the criteria for screening market demand, needs of graduate users, building of corporate university to be outstanding in response to the changing direction of the world, and adjustment of the management process to be appropriate and efficient. 3) Set the guidelines for promoting more innovation in the corporate university and to be in the same direction. 4) Provide and encourage the training on personnel in the corporate university more to be in the same direction. The executives should 1) Pay attention to internal communication for personnel at all levels. 2) Have various network alliances and suppliers in order to better understand market demands. 3) Incubate and provide training on personnel at all levels in order to develop themselves and see a path of growth in their career as well as creating an organization for the employees to work happily with what they do.

## Discussions and Conclusion

1. The managerial innovation influences the success of the corporate university development. It can be explained that the goals of most organizations are committed to excellence by applying innovation for the best benefit of the organizations (Uajiraphonphan, Wattanasin, Chanchai & Kurapat, 2010). Thus, the ability of the organizations to innovate is important and it is like the main factor contributing to the success of the organizations (Cohen & Levinthal, 1990). This is correspondent with Suliyanto & Rahab (2012) finding that innovation capability is one of the most important strategic approaches to any organization in achieving the long-term success (Nart & Bingol, 2015), especially for corporate innovation. It influences the operations of the organizations (Zehir, Can & Karaboga, 2015). As the innovation is something new with many thinkers and scholars have created a wide variety of ideas, it must be understood in order to understand and be able to analyze which organizations perceive, which concepts deserve to be chosen as a model for innovation in the organizational development (Nart & Bingol, 2015). Christiansen, James A. (2000) said that a large organization that wants to develop an organization into an innovative organization should give importance to the visions and strategies. The management of the organizations promotes and supports the creation of a successful innovative organization. The factors that create innovation are people,

skills, knowledge, and executive's support that will drive the organization to its stable growth.

2. The personnel value addition influences the success of the corporate university development. It can be explained that the importance of personnel value addition requires a systematic plan so that the organization's personnel have the opportunity to learn and add the skills they need to meet the job demands. Learning programs are defined with the measurement for effective and efficient operations (Desimone, Werner & Harris, 2002). This is in line with Mondy & Noe (2008), emphasizing that personnel value enhancement should have a training designed to increase knowledge and skills according to current job requirements. As for the development, it is the learning of employees for use in the long term as well. Moreover, the organization of success today put more emphasis on human resource development activities as organizations see their employees as valuable assets that drive their success (Singh, Burgess, Heap, & Al Mehrzi, 2016).

In addition, supporting a wide range of expertise is a vital human resource that will lead the organizations to their goals and continue to be sustainable in an era of rapid change. The organizations have the management tools that are skilled in a wide variety of tasks allowing them to fully work for the organizations happily. This agrees with the research by Harvard Business School (2006) which found that feedback is necessary for correction and refining of performance. It is often used to assess the success of a work or a project in exchange for observations on performance or working behavior. The provided information is valuable to improve performance and it helps that person become more proficient in their work (Armstrong, 2006). Besides, timing has a good feedback effect. The good and effective feedback should occur internally 48 hours after the incident in order to prevent errors (Shute, 2008). The optimum frequency of feedback is once a week (Pampino, MacDonald, Mullin & Wilder, 2003).

3. The leadership influences the success of the corporate university development. It leads the organizations to sustainable success, achieve objectives and goals. It consists of the Leader and Leadership (Chatchanee, 2010). The leaders and leadership are encouraged, developed and maintained with the organizations (Cowden, 2011). This is in accordance with Lewis (2003) finding that the competencies, skills and processes used by leaders are able to set the direction for leading the group towards the goals (Khundiloknatthawasa, Kulnithet & Somjai, 2014) using knowledge to be mixed properly to achieve the goals. Being the effective leaders, the entrepreneurs must build trust and confidence by communicating effectively to employees. It is correspondent with Soni (2020) finding that the business cannot grow without teamwork and the managerial skills that executives need should be run effectively and efficiently. There are methods for planning skills in using group processes providing guidance and measurement (Allen, Griffeth, Vardaman, Aquino, Gaertner, & Lee, 2009; Cowden et al., 2011). The leadership leads the organizations to thrive and achieve the goals. The leaders are able to demonstrate the relationship between individuals who are subordinates to give a sense of stability (Dubrin, 2013).

4. The corporate strategies influence the success of corporate university development because corporate strategies are important to achieve the organization's goals. Strategic planning takes place only when the executives know where they are now and where they want to be in the future (Boemer & Griesser, 2007). This agrees with Schiavo, May Leung, & Brown (2014) discussing corporate communication that it is a critical component of organizational success and keeps people in the organization informed of different activities, processes and strategies. It is a very important tool of success when the personnel can understand what they want to convey, whether with internal departments or even outside communication (Gok, Karatuna & Karaca, 2015). In addition, the strategies are important for human resource management by finding, developing and retaining people with good qualities fit for the organization which is considered the most important task (Williams, 2005)..

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