

HUMAN RESOURCE MANAGEMENT OF AVIATION SUPPORTING STAFF AFFECTING ON OPERATIONAL COMPETENCIES IN THAILAND 4.0 ERA

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ABSTRACT

The growth of the aviation industries and the promotion of the Eastern Special Economic Corridor (EEC) development project had resulted in increased of flight routes and aviation human resource demanding in the future. Therefore, Thailand coped with the shortage of efficient aviation staff in the future that caused the crucial competition in airlines business and seizing the potential specialist staff. The research objective was to study the influence of the human resource management in aviation supporting staff to the operational competencies in Thailand 4.0 era. The quantitative approach was applied with the sample which was 360 permanent operators who operated in ground services of Thai Airways International Public Company Limited, analyzed the data by Structural Equation Modeling method.

This research was a survey research on a quantitative approach. The population was 1,921 permanent operators who operated in ground services of Thai Airways International Public Company Limited (Thai Airways International Public Company Limited, 2017). The sampling size was determined by rule of 20 times of latent variables (Kline, 2005) and became 360 samplers with the multi-stage random sampling, the instrument was the questionnaire and analyzed them by Structural Equation Modeling method. The findings found that the human resource management in aviation supporting staff that had five aspects 1) human resource planning 2) recruitment and selection 3) training and development 4) performance appraisal and 5) compensation and benefits affecting by operational competencies.

Keyword: operational competencies, human resource management, Thai Airways International

INTRODUCTION

The growth of the aviation industries in the world and Thailand that effected from the tourism promotion in each country and made air travelling became the first choice of convenient travelling, time saving and governmental continually promotion in air transportation through the long-term national development policies. These resulted in growth of aviation industries but the operators in the relevant careers turned to be extreme shortage, especially Thai nationality operators, in 2017 the Department of Airports collected the commercial flight statistics in Thailand and found that the number of flights continuously increased from 40,000 flights in 2010 to 140,000 flights in 2017. The trend of world aviation industries, Airbus forecasted the worldwide demand of the more 4,000 aircrafts in the next 20-years, 530,000 pilots and 550,000 aircraft maintenance technicians, whereas Boeing stated the worldwide demand of 41,000 aircrafts, 617,000 pilots and also 679,000 aircraft maintenance technicians, in addition of The Civil Aviation Authority of Thailand forecasted

the demand of 40,000 aviations supporting staff, air traffic controller and aircraft maintenance technicians in the Asia region (Senee Suwandee, 2018).

The growth of the aviation industries and the promotion of the Eastern Special Economic Corridor (EEC) development project had resulted in increased of flight routes and aviation human resource demanding in the future. Therefore, Thailand coped with the shortage of efficient aviation staff in the future that caused the crucial competition in airline business and seizing the potential specialist staff. If the shortage problem of potential and good performance operators was not resolved that could affect by aviation industries and important obstacle to become the Asian aviation hub (Senee Suwandee, 2018). The importance of passengers service was the good quality servicing that caused the airlines had the professional operators with the conceptual experienced skills and the courage of positive decision making with efficient and good performance serving to passengers

Thai Airways International Public Company Limited was the main company who served the international flight service more than 58 years and had a department to support the mission of passenger service, that was the ground operations department with duties as following 1) to facilitate the booking and ticket issuing 2) to facilitate in registration 3) the passengers guidance 4) to serve and passengers caring in unusual circumstance 5) to facilitate and security at the gate 6) to place the manpower for operations and securities 7) to prevent and secure the flight 8) to coordinate the relevant agencies 9) to make the crew duties plan and 10) to prepare documents related to the crews (Thai Airways International Public Company Limited, 2019). The important duties of the ground operations staff that had to operate with accuracy and serve with efficiency and good performance to the passengers including the crews in case of a plenty of passengers and crews came to the service providers in rush time. The risk of human resource in the operational competencies was knowledge level, skills and abilities or characteristics according to the aviation industries requirement that consisted of 1) the knowledge or skills that related with performance 2) the knowledge or skills requirement for achievement 3) the service quality 4) the organizational performance enhancing 5) the competitive advantage of the new ideas (Mirable, 1977). The agencies or airlines had the efficient and good competencies staff depended on the prioritize in human resource management with strictly and according to the 20 years national development policies and National Economic and Social Development Plan no.12 about the direction of human resource development to become Thailand 4.0 that synchronously grew with the aviation industries.

Research objective

To study the influence of the human resource management in aviation supporting staff to operational competencies in Thailand 4.0 era.

LITERATURE REVIEW

Operational competencies

The competency meant personality that was hidden within the person which could drive that person to create the performance on the criteria according to their responsibilities (Pichit Thepworn, 2016).

Key features of competencies

The competency was a feature of a person which indicated behavior, thought or opinions in a particular situation and the rational existence for a period of time. The key features of competencies consisted of five elements: (1) the motivation was something that

everyone desired or thought then took action which was the driving force or choice of behavior to achieve the goal 2) the character was a general habit that responded to enable the information or situations which could be considered by learning ability, enthusiasm and cooperation 3) the knowledge was the scope of specific content such as aviation business, aircraft maintenance techniques, etc. (4) the personal concept was an attitude and a personal dream which these things caused a reaction to motivation 5) the skill was the ability to perform tasks physically, thoughts and minds of individuals at the analytical level, used knowledge to determine the cause and effect or management plan (Pichit Thepwon, 2016).

The supporting factors in competencies management that contributes the success comprised of (1) the consensus of competency goals and organizational cultures (2) the management, change resistance (3) the complexity of competencies management (4) the readiness of adequacy in working supporter factors (5) training and the supporting from the relevant organizations (Banchong Amorncheewin, 2014).

In conclusion, the operational competencies meant the effectiveness of human resource management or human capital management in three aspects according to Thailand 4.0 as following the ability in the operational competencies formulation, the effort in the operational competencies formulation and the intentional behavior in the operational competencies formulation.

The ability to perform the task meant expertise in an activity or professional career consisting of knowledge, skills and special abilities

The effort to perform the task meant the expression of personal effort in order to achieve the goals including commitment, motivation in problem solving thinking, intention the find the knowledge for problems solving.

Behavioral commitment in the operation meant the action that was shown in the performance to achieve results in the form of working value with accurate and fair in accordance with the service concept.

Human resource management

The human resource management was the allocation of human resources for maximum benefits and efficiency due to human resources were important assets of the organization and agencies that contributed to achieve the operational goals with quality (Wanida Wadechareon, 2013).

The concept of human relations management by Mayo (Mayo, 1954) found that (1) the work environment had no effect or a successful factor with efficiency and effectiveness (2) the attitude and relationship of workers in the work group had influence and to be a successful factor with efficiency and effectiveness.

The human resource management concepts in the age of technology and innovation that was a conducted survey by Fast Company in 1990, it was found that the success of Facebook arose from (1) thinking outside the box (2) creating a corporate culture called hacking that meant not maintain the existence what was created, the personnel were ready to invent new services for the development of excellence or better. (3) giving personnel for participation in the comments causing new innovations continuously (Wanida Wadechareon, 2013)

The principles of human resource management

1. The human resource planning meant the process of prediction the foreseeing in human resource which was categories, classified, amount and timing as well as determining how to acquire human resource that were where, how and when (Athiwat Karnchanawanichkul, 2013)

2. The personal recruitment and selection meant the process of seeking the right person for the position to work with the organization. The recruiter had to be able to access the source of those people in order to attract the person who had the knowledge and ability to be interested in joining the organization under motivated conditions as following (1) compensation (2) working hour (3) welfare system (Athiwat Kanchanavanichkun, 2013)

3. The training and human resource development meant the personal developing to be ready to support changes in innovation and technology that were constantly evolving and non-stop. The important objectives of human resource development and training were to increase efficiency in (1) the knowledge for performing duties (2) the skills for performing duties and (3) ability for performing duties.

4. The performance appraisal meant the method of measuring in employee performance which consisted of (1) observation and (2) assessment of behavior on working. (Heneman, 1983)

5. The remuneration management meant the form of compensation, both financials and non-financials including wages and salaries. The compensation or wages meant money that an employee or worker received from work in the form of salary, wage, welfare, service or other benefits that the employee should receive them (Kingporn Thongbai, 2010).

Conceptual Framework

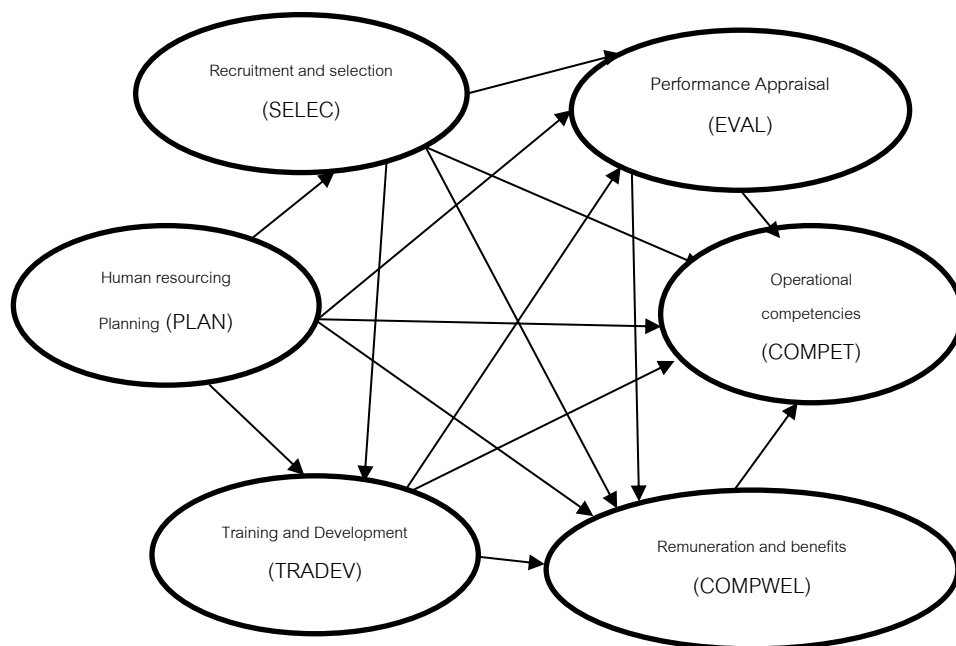


Figure 1 Conceptual Framework

METHODOLOGY

This research was a survey research on a quantitative approach. The population was 1,921 permanent operators who operated in ground services of Thai Airways International Public Company Limited (Thai Airways International Public Company Limited, 2017). The sampling size was determined by rule of 20 times of latent variables (Kline, 2005) and

became 360 samplers with the multi-stage random sampling, the instrument was the questionnaire and analyzed them by Structural Equation Modeling method.

Results

The findings found that the human resource management in aviation supporting staff that has five aspects 1) human resource planning 2) recruitment and selection 3) training and development 4) performance appraisal and 5) compensation and benefits affecting by operational competencies.

Recommendation

1.The executives of Thai Airways International Public Company Limited had to manage human resources from human resource planning, recruitment and selection, training and development, performance appraisal as well as consideration appropriately and fair in remuneration and welfare.

2.The executives of Thai Airways International Public Company Limited had to plan and formulate the personnel preparation policies by selecting personnel with knowledge and competencies that met the line of work to support the Asia aviation hub and the EEC project.

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