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บทคัดย่อ

ตำราการจัดการทรัพยากรมนุษย์ โดย ผู้ช่วยศาสตราจารย์ ดร.ธนริศย์ ธนัยอุดมพัฒน์ มหาวิทยาลัยการกีฬาแห่งชาติ วิทยาเขตชลบุรี เป็นตำราวิชาการที่บูรณาการทฤษฎีการจัดการทุนมนุษย์เข้ากับกรณีศึกษาด้านกีฬาและธุรกิจอุตสาหกรรมอย่างเป็นระบบเพื่อนำเสนอแนวทางการบริหารคนในฐานะทรัพยากรที่สร้างมูลค่าเพิ่มสูงสุดให้กับองค์กร เนื้อหาครอบคลุมกระบวนการบริหารทรัพยากรมนุษย์เชิงกลยุทธ์ (SHRM) ตั้งแต่การวางแผนกำลังคนที่เชื่อมโยงกับวิสัยทัศน์องค์กร การสรรหาและคัดเลือกที่ทันสมัยไปจนถึงการพัฒนาบุคลากรผ่านแนวคิดการเรียนรู้ตลอดชีวิต (Lifelong Learning) และโมเดลการเรียนรู้แบบผสมผสาน (Blended Learning) นอกจากนี้ ยังให้ความสำคัญถึงการจัดการผลการปฏิบัติงานที่เป็นวงจรต่อเนื่องและการบริหารค่าตอบแทนที่เป็นธรรมตามหลักทฤษฎีความเท่าเทียมเพื่อขับเคลื่อนองค์กรให้บรรลุเป้าหมายผ่านแนวความคิดและทฤษฎีทางการจัดการทรัพยากรมนุษย์อย่างเป็นระบบซึ่งเป็นตำราที่มีเนื้อหาสาระทางวิชาการถูกต้องสมบูรณ์และทันสมัยมีแนวคิดและการนำเสนอที่ชัดเจนเป็นประโยชน์ต่อการเรียนการสอนในระดับอุดมศึกษา อีกทั้งมีการวิเคราะห์และเสนอความรู้หรือวิธีการที่ทันสมัยต่อความก้าวหน้าทางวิชาการและเป็นประโยชน์ต่อวงวิชาการ มีการสอดแทรกความคิดริเริ่มและประสบการณ์หรือผลงานวิจัยของผู้เขียนที่เป็นการแสดงให้เห็นถึงความรู้ที่เป็นประโยชน์ต่อการเรียนการสอน ซึ่งสามารถนำไปใช้อ้างอิงอย่างกว้างขวางต่อวงวิชาการ

ในมิติของความทันสมัยทางวิชาการ ตำราเล่มนี้ได้นำเสนอบทบาทของปัญญาประดิษฐ์ (AI) ในการเพิ่มประสิทธิภาพงานบุคคลควบคู่กับการตระหนักถึงจริยธรรมข้อมูล (PDPA) รวมถึงการบริหารความหลากหลายของบุคลากร 5 เจเนอเรชันที่มีค่านิยมและการสื่อสารที่แตกต่างกัน นอกจากนี้ยังมีการวิเคราะห์เชิงลึกเกี่ยวกับกลยุทธ์การจ้างงานภายนอก (Outsourcing) และรูปแบบการทำงานแบบ Work from Anywhere (WFA) ที่นำไปสู่การจัดการแบบลีน (Lean Management) และระบบสวัสดิการแบบยืดหยุ่นที่เน้นพนักงานเป็นศูนย์กลางจุดเด่นที่สุดของแหล่งข้อมูลนี้คือการสร้างสมดุลระหว่างศาสตร์ของกฎหมายและการวิเคราะห์ข้อมูลกับศิลป์ของมนุษยสัมพันธ์และจริยธรรม เพื่อขับเคลื่อนองค์กรไปสู่เป้าหมายการพัฒนาที่ยั่งยืน (SDGs) ในยุคเศรษฐกิจใหม่ (NEO-Economy) ได้อย่างแท้จริง

คำสำคัญ: การจัดการทรัพยากรมนุษย์ การจัดการทุนมนุษย์ ประสิทธิภาพองค์กร

Book Review

Human Resource Management

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Abstract

Human Resource Management textbook by Assistant Professor Thanarit Thanaiudompat, Ph.D., from the Thailand National Sports University, Chon Buri Campus, is an academic work that systematically integrates human capital management theories with sport management and industrial business case studies to present approaches for managing people as resources that create the highest value-added for organizations. The content comprehensively covers Strategic Human Resource Management (SHRM) processes, ranging from human resource planning linked to the organizational vision to modern recruitment and selection techniques, as well as personnel development through lifelong learning concepts and blended learning models. Furthermore, it emphasizes performance management as a continuous cycle and fair compensation management based on Equity Theory to drive organizations toward their goals through systematic HR theories; this work is academically rigorous, complete, and modern, offering clear conceptual presentations that are highly beneficial for higher education instruction. Furthermore, the textbook analyzes and presents modern knowledge and methodologies that contribute significantly to academic advancement and offer substantial benefits to the academic community. It incorporates original initiatives, professional experiences, and the author's own research findings, which demonstrate a depth of knowledge that is particularly beneficial for higher education instruction. Because of this synthesis, the work serves as a high-quality resource that is positioned to be widely referenced and cited throughout the academic sphere.

Regarding the dimension of innovation, this textbook presents the role of Artificial Intelligence (AI) in enhancing personnel efficiency alongside an awareness of data ethics (PDPA) and the management of multi-generational diversity across five generations with varying values and communication styles. Additionally, it provides an in-depth analysis of outsourcing strategies and the Work from Anywhere (WFA) model, which leads to Lean Management and employee-centric flexible benefit systems. The most prominent feature of this resource is its ability to balance the "Science" of law and data analytics with the "Art" of human relations and ethics to truly drive organizations toward Sustainable Development Goals (SDGs) in the NEO-Economy.

Keywords: Human Resource Management, Human Capital Management, Organizational Performance

Introduction

This textbook is highly credible, having been reviewed and advised by numerous scholars, including Associate Professors Dr.Wai Chamornmarn, Thammasat University and Associate Professor Dr.Kingporn Thongbai, Sukhothai Thammathirat Open University. This textbook offers a comprehensive synthesis of Human Resource Management (HRM), tracing the evolutionary trajectory of conceptual frameworks—from classical theorists to the nuances of administration in the digital era. The core content focuses on strategic recruitment, selection, and personnel development, emphasizing the integration of Artificial Intelligence (AI) and data analytics to optimize operational precision. Furthermore, the text underscores the critical importance of labor relations law, occupational health and safety standards, and the management of the work environment to foster employee well-being. It also delineates strategies for outsourcing and organizational adaptation toward global sustainability goals. A pivotal conclusion highlights the management of intergenerational diversity as a means to cultivate mutual understanding and maximize collective motivation.

The primary academic gap this textbook successfully bridges is the transition of Human Resource Management (HRM) from a conventional administrative function into a strategic, value-creating driver specifically tailored for the digital NEO-Smart Economy and niche high-performance sectors. Unlike standard HRM textbooks that rely heavily on broad, traditional corporate models, Assistant Professor Dr. Thanarit Thanaiudompat's work differentiates itself by synthesizing foundational management theories with cutting-edge, real-world imperatives, including the integration of Artificial Intelligence (AI) in recruitment and selection processes , the strategic adaptation to Work from Anywhere (WFA) models , and the complex dynamics of managing a multi-generational workforce. Furthermore, the textbook profoundly distinguishes itself through its specialized empirical focus; it moves beyond generalized examples by embedding specific case studies from the sports industry—such as Ju-Jitsu team management and sports apparel business alliances —alongside detailed, actionable analyses of sustainable HR practices within Thai Small and Medium Enterprises (SMEs). By explicitly aligning HR strategies with the UN's Sustainable Development Goals (SDGs), the author provides a highly contextualized, forward-looking curriculum that equips both students and modern practitioners to balance the analytical "science" of digital HR with the "art" of human relations in a volatile global market.

As an academic utilizing this HRM manual within higher education, I present a critical and in-depth review of 'Human Resource Management' by Assistant Professor Dr. Thanarit Thanaiudomphat, which is meticulously organized into twelve distinct sections. Background of the text bookThe book is authored by an expert from the Faculty of Liberal Arts at Thailand National Sports University, Chon Buri Campus, who holds a Ph.D. in Business Administration. The text is designed to provide a systematic understanding of Human Resource Management (HRM), evolving from basic personnel administration to the management of human capital. A unique feature of this work is its integration of sport

management case studies alongside industrial business contexts, making it highly versatile for various academic disciplines.

Chapter 1 Human Resource Management

This chapter defines Human Resource Management (HRM) as a process of using "arts and science" to manage the organization's most valuable asset people. It traces the evolution through four periods as Pre-classical, Classical, Human Relations, and the Modern Era.

Deep critique, the author effectively positions Human Resource Management (HRM) not just as an administrative function but as a Strategic Human Resource Management (SHRM). By highlighting that human resources are the most expensive yet most value-creating assets, the chapter sets a high-stakes tone for the rest of the book. The comparison table between Personnel Administration and Human Resource Management (HRM) is particularly useful for students to understand the shift from internal control to external, global interaction (Barney, 2025).

Chapter 2 Human Resource Planning

This textbook was focuses on forecasting the demand and supply of labor to ensure the organization has the "right man on the right job". Human Resource Planning (HRP) is defined as a systematic process to forecast future human resource needs and link them to long-term business goals. It bridges the gap between current staffing status and future requirements by analyzing demand (staff needed) and supply (staff available). Beyond administrative staffing, Human Resource Planning (HRP) serves as a strategic partner by linking Human Resource (HR) needs directly to the organization’s vision, mission and strategy through a two-way linkage. Enabling Succession Planning to ensure leadership continuity, reducing severity of future problems caused by external shifts in economy, technology, or politics (Thanaiudompat & Singcram, 2025).

Deep critique, the strength of this chapter lies in its Strategic Human Resource Planning (SHRP) framework, which explicitly links human resource needs to the organization’s vision and mission. The inclusion of technical forecasting models, such as Markov Analysis for internal flow and Trend Analysis for business factors, provides a quantitative depth that is often lacking in introductory texts.

Chapter 3 Recruitment and Selection

Text book provides an in-depth exploration of recruitment and selection, framing these processes as the "first gate" for acquiring high-quality human capital. Covers the 7-step recruitment process and 8-step selection process, emphasizing the creation of a high-quality applicant pool.

Deep critique, the author demonstrates high contemporary relevance by discussing digital recruitment and inbound recruiting. The critique of AI-driven screening is insightful, as it warns against algorithmic bias and emphasizes the need for ethical governance and data privacy (PDPA). This ensures students are prepared for the modern digital workplace.

Chapter 4 Human Resource Development

Textbook provides a comprehensive examination of Human Resource Development (HRD), defining it as a systematic and planned process to enhance the knowledge, skills, attributes, and behaviors (KSAs) of employees. The ultimate goal is to improve organizational competitiveness and ensure long-term sustainability while fostering individual career growth differentiates between training (present-focused), education (long-term knowledge), and development future-focused (Ali, 2026).

Deep critique, the chapter's highlight is the SCGP Case Study, which demonstrates a 100 percentage Individual Development Plan (IDP) rate and the used of the Blended Learning Model. By framing development as a tool for Lifelong Learning, the author moves the conversation beyond mere job skills to organizational sustainability (Burleson et al., 2023).

Chapter 5 Compensation Management

This textbook focuses on Compensation Management, defining it as a systematic process to design and maintain a reward structure—both financial and non-financial—to attract, retain, and motivate high-quality employees. Explores direct financial, indirect financial, and non-financial rewards. It outlines factors influencing pay, such as the ability to pay and cost of living.

Deep critique, the book provides a deep dive into Equity Theory—internal, external, and individual. The inclusion of actual Civil Service salary structures and PTT's compensation ratios provides a rare and valuable comparison between the public and private sectors in Thailand.

Chapter 6 Performance Management

This text book focuses on Performance Management (PM) and Performance Appraisal (PA), presenting them as the heart of human resource management used to align individual performance with organizational goals Contrasts Performance Appraisal (PA) with the broader, continuous process of Performance Management (PM).

Deep critique, the author correctly identifies Performance Management (PM) as a culture of results rather than a once-a-year event. The transition from KPIs to OKRs is a sophisticated addition, explaining how OKRs focus more on increasing productivity and alignment with vision than just yearly assessments.

Chapter 7 Labor Relations

Content summary, grounded in the Labor Relations Act, it covers unions, dispute resolution, and Occupational Safety and Health (OSH). Labor Relations," examines the relationship between employers and employees, focusing on legal frameworks, mutual cooperation, and the critical importance of workplace safety and health.

Deep critique, unlike many HR texts that treat safety as a separate technical field, this book integrates it into employee well-being and mental health. The case study on ergonomic engineering and safe-lifting programs transforms dry legal requirements into practical management strategies.

Chapter 8 Outsourcing and Work from Anywhere

Chapter 8 provides an extensive analysis of Outsourcing and Work from Anywhere (WFA), framing them as strategic tools that allow organizations to adapt to a volatile global economy while focusing on their core strengths. Analyzes outsourcing through Transaction Cost Economics (TCE) and the Resource-Based View (RBV). It also introduces the Work from Anywhere (WFA) model.

Deep critique this is perhaps the most modern chapter. The author's analysis of WFA as a driver for Lean Management—reducing wasteful office space and focusing on outcome-based results—is a sharp observation of post-pandemic business realities.

Chapter 9 Modern Human Resource Management

"Modern Human Resource Management" explores the strategic adaptations required for organizations to thrive in the 21st century, particularly in response to the digital revolution and the shifting global economy Discusses AI integration, Diversity and Inclusion, and the Sustainable Development Goals (SDGs).

Deep critique, the deep dive into multi-generational Management from Baby Boomers to Gen Z is excellent. It provides actionable insights on how to communicate with each group, such as utilizing digital platforms for Gen Z while maintaining formal protocols for older generations.

This defines AI as software capable of mimicking complex human abilities such as reasoning, decision-making, and communication. AI has transformed HRM from a "back-office" function into a high-efficiency operation through several key roles, Talent Acquisition: AI manages massive applicant databases, automates initial screenings via culture and attitude tests, and ranks candidates to reduce human bias and workload. Operational Automation: Chatbots handle routine inquiries about organizational rules, while other software automates scheduling, payroll, and welfare management e.g., food services or health data analysis (Qiao and Fu, 2023).

New Contributions of Textbook

"Human Resource Management" by Assistant Professor Thanarit Thanaiudompat, Ph.D., using a systematic thinking process that evaluates its contributions from the core philosophy of human capital to its external impacts. This textbook is not merely a collection of administrative procedures; it is a synthesis of the author's original research and established theories, specifically designed for the NEO-Economy.

Academic Context: Synthesis and Pedagogical Innovation

The book's primary academic contribution lies in its ability to bridge traditional management theory with specialized research, creating a versatile curriculum for higher education. Theoretical rigor, the author systematically integrates high-level economic and management theories, such as ransaction Cost Economics (TCE) and the Resource-Based View (RBV), into the HR framework. This elevates HR from a soft science to a rigorous discipline grounded in economic decision-making. Original research integration, unlike standard textbooks, this work incorporates the author's own published research

findings, particularly in Sports Management. This adds a unique layer of "academic advancement" by showing how HR theories apply to niche, high-performance sectors like sports competition and apparel. Advanced educational models, text introduces the Blended Learning Model and Individual Development Plans (IDP) as systematic tools for "Lifelong Learning". It explicitly critiques the shift from Performance Appraisal (PA) to a more sophisticated Performance Management (PM) cycle, offering a roadmap for modern pedagogy.

Business Context: From Cost Center to Strategic Driver

In the business context, the book contributes a "Strategic Partner" framework that transforms human resource management into a driver of organizational competitiveness. Agile methodology (OKRs vs. KPIs), significant new contribution is the deep dive into OKRs (Objectives and Key Results) as a replacement for or supplement to traditional KPIs. This provides businesses with a tool to increase productivity and alignment in fast-changing environments. The lean management pivot, author provides a sharp analysis of Work from Anywhere (WFA) and Outsourcing as strategic drivers for Lean Management. This contribution helps businesses rethink physical space, reduce wasteful overhead, and move toward an outcome-based performance culture. Artificial intelligence and digital precision, the book offers a systematic look at artificial intelligence (AI) in recruitment, talent acquisition, and automation. It provides actionable insights into ranking candidates and predictive analytics for retention, which are essential for business survival in the digital era.

Social Context: Ethical Governance and Sustainability

The book's most profound new contribution is its focus on the human in the socio-economic ecosystem, aligning organizational goals with global societal values. Alignment with UN SDGs, the author contributes a systematic framework for Sustainable HRM, linking HR practices directly to the United Nations' Sustainable Development Goals (SDGs), such as SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth) (PTT Global Chemical Public Company Limited, 2025). This positions the organization as a responsible social citizen. Ethics and data privacy, book emphasizes the Personal Data Protection Act (PDPA) and warns against algorithmic bias in AI. This contribution is vital for maintaining social trust and ensuring that technology does not dehumanize the workforce.

Textbook's systematic thinking process can be summarized as follows, it starts with science data, law, and analytics to ensure precision; moves through Strategy SHRM, OKRs, and RBV to ensure business survival and concludes with the art of humanity in ethics, diversity, and sustainability to ensure long-term social value. This holistic approach is its greatest new contribution to the field.

Summary of All Reviews and Critiques

Textbook provides a theoretically robust and practically grounded curriculum for HRM. The textbook successfully bridges the gap between traditional Thai labor laws and cutting-edge global trends like AI and SDGs. The recurring theme throughout the critique is the author's ability to transform HRM from a "cost center" into a Strategic Human Capital function that drives business competitiveness.

While the technical depth is significant, the author maintains a focus on the "Soft Skills" and human empathy that AI cannot yet replace.

The structural relationship of the textbook is defined by a strategic evolution that transforms traditional personnel management into a high-value human capital engine for the digital age. The first half of the book establishes a foundational command center beginning with the core philosophy of HRM as both a science and an art, before immediately linking it to strategic Human Resource Planning. This planning phase acts as the blueprint for the subsequent chapters on recruitment and selection, ensuring that every new hire is a calculated move toward organizational goals. By grouping these initial chapters, the author demonstrates that effective HRM is not reactive but starts with a rigorous alignment between business vision and labor demand, setting the stage for the employee's entry into the organization.

The second half of the book functions as a value-creation loop focusing on the internal development and future-proofing of the workforce. Once talent is onboarded, the chapters on Human Resource Development and Compensation Management work in tandem to nurture skills and provide the motivation necessary for high performance. This performance is then measured and regulated through Performance Management and Labor Relations, creating a structured environment of accountability and legal safety. The textbook concludes by breaking the boundaries of traditional office structures, introducing Outsourcing and Work from Anywhere (WFA) models, and finally integrating AI and Sustainable Development Goals (SDGs). This ensures that the entire lifecycle—from planning to modern disruption—is viewed through a lens of sustainability and technological agility, preparing practitioners for the complexities of the NEO-Economy.

Final Verdict

This text book is an essential resource for both students and HR practitioners in the NEO-Economy. Its greatest strength is the balance between "Science" forecasting, laws, and analytics and "Art" relationships, culture, and ethics. The inclusion of practical exercises and specialized case studies ensures that the reader doesn't just memorize definitions but learns how to "Put the right man on the right job" in a rapidly changing world. In this regard, the author has analyzed and synthesized their own research contributions in the development of this textbook to demonstrate academic advancement.

The Application of Textbook

The concepts and theories presented in the sources serve as a bridge between foundational management principles and the complexities of the modern NEO-Economy. Below is the application of these concepts within research, academic, and business contexts:

1. Application in research, this textbook demonstrate how Human Resource Management (HRM) theories can be synthesized with empirical data to advance academic knowledge. Theoretical frameworks in this area utilizes Transaction Cost Economics (TCE) to determine whether services should be handled internally or outsourced, and the Resource-Based View (RBV) to identify how human capital

provides a unique competitive advantage. Quantitative modeling, the concepts like Markov Analysis and Trend Analysis are applied to forecast personnel flow and business demand, providing a mathematical basis for human resource planning.

Specialized synthesis from the author had integrates specific research on workplace happiness factors and their influence on organizational commitment within niche sectors like the sports competition management business. Innovation analysis, research focuses on the impact of Artificial Intelligence (AI) and Predictive Analytics on talent acquisition, ranking candidates based on cultural fit and turnover risk.

2. Application in academic and educational context. The sources are designed as a systematic curriculum for higher education, offering a roadmap from basic administration to strategic management. Blended learning models, academia applies model (experience, social learning, and formal training) and Individual Development Plans (IDP) to ensure students and professionals achieve high competency rates.

Case-Based Instruction, the integration of diverse case studies—ranging from SCGP's lifelong learning to PTT's compensation ratios—helps students apply abstract theories to real-world public and private sector scenarios. Ethical education the text provides a framework for teaching data ethics and compliance with the Personal Data Protection Act (PDPA), ensuring future HR practitioners understand the legal boundaries of digital Human Resource Management (HRM).

3. Application in business context. In the business world, these theories transform HR from an administrative "cost center" into a Strategic Partner (SHRM). Strategic Alignment, businesses use Human Resource Planning (HRP) to create a "two-way linkage" between personnel needs and the corporate Vision and Mission. Performance Evolution: Companies apply the transition from KPIs to OKRs (Objectives and Key Results) to foster a "Culture of Results" and increase overall productivity.

Operational efficiency, the Work from Anywhere (WFA) and Outsourcing concepts are applied to drive Lean Management, reducing wasteful office space and focusing on outcome-based evaluations. Sustainability and inclusion, modern businesses align their Human Resource (HR) strategies with the Sustainable Development Goals (SDGs), such as SDG 5 (Gender Equality) and SDG 8 (Decent Work), to build long-term brand credibility and social value (Ragadhita et al, 2026).

Diversity management, concepts for managing multi-generational workforces (Baby Boomers to Gen Z) are used to design flexible benefit systems and multi-channel communication strategies that cater to varying values and technological fluencies.

Recommendation

For academic environments, it is highly recommended that educators utilize this textbook as a primary teaching resource due to its systematic organization and rigorous synthesis of the author's own research contributions. Students should actively engage with the specialized case studies in sports management and industrial business to understand the practical application of human capital theories

in diverse real-world contexts. Professors are encouraged to emphasize the end-of-chapter exercises to ensure that learners move beyond simply memorizing definitions and instead develop the analytical skills required to "put the right man on the right job" within the modern global landscape.

Professional practitioners should leverage the provided frameworks to transition from traditional personnel administration into Strategic Human Resource Management (SHRM) by explicitly linking human resource planning to the organization's vision and mission. Organizations are suggested to adopt modern performance tools such as OKRs to foster a culture of results and utilize quantitative models like Markov Analysis for more accurate forecasting of internal labor flows. Furthermore, while integrating Artificial Intelligence to automate talent acquisition and operational tasks, businesses must prioritize ethical data governance and strict compliance with the PDPA to protect employee privacy and maintain institutional trust.

To ensure long-term organizational health, leadership should implement Sustainable Human Resource Management practices aligned with the UN's Sustainable Development Goals (SDGs), specifically focusing on promoting gender equality and decent work environments. Managers must proactively adapt to a multi-generational workforce by employing multi-channel communication strategies and flexible, employee-centric benefit systems that cater to the unique values of Gen Z through to Baby Boomers. Finally, companies should consider Outsourcing and Work from Anywhere (WFA) models as strategic drivers for Lean Management, allowing the organization to reduce physical overhead while enhancing its ability to attract top talent globally.

To further develop the academic and practical impact of this work, the first recommendation is to deepen the integration of HR Analytics and Predictive Modeling within the NEO-Economy framework. While the current text introduces Artificial Intelligence, future editions or research could transition from descriptive AI to prescriptive analytics. This involves developing frameworks for Predictive Talent Acquisition and Churn Prediction specifically for Thai SMEs and the sports industry. By creating models that forecast employee turnover or identify leadership potential using data-driven metrics, the work would offer high-level strategic value that aligns with the digital transformation goals of modern organizations. This evolution would solidify the textbook's position as a cutting-edge resource for data-literate HR professionals.

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