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Strategic Human Resource Practices, Innovation Capability, and Cross-Functional Collaboration: Systemic Drivers of Organization Development Affecting Business Performance in Thai Private Sector (A Conceptual Framework)

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Abstract

This study proposes a conceptual framework examining how Strategic Human Resource Management (SHRM) practices, Innovation Capability (IC), and Cross-Functional Collaboration (CFC) influence Organizational Development (OD) and Business Performance (BP) in the Thai private sector. Grounded in Systems Theory and the Input–Process–Output (IPO) model, the framework includes both direct and mediating pathways. Prior research supports the positive impacts of SHRM (Agyabeng-Mensah et al., 2020), IC (Fan, 2024), and CFC (Kim & Aggarwal, 2016) on organizational effectiveness. OD functions as a key mediator, converting internal capabilities into sustainable performance outcomes (Li & Wang, 2023). The model offers theoretical and managerial implications for enhancing strategic alignment and competitiveness.

Keywords : Strategic Human Resource Management (SHRM), Innovation Capability (IC), Cross-Functional Collaboration (CFC), Organizational Development (OD), Business Performance (BP

1. Introduction

1.1 Background and Importance of the Problem

In today's rapidly evolving business landscape, driven by technological disruptions, economic volatility, and shifting consumer behaviors, organizations in emerging economies face intensified pressure to sustain competitiveness. For firms in the Thai private sector, fostering **organizational adaptability and resilience** has become paramount. In this context, **Organizational Development (OD)** emerges as a critical integrative mechanism that aligns strategy with human and structural transformation, enabling organizations to navigate complexity and deliver sustained outcomes (Rofiah et al., 2023; Li & Wang, 2023).

A growing body of literature highlights the strategic significance of internal drivers such as **Strategic Human Resource Management (SHRM) practices**, **Innovation Capability**, and **Cross-Functional Collaboration** as catalysts for driving OD and enhancing **Business Performance (BP)** (Nguyen Thi Oanh, 2019; Wibowo et al., 2022; Borghardt et al., 2021). However, despite their recognized importance, prior studies often investigate these constructs in isolation, lacking a systems-level understanding of how they interact to produce measurable outcomes in developing country contexts.

To address this gap, the present study applies **Systems Theory** (Bertalanffy, 1968) as an overarching conceptual lens. The research proposes a systemic Input–Process–Output (IPO) model, wherein SHRM practices, innovation capability, and cross-functional collaboration are conceptualized as strategic inputs; organizational development functions as a dynamic mediating process; and business performance—encompassing financial, operational, and human capital outcomes—serves as the ultimate output. This systems-based approach provides a holistic framework to analyze the causal pathways through which strategic capabilities shape organizational transformation and success in Thailand's private sector.

1.2 Research Questions

1. To what extent do strategic human resource management practices, innovation capability, and cross-functional collaboration causally influence organizational development in the Thai business sector?
2. Does organizational development have a significant positive impact on business performance?
3. Do the strategic input factors—SHRM practices, innovation capability, and cross-functional collaboration—directly affect business performance?
4. Does organizational development mediate the relationship between strategic input factors and business performance?

1.3 Research Objectives

This study aims to achieve the following objectives:

1. **To investigate the effects of strategic human resource management (SHRM) practices, innovation capability, and cross-functional collaboration** on organizational development in the context of the Thai private sector.

2. **To examine the direct influence of SHRM practices, innovation capability, and cross-functional collaboration** on business performance.

3. **To assess the impact of organizational development** on business performance.

4. **To analyze the mediating role of organizational development** in the relationship between the strategic input factors (i.e., SHRM practices, innovation capability, and cross-functional collaboration) and business performance.

Based on the research objectives and the theoretical foundation of systems theory, this study develops an integrated conceptual framework to explore the causal relationships among key strategic factors and organizational outcomes in the Thai business sector. In this model, Strategic Human Resource Management (SHRM) practices, Innovation Capability, and Cross-Functional Collaboration function as independent variables, Organizational Development serves as the mediating variable, and Business Performance is the ultimate dependent variable.

Each latent construct is operationalized through multiple observed variables adapted and synthesized from prior empirical studies to ensure validity and alignment with the Thai organizational context. This framework, grounded in the Input–Process–Output logic of General Systems Theory (Bertalanffy, 1968), forms the basis for hypothesis development and structural equation modeling.

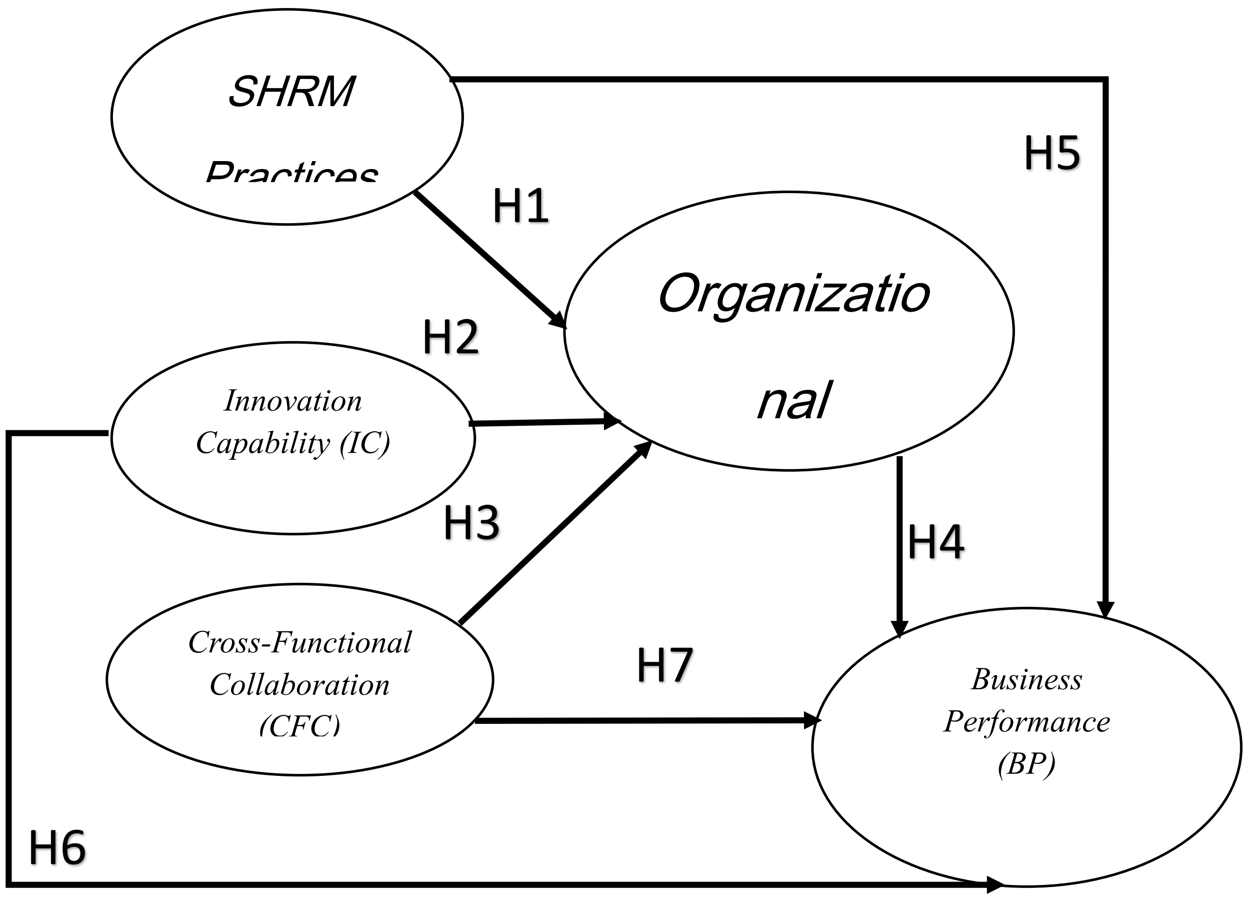

Figure 1 Research Framework

1.4 Research Hypotheses

Based on an extensive literature review and the conceptual framework grounded in Systems Theory, the following hypotheses are proposed to examine the causal relationships among strategic organizational factors, organizational development, and business performance within the context of the Thai private sector:

- **H1:** Strategic Human Resource Management (SHRM) practices positively influence organizational development (OD).
- **H2:** Innovation capability (IC) positively influences organizational development (OD).
- **H3:** Cross-functional collaboration (CFC) positively influences organizational development (OD).
- **H4:** Organizational development (OD) positively influences business performance (BP).
- **H5:** Strategic Human Resource Management (SHRM) practices positively influence business performance (BP).

- **H6:** Innovation capability (IC) positively influences business performance (BP).
- **H7:** Cross-functional collaboration (CFC) positively influences business performance (BP).

These hypotheses are designed to empirically test both the direct and indirect effects among the latent variables in the proposed model and to investigate the mediating role of organizational development in the relationship between strategic inputs and business performance outcomes.

2. Literature Review

2.1 Strategic Human Resource Management (SHRM) Practices

Strategic Human Resource Management (SHRM) emphasizes the alignment of HR practices with organizational strategy to enhance performance and long-term competitiveness (Wright & McMahan, 1992; Kaufman, 2015). This study conceptualizes SHRM through five core dimensions: (1) training and development, which builds employee capabilities for current and future roles; (2) recruitment and selection, ensuring value-aligned talent acquisition; (3) compensation and rewards, designed to motivate and retain employees equitably; (4) performance appraisal, providing objective feedback for development and alignment; and (5) strategic HR planning, which forecasts and aligns workforce needs with business direction. Empirical studies confirm that these SHRM practices contribute significantly to organizational development and business performance across both emerging and developed economies.

Table 1. Strategic HR Planning and Alignment and References

References	Training and Development	Recruitment and Selection	Compensation	Performance Appraisal	Strategic HR Planning and Alignment
Alka & Sharma, 2020	✓	✓		✓	
Emeka & Udoh, 2021	✓		✓		✓
Kumar & Mishra, 2020		✓		✓	✓
Ali & Zia, 2019	✓		✓	✓	
Zolotov, 2018		✓	✓		✓
Mohammad & Alharbi, 2022	✓	✓		✓	
Adeoye & Fields, 2021	✓		✓	✓	
Singh, 2021		✓		✓	✓
Ali & Iqbal, 2020		✓	✓		✓
Demir & Bilen, 2019	✓	✓		✓	

2.2 Innovation Capability (IC)

Innovation capability refers to an organization's ability to generate, absorb, and implement new ideas, technologies, and practices to enhance its competitive advantage and long-term sustainability (Lawson & Samson, 2001; Kim, 2021). It encompasses not only the technological capacity but also the organizational environment, human capital, knowledge integration, and strategic investments that support innovation processes.

According to recent studies, innovation capability plays a critical role in enhancing both organizational development and business performance (Mousavi et al., 2023; Lopez-Cabello et al., 2022). Firms with strong innovation capabilities are more adaptable to environmental changes and capable of continuous value creation through novel products, services, or operational models (Wibowo et al., 2022; Fan, 2024).

In this study, **innovation capability** is conceptualized as a **latent construct** comprising the following five observed dimensions:

- **Technological Innovation Capability**: The ability to develop and apply new technologies to support innovation activities (Kim, 2021; Silva et al., 2023).
- **Organizational Innovation Capability**: The internal structural and cultural support systems that foster innovative behavior and processes (Karami & Dashti, 2022; Costa et al., 2023).
- **Employee Innovation Ability**: Individual competencies in creative thinking, problem-solving, and generating new ideas (Rosmawati et al., 2023; Nguyen Thi Oanh, 2019).
- **Knowledge-Based Innovation**: The extent to which organizations leverage internal and external knowledge to drive innovation outcomes (Fernandes et al., 2022; Zayyad et al., 2022).
- **Innovation Strategy & Investment**: The long-term planning and financial commitment toward innovation-driven objectives (Mousavi et al., 2023; Arifin & Sulistiyani, 2022).

These dimensions collectively provide a holistic view of how firms cultivate innovation capacity as a strategic enabler of development and performance.

Table 2. Innovation capability and References

2.3 Cross-Functional Collaboration (CFC)

Cross-Functional Collaboration (CFC) refers to the systematic integration and cooperation among individuals or teams from different functional departments within an organization to achieve shared goals. It emphasizes the importance of breaking down silos and enhancing communication, mutual support, and synergy across boundaries (Kim & Aggarwal, 2016; Fontdevila, Eckstein, & Hoda, 2022).

References	Technological Innovation Capability	Organizational Innovation Capability	Employee Innovation Ability	Knowledge-Based Innovation	Innovation Strategy & Investment
Mousavi et al., 2023	✓	✓		✓	✓
Silva et al., 2023	✓	✓		✓	✓
Kim, 2021	✓	✓	✓		✓
Rosmawati et al., 2023	✓		✓	✓	✓
Karami & Dashti, 2022	✓	✓	✓		✓
Arifin & Sulistiyani, 2022	✓	✓	✓		✓
Fernandes et al., 2022			✓	✓	✓
Costa et al., 2023		✓	✓	✓	✓
Pambudi et al., 2023	✓	✓	✓	✓	✓
Wibowo et al., 2022	✓	✓	✓	✓	✓
Nguyen Thi Oanh, 2019	✓	✓	✓	✓	✓
Fan, 2024	✓	✓	✓	✓	✓
Lopez-Cabello et al., 2022	✓	✓		✓	✓

CFC is recognized as a vital enabler of innovation, adaptability, and organizational success, particularly in dynamic and complex business environments. According to Okabe et al. (2023), effective cross-functional teams are characterized by structural enablers, a shared mindset, supportive environments, and agility in collaboration. Similarly, Sarimah et al. (2024) argue that team collaboration built on mutual respect and open communication leads to increased productivity and reduced conflict.

Key dimensions of CFC include collaboration, communication, leadership support, shared goals, and boundary spanning. These observed variables are frequently cited in the literature as critical for measuring the effectiveness of cross-functional collaboration (Vimal, Thomas, & Ramesh, 2021; Ichsan et al., 2020).

Overall, CFC not only improves coordination and decision-making but also strengthens innovation capability and organizational development, which subsequently enhance business performance. Thus, fostering cross-functional collaboration is a strategic imperative for organizations aiming to remain competitive and resilient in the face of change

Table 3. Cross-Functional Collaboration (CFC) and References

References	Collaboration	Communication	Leadership Support	Shared Goals	Boundary Spanning
Kim & Aggarwal (2016)	✓		✓		
Currie et al. (2012)		✓			✓
Ichsan et al. (2020)	✓	✓	✓		
Okabe et al. (2023)	✓	✓	✓		✓
Fontdevila et al. (2022)	✓	✓	✓	✓	✓
Sarimah et al. (2024).	✓	✓	✓	✓	
Vimal et al. (2021).	✓	✓	✓	✓	

2.4 Organizational Development

Organizational development (OD) is a systematic and strategic process that enhances an organization's ability to respond to change, foster learning, and sustain long-term growth. Rooted in behavioral science and systems thinking, OD focuses on strengthening internal capacities through leadership, culture, structure, and human capital (Upadhyay, 2018; Li & Wang, 2023). In the face of increasing volatility and disruption, OD enables organizations to navigate complexity and maintain alignment with evolving stakeholder expectations.

A well-developed organization is characterized by a strong learning culture, cohesive values, visionary leadership, high employee engagement, and the agility to adapt to environmental shifts. These elements collectively form the foundation for transformation, innovation, and sustained performance (Ahmad et al., 2022; Rofiah et al., 2023). This study conceptualizes OD through five interrelated dimensions: learning and knowledge sharing, shared cultural values, strategic leadership, workforce engagement, and organizational agility. Together, these constructs reflect the organization’s readiness to translate strategic initiatives into measurable business outcomes.

Table 4. Organizational Development and References

References	Learning Culture & Knowledge Sharing	Organizational Culture & Shared Values	Leadership & Strategic Vision	Employee Engagement & Commitment	Organizational Agility & Adaptability
Upadhyay, 2018	✓	✓	✓	✓	✓
Rofiah et al., 2023		✓		✓	
Ahmed et al., 2023	✓				
Li & Wang (2023)		✓	✓		✓
Wibowo et al., 2023	✓	✓			✓

2.5 Business Performance (BP)

Business performance (BP) is a multidimensional construct that reflects an organization's effectiveness in achieving strategic objectives and delivering sustainable value. It extends beyond financial outcomes to encompass operational excellence, workforce productivity, and environmental and social responsibility, thereby providing a holistic view of organizational success (Li & Wang, 2023; Fan, 2024).

Recent literature emphasizes that high-performing organizations consistently align their internal capabilities with external demands, resulting in superior outcomes across financial, operational, and human capital dimensions (Zayyad, Algharabat, & Alalwan, 2022). This study adopts a comprehensive approach to conceptualize BP through four key dimensions: financial performance, operational efficiency, employee productivity, and sustainability. These aspects collectively capture both the tangible and intangible returns on organizational efforts, enabling empirical assessment of how strategic inputs translate into competitive advantage.

Contemporary research suggests that strategic input factors such as Strategic Human Resource Management (SHRM) practices, Innovation Capability, and Cross-Functional Collaboration can significantly influence business performance, either directly or indirectly via mediators like organizational development (Zayyad et al., 2022; Li & Wang, 2023). Thus, business performance serves as a vital dependent construct in understanding how organizational strategies and capabilities translate into tangible outcomes.

Table 5. Business Performance and References

References	Financial Performance	Operational Efficiency	Employee Productivity	Sustainability
Upadhyay (2018)	✓	✓	✓	
Wibowo et al. (2022)	✓	✓		✓
Lopez-Cabello et al. (2022)		✓	✓	
Nguyen Thi Oanh (2019)	✓	✓		✓
Zayyad et al. (2022)	✓	✓	✓	✓
Fan (2024)	✓			✓
Li & Wang (2023)	✓	✓	✓	✓

Summary of the Literature Review

A comprehensive review of the literature reveals that **Strategic Human Resource Management (SHRM) practices**, **Innovation Capability**, and **Cross-Functional Collaboration (CFC)** serve as critical input-level drivers that enhance organizational adaptability and effectiveness in today's volatile and competitive business environments (Alka & Sharma, 2020; Karami & Dashti, 2022; Kim & Aggarwal, 2016). These strategic capabilities facilitate human capital development, knowledge creation, and cross-boundary integration—all essential elements for enabling transformation and sustainable growth (Mousavi et al., 2023; Fontdevila et al., 2022; Zayyad et al., 2022).

However, the influence of these input-level variables does not directly translate into **Business Performance** outcomes in a linear manner. Rather, the evidence highlights the crucial mediating role of **Organizational Development (OD)** as a systemic mechanism that bridges strategic practices with operational outcomes (Nur Indah Rofiah et al., 2023; Li & Wang, 2023). OD incorporates internal processes such as culture-building, structural alignment, knowledge management, and employee engagement, which together enable organizations to internalize and activate strategic capabilities into tangible, high-performance outcomes (Upadhyay, 2018; Sarimah et al., 2024).

This integrative conceptualization underscores a **systemic relationship** among the constructs, where SHRM practices, innovation capability, and cross-functional collaboration function as input variables (Ali & Iqbal, 2020; Nguyen Thi Oanh, 2019; Okabe et al., 2023). These are channeled through organizational development processes, which in turn lead to enhanced business performance (Fan, 2024; Wibowo et al., 2022). Such a framework provides both theoretical rigor and practical relevance by highlighting the transformation of strategic intent into performance outcomes through the dynamic interplay of people, processes, and collaboration (Lopez-Cabello et al., 2022; Vimal et al., 2021).

In sum, the literature affirms that fostering a strategically aligned, innovation-oriented, and collaboration-driven organizational system—mediated by robust organizational development practices—is fundamental for achieving sustainable competitive advantage and superior business performance in the contemporary context.

3. Relationships between Variables and Hypotheses

1. The Relationship between Strategic Human Resource Management (SHRM) Practices and Organizational Development (OD).

Strategic Human Resource Management (SHRM) practices play a pivotal role in aligning human capital strategies with organizational goals to foster sustainable development. These practices—such as training and development, performance appraisal, compensation systems, and strategic HR planning—act as enablers of learning, knowledge sharing, and adaptive organizational culture (Ali & Iqbal, 2020; Demir & Bilen, 2019).

Empirical evidence suggests that SHRM practices positively influence organizational development by enhancing employee engagement, leadership capacity, and structural adaptability (Upadhyay, 2018; Rofiah et al., 2023). Moreover, strategic alignment of HRM fosters readiness for change, improves knowledge management, and promotes cultural integration across units (Li & Wang, 2023). Therefore: **H1: SHRM practices have a positive influence on organizational development.**

2. The Relationship between Innovation Capability (IC) positively influences Organizational Development (OD).

Innovation capability significantly contributes to organizational development by fostering adaptability, knowledge sharing, and strategic renewal. As noted by Wibowo et al. (2022), firms with strong innovation capabilities are better equipped to manage transformation and sustain long-term development. Similarly, Fan (2024) and López-Cabarcos et al. (2022) emphasize that innovation promotes agility and learning, which are core dimensions of development. Therefore: **H2: Innovation Capability has a significant positive effect on Organizational Development.**

3. The Relationship between Cross-Functional Collaboration (CFC) Positively Influences Organizational Development (OD).

Cross-functional collaboration (CFC) enhances organizational development by promoting shared knowledge, goal alignment, and collective learning. As highlighted by Currie et al. (2012), effective collaboration across units fosters cultural integration and adaptability. Similarly, Kim and Aggarwal (2016) found that team effectiveness and shared vision significantly support development outcomes in dynamic settings. Given these findings, the following hypothesis is proposed: **H3: Cross-Functional Collaboration has a significant positive effect on Organizational Development.**

4. The Relationship Between Organizational Development (OD) Enhances Business Performance (BP).

Organizational development (OD) fosters strategic alignment, human capital enhancement, and cultural adaptability—key drivers of improved business outcomes. As noted by Rofiah et al. (2023), development initiatives significantly boost operational and competitive performance. Similarly, Upadhyay (2018) emphasized that training and change readiness directly influence productivity and organizational success. Hence: **H4: Organizational Development (OD) has a significant positive effect on Business Performance (BP).**

5. The Relationship Between Strategic Human Resource Management (SHRM) Practices and Business Performance (BP).

Strategic Human Resource Management (SHRM) plays a pivotal role in enhancing business performance (BP) across multiple dimensions, including financial performance, operational efficiency, and employee productivity. SHRM practices—such as talent acquisition, continuous training, performance evaluation, and incentive systems—serve as strategic enablers that align human capital with organizational objectives, ultimately fostering competitiveness and long-term value creation (Mousavi et al., 2023; Silva et al., 2023).

Empirical studies confirm that well-aligned SHRM practices lead to improved organizational outcomes, such as profitability, customer satisfaction, sustainability, and cost reduction (Kim, 2021; Rosmawati et al., 2023). Moreover, strategic workforce planning enhances resource optimization and responsiveness to environmental changes in the business landscape (Karami & Dashti, 2022; Arifin & Sulistiyani, 2022). These findings underscore the critical link between SHRM and firm-level success. Hence: **H5: Strategic Human Resource Management (SHRM) practices have a positive effect on Business Performance (BP).**

6. The Relationship Between Innovation Capability (IC) Enhances Business Performance (BP).

Innovation capability (IC) drives business performance (BP) by enabling firms to adapt, differentiate, and compete in dynamic markets. As highlighted by Fan (2024), IC significantly improves financial and operational outcomes in the banking sector. Similarly, Zayyad et al. (2022) found that innovation capability directly and positively influences organizational performance across manufacturing industries. Therefore: **H6: Innovation Capability (IC) has a significant positive effect on Business Performance (BP).**

7. The Relationship Between Cross-Functional Collaboration (CFC) Enhances Business Performance (BP).

Cross-functional collaboration (CFC) plays a pivotal role in improving business performance by facilitating interdepartmental synergy, knowledge integration, and streamlined decision-making. As Rahman et al. (2023) demonstrated, CFC significantly enhances organizational outcomes across multiple dimensions. Similarly, Womack and Jones (2020) emphasized the role of social cohesion and functional alignment in driving productivity and reducing operational inefficiencies. Therefore: **H7: Cross-functional collaboration (CFC) has a significant positive effect on business performance (BP).**

This study develops an integrated conceptual framework based on systems theory (von Bertalanffy, 1968) and prior empirical research, linking **Strategic Human Resource Management (SHRM) practices**, **Innovation Capability (IC),** and **Cross-Functional Collaboration (CFC)** to **Organizational Development (OD)** and ultimately to **Business Performance (BP)**. SHRM enhances strategic alignment and human capital (Delery & Doty, 1996), while innovation and collaboration improve adaptability and knowledge flow (Teece et al., 1997; Kim & Aggarwal, 2016).

OD serves as a mediating process that translates strategic inputs into performance outcomes (Cummings & Worley, 2014). The framework also accounts for both **direct and indirect paths**, highlighting how internal capabilities mediate the relationship between strategic inputs and BP (Barney, 1991; Zayyad et al., 2022). The model is contextually grounded in Thai business enterprises, aiming to bridge theoretical understanding and practical application.

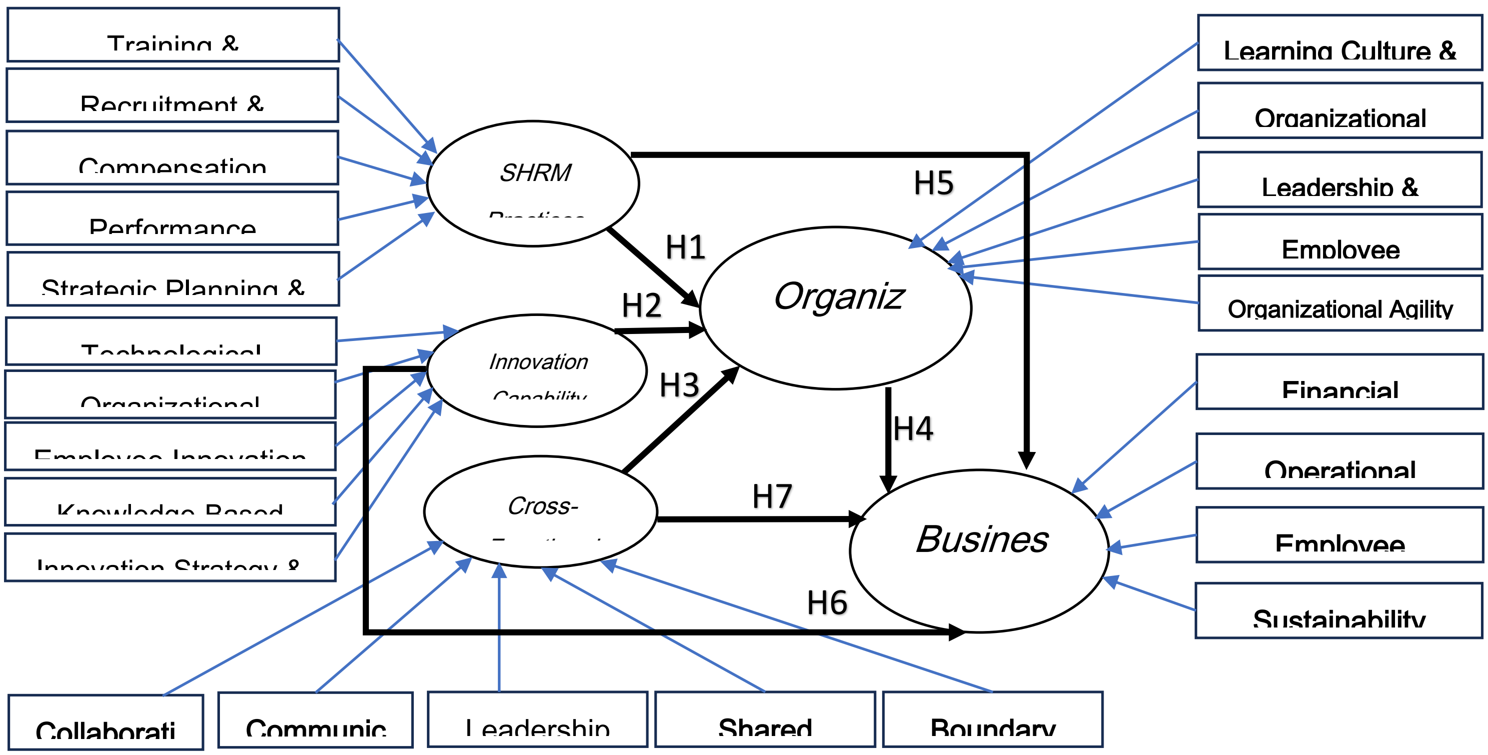

Figure 2. Conceptual Framework

4. Conclusion

This literature review highlights that Strategic Human Resource Management (SHRM) practices, Innovation Capability, and Cross-Functional Collaboration (CFC) are key strategic inputs that significantly influence Organizational Development (OD) and Business Performance (BP) in the Thai private sector. Rooted in Systems Theory and the Input–Process–Output (IPO) framework, these factors contribute to internal transformation through mechanisms such as learning culture, innovation infrastructure, leadership alignment, and cross-functional integration.

The proposed conceptual model synthesizes these relationships into five latent variables, supporting the formulation of seven hypotheses (H1–H7) and offering a foundation for future empirical validation through a mixed-method research design. The findings provide both theoretical implications for system-based organizational analysis and practical guidance for strategic planning, human capital development, and sustainable business transformation in dynamic environments.

5. Future Research Directions

Building upon the conceptual framework and extensive literature review, this study proposes several directions for future research that may enhance the theoretical robustness and practical relevance of strategic human resource management (SHRM), innovation capability (IC), cross-functional collaboration (CFC), organizational development (OD), and business performance (BP). These directions are articulated as follows:

1. Expanding the Model to Diverse Organizational Contexts

This study focuses on the Thai business sector; however, the proposed framework can be extended to other contexts such as government agencies, non-profit organizations, and social enterprises. Comparative studies across these sectors could offer insights into the contextual adaptability of the model and contribute to broader generalizability (Li & Wang, 2023; Rofiah et al., 2023).

2. Incorporating Mediating and Moderating Variables

While this study emphasizes core causal relationships based on the Input–Process–Output system model (von Bertalanffy, 1968), future research could examine the role of additional mediators such as organizational agility (Chou et al., 2022) and learning culture (Upadhyay, 2018), as well as moderators like firm size, industry type, and environmental uncertainty. These additions may help reveal complex mechanisms and conditional effects across diverse organizational settings.

3. Employing Case-Based and Mixed Methods Research

Future studies could benefit from adopting qualitative and mixed methods designs, including in-depth interviews, field observations, and organizational experiments. Such approaches may uncover hidden dynamics and strengthen contextual understanding of CFC and innovation processes (Kim & Aggarwal, 2016; Fontdevila et al., 2022).

4. Conducting Longitudinal Research

Most studies referenced in this model utilize cross-sectional designs, which may not capture dynamic organizational transformations. Longitudinal research is encouraged to examine how internal capabilities and strategic practices evolve over time and how they sustainably affect performance outcomes (Zayyad et al., 2022; Syrett & Lammiman, 2004).

5. Developing Industry-Specific Models

While the current model is designed to be broadly applicable, industry-specific frameworks—particularly in manufacturing, service, energy, and SME sectors—may yield deeper insights. Customizing variables and measurement tools to align with industry dynamics could improve practical applicability and policy relevance (Wibowo et al., 2022; Nguyen Thi Oanh, 2019).

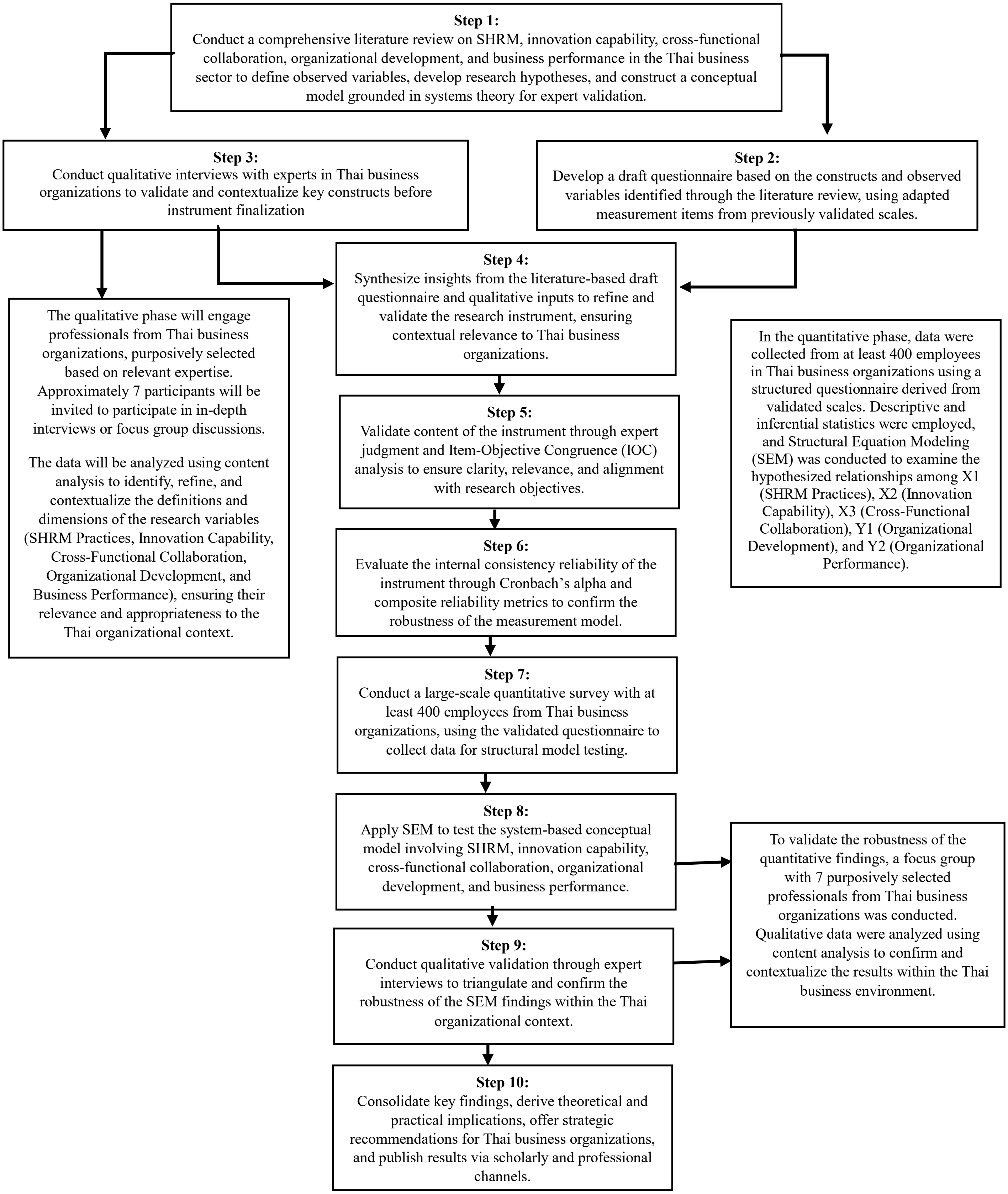
Step 1:
Conduct a comprehensive literature review on SHRM, innovation capability, cross-functional collaboration, organizational development, and business performance in the Thai business sector to define observed variables, develop research hypotheses, and construct a conceptual model grounded in systems theory for expert validation.
Step 3:
Conduct qualitative interviews with experts in Thai business organizations to validate and contextualize key constructs before instrument finalization
Step 2:
Develop a draft questionnaire based on the constructs and observed variables identified through the literature review, using adapted measurement items from previously validated scales.
The qualitative phase will engage professionals from Thai business organizations, purposively selected based on relevant expertise. Approximately 7 participants will be invited to participate in in-depth interviews or focus group discussions.
The data will be analyzed using content analysis to identify, refine, and contextualize the definitions and dimensions of the research variables (SHRM Practices, Innovation Capability, Cross-Functional Collaboration, Organizational Development, and Business Performance), ensuring their relevance and appropriateness to the Thai organizational context.
Step 4:
Synthesize insights from the literature-based draft questionnaire and qualitative inputs to refine and validate the research instrument, ensuring contextual relevance to Thai business organizations.
In the quantitative phase, data were collected from at least 400 employees in Thai business organizations using a structured questionnaire derived from validated scales. Descriptive and inferential statistics were employed, and Structural Equation Modeling (SEM) was conducted to examine the hypothesized relationships among X1 (SHRM Practices), X2 (Innovation Capability), X3 (Cross-Functional Collaboration), Y1 (Organizational Development), and Y2 (Organizational Performance).
Step 5:
Validate content of the instrument through expert judgment and Item-Objective Congruence (IOC) analysis to ensure clarity, relevance, and alignment with research objectives.
Step 6:
Evaluate the internal consistency reliability of the instrument through Cronbach's alpha and composite reliability metrics to confirm the robustness of the measurement model.
Step 7:
Conduct a large-scale quantitative survey with at least 400 employees from Thai business organizations, using the validated questionnaire to collect data for structural model testing.
Step 8:
Apply SEM to test the system-based conceptual model involving SHRM, innovation capability, cross-functional collaboration, organizational development, and business performance.
To validate the robustness of the quantitative findings, a focus group with 7 purposively selected professionals from Thai business organizations was conducted. Qualitative data were analyzed using content analysis to confirm and contextualize the results within the Thai business environment.
Step 9:
Conduct qualitative validation through expert interviews to triangulate and confirm the robustness of the SEM findings within the Thai organizational context.
Step 10:
Consolidate key findings, derive theoretical and practical implications, offer strategic recommendations for Thai business organizations, and publish results via scholarly and professional channels.

Figure 3. Proposed Future Research Process.

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