

ABSTRACT

Amata Industrial Estate is Thailand's biggest and most successful developer and manager of industrial estates. It hosts more than 400 multinational firms, many of which are Japanese subsidiaries.

This study examined the linkages between business strategy and human resource management (HRM) strategy in Japanese multinational corporations in Amata Industrial Estate. A total of 160 respondents with employees ranging from 100 to 600 operating in Amata Industrial Estate were chosen as the sample for this study.

The findings showed that 73 firms adopted the Analyzer strategy, and 66 firms adopted the Defender business strategies. Only 21 of the 160 firms sampled, employed a Prospector strategy. Firms were also bunched in terms of HRM strategies, with 131 (81.9%) adopting either Accumulator or Facilitator strategies. A total of 77 (48%) of 160 firms had business and HRM strategy matches, which the literature has proposed would lead to higher HRM performance. There were 8 firms which adopted a Prospector-Utilizer match, 32 firms which adopted an Analyzer-Facilitator match, and the remaining 37 firms which was also the largest number of firms in the sample, which used a Defender-Accumulator strategies match. The results of the hypotheses test revealed that corporations with matched strategies did perform better than mismatched ones in terms of human resource (HR) related outcomes, such as, employee morale, length of tenure, the rates of turnover, and promotion opportunities. The study ended with recommendations for further research.