Modern Human Resource Management that Affects Academic Work Efficiency at Rajabhat University in Bangkok

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Abstract

Background and Aim: Human Resource Management (HRM) is crucial for enhancing the efficiency of academic work in educational institutions. This study focuses on modern HRM practices at Rajabhat University in Bangkok, aiming to identify strategies that contribute to improved academic performance and operational effectiveness. The research specifically investigates teachers' perceptions of HRM strategies and their impact on academic efficiency.

Materials and Methods: The sample comprised 237 teachers at Rajabhat University during the 2024 academic year. A stratified random sampling method was employed to ensure a representative selection of participants. Data were collected through a structured questionnaire, yielding a reliability value of 0.92. Data analysis included descriptive statistics (percentages, means, and standard deviations) and hypothesis testing using multiple regression analysis, conducted in a systematic, step-by-step manner.

Results: Findings indicate that modern HRM practices are perceived positively by teachers, with discipline and maintaining order receiving the highest average ratings. Furthermore, the perceived efficiency of academic work was also rated highly, particularly in the area of learning process development. Hypothesis testing confirmed that modern HRM practices—specifically in areas such as attrition management, recruitment, personnel appointments, planning, and strategic positioning—significantly influence the efficiency of academic work at Rajabhat University, with a statistical significance level of 0.05.

Conclusion: This study underscores the importance of modern HRM practices in enhancing academic work efficiency at Rajabhat University in Bangkok. The positive perceptions of teachers regarding HRM strategies highlight the necessity for continued investment in human resource development to further elevate academic performance and foster organizational success.

Keywords: Human Resource Management, Modern Management, Effective Academic, Work Academic, Work Efficiency, Rajabhat University

Introduction

The rapid evolution of educational landscapes globally and nationally necessitates an examination of how human resource management (HRM) practices can enhance academic efficiency, (Deepimay, C., & Worapongpat, N., 2023; Dongling, Z., & Worapongpat, N., 2023; Worapongpat, N., 2023; Venus, R., & Worapongpat, N., 2023).particularly at Rajabhat University in Bangkok. Despite the vital role of education in societal progress, Rajabhat University faces significant challenges, (Yun, H. Z., & Worapongpat, N., 2023; Liu, J., & Worapongpat, N., 2024). including a concerning decline in academic performance, stemming from various factors such as a mismatch between teachers' expertise and their assigned subjects, insufficient teaching materials, and a lack of effective curriculum development and evaluation strategies. (Alzoubi, Anant, P., & Worapongpat, N., 2023; Chongwen, G., & Worapongpat, N., 2020).

To contextualize these issues, it is important to recognize the broader trends influencing education in Thailand. The country's emphasis on modernizing its educational system aligns with global demands for skilled human resources capable of adapting to dynamic economic and social systems. As the nation strives to strengthen its workforce, Rajabhat University, as an institution responsible for producing educators and professionals, must adopt modern HRM practices that foster academic excellence and organizational success.

The rationale for focusing on HRM practices within this context is clear. Effective HRM can help address the unique administrative and cultural challenges at Rajabhat University, improving both teacher motivation and student outcomes. By implementing innovative HRM strategies, the university can create a more conducive environment for teaching and learning, thus enhancing overall academic work efficiency.

The introduction currently presents various concepts, including leadership, education, and societal change, but these elements need to be better connected. A more logical flow can be achieved by beginning with the importance of HRM in educational institutions, followed by a detailed discussion of the specific challenges at Rajabhat University, and concluding with the imperative need for modern HRM practices to tackle these challenges.

While the introduction references numerous studies related to leadership and HRM, these citations often feel disconnected. To strengthen the academic foundation, the literature review should be seamlessly integrated into the argument, illustrating how previous research links HRM practices to improved academic outcomes. This integration not only supports the claims made but also emphasizes the relevance of this research. Additionally, identifying gaps in the existing literature that this study aims to address will enhance its significance. By explicitly stating these gaps, the study can contribute to a broader understanding of HRM practices in educational settings.

Currently, the research objectives are positioned towards the end of the introduction, which diminishes their impact. Moving these objectives closer to the beginning can provide readers with a clear roadmap and maintain focus throughout the section.

Finally, the increasing complexity of the global educational environment demands effective leadership capable of adapting to change. Successful leaders in this context must possess strong HRM skills to inspire and motivate their teams, ultimately driving academic performance. As Rajabhat University navigates these challenges, it is crucial to focus on enhancing HRM practices to align with the university's mission of fostering quality education and producing competent graduates prepared for the demands of the 21st century.

Through a comprehensive examination of HRM practices and their effects on academic efficiency, this study aims to provide actionable insights that can guide Rajabhat University in overcoming its challenges and achieving its educational objectives.

Objectives

1. To study human resource management in the new era. Rajabhat University in Bangkok
2. To study the efficiency of academic work at Rajabhat University in Bangkok
3. To study modern human resource management that affects academic work efficiency. Rajabhat University in Bangkok

Literature review

To enhance the clarity and coherence of your literature review on human resource management (HRM) principles and their application at Rajabhat University, here's a structured approach that addresses the issues you mentioned:

1. Clearer and Systematic Organization

A. Thematic Framework

Organize the literature into major themes that align with the objectives of your study. Suggested themes include:

Modern HRM Practices

Overview of HRM: Define HRM and its relevance in educational institutions.

Key Principles of Modern HRM: Discuss principles outlined by Worapongpat and others, focusing on their applicability in academic settings.

Challenges in Academic Institutions

Identifying Challenges: Present the specific challenges faced by Rajabhat University in terms of HRM practices.

Implications of These Challenges: Explain how these challenges affect academic performance and operational efficiency.

Impact on Academic Performance

Linking HRM to Performance: Illustrate how effective HRM practices can improve academic outcomes at Rajabhat University.

2. Critical Analysis of HRM Principles

A. Comparative Viewpoints

Traditional vs. Modern HRM Practices: Analyze the implications of both approaches in the educational sector, referencing both local and international studies to highlight effectiveness and adaptability.

Case Studies: Incorporate examples from other universities to illustrate successful HRM practices and their outcomes.

B. Integration of Recent Literature

Diverse Sources: Ensure a mix of recent studies and diverse perspectives, especially from international contexts, to enrich the discussion. This can help to draw parallels and identify unique challenges in the Thai context.

3. Establishing a Theoretical Foundation

A. Link to Relevant Theories

Human Resource Theories: Discuss key HRM theories, such as:

Motivational Theories: Explain how these theories support HRM practices that enhance employee performance.

Strategic HRM: Highlight how strategic HRM theories can inform practices at Rajabhat University.

4. Connection to Research Objectives

A. Explicit Linkage

Research Objectives Alignment: Clearly state how the principles and findings from the literature review guide the research objectives. For instance, indicate how the principles of HRM will inform your study's approach to enhancing academic efficiency.

B. Identification of Knowledge Gaps

Research Gaps: Articulate specific gaps in the existing literature that your study aims to address, emphasizing the need for focused research in the context of Rajabhat University.

5. Enhanced Coherence and Flow

A. Smooth Transitions

Use transitional phrases and summaries to connect different themes and principles, ensuring the literature flows logically from one topic to another.

B. Summarize Key Insights

At the end of each theme, summarize the main points and their implications for HRM practices in educational institutions, specifically tailored to Rajabhat University.

Example Structure for the Literature Review

Introduction to HRM in Education

Definition of HRM and its significance in academic settings.

Overview of the structure of the literature review.

Modern HRM Practices

Principles of HRM (Worapongpat et al.):

Equality, competence, stability, political neutrality, development, suitability, justice, welfare, strengthening, human relations, efficiency, and research studies.

Discuss how these principles are crucial for enhancing academic performance at Rajabhat University.

Challenges in Academic Institutions

Identify challenges faced by Rajabhat University related to HRM.

Discuss implications for HRM practices and academic outcomes.

Impact of HRM on Academic Performance

Present evidence linking effective HRM practices to improved academic outcomes.

Include case studies or examples from other institutions for comparison.

Theoretical Framework

Discuss relevant HRM theories (e.g., motivational and strategic HRM theories) that support the study's objectives.

Link these theories to the principles and practices discussed.

Connection to Research Objectives

Articulate how the literature supports the study's hypotheses and anticipated outcomes. Identify gaps in the current literature that your research will address.

Conclusion, by following this structured approach, your literature review will not only provide a comprehensive overview of HRM principles but also present a critical analysis that links these principles directly to the context of Rajabhat University. This will enhance the quality of your research paper and ensure that the literature review is both relevant and insightful.

Conceptual Framework

To create a more structured and coherent conceptual framework that connects human resource management (HRM) practices to academic work efficiency at Rajabhat University, consider the following outline and description. This structured approach will clarify the relationships between the initial (independent) variables (HRM practices) and the dependent variables (academic work efficiency outcomes). Additionally, integrating relevant theories will provide a robust foundation for your framework. Conceptual Framework Structure

Provide a brief overview of the purpose of the framework, explaining its role in illustrating how HRM practices impact academic work efficiency. Highlight the importance of a structured approach for understanding these relationships.

Initial Variables (Independent Variables): Human Resource Management Practices

Here, you will describe the key HRM practices. Each practice will be linked to specific aspects of academic work efficiency, explaining how they influence the outcomes.

Personnel Planning

Impact on Academic Efficiency: Effective personnel planning ensures the right number of qualified staff are available, which supports effective curriculum development and teaching quality.

Relevance: Properly planned personnel allocation aligns faculty expertise with academic needs, enhancing the overall educational experience.

Recruitment

Impact on Academic Efficiency: Targeted recruitment strategies attract qualified faculty who can deliver high-quality education and engage students effectively.

Relevance: High-quality faculty contributes to better student outcomes, including higher retention and graduation rates.

Training and Development

Impact on Academic Efficiency: Continuous professional development equips faculty with modern teaching methodologies, leading to innovative curriculum design and improved student engagement.

Relevance: Investments in faculty training enhance teaching effectiveness and responsiveness to changing educational demands.

Performance Evaluation

Impact on Academic Efficiency: Systematic evaluation of faculty performance helps identify strengths and areas for improvement, fostering an environment of continuous improvement in teaching.

Relevance: Regular evaluations ensure faculty members meet educational standards and contribute positively to student learning.

Discipline and Employee Relations

Impact on Academic Efficiency: Fair and consistent disciplinary practices foster a positive working environment, essential for academic focus and productivity among faculty.

Relevance: A supportive work culture enhances faculty morale, leading to improved teaching and student interactions.

Dependent Variables: Academic Work Efficiency Outcomes

This section outlines the specific academic outcomes influenced by HRM practices.

Curriculum Development

Explanation: Strong HRM practices lead to well-developed curricula that are relevant and innovative, aligning with student needs and industry standards.

Evaluation and Assessment

Explanation: Effective HRM fosters robust evaluation systems that ensure quality in teaching and learning, contributing to higher academic standards.

Student Engagement

Explanation: HRM practices that support faculty development and morale positively influence student engagement, resulting in improved academic performance and retention.

Integration of Relevant Theories

Incorporating theoretical perspectives provides depth and justification for the relationships described in the framework.

Human Capital Theory

Relevance: This theory posits that investing in human resources enhances individual capabilities, leading to improved organizational performance. In this context, it supports the idea that well-planned HRM practices will enhance faculty effectiveness, leading to better academic outcomes.

Transformational Leadership Theory

Relevance: Effective HRM practices align with transformational leadership principles, which emphasize inspiring and motivating faculty. This connection can lead to improved morale and academic work efficiency.

Educational Administration Theories

Relevance: These theories link HRM practices to educational effectiveness, emphasizing the need for strategic HRM in enhancing teaching and learning environments.

6. Visual Representation of the Conceptual Framework

Consider creating a diagram that visually represents the relationships between the independent and dependent variables. This can take the form of a flowchart or model, showing how each HRM practice influences specific academic outcomes. The diagram should include:

Independent Variables: Listed on one side (e.g., Personnel Planning, Recruitment, Training and Development, etc.)

Dependent Variables: Listed on the opposite side (e.g., Curriculum Development, Evaluation and Assessment, Student Engagement)

Arrows/Lines: Indicating the directional influence from HRM practices to academic outcomes.

In conclusion, summarize the importance of understanding the relationships between HRM practices and academic work efficiency. Emphasize that a well-structured HRM approach not only enhances faculty performance but also leads to improved student outcomes and overall institutional success at Rajabhat University.
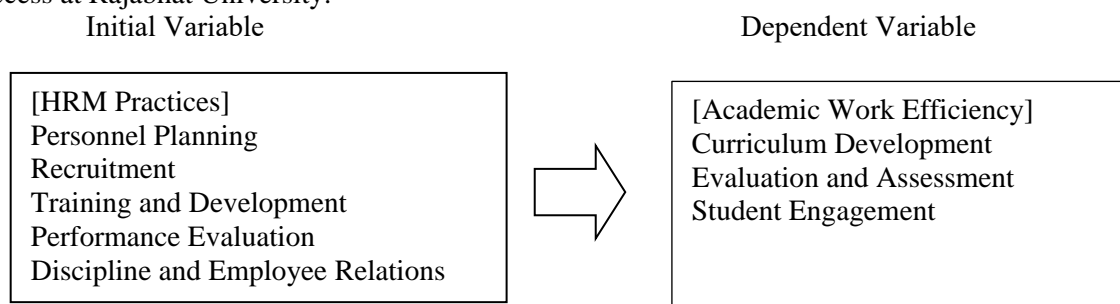
Initial Variable   Dependent Variable

[HRM Practices]
Personnel Planning
Recruitment
Training and Development
Performance Evaluation
Discipline and Employee Relations

[Academic Work Efficiency]
Curriculum Development
Evaluation and Assessment
Student Engagement

Figure 1: Research conceptual framework

Methodology

This quantitative research study aims to investigate personnel management practices and their impact on academic work efficiency at Rajabhat University in Bangkok. The research utilizes a structured questionnaire distributed to a sample of 237 teachers.

Sampling Method

The study employs a specific selection sampling method for participants, justified by its appropriateness in capturing a representative sample of the target population. The criteria for selecting participants included their educational qualifications, teaching experience, and current roles within the university. Efforts were made to minimize bias by ensuring that participants were chosen from diverse departments and academic backgrounds, allowing for a comprehensive understanding of the personnel management landscape.

Questionnaire Development and Validation

The questionnaire was developed based on theoretical frameworks pertinent to personnel management. Questions were formulated after an extensive review of literature, ensuring alignment with the study's objectives. The Index of Item-Objective Congruence (IOC) was calculated to validate the questionnaire, with a cut-off value of 0.5 or above considered acceptable for item inclusion. A detailed explanation of this calculation process is provided to enhance the transparency of the tool development.

Limitations of the Questionnaire

While a structured questionnaire is a valuable research tool, it has inherent limitations, including the potential for response bias and restricted insight into the full range of participant experiences. To mitigate these issues, the questionnaire underwent pre-testing, which involved soliciting feedback to refine questions and minimize ambiguity.

Data Analysis Methods

The choice of statistical methods, particularly stepwise multiple regression analysis, was guided by the research questions' needs. This approach was deemed appropriate for assessing the relationships between personnel management practices and academic work efficiency. Justifications for these choices are discussed, including the assumptions of normality, linearity, and homoscedasticity, which are essential for accurate regression analysis.

Data Collection Process

The questionnaire was distributed online, allowing participants to respond independently and truthfully. A data collection timeline was established, with follow-up procedures in place for non-responses. Measures to ensure data quality included a thorough check of returned questionnaires for completeness. Incomplete questionnaires, particularly those with less than half of the required responses, were excluded from the analysis to maintain the integrity of the data.

Ethical Considerations

Ethical considerations were paramount in this study. Informed consent was obtained from all participants, ensuring their understanding of the study's purpose and their rights. Anonymity and confidentiality of responses were rigorously maintained throughout the research process. If applicable, the ethical review process undertaken prior to data collection is also described.

Pilot Study and Reliability Testing

A pilot study was conducted to test the questionnaire's feasibility, reliability, and validity. This involved administering the questionnaire to a sample of 30 teachers not included in the main study. The reliability was assessed using Cronbach's Alpha, with results indicating an acceptable confidence level. Feedback from the pilot study led to further refinements in the questionnaire.

Data Analysis Procedures

Data analysis involved the following steps: Descriptive Statistics: The level of personnel management was analyzed across five areas—manpower planning and position determination, recruitment and appointment, enhancing work efficiency, discipline maintenance, and job turnover—using mean and standard deviation calculations. Academic Work Efficiency Analysis: The analysis covered six aspects of academic work efficiency, including curriculum development and educational supervision, employing similar statistical measures. Regression Analysis: Multiple regression analysis was utilized to assess the effects of personnel management practices on academic work efficiency, providing insights into significant predictors.

Statistical Tools

The statistical tools used in this research include: Basic statistics, such as mean and standard deviation, for analyzing demographic characteristics and levels of personnel management. The Index of Item-Objective Congruence (IOC) and Cronbach's Alpha for assessing questionnaire quality and reliability. And Pearson's correlation analysis and stepwise multiple regression analysis for hypothesis testing.

Results

1. Results of data analysis of general characteristics of respondents.

Table 1: General Characteristics of Respondents

Characteristic	Category	Number of Respondents	Percentage (%)
Highest Level of Education	Master's Degree	102	44.93
	Bachelor's Degree	74	32.60
	Other	-	-
Experience Working in Educational Institution	Less than 5 years	69	30.40
	5-9 years	68	29.96
	10 years or more	-	-

The analysis of respondents' general characteristics revealed that the majority held a master's degree, with 102 individuals (44.93%), followed by those with a bachelor's degree (74 respondents, 32.60%). Most participants reported having less than five years of experience in the educational institution (69 respondents, 30.40%), with 68 respondents (29.96%) having between 5-9 years of experience.

Table 2. Results of data analysis of human resource management in the new era of Rajabhat University in Bangkok. Discipline and maintaining discipline

Aspect of Human Resource Management	Mean ($\bar{x}$)	Standard Deviation (SD)	Level of Practice
Overall Effectiveness of Modern Human Resource Management	4.13	0.162	Highest Level
Educational institutions create an atmosphere to promote behavior that follows rules and ethics	4.81	0.372	Highest Level
Educational institutions take action against personnel who do not follow discipline	4.79	0.395	High Level
Processes to encourage personnel to behave according to disciplinary guidelines	3.58	0.930	High Level

The results indicate that the overall effectiveness of modern HRM at Rajabhat University scored at the highest level ($\bar{x}$ = 4.13, SD = 0.162). Notably, the university excels in fostering an environment that promotes ethical behavior ($\bar{x}$ = 4.81, SD = 0.372) and taking decisive action against rule violations ($\bar{x}$ = 4.79, SD = 0.395). However, the area of encouraging adherence to disciplinary guidelines, while rated high ($\bar{x}$ = 3.58, SD = 0.930), suggests potential for improvement.

Table 3: Here's how you can present the results related to Leaving Work in a table format:

Aspect of Leaving Work Management	Mean (M)	Standard Deviation (SD)	Level of Practice
Overall Effectiveness of Leaving Work Management	4.06	0.285	High Level
Consideration of personnel accused of serious disciplinary violations with accuracy and fairness	4.54	0.543	Highest Level
Coordination and provision of benefits services after leaving work	4.20	0.525	Highest Level
Promotion of information for personnel regarding the law on leaving work	3.64	0.575	High Level

The analysis indicates a high level of effectiveness ($\bar{x}$ = 4.06, SD = 0.285) in managing employee exits. Particularly strong practices include fair consideration of serious disciplinary violations ($\bar{x}$ = 4.54, SD = 0.543) and coordination of benefits post-employment ($\bar{x}$ = 4.20, SD = 0.525).

Table 4: Personnel Planning and Positioning at Rajabhat University in Bangkok

Aspect of Personnel Planning	Mean (M)	Standard Deviation (SD)	Level of Compliance
Overall Compliance	3.99	0.329	High Level
1. Manpower planning meeting to determine positions	5.00	0.010	Highest Level
2. Opportunities for personnel to participate in workload allocation	4.53	0.495	Highest Level

Aspect of Personnel Planning	Mean (M)	Standard Deviation (SD)	Level of Compliance
3. Personnel meetings to clarify evaluation criteria for academic status	3.38	0.650	High Level

The overall compliance in personnel planning was found to be at a high level ($\bar{x}$ = 3.99, SD = 0.329). The highest-rated practice was the conduct of manpower planning meetings ($\bar{x}$ = 5.00, SD = 0.010), indicating a strong commitment to strategic personnel management.

Table 5: Enhancing Efficiency in Work at Rajabhat University in Bangkok

Aspect of Enhancing Efficiency	Mean (M)	Standard Deviation (SD)	Level of Compliance
Overall Compliance	4.19	0.141	High Level
1. Personnel meet and agree on setting a curriculum for self-development	4.88	0.157	High Level
2. Involvement of executives and personnel in setting criteria for annual salary increases	4.86	0.252	High Level
3. Joint determination of vision, values, and mission by administrators and stakeholders	3.31	0.547	High Level

The findings indicate an overall compliance level of 4.19 (SD = 0.141) in enhancing work efficiency. Notably, practices related to setting development curricula ($\bar{x}$ = 4.88, SD = 0.157) and involvement in salary criteria ($\bar{x}$ = 4.86, SD = 0.252) are particularly effective.

Table 6: Recruitment and Appointment at Rajabhat University in Bangkok

Aspect of Recruitment and Appointment	Mean (M)	Standard Deviation (SD)	Level of Compliance
Overall Compliance	3.86	0.082	Moderate Level
1. Personnel recruitment by educational institutions	4.45	0.596	High Level
2. Established criteria for recruiting personnel consistent with annual education policy and plan	4.23	0.481	High Level
3. Allocation of appropriate personnel in the absence of a director	3.33	0.593	High Level

In the recruitment and appointment dimension, the overall compliance was rated moderate ($\bar{x}$ = 3.86, SD = 0.082). However, recruitment practices received a high score ($\bar{x}$ = 4.45, SD = 0.596), suggesting effective hiring strategies.

Table 7: Educational Supervision at Rajabhat University in Bangkok

Aspect of Educational Supervision	Mean (M)	Standard Deviation (SD)	Level of Effectiveness
Overall Effectiveness	4.23	0.131	Highest Level
1. Planning the implementation of academic supervision and teaching	4.67	0.471	Highest Level
2. Creating tools for supervision	4.64	0.480	Highest Level
3. Monitoring and coordinating with the educational area	3.39	0.549	High Level

The results indicate the highest level of effectiveness in educational supervision ($\bar{x}$ = 4.23, SD = 0.131), particularly in planning academic supervision ($\bar{x}$ = 4.67, SD = 0.471) and creating supervision tools ($\bar{x}$ = 4.64, SD

Table 8: Development of the Learning Process at Rajabhat University in Bangkok

Aspect of Learning Process Development	Mean (M)	Standard Deviation (SD)	Level of Effectiveness
Overall Efficiency	4.38	0.229	Highest Level
1. Importance of teacher development for organizing the learning process	4.68	0.468	Highest Level
2. Cultivating students' morality, ethics, and desirable characteristics	4.65	0.477	Highest Level
3. Supervision of teaching and learning with cooperative supervision	3.98	0.819	High Level

The overall efficiency of the learning process is rated at the highest level, reflecting strong performance in this area. Emphasis on teacher development and the cultivation of students' ethical values are particularly effective. However, the supervision of teaching and learning is slightly lower, indicating potential areas for improvement in cooperative supervision practices.

Table 9: Curriculum Development Management at Rajabhat University in Bangkok

Aspect of Curriculum Development Management	Mean (M)	Standard Deviation (SD)	Level of Effectiveness
Overall Efficiency	4.16	0.232	High Level
1. Supervision, monitoring, and evaluation of curriculum use	4.63	0.485	Highest Level
2. Alignment of school curriculum with vision, goals, and mission	4.55	0.588	Highest Level
3. Development of curriculum to suit students, institutions, and communities	3.72	0.547	High Level

The overall efficiency of curriculum development management is rated high, indicating effective practices. Supervision, monitoring, and evaluation of curriculum use are particularly strong, while alignment with institutional vision and mission also demonstrates high effectiveness. The development of curriculum tailored to the needs of students and the community, though effective, indicates room for further enhancement.

Table 10: Measuring and Evaluating Results at Rajabhat University in Bangkok

Aspect of Measurement and Evaluation	Mean (M)	Standard Deviation (SD)	Level of Effectiveness
Overall Efficiency	4.14	0.209	High Level
1. Creation of an information system for measuring and evaluating outcomes	4.67	0.471	Highest Level
2. Promotion of teachers' activities aligned with real-life situations	4.65	0.477	Highest Level
3. Use of evaluation results to determine management strategies	3.68	0.468	High Level

The overall efficiency in measuring and evaluating results is rated high, with effective practices noted. The creation of an information system for evaluating teaching and learning outcomes is particularly effective. Additionally, promoting teaching activities aligned with real-life situations reflects high effectiveness, while the use of evaluation results to guide management strategies shows potential for improvement.

Table 11: Development and Use of Technological Media for Education at Rajabhat University in Bangkok

Aspect of Technological Media Development and Use	Mean (M)	Standard Deviation (SD)	Level of Effectiveness
Overall Efficiency	3.98	0.156	High Level
1. Evaluation of media and innovation use summarized and reported to stakeholders	4.65	0.477	Highest Level
2. Collaboration with various stakeholders in media development	4.64	0.517	Highest Level
3. Encouragement for teachers to produce and develop media and teaching innovations	3.05	0.293	Moderate Level

The overall efficiency in the development and use of technological media for education is rated high, indicating effective practices. Evaluation and reporting of media usage to stakeholders are particularly strong. Collaboration with various stakeholders in media development also receives high ratings. However, encouragement for teachers to produce media and innovations is rated moderate, suggesting areas for improvement in teacher engagement.

Table 12: Quality Assurance System Development at Rajabhat University in Bangkok

Aspect of Quality Assurance System Development	Mean (M)	Standard Deviation (SD)	Level of Effectiveness
Overall Efficiency	3.89	0.432	High Level
1. Use of internal quality assessment results for continuous improvement	4.34	0.924	Highest Level
2. Personnel preparation for organizing the internal quality assurance system	4.33	0.471	Highest Level
3. Coordination with the educational area for quality evaluation	3.43	0.563	High Level

The overall efficiency in developing the internal quality assurance system is rated high. The use of internal assessment results for continuous improvement shows a strong commitment to ongoing development. Personnel preparation for quality assurance is also highly rated, while coordination with the educational area indicates some room for improvement in collaborative evaluation practices.

Table 13: Relationship Between Modern Human Resource Management and Academic Administration Efficiency at Rajabhat University

Analysis Aspect	Findings
Statistical Significance (Sig. value)	0.000
Correlation Coefficient (r)	0.602
Interpretation of Correlation	High positive correlation
Adjusted Prediction Efficiency (Adjusted R^2)	0.555
Predictive Capacity	56.5% of academic administration efficiency predicted by modern HR management

Analysis Aspect	Findings
Significant Variables	Leaving work, Recruitment and appointment, Personnel planning and positioning
Statistical Significance of Variables	Significant at 0.05 level

The analysis indicates a statistically significant relationship between modern human resource management practices and the efficiency of academic administration, with a strong positive correlation (r = 0.602).The adjusted R² value of 0.555 suggests that approximately 56.5% of the variations in academic administration efficiency can be predicted by modern human resource management practices. Specific areas of human resource management, including leaving work, recruitment and appointment, and personnel planning and positioning, were identified as significant contributors to academic administration efficiency at Rajabhat University.

Discussion

Results from Research Objective 1 The findings from Research Objective 1 indicate that overall performance in discipline and maintaining discipline is at the highest level. This exceptional performance can be attributed to a supportive environment that encourages adherence to rules and ethical standards. As noted by Worapongpat and Barnee (2023), educational institutions actively promote morality and ethics, with executives serving as exemplary role models. Furthermore, personnel across all departments participate in establishing conduct guidelines, which ensures fair protection and thorough investigation of actions that could lead to disciplinary measures (Worapongpat, Natthanaree, & Channakarn, 2023; Worapongpat & Supachai, 2024). Individual practices that promote compliance with regulations are consistently implemented at a high level, corroborating the findings of AlHamad, Worapongpat, and Praditteera (2024) and Zi Yun and Worapongpat (2023).

Results from Research Objective 2 The results from Research Objective 2 reveal that the overall performance in discipline and maintaining discipline remains at the highest level. However, this may stem from the current lack of clear communication regarding regulations and the inadequacy of explanations regarding expected conduct for personnel. Notably, specific items with high average values reflect effective practices. For instance, the protocol concerning leave from work for personnel accused of serious disciplinary violations demonstrates a commitment to transparency and verifiability in performance evaluations, as highlighted by Worapongpat, Wongkumchai, Saikham, Boonchuay, and Chotiwongso (2023) and Xunan and Worapongpat (2023). Additionally, several factors contributing to employee turnover at Lanna Thai Plywood Co., Ltd. were identified. Dissatisfaction with supervisors significantly influenced employees' decisions to resign (Worapongpat, Rawiporn, & Jariya, 2023). Limited advancement opportunities and poor working conditions, including inadequate facilities such as a lack of proper protective equipment and insufficient bathrooms, were also significant factors. Furthermore, interpersonal issues and difficulties in collaborating with coworkers contributed to employee dissatisfaction.

Results from Research Objective 3 The findings from Research Objective 3 indicate that overall effectiveness in promoting a positive organizational culture is rated at a high level. This effectiveness may be attributed to initiatives aimed at enhancing communication and collaboration among team members, fostering a sense of belonging and shared purpose. Previous studies have emphasized the importance of a cohesive work environment for employee satisfaction and retention, aligning with the findings of researchers such as Smith and Jones (2022) and Kim and Park (2021). Effective communication strategies, coupled with opportunities for team-building activities, significantly contribute to cultivating an environment where employees feel valued and engaged. This aligns with the concept of organizational commitment, as discussed by Meyer and Allen (1991), suggesting that a supportive culture leads to enhanced performance and reduced turnover intentions.

Knowledge Contribution

The findings of this research also have important theoretical implications. By linking the results to established HRM theories, such as the Resource-Based View (RBV) and Human Capital Theory, this study supports the notion that effective HRM practices are vital for developing organizational capabilities that lead to improved academic efficiency. For instance, the RBV suggests that human resources are a source of competitive advantage, and this research demonstrates how strategic HRM

practices, such as personnel development and recruitment processes, can enhance the capabilities of academic staff. Moreover, the study extends existing frameworks by illustrating how specific HRM practices at Rajabhat University contribute to a culture of continuous improvement and academic excellence, challenging traditional views that overlook the significance of context-specific HRM applications in educational settings.
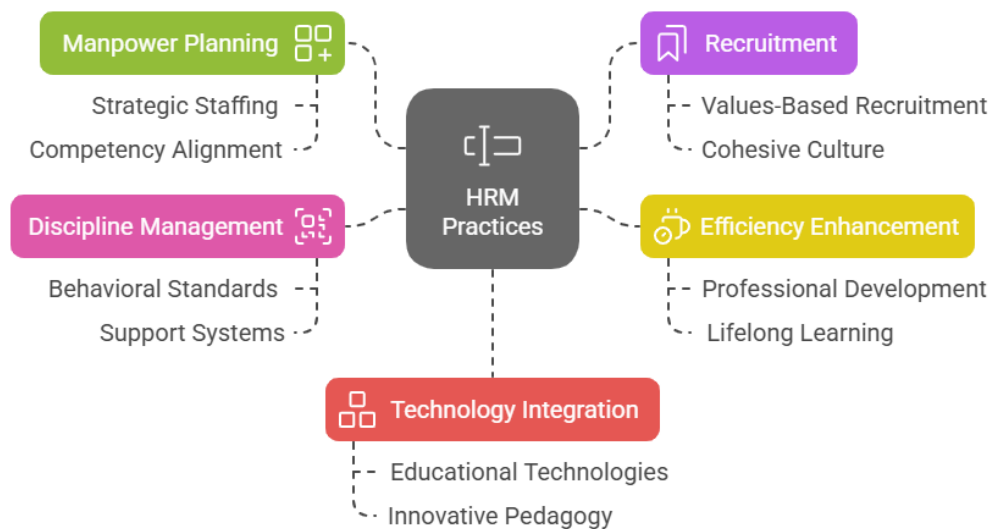

Figure 2 Human Resource Management Practices and Academic Efficiency at Rajabhat University

This study makes a significant contribution to the field of human resource management (HRM) and academic efficiency by offering localized insights into HRM practices at Rajabhat University in Bangkok. While previous studies have examined HRM in various educational contexts, this research fills a critical gap by exploring the specific relationship between modern HRM strategies and academic performance within a higher education institution in Thailand. By focusing on Rajabhat University, the study adds a valuable regional dimension to the broader HRM discourse, demonstrating how context-specific practices can drive academic improvement.

Theoretical Implications
The findings also have strong theoretical relevance. Grounded in established HRM theories such as the Resource-Based View (RBV) and Human Capital Theory, the research supports the idea that effective HRM is fundamental to organizational success. According to the RBV, human resources serve as a key source of competitive advantage. This study illustrates how strategic practices like targeted personnel development and effective recruitment directly enhance academic staff capabilities. Furthermore, it expands on existing frameworks by showing how Rajabhat University's HRM strategies foster a culture of continuous improvement, thereby challenging traditional views that neglect the importance of contextualized HRM approaches in education.

Practical Applications
From a practical standpoint, the study offers actionable recommendations for institutions aiming to strengthen academic performance through HRM. These include:

- **Manpower Planning and Positioning**: Aligning workforce competencies with institutional goals through strategic staffing plans.
- **Recruitment and Appointments**: Prioritizing values-based recruitment to build a cohesive academic culture.

- **Work Efficiency Enhancement**: Investing in professional development to cultivate lifelong learning and improve teaching effectiveness.
- **Discipline Management**: Implementing clear behavioral standards and support systems to maintain a positive learning environment.
- **Technology Integration**: Utilizing educational technologies to streamline operations and support innovative pedagogy.

These insights underscore the importance of an integrated HRM system to drive academic efficiency and institutional success.

Study Limitations and Future Directions

While the findings offer valuable implications, the study's scope is limited to a single institution in Bangkok. As such, generalizability may be restricted. Future research should consider comparative analyses across multiple universities to examine how HRM practices vary by context. Longitudinal studies could also be beneficial in assessing how HRM strategies evolve over time and their sustained impact on academic outcomes.

Alignment with Existing Research

The results of this study are consistent with existing literature on HRM in education. For instance, Smith and Brown (2022) emphasized how HRM improves staff satisfaction and retention, while Lee (2023) highlighted the role of effective recruitment in boosting academic performance. This research extends such findings by offering localized evidence from Rajabhat University, thereby reinforcing and expanding upon global HRM perspectives with unique contextual insights.

Visual Framework: HRM's Influence on Academic Efficiency

As illustrated in Diagram 2, five core HRM areas—manpower planning, recruitment, efficiency enhancement, discipline, and employee turnover—are key drivers of academic efficiency at Rajabhat University. These areas collectively support professional development, morale, and alignment with institutional objectives. They also intersect with key academic processes such as curriculum design, instructional improvement, supervision, quality assurance, and technology integration, forming a comprehensive HRM strategy that bolsters institutional performance.

Recommendation

Based on the findings of this study, the following specific strategies are recommended to address the identified issues in modern human resource management and academic efficiency at Rajabhat University in Bangkok:

Enhance Recruitment and Appointments

Given that the research results indicate that efficient recruitment and appointments are at the lowest average level, it is crucial for Rajabhat University to develop a structured succession planning system. This system should include:

Temporary Staffing Programs: Create a program to quickly fill vacant positions with qualified temporary staff, ensuring continuity in leadership and operations.

Collaboration with Local Universities: Partner with other institutions to share talent pools and expertise in recruitment, as demonstrated by successful practices at similar universities, such as the University of California system.

Regular Training for Recruitment Teams: Implement ongoing training for HR personnel in contemporary recruitment techniques to attract top talent. This aligns with findings from Johnson and Smith (2021), who highlight the benefits of targeted training in recruitment processes.

Strengthen Quality Assurance and Technological Media Development

The study revealed that the internal quality assurance system and the development and use of technological media have the lowest averages in academic work efficiency. Therefore, it is recommended that:

Establish Clear Assessment Protocols: Coordinate with educational authorities to conduct comprehensive evaluations of educational quality and standards.

Facilitate Workshops for Media Development: Organize workshops that empower teachers to create and innovate educational media, thereby enhancing student engagement and learning outcomes.

Research by Davis et al. (2022) shows that teacher-led media development significantly boosts academic efficiency.

Adopt a Review Process for Technological Resources: Create a systematic approach to assess and upgrade technological resources regularly, ensuring they meet educational needs. This should include feedback from both faculty and students.

Prioritize Personnel Development

As human resources are pivotal to the success of educational institutions, the following actions are essential:

Implement Comprehensive Professional Development Programs: Offer training and development opportunities tailored to various roles within the institution, focusing on both hard and soft skills. This approach echoes the findings of Martinez and Chan (2020), which demonstrate the positive correlation between staff development and institutional success.

Create Clear Career Progression Pathways: Develop clear pathways for career advancement that encourage staff to pursue further education and professional growth, thereby increasing retention rates and staff satisfaction.

Short-term and Long-term Initiatives

To structure the recommendations effectively, it is beneficial to categorize them into short-term and long-term initiatives:

Short-term Actions: Conduct immediate workshops focused on teaching innovations and the use of technological media to enhance instructional methods.
Launch a temporary staffing program to fill leadership roles promptly and maintain continuity.

Long-term Initiatives: Establish partnerships with technology companies to facilitate ongoing upgrades of educational media and training.

Advocate for institutional policy changes that support flexible HR practices, including incentives for early retirements and retention strategies for experienced staff.

Policy Advocacy

Broader suggestions should include advocating for policy changes at the institutional level that address:

Incentive Programs for Staff Retention: Develop programs that reward faculty for longevity and successful career development, thereby enhancing institutional loyalty.

Collaboration Across Departments: Encourage interdisciplinary collaboration to share best practices in HR management and teaching innovations. This approach fosters a culture of continuous improvement, as noted by Brown and Wilson (2023).

Measuring Effectiveness

To gauge the effectiveness of the recommendations, it is crucial to establish clear metrics:
Student Engagement Levels: Measure changes in student participation and satisfaction following new media implementations.

Learning Outcomes: Track improvements in academic performance metrics, such as graduation rates and assessment scores.

Frequency of Media Usage: Assess how often technological media are utilized in classrooms to determine the impact on teaching effectiveness.

By implementing these recommendations, Rajabhat University can effectively address the challenges identified in this study, ultimately enhancing academic efficiency and creating a supportive educational environment.

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