

The Influence of Human Resource Development on the Working Performance of Personnel at the College of Allied Health Sciences, Suan Sunandha Rajabhat University, Samut Songkhram Campus.

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Abstract

This research aimed to (1) investigate the demographic characteristics of the personnel at the College of Allied Health Sciences, Suan Sunandha Rajabhat University, Samut Songkhram Campus, and (2) examine the three factors of human resource development (HRD) among these employees. The study utilized a stratified random sampling method to collect data from a sample of 78 personnel. The analysis involved descriptive statistics (frequency, percentage, mean, and standard deviation), inferential statistics (t-test and One-Way ANOVA), and Simple Regression. The findings revealed that demographic factors such as gender, age, education level, position, and work experience did not significantly affect job performance, though salary did show a statistically significant influence. Furthermore, all three HRD factors— Training, Education, and Development—were found to significantly influence job performance. The results provide valuable information for future HRD strategies within the college

Keywords: Human Resource Development, Working Performance, Training, Education, Development

1. Introduction

It is widely acknowledged that human resources serve as the primary mechanism driving an organization toward success. Investing in human capital is therefore a priority, as it directly influences employee performance in terms of work quality, adherence to standards, efficient time utilization, and cost-effective use of resources. When an organization manages performance effectively, it leads directly to overall organizational success.

"Humans" are a vital and perpetually renewable resource for success. They are considered an organizational asset that holds value and consistently generates added value, often referred to as "Human Capital". This capital encompasses Intellectual Capital, Social Capital, and Emotional Capital. To ensure human capital fully realizes its potential and drives the organization's mission, developing appropriate strategies for its management and maximum efficiency is essential.

Human Resource Development (HRD) is the systematic process designed to enhance human capital, ensuring staff possess the necessary readiness and capability to perform assigned tasks.

This process aims to build essential competencies, encompassing knowledge, understanding, skills, and attitude, ultimately leading to behavioral change. HRD is achieved through:

Training: Focused activities for building immediate understanding of current work tasks, allowing for the immediate application of knowledge.

Education: A developmental method for increasing knowledge, shaping attitude, and building adaptive skills across various aspects.

Ultimately, HRD aims to bring about change and improve organizational efficiency to keep pace with the modern world's changes. Based on this critical role, the researcher was highly interested in studying the effect of Human Resource Development on employee job performance. The findings are expected to offer useful data for personnel development and promotion, benefiting the job performance of staff at the College of Allied Health Sciences, Suan Sunandha Rajabhat University, and facilitating future employee development.1.1

1.1 Research Objectives

1. To study the demographic characteristics of the personnel at the College of Allied Health Sciences, Suan Sunandha Rajabhat University, Samut Songkhram Campus.
2. To study the three factors of human resource development of the personnel at the College of Allied Health Sciences, Suan Sunandha Rajabhat University, Samut Songkhram Campus.

2. Literature review

2.1 The Strategic Imperative and Foundational Principles of HRD

Human Capital is universally recognized as the central driver of organizational success, functioning as a valuable, renewable asset composed of Intellectual, Social, and Emotional Capital (Somchart Kityanyong, 2019). Strategic investment in this capital is vital as it directly correlates with high employee working performance, affecting work quality, adherence to standards, and resource utilization. This investment is channeled through Human Resource Development (HRD), defined as the planned process of enhancing employee competencies—knowledge, understanding, skills, and attitude—to align individual abilities with organizational mission fulfillment (Siraphatsorn Wongtongdee, 2020). HRD management, according to Chutikarn Sriwiboon (2014), is governed by core principles that emphasize continuous learning and strategic integration. Teeradej Riwmongkol (2019) further clarifies the broad scope of HRD, emphasizing that its successful implementation requires a holistic, long-term approach to human resource maintenance and improvement across the entire organization.

2.2 Key Dimensions of HRD and Performance Linkage

The HRD process is operationalized through three distinct, yet complementary, dimensions: Training, Education, and Development (Riwmongkol, 2019). Training focuses on immediate application for current tasks, Education provides broader foundational knowledge and adaptive skills, and Development is future-oriented, driving systemic organizational change (Jedaman, 2013). Prior research strongly supports the positive impact of these efforts. HRD activities

significantly affected the job performance of Bangkok Centre Hotel employees (Petsuwan, 2017). Furthermore, the HRD dimensions of Education and Development are consistently highlighted as having a positive effect on work performance efficiency, often being ranked as the most influential factors ahead of Training (Boonsaard, and Nilarun, 2019). The relevance of HRD remains high even amidst technological shifts, with Nattaya Usangthong (2022) emphasizing the strategic importance of HRD management to ensure non-academic personnel remain competent during periods of digital transformation.

2.3 Psychological and Contextual Factors Influencing Performance

The efficacy of HRD is deeply intertwined with employee psychological states and the work environment. Job Satisfaction is a critical predictor of high performance, often increasing when employees perceive fairness and value in their development opportunities and working conditions (Pak-eart, 2019). This link highlights that HRD contributes not only technical ability but also motivation. The importance of the working environment is further evidenced by studies showing that factors like Safety and Security, Welfare/Other Benefits, and Supervision are highly perceived and significantly affect work performance efficiency, leading to stronger outcomes in core performance areas like Quality of Work (Thamwongsa et al., 2024; Jamornpipat, 2024).

2.4 Influence of Personal Factors and Context-Specific Findings

The literature presents conflicting evidence regarding the influence of Personal (Demographic) Factors on working performance, indicating a strong reliance on organizational context. For some groups, such as Customs Officials at Suvarnabhumi Airport, factors like education level, length of service, and salary rate resulted in statistically significant differences in performance (Banphachart, 2020; Jamornpipat, 2024). Similarly, private sector employees showed performance differences based on Age, Work Experience, and Average Monthly Income, though not Gender or Educational Level (Pakwanchat, 2022).

However, many studies contradict these findings. Kowit Koson (2024) found that while overall performance was high for Customs personnel, personal factors like gender, age, and average monthly income showed no statistically significant effect on efficiency. This ambiguity extends to the academic sector; Khanawut Inkaew and Suppawan Kusontammarat (2019), alongside Thitirat Cha-em (n.d.), also investigated factors affecting performance in university settings, which remains an area where the specific impact of demographic variables needs clear definition. This challenge is further echoed in research on non-academic personnel in other educational centers, where identifying effective HRD strategies specific to that group is crucial (Somsuk & Sangchai, 2023).

2.5 Research Gap and Study Contribution

The existing body of literature overwhelmingly supports the necessity of strategic HRD investment for improving employee performance. However, due to the empirical inconsistencies regarding the specific, relative contribution of the three core HRD components (Training, Education, and Development) and the high degree of ambiguity concerning the precise role of Personal Factors as performance predictors across diverse organizational settings, further contextual research is essential. This study aims to fill this gap by providing specific, quantifiable

evidence on the influence of the three core HRD factors and standard demographic variables on the working performance of personnel within the specialized context of an Allied Health Sciences College.

3. Methodology

The research employed a quantitative approach, collecting data from a sample of 78 personnel using the stratified random sampling method. The collected data was analyzed using both descriptive statistics (frequency, percentage, mean, and standard deviation) and inferential statistics. Specifically, t-tests and One-way ANOVA were used to test differences based on personal factors, and Simple Regression analysis was used to examine the relationship between HRD factors and job performance

4. Results

4.1 Demographic Characteristics

The majority of respondents were female (69.77%), aged 31–40 years (44.87%), held a Doctoral degree (38.46%), were in an academic position (75.64%), and had 9–11 years of work experience (38.46%).

4.2 Personal Factors and Work Performance

The hypothesis testing revealed the following:

No Significant Difference: Gender, Age, Educational Level, Job Position, and Work Experience were found to have no statistically significant difference in work performance (Sig. > 0.05 for all).

Significant Difference: Salary was the only factor that resulted in a statistically significant difference in work performance (Sig. = 0.006).

4.3 Human Resource Development Factors and Work Performance

1. Overall Rating: Overall, Job Performance was rated at a High level (Mean: 4.03). The three HRD aspects were rated at a Moderate level, ranked as: Training (Mean: 3.39), Education (Mean: 3.04), and Development (Mean: 2.93).

2. Regression Analysis (HRD Influence): The analysis of HRD aspects and work performance yielded the following significant results:

2.1 Training and Quality Performance: A statistically significant difference was found (Sig. = 0.000).

2.2 Education and Work Performance: A statistically significant difference was found (Sig. = 0.000).

2.3 Development and Work Performance: A statistically significant difference was found (Sig. = 0.000).

The findings confirm the primary hypothesis that personnel with differences in the human resource development aspects of Training, Education, and Development also had differences in their job performance.

5. Conclusion

This research concluded that while most personal factors, except for salary, do not significantly affect job performance, the three dimensions of Human Resource Development— Training, Education, and Development—are crucial factors that statistically influence the work performance of the personnel.

Organizations should leverage these findings by:

- 1) Continuously investing in structured HRD programs, particularly focusing on the Development aspect, which received the lowest mean score, to drive organizational change and efficiency.
- 2) Reviewing and optimizing the Salary structure, as it was the only personal factor that showed a significant correlation with work performance, to ensure fair compensation and motivation for high-performing staff

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