

Personnel Management and Performance Motivation of Academic Support Staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University

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Abstract

The study titled “Personnel Management and Performance Motivation of Academic Support Staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University” aims to explore the relationship between personnel management and performance motivation among academic support staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University. Human resource development is deemed a core element of organizational growth, as personnel play a decisive role in the success of any institution. Personnel management serves as a critical mechanism for advancing the university’s core missions in alignment with its strategic development plans.

Performance motivation has a profound impact on both organizational success and individual job satisfaction. Motivated personnel are more likely to work efficiently, enhancing their knowledge and skills while aligning with the university's goals and policies. Recognizing that human resources are the most valuable assets of the Faculty of Fine and Applied Arts, this study emphasizes fostering knowledgeable, competent, and capable staff who can contribute to the university's continuous progress. Additionally, motivation in the workplace not only drives efficiency and achievement but also fosters a sense of fulfilment and morale among staff. The faculty prioritizes creating an environment where staff are encouraged to grow in their careers, improve their skills, and uphold ethical and moral standards in their work.

Keywords: Personnel Management, Motivation, Academic Support Staff

1. Introduction

Suan Sunandha Rajabhat University is historically associated with Suan Sunandha Palace, which served as a royal residence and a leisure retreat for King Chulalongkorn (Rama V). The palace, named "Suan Sunandha Uthayan," draws its name from the celestial garden of Indra in Tavatimsa Heaven and Her Majesty Queen Sunanda Kumariratana. During the reign of King Vajiravudh (Rama VI), additional royal residences were constructed to accommodate members of the royal family and court officials, with 32 mansions completed under the direction of Princess Suddhasininat Piyamaharaj Padivaradda. Notably, Nipakarn School was established within the palace grounds to provide education to the daughters of nobles and court officials. Following the political transformation of 1932, which disrupted the royal family system, Suan Sunandha Palace was gradually abandoned. This period of neglect led to the closure of

Nipakarn School. During the reign of King Ananda Mahidol (Rama VIII), the deteriorated palace was restored following a Cabinet resolution to repurpose the site as an educational institution, marking the inception of Suan Sunandha Rajabhat University as a center for national education. The university adopts the philosophy of sufficiency economy—emphasizing moderation, rationality, and self-immunity—as a foundation for its management strategies. This philosophy fosters balanced, sustainable, and resilient development, enabling the institution to adapt effectively to global transformations. As a public higher education institution, Suan Sunandha Rajabhat University is committed to its core missions, including producing graduates equipped with local and global knowledge, training educators, conducting research, delivering academic services, and preserving arts and culture. Human resource development is recognized as a cornerstone of organizational progress. The value placed on personnel as a critical factor in achieving institutional objectives underscores the university's dedication to aligning its workforce capabilities with strategic goals. By fostering continuous professional development, the university aims to achieve sustainable excellence and fulfill its mission as a leading institution in higher education.

The Faculty of Fine and Applied Arts at Suan Sunandha Rajabhat University recognizes human resources as its most valuable asset, acknowledging their central role in driving the faculty's mission and vision to fruition. By prioritizing the development of personnel with the knowledge, skills, and competencies that align with the strategic objectives of the university, the faculty contributes to continuous institutional advancement and sustainable development. To ensure staff members can operate effectively and deliver impactful outcomes, the faculty invests in enhancing their potential. This preparation enables personnel to not only meet current organizational demands but also to assume leadership roles in navigating future changes. Human resource management and performance motivation are pivotal in optimizing operational efficiency and effectiveness. Accordingly, the faculty provides tailored welfare systems, benefits, and compensation packages designed to meet the diverse needs of its employees. Comprehensive guidelines and methodologies for welfare management are continually refined to align with the strategic framework of Suan Sunandha Rajabhat University.

The Faculty of Fine and Applied Arts places significant emphasis on aligning its performance evaluation processes with the broader strategic objectives of the university. These efforts underscore the faculty's commitment to fostering an environment that supports professional excellence and organizational success.

The researchers conceptualized a study to examine the relationship between personnel management and performance motivation among academic support staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University. Performance motivation is recognized as a critical factor influencing the success of tasks and the organization as a whole. Furthermore, it fosters job satisfaction and enables employees to work efficiently while boosting morale. Motivated personnel are more likely to achieve professional growth, enhance their skills and knowledge, and uphold ethical and moral standards in their work, thereby contributing to the overall advancement of the organization.

1.1 Research Objective

To study the relationship between personnel management and performance motivation among academic support staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University.

2. Body of paper

Research Methodology

This study employed a qualitative research design using interviews as the primary method for data collection. The target group consisted of 26 academic support staff members. The researchers utilized questions designed to reflect operational outcomes, identify challenges and obstacles, and explore factors contributing to successful performance. The in-depth interview process was conducted in a conversational format, allowing for dynamic exchanges between the researchers and participants. This approach facilitated a comprehensive understanding of the subject matter and enabled the collection of rich, detailed data.

Results

Thailand has undergone significant economic and social transformations, leading to changes in the operations of both private businesses and public organizations. To achieve success, organizations must continually adapt and evolve to remain relevant in changing circumstances. Successful organizations rely on systematic collaboration among their members to achieve their objectives. Human resource management is a crucial aspect of organizational development, serving as a vital mechanism for achieving success. Human resources at all levels function as essential components, driving activities to meet organizational goals. It is well acknowledged that building a skilled workforce requires substantial time and financial investment (Yonmal Boonsarn, Arunroong Wongkangwan, Bandit Phangnirun, Pranee Trithotsakul, Nattapong Techarattanaset, 2021). The competencies, motivation, and opportunities of personnel have a direct positive influence on the performance of higher education institutions. Additionally, they exert an indirect influence on institutional performance, with employee engagement serving as a mediating variable. (Mardarat Suksanga, Jindalak Wattanasin, and Pairoj Pattaranarakul, 2020).

Human resource management involves managing all aspects related to individuals within an organization to maximize their efficiency and capability. It encompasses improving knowledge and skills, boosting morale, and fostering professional growth, ultimately benefiting both the organization and its personnel. Personnel management, which includes planning, organizational structuring, recruitment, command, and control, has evolved into a specialized field known as human resource management. This includes areas such as employee development, performance evaluation, compensation, retention, welfare provision, and motivation strategies. Human resource management is, therefore, a cornerstone of organizational success, with a critical role in recruiting and retaining high-value personnel committed to the organization's mission.

The Faculty of Fine and Applied Arts at Suan Sunandha Rajabhat University emphasizes performance motivation as a key factor in achieving work success and organizational efficiency. Moreover, it fosters job satisfaction and morale among its staff. To support this, the faculty has outlined the following policies for human resource development:

1. Promoting and supporting the continuous and equitable development of personnel at all levels, aimed at enhancing their abilities, cultivating a positive mindset, and aligning their behaviours with desired outcomes, including ethical and moral conduct.
2. Encouraging training and professional development to equip personnel with the necessary knowledge, skills, and values to effectively perform their assigned tasks, contributing to the university's advancement.

3. Supporting collaborative efforts among personnel for continuous development, fostering a culture of organizational excellence, and promoting innovation and best practices.

4. Aligning personal development plans with the university's operational framework, including initiatives to motivate academic support staff at the Faculty of Fine and Applied Arts.

Performance motivation includes various aspects, such as achievement, job security, working conditions, and personal life balance. Specific motivators include recognition, career advancement, job characteristics, interpersonal relationships, administrative policies, income and salary, organizational loyalty, and perceived alternatives to current employment.

The study of personnel management and performance motivation among academic support staff at the Faculty of Fine and Applied Arts demonstrates a strong impact on both work success and organizational efficiency. Key findings highlight the importance of welfare systems, a positive work environment, beneficial training and seminars, special incentives, effective internal communication, respect for staff members, and attention to work-life balance. These factors contribute to creating a motivated and efficient workforce capable of professional growth, skill enhancement, and ethical conduct in their roles.

3. Conclusion

The study titled "Personnel Management and Performance Motivation of Academic Support Staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University" aimed to explore the relationship between personnel management and performance motivation among academic support staff at the Faculty of Fine and Applied Arts. Human resource development is identified as a critical factor in organizational growth, serving as a decisive mechanism for achieving success across all sectors. It is instrumental in driving the university's core operations and aligning them with its strategic development goals. Performance motivation plays a vital role in ensuring task efficiency, organizational success, and employee satisfaction. Motivated personnel exhibit enhanced knowledge, skills, and alignment with the university's policies and requirements.

The Faculty of Fine and Applied Arts prioritizes performance evaluations of its academic support staff through a structured personnel management system comprising six major components:

1. Recruitment
2. Training and Development
3. Performance Evaluation
4. Compensation Management
5. Welfare and Benefits
6. Retention

The diverse composition of employees, including civil servants, university employees, government staff, permanent staff, and temporary workers, necessitates differentiated welfare and benefits systems. The study highlights the significant impact of effective personnel management and performance motivation on organizational success and employee satisfaction. Key strategies include enhancing welfare systems, creating a conducive work environment,

organizing beneficial training and seminars, providing incentives and bonuses, ensuring effective internal communication, respecting individual staff members, and recognizing the importance of work-life balance. These measures foster a sense of belonging among employees, enabling them to perform efficiently while advancing their careers with integrity, ethics, and professionalism.

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