

Factors Affecting the Work Performance Efficiency of Personnel under the Visual Arts and Design Program at the Doctor of Philosophy Level, Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University

Chat Sukarin¹ and Patommavat Thammachard²

^{1,2}Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University, Bangkok, Thailand

¹Email: ¹chat.su@ssru.ac.th, ²patommavat.th@ssru.ac.th

Abstract.

This research aims to analyze internal organizational factors affecting work efficiency, prioritize the most impactful factors, and propose strategic management guidelines for personnel in the Doctor of Philosophy Program in Visual Arts and Design at Suan Sunandha Rajabhat University. The study addresses the critical issue of declining efficiency caused by excessive workloads that exceed international standards and a lack of clear operational plans, which increase the risk of professional burnout. Employing a qualitative research methodology, data were collected through onsite observations and the synthesis of strategic plans, organizational structures, and operational manuals. The findings reveal that excessive academic workload and ambiguous administrative policies are the most significant factors directly hindering work quality and time management. To achieve sustainable efficiency, the study recommends strategic interventions including the establishment of clear workload caps, collaborative operational planning, the development of group supervision models, and the promotion of coaching leadership to foster internal motivation and trust, thereby reducing organizational conflict and enhancing overall performance.

Keywords: Factors within the organization, Operational Efficiency, Organizational Development

1. Introduction

The development of academic personnel is a critical strategic factor in driving higher education institutions toward sustainable success. This is particularly true in the fields of Visual Arts and Design, which possess unique characteristics requiring the integration of creative thinking, studio practice, and academic research. Managing personnel in these disciplines is highly complex, as it necessitates a delicate balance between fostering creative autonomy and establishing a systematic, efficient framework. However, many doctoral programs in Thailand currently face systemic crises that significantly impact work efficiency. A primary issue is the lack of clear, unified operational plans, leading to fragmented work processes and a failure to synchronize efforts, which ultimately diminishes the collective capacity for innovation within the organization.

This problem is further exacerbated by the rapid influx of doctoral students, particularly international students, which has resulted in an excessive academic workload. It is reported that some faculty members oversee as many as 12 to 15 thesis advisees - far exceeding the standard ratio of five students per advisor. Given the guideline of four hours per week per doctoral student, such a load translates to 48-60 hours per week dedicated solely to supervision. This exceeds standard working hours even before accounting for teaching, research, and administrative duties. This situation not only compromises the quality of mentorship but also escalates the risk of professional burnout and chronic exhaustion among faculty members.

In conclusion, the lack of a cohesive structural framework and the overwhelming workload have created a detrimental cycle that erodes motivation and overall performance. Therefore, this research is essential to systematically analyze these internal organizational factors and propose targeted, sustainable strategic management guidelines. Such solutions are vital for elevating educational standards and creating a balanced work ecosystem for personnel in Visual Arts and Design.

1.1 Research Objective

To analyze internal organizational factors affecting work efficiency, prioritize the most impactful factors, and propose strategic management guidelines for personnel in the Doctor of Philosophy Program in Visual Arts and Design at Suan Sunandha Rajabhat University.

2. Literature review

2.1 Concepts and Theories of Work Efficiency

Based on the review of related literature and research, the researcher has synthesized the concepts and theories to establish a framework for studying personnel work efficiency as follows:

Definition and Components of Work Efficiency: Work Efficiency refers to the ability to utilize resources (manpower, budget, and time) cost-effectively to achieve organizational goals while minimizing waste of energy and resources. Key components can be classified into four main dimensions according to the concept of Peterson & Plowman (1953) as follows:

- **Quality:** Accuracy and standardization of work that meets the satisfaction of service recipients.
- **Quantity:** Production of work outputs according to the defined goals and plans.
- **Time:** Operations that are rapid, up-to-date, and appropriate for the nature of work.
- **Costs:** The most economical and cost-effective use of resources.

Furthermore, categorizes efficiency into two levels: Individual Efficiency, which emphasizes skills and intention, and Organizational Efficiency, which focuses on smooth operations with minimal conflict and high morale among personnel.

Determinants of Work Efficiency:

Work efficiency is determined by 3 critical factors: (1) Individual Attributes: Such as age, knowledge, skills (Competence), and psychological attitudes; (2) Work Effort: Driven by motivation and dedication; and (3) Organizational Support: Such as appropriate compensation, fairness, and efficient communication systems.

This aligns with the concept of Patcharakan Medhaakkharakiat and Viroj Jadesadalug (2018), who emphasized the influence of perceived support from the organization, supervisors, and teams as a key variable affecting innovation-driven efficiency and individual performance.

Application in the Context of Visual Arts and Design: From the literature review, the researcher concludes that the essential indicators of work efficiency for doctoral-level faculty members consist of Work Quality (measured by thesis quality), Work Quantity (number of graduates), and Time (the ability to deliver work within the curriculum timeframe). These conceptual frameworks will be utilized as criteria for analyzing the workload situation and work efficiency of personnel in the subsequent sections.

2.2 Concepts and Theories Regarding Factors Affecting Work Efficiency

Through the literature review, the researcher has categorized the factors influencing work efficiency into primary factor groups and key theoretical frameworks as follows:

Classification of Factors Affecting Efficiency: Work efficiency arises from the integration of three primary factors (Meesamsen & Chienwattanasook, 2023): (1) Individual Factors: Consisting of knowledge, skills, expertise, motivation (Expectancy, Instrumentality, Valence), and a positive attitude toward the organization; (2) Organizational Factors: Covering the work system structure, clear human resource management policies, a conducive environment, and an organizational culture with shared goals; and (3) Team Factors: Emphasizing shared objectives and a sense of belonging, which are the core drivers of innovation.

Motivation Theories and Work Efficiency: To illustrate the relationship between the environment and the nature of work, the researcher has applied the following core theories as an analytical framework:

Herzberg's Two-Factor Theory: Herzberg distinguishes between Hygiene Factors (such as organizational policy, salary, and working conditions), which cause dissatisfaction if inadequate, and Motivator Factors (such as achievement and recognition), which drive high performance. In the context of this research, an excessive workload (Overload) is considered a failure of hygiene factors, leading to burnout and decreased job satisfaction.

AMO Theory (Ability, Motivation, Opportunity): Yuttana Sae-Tieow and Nantawut Leeamornsiro (2023) explain that performance (P) is the product of Ability (A), Motivation (M), and Opportunity (O): $P = f(A \times M \times O)$

Based on this theory, the primary challenge faced by faculty members is a lack of "Opportunity". This occurs because the organization has not allocated adequate resources or defined an appropriate workload proportion. When conducive opportunities are absent, overall efficiency inevitably declines, regardless of the personnel's high ability and motivation.

Synthesis of the Conceptual Framework from Literature: Addressing the work efficiency of personnel in the Visual Arts and Design field cannot rely solely on developing individual skills (Ability). It is imperative to prioritize the improvement of organizational factors, particularly by creating "Opportunity" through the establishment of clear workload policies and strategic operational plans. This approach is essential to sustain motivation and prevent organizational conflict sustainably.

2.3 Management Concepts and Theories in Higher Education

Personnel management in the modern era is increasingly complex, facing rapid changes. The researcher has compiled concepts relevant to the context of creative academic institutions as follows:

Human Resource Management in an Era of Change: In a highly competitive and ever-changing environment, human resource managers must shift their paradigm from an "Inward Looking" perspective to an "Outward Looking" one to adapt strategies to global shifts. Lhakard (2021) emphasizes that regardless of technological advancement, human resources remain the key driver of the organization. Management must therefore focus on aligning operational systems with future demands to foster sustainable organizational commitment.

Management of Visual Arts and Design Personnel: Personnel in creative fields possess unique characteristics, specifically a high degree of intellectual independence and a resistance to overly rigid structural controls. Traditional "Command and Control" management often negatively impacts motivation and creativity. Consequently, management in this field should emphasize "balancing order with flexibility" to reduce turnover rates and enhance collaborative efficiency.

Coaching Style Leadership: Implementing a "Coaching" model for managing creative personnel is considered a highly effective strategy, as it transforms the administrator's role from a controller to a guide and supporter (Supportive Leadership).

Key features include:

Collaborative Goal Setting: Ensuring everyone shares a unified direction.

Autonomy in Methodology: Facilitating the natural need of artists and designers for creative freedom in their work processes.

Trust Building: Reducing "siloes" working patterns and fostering collaboration for solving complex problems. The absence of a coaching-based management approach often leads to a lack of direction and systemic conflict, which serves as a major barrier to enhancing the work efficiency of doctoral-level faculty members.

2.4 Related Research

From the synthesis of national and international research, the researcher has summarized key points linked to work efficiency as follows:

2.4.1 Job Satisfaction and Human Resources

Positive attitudes and job satisfaction are independent variables directly influencing work efficiency. If an organization implements HR policies that respond to personnel needs, work outcomes will improve. This aligns with Peterson & Plowman (1953), who stated that among the 4Ms of management, "Man" (Human Resources) is the most critical factor, as organizations rely on human skills and thought to drive every activity.

Furthermore, research showing that personal factors and position levels correlate with work efficiency aligns with Thapprom (2022), who found that personal factors and job satisfaction predict organizational commitment at Suan Sunandha Rajabhat University. Similarly, confirmed that organizational support from the university is a vital driver enabling academic staff to perform at their full potential (Saengsri & Thamrosangsiri, 2021).

2.4.2 Challenges in the Context of Modern Education

In the dimension of international education management, Meng Zhang & Suttipong Boonphadung (2024) found that educational expansion (e.g., Chinese language instruction in Thailand) often encounters management issues, instructor professionalism, and a lack of clear curriculum standards. This reflects that a changing environment requires a stable management system to support personnel potential.

2.4.3 Research Gap

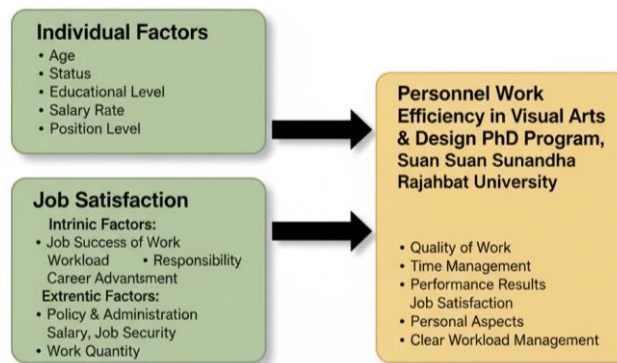
While factors affecting work efficiency have been widely studied in general organizations, a significant "Research Gap" remains:

Specialized Context: There is a lack of in-depth study specifically on doctoral faculty in Visual Arts and Design, whose work requires a synthesis of high creativity and rigorous academic standards.

Overloaded Workload: Most research has not clearly analyzed the relationship between the "rapid increase in international students" and "burnout and declining efficiency" in specialized institutions.

Therefore, this research aims to fill this gap by analyzing the relationship between extreme workload (Overload), systemic management issues, and the impact on work efficiency to propose solutions tailored to the actual needs of the Visual Arts and Design discipline.

Figure 1: Conceptual Framework



Source: Author

3. Methodology

For the study titled "Factors Affecting the Work Performance Efficiency of Personnel under the Visual Arts and Design Program at the Doctor of Philosophy Level, Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University," a qualitative research design is employed. The methodology involves conducting an extensive survey of personnel opinions regarding various factors influencing work efficiency. This approach aims to provide a comprehensive overview and a profound understanding of the underlying causes and in-depth factors. By integrating these perspectives, the research achieves complete and robust results, encompassing both breadth and depth. The research procedures and methods are as follows:

3.1 Population and Sample

The study defines the scope of the population by including academic and academic-support personnel, as well as students within the Doctor of Philosophy Program in Visual Arts and Design. The sample group was selected using purposive sampling, specifically focusing on faculties or colleges with high doctoral student enrollment to ensure that the sample directly reflects the identified challenges and workload issues.

3.2 Research Instruments

This study employs a qualitative research methodology through descriptive analysis. The research instruments include:

Evaluation and Academic Documents: Performance appraisal forms of personnel, student academic documents, and field observations of current workloads and responsibilities within the program.

Lessons Learned and Knowledge Management (KM): Data gathered through the study of actual work behaviors in natural environments, procedural details of work processes, and curriculum-related academic data to synthesize guidelines for improving performance according to accreditation standards.

3.3 Data Collection

The researcher collected data regarding behavior and operations in real-world environments through the following steps:

Documentary Research and Surveys: Gathering information from strategic plans, organizational structures, operational manuals, and performance reports to understand the context and factors affecting efficiency.

Process Analysis: Analyzing collected data in detail to identify operational errors and establish frameworks for managing the research process.

Synthesis of Factors: Organizing and synthesizing prepared elements to formulate strategic recommendations as specified in the research objectives.

3.4 Data Analysis

The data analysis process was conducted systematically through following stages:

Screening and Analysis: Investigating internal organizational factors in detail to select high-quality "raw data" for the synthesis process.

Integrated Synthesis: Focusing on creating new insights or holistic frameworks derived from the synthesis to achieve the research goals.

Validation and Evaluation: This is divided into two parts: (1) High-Quality Synthesis: If results are accurate, reliable, and feasible, they are proceeded to the final implementation stage; (2) Substandard Synthesis: If results lack quality, they are returned to the analytical process to identify root causes or errors in the input factors. These factors are then refined and re-synthesized until the output meets the required academic standards.

4. Results

4.1 Research Results and Strategic Recommendations

The researcher analyzed and synthesized the findings regarding the factors affecting the work efficiency of personnel in the Visual Arts and Design program, Doctor of Philosophy level, at Suan Sunandha Rajabhat University. The key findings are summarized as follows:

4.1.1 Analysis and Prioritization of Organizational Factors Affecting Work Efficiency

The analysis revealed that four primary internal factors significantly influence work efficiency, with details as follows:

Academic Workload: The primary factor directly impacting work quality and time management, encompassing teaching, research, academic services, and administration.

Policy and Administrative Plans: A lack of clear collaborative operational plans leads to "siloed" working conditions and insufficient resource support.

Personnel Management: Leadership styles and communication that foster creativity significantly affect staff motivation and organizational loyalty.

Work Environment: Positive interactions and relationships among colleagues serve as a vital foundation for reducing stress caused by heavy workloads.

4.1.2 Prioritization of Influential Factors

Based on empirical data analysis and workload surveys, the issues are prioritized as follows:

Priority 1: Thesis Advisor Workload Crisis (Primary Impact): The research identifies the "number of advisees per faculty member" as the most severe issue. Data from Table 4.2 shows a total of 208 students across all cohorts (120 currently enrolled). Some faculty members supervise up to 40 students, vastly exceeding the international standard of no more than 5 students per advisor. This results in:

- Decreased quality of supervision due to insufficient individual attention.
- High risk of burnout and accumulated fatigue.
- Negative impact on time efficiency, causing outputs to miss curriculum milestones.

Priority 2: Organizational Structure and Policy (Secondary Impact): Centralized management that admits a high and inconsistent number of students creates complexity in planning and quality control. Policies inconsistent with actual personnel capacity lead to systemic disorder.

4.1.3 Dimensions of Affected Work Efficiency

The assessment across four dimensions concluded that:

Quality: Dissertation standards are at risk due to faculty members having limited time for thorough and precise reviews.

Quantity: Despite high student numbers, graduation rates may fall short of targets due to bottlenecks in the supervision process.

Time: This is the most critical dimension; overloaded schedules prevent operations from following the appropriate timeline.

Psychology and Teamwork: Affects Dependability and Cooperativeness as accumulated stress erodes relationships and stifles Creativity.

4.2 Strategic Management Recommendations for Enhancing Efficiency

The researcher proposes a systematic strategic framework to address efficiency issues, aiming for benefits in three dimensions: Academic (enriching knowledge in arts management), Practical (serving as a manual for personnel management), and Social (elevating graduate quality to international standards).

4.2.1 Policy Recommendations (For Senior Executives)

Establish Clear Workload Caps: The institution should issue regulations limiting the number of thesis advisees to no more than 5 per faculty member, adhering to international standards to maintain supervision quality and prevent burnout.

Collaborative Strategic Planning: Develop a master plan with faculty participation to create a unified direction, reducing siloed operations and procedural redundancies.

4.2.2 Practical Recommendations (For Faculty and Staff)

Innovative Group Mentoring: Shift from purely individual supervision to group meetings every 1-2 weeks. This facilitates Peer Learning, reduces redundant workloads for faculty, and mitigates language and cultural barriers among international students.

Adopt a "Coaching Style" Management: Implement leadership that emphasizes support and inquiry over command. This stimulates intrinsic motivation and creativity, which are essential for personnel in visual arts and design.

4.2.3 Recommendations for Future Research

Benchmarking Study: Conduct comparative research with institutions successful in managing creative personnel to develop and apply an appropriate model, incorporating "organizational culture" as a key variable.

In-depth Student Experience Studies: Conduct qualitative research with international students to understand deep-seated issues, particularly regarding language and the learning environment, to improve curriculum management systems.

Overall Conclusion: Enhancing work efficiency in this context requires the integration of "Structural Order" (Policy) and "Creative Flexibility" (Practice) to foster a sustainable working ecosystem.

Table 1: Summary of research findings and recommendations

Research Issues	Strategic Recommendations	
Excessive Workload and Lack of Clear Planning	Policy Recommendations for Senior Management: 1. Establish Clear Workload Limits: Set a limit on the number of doctoral thesis advisors a faculty member can supervise, based on international standards, and ideally, no more than 5 students per faculty member.	2. Develop a Strategic Operational Plan: Create a collaborative operational plan for the program with all faculty members to ensure everyone has a clear direction, reduce fragmentation of work, and minimize duplication of effort.
Challenges in Supporting International Students	Recommendations for Faculty: 1. Develop Mentoring Models: In addition to individual mentoring, group meetings should be held every 1-2 weeks to allow students to learn from the problems and solutions of their classmates.	2. Implement a "Coaching Style" Management: Shift from giving orders to asking guiding questions to encourage staff to find solutions independently, a style more suitable for creative personnel.
Organizational Relationships and Lack of Support	Suggestions for future research: 1. Comparative research: Conduct comparative research between institutions that have successfully managed creative talent and those that are struggling, in order to identify applicable models.	2. In-depth qualitative research: Conduct an in-depth study of the experiences of doctoral students, especially international students, to understand the real problems they face and to improve management systems accordingly.

Source: Author

5. Conclusion

Internal organizational factors, particularly "academic workload overload" and "student admission policies disproportionate to staffing levels," constitute the most significant barriers to work efficiency. Addressing these issues requires a focus on administrative restructuring, the adoption of supportive leadership, and the establishment of a teamwork system with Clear Objectives to sustainably resolve the crisis in educational quality and personnel well-being.

5.1 Summary of Key Findings

The study on factors affecting the work efficiency of academic staff in the Visual Arts and Design program, Doctor of Philosophy level, concludes the following:

Organizational Factors and Efficiency: Internal factors significantly correlate with performance across four dimensions: Quality, Quantity, Time, and Cost. Positive drivers include clear administrative policies and executive support, while the primary negative barrier is a workload that exceeds capacity.

Prioritization of Issues:

- Priority 1 (Most Critical): Overloaded Academic Workload. Specifically, the number of thesis advisees exceeding standards directly impacts supervision quality and creates severe time constraints.

- Priority 2 (Systemic Issue): Lack of Clear Policies and Plans. This results in a lack of unified direction, leading to "siloed" work patterns and a reduction in overall institutional efficiency.

Strategic Guidelines for Enhancement: The researcher proposes solutions covering both structure and practice:

- **Policy Level:** Implement Workload Capping according to international standards and engage in collaborative strategic planning to ensure unified coordination.
- **Operational Level:** Develop Group Mentoring models for better time management and adopt a Coaching Style of leadership to build trust and motivation, aligning with the nature of creative personnel.
- **Administrative Conclusion:** Success in enhancing work efficiency depends on creating a "Balance" between Order (systemic structure) and Flexibility. Management must define roles clearly while maintaining regular evaluation to ensure personnel remain accountable and perform at their full potential.

5.2 Discussion of Results

The researcher highlights the following key points for discussion:

The "Opportunity" Crisis and AMO Theory: The finding that Overload is the most significant barrier aligns with the AMO Theory (Sae-Tieow & Leeamornsiro, 2023), which posits that performance is a function of Ability, Motivation, and Opportunity. In this context, while faculty possess high ability and motivation, the "Opportunity" referring to resource support and a conducive environment is deficient. When "Opportunity" is zero or negative due to improper workload proportions, overall performance inevitably declines regardless of individual potential.

Failure of Hygiene Factors According to Herzberg's Two-Factor Theory: unclear admission policies and workload overload represent a failure of "Hygiene Factors" (working conditions and administration). Deficiencies in these factors lead to Dissatisfaction and accumulated stress. This corresponds with the observed fatigue and siloed working habits among faculty, eventually undermining "Motivators" such as Job Success and Creativity, which are the heart of Visual Arts and Design.

Necessity of "Coaching" Leadership in Creative Fields: The lack of coordination supports the perspective of Larkaas (2021), who argues that creative personnel require flexibility and support rather than rigid control. The absence of Sound Procedures reflects a lack of Coaching Leadership, which should provide Clear Objectives and build Trust. Shifting from command-and-control to supportive, decentralized management would systematically reduce conflict and enhance collaborative student supervision.

Impact on Quality and Time Dimensions: The study concludes that "Time" and "Quality" are the most affected dimensions, supporting Peterson & Plowman's (1953) assertion that the "Man" resource is the heart of every activity. When faculty time is over-distributed among a vast number of students, the "refinement" and "accuracy" of academic work naturally diminish. This is a critical issue that the institution must address to maintain the standards of the doctoral program.

This research confirms that work efficiency does not depend on the individual alone but is deeply rooted in the organizational structural management. Adjusting workloads to meet standards and establishing clear operational plans under supportive leadership are the essential keys to sustainable success.

Acknowledgment

This research study, titled “Factors Affecting the Work Performance Efficiency of Personnel under the Visual Arts and Design Program at the Doctor of Philosophy Level, Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University”, was successfully completed with the assistance and support of many individuals. The researchers wish to express their gratitude to the staff of the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University, for their cooperation and unwavering support throughout the research process. Special thanks are also extended to the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University, for providing resources and encouragement for this research. The researchers hope that this study will serve as a valuable contribution for future academic endeavors.

References

- Lhakard, P. (2021). The role of the Human Resource in the Future Challenging issues. *The Journal of Research and Academics*, 4(2), 251-260.
- Meesamsen, K., & Chienwattanasook, K. (2023). Work Factors Affecting Work Efficiency of Local Government Organization Employees in Khlong Luang District Pathum Thani Province. *Journal of Management Science Nakhon Pathom Rajabhat University*, 8(2), 228-241.
- Medhaakkharakiat, P., & Jadesadalug, V. (2018). Influence of perceived support from Organization, Supervisor and Team on Innovation Performance through core competencies of personnel in the Office of Basic Education Commission. *Veridian E-Journal, Silpakorn University*, 11(2), 886-908.
- Peterson, E., & Plowman, E. G. (1953). *Business Organization and Management* (3rd ed.). Homewood, IL: Richard D. Irwin.
- Saengsri, E., & Thamrosangsiri, K. (2021). Factors Affecting Work Efficiency of Academic Staff in Rajabhat Universities. *Suan Sunandha Rajabhat University Academic Journal*, 15(1), 45-58.
- Sae-Tieow, Y., & Leeamornsiro, N. (2023). Ability, Motivation, Opportunity Theory: Background and Development. *Srinakharinwirot Business Review*, 14(2), 144-157.
- Thapprom, T. (2022). Personal Factors and Job Satisfaction Affecting Organizational Commitment of Personnel in Suan Sunandha Rajabhat University. *Journal of Research and Development Suan Sunandha Rajabhat University*, 14(2), 89-104.
- Zhang, M., & Boonphadung, S. (2024). Problems of Educational Administration for Chinese Program in Thailand. *Proceeding of the 16th International & National Conference, Graduate School, Suan Sunandha Rajabhat University*, 16(1), 127.