

Guidelines for Improving Recruitment and Selection Services, Personnel Division, Suan Sunandha Rajabhat University

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Abstract

This study aimed to examine service users' expectations and satisfaction toward the recruitment and selection process of the Recruitment and Selection Unit, Division of Personnel Administration, Suan Sunandha Rajabhat University, with the purpose of providing empirical evidence to support policy formulation and service improvement. The population consisted of administrators, human resource officers of academic units, internal personnel, and external stakeholders involved in the university's recruitment and selection process, totaling 286 participants. Data were collected using a questionnaire and analyzed using percentage and standard deviation.

The findings revealed that overall expectations and satisfaction toward the recruitment and selection process were at the highest level. When examined by dimension, the highest level of satisfaction was found in reliability, followed by communication, empathy, and accessibility, respectively. Key factors contributing to high satisfaction included fair and standardized service delivery, attentive and consistent service provision, clear and comprehensible communication, courteous behavior, and staff competency in providing accurate advice and consultation.

The results highlight the importance of strengthening service reliability, enhancing communication channels, and promoting professional service behavior as critical elements of effective recruitment and selection management. The findings can be utilized as an evidence-based foundation for policy development, the establishment of service standards, and continuous quality improvement in human resource administration. Moreover, they support the advancement of recruitment and selection practices aligned with principles of good governance and modern public sector management in higher education institutions.

Keywords: Guidelines, Recruitment and Selection Services, Personnel Division, Suan Sunandha Rajabhat University

1. Introduction

In the present era, organizations are required to confront continuous changes and various pressures arising from both internal and external environments. These challenges necessitate organizational adaptation in order to ensure survival and sustained growth. Rapid changes have significantly affected many organizations, largely due to their inability to adjust effectively to such transformations. Consequently, organizational adaptation to future challenges has become increasingly important in contemporary management. Organizational

management has traditionally emphasized competitiveness, particularly in terms of technology, cost efficiency, and quality. However, the current landscape is characterized by extensive and dynamic change, largely driven by the forces of globalization. These forces have accelerated technological advancement and fostered innovation and the emergence of new bodies of knowledge. As a result, both public and private sector organizations are compelled to rapidly develop their capabilities, establish distinct identities and images, and enhance their competitive advantage. It is widely acknowledged that human capital is the most valuable asset of any organization. Human resources play a crucial role in determining organizational effectiveness and success. Therefore, the quality of human resources has become a critical factor influencing organizational performance in the context of ongoing change and increasing competition. (Janthakat, S, 2021) Human resources play a fundamental role in determining an organization's opportunities for growth and success. Personnel or human capital constitute a critical component contributing significantly to organizational achievement. When compared with other operational factors—such as financial resources, raw materials, machinery, marketing, and management—human resources are considered the most crucial determinant of organizational competitiveness. This is because, without human resources to mobilize and utilize other factors, those resources alone cannot generate organizational value. Although organizations may possess similar resources, differences in the performance of operational staff and administrators result in varying levels of organizational effectiveness. Consequently, organizational performance differs accordingly (Klaisorn, Chalermphol, Kittipat Na Nakhon, & Sirawat Kongsang, 2017). At present, the development goals of Suan Sunandha Rajabhat University emphasize quality and efficiency in both teaching and learning as well as administrative management. This direction is reflected in the statement, “Leading in quality with the aim of becoming the number one Rajabhat University” (Five-Year Strategic Plan (2015–2019), 2015, p. A). To ensure that the organization operates effectively in accordance with its strategic objectives, all sectors are required to enhance their operational efficiency and establish work standards comparable to internationally recognized quality benchmarks. Human capital is a valuable asset that enhances organizational value and contributes to the creation of competitive advantage. However, because human capital is an intangible asset, measuring its value remains a challenging task. Consequently, human capital indicators play a crucial role as systematic tools for assessing the effectiveness of investments in human capital. The appropriate selection of human capital indicators in alignment with an organization's specific context enables more effective measurement of organizational performance. (Pinkesorn, K, 2017). Human capital also plays a vital role in enhancing people's well-being and promoting national economic growth at both microeconomic and macroeconomic levels. At the micro level, education is a key factor in human capital development, as it enhances individuals' competitiveness in the labor market and strengthens their capacity to transform basic factors of production into high-quality goods and services that meet consumer demand. At the macro level, human capital development contributes to increased productivity, fosters technological innovation, enhances capital accumulation and returns on investment, and ultimately supports sustainable economic growth (Hyun, 2010).

The recruitment and selection unit operates under the Personnel Services Division, Office of Human Resource Management, Office of the President, Suan Sunandha Rajabhat University. Its primary responsibility is to recruit and select personnel to support both academic and academic-support functions. The recruitment of university personnel, including

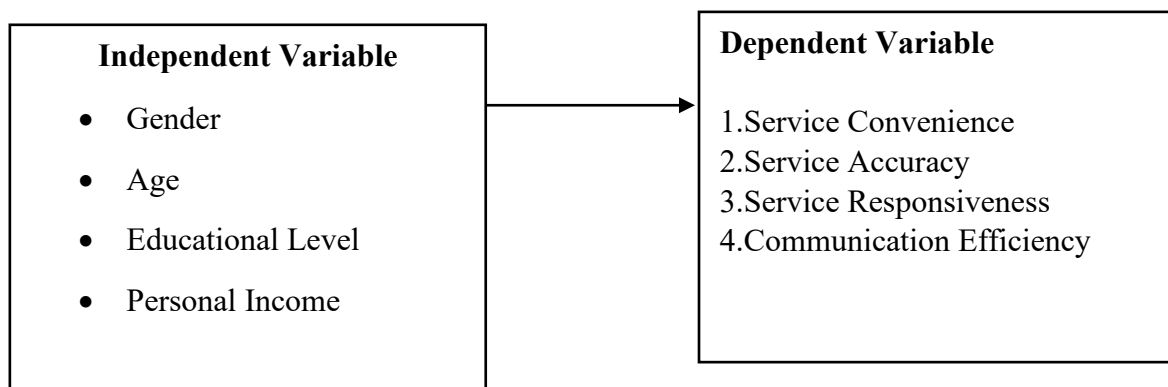
lecturers, administrative staff, and employees in various employment categories, involves a systematic process comprising several stages, such as the preparation of recruitment announcements, the issuance of appointment orders for selection committees, the publication of announcements on the university website, the completion of application forms, and the submission and verification of required documents. New Public Management and organizational effectiveness are of critical importance, particularly in alignment with the policies of the Office of the Public Sector Development Commission and the strategic directions for university development aimed at enhancing institutional readiness to confront ongoing challenges arising from continuous change. The application of New Public Management principles in public sector administration emphasizes results-oriented management and supports the effective implementation of national and institutional policies. (Chindapol, W.2022).

In accessing various services, service users inevitably hold expectations regarding the services they will receive. Satisfaction arises from an evaluation of the discrepancy between expected services and actual services received in a given situation. Prior to utilizing any service, users typically possess an internalized standard of service quality shaped by prior service experiences and information conveyed by others. Service satisfaction, therefore, plays a crucial role in ensuring the effective operation and continuous improvement of service delivery. Consequently, the researcher is interested in examining service users' satisfaction with the recruitment process of the Recruitment and Selection Unit, Personnel Division, Suan Sunandha Rajabhat University. The findings are intended to contribute to the improvement of service efficiency, as well as to develop a questionnaire that can serve as a prototype instrument for assessing service user satisfaction in future evaluations.

2. Research Objectives

1) To evidence-based guidelines for enhancing the efficiency and quality of recruitment and selection services of Personnel Division, Suan Sunandha Rajabhat University.”

3. Conceptual Framework



This study is based on a conceptual framework that examines the relationship between personal characteristics and satisfaction with the quality of recruitment and selection services provided by Personnel Division, Suan Sunandha Rajabhat University. The independent variables in this study consist of personal characteristics, including gender, age, educational

level, and personal income. These variables are considered important factors that may influence individuals' perceptions, expectations, and evaluations of service quality. Differences in personal backgrounds may lead to variations in service expectations and satisfaction levels. The dependent variable is satisfaction with the quality of recruitment and selection services of Personnel Division, Suan Sunandha Rajabhat University. Service quality is assessed through four key dimensions: service convenience, service accuracy, service responsiveness, and communication efficiency. These dimensions reflect essential aspects of effective service delivery, particularly in administrative and human resource services within higher education institutions. The conceptual framework proposes that personal characteristics influence service users' satisfaction with the quality of recruitment and selection services across these four dimensions. The findings derived from this framework are expected to provide insights into service users' perceptions and to serve as a basis for developing guidelines to improve the efficiency and quality of recruitment and selection services in the university.

4. Methodology

The researcher conducted a quantitative research, which a quantitative research design, collecting data from a sample drawn from the target population through a single measurement. The research instrument used in this study was a questionnaire developed by the researcher based on relevant concepts, theories, documents, and related studies. The questionnaire was divided into three sections as follows:

Section 1: General Information of the Respondents

This section collected demographic data of the respondents, including gender, age, educational level, and type of personnel.

Section 2: Satisfaction with the Quality of Recruitment and Selection Services

This section examined respondents' satisfaction with the quality of recruitment and selection services provided by Personnel Division, Suan Sunandha Rajabhat University.

The assessment covered four dimensions:

- (1) Reliability,
- (2) Responsiveness,
- (3) Service Provider Competence, and
- (4) Communication.

Section 3: Suggestions

This section gathered respondents' suggestions regarding their satisfaction with the quality of recruitment and selection services of Personnel Division, Suan Sunandha Rajabhat University.

5. Result

1. Demographic Characteristics of the Respondents

The analysis of respondents' personal characteristics revealed that a total of 284 service users of the recruitment and selection services of Personnel Division, Suan Sunandha Rajabhat University, participated in the study. The majority of respondents were male, aged between 31 and 40 years. Most held a bachelor's degree and consisted of administrators, human resource officers from various units, and internal personnel of Suan Sunandha Rajabhat University.

2. Overall Satisfaction with the Quality of Recruitment and Selection Services

The analysis of satisfaction levels regarding the quality of recruitment and selection services of Personnel Division, Suan Sunandha Rajabhat University, indicated that the overall satisfaction level was at the highest level. When considering each dimension individually, the highest-rated dimension was reliability, followed by communication, courtesy, and accessibility, respectively.

2.1 Reliability

Overall satisfaction with reliability was at the highest level. Item-level analysis revealed that the highest-rated item was that service users received attentive and considerate service. The second highest item was that services were provided consistently and fairly, with equal standards applied to all service users without exceptions or preferential treatment. The lowest-rated item concerned the service providers' appropriate attire and professional appearance that enhanced users' trust.

2.2 Courtesy

Overall satisfaction with courtesy was also at the highest level. The highest-rated item indicated that service users consistently received empathetic and attentive service. The second highest items included service providers demonstrating politeness, respect, humility, and good manners, providing services aligned with users' needs, and showing enthusiasm and readiness to assist. The lowest-rated item was related to service providers offering courteous service with friendliness and a pleasant demeanor.

2.3 Accessibility

Satisfaction with accessibility was found to be at the highest level overall. The highest-rated item indicated that service providers possessed comprehensive knowledge of the services provided. The second highest items reflected service providers' ability to offer useful new information, answer questions accurately, and provide complete and appropriate consultation. The lowest-rated item concerned opportunities for service users to consult and collaboratively resolve issues in a constructive manner.

2.4 Communication

Overall satisfaction with communication was at the highest level. The highest-rated item was that service providers clearly explained service procedures using an appropriate and clear tone of voice. The second highest items included the use of clear and unambiguous language, maintaining eye contact during interactions, and utilizing alternative communication channels such as email, LINE, and Facebook to provide services. The lowest-

rated item related to service providers demonstrating politeness through courteous language and a respectful tone of voice.

6. Conclusion

1. Reliability

Overall satisfaction with reliability was found to be at the highest level, with the majority of service users expressing satisfaction at this level. This indicates that service users have strong confidence in the recruitment and selection services provided by Personnel Division, Suan Sunandha Rajabhat University. However, the aspect identified for further improvement to maintain the highest level of satisfaction concerns service providers' professional appearance. Specifically, appropriate attire and a trustworthy professional demeanor should be further enhanced to ensure greater service readiness and reinforce users' confidence.

2. Courtesy

Overall satisfaction with courtesy was also at the highest level, with most respondents reporting the highest degree of satisfaction. This reflects that service users receive empathetic, attentive, and enthusiastic service, and that service providers demonstrate politeness, respect, humility, and good manners in accordance with users' needs. Nevertheless, to further strengthen satisfaction at the highest level, service providers should place greater emphasis on delivering services with increased friendliness, including a pleasant and welcoming demeanor.

3. Accessibility

Overall satisfaction with accessibility was rated at the highest level, with the majority of respondents expressing the highest level of satisfaction. This suggests that service providers possess comprehensive knowledge of their duties, are able to offer useful and up-to-date guidance, and can accurately and thoroughly answer questions and provide consultation related to recruitment and selection services. To further enhance satisfaction, service providers should create more opportunities for service users to engage in consultation and participate in constructive problem-solving processes.

4. Communication

Overall satisfaction with communication was found to be at the highest level, indicating that service providers clearly explain service procedures using an appropriate tone of voice, employ clear and unambiguous language, maintain eye contact during interactions, and utilize alternative communication channels—such as email, LINE, and Facebook—to facilitate service delivery. However, to further improve service quality, service providers should enhance their use of courteous language and maintain a consistently polite and respectful tone of voice during communication.

This research are aligned with The objectives of this research were to study the process of recruiting and selecting personnel and analyze strengths, weaknesses, opportunities, and obstacles in recruiting and selecting personnel for the Human Capital Management Department, Central Pattana Khon Kaen Company Limited. It was qualitative research. Five informants were specifically selected. The research tool was an in-depth interview that analyzed the content analysis.

It was found that: 1. The recruitment and selection process has established criteria for consideration, namely applicant qualifications, suitability for the position, skill, and attitude. 2. The strength of recruiting and selection is that there is a clear recruiting and selection process according to the system. The selection criteria for the interview must be appropriate and consistent with the position. 3. The weakness of recruiting and selection is that the interview location is not enough. The process for processing the application is delayed and takes a long time. 4. Recruitment and selection opportunities are based on corporate reputation and diverse recruiting channels and selection processes. 5. Obstacles to recruiting and selecting people are that the applicant's qualifications do not match the job title and Knowledge related to recruitment and selection should take into account changing contexts as well as generational differences and workforce diversity. In order for recruitment and selection methods to effectively reach target groups, organizations must adapt their recruitment approaches to be more accessible and engaging. These approaches should be aligned with Generation Y, and the selection process should reflect candidates' creativity, problem-solving abilities, and personal attributes that are appropriate and consistent with the organization's culture. (Phuthorntananan,T,2023)

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