

## THE EFFICIENCY OF THE PERFORMANCE AND SERVICES OF THE GRADUATE SCHOOL, SUAN SUNANDHA RAJABHAT UNIVERSITY

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### Abstract

This research aimed to study the operation and service efficiency of the Graduate School Office, Suan Sunandha Rajabhat University in 4 issues comprising; 1) service process, 2) staff or service provider, 3) facility, and 4) service results. Data were gathered from 345 customers (48 lecturers, 28 staff, and 269 students) of the Graduate School Office, Suan Sunandha Rajabhat University by using the questionnaire, and data were analyzed by using the statistical program.

The findings were as follows;

1. The personal data revealed that most of the respondents were female, at the age of 36 – 50 years, currently studying/graduated with a master's degree, being a student, and receiving service 2-5 times.

2. The level of satisfaction towards the operation and service of the Graduate School Office, Suan Sunandha Rajabhat University revealed that the overall satisfaction was at the highest level ( $\bar{x} = 4.65$ ); the up-to-date equipment ( $\bar{x} = 4.79$ ), systematic service ( $\bar{x} = 4.76$ ), clear suggestion or answering a question ( $\bar{x} = 4.76$ ), accurate service ( $\bar{x} = 4.73$ ), polite service ( $\bar{x} = 4.70$ ), clear service ( $\bar{x} = 4.70$ ), and in-time service ( $\bar{x} = 4.48$ ), consecutively.

**Keywords:** Efficiency, Performance, Service

### Introduction

Performance and service play a crucial role in shaping the image of an organization, particularly in terms of service recipient satisfaction, which directly impacts the success of the service provided. Personnel involved in service delivery are a key factor, especially front-line service providers who must possess a service-oriented mindset and continually develop their capacity to deliver professional services. Effective service delivery requires both the scientific and artistic aspects of management.

At present, government agencies must enhance the quality of their services to align with global economic and social trends. An example of such an agency is the Graduate School of Suan Sunandha Rajabhat University, which provides services to both students and faculty in various areas, including admissions, curriculum planning, thesis defense, internet services, and graduation procedures. However, current services are not fully comprehensive. Therefore, the researcher is interested in examining the efficiency of the office's performance and service in order to inform the development of future service improvements.

## Research Objectives

To study the efficiency of the performance and services of the Graduate School Office, Suan Sunandha Rajabhat University, in four areas: the service process or steps, service personnel or staff, facilities, and service outcomes.

## Scope of the Research

The population in this research comprised 758 individuals, including lecturers, students, and staff members of the Graduate School at Suan Sunandha Rajabhat University. A questionnaire was administered to a sample group determined using Taro Yamane's formula. The sample included 65 lecturers, 28 staff members, and 248 graduate students, totaling 341 participants.

## Literature Review

The concept of work efficiency refers to the ability to use resources in a productive and effective manner (Royal Institute, 2003). Scholars define efficiency in various ways. For instance, Jirachot Wirasai (2007) emphasizes results over the resources used, while Samyot Nawikarn (2006) views it as the ratio between output and production factors. Siriwan Sereerat (2004) stresses the importance of minimizing resource use to achieve objectives. Efficiency involves multiple components, such as job performance, salary, promotion opportunities, recognition, benefits, working conditions, supervision, coworker relationships, and management practices. Moreover, Somjai Laksana (2003) highlights the significance of the internal and external organizational environment, human factors, and organizational processes in enhancing efficiency.

### *Measurement of Work Efficiency*

Work efficiency can be measured in terms of costs, management processes, and outcomes. For example, efficiency can be evaluated by comparing costs to profits, assessing the accuracy and quality of work, and determining whether tasks are completed in a timely manner.

### *Factors Related to Work Efficiency*

Several factors influence work efficiency, including individual characteristics, the nature of the work itself, and management practices (Wirach Songwanwongwan, 2007; Katz & Kahn, 1978). These factors may include work-related stress, rapid changes, executive communication styles, leadership approaches, and training programs.

### *Service Concept*

Service refers to activities that fulfill customer needs in an intangible form (Kotler, 1994; Smith Satchukorn, 2000). The components of service include the service environment, service providers, processes, products, delivery channels, and their impact on service recipients (Thepsak Boonyaratphan, 1993). Key principles of service focus on meeting the needs of recipients, ensuring satisfaction with quality, accuracy, completeness, appropriateness to the context, and avoiding any negative effects (Millet, 1954). The SERVICE model, as described by Wiraphong Chalermjirarat (1999) and Bandit Phrathaphon (2022), includes key elements such as Service concept, Enthusiasm, Readiness, Values, Interest, Cleanliness, Endurance, and Sincerity.

## Research Methodology

### *1. Questionnaire Development*

The development of the questionnaire was based on a review of relevant documents, research, and theoretical frameworks. This process ensured that the questionnaire would effectively address the research objectives and capture key variables.

## 2. *Structure of the Questionnaire*

The questionnaire was divided into three parts to comprehensively assess the efficiency of the Graduate School Office's services:

### Part 1: General Information

This section collects demographic data of service recipients, including gender, age, education level, employment status, and the frequency of service usage. The questions were presented in a multiple-choice format (checklist).

### Part 2: Efficiency of Performance and Services

This section evaluates the efficiency of the Graduate School Office's performance across several areas: service processes, personnel, facilities, service outcomes, and overall service quality. Respondents answered using a 5-point Likert scale, ranging from "very high" to "very low," with predefined criteria for interpreting the results.

### Part 3: Additional Opinions and Suggestions

This section provided an open-ended format for respondents to share additional feedback, opinions, or suggestions regarding the office's performance and services.

## 3. *Expert Validation*

After drafting the questionnaire, it was reviewed by three subject matter experts for content validation. Revisions and adjustments were made according to their feedback to ensure the questionnaire's accuracy and relevance.

## 4. *Pilot Testing*

A pilot test was conducted with a group of 30 respondents who shared similar characteristics to the study's target sample. The purpose was to test the reliability of the instrument. The reliability of the entire questionnaire was measured using Cronbach's Coefficient Alpha method, with a resulting reliability coefficient of 0.85, indicating strong internal consistency.

## **Data Collection**

The data collection process was carried out as follows:

### 1. *Distribution of the Questionnaire*

The online questionnaire, created using Google Forms, was distributed to the sample group via multiple channels, including email, Facebook, and Line. The participants were individuals who had previously used the services of the Graduate School Office.

### 2. *Data Verification and Analysis*

Upon receiving the completed questionnaires, the researcher verified the accuracy and completeness of the data. The collected responses were then analyzed using appropriate statistical methods to address the research questions.

## **Research Results**

### **Chapter 1: Results of the Study of Personal Factors of the Sample Group**

In this section, the researcher presents the results of data analysis, specifically focusing on the demographic characteristics of the respondents. The data analysis is presented in a descriptive format, outlining the frequency and percentage of the various personal factors of the sample group.

Table 1 Number (Frequency) and Percentage of the Demographic Characteristics of the Respondents

Demographic Characteristic	Frequency (n)	Percentage (%)
1. Gender		
- Male	157	45.51
- Female	188	54.49
2. Age		
- Under 20 years	2	0.58
- 21 - 35 years	95	27.54
- 36 - 50 years	197	57.10
- Over 50 years	51	14.78
3. Education Level		
- Undergraduate (in progress/completed)	2	0.58
- Master's Degree (in progress/completed)	187	54.20
- Doctoral Degree (in progress/completed)	156	45.22
4. Employment Status		
- Lecturer	48	13.91
- staff members	28	8.12
- Student	269	77.97
5. Frequency of Service Usage		
- 1 time	87	25.22
- 2 – 5 times	145	42.03
- 6 – 10 times	103	29.86
- More than 10 times	10	2.90
<b>Total</b>	<b>345</b>	<b>100.0</b>

From Table 1, the analysis of the demographic characteristics of the 345 respondents revealed the following:

**Gender:** The majority of respondents were female, comprising 188 individuals or 54.49%, while 157 respondents, or 45.51%, were male.

**Age:** Most respondents were aged between 36 and 50 years, accounting for 197 individuals or 57.10%, followed by those aged 21 to 35 years, with 95 individuals or 27.54%.

**Educational Level:** The majority of respondents were either currently studying for or had completed a master's degree, totaling 187 individuals or 54.20%, while 156 respondents, or 45.22%, were either studying for or had completed a doctorate.

**Status:** Most of the respondents were students, with 269 individuals or 77.97%, while 48 respondents, or 13.91%, were lecturers.

**Frequency of Service Usage:** The highest proportion of respondents had received services 2–5 times, totaling 145 individuals or 42.03%, followed by those who had used the services 6–10 times, accounting for 103 individuals or 29.86%.

## Chapter 2: Results of the Satisfaction Study of the Sample Group

Table 2 shows the level of satisfaction with the performance and services of the Office of the Graduate School, Suan Sunandha Rajabhat University

Satisfaction Issue	Satisfaction Level		
	Mean	S.D.	Interpretation
Service Process or Procedure			
- Service is systematic, not complicated	4.76	.435	Highest
- Convenient to contact for service	4.67	.479	Highest
- Service procedure follows standard protocol	4.52	.508	Highest
Service Officer or Personnel			
- Service is polite and friendly	4.70	.467	Highest
- Officers are enthusiastic in providing service	4.58	.502	Highest
- Officers provide accurate and clear responses	4.76	.435	Highest
Facilities			
- Availability of modern equipment and tools	4.79	.415	Highest
- Availability of clear information on documents/ announcements/websites	4.55	.506	Highest
- Location is suitable for service provision	4.61	.496	Highest
Service Results			
- Service is fast	4.48	.508	High
- Service is accurate	4.73	.452	Highest
- Service is clear and follows procedure	4.70	.467	Highest
Overall satisfaction with the service	4.61	.496	Highest
<b>Total</b>	<b>4.65</b>	<b>.478</b>	<b>Highest</b>

From Table 2, the analysis of satisfaction level data regarding the performance and services of the Office of the Graduate School at Suan Sunandha Rajabhat University revealed that the overall satisfaction across all aspects had an average score of 4.65, which is classified as the highest level. When considering individual aspects, the highest-rated issue was the availability of modern equipment and tools, with an average score of 4.79. This was followed by the service being systematic and not difficult or complicated ( $\bar{x} = 4.76$ ), providing accurate and clear advice and responses ( $\bar{x} = 4.76$ ), and the accuracy of the service itself ( $\bar{x} = 4.73$ ). Other high-rated areas included polite and friendly service ( $\bar{x} = 4.70$ ) and the clarity of the service, in accordance with established procedures ( $\bar{x} = 4.70$ ). The only issue with a slightly lower, but still high, average score was the speed of the service, with a mean of 4.48.

### Discussion

The study on the efficiency of performance and service at the Office of the Graduate School, Suan Sunandha Rajabhat University, focused on the satisfaction of service recipients with the personnel of the Graduate School. The findings can be summarized and discussed as follows:

The analysis of performance and service efficiency comprises four components: 1) service processes or procedures, 2) staff or service personnel, 3) facilities, and 4) service outcomes. In reviewing the overall picture, it was found that the level of efficiency was rated as highest, reflecting positive opinions from service recipients. This high level of satisfaction

may be attributed to the Graduate School's clear administrative structure, systematic work processes, and alignment of projects and plans with executive policies, while adhering to relevant regulations and guidelines.

Furthermore, tasks are assigned by supervisors in accordance with the knowledge, abilities, and expertise of personnel, providing opportunities for staff to receive training that enhances their knowledge, skills, and attitudes in ways that are conducive to their roles. Consequently, the personnel at the Graduate School demonstrate a strong understanding of their assigned duties and are capable of performing their responsibilities effectively. In addition, the Graduate School ensures that there is sufficient provision of materials and equipment to meet operational needs. Welfare is also provided promptly and equitably to all personnel.

These practices align with Max Weber's (1966, as cited in Siripong Ladawan Na Ayutthaya, 2008, 61) concept of bureaucracy, which emphasizes the formal nature of civil service systems. Weber stated that all work must follow established procedures, rules, and regulations, and must be documented in writing—whether it involves issuing orders, reporting results, or disbursing funds. This formal approach, with written records maintained for future reference, serves as a mechanism for organizational control and helps to prevent the influence of personal relationships within the workplace. The formal nature of these processes also allows for documented evidence to be available for future reference and accountability.

### **Recommendations**

1. Based on the study results, service speed was the area where service recipients expressed the lowest level of satisfaction. To address this, an analysis of the service time for each process should be conducted to identify the problems and causes of delays. Additionally, efforts should be made to streamline the service by reducing unnecessary steps to provide faster and more efficient service.

2. Another area of lower satisfaction was the standardization of the service process. To improve this, the service procedures should be more clearly defined, and personnel should adhere strictly to these specified steps. Moreover, the service process should be communicated effectively to service recipients through various channels to ensure transparency and understanding.

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