

PERSONNEL MANAGEMENT FOR PRIVATE SCHOOLS IN THE DIGITAL AGE IN THAILAND

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Abstract

This academic article presents information on personnel management of private school in the digital age by proposing the meaning and importance of personnel management, management of private school, human resource management in the digital age, concepts of digital technology in human resource management, appropriate technology for human resources, personnel development in the digital age, and benefits of using digital technology with human resource management. Personnel management of private educational institutions is something that executives of private educational institutions must take into account in managing and developing the organization because personnel are considered human resources that can drive the organization to success according to the characteristics of private educational institutions or private schools: engaging in a business that provides knowledge services in various fields of study, experience, and skills at all levels with the objective of providing educational services and seeking profit. Therefore, personnel must be managed and developed to have potential. Also, currently, technology plays a major role in the management of organizations. The use of digital technology in personnel management is therefore appropriate and beneficial to the organization. Because the digital age uses technology in operations and leads to the creation of innovation, human resource management must use digital technology as a tool to support work and change the new paradigm so that personnel at all levels can work with technology. Personnel management must change according to changing world situations and develop an internal management system within the organization with digital technology to help the organization have quality personnel who work efficiently and are beneficial to the organization in the long term, responding to the policy of private educational institution management with management components: strategic management, leadership of a learning organization, organizational culture, and information technology.

Keywords: Personnel Management, Private School, Digital Age

Introduction

Private educational institutions are educational organizations under the Office of the Private Education Commission. They operate under the National Education Act of 1999 and its amendments (Second Edition) of 2002. Throughout the years, private educational institutions have consistently been a part of the Thai education system and have played a significant role in the country's education management for a long time. They have continually helped alleviate the burden of responsibilities on the government, especially during this era of educational reform. The effective management model of private schools is crucial, encompassing components and administrative lines in academic planning, budget planning, personnel planning, and general administrative planning. These include concepts, principles, methods, school size, advantages, limitations, and conditions of the model for schools under the Office of the Private Education Commission (Pindsuda Siritharungsri, 2013).

Human resource management in organizations has evolved significantly in recent years. Most organizations emphasize people, recognized by many scholars as crucial to the organization's success. Thus, human resource management must shift towards a more strategic direction to create a competitive advantage by leveraging human resources to achieve sustainable organizational innovation (Patima Noikoot, 2020). Human resource management is a process that helps organizations acquire knowledgeable and capable personnel to foster organizational growth and progress. This encompasses all activities within the organization and relates to every step of management, from planning to recruit personnel, maintaining and nurturing them, to when they leave the organization. Each role involves personnel or members of the organization during three phases: First, Pre-employment - Human resource management must plan, recruit, and motivate knowledgeable, capable, and experienced personnel to join the organization. Second, during employment - After recruiting capable personnel, human resource management must maintain the quality, well-being, faith, and loyalty of the personnel, considering appropriate and fair compensation to attract good personnel. Third, Post-employment - Human resource management must also care for personnel post-retirement or those who need to resign for various reasons, ensuring they can live happily in society. This may include gratuity, pensions, provident funds, and other benefits that support a happy life (Thanicha Kongpradit and Preecha Khammadi, 2020).

The development and application of technology in organizations continue to progress, particularly in human resource management, which is increasingly digitized (Saran Chukiattikhun, 2016). Software developers and businesses are structuring technology within human resource processes, such as mobile applications, digital platforms, virtual reality, and artificial intelligence. These technologies bring efficiency, reliability, and attractiveness, particularly AI, which plays a role in working alongside or replacing some human positions. Furthermore, integrating social media technology, mobile technology, data analytics, and cloud (SMAC) creates a new platform that aligns with organizations, adding value to human resource tasks, enabling comprehensive self-management. Human resource professionals need to develop thought processes related to these technologies, both at the executive level to manage digitally and at the employee level to understand new work models that can drive the organization towards digital operations. This presents a challenge for HR professionals to design processes that align with the organization's context, yielding positive business outcomes and providing a good experience for personnel (Wiriya Leelasuthanon, 2018).

Sanun Kaewnuch (2006) studied teachers' opinions on effective private school management models and found that effective school management must include: Administrators must promote teachers' knowledge and capabilities by organizing seminars and encouraging new teaching innovations, Administrators must use participatory management principles, and Teachers and administrators must continuously learn and develop themselves. From the information above, it is evident that human resource management is a process that helps organizations acquire knowledgeable and capable personnel to foster growth and readiness to adapt to the contemporary world. Human resource management involves every step of organizational management, from planning to recruit personnel to when they leave the organization, enabling the organization to operate efficiently and achieve success and progress, leveraging technological advancements in the digital era in line with the management approach of private educational institutions.

The Importance of Personnel Management

The term "Personnel Management" is translated from the English terms "Personnel Administration" or "Personnel Management," which refers to managing human resources within an organization. In Thai, various terms such as personnel management, personnel

administration, personnel management, and staff management are used interchangeably. Several scholars have provided definitions of personnel management. Senor Tiyav (2000) stated that personnel management is a process aimed at acquiring, utilizing, and maintaining effective personnel to perform their work in a sufficient and appropriate number. This includes functions such as recruitment, selection, training, development, discipline maintenance, welfare provision, and job transfers.

Panas Hannakhin (1999) explained that personnel management refers to the organization's process to acquire qualified individuals according to its needs. Once acquired, clear guidelines must be established for maintaining, rewarding, developing, and evaluating performance, as well as ensuring job security. This includes procedures for retirement or dismissal due to inability, incompetence, or inappropriate behavior. Usanee Jittapalo and Nutpravee Lertkanchanawat (2005) described personnel management as managing human resources to match individuals with the tasks according to the objectives and needs of the organization. They outlined that personnel management covers a broad scope, from recruiting, selecting, and assigning individuals to an organization to their eventual departure. This process begins with policy formulation, manpower planning, recruitment, selection, development, welfare, performance evaluation, promotions, transfers, and termination. Personnel management involves various processes related to managing people, from policy-making and manpower planning to recruitment, selection, retention, development, and ensuring that personnel remain up-to-date and continuously progress.

The Importance of Personnel Management

Payom Wongsarapee (2011) emphasized that personnel management is crucial because it helps organizations grow and thrive. It serves as a means of coordination within the organization to acquire qualified individuals, which ultimately leads to organizational growth and development. Personnel management also boosts morale and loyalty among employees, fostering harmony and understanding. Usanee Jittapalo (2012) highlighted that personnel management is vital for raising the standards and efficiency of organizational management. It plays a key role in finding skilled individuals that match the organization's needs and motivating them to dedicate themselves to the organization. Additionally, it facilitates the organization of work and ensures that employees perform their duties efficiently while enhancing relationships between supervisors and subordinates. Personnel management is essential for selecting individuals with the right knowledge, skills, and attitudes to work in the organization. It also involves training to enhance employees' skills and efficiency. The quality of personnel and their cooperation significantly impact the success of the organization.

Management of Private School

The Meaning and Structure of Private School Management

The management of private schools includes various components such as academic planning, budget planning, personnel management, and general administration. These components are grounded in concepts, principles, and methods specific to the size of the educational institution. Each private school's management model has its own advantages, limitations, and conditions. These models are structured in alignment with the Office of the Private Education Promotion Commission's guidelines (Pinsuda Sirithangsri, 2013). These management models provide a conceptual framework that explains the relationships between various factors and elements within private schools (Phudis Patpin, 2012). Effective private school management models are developed to illustrate or explain the relationships and components essential for strategic management, organizational leadership, organizational learning, organizational culture, and information technology integration.

Private School Management Models

Mungkasem (2001) outlined that an effective private school management model involves leadership strategies, transformational leadership, a clear vision or goal, teamwork, adaptability, a positive attitude, strategic management knowledge, a learning organization, and the application of information technology to enhance efficiency. Stemberg (2006) explained in his journal article on creative leadership models that an effective private school management model consists of strategic management, leadership, and a collaborative decision-making process that fosters an organizational learning environment. The model also emphasizes the use of information technology for planning and maximizing effectiveness. A clear focus, not overly broad in scope, Mechanisms for coordination, Flexibility, modernity, and the use of technology, Adaptability to change, and Strategic management principles that are flexible and result in maximum effectiveness. The Office of the Private Education Promotion Commission (2007) highlighted that the components of an effective private school management model include: Personnel preparation, Strategic management, Transformational leadership, building an organizational learning network, and Developing information technology systems to enhance administration and teaching efficiency. Private educational institution management relies heavily on administrators, who play a critical role in managing various areas for operational efficiency. This is achieved through strategic leadership, transformational leadership, and the application of technology, all in alignment with the principles of digital-era management.

Human Resource Management in the Digital Era

Human resource management (HRM) today faces significant challenges, especially in adapting to the evolving labor market in Thailand as the world increasingly enters the Digital Age. One key issue is "career disruption," where the field of HR must adapt the most. In this era, HRM is driven primarily by digital technology, requiring the integration of technology to keep up with changes in both technology itself and human behaviors. Every profession and organization must align with current trends to show adaptability in managing and handling rapid changes in a professional manner. Personnel within organizations serve as key variables in determining how HR initiatives impact the organization and its members (Prakong Sukontajit, 2019).

Digital HR refers to the use of technology in human resource management to drive change and enhance decision-making. It leverages modern networks and scientific advancements, such as innovations and data management systems, to improve work efficiency by integrating HR activities with business operations (Patcharapha Pho-oang, 2018). Digital HR serves as the foundation for transformation and organizational readiness in the future, utilizing technology to enable timely, accurate, and easily accessible data for effective HR management decisions. Modern technology not only changes how people live and behave but also transforms communication methods and work processes. Private school management in the digital era is driven by the integration of strategic leadership, transformation, and technology to enhance efficiency. Human resource management, now heavily reliant on digital tools, plays a vital role in ensuring that organizations adapt to these changes and achieve long-term success.

Several models explain how organizations can manage the changes brought about by digital transformations in HR. Kurt Lewin's (1951) Three-Step Model: This model involves three phases unfreezing, where old behaviors are questioned due to problems; changing, where new behaviors replace the old; and refreezing, where new behaviors are stabilized to become permanent. Harold J. Leavitt's (1973) Change Impact Model: Leavitt suggested that changes

in work, structure, technology, and people constantly affect one another, and not all can be controlled. Managers must anticipate these changes and manage their impacts effectively.

Digital HR Technologies

The innovation and technology-driven growth, businesses are adopting strategies that integrate digital technologies into HR management. Organizations must continuously adapt their strategies to align with global trends. In this era, HR professionals must constantly learn new technologies and adopt efficient tools to streamline processes. Technologies suitable for HR management include: First, cloud storage, online data storage systems that allow access from anywhere via the internet, making data management more efficient and flexible. Second, social media, platforms such as Facebook, Twitter, and Line are commonly used for internal and external communication without cost, aside from internet service fees. Third, video conferencing, integrating telecommunications, computers, and cameras to facilitate real-time meetings, even for individuals in different locations. Fourth, digital workplace, organizations aim to create fully digital workplaces, improving efficiency and reducing time in work processes. Last but not least, employee participation, traditional top-down management is becoming outdated, as modern organizations now use tools to encourage employees to actively participate in decision-making and organizational management.

HR plays a key role in bridging the gap between employees and the organization, ensuring both are adaptable to changes. HR departments must foster a Growth Mindset, the belief that change is possible, and promote a Fail Fast, mentality—encouraging quick mistakes to enable faster learning and adaptation. This mindset supports innovation and the implementation of new approaches. Methods for developing HR in the digital age include: Digital Self-Orientation, moving traditional employee orientation processes online, allowing employees to familiarize themselves with the organization and its procedures at their own pace, reducing time spent on formal orientations. Online Self-Training Centers, many organizations now develop their own online training centers, enabling employees to learn at their convenience. This system saves both time and resources while ensuring continuous skill development. Online Self-Learning Centers, in addition to job-specific training, many companies promote broader learning opportunities, allowing employees to acquire new skills or knowledge outside their job roles. This not only benefits individual employees but also contributes to organizational innovation.

Benefits of Digital Technology in HR Management

When organizations effectively implement technology in HR management, they reap numerous benefits, including: accurate, timely Information, senior management gains access to precise HR data, enabling better decision-making. Rapid Adaptation, organizations can quickly respond to global changes using up-to-date information. Improved Competitiveness, technology enables organizations to process and retrieve data more quickly, improving overall efficiency. Centralized Data, HR data is stored in a single database, allowing for immediate processing of promotions, compensation, and benefits. Workforce Optimization, the use of technology reduces manpower requirements in routine processes, freeing employees to focus on critical tasks such as analysis and review.

Human resource management in the digital era requires careful consideration of technology, organizational politics, and cultural aspects. As organizations move toward borderless structures and adopt more flexible management practices, they must leverage modern information technologies. Digital tools are crucial for effective decision-making and management, making the use of up-to-date information systems essential for managers at all

levels. These technologies support planning and decision-making that is timely, accurate, and aligned with the organization's needs in the fast-evolving digital landscape.

Conclusion

Personnel management departments are required to integrate technology to maximize benefits. Personnel management must help organizations keep pace with global changes, adapting and evolving into Digital HR, thus fully embracing the Digital Age. Historically, human resources departments were often perceived as minor administrative units with little influence on organizational success. However, in the modern era, Personnel management has become a central pillar of organizational development. HR professionals are now recognized as key advisors to leadership, working closely with management to cultivate both personnel and organizational growth. This shift underscores the need for Personnel management departments to be well-prepared across multiple areas, equipping themselves to become highly efficient Digital HR units that drive organizational success. For private educational institutions, which typically possess strong financial resources and management capacity, incorporating technology into Personnel management is a highly suitable and progressive approach. It aligns with the leadership qualities required for transformative change, leveraging digital tools to create a modern, forward-thinking image. This, in turn, enhances the quality of organizational management, positioning private educational institutions to thrive in the digital era.

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