

THE FACTORS AFFECTING THE PERFORMANCE EFFICIENCY OF PERSONNEL IN DEMONSTRATION SCHOOL OF SUAN SUNANDHA RAJABHAT UNIVERSITY

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Abstract

This research aims to study the factors affecting the performance efficiency of personnel at the Demonstration School of Suan Sunandha Rajabhat University. The study employs a quantitative research methodology, utilizing descriptive statistics. The research tool is a questionnaire, and data are analyzed using statistical measures including frequency, percentage, mean, standard deviation, and inferential statistics. The study was conducted at the Demonstration School of Suan Sunandha Rajabhat University, and data was collected from 78 personnel who completed the questionnaire. The data analysis results revealed that the majority of personnel were female, totaling 51 individuals, accounting for 65.4%. The most common age group was 45–54 years, comprising 21 individuals or 26.9%. Regarding education level, 44 individuals (56.4%) held a bachelor's degree. Regarding work experience, 24 individuals (30.8%) had been employed for no more than five years. Additionally, 27 individuals (34.6%) had an income ranging from 15,001 to 20,000 baht. The overall perception of Internal Organizational Factors was at the highest level. When considering each factor individually, all 7 dimensions were rated at the highest level: Strategy, Skill, System, Shared Values, Style, Staff, and Structure, respectively. Regarding Work Motivation Factors, the overall motivation level was at the highest level, with Motivation Factors having a higher average score than Hygiene Factors. When examining each Motivation Factor, all dimensions were rated at the highest level, including Responsibility, Achievement, Work Itself, Advancement, and Recognition, respectively. The overall Work Performance Efficiency was also rated at the highest level. When analyzed by dimension, all aspects were at the highest level, including Quality, Quantity, Time, and Costs, respectively.

Keywords: Work Motivation, Efficiency, Performance

Introduction

Achieving organizational goals relies on several key factors, such as personnel, materials, budget, and effective management. Particularly important is *human resource management*, which is the heart of an organization. Personnel are valuable assets, and without enthusiasm and motivation, an organization may fail to achieve its objectives.

The McKinsey 7S Framework (1980) is a vital tool for analyzing organizational performance. It consists of structure, strategy, systems, style, staff, skills, and shared values, all of which must work in harmony to ensure sustainability and enable effective organizational development. Good management practices should consider these factors to motivate and improve personnel performance.

Personnel effectiveness is closely linked to job satisfaction. A lack of satisfaction can lead to decreased performance, which negatively impacts the organization. Conversely, when personnel are satisfied, it enhances the quality and quantity of work, improves time efficiency, and reduces unnecessary costs (Plowman & Peterson, 1989). These are all essential components of work efficiency.

Managers must prioritize human resource development to improve work efficiency and align it with organizational goals. This involves creating motivation and job satisfaction among personnel. The cooperation and dedication of employees directly impact the success of the organization.

For these reasons, the researcher, as a staff member of the Demonstration School of Suan Sunandha Rajabhat University, recognizes the importance of internal organizational factors based on McKinsey's 7S Framework and motivation factors from Herzberg et al. (1959), which influence work performance according to the concepts of Peterson & Plowman (1953). Therefore, the researcher aims to study these factors to develop management approaches that can enhance personnel performance in the school.

Research Objectives

1. To study the level of personal factors, internal organizational factors, and work motivation factors that affect the work performance of personnel at the Demonstration School of Suan Sunandha Rajabhat University.

2. To study the factors that affect the work performance of personnel at the Demonstration School of Suan Sunandha Rajabhat University.

Literature Review

Effective organizational management requires a comprehensive understanding of both structural and motivational factors that influence performance. Two widely recognized frameworks, the McKinsey 7S Framework, and Herzberg's Two-Factor Theory, provide valuable insights into organizational structure, strategy, and employee motivation. Additionally, Peterson and Plowman's (1953) framework highlights key work performance factors. This paper explores these theoretical models to offer a holistic perspective on optimizing organizational effectiveness.

The McKinsey 7S Framework

Developed by Tom Peters and Julien Phillips in 1980 as consultants at McKinsey & Company, it is a strategic management tool designed to analyze internal organizational factors. It provides a structured approach to improving management efficiency by examining seven interrelated elements essential for organizational success (McKinsey, 1980). These elements are as follows:

1. Strategy - The organization's plan for achieving competitive advantage and long-term objectives.

2. Structure - The hierarchical arrangement of roles, responsibilities, and reporting relationships within the organization.

3. Systems - The processes, procedures, and mechanisms that guide operational efficiency.

4. Style - The leadership and management approach that defines organizational culture.

5. Staff - The workforce, including recruitment, development, and retention strategies.

6. Skills – The core competencies and expertise possessed by employees.

7. Shared Values – The fundamental principles and corporate culture that shape decision-making and behaviors within the organization.

By analyzing these interconnected variables, organizations can align their internal structure with strategic goals, ultimately enhancing operational efficiency and long-term performance.

Herzberg's Two-Factor Theory

Frederick Herzberg, along with his colleagues, introduced the Motivation-Hygiene Theory, also known as the Two-Factor Theory, in 1959. This theory is widely acknowledged in the field of organizational behavior and human resource management. Herzberg proposed that job satisfaction and dissatisfaction arise from two distinct sets of factors, rather than existing on a single continuum (Herzberg, 1959).

1. Motivation Factors

These elements contribute to job satisfaction and drive employees to perform at higher levels. They include:

- **Achievement** – Recognition of accomplishments and successful task completion.
- **The nature of the work itself** – Engaging and meaningful tasks that align with employees' skills.
- **Recognition** – Acknowledgment and appreciation of employees' efforts.
- **Advancement** – Opportunities for career progression and professional growth.
- **Responsibility** – The level of autonomy and trust placed in employees.

2. Hygiene Factors

These elements do not necessarily enhance motivation but help prevent dissatisfaction. They include:

- **Company policy and administration** – Organizational policies that affect employees' work environment.
- **Salary** – Compensation and financial benefits.
- **Interpersonal relations** – Workplace relationships with colleagues and supervisors.
- **Working conditions** – The physical and psychological environment of the workplace.
- **Job security** – Stability and assurance of continued employment.
- **Technical supervision** – The quality of leadership and guidance provided by managers.

According to Herzberg, simply improving hygiene factors will not increase motivation, but the presence of motivation factors is crucial for fostering engagement and job satisfaction.

Components and Factors Affecting Work Performance

Peterson and Plowman (1953) proposed a framework for evaluating work performance across four critical dimensions. These factors are essential for assessing employee productivity and organizational effectiveness.

1. Quality – The standard of work produced should be high, providing value to both the organization and its stakeholders while ensuring customer satisfaction.

2. Quantity – The volume of output should align with organizational expectations and strategic objectives.

3. Time – Efficiency in task completion should reflect modern best practices and continuous improvement in workflow optimization.

4. Costs – Resource allocation, including financial, human, and technological assets, should be managed efficiently to minimize waste and maximize returns.

By integrating these performance factors into management strategies, organizations can enhance workforce productivity and achieve sustainable growth.

The McKinsey 7S Framework provides a comprehensive model for analyzing and improving organizational structures, processes, and values. Meanwhile, Herzberg's Two-Factor Theory highlights the critical role of motivation and hygiene factors in employee satisfaction and performance. Additionally, Peterson and Plowman's framework reinforces the significance of quality, quantity, time, and cost considerations in work performance assessment. By applying these theories in a complementary manner, organizations can foster a well-structured, motivated, and high-performing workforce, ultimately leading to enhanced efficiency and competitive advantage.

Research Methodology

1. Population and Sampling

The population for this study consists of personnel at the Demonstration School of Suan Sunandha Rajabhat University, divided into two groups: 72 academic staff members and 24 support staff members, totaling 96 individuals (as of February 27, 2024).

The sample was determined by using random sampling from the personnel of the Demonstration School of Suan Sunandha Rajabhat University. The sample size was calculated using the Taro Yamane formula (1973) with a confidence level of 95%, resulting in a sample size of 78 individuals.

2. Research Instruments

The research instrument used in this study was an online questionnaire created by the researcher, divided into four sections as follows:

Section 1: Questions regarding the personal information of the respondents, consisting of 6 items: gender, age, educational level, type of personnel, and income. The questionnaire in this section was a checklist format.

Section 2: Questions related to internal organizational factors, where the researcher developed the instrument based on the McKinsey 7S Framework (1980). This framework includes Strategy, Structure, System, Style, Staff, Skill, and Shared Values within the organization.

Section 3: Questions about work motivation factors, where the researcher developed the instrument based on Herzberg et al.'s (1959) two-factor theory. The factors are:

Motivation Factors: Achievement, Recognition, Work itself, Responsibility, and Advancement.

Hygiene Factors: Organization policies, Base wage or salary, Relationships with peers, Working conditions, and Job security.

Section 4: Questions about the work performance of personnel, where the researcher developed the instrument based on the theory of Peterson and Plowman (1953). This includes: Quality, Quantity, Time, and Costs.

For Sections 2 - 4, the questionnaire used a 5-point Likert Rating Scale, an interval scale, to measure data. The data was analyzed using mean values as statistical indicators to interpret the responses. Therefore, criteria were established to categorize the average scores into ranges for interpretation.

3. Data Collection

The data was collected using a Google Form link sent to the 78 sample participants. The completeness of the responses was checked before being analyzed. Secondary data was collected from concepts and theories, textbooks on internal organizational factors, work motivation, work performance, research studies, theses, and other documents.

4. Data Analysis

Data was processed using SPSS software, where statistical calculations were performed using descriptive statistics to provide an initial understanding of the sample group. The analysis included: Percentage, Mean, and Standard deviation.

Research Results

1. Personal Information

The data analysis results revealed that the majority of personnel were female, totaling 51 individuals, accounting for 65.4%. The most common age group was 45–54 years, comprising 21 individuals or 26.9%. In terms of education level, 44 individuals (56.4%) held a bachelor's degree. Regarding work experience, 24 individuals (30.8%) had been employed for no more than five years. Additionally, 27 individuals (34.6%) had an income ranging from 15,001 to 20,000 baht.

2. Internal Organizational Factors

The analysis of the data on internal organizational factors revealed that, overall, the personnel's opinions on these factors were at the highest level, with an average score of 4.30 (S.D. = 0.77). When considered by category, the following factors had the highest ratings:

Table 1: Level of personnel's opinions on Internal Organizational Factors

Internal Organizational Factors	Mean	S.D.	Interpretation
Strategy	4.37	0.69	Most
Structure	4.25	0.80	Most
System	4.29	0.88	Most
Style	4.28	0.88	Most
Staff	4.28	0.88	Most
Skill	4.33	0.76	Most
Shared values	4.29	0.88	Most
Overall	4.30	0.77	Most

3. Work Motivation Factors

The analysis of the data on work motivation factors revealed that, overall, personnel's opinions were at the highest level, with an average score of 4.34 (S.D. = 0.68). Motivation factors had an average score of 4.41 (S.D. = 0.60), which was higher than Hygiene factors, which had an average score of 4.32 (S.D. = 0.70). When examined by individual factors, the motivation factors had the highest ratings in all aspects:

Table 2: Level of personnel's opinions on Work Motivation Factors

Work Motivation Factors	Mean	S.D.	Interpretation
Motivation factor	4.41	0.60	Most
Achievement	4.54	0.56	Most
Recognition	4.29	0.83	Most
Work it Self	4.38	0.66	Most
Responsibility	4.56	0.53	Most
Advancement	4.31	0.72	Most
Hygiene factor	4.32	0.70	Most
Organization policies	4.38	0.68	Most
Base wage or salary	4.15	0.86	very
Relationships with peers	4.48	0.64	Most
Working condition	4.38	0.77	Most
Security	4.22	0.84	Most
Overall	4.34	0.68	Most

4. Work Performance Efficiency

The analysis of the data on work performance efficiency revealed that, overall, the personnel's opinions were at the highest level, with an average score of 4.44 (S.D. = 0.66). When considered by category, the following aspects had the highest ratings:

Table 3: Level of personnel's opinions on Work Performance Efficiency

Work Performance Efficiency	Mean	S.D.	Interpretation
Quality	4.51	0.61	Most
Quantity	4.45	0.67	Most
Time	4.43	0.66	Most
Costs	4.37	0.77	Most
Overall	4.44	0.66	Most

Discussion

Results of the Study on Factors Affecting Work Performance Efficiency of Personnel at the Demonstration School of Suan Sunandha Rajabhat University. The researcher has discussed the key findings as follows:

1. Internal Organizational Factors

The internal organizational factors, overall, were rated at the highest level. When examined by individual factors, all seven aspects were found to be at the highest level: Strategy, Skill, System, Shared Values, Style, Staff, and Structure. The fact that all aspects of internal organizational factors are rated highly is highly positive, indicating the organization's readiness and capability to manage all facets of its operations effectively. However, it is essential to maintain and further develop these factors to ensure continued effectiveness in responding to new challenges and future changes. This is consistent with the research of Panida Ninaroon and Prasopchai Pasunon (2015) on "*The Factors Affecting to Performance Efficiency of Academic Support Staff in Rajabhat Suansunandha University*" which found that responsibility, job characteristics, and relationships with colleagues affect the work

performance of personnel. This aligns with the current study, which highlights that internal organizational factors, such as strategy, skills, and systems, are critical to personnel's perceptions and work performance. Moreover, the research by Yasmee Cheteh, Poramet Saeng-on and Wilailuk Rakbumrung (2024) on "*The Study of Internal Organization Factors Affecting the Success of Knowledge Management Process of Academic Personnel and Academic Personnel Support, Suansunandha Rajaphat University*" also found that internal factors such as performance measurement and evaluation, organizational structure, and leadership support significantly impact the success of knowledge management processes.

2. Motivational Factors in Work Performance

The overall findings on motivational factors in work performance revealed that they were rated at the highest level, with motivation factors having a higher average score than external factors. When examining each factor, it was found that all aspects of motivation factors were rated at the highest level, including: Job responsibility, Achievement, Job characteristics, Career advancement, and Recognition. As for external factors, the highest ratings were found in the following order: Relationships with peers, Organizational policies and management, Working conditions, and Job security.

The analysis of the data indicates that motivation factors had a higher average score compared to external factors, suggesting that the organization can use motivational factors more effectively to stimulate employees. Focusing on the development and enhancement of motivational factors, such as assigning appropriate responsibilities, providing career advancement opportunities, and offering recognition, can help increase employee motivation and job satisfaction in a sustainable manner. At the same time, effective management of external factors remains crucial in maintaining a good working environment and reducing potential issues.

Upon reviewing individual factors, it was noted that salary and compensation were rated highest among the external factors, compared to the other aspects rated at the highest level. When further examining specific issues, it was found that the highest ratings were for: Criteria for salary increases, Adequate organizational compensation Followed by: Bonuses or special allowances being appropriate for the workload and position held, Consideration of salary increases and compensation based on knowledge, skills, and work performance, Other benefits, such as housing allowances, medical care, overtime pay, etc., being appropriate, Salaries being in line with the workload and the position held. These findings are consistent with Panida Ninaroon and Prasopchai Pasunon (2015) on "*The Factors Affecting to Performance Efficiency of Academic Support Staff in Rajabhat Suansunandha University*" which identified that responsibility, job characteristics, and relationships with colleagues significantly influenced work performance. Similarly, the current study aligns with the finding that both motivational and hygiene factors play important roles in employee work motivation.

3. Work Performance Efficiency

Overall, the work performance efficiency was rated at the highest level. When examining each specific aspect, all were rated at the highest level, including: Work quality, Work quantity, Time management, and Cost management.

The fact that work performance efficiency in all areas was evaluated at the highest level indicates that the organization operates with quality in multiple aspects. This suggests that the organization can effectively meet customer and market demands. The management of both time and costs is carried out efficiently. Maintaining work quality and increasing work quantity are critical for organizational development. These findings are consistent with the

research by Boonruang Ketsri and Wijitra Srison (2024) on "Leadership in the Digital Age of School Administrators that Affects Efficiency Operations of The Academic Support Line Suan Sunandha Rajabha University, Dusit District, Bangkok" Their study found that digital leadership has an influence on the work performance efficiency of academic support staff, particularly in the areas of work quantity and work quality.

Recommendations

1. The salary increment criteria should be reviewed and updated to align with changes in the labor market. This includes establishing clear and fair criteria for salary increases, ensuring that staff members are confident in the transparency and fairness of the salary adjustment process.
2. The scope of the research should be expanded to include a broader range of sample groups, such as employees from different departments or positions, as well as incorporating organizations of various types and sizes.

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