



Strategic Development of Personnel in Higher Education

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Abstract- *Strategic management as the goals, means, target, and indicators of the organization's objectives and goals. This research highlight to the strategic development of personnel in higher education. Qualitative research within the synthesizing documentary study to conceptual frameworks of strategic management. Also, the strategic management in higher education at "Key" of 4th elements were to; 1) strategic management process of direction setting, environment scanning, strategy formulation, strategy implementation, evaluation and control, 2) personnel competency of potential, capacity, ability, 3) personnel problems of quality and potential issues, human resource management, lack of good attitude to works, compensation issues, legal issues and regulations, quantity issues, and 4) personnel problems solutions of developing quality and enhancing personnel, allocation of human resources in the organization, creating a good attitude towards of a working, establishing performance incentives, regulatory management, problems solving of quantity. However, strategic management in higher education are proactive approaches and measures that are consistent with the direction that management has developed to take advantage of the organization's objectives and goals to effectiveness.*

Keywords: Strategic Management; Personnel; Higher Education

Introduction

The phenomenon in today's world, many organizations are faced with the changing trend of modern society and economy with the rapid advancement of technology, the intense competition in the global arena, both government and private organizations need to accelerate adaptation and seek new management methods to overcome the current crisis and prepare readiness to survive in the future. An organization that can survive in such a situation must be an organization with clear directions and goals, aware of the internal and external environment. To be able to develop strategies that are suitable for the organization's circumstances in the future, which will require a high level of wisdom and competence from the operators, must have a variety of skills, learn and develop continuously. Therefore, organizations need to pay more attention to the development of knowledge and competence of personnel because "people" is an Intellectual Capital that cannot be measured as a value on its own. Human resource is a very important management resource, as it is the only resource that is living, mentally and emotionally, can add value without limitations, and is an important machine to make the management of Organizations can succeed or fail. The human resource development process is therefore an important strategy in the management, creation, and acquisition of knowledge (Creation and Acquisition), competence, skills, and competencies necessary to achieve missions and goals through learning development methods. knowledge of personnel in the organization to be appropriate.

That the various organizations Including educational institutions to achieve the objectives of the organization effectively and efficiently requires personnel with knowledge, abilities, and attributes that enable the organization to adapt to the changing trends that occur. The concept of development is therefore important to the current human resource management system in both the public and private sectors. Education in the current era of change needs to be developed in all



aspects for the organization to be able to achieve the goals set. It must focus on the development of human resources to have the ability to perform higher and stand out. equal to general higher education institutions and accepted by the community as a whole.

National Education Act 1999 Section 6, education must be to develop Thai people to be complete human beings, physically, mentally, intellectually, knowledge and morality, ethics and culture in life, able to live with the people. others can be happy. The aim of Article 6 is to develop Thai people to be perfect human beings in various fields of education, namely body, mind, intelligence, knowledge. and morals, and aims for Thai people to have ethics and culture in their lives to be able to live happily with others

The philosophical view of the study of materialism Essentialism: The concepts, beliefs, and core principles of materialism in terms of the aim of education are to preserve and pass on the cultural heritage to the community to the next generation so that it is not lost or destroyed. which is the substance of the cultural heritage. Educating the beliefs, attitudes, and values of past societies trains students to be diligent in their studies. And work encourages students to develop intellectually and encourages learners to have self-discipline and know how to work with others.

Perennialism Philosophical Perspective: The core concepts, beliefs, and principles of education are aimed at the learners to know and understand themselves as much as possible. Especially in reason and intelligence and aims for learners to develop intelligence and reasoning in human beings to be higher and higher for a complete person.

Existentialism Philosophical Perspective: The main concepts, beliefs, and principles in the aim of the study are to enable learners to develop their humanity to the fullest, to know how to exercise freedom of choice, and to take responsibility for their own decisions. Education must help human beings to understand themselves, to understand the world and the importance of existence. Education must enable human beings to face problems wisely. Able to find meaning out of meaningless things. This doctrine believes that if students are to be valuable, they must encourage each student to have the opportunity to develop his or her abilities only with the help of a teacher. Education aims to educate people to accept and take responsibility for what they choose and what they do, which means that education must build children into self-discipline.

Philosophical View of Progressivism: The main idea of disability education is that education must develop all aspects of a child not only intellectually. As schools become more socially relevant, children need to be ready to live in society happily and to be well-adjusted. The teaching and learning process is as important as the content. This philosophical study arises to counteract the old concepts and methods of education that emphasize only one aspect because it thinks that aspect is more important, as materialism emphasizes the ability to remember and comprehend. While Eternalism emphasizes rational and intellectual abilities, paranormalist takes a broader perspective, looking at education as having to study all aspects of physical, emotional, social, professional, and intellectual concurrently. The learner's interests, aptitudes, and characteristics should be given as much attention and encouragement as possible. What is taught should be useful and relevant to the daily life and society of the learners as much as possible. Promote democracy both inside and outside the classroom and encourage learners to know themselves and society so that learners can adapt to society happily no matter what society changes. able to solve problems.

Philosophy of Buddhist Philosophy (Buddhism), concepts, beliefs and key principles in the field of education aims to enable learners to flourish at the 5 th stage (rūp, wetnā, sāyyā,



ṣaṅgkḥār, læa wiyyāṇ). Aim for social development through knowledge, understanding, and use of wisdom about social criteria, cooperation, and mutual respect and dignity. By teaching to understand in ṣārāṇīyṭhrm⁶, xpri hā rniy ṭhrm⁷, ṣap pu ri ṣ ṭhrm⁷, and aiming for learners to think and use reason to bring this knowledge to solve problems in life.

In addition, the 1999 National Education Act, Section 7, in the learning process, must aim to instill proper awareness of politics and governance in a democratic system of monarchy. Know how to preserve and promote rights, duties, liberties, respect for the law, equality, and human dignity, take pride in being Thai, know how to preserve the public interest and the nation including promoting religion, art, national culture, sports, local wisdom, Thai wisdom, and universal knowledge as well as conserving natural resources and the environment, having the ability to work, self-reliance, creative thinking, continuous self-study.

Therefore, to obtain guidelines for the development of desirable tertiary education personnel competencies, it is necessary to study and analyze competency-related factors, especially strategic management approaches. This will result in a truly beneficial approach to human resource development.

Objectives

1. To survey the condition of personnel problems in higher education.
2. To study the guidelines for developing personnel's competency in higher education.
3. To analyze strategies for developing personnel's potential.
4. To present solutions to personnel problems.

Methodology

This study is the study and analysis of academic documents related to strategic management, human resource development, human resource competency, as well as related research. Methods of study, analyzing academic papers, and synthesizing them into a conceptual framework for the intended objectives. It uses content analysis and systematic analysis, then a descriptive presentation.

Results

1. Strategic management

A strategy is a method or approach established for mobilizing and allocating the use of a country's resources to help achieve economic goals. It consists of two factors: goals or objectives to be attained and setting guidelines for action, which are tools that help achieve the goals set. (Jatusripitak, S., 2003). A strategy is a comprehensive, comprehensive, and coordinated roadmap that gives an organization a strategic advantage in the face of its environment (Santiwong, T. 1989, p. 4). Strategy is an important factor for business success, continuous and sustainable development, comprehensive response to the needs and challenges of future situations. Strategic planning will give you a broader picture of what the business wants to do. Planning and scheduling strategy formulations explain what the organization needs to do. Strategic planning consists of three steps: strategic goal setting, environmental and organizational analysis, and organizational and environmental suitability (Khejaranan, N., 2001).



Strategic management is a systematic approach to management where each part has a value-added relationship with each other to goals that are defined within the framework of a strategic direction known as a mission. Strategic management requires two key components, one that deals with strategic planning and one that deals with implementation, for the plan to be successful in its implementation. As such, resources are allocated for the use of a directional framework, and the timing of every molecule is determined so that there is a correlation to drive the organization in a systematically framed direction. This is for efficient and mutually favorable resource management but allows for flexibility in management to adapt to changes in the environment. As can be seen, the correct mission is defined abstractly to allow for flexibility in interpretation following long-term future changes. Strategic management is therefore characterized by management based on the balance between the framework of direction and flexibility of adaptation. If it is done properly and systematically, it will be very effective management. Due to management that is both preventing and suppressing problems with a supportive plan and flexibility in solving immediate problems due to the nature of System management. The composition of the administration of both public and business organizations is partly dependent on the management system and partly depends on the attitude or culture of administration. A successful organization or business is the quality of human resources. The heart of strategic management, therefore, is not in creating a good strategic plan or creating a good management system, but rather on the elements of building personnel to have a culture of strategic thinking. Thus, strategic thinking is therefore considered an element of increasing competitiveness because it is considered to add value to the quality of personnel, which is the most important element in the management of any country or organization that consists of a large number of strategic thinkers. There are advantages to other organizations that lack this type of personnel. Creating an attitude of people in the organization to create a strategic thinking approach called "mind of the strategist" until it becomes organizational culture will be considered as the most important element in strategic management and will be the Key Success Factor of organization development. both the public and private sectors in the future. One of the key elements in the capacity building of this Competitiveness is a deep understanding of the science and art of strategic management (Pakapaswiwat, S. 2002, pp. 282–284).

Strategic Management Process: Strategic management consists of five basic components: Direction Setting, Environment Scanning, Strategy Formulation, Strategy Implementation, and Evaluation and Control. Details appear as follows.

1.1. Direction Setting: Setting the direction of the organization consists of setting a vision and clearly defining the mission or framework to help the organization determine the long-term direction and also shows the intention of running the business.

The mission, in the strategic management process, the organization must first identify the mission and key goals of the company. A mission is a company announcement or message that seeks to determine what it will do now and what it will do in the future and what kind of organization it is and what kind of organization it will move towards. To achieve excellence over competitors, most of the corporate mission statement consists of statements that convey the key philosophical values that executives make decisions that represent the company's commitment to goals and to be consistent. with the values of the executives. In addition, missions will also create an environment for defining strategies.



The Gold is a statement of what the organization wishes to happen in the future and is trying to achieve in a clear, concise, targeted, and measurable way. what to do

1.2. Environment Scanning: An assessment of the organization's environment consists of an assessment of the external environment and an assessment of the internal environment. It aims to identify strengths, weaknesses, opportunities, and obstacles or commonly referred to as SWOT Analysis, which are Strength –S, Weakness –W, Opportunity –O. Threat- T.

1.3 Strategy Formulation: Strategy formulation is the development of a long-term plan based on opportunities and obstacles obtained by analyzing the external environment. Strength/weakness analysis obtained from internal environment analysis. The organization must determine and choose the best strategy that is most suitable for the organization. Executives must try to answer the question of how the organization can achieve its goals by using the organization's competitive advantage as a strategy. However, the different levels of strategy must be taken into account as there are 3 levels in total:

1.3.1 Corporate Strategy: It is a comprehensive strategy and indicates the overall strategy and competitive direction of the organization, how the organization will develop in which direction, how it will operate, and how to allocate resources to each unit of the organization. such as the integrated business operation, expansion into unrelated businesses, etc., Examples of tools that help in formulating organizational strategies such as the Boston Consulting Group Matrix, McKinsey 7 - S Framework, etc.

1.3.2 Business Strategy: It defines a strategy at a sub-level aimed at improving the competitive position of the organization with its competitors and stating how the organization will compete to improve the competitive position of the product, possibly including Putting similar product groups together within the same Strategic Business Unit - SBU, this SBU aims at Improving Profitability. and expand the Growth more. This level of strategy is sometimes referred to as Competitive Strategy. There are generally three strategies: Cost Leadership, Differentiation, and Focus Strategy.

1.3.3 Operational Strategy is a strategy that covers competitive methods for those involved in various functions, which focuses on the departments according to their duties to develop strategies under the framework of organizational strategies and business strategies. Such as production plans, marketing plans, general operating plans, human resources plans, financial plans, etc. Michel Robert discusses the steps in creating a strategy in his book e-Strategy that may differ from the generalization that the steps in creating a strategy are based on what we do best, what you do best, but not. was based on Not what the others do.

1.4 Strategy Implementation: Strategy Implementation is the process by which managers convert strategies and policies into action plans, defining details of aspects such as budget or operational methods that may involve internal cultural changes., Structure or management system to be able to implement the strategy in a concrete way generally consists of 4 elements:

1.4.1 Stages of Planning and Resources Allocation

1.4.2 The process of organizational restructuring to accommodate changes in the use of strategies and resource utilization, etc.

1.4.3 Procedures for improvements and changes in the system and human resource development such as information systems Personnel management system, education, training, and stimulation to encourage personnel in the organization to work fully and efficiently, etc.



1.4.4 Strategic Deployment, if an organization has created a vision, creates a mission but does not take action, it will cause waste. Because even if those plans are well-prepared plans through intense brainstorming, if they don't take action, they won't have concrete results.

1.5 Evaluation and Control: Strategic control is an important function that involves monitoring, evaluating, and evaluating the implemented strategy. There are often pitfalls in the implementation of strategies that require improvement to ensure that the strategy produces results that are in line with the plan. Strategic Control, is measured both quantitatively and qualitatively. Criteria and standards are set by measures of performance that are appropriate for each organization, in which each organization has its standards and operating criteria. However, the setting of standards should be careful so that the results can be reflected concretely. For monitoring and evaluation, it is imperative that a specific strategic planning unit be established, which requires a full-time responsible person who can fully devote themselves to monitoring and evaluation. This unit should be placed with a planning department with executives in the department at the senior management level. However, the implementation of the strategy requires good cooperation from all parties at all times. Therefore, it may be necessary to establish a strategic plan monitoring and evaluation committee comprising executive representatives from various departments.

2. Personnel competency

Competency is a behavioral characteristic that is a group of behaviors that an organization requires from a government official because it believes that if a government official has behavior in the way that the organization has set. This will result in government officials having good performance and will result in the organization achieving the desired goals. For example, the determination of good service competence, because the main function of civil servants is to serve the people, enabling government agencies to achieve their objectives. That is to say that it is beneficial to the people. The elements of personnel development include (1) Knowledge, the ability to accurately and clearly explain any matter, divided into 3 categories: knowing the meaning, knowing the process, knowing the application. (2) Skill, the ability to do one thing to produce productivity Effectively desirable outcomes, there are three levels of skill measurement: operational complexity, diversity, and consistency. (3) The behavioral group or Attribute, the expression or behavioral pattern of a person corresponding to the task at which the desired expression is achieved depends on three factors: values, the tendency to expression, and motivation. This results in the organization having competitive advantages such as enthusiasm, patience, and diligence in work. The values of constructive acceptance for innovation and continuous improvement, etc. However, the key personnel competency dimensions are as follows.

2.1. **Potential:** The inherent ability or readiness of something to facilitate its development, improvement, management, and entry to bring about any change (Boonyaphak, W. 1989: 42). The power of meaning is latent and can be manifested. The ability to be shown or snort can be, either a pointer or a reflection of the past potential and an indicator of future potential. The manifestation of the potential power of anything depends on at least two factors, the capacity of that thing, and the possible contextual conditions, either a hindrance or an auxiliary. The manifestation of that potential, importantly, is the ever-changing contextual condition (Muang-ngam, P. 1996: 6-7). Potential is related to three keywords: power, ability, and power or ability that is hidden within the person and can be extracted if stimulated from outside

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(Polwiang, P. 2 0 0 0 : 1 0). Attributes of a person are the knowledge, skills, and personal characteristics or attitudes used in the performance of one's job. The abilities, readiness, or intrinsic qualities of a person that can be manifested if developed or stimulated externally will contribute to the achievement and satisfaction of maximizing effectiveness and efficiency. at work.

2.2. Capacity: The skills, knowledge, and abilities or behaviors of personnel required to perform a particular task. That is to say, what do we need to know in any work? Having knowledge or information, we need to know how to do it and what behaviors or characteristics we should have to work successfully. This will help the organization to know the qualities or qualities that are good in the work of the personnel in the organization (Superior Performer) (Dechawatanapaisal, D., 2 0 0 0). The Office of the Civil Service Commission said that “performance” is Behavioral attributes that result from knowledge, skills, abilities, and other attributes that enable individuals to perform better than their peers in the organization. That is to say, for a person to be able to perform a particular competency there is often a component of both pieces of knowledge, skill/abilities, and other attributes. For example, good service performance is described as “a service that can be the service recipient wants it”. Lacking elements such as job knowledge or related skills, such as the need to obtain information from a computer and the character of a person who is calm, patient, likes to help others, the person may not show good service performance by providing services that the service recipients need.

2.3. Ability: Competency is the integration of knowledge, skills, attitudes, and personal attributes to achieve the highest value or efficiency. An expression of any action comes out above the average or general standard. It may arise from learning, practicing, and becoming a skill/expertise/ability referring to any set of attributes within a person that affect their performance in different situations. This will result in better performance, more efficiency, and obtaining established standards (Noknoi, J. 2011 : 144) Knowledge, Skills, and Attributes. In which the individual will be expressed as a way of thinking and behavior in the work that will affect the performance of the individual and continuous self-improvement, which will result in success standards or higher than the standards that the organization has. set. These individual or innate physical abilities manifest when given the opportunity or what we call natural aptitudes, such as the ability to sing, play music, sports, art, etc. (Taweekoon, C. 2013: 11).

3. Personnel problems: Problems of human resources in higher education institutions are as follows.

3.1. Quality and Personnel Potential Issues: Although the recruitment and appointment of personnel to work, qualifications and rules have been well established. Those practices and rules are not the best guarantees for knowledgeable, skilled, and competent workers. But some are irresponsible, lacking awareness of their responsibilities, considering the rights that one should have more than the duties and responsibilities that should be performed. Some lack self-sacrifice, lack of serious devotion to the organization, and most importantly, lack of spirit of organizational ownership and loyalty to the organization. Problems with lack of knowledge include knowledge of job responsibilities, regulations, and good service. The second problem is the lack of skills, which is the lack of skills to perform the responsible tasks.

3.2. Problems in human resource management: In general, executives at all levels are unable to manage the existing personnel to work at their full potential and efficiency. The overuse of human resources has resulted in dramatic increases in human resources costs. Agency



administrators do not recognize and accept the role of human resource managers in parallel with the role of managers in their duties. It can be seen that the source of the problem is overworked people, resulting in insufficient use of people or following their abilities. The problem of understaffing or underemployment is very common in developing countries and many agree that it is a serious problem that deserves urgent consideration.

3.3. Problem of Lack of Good Attitude to Work: Good attitude to work refers to the faith and commitment to work for the common good of the organization or the public interest. It can be said that one of the major problems of the organization is that its personnel are selfish and refuse to work for the common good, seeking their benefit alone. Working efficiently is one of the key factors. Faith in work, not bored with work, satisfaction in work, full diligence, commitment to work. Workers with positive attitudes or job satisfaction tend to have fewer absences or resignations, are forward-thinking, future-oriented, and highly motivated. A positive attitude does not always refer to productivity, but it is an important mechanism that drives people to be ready and eager to learn their abilities to benefit their job responsibilities. The development of attitudes towards work has been a concern for both the public and private sectors for a long time. Show that the matter of attitude is a matter of concern that all parties are aware of the problem. For the government sector, it has been defined in the National Economic and Social Development Plan for the civil servants as a target group. It is important to develop the mind to provide personnel with the right attitude and values, quality, and ethics which is also stipulated that every agency must continue to develop continuously. In addition to being included in the national plan, the central personnel administration agency, the Office of the Civil Service Commission, has set out as one of the key policies in the development of civil servants emphasis will be placed on the development of the correct values and attitudes in the practice of democratic government, honesty, patience, and confidence in doing the right thing and has set up a project to enhance the attitudes and values of government officials in response to this policy.

3.4. Wage/Compensation Issues: Compensation wages do not reflect the true value of the work, fail to motivate and retain knowledgeable and high-performing personnel to work with the organization without Only personnel with knowledge and competence in a specific area. But at the same time, some of the general operating personnel are unskilled workers but have a long working period, with very high wage rates (which are according to the length of work), but the value of work and results are Not worth hiring compensation. It is always controversial to determine what an appropriate standard of outcomes should be to be accepted by both employers and employees. Most management will set a rather high goal as a criterion to measure, but personnel tends to negotiate lower by setting a level that they think is fair wages. And if the goal is higher, then it should be that the management must distribute the benefits to the staff higher, which is called work motivation.

3.5. Legal issues, regulations, regulations: Laws do not allow corporate personnel to realize their rights and responsibilities to work in parallel. This is because the rules often define rights as concrete jurisprudence that must not be neglected. But the duties and responsibilities and performance of personnel is the administrative art of the head of the department which is abstract. Even with negligence, there are no penalties like the rules. Regulations, for example, often cited many issues of working conditions, making it very difficult to consider improvements in personnel issues.



3.6. Quantity Issues: The disproportion of supply and demand for manpower. In terms of manpower economics or labor economics, it is found that the amount of manpower entering the labor force or the current supply of manpower is not proportional to the demand or demand of manpower. The problem can occur in two forms: the demand for manpower or jobs is less than the manpower in the labor market and the manpower produced by educational institutions is disproportionate to the demand, causing a shortage of thin manpower. Type in the organization. Especially in government agencies, which face a shortage of people with bachelor's or master's degrees in engineering, a doctorate in science, engineering, and industrial technicians. While some types of manpower are too much to overflow. Some types of manpower rates do not have a person to be appointed (Human Resource Development book in the organization).

4. Personnel problems solutions: approaches to solving problems or improving human resource competency in higher education institutions are as follows.

4.1. Guidelines for developing quality and enhancing personnel: there is supervision as a guideline for improving the performance of both the work and the performance, so the supervision of work within the organization. Therefore, it is a very important project that executives must create and practice regularly to provide advice and advice to personnel for better performance within the organization. Taking personnel to see work is a study visit within an educational institution or any organization, which may organize a project to view teaching and learning of teachers within the same school or take them to see the teaching and learning management of educational institutions in provincial areas., as well as having an apprenticeship in this section, not a practice test, but an apprenticeship to enhance the ability to work or improve the defects. Most internships are provided to recruits who are unfamiliar with the operation, the program may be provided both within and outside the school, and training sessions should be provided to increase knowledge of personnel in specific areas within the term. Limited time. Personnel is encouraged to go on further studies to increase their knowledge directly for specific positions to develop their work and benefit both directly and indirectly. Personnel must learn to self-study as a means of increasing their knowledge by helping themselves to acquire more knowledge. In addition to the development of personnel, it is necessary to create an awareness of love in the organization for personnel, thereby enabling employees to bond with the organization and their work will be more efficient and effective.

4.2. Guidelines for the allocation of human resources in the organization: There is a plan for the use of personnel thoroughly and suitable for the job. Arrange personnel with educational qualifications and experience suitable for the position. Personnel who will work in the organization must be competent and qualified. Jobs are assigned to suit personnel. Plans are in place to improve and promote personnel to the full extent and to suit their abilities and practical experience, laying manpower to suit the job. Supervisors must learn and organize manpower by starting with a serious study with employees in each group. Identify the organization's level of competent workers and how many groups there are, and then allocate them to the appropriate workforce. It is better to waste time studying the abilities of employees within the institution, but the reward is worth it than allowing many people to work but unable to work for the organization as expected.

4.3. Guidelines for creating a good attitude towards work: should cultivate a consciousness of love in the organization. Build faith in the work, strive to work, make employees feel part of the organization like a partner or business partner, executives are



transparent, communicate clearly, do not conceal things that should be disclosed. Such as internal and external news related to the organization, allowing subordinates to do new tasks so that they can develop themselves. This is the most suitable opportunity for management to treat employees with respect, equality, impartiality in the exercise of power, and listening to their opinions. Attitude towards management, work environment, job responsibilities, do's and don'ts. Create a friendly workplace atmosphere and improve the workplace to be appropriate and comfortable. Improve welfare and salary to be better than before. Provide opportunities for advancement in higher positions. Praise and honor those who perform truly outstanding work. There is a unity of safety and health care.

4.4. Establishing Performance Incentives: Incentives should be created for employees to perform their duties and the main incentives are material incentives such as money, items should be given on appropriate occasions and praised for their merits. Incentives include special salary increases, bonuses. and equity, profit sharing, incentives that provide opportunities for fame and power, higher positions, opportunities for advancement, and opportunities to study towards the incentives that are working conditions. These are material-based, such as having a private office, having a desk suitable for the position, providing benefits as needed. Non-material working conditions incentives include a loving and harmonious workplace atmosphere, no divisions or quarrels, and the morale boost for all employees to achieve Love in the organization, feel that they are involved in building reputation and profit for the organization. When the organization is reputable and stable, employees have more morale to work as well.

4.5. Guidelines for regulatory management: Responsibilities and operations should be allocated, duties and responsibilities are divided, tasks are assigned to subordinates to perform tasks effectively. In the chain of command, there must be hierarchical orders. Assignments are often difficult to implement because delegation decisions and authority are required by the top management. Selection of people who they think can assist in the work. Hierarchical assignments such as from the rector to the dean or head of the department, etc. The assignment process is to consider the expected outcome of the task, allocate the work as appropriate, delegate authority to the individual who thinks that the task will achieve its objectives, and try to manage it for everyone to do the job. which is responsible for the work done to achieve its success. The performance of the assigned duties, even if neglected. Some deductions do not have penalties like rules or regulations. Therefore, the allocation of duties, assignment of responsibilities to personnel is the best way to make the organization successful.

4.6. Solving the problem of quantity: Recruitment has been announced through various media, both on the Internet and posters, making it more likely for outsiders with diverse knowledge to work in the organization to apply for jobs with the organization. Organizations must have standards for recruiting personnel to work, recruiting people to work in the organization must be transparent and fair. Educational qualifications and specific subjects should be clearly stated. To recruit personnel to work, there should be an examination and selection of personnel with specific skills that meet the needs of the organization. The interview format has been established, selection criteria have been established, and job interview questions have been prepared that correspond to the qualifications of the desired position, the job description must be clearly explained. Applicants must understand the nature of the job and want to do it, for the organization to get the right person for the job. Setting qualifications and setting educational



qualifications and what the organization needs will make it possible to obtain personnel with knowledge and abilities suitable for the job. and meet the needs of the organization.

Conclusion and recommendations

Strategic management is the aim of managing the organization to achieve maximum efficiency by having a collective thinking approach and implementing it in a systematic way to create a management approach throughout the organization. Administrative methods for managing the organization. The concept of competence is the character of a person's abilities that are expressed behaviorally. The study can be classified into 3 dimensions the potential dimension, the competency dimension, and the competency dimension. These 3 dimensions will result in personnel performing tasks or doing things according to the standards and resulting in the organization to carry out various activities accordingly. Objectives, achieve and achieve the desired goals. From the author's study of the human resource development strategy Able to analyze 6 problems of personnel, namely (1) problems of quality and potential of personnel, (2) problems of human resource management, (3) problems of lack of a good attitude towards work, (4) problems with wages. Compensation, (5) legal and regulatory issues, and (5) quantity issues. From the problems encountered, the authors, therefore, propose a solution consisting of guidelines for developing quality and enhancing personnel, guidelines for allocation of human resources in the organization, guidelines for creating good attitudes towards work and creating incentives for work, guidelines for managing regulations, and guidelines for managing the quantity of insufficient personnel.

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