

INNOVATION IN HUMAN RESOURCE MANAGEMENT AND CORPORATE CULTURE THAT AFFECTS THE ORGANIZATION COMMITMENT OF RAJABHAT UNIVERSITY PERSONNEL IN RATTANAKOSIN GROUP

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ABSTRACT

This research aimed to 1) Innovation in Human Resource Management that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group, and 2) Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group. The sample group was elderly 368 persons in Rajabhat University Personnel in Rattanakosin Group by simple random sampling, and then use questionnaires to analyze and process with Statistical ready-made programs to find Statistics including Frequency, Percentage, Mean, Standard Deviation, and Multiple Regression Analysis.

The finding revealed that;

1. Rajabhat University Personnel in Rattanakosin Group found that the majority of them were female, aged 36 to 45, with a bachelor's degree in single status, working as operational staff. The working period is between 10 to 13 years, with an average monthly income of 35,001 Baht or more, and work at Suan Sunandha Rajabhat University.

2. Innovation in Human Resource Management that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model = $1.419 + (.354 * \text{Training and Development Innovation}) + (.188 * \text{Selection and Recruitment Innovation}) + (.188 * \text{Planning Innovation}) + (.159 * \text{Compensation and Benefits Innovation}) + (.179 * \text{Performance Appraisal Innovation})$ It can be explained, Innovation in Human Resource Management that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model is 78.3 Percent with a forecast standard tolerance of $\pm .296$.

3. Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model = $.666 + (.253 * \text{Innovation and Technology}) + (.285 * \text{Stability}) + (.175 * \text{Values}) + (.150 * \text{Organizational Stories with Underlying Meanings})$. It can be explained, Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model is 72.9 Percent with a forecast standard tolerance of $\pm .239$.

Keywords: Innovation in Human Resource Management, Corporate Culture, Organization Commitment, Rajabhat University in Rattanakosin Group

INTRODUCTION

1. Introduction

The environment of today's society is changing rapidly in all aspects, including the advancement of science and technology. Socioeconomic changes have affected organizations to adapt to the current situation to meet the challenges of change. As well as competitiveness for the organization's survival and growth. Change is inevitable in every organization. Management in all organizations faces changes in the external environment. Organizational change is a process that makes an organization more efficient. The change affects the exercise of authority in the chain of command, and the responsibilities of the members of the organization, and corporate communications, as well as the impetus of new technological changes. Globally, the change has allowed the organization to adapt to the environment and continuously improve. (Yavirat, N., 2013) Thailand also places immense importance on human resource development. The 12th National Economic and Social Development Plan (2017 - 2021) are based on the sufficiency economy philosophy. Sustainable development and people are at the center of development. It is a strategy for strengthening and developing human capital potential. (Office of the National Economic and Social Development Board, 2017) The management direction is in line with the human resource management of the modern world. "Workforce preparedness and population empowerment" so "Human Resources" Therefore, it is important that the organization pays attention to it from recruitment, selection, maintenance, and development. To obtain human resources that is truly valuable to the organization. Human resources are an invaluable resource for the development of global society. Whether the society is at the level of an organization, institution, community, or even the smallest society, the family. They all need members who are moral and ethical. How much society develops depends on the quality of human resources in society. This is because human resources will contribute to development in many ways. Therefore, it is essential that society develops human resources to be knowledgeable. Ability to live within the rules that society has put in place. Once human resources have been developed to have both knowledge and goodness, then it will make other systems. In society, changes, and improvements for the good followed. (Patcharin Khanitcharakoon, 2017)

Human resource management is like a gear or a machine that must contribute to value creation for organizations as well. If all departments in the organization understand their roles and responsibilities. Responsibility, including accountability and good consciousness, will make the organization get the most out of it. (Barney, 2001) Human resources are critical factors for the success of a business because the organization will achieve its goals. Organizations rely on talented people who fit the vision, mission, and goals of the business. Human Resource Management is one of the strategies for managing employees in the organization according to various dimensions. To enable employees to perform their duties in the most efficient manner and minimize problems. This includes developing employees' potential to perform more efficient tasks and for the organization's success to increase. Management of employee competencies cannot be overlooked. Because it is a key factor in the movement of the organization. These things can be trained so that each employee can develop their potential to a higher level. The people in the organization will have more potential, which will result in the effectiveness of the organization's work. In the end, the organization will be successful and increase its potential of the organization even more, both the personnel and the organization itself will progress along the way. (Thada Rajakit, 2019) "Corporate Culture" and the support of "corporate leaders" prioritizing research and development and innovation. Systematic management of existing knowledge for the creation of new knowledge sees. Developing ideas and setting direction for innovation the success that comes from innovation in that organization. The above data shows that in-house management affects the success of managing organizational innovation. In addition, the successful behavior generated by innovation in an individual's organization may be different. The speed of success achieved through innovation in the organization will be accepted eventually. And there is also a difference in the number of

recipients of that innovation, whether it is. Also, the persistence or permanence of acceptance with the effect of acceptance will occur. (Ploy Suwanchompoo, 2019)

In addition to for-profit organizations for economic competition. Rajabhat University in Rattanakosin Group, a public higher education institution takes personnel as an important cost to drive every mission in the organization to meet the main mission of that organization, namely: Aiming to produce quality graduates amidst rapid changes in the environment. The openness of international access has resulted in educational institutions competing for the quality of education. As a result, organizations need to change the operational paradigm of their workforce. Review of the organization of mechanical processes to be clear. For the organization's human resource management to be of the highest efficiency and quality in accordance with the mission set. Therefore, it is the key and the most important cost of the organization to lead Rajabhat University in Rattanakosin Group to success and sustainability. (Annual Report for Rajabhat University in Rattanakosin Group, 2021) Therefore, personnel is the most valuable and important thing in the organization to lead the organization in the same direction. Nowadays, each organization recognizes the importance of personnel as the most valuable resource of the organization. How successful an organization can depend on its people; is a key factor in the implementation of personnel management or human resource management. Therefore, it is an important mission of the organizer that the management Conduct systematic management, starting from human resource planning, to predict and deter human resource activities to be sufficient to carry out various aspects of the organization's mission, the process of recruiting and selecting personnel from various pious sources that are suitable for the position that the organization wants to work with the organization. Human resource development is to be ready to always work with the organization, Remuneration, and benefits according to suitability to build morale and positive attitude towards the organization, and performance evaluation to know the performance of personnel. (Human Resource Management Division, Rajabhat University in Rattanakosin Group, 2021) Commitment to the organization is what the management wants to happen in the organization. Because employee engagement with the organization is the main factor that leads to its success. And it is the basis that creates motivation to work for employees, whether working in administrative or operational duties. It covers all types of organizations. Able to predict the attendance and exit rate of employees. Employees with high corporate ties often want to stay with the organization, so the rate of relocation and absences decreases. It can also be a driving force for the organization's employees to perform better. A member's lack of engagement with the organization will have a negative impact. This cause's unwanted organizational behavior, up to the point of resigning from the organization, which resigns from work, affects human resource management. (Lalita Chandrangam, 2016)

From the foregoing. The researchers were interested in the study “Innovation in Human Resource Management and Corporate Culture that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group” To guide the development of the capability of personnel to be ready. Have knowledge, ability, and a good attitude in performing work. Be ready to cope with changes and develop in accordance with the management environment. This will be applied to benefit the Rajabhat University in the Rattanakosin Group in policy formulation. Corporate Culture and Human Resource Management Planning to meet the needs and create engagement with the organization of personnel, which will lead to the satisfaction of the performance of rajabhat university personnel in the Rattanakosin Group.

OBJECTIVES

2. Objectives

2.1 Innovation in Human Resource Management that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group.

2.2 Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group.

LITERATURE REVIEW

3. Related Literature

3.1 The Concept of Commitment to the Organization

Using the concept of Dunham, Grube & Castaneda (1994) say that the method of dividing engagement to an organization into 4 characteristics namely 1) Psychological Aspects 2) Persistence Commitment 3) Normative, and 4) Confidence and Acceptance of Corporate Goals. Let us guide this study.

3.2 The Concept of Human Resource Management

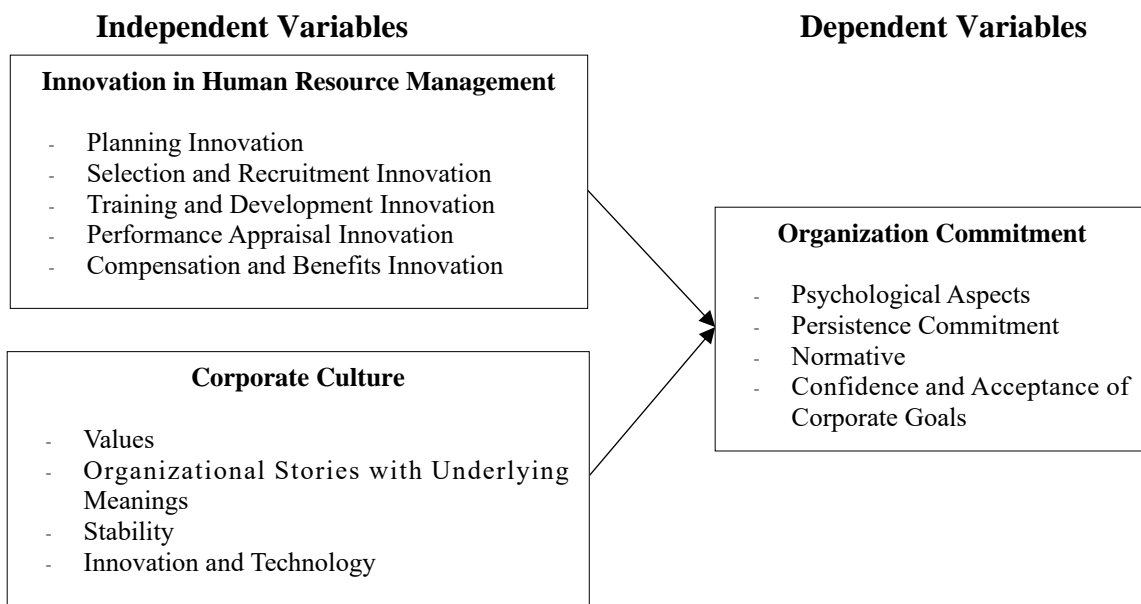
Using the concept of Mondy, Noe and Premeaux (1999) in Human Resource Management. It is the practice and policy to use the human resources of the business to achieve the organization's objectives or a design activity to build cooperation with the organization's human resources. Human Resource Management activities in 8 areas namely 1) Human Resource Planning 2) Recruitment 3) Selection 4) Training and Development 5) Compensation and Benefits 6) Safety and Health 7) Employee and Labor Relations and 8) Performance Appraisal for this research. The researchers were interested in studying Human Resource Management Innovations. In 5 elements namely 1) Planning Innovation 2) Selection and Recruitment Innovation 3) Training and Development Innovation 4) Performance Evaluation Innovation and 5) Compensation and Benefits Innovation

3.3 The Concept of Corporate Culture

Using the concept of Dubrin (2005), the dimensions or main factors of corporate culture will help explain the nature of the subtle power that influences employees' actions. Can be divided into 9 characteristics namely 1) Values 2) Organizational Stories with Underlying Meanings 3) Myths 4) Degree of Stability 5) Resource Allocations and Rewards 6) Rite and Rituals 7) A sense of Ownership 8) Corporate Spiritualism and Organizational Spirituality, and 9) Innovation. For this research. The researchers were interested in studying corporate culture in 4 components namely 1) Values 2) Organizational Stories with Underlying Meanings 3) Stability and 4) Innovation and Technology

3.4 Conceptual Framework

From the study of the concept Theories, papers, and research related to Innovation in Human Resource Management and Corporate Culture that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group. Used the Concept of Human Resource Management Innovation by Mondy, Noe, and Premeaux (1999), the Corporate Culture Concept of Dubrin (2005), and the Concept of Corporate Engagement by Dunham, Grube & Castaneda (1994). As a guide to this study, the researchers wrote a conceptual framework for the research, as follows:



4. Research Methodology

4.1 Population and sample

1) The populations used in this research were: 4,487 persons in Rajabhat University Personnel in the Rattanakosin Group. (Human Resource Management Division, Rajabhat University in Rattanakosin Group, 2021)

2) The samples used in this research were: 368 persons in Rajabhat University Personnel in the Rattanakosin Group. The sample size is calculated with Yamane's formula (1970). Probability Sampling is Performed, Stratified Sampling and defines the Bhumi class as Rajabhat University in Rattanakosin Group.

RESEARCH METHODOLOGY

4.1 Research Tools

The tool used in this research is a questionnaire on Innovation in Human Resource Management and Corporate Culture that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group. The questionnaire is divided into 5 parts as follows:

Part 1 on personal information includes Sex, Age, Education Level, Status, Job Title, Period of Operation, Average Monthly Income, and Rajabhat University. It is a checklist questionnaire of 8 questions.

Part 2 Innovation in Human Resource Management of Rajabhat University in Rattanakosin Group. It is a 5-level estimation scale questionnaire: most, very, medium, few, least, 20 items.

Part 3 The Corporate Culture of Rajabhat University in Rattanakosin Group. It is a 5-level estimation scale questionnaire: most, very, medium, few, least, 12 items.

Part 4 About the commitment to the organization of Rajabhat University personnel in the Rattanakosin Group. It is a 5-level estimation scale questionnaire: most, very, medium, few, least, 20 items.

In Parts 2, 3 and 4, the researchers determined the average scoring scale at each grade level, using a formula to calculate the wide range of layers. (Vasana Pattanananchai, 2010 Cited in Cholpassorn Sitthiwarongchai, 2017) and interpret the mean of the score as follows:

Average score from 4.21 - 5.00	mean	Innovation in Human Resource Management/ Corporate Culture/ Organization Commitment, at the highest level.
Average score from 3.41 - 4.20	mean	Innovation in Human Resource Management/ Corporate Culture/ Organization Commitment, at the very level.
Average score from 2.61 - 3.40	mean	Innovation in Human Resource Management/ Corporate Culture/ Organization Commitment, at the moderate level.
Average score from 1.81 - 2.60	mean	Innovation in Human Resource Management/ Corporate Culture/ Organization Commitment, at the little level.
Average score from 1.00 - 1.80	mean	Innovation in Human Resource Management/ Corporate Culture/ Organization Commitment, at the least level.

Part 5 About Feedback Innovation in Human Resource Management and Corporate Culture that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group.

Tool Quality Check

We used the questionnaire generated. For the research study, the test for Validity and Reliability is as follows:

1. Fidelity determination by examining the accuracy of the content from 3 experts, it was found that the IOC value of the question was between 0.67 – 1.00.

2. To determine confidence, the researchers tested the updated questionnaire (try-out) with groups like the samples to be studied. (Rajabhat University personnel in Rattanakosin Group) 40 people and reliability. By finding (Cronbach's Alpha Coefficient

2.1 Innovation in Human Resource Management of Rajabhat University in Rattanakosin Group It has a confidence value of .985.

2.2 Corporate Culture of Rajabhat University in Rattanakosin Group It has a confidence value of .986.

2.3 Commitment to the organization of Rajabhat University personnel in the Rattanakosin Group It has a confidence value of .987.

3. Get a complete questionnaire

4.2 Analysis of Data and Statistics Used

Used all received questionnaires to verify the integrity of all questionnaires and analyzed them statistically using a statistical ready-made program. The steps are as follows:

1. Descriptive statistics are used to describe the personal data of Rajabhat University personnel in the Rattanakosin Group. Using Frequency and Percentage Statistics. Human Resource Management Innovation Analysis Section of Rattanakosin Group Rajabhat University, Corporate Culture of Rajabhat University in Rattanakosin Group, and commitment to the organization of Rajabhat University personnel in the Rattanakosin Group. Using Mean and Standard Deviation

2. Inferential Statistics are used to Analyze Multiple Regression Analysis to test hypotheses as follows:

2.1 Correlation verification between all independent variables according to the conditions laid down in the preliminary agreement of Linear Regression Analysis. Using Pearson's Product Moment Correlation Coefficient.

2.2 Check the suitability of Innovation in Human Resource Management and Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group. The VIF (Variance Inflation Factor) value is not more than 5 values, Tolerance is not less than 0.2, and the Eigen Value is not more than 10.0. So that all independent variables are not related to each other and do not form a multicollinearity relationship.

2.3 Analysis of Innovation in Human Resource Management and Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group. Using Multiple Regression Analysis.

2.4 Create an innovation model in Human Resource Management and Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group. Using equations $Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + b_nx_n$

a = Forecast Equation Constant
 b₁, b₂, b₃, b_n= Detachment Coefficient of Forecast Variables
 x₁, x₂, x₃, x_n= Forecast Variables

RESULTS AND FINDINGS

5. Results and Findings

5.1 Rajabhat University Personnel in Rattanakosin Group found that the majority of them were female, aged 36 to 45, with a bachelor's degree in single status, working as operational staff. The working period is between 10 to 13 years, with an average monthly income of 35,001 Baht or more, and work at Suan Sunandha Rajabhat University.

5.2 The opinions of Rajabhat University personnel in the Rattanakosin Group are at the highest level. If considered individually, all factors are at the highest level. First Organization Commitment, secondary Corporate Culture, and Innovation in Human Resource Management, respectively Details as shown in Table 1.

Table 1 Average and Standard Deviation Opinions of Rajabhat University personnel in Rattanakosin Group

Opinions of Rajabhat University personnel in Rattanakosin Group	Comment level (n = 368)		
	\bar{x}	S.D.	Interpretation
1. Innovation in Human Resource Management	4.48	.489	Highest
2. Corporate Culture	4.57	.453	Highest
3. Organization Commitment	4.62	.458	Highest
Overview	4.56	.467	Highest

5.3 Innovation in Human Resource Management that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model = 1.419 + (.354 * Training and Development Innovation) + (.188 * Selection and Recruitment Innovation) + (.188 * Planning Innovation) + (.159 * Compensation and Benefits Innovation) + (.179 * Performance Appraisal Innovation) It can be explained, Innovation in Human Resource Management that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model is 78.3 Percent with a forecast standard tolerance of $\pm .296$. Details as shown in Table 2.

Table 2 Model Analysis Innovation in Human Resource Management that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group.

Innovation in Human Resource Management that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model	Model
Constant	1.419
Training and Development Innovation (x ₃)	.354
Selection and Recruitment Innovation (x ₂)	.188
Planning Innovation (x ₁)	.189
Compensation and Benefits Innovation (x ₅)	.159
Performance Appraisal Innovation (x ₄)	.179
R	.767
R ²	.788
Adjusted R ²	.783
S.E.	.296
F	103.457**
p-value of F	.000

** Statistically Significant at .01

5.4 Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model = .666 + (.253 * Innovation and Technology) + (.285 * Stability) + (.175 * Values) + (.150 * Organizational Stories with Underlying Meanings). It can be explained, Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model is 72.9 Percent with a forecast standard tolerance of \pm .239. Details as shown in Table 3.

Table 3 Model Analysis Corporate Culture that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group.

Corporate Culture that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model	Model
Constant	.666
Innovation and Technology (w ₄)	.253
Stability (w ₃)	.285
Values (w ₁)	.175
Organizational Stories with Underlying Meanings (w ₂)	.150
R	.855
R ²	.732
Adjusted R ²	.729
S.E.	.239
F	247.313**
p-value of F	.000

** Statistically Significant at .01

DISCUSSION

6. Discussion

6.1 Innovation in Human Resource Management that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model = 1.419 + (.354 * Training and Development Innovation) + (.188 * Selection and Recruitment Innovation) + (.188 * Planning Innovation) + (.159 * Compensation and Benefits Innovation) + (.179 * Performance Appraisal Innovation) It can be explained, Innovation in Human Resource Management that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model is 78.3 Percent with a forecast standard tolerance of \pm .296. Shows The Innovation in Human Resource Management that Affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model is 78.3% had a standard error in the forecasting of \pm .296. In line with the concept of Mondy, Noe, and Premeaux (1999), says Human Resource Management. It is the operation and policy to use the human resources of the business to achieve the organization's objectives

or as a design activity to establish cooperation with the organization's human resources. Human resource activities include Human resources business's human resources to achieve the organization's objectives or as a design, activity to establish cooperation with the organization's human resources planning is a survey process. The need for human resources to obtain the required number of skilled employees and be able to provide, In human resource planning, the work must be designed and analyzed, Before Job Design. It is the process of determining the work structure and design of specific work activities of an individual or group of individuals to achieve the organization's objectives. Job analysis is the process of collecting analytical data and distinguishing information about a job. Duties and knowledge required for a particular task of the organization. 2) Recruitment is a group of corporate activities used to motivate talented candidates with an attitude that the organization wants to apply for the right position for it to achieve its objectives. 3) Selection is the process of selecting the most suitable person for the organization and suitable for the desired position by selecting from a group of applicants. 4) Training and Development, Training is a systematic process to change employee behavior to have a direction that can achieve organizational goals or activities so that learners acquire the knowledge and skills needed for today's work. Development is the provision of knowledge. Providing employees with knowledge and development in their operations for current or future use. 5) Compensation and Benefits, Compensation is all the rewards that an employee receives in exchange for a job, consisting of wages, salaries, bonuses, incentives, and Benefits are rewards or increments received by employees because of employment and positions within the organization. 6) Safety and Health is the protection of employees from work accidents, and physical, mental, and social condition. 7) Employee and Labor Relations Employees and Labor Relations are internal environments that management must consider because the work will be achieved by the employees, and 8) Performance Appraisal is an evaluation process. E Employee behavior by measuring and comparing established standards. And the concept of Ekapit Chinakai (2018) said Human Resource Management is personnel management in which the management of an organization jointly uses knowledge and experience in conducting recruitment and selection. And include qualified persons to work in the organization and pay attention to maintaining and developing the organization's personnel to have more knowledge and ability. To have good physical and mental health at work, as well as to help create security for personnel who need to be discharged. From working for some reason to being able to live happily in society. Including the concept of Tanutta Tonghom (2013) mentioned the composition of human resource management consists of 4 components as follows: 1) Human resource management is a management process that begins with the beginning of work. All the time of work and until leaving work. 2) Human resource reward is the reward of work to motivate employees to work in an organization. 3) Human resource development is to encourage personnel to have knowledge and ability and increase their potential, and 4) Protecting and preserving human resources is labor relations and negotiating safety for health, comfort, etc. Including the research of Chanphon Sermsri (2015) The Relationship between Human Resource Management and Employee Engagement a Company in Amata Nakorn Industrial Estate, Chonburi Province. The study found that human resource management from the perspective of personnel of a company in Amata Nakorn Industrial Estate, Chonburi province, was good. And the engagement with the organization is high. As for the relationship test results, it was found that all 8 aspects of human resource management have a positive (variable) relationship with engagement with the organization. In Human resource development and human resource planning, there was a high correlation of statistically significant levels at .01. The five sides were moderately correlated, statistically significant at .01. These include human resource preservation, rewards, and rewards. Control/ Evaluation Human resource recruitment/ selection and job analysis/design, respectively. Safety and Health Section There was an extremely low correlation with statistically significant .05. And research articles by Wutipong Janmuangthai, Chumpon Rodjam, Chutikarn Sriviboon and Cholpassorn Sitthiwarongchai (2021) Human Resource Management Innovative of Educational Organizations. This research aims to study human resource management innovation for educational organizations and to create appropriate models to bring human resource management

innovation in educational organizations. Qualitative Research is based on the concept of innovation and human resource management, as well as the Thai educational context. The results showed that the right model to implement human resource management innovation for educational organizations is the 5H go 3In Model. It consists of 1) Human Resource Management in 5 components: Human Resource Planning, Recruitment and Selection of Human Resources, Human Resource Training and Development, Human Resource Performance Evaluation, and Human Resource Compensation and Benefits. And 2) Corporate Innovation in 3 components: Strategy Innovative, Human Resource Innovative, and Management Innovative. The adoption of the 5H go 3In Model in the organization is critical to building the capacity of the organization's personnel to compete with Thailand's educational organizations as an innovation organization.

6.2 Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model = $.666 + (.253 * \text{Innovation and Technology}) + (.285 * \text{Stability}) + (.175 * \text{Values}) + (.150 * \text{Organizational Stories with Underlying Meanings})$. It can be explained, Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model is 72.9 Percent with a forecast standard tolerance of $\pm .239$. Shows Corporate Culture that affects the Organization Commitment of Rajabhat University Personnel in Rattanakosin Group Model is 72.9 Percent with a forecast standard tolerance of $\pm .239$. In line with the concept of Dubrin (2005) said: The dimensions or main factors of corporate culture will help to explain the nature of the subtle power that influences the actions of employees. The elements or dimensions that influence the corporate culture can be divided into 9 aspects as follows: 1) Values, the basis of any corporate culture is valued, the company's philosophy is expressed through values, and values guide the basic behavior of the daily routine. 2) Organizational Stories with Underlying Meanings, in many organizations, there are stories that are told that promote principles that the highest management thinks are important. 3) Myths, and myths are thrilling tales or imagined events. It is about the company's history, which contributes to the group's mythology, helps unite the group, and can create competitive advantages. 4) Degree of Stability, Fast Placed and Dynamics companies have a different culture from status-paced and stable. The chief executive will have a signal away from his energetic or passive stance. Especially regarding how much they are embracing their innovations. The level of stability influences the strengths of the culture, regardless of what happens. Culture can thrive. 5) Resource Allocations and Rewards, How Organizations are used to allocate winnings and other resources, influencing culture, and investing in resources. 6) Rite and Rituals, Part of corporate culture consists of various traditions or company ceremonies and rituals. Few companies think their company has ceremonies and rituals. But if observed wisely, it can come off. 7) A sense of ownership, the increase in ownership of the company's shares. This creates a culture of ownership in many companies. This also inspires employees to think and act as if they own the company, a culture of ownership and loyalty. Increasing work efforts and interest in the same direction of employees in the company. The culture of ownership can be reflected in everyday actions. 8) Corporate Spiritualism and Organizational Spirituality, Organizations are distinguished in two material respects. Close to the concept, which influences culture. First, the group's spirit arises when management cares about keeping employees well in the same way they care about the company's bottom line. Secondly, the spirit of the organization involves workers at all levels. There is a belief, something big. Then they themselves are complementary to the traditions of religion. This kind of spirit is also seen as invisible support, but trust helps keep employees and their work going. When faced with difficulties, it becomes more difficult. A company that has a group spirit or corporate spirit, or a combination of both. Employees work with real aims. Both dimensions of this culture will help the company to have a spirit, and 9) Innovation, a cultural dimension that is important in most jobs, is the innovative spirit of employees. An environment that encourages innovation gives individuals creativity. Therefore, executives should assess the appropriateness of the corporate culture. Some cultures are long-lived, and deeply rooted, but if they do not fit into the present and create problems for the organization, they should find solutions. Change that culture. And the concept of Schermerhorn (1999) said: Corporate culture is

a belief system and shared values that have been developed within the organization. Including the concept of Brown (1993) it explains the importance of corporate culture as something that is extremely important to the organization in the operation of each organization because it is the collective value that underpins the success of the organization. In addition, the elements of the culture affect the attitude, job satisfaction, cooperation in the work of members of the organization, and attitude towards work and organization. And increasing the administrative organization's productivity for it to operate efficiently and effectively depends on several factors. One of the most important aspects is that the company culture is a guideline that executives can use in management within the organization. Contribute to the decision of recruitment to be compatible with the organization as a guideline for human resource maintenance. As well as developing personnel in the right way in accordance with the existing culture and developing the corporate culture to be a supporting factor for the benefit of the organization. Including the research of Ploy Suwanchompoo (2019) on Japanese Organizational Culture Relating to Thai Employees' Engagement in Japanese Companies in The Bangkok Metropolitan Region. The results showed that age, age, and marital status differed. It affects engagement with different organizations, and the results of the analysis of the relationship between Japanese corporate culture and the commitment to the organization of Thai employees. It was found that Japanese corporate culture, the rate of resignation, lifetime employment, and dedication to work for the success of the organization affected the engagement of the organization. Therefore, if other organizations have a Japanese corporate culture as a model and want to apply Japanese corporate culture to their organization to create a bond between employees and the organization. The importance of working together and developing work with the intention and dedication of employees to achieve the organization's goals. A lifetime employment contract is entered into. This includes providing benefits to employees and their families so that employees feel secure and should find ways to create a positive attitude between employees and the organization. There is a clear plan to let employees know their opportunities and progress. Encouraging employees to work independently and listen to their opinions openly. and research by Cholphassorn Sitthiwarongchai (2017). The Causal Relationship and Effect of Strategic Innovation Management: An Empirical Evidence of Private Hospital. The results of the study showed as following: 1) five strategic management innovations: networking business, rapid response technology, integrated management process, flexible resource allocation, and creativity development positively affected market advantage, effective customer response, and organizational excellence competition. 2) the organizational excellence competition positively affected the business performance, but the market advantage and effective customer response did not affect business performance. 3) competitive intensity was moderate among market advantage and business performance but did not moderate among effective customer response and business performance, and moderate among organizational excellence competition and business performance. 4) transformational leadership positively affected all strategic management innovations. 5) changing competitive awareness positively affected networking business, flexible resource allocation, and creativity development, but not rapid response technology and integrated management process. And 6) service orientation positively affected networking business, rapid response technology, flexible resource allocation, and creativity development, but did not positive affected the integrated management process.

ACKNOWLEDGEMENTS

7. Acknowledgements

We would like to thank the College of Innovation and Management, Suan Sunandha Rajabhat University. For organizing the 4th International Conference on Management, Innovation, Economics, and Social Sciences 2023. And supporting the budget for international presentations. Thanks for the academic article “Human Resource Management Innovative of Educational

Organizations” of Wutipong Janmuangthai, Chumpon Rodjam, Chutikarn Sriviboon, Cholpassorn Sitthiwarongchai, Including research on “The Causal Relationship and Effect of Strategic Innovation Management: An Empirical Evidence of Private Hospital” of Cholpassorn Sitthiwarongchai.

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