



## รูปแบบการพัฒนาประสิทธิภาพอาจารย์พยาบาลเพื่อความยั่งยืน

ของวิทยาลัยพยาบาล สังกัดสถาบันพระบรมราชชนก

## A Model for Developing Efficiency Related to Sustainability among Nursing Instructors in Colleges under Praboromarajchanok Institute

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## บทคัดย่อ

การวิจัยและพัฒนานี้มีวัตถุประสงค์ เพื่อสร้างรูปแบบการพัฒนาประสิทธิภาพของอาจารย์พยาบาลเพื่อความยั่งยืนของวิทยาลัยพยาบาล สังกัดสถาบันพระบรมราชชนก ใช้วิธีการวิจัยแบบผสานวิธี แบ่งออกเป็น 4 ขั้นตอน ได้แก่ ขั้นตอนที่ 1 การศึกษาประสิทธิภาพอาจารย์พยาบาลที่ส่งผลต่อความยั่งยืน กลุ่มตัวอย่างคือ ผู้อำนวยการ รองผู้อำนวยการ หัวหน้างาน และอาจารย์ระดับปฏิบัติ วิทยาลัยพยาบาลสังกัดสถาบันพระบรมราชชนก จำนวน 272 คน สุ่มตัวอย่างแบบแบ่งชั้นภูมิ เก็บข้อมูลโดยใช้แบบสอบถาม วิเคราะห์ข้อมูล โดยใช้สถิติเชิงพรรณนา และใช้สถิติวิเคราะห์ทดสอบโดยใช้พหุคุณแบบขั้นตอน ขั้นตอนที่ 2 ศึกษาแนวทางการพัฒนาประสิทธิภาพอาจารย์ กลุ่มตัวอย่าง เป็นผู้ทรงคุณวุฒิ จำนวน 4 คน โดยใช้แบบสัมภาษณ์กึ่งโครงสร้าง และศึกษาดูงานหน่วยงานที่เป็น best practice จำนวน 2 แห่ง โดยใช้แบบบันทึกการรายงานและแบบศึกษาเอกสาร วิเคราะห์ข้อมูล โดยการวิเคราะห์เนื้อหา ขั้นตอนที่ 3 การยกร่างรูปแบบและการตรวจสอบความเหมาะสม ของร่างรูปแบบ โดยการสนทนากลุ่ม ผู้ทรงคุณวุฒิ จำนวน 9 คน และขั้นตอนที่ 4 การประเมินรูปแบบ กลุ่มตัวอย่างคือ ผู้อำนวยการ รองผู้อำนวยการ หัวหน้างาน และอาจารย์ระดับปฏิบัติ วิทยาลัยพยาบาลสังกัดสถาบันพระบรมราชชนก ในเขตภาคเหนือ จำนวน 154 คน สุ่มตัวอย่างแบบแบ่งชั้นภูมิ เก็บข้อมูลโดยใช้แบบสอบถาม วิเคราะห์ข้อมูล โดยใช้สถิติเชิงพรรณนา ผลการวิจัย พบว่า

1. ประสิทธิภาพอาจารย์พยาบาลที่ส่งผลต่อความยั่งยืนของวิทยาลัยพยาบาล มี 9 ด้าน ได้แก่ ทัศนคติ สุขภาพ การสำรวจตนเอง ปรัชญาและอุดมการณ์ในการพัฒนาตนเอง การจัดการความรู้ การพัฒนาอาจารย์สู่การเป็นมืออาชีพ ขีดความสามารถและอัตรากำลังของบุคลากร ค่าตอบแทนและผลประโยชน์เกื้อกูล และบรรยักษ์การทำงานของบุคลากร

2. แนวทางการพัฒนาประสิทธิภาพอาจารย์พยาบาล มี 3 ขั้นตอน ได้แก่ การออกแบบ กิจกรรมการพัฒนา การนำแผนกิจกรรมไปปฏิบัติและการประเมินผล และสรุปผลการพัฒนา

3. รูปแบบ ประกอบด้วย หลักการและเหตุผล วัตถุประสงค์ ปัจจัยแห่งความสำเร็จ องค์ประกอบประสิทธิภาพอาจารย์ แนวทางการพัฒนา และความยั่งยืนของวิทยาลัย การประเมิน ความเหมาะสมของรูปแบบอยู่ในระดับมาก ( $M=4.04$ ,  $SD=0.70$ )

4. การประเมินความเป็นไปได้และความเป็นประโยชน์อยู่ในระดับมาก ( $M=4.05$ ,  $4.40$ ;  $SD=0.82$ ,  $0.47$ ) ตามลำดับ

ผู้บริหารควรจัดการแข่งขันเพื่อพัฒนาประสิทธิภาพของผู้สอนและมอบรางวัลเพื่อให้เกิดการพัฒนาอย่างต่อเนื่อง

**คำสำคัญ:** ประสิทธิภาพ ความยั่งยืน อาจารย์พยาบาล วิทยาลัยพยาบาล

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## Abstract

This mixed methods design research and development study aimed to create a model for developing the efficiency of nursing instructors in order to promote the sustainability of the nursing colleges under the jurisdiction of Praboromarajchanok Institute. The research was conducted in 4 stages. The first stage was to study the competencies of nursing instructors in what regards sustainability. The sample group consisted of 272 people, including directors, deputy directors, work supervisors, and practical instructors. Participants were randomly selected using the stratified sampling method. Data were collected using questionnaires, and analyzed using descriptive statistics and stepwise multiple regression analysis statistics. The second stage was to study the guidelines for developing nursing instructors' competencies. The sample was a group of 4 qualified persons. The instrument was a semi-structured interview form. There was also an observation visit at the two best agencies to study their practices, using a reporting form and a document study form. Data were analyzed using content analysis. The third stage was to draft the model and check its suitability by 9 experts. The fourth stage was an evaluation of the developed model. The sample consisted of 154 people, including the directors, deputy directors, supervisors and instructors in nursing colleges in the northern region of Thailand. Stratified sampling method was applied. Data were collected using questionnaires and analyzed using descriptive statistics. The results of the research found as follows:

1. The competencies of nursing instructors affecting the sustainability were divided into 9 aspects, namely: a) health, b) attitude, c) self-evaluation, d) philosophy and ideology for self-development, e) knowledge management, f) development of personnel professionalism, g) capability and manpower of personnel, h) compensation and benefits, and i) personnel working environment.

2. The guidelines for developing the efficiency of nursing instructors were divided into three stages: designing development activities, implementing the activity plan, and evaluating and reflecting on the development outcome.

3. The model consisted of principles and rationale, objectives, success factors, components of instructor efficiency, development guidelines, and the sustainability of the colleges. The appraisal of the model's suitability was at a high level ( $M=4.04$ ,  $SD=0.70$ ). The feasibility and benefits assessment was also at a high level ( $M=4.05$ ,  $4.40$ ;  $SD=0.82$ ,  $0.47$ , respectively).

Administrators might arrange competitions and give awards for the development of nursing instructors' efficiency as an incentive for continuous improvement.

**Keywords:** Efficiency, Sustainability, Nurse Instructors, Nursing College

## Introduction

Current organizations need development to be sustainable. Nursing colleges under Praboromarajchanok Institute also require sustainability. The sustainability of the College of Nursing under Praboromarajchanok Institute requires long-term persistence, as well as laying a foundation for the organization to grow in the long term. In order for an organization to grow sustainably, it must be supported and driven by efficient personnel, consistent with the writings of the high-ranking Buddhist priest Phra Buddhakosachan (Payutto, 2018), who says that human sustainable

(2/13)



development should develop in three aspects, the first being behavior and daily living, the second being emotions, and the third being wisdom. The Sufficiency Economy Philosophy of His Majesty the King of Thailand says, “The key principle of human resource development is to have knowledge and academic experience, along with training in current knowledge, including the cultivation of morals and ethics together” (Office of the State Economic and Social Development Committee, 2012). It must rely on three main principles: moderation, reason, and acceptance of change (Mahaput, 2016).

The development of human efficiency is important. When a person in an organization improves their behavior or work performance, it will either be because of self-improvement or because the organization has helped the person to improve, which would naturally make a person who is a member of the organization more effective. The role of a nursing instructor is to be one who teaches in a nursing college, and thus is in accord with the responsibilities of institutions of higher education. Nursing instructors have five important roles and duties in carrying out their missions: 1) teaching, 2) being a faculty advisor, 3) researching and writing academic textbooks and articles, 4) supervising academic matters, and 5) preserving arts and culture (Higher Education Act 2019, 2019). Nursing instructors, who are important to the nursing institution and to high-quality education, should develop the skills and performance necessary to increase their efficiency. The Ministry of Higher Education, Science, Research and Innovation has a policy to develop the professionalism of instructors to promote and help instructors in higher education institutions improve their performance and efficiency. There are three components in the management of learning and teaching, namely, (1) having increased knowledge in one's own area of expertise, (2) having the ability to design and plan the management of efficient learning activities for the student, and (3) valuing occupational development that is maintained according to the occupational ethics of instructors. (Association of Professional Development Networks for Teachers and Higher Education Organizations of Thailand, 2023). After the Covid 19 crisis, the lifestyle of people around the world has changed (The next normal). The type of learning and teaching known as blended learning, which is a teaching system that combines confrontational learning with teaching through computer networks in order to increase productivity (Graham, 2012), whether that learning takes place both in the classroom and outside the classroom, or uses a wide range of learning resources. The Ministry of Public Health (2019) has adopted a medical service policy of using communication technology to enable doctors and patients to discuss health problems together (telemedicine), and the Nursing Council has a policy of using a remote nursing approach (telenursing) to provide counseling and problem-solving for matters related to hygiene within the framework of the knowledge in the nursing and midwifery professions by using digital systems to provide services. Nursing instructors must develop themselves to be able to teach students remote nursing skills. (Nursing Council Announcement, 2020) Developing instructors' potential is therefore essential as it is a way to enhance their knowledge, abilities, and skills in working effectively (Thirawanatphong & Boonprom, 2015).

There are a total of 30 Colleges of Nursing under Praboromarajchanok Institute, with a total of 1,481 nursing instructors (Praboromarajchanok Institute, 2017) who have roles and duties according to the Institute's stated missions in five areas, namely: 1) human resource production and

(3/13)



development, 2) provides education 3) promotes academics and professions, 4) teaches, 5) research 6) academic service, and 7) preserving arts and culture. The Strategy Plan of Praboromarajchanok Institute in the field of teacher development, in strategy number 5, is to accelerate the development of personnel to increase their expertise in accordance with the needs of the health system.

In the past, the improvement of nursing instructor efficiency has not been as successful as it should have been. Most nursing personnel possess the minimum competencies necessary for the 21<sup>st</sup> century, but do not meet the established standards and goals, and the information technology system being used has not kept up with the demands of administration and management. The production of research and positive academic results is still relatively low, and there is little outside funding for research (Nursing Council, 2017). Therefore, the researcher was interested in the study of a model for improving the efficiency of nursing instructors to promote the sustainability of nursing colleges under Praboromarajchanok Institute as a guideline for policy making and planning, in order to develop such instructor efficiency in Praboromarajchanok Institute nursing colleges.

### Objectives

1. To study the effectiveness of nursing instructors affecting the sustainability of nursing colleges under Praboromarajchanok Institute.
2. To study the guidelines that were created for improving the efficiency of nursing instructors to promote the sustainability of nursing colleges under Praboromarajchanok Institute
3. To create a model for improving the efficiency of nursing instructors in order to promote the sustainability of nursing colleges under Praboromarajchanok Institute.
4. To assess the feasibility and benefits of the model of development of nursing instructors efficiency for the sustainability of nursing colleges under Praboromarajchanok Institute.

### Conceptual Framework

Efficiency was categorized into three aspects: 1) a personal attributes factor, 2) a work effort factor, and 3) a personal environmental quality factor (Akkarathitipong, 2013;; Laksana, 2009; Certo, 2000). As for sustainability, according to the concept of P.A. Payutto (2018), human development for sustainability should develop people in the all of the following three ways: 1) behaviorally and in their lifestyle, 2) mentally, and 3) intellectually.

The Global Sustainable Development Goals are used to develop the model, include goals related to human development, namely Goals 3 and 4 (Sustainable development goals, 2015). Goal 3 (Health and Well-being), is to ensure that people live healthy lives, and to promote well-being for all people of all ages. This goal includes a policy to build and maintain a healthy workforce. Goal 4 (Quality Education) is to ensure that everyone has a quality education that is comprehensive and equal in opportunity, and to support lifelong learning opportunities. It includes a policy emphasizes that everyone obtains the knowledge and skills necessary to promote sustainable development.



From stage 1 of the study, nine areas of effectiveness were identified regarding the effectiveness of instructors affecting the sustainability of nursing colleges (as detailed on page 10 of this study).

After that, guidelines for improving the efficiency of nursing instructors were created using a development approach consisting of three stages: 1) designing development activities, 2) implementing the activity plan, and 3) evaluating and reflecting on development results (Rerkkham, 2018). These guidelines will result in the sustainability of the College of Nursing under Praboromarajchanok Institute, consisting of five aspects, namely: 1) personnel health, 2) personnel retention rate, 3) personnel morale, 4) the response of personnel to college policies, and 5) the relationship between personnel and stakeholders. The research conceptual framework is shown in Figure 1

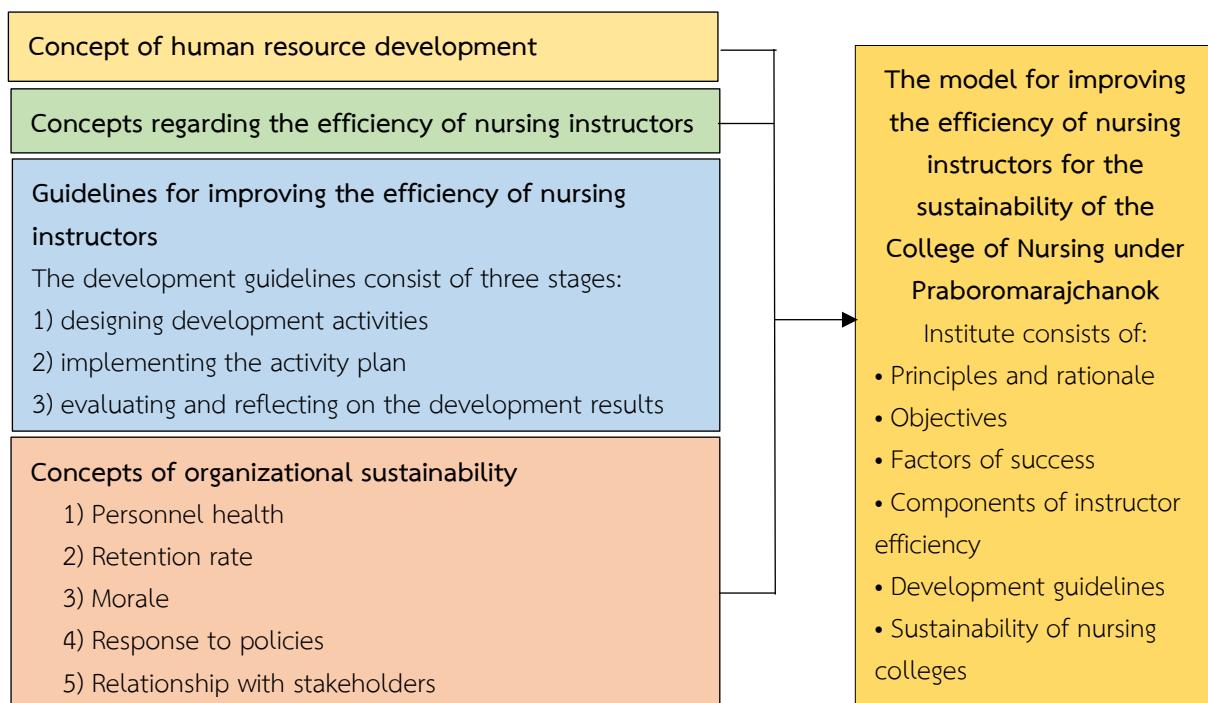


Figure 1 Conceptual Framework

## Methods

This research uses mixed methods research. presented in 4 stages

**Stage 1: Studied on the effectiveness of nursing instructors affecting the sustainability of nursing colleges under Praboromarajchanok Institute.**

### Population and Sample

The population used in the quantitative research using a survey method was nursing instructors from 30 colleges, totaling 1,481 persons (data as of December 15, 2018). A sample size of 315 nursing instructors was calculated using a stratified sampling of colleges in each region. When the 95% confidence interval was set, the discrepancy was not more than 5% using the formula according to Yamane's guidelines (1970).

**Research Instrument:** The research tools used for collecting the data were questionnaires comprising 3 sections: 1) personal factors, 2) factor affecting the efficiency of nursing instructors, and

(5/13)



3) sustainability of study nursing instructor efficiency factors. The nature of the questionnaire was a 5-level rating scale (Rating Scale), which is the highest, most, moderate, little, least, which determines the score level.

**Validity and Reliability of the Research Instrument:** A questionnaire was taken to five experts/qualified persons to check the quality of the questionnaire and determine its accuracy, that is, Item-Objective Congruence Index (IOC) was determined to be 0.80-1.00. After that, the questionnaire was tested with 30 non-sample nursing instructors to determine the quality of the tool. The alpha coefficients using Cronbach's method were determined to be 0.94 and 0.97, respectively.

**Data Collection:** Study on the efficiency of nursing instructors affecting sustainability

1) The researcher requested a request for data collection for use in research from University of Phayao to the Director of the College of Nursing 2) The questionnaire was sent to nursing instructors via postal mail and google form. The researcher would follow up in person or by phone if response was received within 1 month. The questionnaires were returned 272, representing 86.35% of the total sent out.

**Data Analysis:** Data analysis was done using statistical software packages in order to determine frequencies and percentages in personal information data. The level of efficiency of nursing instructors was analyzed in three aspects, namely personal characteristics, work effort, and personal environmental quality, by assigning mean values and standard deviation (SD), and Data were analyzed for nursing instructor efficiency and sustainability by Stepwise Multiple Regression Analysis.

**Stage 2: Study on the guidelines for developing nursing instructors' efficiency for sustainability of nursing colleges under Praboromarajchanok Institute.**

Study on the guidelines for improving the efficiency of nursing instructors using interviewing qualified experts. This stage used four key informants in the target group, and a study of guidelines for the development visit two Best Practices.

**Research Instrument:** Three in-depth interviews using the semi-structured interview guide was used to collect the data. Information from the interviews was used to create guidelines for improving the efficiency of nursing instructors.

Document synthesis record form. This form was used for study visits to best practices and related document research.

**Validity and Reliability of the Research Instrument:** The correctness of the content of the document synthesis records and interview forms were checked by five experts/qualified persons by determining the conformity index.

**Data Collection:** Study on the guidelines for improving efficiency of nursing instructors by interviews and study visits to two best practice agencies which consisting of two steps: 1) Coordinating with the college of nursing resources to schedule a date and time for interviews with key Informants 2) Coordinating with the college of nursing resources for appointment date and time for interviews with key Informants.

**Data Analysis:** Content analysis was used to analyze the data. Data analysis was done using 9 steps: 1) familiarization with the information were transcribed word for word; 2) create initial codes

(6/13)



by grouping data into categories; 3) find key points from data code classifications; 4) review the filtering issue again; 5) definition and naming issues; and 6) reporting on all issues linked by cause and effect.

**Stage 3: Creating a model for developing the efficiency of nursing instructors for the sustainability of nursing colleges under Praboromarajchanok Institute.**

**Research Instrument:** Study on Group discussion issues and questionnaire to assess the suitability of the model validity and reliability of the research instrument.

Semi-structured interview form: the form was used in interviews to gather opinions regarding the model. The content validity was determined by five experts/qualified persons by calculating the consistency index.

**Data Collection:** Creating a model for improving the efficiency of nursing instructors using group discussion which consisting of three steps: 1) Send a letter of invitation to join the group discussion by mail and attaching Research Proposal outline, a draft of the model for developing the efficiency of nursing teachers for sustainability of nursing colleges under the Royal Institute, and a group discussion issues; 2) coordinate with experts to inform and reconfirm their participation in the group discussion over the phone; and 3) conduct group discussions.

**Data Analysis:** Qualitative data was obtained by using data grouping, interpretation, frequency determination, and comparative analysis and an examination of the suitability of the draft of the model. Data analysis was done using statistical software packages in order to determine by assigning mean values and standard deviation (SD).

**Stage 4: Evaluation of the model of development of nursing instructors efficiency for sustainability of nursing colleges under Praboromarajchanok Institute.**

**Population and Sample**

The population for this stage consisted of 359 people. The population was nursing instructors from 30 colleges and recruited from 7 colleges. (data as of December 15, 2018). A sample size of 189 nursing instructors (Yamane's guidelines, 1970).

**Research Instrument:** The research tools used for collecting the data were questionnaires for assessment the feasibility and benefits.

**Data Collection:** Study on the feasibility and benefits assessment of the model using questionnaire. The questionnaire was sent via postal mail and google form. The researcher would follow up in person or by phone if response was received within 1 month. The questionnaire was returned 154, representing 81.48% of the total sent out.

**Data Analysis:** Data analysis was done using statistical software packages in order to determine frequencies and percentages in personal information data and the feasibility and benefits of the model using statistical software packages in order to determine mean values and standard deviation (SD). The mean interpretation criteria consist of: an average between 4.51 - 5.00 means there is the highest level of feasibility and benefits, 3.51 - 4.50 means there is a high level, 2.51 - 3.50 means there is a moderate level, 1.51-2.50 means there is a low level and 1.00 - 1.50 means there is a minimum level.



## Ethical Consideration

This research has passed the Ethics Review of the Human Research Ethics Committee. Humanities and Social Sciences University of Phayao No. UP-HEC project code 2.2/026/64 dated May 11, 2021 and comply with the principles of protection of rights of the sample.

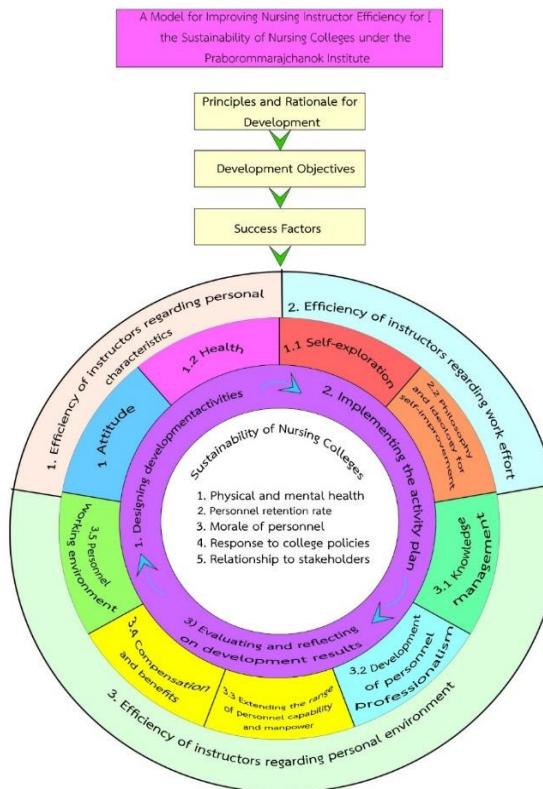
## Results

1. The efficiency factors of nursing instructors affecting sustainability was at high level ( $M = 4.40$ ,  $SD = 0.47$ ) and consisted of nine aspects as follows: (a) Two aspects of personal characteristics, such as: health and attitudes; (b) Two aspects of work effort, as follows: self-evaluation, and philosophy and ideology for self-improvement, and (c) Five aspects regarding the environment of the person, as follows: knowledge management, development of personnel professionalism, extending the range of personnel capability and manpower, compensation and benefits, and personnel working environment.

2. Guidelines for nursing instructor development were determined by interviewing experts with knowledge and experience about efficiency development, and study visits to best practices. This stage aims to explore the guidelines for the development of nursing instructor efficiency in three components, namely, designing development activities, implementing the activity plan, and evaluating and reflecting on the development results.

3. The model for developing the efficiency of nursing instructors for to promote the sustainability of the College of Nursing under Praboromarajchanok Institute consists of the following: principles and rationale, objectives, key success factors, components of instructor efficiency, development guidelines, and the sustainability of the colleges. It was found that the results of the suitability assessment was at a high level ( $M = 4.04$ ,  $SD = 0.70$ ).

4. The assessment of the model for developing the efficiency of nursing instructors for sustainability at the Nursing College under Praboromarajchanok Institution found that there was a feasibility and a benefit at a high level ( $M = 4.05$ ,  $4.40$ ;  $SD = 0.82$ ,  $0.47$ ). The model for improving nursing instructor efficiency as shown in Figure 2 below.



**Figure 2** Model for Improving Nursing Instructor Efficiency

## Discussion

1. The results of this study about the effectiveness of nursing instructors which affect the sustainability of nursing colleges under Praboromarajchanok Institute are as follows:

1.1. Personal characteristics; (a) Attitude: nursing instructors should have a good attitude, and a readiness to do their work with confidence as part of their self-improvement. These attitudes affect the efficiency of their work and service, as well as their work morale. Therefore, administrators should endeavor to improve the attitude of nursing instructors regarding their work. (b) Health: nursing instructors, as those who are knowledgeable about health, will naturally be aware of and pay attention to their health and the health of the people around them, which results in giving good service to those who receive health services (Pender, 1964). Nursing instructors should have annual health examinations, exercise, promoting mental health and healthy food preparation for sustainability of nursing colleges under Praboromarajchanok Institute.

1.2. Work effort; (a) Self-evaluation results in personnel having knowledge and understanding of themselves in all areas of interest and a desire to know themselves (Laksana, 2009), which will help them to improve their own behavior and correct flaws so that they will become people with more proper personal qualities, as well as to have increased work efficiency (Permphol, 2009). (b) A philosophy and ideology for self-improvement that person have a philosophy and ideology for self-improvement, it will be a source of group strength, and will foster a strong.

1.3. Personal environmental quality; (a) Knowledge management: knowledge, especially knowledge that is deeply rooted in people, is important, and is able to enhance the talents or expertise of each person to help develop an organization to become sustainable (Chotimani, 2011).



(b) Development of instructor professionalism is important because it will develop instructors in their knowledge, competence and professional ethics. (c) Personnel capability and manpower, including estimations of personnel resignations, transfers, promotions, job rotation, and staffing, and including the assessment of each individual's knowledge, ability and strengths in terms of what the organization desires, in order respond to future goals (Sriplang, 2013). (d) Compensation and benefits: earning extra income will improve the quality of life for nursing instructors and will positively affect the work organization 's work. It has been found that compensation and social welfare have a moderate positive effect on work efficiency (Thirawanatphong & Boonprom, 2015). (e) Personnel working environment: the personnel working environment was at a high level. It was found that promoting a good working environment, corporate support in service management, the corporate environment, the dimension of responsibility, and the dimension of unity can jointly predict work performance according to the quality criteria and the performance in primary care by public health officials in sub-district health-promoting hospitals in Chaiyaphum Province (Sattham & Sriruecha, 2019).

2. Guidelines for nursing instructor development were established by measuring and considering the performance of nurse instructors in three areas, including nine factors, as mentioned in the findings above. The 21st century is important for nursing instructor development, including the development of instructor professionalism (PSF), is the development of their knowledge and their profession as instructors, the maintenance of professional ethics, and the ability to design teaching that uses blended learning, which is a combination of confrontational learning and teaching through computer networking (Graham, 2012). In addition, the Nursing Council proposes using telenursing guidelines to provide consultation and solve hygiene problems within the framework of knowledge in nursing health professions using digital systems to provide services in which nursing instructors must be able to teach students how to apply their knowledge to teach patients online upon graduation (Nursing Council Announcement, 2020).

3. The study involved the creation of a model for developing the efficiency of nursing instructors in nursing colleges under Praboromarajchanok Institute, which consists of six elements: 1) Principles and rationale; 2) Objectives; 3) key success factors; 4) the Effectiveness of nursing instructors in three aspects, namely: (a) personal characteristics, (b) work effort, and (c) personal environmental quality; 5) Development guidelines, consisting of three stages, namely: (a) designing development activities, (b) implementing the activity plan, and (c) evaluating and reflecting on development results; and 6) Sustainable, as follows: (a) personnel health, (b) personnel retention rate, (c) personnel morale, (d) the response of personnel to college policies, and (e) the relationship between personnel and stakeholders, which is consistent with Keeves' (1988) model creation principles, which explains that a model which is expressed in a graph shows the relationships between important components of a matter which affect each other. In addition, it includes a review of the appropriateness of the strategy by organizing a "focus group discussion". Furthermore, recommendations can be made for adjusting the model to be more appropriate and correct.

4. The assessment of the model was found that a feasibility and a benefit at a high level, according to Eisner (1976), who provides guidelines for testing and evaluating the model by utilizing the advice of experts, and who states that most educational research is overly-dependent on

(10/13)



scientific principles or quantitative data. In addition, the researcher used a concept of assessment created by experts who conducted in-depth analyses of various points of consideration, using their expertise and experience, in order to be able to reach high-quality conclusions.

### Implication of the Results

1. According to research, it was found that the efficiency factors of nursing instructors include knowledge management, compensation and benefits, working atmosphere of personnel, personnel capability and manpower, philosophy and ideology in self-development, attitude, and health can together predict the sustainability of the nursing college under the Praboromarajchanok Institute with statistical significance. Therefore, the administrators of the nursing college should be put in place to maintain it, such as having a forum for presenting and transferring knowledge management both inside and outside the agency and allocating resources to support factors that affect the sustainability of the nursing college in its entirety, etc.

2. According to research, it was found that factors of nursing instructor effectiveness in the environment of the person. Compensation and benefits were at the moderate level. and each aspect that was the lowest average. Administrators should have guidelines for increasing compensation for nursing instructors, such as working together on special projects and there is part-time compensation provided or giving remuneration according to the rights that are fully earned, etc.

3. The Praboromarajchanok Institute should arrange competitions for the development of instructor efficiency, and give awards to nursing colleges which win the competitions. These competitions should be comparable to those of other organizations at the same level, in order to bring about continuous improvement.

4. The provision of tools and equipment, and the application of modern technology that will improve the quality of work in the work units, should be promoted and supported.

### Recommendation for Further Study

Research on strategies for developing instructor efficiency to promote the sustainability of nursing colleges should be done in order to present concrete policies for the development of instructor efficiency.

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