ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

A Model of Online Marketing Success of Rajabhat Universities in Bangkok and Metropolitan Region

Panprae Bunyapukkna[1]*, Chompoo Saisama[2], and Tanapol Kortana[3]
College of Innovation Management, Suan Sunandha Rajabhat University, Bangkok, Thailand[1,2,3]
**Corresponding Author*. E-mail: s66584945015@ssru.ac.th

Received September 6, 2026; **Revised** October 5, 2026; **Accepted** October 8, 2026

Abstract

Thailand's declining school-age population and the fully online Thai University Central Admission System (TCAS) have intensified competition among universities. The consequence is Rajabhat universities have no evidence-based guidance on where to allocate resources. This research aimed to study 1) examine the levels of human resource potential, digital marketing strategy, management innovation, organizational agility, and online marketing success 2) examine the influence of human resource, digital marketing strategy, management innovation, organizational agility on online marketing success 3) develop a success model. Questionnaire data from 400 undergraduate students of six Rajabhat universities, selected through proportional multi-stage sampling, were analyzed using descriptive statistics, confirmatory factor analysis, and structural equation modeling. In-depth interviews with 20 purposively selected administrators and TCAS recruitment experts were content analyzed. All five constructs were at a high level (M = 3.75–3.88). The adjusted structural model fitted the empirical data ($\chi^2/df = 2.106$, CFI = .971, RMSEA = .053), and all eight hypothesized paths were significant ($p < .001$). OA exerted the strongest direct effect on OMS ($\beta = .38$), followed by MI ($\beta = .24$) and DMS ($\beta = .22$), and the model explained 43% of OMS variance ($R^2 = .43$). HRP had no direct effect on OMS but produced the largest total effect (.40), transmitted entirely through the three mediators. The resulting HDIA-S Model is sequential rather than additive: personnel capability is the precondition, strategy and innovation are the levers, and agility is the strongest proximal driver of online marketing success.

Keywords: Online marketing success; Human resource potential; Digital marketing strategy; Management innovation; Organizational agility

Introduction

Thailand is confronting a tangible challenge in higher education arising from the declining trend in the school-age population, a consequence of a continuously falling birth rate. The number of students entering public higher education institutions has fallen from a peak of approximately 2.56 million in 2012 to 1,896,873 in 2024, representing a decline of about 25 percent over a twelve-year period. This has compelled higher education institutions to confront intensifying competition in both the recruitment of students and the preservation of institutional reputation (Office of the Permanent Secretary, Ministry of Higher Education, Science, Research and Innovation, 2023). This context has driven higher education institutions to make their student-recruitment marketing more effective.

The transformation of the digital environment in the twenty-first century has obliged higher education institutions worldwide to adjust their communication and marketing strategies

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

with urgency. Kotler and Fox (1995) noted that higher education institutions must apply marketing principles in order to respond effectively to the needs of learners and society, while Chaffey and Ellis-Chadwick (2019) affirmed that digital marketing has become a principal determinant of organizational success in the digital economy, particularly in a context in which consumers rely on online channels as their primary source of information when deciding where to study. The proliferation of social media and digital platforms has significantly altered learners' processes of deciding on educational institutions (Rutter et al., 2016).The challenge of a shrinking school-age population has propelled Thailand's higher education admission system through a significant digital transition, shifting from paper-based selection examinations under the central Admissions system to the Thai University Central Admission System (TCAS), which has been conducted entirely through online platforms since the 2018 academic year (Council of University Presidents of Thailand, 2018).

Once the application process migrated fully online, communication and awareness-building with target groups had to adapt accordingly. Universities that continue to rely on traditional marketing such as guidance-fair booths and printed brochures have experienced a continuous decline in effectiveness, whereas universities that invest in social media marketing and digital content creation achieve superior recruitment rates (Eum, 2025). Moreover, applicants do not choose a university in a single step but through a multi-stage information-seeking process in which the weight of different sources shifts as the decision progresses: Le et al. (2022), In the context of Rajabhat universities, which hold a specific mission for local development under the Rajabhat University Act B.E. 2547 (2004), the online TCAS has created a competitive environment that is at once transparent and challenging. Laorach and Tuamsuk (2022), studying Thai university administrators, confirmed that personnel capability is the most critical factor in driving an organization's digital transition consistent with the Resource-Based View, which holds that human resources possessing distinctive attributes constitute the foundation of sustainable competitive advantage (Barney, 1991).

Although this body of work establishes that digital marketing matters to student recruitment, three limitations remain. First, existing studies have largely tested single relationships typically between social media activity and enrolment intention in Western, Chinese, or Southeast Asian private-university settings (Buzohera, 2025; Li et al., 2025; Tran et al., 2026), rather than the full causal chain running from internal organizational capability through to marketing outcome. Second, research on agility in higher education has concentrated on identifying enablers (Menon & Suresh, 2021) or on institutions in other national systems (Chan & Muthuveloo, 2021), leaving unexamined whether agility mediates the effect of human capability and strategy on marketing success. Third, no prior study has modelled these relationships under the specific conditions of the Thai online TCAS, in which the One Seat Policy compresses competition into a small number of decision points and makes institutional responsiveness decisive. The practical consequence is that Rajabhat universities have no evidence-based guidance on where to allocate scarce resources when personnel development, marketing strategy, innovation, and agility all appear to matter at once. Developing an integrated causal model is therefore necessary in order to establish which lever operates first, which operates most strongly, and through what mechanism each takes effect.For these reasons, the researcher was interested in studying “A Model of Online Marketing Success of Rajabhat Universities in the Bangkok Metropolitan Region,” a topic that is specific in terms of its spatial context, institutional type, and the conditions of the online TCAS.

Research Objectives

1 . To examine the levels of human resource potential, digital marketing strategy, management innovation, organizational agility, and online marketing success of Rajabhat

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

universities in Bangkok metropolitan region.

2. To examine the influence of human resource potential, digital marketing strategy, management innovation, and organizational agility on the online marketing success of Rajabhat universities in the Bangkok metropolitan region.

3. To develop a model of the online marketing success of Rajabhat universities in the Bangkok metropolitan region.

Literature Review

Two theoretical perspectives frame this study. The Resource-Based View holds that resources that are valuable, rare, and difficult to imitate human resources above all constitute the basis of sustainable competitive advantage (Barney, 1991; Wright et al., 1994; Grant, 1996), while the Dynamic Capabilities perspective explains how organizations reconfigure such resources under environmental volatility (Teece et al., 1997; Barney & Clark, 2007). Within this frame, management innovation the introduction of new management practices, structures, and processes (Birkinshaw et al., 2008; Hamel, 2006) and organizational agility the capacity to sense, decide, and respond (Sambamurthy et al., 2003; Tallon & Pinsonneault, 2011) are treated as the mechanisms through which capability is converted into outcomes. Online marketing success is conceptualised following the net-benefits logic of DeLone and McLean (2003) and the integrated multi-channel view of Chaffey and Ellis-Chadwick (2019), Kannan and Li (2017), and Kingsnorth (2022).

Human resource potential is the common antecedent of the three mediating constructs. Personnel skills determine the quality of digital marketing strategy, because execution depends on the knowledge of those responsible: Herhausen et al. (2020) documented a measurable gap between managers' actual and required digital marketing capabilities, and Wu et al. (2024) found that managerial capabilities significantly drive the adoption of digital marketing strategies, which in turn affect organizational performance. The same capability base underpins agility Harsch and Festing (2020) and Dimple and Tripathi (2024) showed that talent-management capabilities and high-performance work systems enable organizational agility, while Ahmad Nadzim and Abdul Halim (2025), studying administrators of public universities, found every dimension of digital competency positively related to staff agility. Capability likewise drives innovation: Iddris et al. (2023) found that HRM practices enhance firm innovativeness through innovation capability; Capelleras et al. (2021) reported that skill-enhancing human resource practices raise performance through innovativeness, a pattern also reported by Domi and Domi (2021) for customer-oriented service organizations and by Yin and Zhou (2021) for opportunity development and innovation strategy; and Carvalho et al. (2023) showed that the digital competence of public-university employees explained approximately half the variance in innovative work behaviour. In the Thai setting, Worapongpat et al. (2025) found that modern human resource management significantly affects academic work efficiency at Rajabhat universities in Bangkok, and Laorach and Tuamsuk (2022) identified personnel capability as the critical factor in the digital transformation of Thai universities. The researcher therefore posits that:

Research Hypothesis 1: Human resource potential exerts a direct influence on digital marketing strategy.

Research Hypothesis 2: Human resource potential exerts a direct influence on organizational agility.

Research Hypothesis 3: Human resource potential exerts a direct influence on management innovation.

Research Hypothesis 4: Digital marketing strategy exerts a direct influence on organizational agility.

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

Research Hypothesis 5: Management innovation exerts a direct influence on organizational agility.

Research Hypothesis 6: Digital marketing strategy exerts a direct influence on online marketing success.

Research Hypothesis 7: Organizational agility exerts a direct influence on online marketing success.

Research Hypothesis 8: Management innovation exerts a direct influence on online marketing success.

Based on the literature review and the hypotheses formulated above, the researcher constructed the conceptual framework of the research as shown in Figure 1.

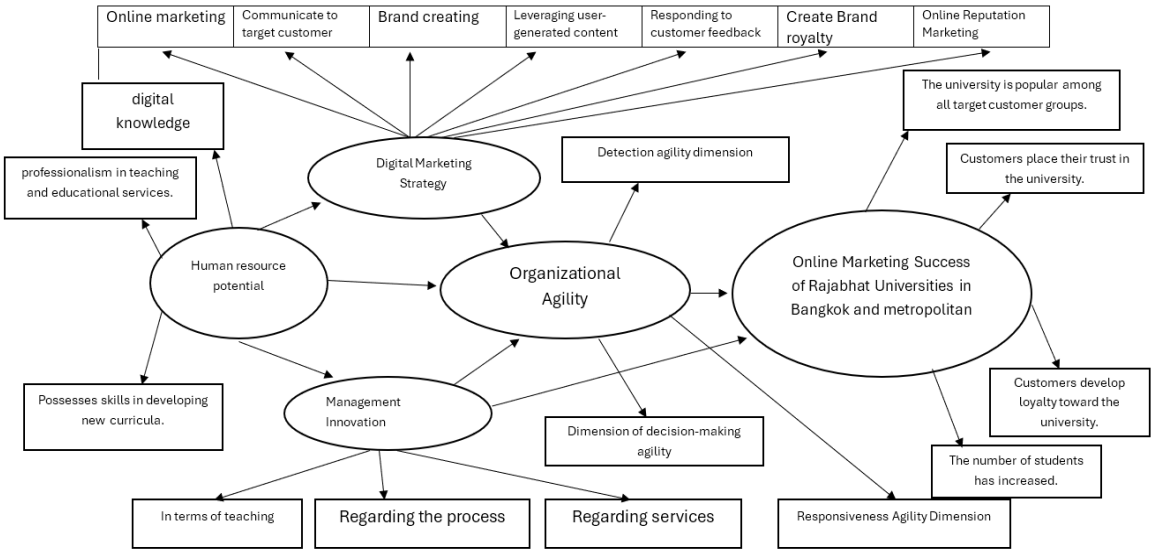


Figure. 1 Conceptual framework of the research

Methodology Research

Scope of the Research. The scope of this research was delimited in four respects. (1) Content scope: the study examined five latent variables human resource potential, digital marketing strategy, management innovation, organizational agility, and online marketing success measured through 20 observed variables, and tested eight causal hypotheses among them. (2) Population and sample scope: the quantitative population comprised 71,301 students of the six Rajabhat universities in the Bangkok metropolitan region, from which 400 respondents were drawn from current undergraduate students in each 6 Rajabhat University. Who must be able to use the internet, the proving of being able to use the internet were proved by, they must have social media account which still activate and have been activated at least 5 years prior answering the question due to timeline of being an undergraduate should also match with the time before they choose to enter any university. To prove that the respondents had searched and compared more than 5 universities prior to choosing to enter any university. Furthermore, researcher had launch google online form to collect the questionnaire from the respondents; the qualitative informants comprised 20 purposively selected administrators, personnel, and experts responsible for student recruitment through the TCAS. (3) Area scope: the study was confined to the six Rajabhat universities located in the Bangkok metropolitan region, namely Suan Sunandha, Bansomdejchaopraya, Phranakhon, Chandrakasem, Dhonburi,

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

and Valaya Alongkorn Rajabhat Universities. (4) Time scope: data collection was conducted during the 2025 academic year.

The population for the quantitative research comprised random students of the six Rajabhat universities totaling 71,301 students. The sample size was determined by estimation from the observed variables at a ratio of 1:20; as this study comprised 20 observed variables, the sample size was set at 400 in accordance with the recommendations of Jackson (2003) and Hair, Ringle, and Sarstedt (2011). A multi-stage sampling method proportional to the number of students at each institution was employed, distributed as follows: Suan Sunandha Rajabhat University, 200; Bansomdejchaopraya, 52; Valaya Alongkorn, 44; Chandrakasem, 40; Phranakhon, 36; and Dhonburi, 28.

This research employed a mixed-methods design of the embedded type (Creswell, 2003), beginning with quantitative research as the principal component and using qualitative research as a supplement. Data was collected both from secondary sources, namely, related literature, theories, and research and from primary sources via a questionnaire. Data was then analyzed using a statistical program for social science research, employing descriptive statistics to describe the data and inferential statistics-namely, Confirmatory Factor Analysis (CFA) and Path Analysis to test the hypotheses and explain the direct and indirect influences of the variables.

The instrument used for data collection was a five-point rating-scale questionnaire following the approach of Likert (1932), which the researcher developed from a review of the related literature. The quality of the instrument was verified for content validity by five experts, with all items obtaining an Index of Item-Objective Congruence (IOC) greater than 0.5, and for reliability by means of Cronbach's Alpha coefficient based on a pilot test with a sample of 50. The results showed that the alpha coefficients of all latent variables exceeded 0.70 (human resource potential, 0.889; digital marketing strategy, 0.924; management innovation, 0.872; organizational agility, 0.901; and online marketing success, 0.935), indicating that the instrument possessed sufficiently high reliability for data collection and statistical analysis. For the qualitative research, in-depth interviews were conducted with 20 key informants, comprising 10 administrators and personnel in online marketing and student recruitment and 10 experts in the education business, obtained through purposive sampling; the data were analyzed by means of content analysis.

Research Finding

Objective 1: Levels of the study variables

Analysis of the demographic data of the 400 respondents revealed that the majority were female (228 respondents, 57.00 percent); most were aged 18–20 years (51.00 percent); most were studying in their third year (29.00 percent); most had an average monthly income in the range of 5,001–8,000 baht (39.00 percent); and most were studying at Suan Sunandha Rajabhat University (50.00 percent). Considering the overall level of opinion on each variable, all variables were found to be at a high level: human resource potential ($\bar{x}$ = 3.82), digital marketing strategy ($\bar{x}$ = 3.88), management innovation ($\bar{x}$ = 3.75), organizational agility ($\bar{x}$ = 3.81), and online marketing success ($\bar{x}$ = 3.84).

Objective 2: Influence of the causal variables on online marketing success

Testing of the measurement model by means of Confirmatory Factor Analysis (CFA), conducted to verify the validity and reliability of the measures, revealed that all observed variables had standardized factor loadings above the 0.70 criterion; it was therefore unnecessary to remove any observed variable from its construct. Prior to the analysis, the researcher examined the problem of multicollinearity and found that the highest correlation coefficient among the observed variables was 0.858, which is below 0.90, and that the Kaiser-

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

Meyer-Olkin (KMO) measure was 0.888, together with a statistically significant Bartlett's Test of Sphericity (Approx. Chi-Square = 5767.904, df = 190, p-value = 0.000), indicating that the set of variables was suitable for joint analysis within a single model. The results of the tests of construct reliability, composite reliability, and average variance extracted are presented in Table 1.

Table 1 Results of construct reliability, composite reliability, and average variance extracted (AVE)

Latent variable	No. of retained observed variables	Construct Reliability	AVE
HRC (Human resource potential)	3	0.884	0.717
DMS (Digital marketing strategy)	7	0.911	0.594
MI (Management innovation)	3	0.888	0.728
OA (Organizational agility)	3	0.897	0.746
OMS (Online marketing success)	4	0.910	0.718

As shown in Table 1, the construct reliability of every latent variable exceeds 0.70 (ranging from 0.884 to 0.911), and the average variance extracted (AVE) of every latent variable exceeds 0.50 (ranging from 0.594 to 0.746), in accordance with the criteria of Fornell and Larcker (1981). Furthermore, the square root of the AVE of every latent variable (ranging from 0.771 to 0.864) exceeds the correlation coefficients between each pair of latent variables, and the model is therefore deemed to possess sufficient discriminant validity (HRC denotes human resource potential; DMS, digital marketing strategy; MI, management innovation; OA, organizational agility; and OMS, online marketing success).

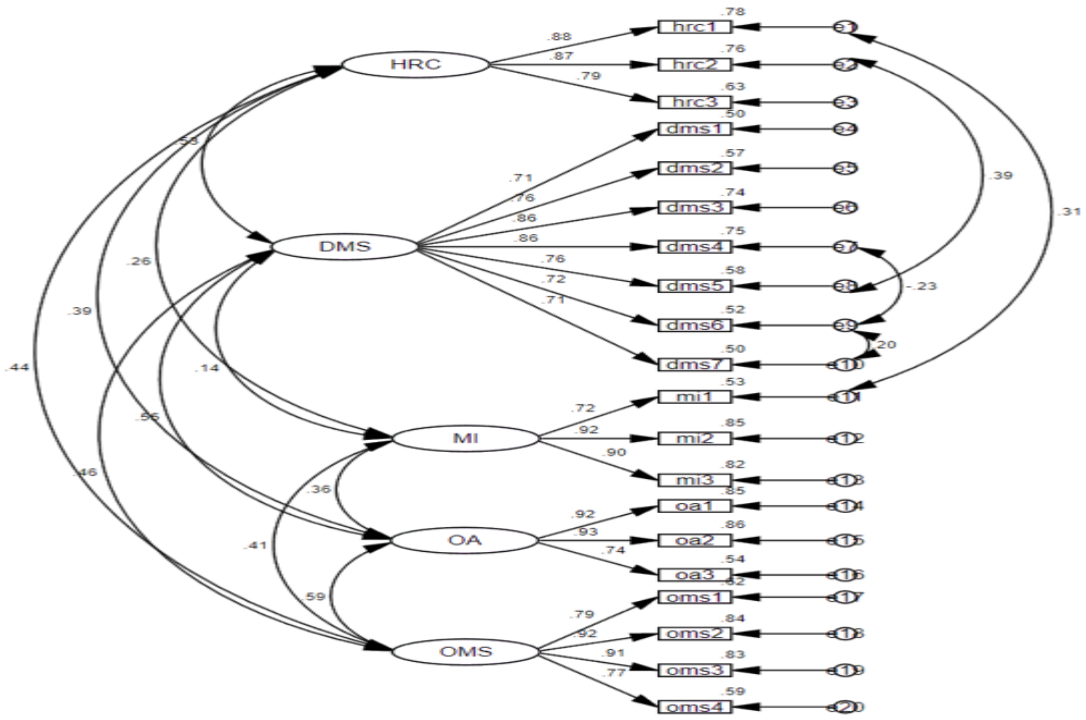


Figure. 2 Results of the adjusted measurement model

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

With respect to the fit of the measurement model to the empirical data, several indices initially failed to meet the criteria particularly the GFI (χ^2 = 490.511, df = 160, χ^2/df = 3.066, GFI = 0.885, NFI = 0.917, IFI = 0.942, CFI = 0.942, and RMSEA = 0.072). The researcher therefore refined the model by correlating the error terms of certain pairs of observed variables as suggested by the Modification Indices (MI), yielding fit indices that met all criteria: χ^2 = 395.205, df = 156, χ^2/df = 2.533, GFI = 0.905, NFI = 0.933, IFI = 0.958, CFI = 0.958, and RMSEA = 0.062.

Subsequently, the researcher analyzed the fit of the hypothesized structural equation model and found that several indices did not yet meet the criteria (χ^2 = 515.840, df = 162, χ^2/df = 3.184, GFI = 0.881, NFI = 0.914, IFI = 0.939, CFI = 0.939, and RMSEA = 0.074). The researcher therefore carried out model modification by permitting the error terms of certain pairs of observed variables to correlate within a theoretically justifiable framework, yielding an adjusted model that fit the empirical data satisfactorily on every index, with fit indices of χ^2 = 317.939, df = 151, p-value = 0.000, χ^2/df = 2.106, GFI = 0.927, NFI = 0.947, IFI = 0.971, CFI = 0.971, and RMSEA = 0.053, as shown in Figure 3.

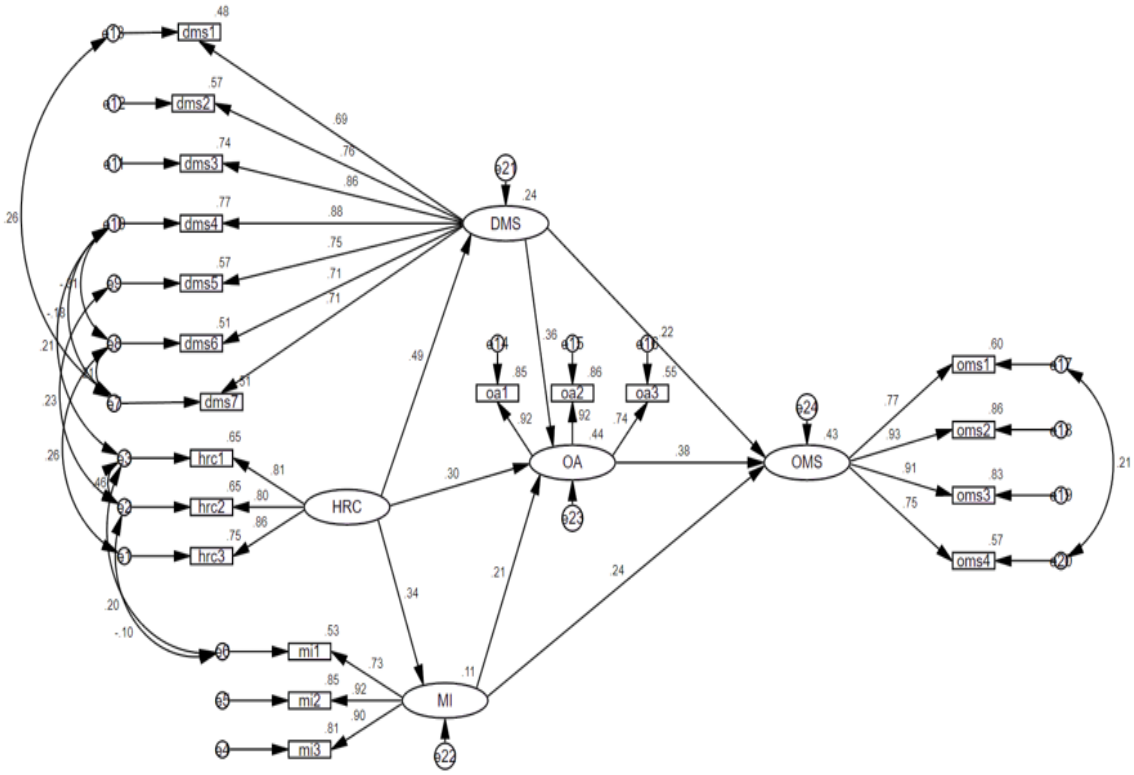


Figure. 3 The analyzed structural equation model of the research (Adjusted Model)

The results of the hypothesis testing were as follows. Hypothesis 1: human resource potential exerts a direct influence on digital marketing strategy, statistically significant at the 0.001 level. Hypothesis 2: human resource potential exerts a direct influence on organizational agility, statistically significant at the 0.001 level. Hypothesis 3: human resource potential exerts a direct influence on management innovation, statistically significant at the 0.001 level. Hypothesis 4: digital marketing strategy exerts a direct influence on organizational agility, statistically significant at the 0.001 level. Hypothesis 5: management innovation exerts a direct influence on organizational agility, statistically significant at the 0.001 level. Hypothesis 6: digital marketing strategy exerts a direct influence on online marketing success, statistically

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

significant at the 0.001 level. Hypothesis 7: organizational agility exerts a direct influence on online marketing success, statistically significant at the 0.001 level. And Hypothesis 8: management innovation exerts a direct influence on online marketing success, statistically significant at the 0.001 level. Taken together, all causal variables jointly predicted online marketing success by 43 percent.

The researcher then conducted a path analysis by examining the influence coefficients of all factors, analyzing them as direct effects, indirect effects, and total effects; the results are presented in Table 2.

Table 2 Path analysis of the influences among the variables in the structural equation model

Dependent variable	R^2	Effect	HRC	DMS	MI	OA
Digital marketing strategy (DMS)	0.24	Direct	.49***	-	-	-
		Indirect	-	-	-	-
		Total	.49***	-	-	-
Management innovation (MI)	0.11	Direct	.34***	-	-	-
		Indirect	-	-	-	-
		Total	.34***	-	-	-
Organizational agility (OA)	0.44	Direct	.30***	.36***	.21***	-
		Indirect	.25***	-	-	-
		Total	.55***	.36***	.21***	-
Online marketing success (OMS)	0.43	Direct	-	.22***	.24***	.38***
		Indirect	.40***	.14***	.08***	-
		Total	.40***	.36***	.32***	.38***

* $p < .05$ ** $p < .01$ *** $p < .001$. $\chi^2 = 317.939$, df = 151, p-value = 0.000, $\chi^2/df = 2.106$, GFI = 0.927, NFI = 0.947, IFI = 0.971, CFI = 0.971, and RMSEA = 0.053.

As shown in Table 2, human resource potential exerts a direct influence on digital marketing strategy (0.49), management innovation (0.34), and organizational agility (direct 0.30, indirect 0.25, total 0.55). Digital marketing strategy exerts a direct influence on organizational agility (0.36) and on online marketing success (direct 0.22, indirect 0.14, total 0.36). Management innovation exerts a direct influence on organizational agility (0.21) and on online marketing success (direct 0.24, indirect 0.08, total 0.32). Organizational agility exerts the strongest direct influence on online marketing success (0.38). In addition, human resource potential exerts an indirect influence on online marketing success, with a total effect of 0.40. These findings accord with the qualitative results obtained from the in-depth interviews with the 20 key informants, all of whom concurred with the findings of the quantitative research on every variable, affirming that human resource potential is the essential foundation that makes digital marketing strategy, management innovation, and organizational agility possible in practice together leading to online marketing success in the dimensions of popularity, trust, loyalty, and improved performance.

Objective 3: Development of the model of online marketing success

The development of the model proceeded through four sequential steps. First, the measurement model was specified from the literature review and validated by confirmatory factor analysis, which confirmed that all 20 observed variables loaded acceptably on their intended constructs and that convergent and discriminant validity were satisfied (Table 1). Second, the hypothesised structural model was estimated and found not to fit the empirical data on several indices and was therefore refined by permitting theoretically justifiable correlations

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

among error terms until every index met its criterion (Figure 3). Third, the standardised direct, indirect, and total effects were decomposed by path analysis (Table 2) in order to establish the sequence in which the variables operate: human resource potential is the exogenous origin, digital marketing strategy and management innovation are the strategic and innovative levers it activates, organizational agility is the mechanism that converts them, and online marketing success is the terminal outcome. Fourth, this sequence was triangulated against the qualitative accounts of the 20 key informants and named according to the initials of its five constructs: Human resource potential, Digital marketing strategy, management Innovation, organizational Agility, and online marketing Success the HDIA-S Model.

Discussions and Conclusion

The results of objective 1 research showed that: All five constructs were found to stand at a high level, which is consistent with Laorach and Tuamsuk (2022), who reported that Thai universities had already moved substantially into digital transformation by the early 2020s, and with Yodpichai et al. (2025), who documented the strategic repositioning now under way across Rajabhat universities. The finding carries an implication that is easily overlooked: because no construct was found to be deficient, the problem confronting these institutions is not the absence of a capability but the coordination of capabilities they already hold, which is precisely what a causal model, rather than a needs assessment, is required to establish.

The results of objective 2 research showed that: part one: Human resource potential as the origin of the value chain. Human resource potential exerted a direct influence on digital marketing strategy (0.49), management innovation (0.34), and organizational agility (0.30), supporting Hypotheses 1 to 3. This accords with the Resource-Based View (Barney, 1991; Wright et al., 1994; Grant, 1996) and with Hitt et al. (2001), who established human capital as a determinant of strategy and performance, and it is consistent with the recent empirical evidence of Wu et al. (2024) on managerial capability and digital marketing adoption, of Carvalho et al. (2023) on the digital competence of public-university employees and innovative work behaviour, and of Ahmad Nadzim and Abdul Halim (2025) on digital competency and staff agility in public universities. In the Thai setting the result reinforces Worapongpat et al. (2025), who found modern human resource management significantly related to academic work efficiency at Rajabhat universities in Bangkok. The magnitude of the path to digital marketing strategy, the largest single coefficient in the model suggests that under budgetary constraint, specially developed personnel constitute the resource that competing institutions find hardest to imitate.

The mediating mechanisms. Digital marketing strategy and management innovation both influenced organizational agility (0.36 and 0.21), supporting Hypotheses 4 and 5, in line with Sambamurthy et al. (2003) and Tallon and Pinsonneault (2011) on digital options and agility, with Ahmed et al. (2022) and Haverila et al. (2025) on digital and analytics capability as antecedents of agility, and with Bux et al. (2025) and Almazrouei et al. (2024) on innovation as an enabler of agility in private and public organizations respectively. That the coefficient from strategy exceeded that from innovation is explicable by the TCAS context: the feedback generated by online campaigns is continuous and immediate, whereas the benefits of administrative innovation accrue over longer cycles, so strategy supplies the faster sensing input on which agility depends.

The outcome paths, and where this study departs from prior work. Digital marketing strategy (0.22), organizational agility (0.38), and management innovation (0.24) each influenced online marketing success, supporting Hypotheses 6 to 8 and confirming Rutter et al. (2016), Constantinides and Zinck Stagno (2012), Ruangkanjanases et al. (2022), and Eum (2025) on the marketing consequences of institutional digital activity, as well as Chan and Muthuveloo (2021) and Park et al. (2023) on agility and institutional performance. Two departures from the

prior literature deserve comment. First, whereas much higher education marketing research treats digital marketing strategy as the dominant determinant of recruitment outcomes (Buzohera, 2025; Nguyen et al., 2025), the present study found organizational agility to carry the stronger direct effect. The likely reason lies in the One Seat Policy of the TCAS, which concentrates applicant decisions into a small number of rounds and rewards institutions able to adjust messaging within a round rather than those with the most elaborate plan formulated before it. Second, whereas the Resource-Based View would predict a direct contribution of human capital to performance, human resource potential exerted no significant direct effect on online marketing success and operated entirely through the three mediators, with a total effect of 0.40. This does not contradict the theory so much as specify it: in a fully mediated structure, capability is necessary but is realised only when converted by strategy, innovation, and agility a pattern consistent with the mediation reported by Iddris et al. (2023) and Capelleras et al. (2021), in which human resource practices reach performance through innovativeness rather than around it.

The results of objective 3 research showed that: Taken together, these results yield the HDIA-S Model, whose distinctive feature is that it is sequential rather than additive. The qualitative evidence corroborates the sequence: all 20 key informants described personnel capability as the binding constraint, and identified AI-powered personalisation, omni-channel engagement, and performance and attribution analytics linked to CRM and marketing automation as the concrete instruments through which strategy and agility become recruitment outcomes an account consistent with Shafiee et al. (2024) on co-creation in online higher educational services and with Chaffey and Ellis-Chadwick (2019) and Kingsnorth (2022) on integrated multi-channel practice. Read against DeLone and McLean (2003), online marketing success in this setting behaves as a net-benefit outcome that is produced by system and service quality rather than by promotional volume.

Conclusion This study set out to establish the levels, the causal influences, and the integrated structure of the factors underlying the online marketing success of Rajabhat universities in the Bangkok metropolitan region, and it answers all three objectives. On the first, every construct examined stood at a high level, which indicates that these institutions are not deficient in any single capability but rather face the problem of coordinating capabilities they already possess. On the second, all eight hypothesised paths were supported at the .001 level, with organizational agility exerting the strongest direct influence on online marketing success (0.38) and human resource potential, despite having no direct path to the outcome, exerting the largest total influence (0.40) through the mediating variables; together the causal variables explained 43 percent of the variance in online marketing success. Third, the resulting HDIA-S Model fitted the empirical data on every index and was corroborated by the qualitative accounts of the 20 key informants. The central conclusion is therefore sequential rather than additive: human capability is the origin of the value chain, digital marketing strategy and management innovation are the levers it activates, and organizational agility is the mechanism that converts strategy and innovation into recruitment outcomes. Institutions that invest in strategy or innovation without building the capability to originate them, or without the agility to act on them, should not expect those investments to reach the outcome.

Recommendation

Policy Recommendations

1. Because human resource potential was found to be the origin of the value chain, exerting the largest total influence (0.40) while exerting no direct effect on the outcome, administrators of Rajabhat universities should treat digital-competency development as the first-order investment rather than one option among several. This requires a clear competency

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

development plan with a mentoring system, practical workshops, and follow-up on the actual application of the knowledge gained.

2. Because digital marketing strategy carried the second-largest total effect (0.36) and operates through both a direct and an indirect route, digital marketing policy should be implemented in an integrated manner across all seven dimensions particularly social media marketing, institutional branding, user-generated content, and online reputation marketing and aligned with the calendar and behaviour of applicants in each TCAS round.

3. Because management innovation influenced both organizational agility (0.21) and online marketing success (0.24), innovation should be promoted across curriculum, process, and service, with space for personnel to experiment and with explicit linkage of each innovation to the institution's recruitment mission.

4. Because organizational agility carried the strongest direct influence on online marketing success (0.38), a policy fostering agility should be established by decentralising decision-making authority so that frontline teams can adjust plans within a TCAS round, by instituting systems to detect trends and the voice of applicants across online channels, and by creating swift response mechanisms.

5. Because the four constructs were found to operate as a sequence rather than in parallel, an integrated management policy should be established in accordance with the HDIA-S Model, with a standing coordinating mechanism among the human resources, academic, marketing and public relations, and student recruitment divisions, so that capability, strategy, innovation, and agility are governed as one chain rather than as four separate programmes.

Academic and Applied Recommendations

1. The HDIA-S Model provides a validated causal structure that researchers working on related variables or in comparable institutional contexts can adopt as a conceptual framework and as a basis for formulating relational hypotheses.

2. Because the model is fully mediated, the marketing, public relations, and student recruitment units of Rajabhat universities should apply it as a diagnostic sequence checking capability first, then strategy and innovation, then agility rather than as a checklist of independent initiatives.

3. Because organizational agility carried the strongest direct influence while human resource potential was the origin of every mediating path, institutions operating under resource constraints should prioritise investment by beginning with personnel development and with the creation of rapid decision-making mechanisms.

Recommendations for Future Research

1. The scope should be expanded to other groups of informant’s applicants who have not yet enrolled, parents, or personnel of regional Rajabhat universities including comparisons between Rajabhat universities in urban areas and those in the regions, in order to establish how far the sequence identified here is conditioned by spatial context and institutional type.

2. Additional variables that may influence online marketing success should be examined website quality, user experience, online influencer marketing, or the use of artificial intelligence in analysing applicant data and longitudinal or participatory action designs should be employed, since the present cross-sectional design cannot capture how the sequence unfolds across successive TCAS rounds.

New Knowledge

The new knowledge contributed by this research is the HDIA-S Model, presented in Figure 4. Its contribution is not the individual relationships, several of which have been reported separately in prior work, but the ordering it imposes on them. Where existing higher

education marketing research has treated digital marketing capability, innovation, and agility as parallel predictors of marketing outcomes (Buzohera, 2025; Eum, 2025; Nguyen et al., 2025), this study shows that they occupy distinct and non-interchangeable positions in a single causal sequence, and that their positions determine how institutional resources should be allocated.

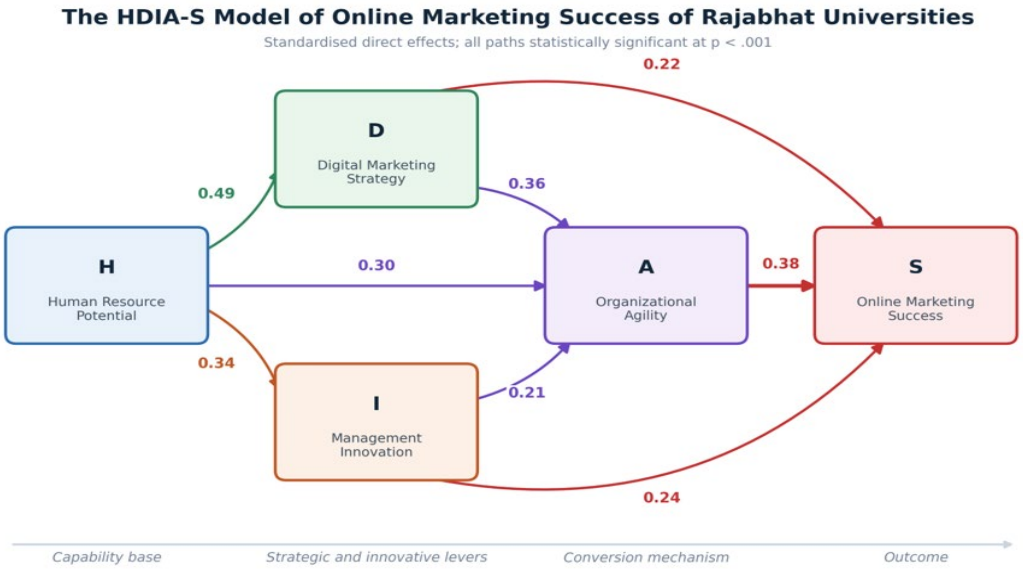


Figure. 4 The HDIA-S Model of the online marketing success of Rajabhat universities in the Bangkok metropolitan region

The model organises the five constructs into four functional stages. Human resource potential occupies the capability base: it is the only exogenous construct, it influences every other construct in the model, and it reaches the outcome exclusively through them. Digital marketing strategy and management innovation occupy the stage of strategic and innovative levers: both are activated by human capability (0.49 and 0.34 respectively) and both act on the outcome through two routes at once, directly (0.22 and 0.24) and indirectly through agility (0.36 and 0.21). Organizational agility occupies the position of conversion mechanism: it receives influence from all three preceding constructs and carries the strongest single direct effect on the outcome (0.38). Online marketing success is the terminal stage, expressed in the dimensions of popularity, trust, loyalty, and improved recruitment performance.

Three propositions follow, and these constitute the model's addition to existing knowledge. First, the principle of capability precedence: human resource potential exerts no direct influence on online marketing success yet produces the largest total influence of any construct (0.40), which means that personnel development is not one option among four but the precondition of the other three. Second, the principle of agility as converter: strategy and innovation each reach the outcome more strongly through agility than around it, so an institution that formulates strategy without the organizational capacity to act on it forfeits the larger share of the return. Third, the principle of dual routing: because strategy and innovation each operate through a direct and indirect route simultaneously, their total contribution is understated by any model that examines only direct effects which is what most prior single-relationship studies have done. Taken together, these propositions extend the Resource-Based View and the Dynamic Capabilities perspective into the specific institutional setting of online

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

student recruitment under the Thai TCAS, and give Rajabhat universities a defensible ordering of investment priorities under resource constraints.

References

Ahmad Nadzim, S. Z., & Abdul Halim, H. (2025). Unlocking employee agility through digital competency and empowerment. *Advances in Business Research International Journal*, *11*(2), 1–23. https://doi.org/10.24191/abrij.v11i2.8465 https://doi.org/10.1016/j.techfore.2022.121513

Almazrouei, F., Sarker, A. E., Zervopoulos, P., & Yousaf, S. (2024). Organizational structure, agility, and public value-driven innovation performance in the UAE public services. *Heliyon*, *10*(13), Article e33261. https://doi.org/10.1016/j.heliyon.2024.e33261

Bux, A., Zhu, Y., & Devi, S. (2025). Enhancing organizational agility through knowledge sharing and open innovation: The role of transformational leadership in digital transformation. *Sustainability*, *17*(15), Article 6765. https://doi.org/10.3390/su17156765

Buzohera, M. I. (2025). Unlocking the mediating dynamics of social media marketing on Tanzanian university brands: Beyond the hashtag era. *Journal of Money and Business*, *5*(1), 46–66. https://doi.org/10.1108/JMB-09-2024-0059

Carvalho, L. P. de, Poleto, T., Ramos, C. C., Rodrigues, F. de A., Carvalho, V. D. H. de, & Nepomuceno, T. C. C. (2023). Predictors of digital competence of public university employees and the impact on innovative work behavior. *Administrative Sciences*, *13*(5), Article 131. https://doi.org/10.3390/admsci13050131

Chaudhary, M. K., Ghimire, D. M., Dhungana, M., Chaudhary, R. K., Adhikari, M., & Thapa, S. (2025). Service innovation in telecommunication: The path to customer loyalty through enhanced customer satisfaction. *Innovative Marketing*, *21*(1), 37–49. https://doi.org/10.21511/im.21(1).2025.04

Dimple, & Tripathi, M. (2024). Bridging the gap between high-performance work system and organizational performance: Role of organizational agility, transformational leadership, and human resource flexibility. *Global Journal of Flexible Systems Management*, *25*(2), 369–393. https://doi.org/10.1007/s40171-024-00395-y

Eum, S.-W. (2025). Effects of digital marketing on departmental choice and awareness in higher education. *International Journal of Engineering Business Management*, *17*, Article 18479790251339786. https://doi.org/10.1177/18479790251339786

Garrido-Vega, P., Sacristán-Díaz, M., Moyano-Fuentes, J., & Alfalla-Luque, R. (2023). The role of competitive environment and strategy in the supply chain's agility, adaptability and alignment capabilities. *European Journal of Management and Business Economics*, *32*(2), 133–148. https://doi.org/10.1108/EJMBE-01-2021-0018

Haverila, M., Haverila, K., Gani, M. O., & Mohiuddin, M. (2025). The relationship between the quality of big data marketing analytics and marketing agility of firms: The impact of the decision-making role. *Journal of Marketing Analytics*, *13*(1), 162–179. https://doi.org/10.1057/s41270-024-00301-6

Iddris, F., Mensah, P. O., Adjanor-Doku, C., & Ellis, F. Y. A. (2023). Enhancing firm innovativeness through HRM practices: The mediating role of innovation capability.

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

International Journal of Innovation Science, *17*(1), 218–235. https://doi.org/10.1108/IJIS-06-2023-0131

Khan, A., Talukder, M. S., Islam, Q. T., & Islam, A. K. M. N. (2024). The impact of business analytics capabilities on innovation, information quality, agility and firm performance: The moderating role of industry dynamism. *VINE Journal of Information and Knowledge Management Systems*, *54*(5), 1124–1152. https://doi.org/10.1108/VJIKMS-01-2022-0027

Laorach, C., & Tuamsuk, K. (2022). Factors influencing the digital transformation of universities in Thailand. *International Journal of Innovative Research and Scientific Studies*, *5*(3), 211–219. https://doi.org/10.53894/ijirss.v5i3.646

Le, T. D., Nguyen, T. T., Nguyen, P. N. D., & Nguyen, T. Q. T. (2022). The distribution of information sources within the university selection decision-making process: A longitudinal study. *Journal of Distribution Science*, *20*(11), 89–98. https://doi.org/10.15722/jds.20.11.202211.89

Li, S., Quan, Y., Xiao, L., Ren, H., & Abinova, A. Y. (2025). Exploring the influence of social media communication and brand image on international student enrollment intentions in higher education. *Frontiers in Education*, *10,* Article 1618524. https://doi.org/10.3389/feduc.2025.1618524

Nguyen, T. T. T., Le, T. D., Tran, K. T., & Nguyen, P. V. (2025). Unveiling student decision-making in Vietnam: The role of CBBE and IMC access to higher education. Educational Process: *International Journal*, *16,* Article e2025285. https://doi.org/10.22521/edupij.2025.16.285

Office of the Permanent Secretary, Ministry of Higher Education, Science, Research and Innovation. (2023). *Higher education statistics report*. https://data.mhesi.go.th/

Park, S., Braunscheidel, M. J., & Suresh, N. C. (2023). The performance effects of supply chain agility with sensing and responding as formative capabilities. *Journal of Manufacturing Technology Management*, *34*(5), 713–734. https://doi.org/10.1108/JMTM-09-2022-0328

Riza, M. F., Hutahayan, B., & Chong, H. Y. (2025). Fostering high-performing organizations in higher education: The effect of participative leadership, organizational culture, and innovation on organizational performance and commitment. *Cogent Education*, *12*(1), Article 2448884. https://doi.org/10.1080/2331186X.2024.2448884

Shafiee, M., Ezami, E., Hedayati, M. H., & Karimi, A. (2024). User-generated content effectiveness in co-creation of online higher educational services. Journal of Marketing for Higher Education. *Advance online publication*. https://doi.org/10.1080/08841241.2024.2336917

Tongsiripaisri, R., Siraphatthada, Y., Teppratuangtip, P., & Thitivesa, D. (2026). Innovative leadership, organizational agility, adaptability, and organizational commitment influencing the organizational excellence of aesthetic clinics in Bangkok. Ph.D. in *Social Sciences Journal*, *16*(2), Article e287696. https://so05.tci-thaijo.org/index.php/phdssj/article/view/287696

ISSN: 3088-2397 (online)
Vol.13 No.2 July-December 2026

Tran, H.-A., Evanschitzky, H., Ludwig, S., Nguyen, B., Grewal, D., Farrell, A. M., & Ackfeldt, A.-L. (2026). How universities can use social media for student acquisition. *Journal of the Academy of Marketing Science*, *54*(2), 539–556. https://doi.org/10.1007/s11747-025-01131-3

Worapongpat, N., Arunyakanon, P., & Rianwilairat, W. (2025). Modern human resource management that affects academic work efficiency at Rajabhat University in Bangkok. *Journal of Education and Learning Reviews*, 2(3), 57–72. https://doi.org/10.60027/jelr.2025.949

Wu, C.-W., Botella-Carrubi, D., & Blanco-González-Tejero, C. (2024). The empirical study of digital marketing strategy and performance in small and medium-sized enterprises (SMEs). *Technological Forecasting and Social Change*, *200*, Article 123142. https://doi.org/10.1016/j.techfore.2023.123142

Xu, M., Zhang, Y., Sun, H., Tang, Y., & Li, J. (2024). How digital transformation enhances corporate innovation performance: The mediating roles of big data capabilities and organizational agility. *Heliyon*, *10*(14), Article e34905. https://doi.org/10.1016/j.heliyon.2024.e34905

Yodpichai, K., Visaetsilapanonta, P., Phlainoi, S., & Rumpagaporn, M. W. (2025). The approaches for the development of Rajabhat University towards entrepreneurial university. Kasetsart *Journal of Social Sciences*, *46*(1), Article 460119. https://doi.org/10.34044/j.kjss.2025.46.1.19