

# Factors influencing the Performance Efficiency of Government Officials in Sub-district Administration Organizations, Roi Et Province, Thailand

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## ABSTRACT

Among the administrative resources, human resources are the most important.

A key human resource indicator is performance competence", which requires ongoing monitoring and supervision of performance. The objectives of this research were to study 1) performance efficiency of sub-district government officials, 2) factors related to the efficient performance of district government officials, and 3) factors influencing the performance efficiency of sub-district government officials. The sample was a total of sub-district government officials in Roi-Et, and the sample size of 339 informants was selected from Taro Yamane's formula. The instruments used for data collection were the questionnaires with their reliability of 0.85 and 0.89 respectively. The statistics used for data analysis were comprised of mean, standard deviation, Pearson's product-moment correlation coefficient, and linear regression analysis.

The findings of the research were as follows: (1) The performance efficiency of sub-district government officials was found to be at a high level. Considered separately in the descending order of mean, the aspect with the highest mean was 'Operational Process' ( = 4.31), followed by 'Resource Supply and Utilization' ( = 4.20), the aspect with the lowest mean was 'Satisfaction of All Parties' ( = 3.96). (2) The relationship between factors and performance efficiency of SAO's government officials was found that all factors were found to positively related to performance efficiency of SAO's government officials at a statistically significant level of 0.05. In the descending order of Pearson's correlation coefficients, they were the location and facilities(x6), colleagues(x3), compensation(x5), job description(x1), chiefs(x4), and job stability and progress(x2), with their correlation coefficients (rxy) of 0.491, 0.475, 0.456, 0.378 and 0.351, respectively. (3) There were four factors influencing performance efficiency of SAO's government officials (Y) at a statistically significant level of 0.05 (p < 0.05), sorted in the descending order of prediction; the location and facilities(x6), compensation(x5), colleagues (x3), and job description (x1), with the predictors' unstandardized coefficients (b) of 0.433, 0.247, 0.131 and 0.109, respectively. In addition, their standardized coefficients (β) were 0.496, 0.224, 0.182 and 0.212, respectively, and prediction power of those four factors was overall equal to 60.90%.

## Keywords

Efficiency, Performance, Government Officials

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## Introduction

Sub-district administrative organizations (SAOs) were established under Thailand's Tambon Council and Tambon Administrative Authority Act, 1994, and the additional amendment (Sixth Edition) 2009, and they occupied authorities under the country's Determining Plan and Procedures in Decentralizations to the Local Administrative Organization 1999 in development of sub-districts in terms of economic, social and cultural aspects, legal provision of public services in response to people's requirements such as street maintenance, waste management, disaster prevention, and mitigation, promotion of education, religion and culture, development of women, children, youth, the elderly and the disabled, observation of natural resources, water supply for agriculture, promotion of occupational groups and agricultural cooperatives, promotion of people's occupations, protection and observation of the country's public properties, etc. These affairs were driven by the local state mechanism, especially SAO's government officials who had a responsibility to implement the government's policies for the achievement and advantages of local people (Department of Local Administration, 2007: 1 – 2).

The country's Local Personnel Administration 1999 was regarded as the state mechanism of personnel administration with systematic criteria to distribute distinct duties to civil

servants and employees, who were like a mechanism in operation under the government's policy. In order to attain the required objectives and goals at the utmost efficiency, they became a drive, a significant heart, and a driving power to make the operation successful. There were found, however, some operational problems that obstructed several SAOs, unlike successful local administrative organizations, to reach success under the required legislative intention. In addition, the performance efficiency of SAO's government officials was regarded as a development of organizational personnel, including an increase of proficiency, knowledge, and capability to work effectively in changing environment. The personnel development was effective to organizational development, led to progress and reduction of operational problems, the development might bring about positive change in every aspect. As a result, the organizational development had to depend upon the development of organizational personnel in accordance with the organizational goals because organizational personnel with higher operational capacity and efficiency were extremely responsive to organizational development. In addition, they were also able to lead an organization to success upon the organizational goals. (KowitPaung-ngam, 2012: 24) In terms of administration of SAOs, there were certain criteria on duty distribution for civil servants and employees, including criteria on performance evaluation.

Contradictorily, their active operational strategy was found unworthy because the organizations were ready but their personnel was unwilling to reach efficiently as possible.

So, the research group in relation to local administrative organizations (LAOs), some teaching the students and some working in LAOs, were interested in studying the performance efficiency of SAO's government officials to find which factors influenced the performance efficiency of SAO's government officials. In addition, the research information was also needed to present suggestions for SAO's personnel administration and for further public services.

### Research Objectives

This research aimed (1) to study the level of performance efficiency of SAO's government officials, (2) to survey the factors related to performance efficiency of SAO's government officials, (3) the analyze factors influencing the performance efficiency of SAO's government officials, this research was held in Roi Et province, Thailand.

### Research Methodology

The research, titled "Factors influencing the Performance Efficiency of Government officials in Sub-district Administration Organizations, Roi Et Province," was engaged in the quantitative method to find the causes and reasons of servant's performance as follows:

Research Scopes: consisted of the following 4 research scopes: (1) the area: it was conducted, covering SAOs in twenty districts. (2) the content: (a) independent variable: Factors influencing performance efficiency were comprised of the job description, stability and progress, colleagues, chiefs, compensation, and location and facilities. (b) the dependent variable: the performance efficiency of SAO's government officials. (3) the period was conducted from December 1, 2018 – June 30, 2019.

Samples : (1) the population of the research as the unit of analysis was a total of 2,204 individual government officials, employed in SAOs (Roi Et Provincial Office, 2015). (2) the samples of the research were SAO's 339 government officials, (Roi Et Local Administration Office, 2015). They were selected by Taro Yamane's calculating formula as shown in the following formula (SuwimonTirakanan, 2003: 198).

Research Instruments The instruments used for data collection were divided into 3 phases: Section 1: Check-lists on general information of informants. Section 2: Questionnaires on factors influencing performance efficiency of SAO's government officials consisted of the job description, stability and progress, colleagues, chiefs, compensation, and location and facilities. The questionnaires were characterized into five-point rating scales: highest, high, moderate, low, and lowest. Section3: the questionnaires on performance efficiency of SAO's government officials consisted of goal achievement, operational process, resource supply and utilization, and satisfaction of all parties. The questionnaires were characterized into five-point rating scales: highest, high, moderate, low, and lowest.

The instruments used for data collection were questionnaires, developed from involved concepts, theories,

and researches as follows: 1. The researcher studied involved concepts, theories, and researches on operational performance, measurement of work efficiency, and factors influencing performance efficiency, and collected those to assign questions in accordance with research objectives. 2. The researcher designed research instruments, questionnaires, upon involved concepts, theories, and researches in accordance with research objectives. 3. The drafts of questionnaires were presented to three qualified experts to consider the content validity, the appropriateness of language usage, and the index of item-objective congruence (IOC). The range of the IOC index score for each item was 0.5 to 1.00. 4. The research instruments were brought for try-out of thirty SAO's government officials to find Cronbach's alpha ( $\alpha$ ) statistical test, a coefficient of reliability (or consistency). A reliability coefficient of  $\leq 0.80$  was considered acceptable; the alpha coefficient for the entire questionnaire was 0.97. 5. The research instruments, which had already been tried out, were brought to improve and correct and taken for data collection.

Data Analysis: the statistics used for data analysis were as follows: 1. The mean ( $\bar{X}$ ) and standard deviation (S.D.) were used to analyze the level of performance efficiency of SAO's government officials. The mean score range interpretation for reasoning performance efficiency levels of SAO's government officials was as follows: (BunchaiSrisathitnarangoon, 2012:74)

Mean Score	Reasoning Level
4.21-5.00	Highest
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	Low
1.00-1.80	Lowest

2. Pearson's correlation coefficient was used to analyze factors related to performance efficiency of SAO's government officials at a statistically significant level of 0.05. The stepwise multiple regression analysis was used to analyze factors influencing the performance efficiency of SAO's government officials at a statistically significant level of 0.05 (BoonchaiSrisathitnarangun, 2012).

### Research Results

Results of the research, titled “Factors influencing the Performance Efficiency of Government officials in Sub-district Administration Organizations, Roi Et Province,” were as follows:

1. 1. Performance Efficiency Levels of SAO’s Government officials: the performance efficiency levels of SAO’s government officials were found to be overall at a high level ( $\bar{X} = 4.19$ ). Considered separately, two aspects were found to be at the highest level and two aspects were found to be at a high level. They were respectively sorted as follows: goal achievement( = 4.31), operational process( = 4.31), resource supply and use( = 4.20), and satisfaction of all parties( = 3.96).

**Table1** Performance efficiency levels of SAO’s government officials

Performance Efficiency	$\bar{X}$	S.D.	Reasoning Level
1. Goal achievement	4.32	.40	Highest
2. Operational process	4.31	.47	Highest
3. Resource supply and use	4.20	.47	High
4. Satisfaction of all parties	3.96	.59	High
<b>Total</b>	4.19	.40	High

2. Relationship between factors and performance efficiency of SAO’s government officials: the relationship between factors and performance efficiency of SAS’s government officials was found that all factors were positively correlated to performance efficiency of SAO’s government officials at a statistically significant level of 0.05. In the descending order of correlation coefficients( $r_{xy}$ ), they were location and facilities( $x_6$ ), colleagues( $x_3$ ), compensation( $x_5$ ), job description ( $x_1$ ), chiefs( $x_4$ ), and stability and progress( $x_2$ ) with their correlation coefficients ( $r_{xy}$ ) of 0.722, 0.491, 0.491, 0.475, 0.456, 0.378 and 0.351, respectively.

**Table 2** Relationship between factors and performance efficiency of SAO’s public servants

No.	Independent Variables	Performance Efficiency(y)	
		$r_{xy}$	p-value
1	Job description( $x_1$ )	0.456*	0.000
2	Stability and progress( $x_2$ )	0.351*	0.000
3	Colleagues( $x_3$ )	0.491*	0.000
4	Chiefs( $x_4$ )	0.378*	0.000
5	Compensation( $x_5$ )	0.475*	0.000
6	Location and facilities( $x_6$ )	0.722*	0.000

\* related at a statistically significant level of 0.05

3. Factors influencing performance efficiency of SAO’s government officials The stepwise multiple regression analysis was found that four variables, which were able to predict factors influencing performance efficiency of SAO’s government officials(Y) at a statistically significant level of 0.05, in the descending order of predictive power, were location and facilities( $x_6$ ), compensation( $x_5$ ), colleagues( $x_3$ ), and job description( $x_1$ ) with unstandardized coefficients (b) of predictors of 0.433, 0.247, 0.131 and 0.109, respectively, and with their standardized coefficients ( $\beta$ ) of 0.496, 0.224, 0.182 and 0.212, respectively. The details were shown in Table 3 and 4.

**Table3** Factors influencing performance efficiency of SAO’s government officials

Predictors	R	R <sup>2</sup>	R <sup>2</sup> <sub>adj</sub>	SE <sub>est</sub>	F	p-value
$X_6$	0.722	0.521	0.520	0.277	366.955*	0.000
$X_6, X_5$	0.757	0.573	0.571	0.261	225.512*	0.000
$X_6, X_5, X_3$	0.773	0.598	0.594	0.254	166.124*	0.000
$X_6, X_5, X_3, X_1$	0.781	0.609	0.605	0.251	130.230*	0.000

\* related at a statistically significant level of 0.05

The prediction of factors influencing performance efficiency of SAO’s government officials was shown as follows:

$$Y = 0.433X_6 + 0.247X_5 + 0.183X_3 + 0.109X_1$$

The prediction’s multiple regression coefficient (R) was 0.781, its predictive coefficient(R<sup>2</sup>) was 0.609, its predictive power accounted for 60.90% at a statistically significant level of 0.05 and its standard error(SE<sub>est</sub>) was 0.251 with its unstandardized coefficient (constant) (a) of 0.052. The details of the prediction was shown in Table 4.

**Table 4** Statistic values of predictors, factors influencing performance efficiency of SAO’s government officials

Predictors	b	$\beta$	t	p-value
$X_6$	0.433	0.496	11.234	0.000
$X_5$	0.247	0.224	5.996	0.000
$X_3$	0.138	0.182	4.633	0.000
$X_1$	0.109	0.121	3.108	0.002

a = 0.052 R = 0.781 R<sup>2</sup> = 0.609  
SE<sub>est</sub> = 0.251 F = 130.230\*

\* related at a statistically significant level of 0.05

## Discussions

Apart from the research “Factors influencing the Performance Efficiency of Government officials in Sub-district Administration Organizations, Roi Et Province,” some significant issues were brought to discuss as follows:

1. The performance efficiency level of SAO’s government officials was found to be overall at a high level since SAO’s government officials were willing to coordinate with a local community or any organization of which members they were considered in order that the locality would develop people’s better living. Besides, all SAO’s government officials participated in the performance training organized by the Department of Local Administration (DLA). It was regarded to make SAO’s government officials proud of their work in local organizations, especially SAOs. As a result, their operational performance was efficiently achieved in accordance with the research “Relationship of Performance Satisfaction and Organizational Loyalty to Performance Efficiency of SAO’s Government officials in MahaSarakham,” which was conducted by Khanang Phuthomdee (2015, Abstract) and found that performance efficiency of SAO’s government officials in MahaSarakham was found to be overall at a high level. It was also in accordance with the research “Performance Efficiency of Public Health, Wiang Municipality, Chiang Khong District, Chiangrai Province,” which was conducted by Tassanaphorn Kaewruamwong (2010, Abstract) and found that the performance efficiency level of public health was found to be overall at a high level. In addition, the notion of efficiency, described by Sanoe Tiyao (2000: 2), was the operation with economical resources or least spending, which meant not only work completion but appropriate spending, too. So, efficiency meant the combination of work achievement and utilization of the least resources.

2. The relationship between factors and Performance Efficiency of SAO’s government officials was found that all factors were positively correlated to their performance efficiency at a statistically significant level of 0.05; in the descending order of the multiple regression coefficients, they were located and facilities ( $x_6$ ), colleagues ( $x_3$ ), compensation ( $x_5$ ), job description ( $x_1$ ), chiefs ( $x_4$ ), and

stability and progress (x2) with correlation coefficients (r<sub>xy</sub>) of 0.722, 0.491, 0.491, 0.475, 0.456, 0.378 and 0.351, respectively. It was found in accordance with the research 'Factors Related to Performance Efficiency of Personnel in Uttaradit Provincial Agriculture and Cooperatives Office,' conducted by SudaratKimsiri (2008: 74) and found that factors related to performance efficiency were progress, surroundings, welfare, and stability. In addition, the notion of 'efficiency' was defined by SiriwanSerirat et al (2007: 175) as the capability to achieve the goal with the utilization of the least resources. That was, the appropriate approach was used for the allotment of the least resources and for the attainment of the utmost goal or effectiveness. Efficiency demonstrated the relationship between inputs and outputs with the goal to utilize capital resources at the least level. If the organization got more outputs from the same level of inputs, efficiency was said higher. As the organization's capital resources: persons, money, and instruments, were limited, the efficiency of capital resource utilization was based on the operational performance with capital resources at the lowest level. Efficiency was related to appropriate practice, which was regarded as a retrenchment of capital resources.

3. Four factors influencing performance efficiency of SAO's government officials (Y) were found at a statistically significant level of 0.05 ( $p < 0.05$ ). In the descending order of predictive power, they were located and facilities (x6), compensation (x5), colleagues (x3), and job description (x1) with unstandardized coefficients of predictors (b) of 0.433, 0.247, 0.131 and 0.109, respectively. It was described that the more important those factors were, the higher performance efficiency of SAO's government officials was and it was in accordance with the research 'Factors Influencing Performance Efficiency of Employees, Hitachi Compressor (Thailand), Co. Ltd' of Somchai Rueangwong (2009, Abstract) and its research results showed that factors influencing performance efficiency of the company's employees were job description, facility, and colleagues, all of which were able to predict performance efficiency of 58.73%. It was in accordance with Steers' concept (1977: 157) on 'Factors Influencing Organizational Performance Efficiency of Personnel,' which was said that local and facilities were found positively correlated to performance efficiency at the highest level, followed by colleagues, compensation, job description, chiefs and stability, and progress.

### Suggestions

1. Policy Suggestions: Apart from the research results, the factor location and facilities were found to influence the performance efficiency of SAO's government officials at the highest level. Therefore, the workplace should be clean and ventilated, and up-to-date office tools and supplies should be provided all the time.

2. Suggestion for further research: It should be studied which factors influencing the performance efficiency of provincial civil servants because the context of local administrative organizations was different from the provincial administration

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