

Competency Factors Affecting Work Efficiency of Task-based Employees in Local Administration Organizations

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ABSTRACT:

Competency factor as indispensable in all employees and organizations, and is always taken into consideration when identifying employees with qualities suitable for specific job responsibilities to contributed to work performance. This research is quantitative research aimed to study the competencies that affect work efficiency of task-based employees in local administration organizations in Eastern Provinces Group 2. The sample group consisted of 320 employees selected by means of simple random sampling by drawing lots, and the sample size was in line with guidelines of Hair et.al, Questionnaires were used to collect the data, which were subjected to a Simple Linear regression analysis at the significance level of 0.01. The study revealed that work competencies had effects on the work efficiency of employees in local administrative organizations in Eastern Provinces Group 2, with effect size of 0.957 at the statistical significance of 0.01. All 11 competencies that affecting work efficiency included professional skills, organizational and professional knowledge, preferred characteristics, teamwork, information and communications technologies, work attitudes and motivation, achievement motivation, leadership and decision making, multiple thought processing, service orientation, and self development.

Keywords: competencies factors, task-based employees, work efficiency, local administration organizations

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Introduction

At present, global society is knowledge driven. In order for organizations to be successful and maintain their competitiveness, they need to manage their knowledge sources properly and effectively (Jarinto, Jernsittiparsert, & Chienwattanasook, 2019). Organizations with the best sources of knowledge and the best knowledge management are the successful ones (Chanto, and Luengalongkot, 2019). Therefore, an organization's prioritizing the knowledge of each individual employee and of the organization itself is key to keeping its position in today's competitive society (Wongprasert, 2005; De Jesus Gutierrez & Castro, 2019; Kartal, 2019; Bichi et al., 2019). Turning human resources into intellectual assets by fully utilizing employees' skills, knowledge, and other contributing qualities is an important practice that enables organizations to remain strong in competitive fields (Kaplan and Norton, 2003). Competency is the goal of systematic, continual development of employees in all organizations. It is used as a standard criterion to effectively

measure and evaluate work performance, and is taken into account in all aspects of human resources management such as recruitment, development, work evaluation, professional promotions, succession plans, and compensation (Wattanachai, 2010). Jachanrum (Jachanrum, 2016) similarly cited competency as indispensable in all employees and organizations, and is always taken into consideration when identifying employees with qualities suitable for specific job responsibilities to fill the needs of organizations.

Work effectiveness refers to the performance of all employees which produces work quantity, work quality, and quality productivity to achieve organizational aims and organizational survival (Yampuen, 2008). It includes quantity, quality, time and cost (Peterson and Plowman, 1989, p 56), and extends to processes and methods of policy formulation, administration, and planning. To achieve work effectiveness, employees, particularly task-based employees, need to possess competencies in the following areas: professional skills, organizational and professional knowledge, preferred characteristics, teamwork, information

and communications technologies, attitudes and work motivation, achievement motivation, leadership and decision making, multiple thought processing, service orientation, and self-development (Bartram, 2012). These work competencies are indispensable for organizations to achieve their aims (Luengalongkot P., 2020).

The local administrative organizations in Eastern Provinces Group 2 are those in 5 of 8 eastern provinces: Chantaburi, Trat, Nakorn Nayok, Prachinburi, and Sakeow. They were specified as Eastern Provinces Group 2 by the Provincial Administration Policy and Provincial Integrated Group Committee. Task-based employees were identified as a key mechanism in mobilizing local administrative organizations to achieve their aims; however, they were found to be unable to fulfill their responsibilities (Department of Local Administration, 2019). Their work performance did not meet organizational expectations and they could not multitask, resulting in unsatisfactory service to the public (Makamkoo Municipality, 2019). This failure to meet expectations could be traced to the fact that the organizations were not aware of employees' competencies and how these competencies contributed to work performance. Therefore, past employee recruitments did not take into account competency guidelines into the recruiting process.

Because of the above-mentioned situations, the researchers have conducted research on the competency factors that affect work performance of task-based employees in Eastern Provinces Group 2. The outcome of this study will be used for planning and conducting more efficient recruitment of task-based employees in the future.

Research question?

Do the competencies factors that affect work efficiency of task-based employees in Eastern Provinces Group 2?

Research objectives

To study the competency factors that affect work efficiency of task-based employees in local administrative organizations in Eastern Provinces Group 2.

Research hypothesis

Competencies do affect work efficiency of task-based employees in local administrative organizations in Eastern Provinces Group 2.

Literature Review

In reviewing relevant literature, the researchers decided to adopt the framework of Bartram (2012) as a guideline for forming the model of employees' competencies, as summarized in figure 1.

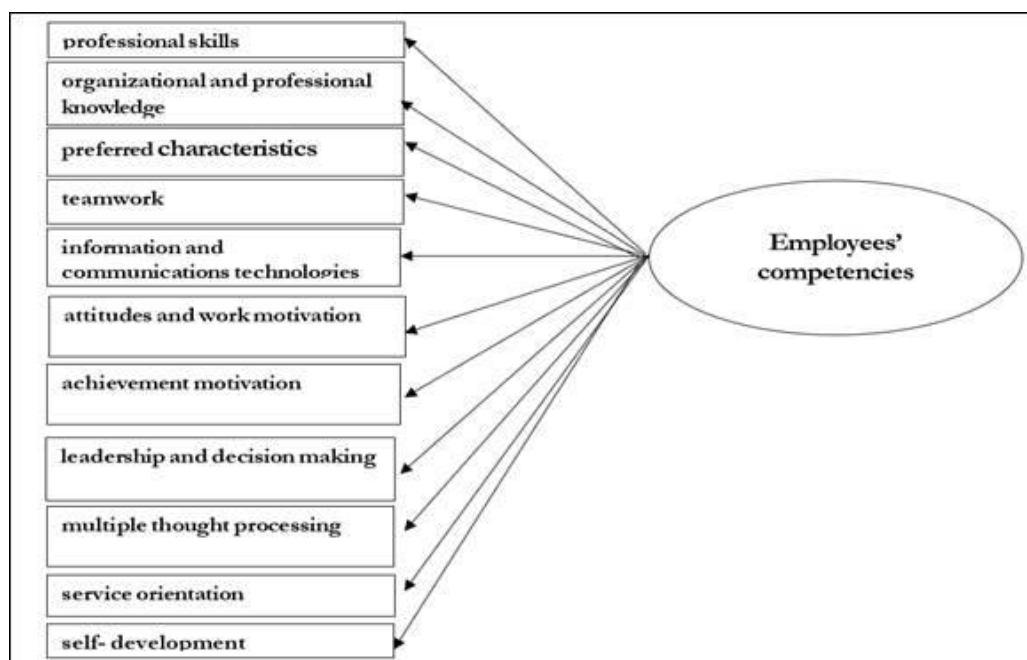


Figure 1: Model of the employees' competencies

The researchers also adopted the framework of Peterson and Plowman (1953, and 1989, pp. 56)

for forming work competencies of employees, as shown in Figure 2

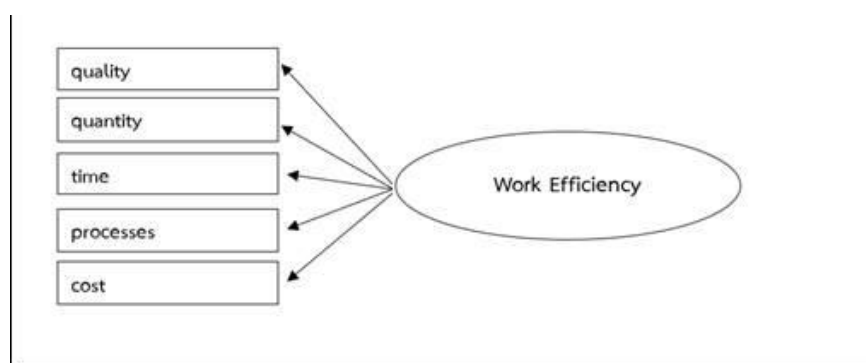


Figure 2: Model of employees' work efficiency

In addition, the researchers adopted Nakpathom (2015)'s research titled "Organizational structure and components of employees' core competencies in destination management companies (DMC) preparing destinations for incentive travel", and the research conducted by Pipatmongkolsin et al. (2017) titled "Performance efficiency based on core competencies of government officials in the Central Affiliation, Development of Parks,

Wildlife and Plant Conservation". Both of these studies revealed that work competencies affected work efficiency, as illustrated in Figure 3.

The conceptual framework consisted of Independent Variables and Dependent Variables. Based on the literature review and related studies, the researchers designed the conceptual framework, as seen in Figure 3

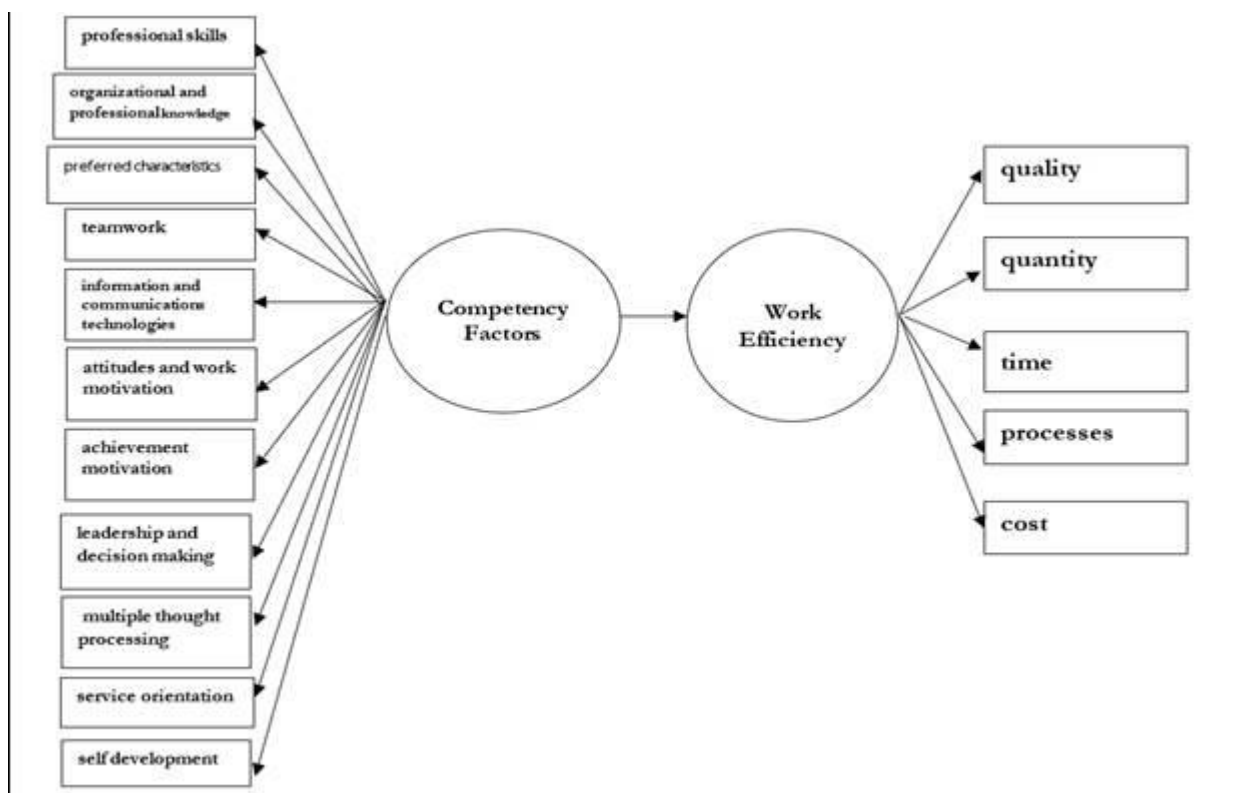


Figure 3: Conceptual Framework

Methodology

This is quantitative research and the research area is local administrative organizations in Eastern Provinces Group 2.

Population

The population in this research consisted of 7,281 task-based employees in local administrative organizations in Eastern Provinces Group 2 (Departments of Local Administration, 2019). The sample group consisted of 320 task-based employees. The size was determined in line with guidelines of Hair et. al. (2006), which stipulated 20 times the number of observed variables, which was 16 in this research. When the sample size was determined, the subjects were then selected by means of Simple Random Sampling, by drawing lots (Chunnapiya, 2008).

The tools used to collect data were questionnaires, which consisted of three parts:

Part 1. Check list questionnaires regarding participants' general information, including

gender, age, work unit, education, work experience, type of task, and position.

Part 2. Questionnaires regarding competencies of task-based employees in local administrative organizations in Eastern Provinces Group 2, consisting 55 items rated on a 5-level scale.

Part 3. Questionnaires regarding work efficiency of task-based employees in local administrative organizations in Eastern Provinces Group 2, consisting 35 items rated on a 5-level scale.

Research tool construction and validation

The researchers constructed the questionnaires and then validated, as follows:

1. The questionnaires which were already examined by the advisors were forwarded to 5 experts for content validity. (Best & Kahn, 2014, p. 297). Calculate the index of item-objective congruence. To arrive at that, the researcher will use the below formula:

$IOC = (\sum R)/N$, where

IOC = index of item-objective congruence

R = Score of comment from experts

N = Number of experts

The calculated index of IOC is the determinant whether to keep or discard the item in the questionnaire. The set conditions are as follow: If $0.5 \leq IOC \leq 1.00$, it means the index of item-objective congruence is acceptable; thus, the item will be kept in the questionnaire for use.

If $IOC < 0.5$, it means the index of item-objective congruence is not suitable and fit for use; thus, the item shall be revised and/or withdrawn. The questionnaires were found to have IOC ((Index of Item Objective Congruence) over 0.50, showing the content validity consistent with the research objectives.

2. The questionnaires with content validity approved by the experts were tested with a group

of 30 people from the research population, They were those from outside the selected sample group, but who shared similar personal and professional data. The questionnaires revealed Cronbach's Alpha Coefficient of 0.80, ensuring the questionnaires' reliability.

Data Analyses

To test research hypothesis "competencies do affect work efficiency of task-based employees in local administrative organizations in Eastern Provinces Group 2" Simple Linear Regression Analysis was used at the significance level of 0.01.

Research Results

The study revealed that work competencies had effects on the work efficiency of employees in local administrative organizations in Eastern Provinces Group 2, with effect size of 0.957** at the statistical significance of 0.01, as displayed in Table 1 below.

Variable	Competencies affecting the work efficiency of task-based employees	
The work efficiency	0.957**	

Table 1: Competencies affecting the work efficiency of task-based employees in local administrative organizations in Eastern Provinces Group 2.

Data Collection

Collecting the data was one important process and integral part for doing a research (Sekaran & Bougie, 2009, p. 184). In the course of fruitfully collecting data for this research, the researcher was asked permission from Head of local administrative organizations in Eastern Provinces Group 2 to allow for data collection from their task-based employees. For that to happen, after granting the approval from Graduate School of Public Administration, the data collection permission letters have been distributed

to the sample group consisted of 320 task-based employees. The completed questionnaires will be collected, analyzed, and drawn fundamental conclusion by the researcher.

Discussion

Work competencies had effects on the work efficiency of employees in local administrative organizations in Eastern Provinces Group 2 where work efficiency that included quantity, quality, time processes and cost. (Somjai & Jermstittiparsert, 2019). The primary finding of

this research corresponded to those from the research conducted by Parinya Nakpathom (2015) titled “Organizational structure and components of employees’ core competencies in destination management companies (DMC) preparing destinations for incentive travel” that work competencies affected work efficiency, and also corresponded to the outcome of the research conducted by Wilawan Pipatmonkolsin and Manitpol Urabunnuechachai (2017) titled “Performance efficiency based on core competencies of government officials in the Central Affiliation, Development of Parks, Wildlife and Plant Conservation, which found that core competencies affected work efficiency. It can be concluded that 11 work competencies played a significant role on the work efficiency of the task-based employees. These work competencies (Bartram, 2012) included professional skills, organizational and professional knowledge, preferred characteristics, teamwork, information and communications technologies, attitudes and work motivation, achievement motivation, leadership and decision making, multiple thought processing, service orientation, and self development. These work competencies enabled employees to meet organizational aims with the most efficient use of time and energy (John D. Millet, 1954), and with quantity, quality, and cost effectiveness. (Jermstittiparsert, K. & Wajeetongratana, P., 2019). In addition, work competencies can be applied to the human resource management since recruiting, selection and personnel training and development. Therefore, local administration authorities should take into account these competencies when recruiting and promoting their task-based employees in their local administration organizations.

Knowledge from this research

Eleven competency areas of task-based employees contribute to the work efficiency of local administrative organizations in Eastern Provinces Group 2. These competencies include

professional skills, organizational and professional knowledge, preferred characteristics, teamwork, information and communications technologies, attitudes and work motivation, achievement motivation, leadership and decision making, multiple thought processing, service orientation, and self development. Therefore, authorities should take into account these competencies when recruiting new employees.

Recommendations

Policy recommendations

Since the research has confirmed that competencies affect work efficiency, authorities in local administrative organizations in Eastern Provinces Group 2 should set a policy that includes competencies in personnel recruitment and development.

Operation-level recommendations

The Personnel department in local administrative organizations in Eastern Provinces Group 2 should take into account work competencies when recruiting task-based employees.

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