

Personnel Management of Subdistrict Administrative Organizations in Tha Tum District, Surin Province

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Abstract

The objectives of this study were: 1) to examine the personnel's opinions about management of the subdistrict administrative organization in Tha Tum District, Surin Province; and 2) to compare their opinions about personnel management conditions of the subdistrict administrative organization in Tha Tum District, Surin Province, as classified by personal factors. The participants in this study comprised 251 personnel working in the subdistrict administrative organization in Tha Tum District, Surin Province. The data were obtained through the utilization of questionnaire and analyzed by statistical tools, e.g. percentage, mean, standard deviation, t-test and one-way ANOVA (f-test).

The results revealed that 1) the majority of personnel working of subdistrict administrative organizations in Tha Tum District, Surin Province were female aged between 30 and 40 years old and had a bachelor's degree. These personnel were mostly government officials whose professional experience ranged from 5 to 6 years; 2) personnel management of subdistrict administrative organizations in Tha Tum District, Surin Province were rated positively in all aspects where personnel development was ranked the highest, followed by performance appraisal and recruitment respectively; and 3) personnel recruitment aspect of personnel management of subdistrict administrative organizations in Tha Tum District were viewed differently by participants with a statistical significance of 0.05, whereas personnel development and job performance evaluation were not. Also, when considering factors such as age, job position and period of employment, participants' opinions about personnel management of subdistrict administrative organizations in Tha Tum District regarding personnel development aspect were different with a statistical significance of 0.01 and 0.05. which was in contrast with recruitment and performance appraisal aspects. In addition, participants of different educational levels did not have different opinions about personnel management of subdistrict administrative organizations in Tha Tum District in terms of personnel development, recruitment and job performance evaluation.

Keywords: *Personnel Administration, Subdistrict Administrative Organization, personnel management, subdistrict administration organizations*

Background and Rationale

Public Sector Management Quality Award (PMQA) necessitates the development of the Thai bureaucratic system, the implementation of royal decree on good governance and administrative procedures, and the evaluation of the system according to official affirmation of the civil service practice in order to be well-suited in the era of globalization. Accordingly, government sectors have employed PMQA as a framework for self-assessment and guidelines for improving organization management to invigorate the quality of working standards of local administrative organization. [1]

Personnel management undeniably plays a vital role in pushing the aforementioned organizations to develop continuously and systematically due to the fact that it is embedded in every organizational activity and ensures the efficacy of all operations. As a result, in order for all public organizations to succeed, they need to make certain that all personnel put every effort into their work

and can effectively make changes for the organizations according to the principles of human resources management within each organization. [2]

At present, there are five types of local administrative organizations in Thailand which include provincial administrative organization, municipality, sub-district administrative organization, Bangkok and Pattaya. [3] However, sub-district administrative organizations are the ones working the closest to general public; they have a key role in managing basic public services and realizing economic, social and cultural development for the benefits of people in their locality.

Traditionally, the administration of the local government organizations had been under close control and supervision from the central and regional government. After the declaration of 1997 constitution whose intent was the decentralization of government, local government organizations were allowed to be independent in formulating administrative policies which encompassed personnel management, general administration and budget management. Therefore, if the personnel management of the local government organization is effective, it will result in efficient administration of local government organizations.

Generally speaking, the subdistrict administrative organizations are local organizations which vary in size depending on several factors, e.g. local population, and budget allocation. To effectively develop personnel in particular the subdistrict administrative organization, it is necessary that the organizations is aware of personnel's current states and conditions as well as other problematic areas of operation which could cause some personnel in the subdistrict administrative organization to not be able to work at full capacity. Also, personnel management of the subdistrict administration organization can function the as one of the indicators that will help to understand the living conditions of the personnel in that organization. In practice, it is found that various problems and obstacle occur in local administrative organizations; for example, problems arising from management system, problems in personnel management and independence in personnel management. [4]

Local development plan of the subdistrict administrative organization should cover all aspects of the its primary mission which could virtually meet to the needs of the people and leads to practice with efficiency and effectiveness. Apart from this, local government organizations should run its operation with its full efficacy and transparency, all of which may offer the zenith of benefits to the people and become a model for local administration. [5]

According to Tambon Council and Tambon Administrative Authority Act, B.E. 2537, there are nine subdistrict administrative organizations in Tha Tum district, Surin Province, namely Tha Tum Subdistrict Administrative Organization, Prom Tep Subdistrict Administrative Organization, Pon Khrok Subdistrict Administrative Organization, Nong Methae Subdistrict Administrative Organization, Nong Methae Subdistrict Administrative Organization, Ba Subdistrict Administrative Organization, Nong Bua Subdistrict Administrative Organization and Thung Kula Subdistrict Administrative Organization. Some areas in these subdistrict administrative organizations have faced the same problems and obstacles in personnel management as others have, which appear to be the major problem. This is because people or, in this case, personnel are regarded as the most important resource under organization management, for people or personnel in certain subdistrict administrative organizations are responsible for constructing, determining and implementing the policies as well as utilizing other resources for other administrative purposes. Hence, people are unquestionably a driving force that fuels the capacity of the subdistrict administrative organization to effectively and efficiently runs and achieves the goals. Nevertheless, some problems can still be found. Examples of the problems can be human resource planning, and shortage of manpower (e.g., temporary employees). Personnel recruitment is also a problem which may arise from inadequate job advertisement and faulty selection of the personnel based on their credentials. Another major problem is personnel development, e.g. training and field trip which some subdistrict municipalities have struggled to organize but suffered failure because of the scarcity of budget. [6]

Due to the abovementioned problems, this study was aimed at investigating opinions of personnel who work at Tha Tum Subdistrict Administrative Organization, Surin Province their about its personnel management system as assigned in alignment with Local Personnel Administration Act B.E. 2542. Furthermore, it was expected that the findings of this study could be of much benefits to administrators and related parties involved in personnel management.

Objectives of the Study

There are two objectives in this study:

1. to investigate personnel's opinions about the personnel management of the subdistrict administrative organization in Tha Tum District, Surin Province; and
2. to compare their opinions about personnel management conditions of the subdistrict administrative organization in Tha Tum District, Surin Province, as classified by personal factors.

Significance of the Study

1. The results obtained in this study could be of use as a guideline for Tha Tum Subdistrict Administrative Organization in improving its personnel management system and organizational operation with efficiency and efficacy.
2. The administrators may rely on the results of the study when improving and maximizing the effectiveness of personnel management of Tha Tum Subdistrict Administrative Organization, Surin Province.

Conceptual Framework

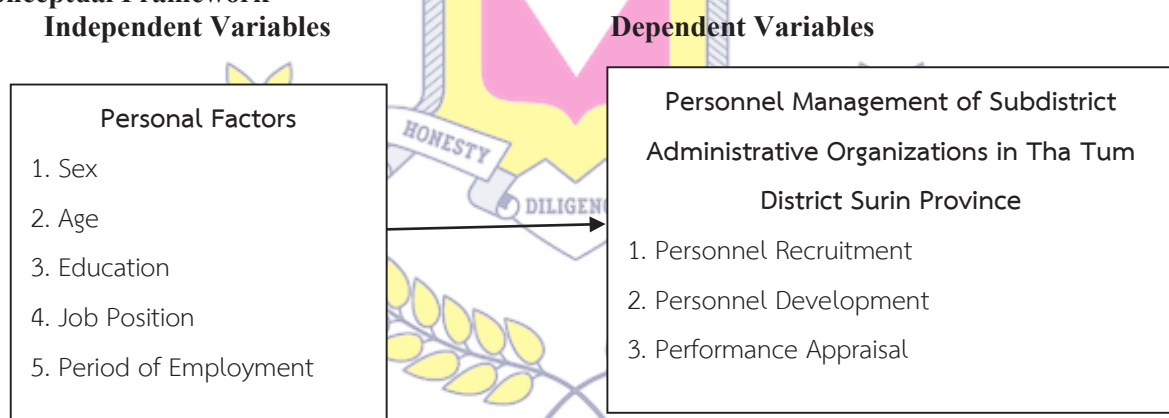


Figure 1 Conceptual Framework

Hypothesis

It was hypothesized that different personal factors could result in diverse participants' opinions about personnel management of Tha Tum Subdistrict Administrative Organization, Surin Province.

Research Methodology

Population and Samples

The population of this study were 673 personnel who work at Tha Tum Subdistrict Administrative Organization, Surin Province.

Having employed simple random sampling technique, the participants were 251 personnel who were defined by the formula proposed by Yamanae Taro (1973) so as to determine the sample size of the research.

Intruments

In order to gather quantitative data, the main instrument employed in this study was questionnaire which was developed based on extensive review of related concepts, theories and previous studies. The questionnaire designed was divided into two parts. The first part, the form of checklist,

elicits personal information from the participants, which includes sex, age, education, periods of employment and job position. The second part was constructed in the form of 5-Likert Scale consisting of items aiming to elicit participants' opinion about personnel management of Tha Tum Subdistrict Administrative Organization, Surin Province.

The process in developing questionnaire was explained as follows:

1. Review related documents, concepts, theories and previous research.
2. Utilize obtained insights from the first step to construct the questionnaire.
3. Ask two experts to evaluate the questionnaire to ensure its content validity so as to reach the Index of Item-Objective Congruence (IOC) at 0.828.
4. Revise the questionnaire as suggested by the experts and pilot test the questionnaire with 30 students who had similar characteristics with the research participants.
5. The questionnaire was tried out with 30 undergraduate students to achieve confidence coefficient of the questionnaire (α - Coefficient) of Cronbach as 0.8929
6. Revise the questionnaire and further collect data.

Data Collection

As for data collection, the questionnaires were administered to 251 personnel who work at Tha Tum Subdistrict Administrative Organization, Surin Province, and the obtained data were transmitted manually into computer program for the statistical analysis.

Data Analysis

The quantitative data gathered from the investigation was analyzed with the assistance of statistical tools. For instance, percentage was used to explain frequency of participants' responses. Mean and standard deviation were also taken into data interpretation. To compare the mean scores of two groups of participants, t-test had a role to play. Additionally, the researcher relied on one-way ANOVA when comparing mean scores of more than two participant groups. After gaining a significant F-statistic, Scheffe's test was run to find out which pairs of means are significant.

Findings

1. To achieve the first research objective, the questionnaires were handed to 251 personnel of Tha Tum Subdistrict Administrative Organization, comprising 162 female personnel (64.5 %) and 89 male personnel (35.5 %). Of these figures, about 180 personnel (43%) were aged 30 to 40 years old, and 65 personnel (25.9%) were between 41 and 50 years of age. Age of below 30 was of 48 personnel (19.1%), and another 30 personnel (12%) were aged between 51 and 60 years old. The majority of these personnel were a bachelor's degree holder which appeared to be 172 personnel (68.5%). For other 45 personnel (17.9%), their educational level was below bachelor's degree, and there were 34 personnel (13.5%) who obtained postgraduate's degree. Regarding their positions, 155 personnel (61.8%) were in civil servant position or government officer; 53 personnel (21.1%) were ranked as officer, and another 43 personnel (17.1%) were positioned as employee. As for their period of employment, most of them, 83 personnel (33.1%) to be precise, had about six to ten years of employment. Next, there were 82 personnel (32.7%) whose period of employment spanned between one to five years. Further, 51 personnel (20.3%) had a career span of 11 to 15 years, and another 35 personnel (13.9%) had above 16 years of employment.

1. Personnel management of the subdistrict administrative organization in Tha Tum District, Surin Province

Table 1 Mean and standard deviation of personnel's opinions about personnel management of Tha Tum Subdistrict Administrative Organization.

Personnel Management	\bar{X}	SD.	Rating
1. Personnel Recruitment	3.83	.747	Positive
2. Personnel Development	4.14	.536	Positive
3. Performance Appraisal	4.12	.600	Positive
Total	4.05	.408	Positive

Table 1 displays that the participants were positive about the personnel management of Tha Tum Subdistrict Administrative Organization ($\bar{X} = 4.05$, $SD. = .408$). To clarify this, the most positive evaluation goes to personnel development aspect which received the mean score of 4.14 ($SD. = .536$). The second highest evaluation is given to personal appraisal aspect earning a mean score of 4.12 ($SD. = .600$), and another aspect is personnel recruitment gaining a mean score of 3.83 ($SD. = .747$). A detailed explanation is provided in the following paragraphs.

Personnel recruitment was viewed positively with a mean of 3.83 ($SD. = 1.133$). To report its different aspects, planning was seen most positively earning a mean score of 3.94 ($SD. = 1.056$). Next, the second most positive evaluation goes to appointment aspect which received a mean score of 3.84 ($SD. = 1.133$). Lastly, recruitment and selection aspect was viewed least positively at mean score of 3.70 ($SD. = .837$).

Concerning personnel development, overall evaluation is positive with a mean score of 4.14 ($SD. = .536$). To elaborately put, participants were positive about having training or workshop which has a mean score of 4.35 ($SD. = .889$). Secondly, they also supported the idea to have field trip or excursion which attained a mean score of 4.32 ($SD. = .892$). The last item concerning research grant support has the least mean score 3.96 ($SD. = .907$).

As for performance appraisal, the participants were mostly positive about this aspect of personnel management which earned a mean score of 4.18 ($SD. = .600$). When considering each item, the most positive evaluation belongs to understanding criteria for appraising personnel performance which earned a mean score of 4.38 ($SD. = .929$). The second most positive evaluation goes to policy formulation and rules for performance appraisal which has a mean score of 4.32 ($SD. = .892$). Additionally, the least positive evaluation is given to satisfaction of performance appraisal and promotion criteria, gaining a mean score of 3.84 ($SD. = 1.259$).

2. Hypotheses Testing

Table 2 Comparing opinions about personnel management of Tha Tum Subdistrict Administrative Organization, Surin Province based on personal factors.

Personnel Management	Sex		Age		Education		Position		Period of Employment	
	T	p-value	F	p-value	F	p-value	F	p-value	F	p-value
1. Personnel Recruitment	5.624*	.018	1.324	.267	.259	.772	2.224	.110	2.224	.110
2. Personnel Development	3.992	.085	5.744**	.001	1.637	.197	4.067*	.018	4.067*	.018
3. Performance Appraisal	8.769	.547	2.593	.053	2.880	.058	.464	.629	.464	.629

* statistical significance at .05

** statistical significance at 0.01

From Table 2, it is apparent that different sex tends to have different opinions about personnel management of Tha Tum Subdistrict Administrative Organization, especially personnel recruitment aspect has a statistical significance at 0.05. Yet, personnel development and performance appraisal are not of much difference in participants' opinions. Further, participants of different ages also held variously diverse opinions about personnel development, particularly personnel development which has a statistical significance of 0.01. However, personnel recruitment and performance appraisal do not receive different opinions. Educational difference can be seen to not influence participants' opinions about personnel management of Tha Tum Subdistrict Administrative Organization, Surin Province. Finally, when participants' job position and period of employment are different, their opinions about of personnel management of Tha Tum Subdistrict Administrative Organization in terms of personnel development are different with a statistical significance of 0.03. Nevertheless, their opinions are the same as to personnel recruitment and performance appraisal.

Summary and Discussion

1. Most personnel who work at Tha Tum Subdistrict Administrative Organization, Surin Province were aged between 30 and 40 years old and hold a bachelor's degree. They are also government officer whose career spans 6 to 10 years.

2. All aspects of personnel management in the context of the study were evaluated positively which is elaborated below.

To start with, personnel recruitment got positive evaluation from the participants which can be attributed to the fact that searching and selecting people are of paramount importance for personnel recruitment. Also, assigning tasks to people should be considered from personnel's expertise in order to work effectively. This corresponds to the study of Supaporn Sukjai [8] who investigated personnel management of central libraries under The Rajabhat Universities. It was found that their selection, recruitment and planning were evaluated positively. This study is also supported by Saowanart Leklersin's research [9] that examined the effectiveness of administrator's management of Nonthaburi Subdistrict Administrative Organization. It was revealed in her study that personnel management here regarding recruitment system was evaluated positively.

The next aspect to be discussed is personnel development which earns positive evaluation from the participants. This may be because all personnel were encouraged to join training or course related to their professional development, field trips and seminar. Supaporn Jaisuk's study [8] comes into support of this view. It was disclosed in her study that library personnel managements at The Rajabhat Universities were rated positively in terms of personnel as well.

Another aspect is performance appraisal which was given positive evaluation by the participants. This includes personnel's understanding of civil service appraisal, policy formulation, criteria for performance appraisal and promotion and satisfaction of performance appraisal. Correspondingly, Supaporn Sukjai [8] also carried out a similar study in which similar results were found. It was uncovered that performance appraisal aspect of personnel management under Rajabhat University System was seen positively in every manner. In the same vein, Saowanart Lersin conducted a study investigating the effectiveness of administrator's management of Nonthaburi Subdistrict Administrative Organization, which was rated positively, especially overall performance report.

3. Hypothesis Testing

3.1 According to the findings, participants of different sex tended to have different opinions about personnel management of Tha Tum Subdistrict Administrative Organization with a statistical significance of 0.05. In a study carried out by Pensri Klongpongket, the findings unfolded that personnel who were sexually different and varied in period of employment had diverse opinions about personnel management of Nakorn Sri Tammarat Provincial Administrative Organization in every aspect with a statistical significance of 0.05. However, personnel development and performance appraisal were not of different opinions. Panya Nopkhum [11] supported this with her study which examined personnel management of Mueang Subdistrict Administrative Organization. Similarly, it was found that personnel who had different sex were prone to have different opinions about overall personnel management.

3.2 Different ages influenced how the participants would have opinions about personnel management of Tha Tum Subdistrict Administrative Organization, and their opinions were different with a statistical significance of 0.01. The results of this study resemble those of Pensri Klongpongket's study [10]. Klongpongket studied personnel management of Nakorn Sri Tammarat Provincial Administrative Organization which she found that personnel of different ages had different opinion about personnel management of Nakorn Sri Tammarat Provincial Administrative Organization. Likewise, a study conducted by Waranya Kumreejit [12] investigated the opinions of personnel who work at subdistrict administrative organization in Phran Kratai, Kamphaeng Phet Province. It was unveiled that they held different opinions when different ages were concerned.

3.3 Educational levels did not affect participants' opinion about personnel management of Tha Tum Subdistrict Administrative Organization, and the findings showed that their opinions were the same in terms of personnel recruitment, personnel development and performance appraisal. This is in line with Saowanart Leklersin's study [9] that investigated the effectiveness of administrator's management of Nonthaburi Subdistrict Administrative Organization. Based on her comparison between participants of different educational level, it was revealed that their opinions were not different.

3.4 Participants who have different job position and period of employment held different opinions about the personnel management of Tha Tum Subdistrict Administrative Organization

regarding personnel development aspect which had a statistical significance of 0.05. In her study, Pensri Klongpongkhet [10], who studied personnel management of Nakorn Sri Tammarat Provincial Administrative Organization, showed that her participants' opinions about personnel development aspect were different with a statistical significance at 0.05. However, the opinions were not of difference in terms of personnel recruitment and performance appraisal. In addition, Saowanat Leklersin's study [9] is also another support of this findings.

Recommendations

Recommendations for all concerned parties about personnel development of Tha Tum Subdistrict Administrative Organization can be summarized as follows.

1. Personnel Recruitment: Recruiting people to work in an organization should be operated properly and fairly. All candidates should have credentials suitable for specific position.
2. Personnel Development: Field trips to other subdistrict municipalities should be organized so as to continuously promote personnel development. It is suggested that the trip be organized annually with the incorporation of technology to achieve even greater efficacy.
3. Performance Appraisal: all criteria and rules for performance evaluation should be made explicitly overt, fair and transparent.

Recommendation for Future Study

For future researchers who intend to conduct similar study, it is recommended that they further examine factors affecting personnel development of Tha Tum Subdistrict Administrative Organization, Surin Province or of other subdistrict administrative organizations.

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