



HUMAN RESOURCE MANAGEMENT FACTORS AFFECTING THE WORK PERFORMANCE OF THE CHANTABURI PROVINCIAL ADMINISTRATIVE ORGANIZATION

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Abstract:

This study investigated factors affecting the work performance efficiency of personnel in the Chanthaburi Provincial Administrative Organization (PAO). Specifically, the study aimed to examine the level of factors influencing work performance efficiency, assess employees' work performance efficiency, explore the relationships between these factors and work performance efficiency, and identify the factors that significantly predict employees' performance. A questionnaire survey was administered to 142 employees selected through simple random sampling. Data were analyzed using descriptive statistics, Pearson's correlation, and stepwise multiple regression. The findings revealed that both human resource management factors and employee performance were perceived at high levels. A significant positive relationship was found between human resource management factors and employee performance ($r = .763$, $p < .01$). Work motivation, training and personnel development, and performance appraisal emerged as significant predictors, jointly explaining 66.82% of the variance in work performance (Adjusted $R^2 = .668$). Among these factors, work motivation was the strongest predictor ($\beta = .540$). The findings highlight the critical role of motivational practices, employee development initiatives, and performance management systems in enhancing workforce effectiveness in local government organizations. The study provides practical implications for public-sector human resource management and contributes to understanding the determinants of work performance efficiency in provincial administrative organizations.

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1. Introduction

Rapid technological advancement, digital transformation, and increasing public expectations have substantially altered the operational landscape of organizations in both public and private sectors. Public-sector organizations, in particular, face growing pressure to deliver services efficiently, transparently, and responsively while adapting to technological and administrative changes (Boyne, 2003). Under these conditions, human resource management (HRM) has become a strategic mechanism for enhancing employee capabilities, motivation, and organizational performance.

Strategic HRM literature consistently emphasizes that employee performance is strongly influenced by organizational practices, including recruitment and selection, training and development, compensation systems, performance appraisal, and employee motivation (Guest, 1997; Huselid, 1995). Effective HRM systems contribute to improved employee competencies, stronger workplace engagement, and higher organizational effectiveness (Jiang *et al.*, 2012). In public-sector settings, these HRM dimensions are particularly important because employee performance directly affects service quality, accountability, and citizen satisfaction.

In Thailand, provincial administrative organizations play a significant role in local governance and public service delivery. As local government entities, they are expected to respond effectively to increasing administrative complexity, policy changes, and citizens' evolving needs. To achieve these objectives, personnel must possess not only professional competencies but also strong motivation and organizational commitment. Consequently, improving work performance efficiency has become a critical concern for local administrative organizations.

Although previous studies have reported significant relationships between HRM practices and employee performance, existing evidence has primarily focused on private-sector organizations or examined HRM dimensions independently. Empirical evidence regarding the combined influence of recruitment and selection, training and personnel development, compensation and benefits, performance appraisal, and work motivation on work performance efficiency in Thai provincial administrative organizations remains limited. Furthermore, little research has examined the relative contribution of these HRM dimensions within a unified explanatory framework in local public-sector settings.

To address these gaps, this study investigates the HRM factors affecting work performance efficiency among personnel in the Chanthaburi Provincial Administrative Organization. Specifically, the study examines the levels of HRM factors and work performance efficiency, explores their relationships, and identifies the HRM dimensions significantly predicting employee performance efficiency.

1.1 Research Objectives

- 1) To study the level of factors affecting the work performance efficiency of the Chanthaburi Provincial Administrative Organization.
- 2) To study the level of work performance efficiency of the Chanthaburi Provincial Administrative Organization.
- 3) To study the relationship between factors affecting work performance efficiency and the operational efficiency of the Chanthaburi Provincial Administrative Organization.
- 4) To study the factors that affect the work performance efficiency of the Chanthaburi Provincial Administrative Organization.

2. Literature Review

2.1 Work Performance Efficiency

Work performance efficiency is widely recognized as a key determinant of organizational effectiveness and sustainability. In organizational research, performance efficiency generally refers to the extent to which employees achieve organizational objectives through the effective utilization of available resources (Koontz & O'Donnell, 1972). Employee performance is commonly conceptualized through dimensions such as quality of work, quantity of work, timeliness, and cost-effectiveness (Peterson & Plowman, 1958; Gibson *et al.*, 1988).

In public-sector organizations, work performance efficiency extends beyond productivity and includes accountability, service quality, and responsiveness to citizens' needs (Boyne, 2003). Given increasing public expectations and organizational complexity, improving employee performance has become a strategic concern for local government organizations. In this study, work performance efficiency is conceptualized as a multidimensional construct comprising quality of work, quantity of work, timeliness, and cost-effectiveness.

2.2 Human Resource Management and Employee Performance

Human resource management (HRM) plays a critical role in improving employee performance and organizational effectiveness. Strategic HRM literature emphasizes that organizational performance improves when HRM systems strengthen employee capability, motivation, and engagement (Guest, 1997; Huselid, 1995).

This study is conceptually grounded in the Ability–Motivation–Opportunity (AMO) framework, which proposes that employee performance is influenced by employees' abilities, motivation, and opportunities to perform effectively (Appelbaum *et al.*, 2000). Within this framework, recruitment and selection, training and personnel development contribute primarily to employee capability, compensation and work motivation influence employee motivation, and performance appraisal supports opportunities for performance improvement.

Previous studies consistently report that HRM practices, including recruitment and selection, training and development, compensation and benefits, performance appraisal, and work motivation, positively influence employee performance across organizational contexts (Jiang *et al.*, 2012; Gould-Williams, 2003). Consequently, this study examines the influence of these HRM dimensions on work performance efficiency in a local government context

2.3 Related Studies

Previous studies have consistently demonstrated significant relationships between human resource management (HRM) practices and employee performance across organizational settings. Strategic HRM literature suggests that organizational performance improves when HRM systems effectively enhance employee competencies, motivation, and workplace engagement (Huselid, 1995; Becker & Huselid, 1998). Research in both public and private sectors has shown that HRM practices positively contribute to employee productivity, service quality, and organizational effectiveness.

International studies indicate that recruitment and selection significantly contribute to employee capability and organizational performance, particularly through competency-based and transparent staffing systems (Collins & Smith, 2006). Similarly, training and personnel development have been identified as important mechanisms for improving employee competencies, adaptability, and organizational effectiveness (Arthur *et al.*, 2003; Aguinis & Kraiger, 2009). Compensation and benefits have also been found to enhance employee motivation, commitment, and performance outcomes (Gerhart & Milkovich, 1992; Shaw *et al.*, 2002). Likewise, performance appraisal systems characterized by transparency, fairness, and constructive feedback are positively associated with employee engagement and performance improvement (Kuvaas, 2006; DeNisi & Murphy, 2017).

Among HRM dimensions, work motivation has consistently emerged as one of the strongest predictors of work performance efficiency, particularly in public-sector organizations where intrinsic motivation and public-service orientation shape workplace behavior (Judge *et al.*, 2001; Perry & Wise, 1990). Employees with stronger work motivation tend to demonstrate higher commitment, greater productivity, and stronger organizational engagement.

Recent Thai studies similarly support the positive relationship between HRM practices and work performance efficiency. In a study of personnel in a Subdistrict Administrative Organization in Bueng Kan Province, Aungsuchawalkit *et al.* (2021) found that human resource management processes significantly affected work performance efficiency, particularly recruitment and selection, as well as training and development, both of which emerged as significant predictors of employee performance. Similarly, a study conducted in the Rayong Provincial Administrative Organization reported that employee ability, motivation, and opportunities to perform were positively associated with work performance efficiency among local government personnel (Yooto, 2022). These findings are particularly relevant to the present study because they

emphasize the role of HRM practices in enhancing employee effectiveness within provincial administrative organizations.

Further evidence from Thai public-sector organizations reinforces the significance of employee motivation and HRM systems. For example, Promthong (2020) found that motivational and hygiene factors significantly predicted work performance efficiency among government officials in the Department of Provincial Administration, jointly explaining approximately 46.6% of performance variance. In higher education, Kunnaworapanya and Chotanachote (2018) reported positive relationships between human resource management and work performance efficiency, identifying performance appraisal, compensation and benefits, and human resource development as significant contributors to employee performance.

More recently, Chaichompu *et al.* (2025) found that training and development, compensation and benefits, and performance appraisal positively influenced work performance efficiency among insurance representatives in Thailand. Despite differences in organizational context, these findings collectively reinforce the importance of integrated HRM systems in improving employee performance outcomes.

Although substantial evidence supports the relationship between HRM practices and work performance efficiency, previous studies have predominantly focused on private-sector organizations or examined HRM dimensions independently. Moreover, empirical evidence regarding the combined influence of recruitment and selection, training and personnel development, compensation and benefits, performance appraisal, and work motivation on work performance efficiency in Thai provincial administrative organizations remains limited. Few studies have examined the relative contribution of these HRM dimensions within a unified explanatory framework in local public-sector settings. Therefore, this study addresses these gaps by investigating the HRM factors affecting work performance efficiency among personnel in the Chanthaburi Provincial Administrative Organization.

3. Research Methodology

3.1 Research Design

This study employed a quantitative research approach to investigate the factors influencing work performance efficiency among personnel in the Chanthaburi Provincial Administrative Organization (PAO). The study aimed to examine the level of factors affecting work performance efficiency, assess employees' work performance efficiency, explore the relationships between these factors and employee performance, and identify the factors significantly predicting work performance efficiency.

3.2 Population and Sample

The population consisted of 224 employees working in the Chanthaburi Provincial Administrative Organization (Chanthaburi Provincial Administrative Organization, 2021). The sample size was determined using the Krejcie and Morgan sample size

determination formula at 95% confidence level, resulting in a sample of 142 employees. Participants were selected through simple random sampling to ensure equal probability of participation and minimize sampling bias.

3.3 Research Instrument

Data were collected using a structured questionnaire developed based on a review of relevant concepts, theories, and empirical studies. The questionnaire was designed to align with the objectives and conceptual framework of the study and consisted of two sections.

The first section measured factors affecting work performance efficiency, including recruitment and selection, training and personnel development, compensation and benefits, performance appraisal, and work motivation. The second section measured work performance efficiency, encompassing four dimensions: quantity of work, quality of work, timeliness, and cost-effectiveness.

All questionnaire items employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.4 Instrument Development and Validation

To ensure the quality and validity of the research instrument, several procedures were undertaken. First, relevant literature, theories, and previous empirical studies were reviewed to guide questionnaire development. Second, the questionnaire was submitted to experts for content validation. The Index of Item–Objective Congruence (IOC) values ranged between 0.80 and 1.00, indicating satisfactory content validity.

A pilot test was subsequently conducted with 30 respondents possessing characteristics similar to those of the target population but excluded from the actual sample. Reliability analysis using Cronbach’s alpha coefficient demonstrated high internal consistency reliability, with an overall reliability coefficient of .950, indicating that the instrument was appropriate for data collection.

3.5 Data Collection and Ethical Considerations

Data collection was conducted by distributing questionnaires to employees of the Chanthaburi Provincial Administrative Organization. Participation was voluntary, and respondents were informed about the purpose of the study, confidentiality, and anonymity of responses. Completed questionnaires were screened for completeness prior to analysis.

3.6 Data Analysis

Data were analyzed using descriptive and inferential statistics. Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to examine respondent characteristics and variable levels. Pearson’s product–moment correlation coefficient was employed to examine relationships among variables, while stepwise multiple regression analysis was used to identify significant predictors of work

performance efficiency. Prior to regression analysis, multicollinearity diagnostics were examined to ensure the appropriateness of the model. Correlation coefficients among predictors did not exceed acceptable thresholds, indicating no severe multicollinearity concerns.

4. Results

4.1 Levels of HRM Factors Affecting Work Performance Efficiency

Table 1 presents the descriptive statistics of the human resource management (HRM) factors affecting work performance efficiency among personnel in the Chanthaburi Provincial Administrative Organization.

Table 1: Levels of HRM Factors Affecting Work Performance Efficiency

HRM Factors	\bar{X}	SD.	Interpretation
1. Recruitment and Selection	4.22	0.435	High
2. Training and Personnel Development	4.12	0.478	High
3. Compensation and Benefits	4.13	0.361	High
4. Performance Appraisal	4.15	0.472	High
5. Work Motivation	4.13	0.551	High
Overall	4.15	0.355	High

Overall, respondents perceived HRM factors at a high level ($M = 4.15$, $SD = 0.355$). Among the examined dimensions, recruitment and selection received the highest mean score ($M = 4.22$, $SD = 0.435$), followed by performance appraisal ($M = 4.15$, $SD = 0.472$), compensation and benefits ($M = 4.13$, $SD = 0.361$), and work motivation ($M = 4.13$, $SD = 0.551$). Training and personnel development received the lowest mean score, although it remained at a high level ($M = 4.12$, $SD = 0.478$). The findings suggest that employees generally perceived HRM practices within the organization positively, particularly recruitment and selection processes, while training and development may require further enhancement.

4.2 Levels of Work Performance Efficiency

Table 2 reports the descriptive statistics of work performance efficiency among personnel in the Chanthaburi Provincial Administrative Organization.

Table 2: Levels of Work Performance Efficiency

Work Performance Efficiency	\bar{X}	SD.	Interpretation
Quality of Work	4.23	0.484	High
Quantity of Work	4.17	0.525	High
Timeliness	4.22	0.469	High
Cost-effectiveness	4.17	0.539	High
Overall	4.20	0.440	High

The overall level of work performance efficiency was perceived as high ($M = 4.20$, $SD = 0.440$). Among the dimensions, quantity of work received the highest mean score ($M = 4.23$, $SD = 0.484$), followed closely by timeliness ($M = 4.22$, $SD = 0.469$). Quality of work ($M = 4.17$, $SD = 0.525$) and cost-effectiveness ($M = 4.17$, $SD = 0.539$) also demonstrated high levels. These findings indicate that employees perceived themselves as capable of maintaining satisfactory performance across multiple dimensions, particularly in terms of productivity and timely task completion.

4.3 Correlations Between HRM Factors and Work Performance Efficiency

The correlation analysis revealed that the overall factors affecting work performance efficiency (X) were positively and significantly correlated with work performance efficiency (Y) at a high level ($r = .763$, $p < .01$). When considering each factor individually, work motivation (X_5) had the strongest positive correlation with work performance efficiency ($r = .785$, $p < .01$), followed by performance appraisal (X_4) ($r = .666$, $p < .01$), training and personnel development (X_2) ($r = .655$, $p < .01$), recruitment and selection (X_1) ($r = .520$, $p < .01$), and compensation and benefits (X_3) ($r = .426$, $p < .01$). All correlations were statistically significant at the .01 level as illustrated in the Table 3 below.

Table 3: Means, Standard Deviations, and Correlations Among Study Variables

	X ₁	X ₂	X ₃	X ₄	X ₅	X	Y
X ₁	1.000						
X ₂	.549**	1.000					
X ₃	.406**	.450**	1.000				
X ₄	.423**	.630**	.552**	1.000			
X ₅	.546**	.642**	.507**	.686**	1.000		
X	.755**	.810**	.743**	.812**	.850**	1.000	
Y	.520**	.655**	.426**	.666**	.785**	.763**	1.000

4.4 Predictors of Work Performance Efficiency

Stepwise multiple regression analysis was conducted to determine the HRM factors significantly predicting work performance efficiency.

Table 4: Stepwise Multiple Regression Analysis Predicting Work Performance Efficiency

Variables	Work Performance Efficiency				
	B	SE	Beta	t	Sig
Constant	1.006	.209		4.801	.000
X ₅	.431	.058	.540	7.444	.000
X ₂	.186	.063	.202	2.973	.003
X ₄	.156	.067	.167	2.335	.021
R = .817c; R ² _{adj} = .6682; SE = .256; F = 92.627; Sig = .000d					

The regression results indicated that three HRM dimensions significantly predicted work performance efficiency: work motivation (X_5), training and personnel development (X_2),

and performance appraisal (X_4). The model demonstrated substantial explanatory power, accounting for 66.82% of the variance in work performance efficiency.

Among the predictors, work motivation emerged as the strongest predictor ($\beta = .540$, $p < .001$), followed by training and personnel development ($\beta = .202$, $p = .003$) and performance appraisal ($\beta = .167$, $p = .021$). These findings suggest that employees who experience stronger motivation, greater opportunities for professional development, and more effective performance evaluation systems are more likely to demonstrate higher levels of work performance efficiency.

The regression equation in raw scores was:

$$Y = 1.006 + 0.431X_5 + 0.186X_2 + 0.156X_4$$

The standardized regression equation was:

$$ZY = 0.540X_5 + 0.202X_2 + 0.167X_4$$

5. Discussion

The findings revealed that the overall level of human resource management (HRM) factors affecting work performance efficiency among personnel in the Chanthaburi Provincial Administrative Organization was high. This may be attributed to the organization's systematic approach to human resource management, including clear personnel development policies, continuous organizational support, and structured workforce management practices. Such practices likely enhance employees' readiness and ability to perform effectively. This finding aligns with previous studies demonstrating that effective HRM systems positively contribute to employee performance and organizational effectiveness (Huselid, 1995; Jiang *et al.*, 2012).

Similarly, the overall level of work performance efficiency was perceived to be high. Employees reported strong performance across multiple dimensions, including quantity of work, quality of work, timeliness, and cost-effectiveness. This finding may reflect the organization's effective management systems, ongoing monitoring and evaluation processes, and continued personnel development efforts. In public-sector organizations, structured management systems and employee support mechanisms have frequently been associated with improved workforce performance and service quality (Boyne, 2003; Gould-Williams, 2003).

The correlation analysis demonstrated a strong positive relationship between HRM factors and work performance efficiency ($r = .763$, $p < .01$), suggesting that effective HRM practices are closely associated with higher employee performance. This finding supports the strategic human resource management perspective, which argues that organizational performance is enhanced through integrated HRM practices that strengthen employee competencies, motivation, and engagement (Guest, 1997; Becker & Huselid, 1998). Among the HRM dimensions, work motivation demonstrated the

strongest relationship with employee performance, highlighting the importance of motivational mechanisms in improving workplace effectiveness.

Furthermore, stepwise multiple regression analysis revealed that work motivation, training and personnel development, and performance appraisal significantly predicted work performance efficiency, jointly explaining 66.82% of the variance in employee performance. Work motivation emerged as the strongest predictor, suggesting that motivated employees are more likely to demonstrate commitment, initiative, and higher levels of performance. This finding is consistent with expectancy theory (Vroom, 1964), self-determination theory (Deci & Ryan, 2000), and prior studies emphasizing the critical role of employee motivation in organizational effectiveness.

Training and personnel development also significantly predicted work performance efficiency, indicating that employees who receive continuous professional development opportunities may be better prepared to respond to changing workplace expectations and technological developments. This finding is particularly relevant in the context of local government organizations, where increasing administrative complexity and digital transformation require employees to continuously update their competencies. Performance appraisal likewise demonstrated a significant predictive effect, suggesting that transparent and fair evaluation systems may strengthen employee accountability and reinforce performance expectations. Employees receiving constructive feedback and clear performance standards may be more likely to improve work quality and align their efforts with organizational objectives.

Taken together, these findings underscore the importance of integrating employee motivation, personnel development, and performance management systems to improve work performance efficiency in local government organizations. Rather than relying on isolated HRM practices, administrators should adopt a comprehensive HRM strategy that strengthens employee capability, motivation, and accountability simultaneously.

6. Recommendations for Future Research

Future studies should examine causal factors influencing work performance efficiency through more advanced analytical approaches and broader theoretical perspectives. Additionally, future research may explore other factors potentially influencing employee performance, such as leadership, organizational culture, digital technologies, or workplace climate, to provide a more comprehensive understanding of performance determinants in public-sector organizations.

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Conflict of Interest Statement

The authors declare no conflicts of interest.

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