

# การพัฒนาสมรรถนะการปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุน แขวง จำปาสัก สาธารณรัฐประชาธิปไตยประชาชนลาว

## Performance Competency Development of Personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic

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### บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อ 1) กำหนดกรอบสมรรถนะการปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุนแขวงจำปาสัก สาธารณรัฐประชาธิปไตยประชาชนลาว 2) เพื่อสร้างชุดฝึกอบรมการพัฒนาสมรรถนะการปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุน และ 3) เพื่อทดลองใช้และประเมินชุดฝึกอบรมสมรรถนะการปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุนแขวงจำปาสัก การวิจัยระยะที่ 1 การกำหนดกรอบสมรรถนะการปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุนแขวงจำปาสัก กลุ่มตัวอย่าง จำนวน 214 คน กำหนดขนาดกลุ่มตัวอย่าง โดยใช้สูตรคำนวณ ของ Yamane (1967, น. 158) และการสุ่มแบบแบ่งชั้นอย่างเป็นสัดส่วนและวิธีการสุ่มอย่างง่าย เครื่องมือวิจัย ได้แก่ แบบสอบถาม และการสัมภาษณ์ วิเคราะห์ข้อมูลโดยใช้ร้อยละ ค่าเฉลี่ย และค่าส่วนเบี่ยงเบนมาตรฐาน การวิจัยระยะที่ 2 การสร้างชุดฝึกอบรมการพัฒนามารณะ การปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุน โดยใช้ผลการวิจัยระยะที่ 1 ประชุมวิพากษ์เพื่อหาคุณภาพของชุดฝึกอบรมของผู้บริหารระดับสูงและระดับพื้นที่ ตัวแทนบุคลากร และนักธุรกิจ รวม 20 คน การวิจัยระยะที่ 3 การทดลองใช้และประเมินชุดฝึกอบรมสมรรถนะการปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุนแขวงจำปาสัก กลุ่มทดลองคือบุคลากรแผนกแผนการและการลงทุนแขวงจำปาสัก จำนวน 40 คน ทดสอบสมมุติฐานโดยใช้ค่า t-test

ผลการวิจัย พบร่วม 1) สมรรถนะการปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุน แขวงจำปาสัก ได้แก่ การสั่งสมความเชี่ยวชาญในอาชีพ การยึดมั่นในความถูกต้องของธรรมาภิบาล และจริยธรรม การทำงานเป็นทีม และการมุ่งผลสัมฤทธิ์ และการบริการที่ดี 2) ชุดฝึกอบรมการพัฒนามารณะ การปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุน มี 5 ชุด ได้แก่ การปรับปรุงวิธีการทำงาน (2) การเข้าใจผู้อื่น (3) การคิดเชิงสร้างสรรค์ (4) การพัฒนาคุณธรรมจริยธรรม (5) การสร้างทีม 3) สมรรถนะการปฏิบัติงานของบุคลากรแผนกแผนการและการลงทุนแขวงจำปาสัก หลังการฝึกอบรมด้วยชุดฝึกอบรม แตกต่างกับก่อนการฝึกอบรม อย่างมีนัยสำคัญทางสถิติที่  $.05$  และบุคลากรผู้เข้าอบรม มีความพึงพอใจต่อชุดฝึกอบรมการพัฒนาสมรรถนะหลักการปฏิบัติงาน โดยรวมอยู่ในระดับมาก

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## ABSTRACT

The objectives of the research were: 1) to create core performance competencies of personnel of the Planning and Investment Department in Champasak Province; 2) to design a training package for the performance competency development and; 3) to implement and to assess the training package for performance competency development. The research was divided into 3 phases. The first phase created core performance competencies of personnel of the Planning and Investment Department in Champasak Province. Samples were 264 staffs. Yamane's calculation method (1967, p. 158) was used for the sample size. Sampling techniques were using proportional stratified random sampling, and simple random sampling. Questionnaire and an in-depth interview were deployed to be data collection. Statistic to be used in this study were percentage, mean, and standard deviation, including content analysis for qualification data. The second phase designed a training package for the performance competency development from the result of the first phase. It was qualified by 20 administrators, staffs, and businesspersons. The third phase implemented the training package and assesses it. Samples, totally 40, were staffs from the Planning and Investment Department. The t-test was employed to test the hypothesis.

The research results showed that; 1) The five core performance competencies of the personnel of the Planning and Investment Department in Champasak Province consisted of achievement motivation, service mind, teamwork, integrity and expertise.; 2) The training package for the performance competency development consisted of 5 sets; improving work performance, understanding others, creative thinking, ethics and moral development, and team building; and 3) The core performance competencies of the personnel of the Planning and Investment Department in Champasak Province, after training by using the training package, were significantly different than that of before training at the .05 level. The overall staffs were satisfied with the training package at the high level.

**Keywords :** development, performance competency, personnel

## Introduction

Organizations in the 21<sup>st</sup> century have been confronted with the situations of changes rapidly. The structure of organizations become more complex. Environment outside changes dramatically. Problem solving are flexible and responsible. Technologies trend more advance. An awareness of ethics and moral is the major issues. Competition, also

look more serious. Organizations faced many risks. Today, most organizations pay attention to 'man' as the most important factor of management. Because man can accumulates knowledge, understanding, abilities, skills, and experiences which they can apply at work better (Chan Sawatsali, 2550). Bureaucracies aim to be an organization with high competencies and modernization. Personnel

will be professional, learning ability, creativity, changeable and appropriate adaptation to situations (Office of Bureaucracy Development Committee, 2561). Therefore, organizations in government sector are necessary to develop personnel competencies.

Today, organizations use competency principle and concept at work. It is the major factor of work development for achievement goals. McClelland (1973, pp. 1-2) asserted that competency is traits that help personnel to work distinguish than others. A person who had high competency is able to manage her life. Organizations should develop personnel's performance competencies to be higher and more effective. An achievement of work needs personnel's knowledge, abilities, and attributes concerned (Chanchai Rattanasutti, 2552: 21). Competency offers benefits to organizations; be the conceptual framework, personnel's behaviors, beliefs, attitudes in the same direction of vision and duties; create corporate culture; be the tools of human resources for recruitment, training and development, promotion; rotation, and performance appraisal (Narongwit Saenthong, 2550: 11-16). In the conclusion, competency is the key indicator the success of an organization.

Lao People's Democratic Republic established the national policy on becoming a developing country in 2020, and strategies for modern industry development: imagination and concepts, human resource development, system and administrative regulations and eliminating poverty. Ministry of Education and Sports, Lao (PDR) (2008) assigned that human

resource development is the most important strategy of the Economic and Social Development Plan of Lao by promoting both public and private sectors to invest in education for all. Lao People Revolution Party (2011) states that the number and quality of Lao people are not sufficient for developing the country. Additionally, the budget and welfare services are not enough for the development. It is necessary to improve the competencies and the people should be provided sufficient incomes and welfare services for the better living. The Civil Law of Lao (PDR) (2015) claims that the annual evaluation of work performance is important for work promotion of the government officials through self-assessment and organization council. The three main issues of the evaluation are 1) politics, 2) knowledge, ability and work experience, and 3) achievement in work performance. The evaluation process of the government officials consists of four steps: 1) self-assessment, 2) colleagues, 3) organization and 4) other organizations concerned with. The evaluation results are essential for personnel development planning and work promotion.

According to the issues of human resource development mentioned above. The author realizes the important policies of the government and believes that personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic had the core performance competency higher after training with the training package.

## Objectives

1. To create core performance competencies of personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic
2. To design a training package for competency development of personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic
3. To implement and to assess the training package for competency development of the personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic

## Hypotheses

The core performance competencies of the personnel of the Planning and Investment Department in Champasak Province, after training by using the training package, were significantly different than that of before training.

## Methodology

The research was conducted nine months during January – September, 2018 in the Planning and Investment Department in Champasak Province, Lao (PDR). The contents emphasized five core performance competencies: achievement motivation, service mind, teamwork, integrity, and expertise. The research had 3 phases: Phase 1, creating core performance competencies of personnel of the Planning and Investment

Department in Champasak Province, Lao People's Democratic Republic; Phase 2, designing a training package for competency development of personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic; and Phase 3, implementing and assessing the training package for competency development of the personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic.

### 1. Population and Samples

#### 1.1 Population and Samples in phase 1

Population were 460 personnel of the Planning and Investment Department in Champasak Province, Lao (PDR). Samples included 214 persons which were used Yamane's calculation method for a sampling size, and were selected by a proportional stratified random sampling and simple random sampling methods. Key informants were 15 administrators and officers from the Planning and Investment Department in Champasak Province.

#### 1.2 Target Groups in phase 2

Target groups were participants of experts, academicians, and representatives of the Planning and Investment Department in Champasak Province. They were selected by purposive sampling, total 20.

#### 1.3 Experiment Group in phase 3

An experiment group was personnel of the Planning and Investment Division of Champasak Province, Lao (PDR). They were selected by simple random

sampling, total 40.

## 2. Research Variables

Research Variables in phase 3 consisted of the following:

2.1 Independent Variable was the training package for competency development of personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic.

2.2 Dependent Variable was core performance competencies of the personnel of the Planning and Investment Department in Champasak Province, Lao People's Democratic Republic, including Achievement Motivation, Service Mind, Teamwork, Integrity, and Expertise

## 3. Data Collection

3.1 At first, a questionnaire was used to collect data from the 214 samples in the Planning and Investment Department in Champasak Province, Lao (PDR) for a framework of the current core performance competencies. Then, 15 key informants were interviewed structurally for tentative knowledge, skills, and attributes on the current core performance competencies.

3.2 After a training package of performance competency development was designed based on the result of phase 1, it was commented by 20 experts, academicians, and representatives of the Planning and Investment Department in Champasak Province through the focus group technique.

Finally, the training package was commented by experts.

3.3 Later, the training package was implemented with forty personnel of the Planning and Investment Department in Champasak Province. The assessment of performance competencies was used before and after implementing the training package. Finally, the satisfaction test was conducted after implementing it.

## 4. Data Analysis

4.1 The questionnaire were collected, the data were analyzed by percentage, mean, and standard deviation. The interview was used the content analysis for tentative knowledge, skills, and attributes at work for their office.

4.2 The comments of experts, academicians, and representatives from the focus group were used for content analysis. The statistics of frequency, and mean were used to analyze the experts' comments.

4.3 The performance competencies of the personnel were assessed before and after implementing the training package. The data was analyzed and tabulated through statistical procedures: the percentage, mean and standard deviation. Paired t-test was employed for hypothesis testing. The satisfaction of the personnel with the training package was analyzed by mean and standard deviation.

## Results

1. The research results showed that the five core performance competencies of the personnel of the Planning and Investment

Department in Champasak Province consisted of achievement motivation, service mind, teamwork, integrity, and expertise.

**Table 1** Core Performance Competencies and Needs for Core Competency Improvement of the Personnel of Planning and Investment Department in Champasak Province

Core Performance Competencies	Competency Assessment			Needs for Competency Improvement		
	$\bar{x}$	S.D.	level	$\bar{x}$	S.D.	Level
1 Achievement Motivation	3.24	0.41	Moderate	4.28	0.51	High
2 Service Mind	3.24	0.42	Moderate	4.29	0.52	High
3 Teamwork	3.34	0.44	Moderate	4.33	0.52	High
4 Integrity	3.37	0.49	Moderate	4.34	0.51	High
5 Expertise	3.37	0.39	Moderate	4.35	0.50	High
Total	3.31	0.38	Moderate	4.32	0.49	High

The data from table 1 indicated that the core performance competencies of the personnel of the Planning and Investment Department in Champasak Province was at a moderate level ( $\bar{x}= 3.31$ ). The five moderately rated items of the competencies were expertise, integrity, teamwork, service mind, and achievement motivation. The overall need of the participants for improving five core performance competencies was at a

high level ( $\bar{x}= 4.32$ ). They were integrity, expertise, teamwork, service mind, and achievement motivation respectively.

2. The training package for the performance competency development consisted of 5 sets; improving work performance, understanding others, creative thinking, ethics and moral development, and team building. The training package was showed in table 2.

**Table 2** The training package, performance competencies, purposes, and activities for the performance competency development of the personnel of the Planning and Investment Department in Champasak Province

Training package	Performance Competencies	Purposes	Activities
1. Improving work performance	Achievement motivation	Ability to improve how to work for higher efficiency	1. Self- analysis 2. My impression 3. Morale at workplace encouragement
2. Understanding others	Service mind	Ability to understand users and facilitators above the expectation	1. Emotional development 2. Clear roles and responsibilities 3. Speaking Improvement 4. Good service
3. Creative thinking	Expertise	Ability to apply knowledge and technology at work	1. Being a knowledge and capable officer
4. Ethics and moral development	Integrity	Awareness of ethics problems in the government and understanding systems and mechanisms for ethics and moral enhancement in an organization	1. Behaving an experienced officer 2. Being a good officer of an organization 3. Behaving a good officer of an organization
5. Team building	Teamwork	Ability to co-operate with team members, to listen to their opinions, to make decision, or to plan together in a team	1. Collaborative Work Environment 2. Understanding Life Role KnowDilemma

3) The core performance competencies of the personnel of the Planning and Investment Department in Champasak Province, after training by using the training

package, were significantly different than that of before training at the .05 level. The overall staffs were satisfied with the training package at the high level.

**Table 3** Comparison of Core Performance Competencies of the Personnel of Planning and Investment Department in Champasak Province before and after Training

Core Performance	Before Training			After Training			t-test	Sig(2tailed)
	Competency	N	$\bar{x}$	S.D.	N	$\bar{x}$	S.D.	
1. Achievement Motivation	146	3.28	0.41	146	4.35	0.51	5.36	.000
2. Service Mind	146	3.38	0.42	146	4.42	0.52	7.44	.002
3. Teamwork	146	3.42	0.44	146	4.51	0.52	5.68	.003
4. Integrity	146	3.68	0.79	146	4.58	0.51	7.32	.005
5. Expertise	146	3.37	0.49	146	4.48	0.50	6.32	.000
Total	146	3.36	0.69	146	4.43	0.76	6.98	.000

Table 3 showed that the average competency of the personnel after training was significantly higher than that of before training at the .05 level. The 5 performance

competencies of the personnel were integrity ( $\bar{x} = 4.58$ ), teamwork ( $\bar{x} = 4.51$ ), expertise ( $\bar{x} = 4.48$ ), service mind ( $\bar{x} = 4.42$ ) respectively.

**Table 4** Satisfaction of the Personnel of Planning and Investment Department in Champasak Province with the training courses

List of Satisfactions	$\bar{x}$	S.D.	Level of Satisfaction
1. Training preparation and management	3.74	0.59	high
2. Trainers' expertise and readiness	3.65	0.61	high
3. An appropriateness of training center and study visits	3.41	0.71	moderate
4. An appropriateness of vehicles and transportation	3.69	0.62	high
5. An appropriateness of length of time of training	3.57	0.68	high
6. Having knowledge and understanding before training	3.62	0.67	high
7. Gaining knowledge and understanding after training	3.65	0.61	high
8. Ability to apply knowledge at work	3.61	0.69	high
9. Enjoying all training activities	3.46	0.71	moderate
Total	3.60	0.61	high

Table 4 showed that the overall satisfaction of the personnel with the training courses was at a high level ( $\bar{x} = 3.60$ ). The three high rate items of the training course were training preparation and management

( $\bar{x} = 3.74$ ), vehicles and transportation ( $\bar{x} = 3.69$ ), trainers' expertise and readiness, and knowledge and understanding after training ( $\bar{x} = 3.65$ ) respectively.

## Discussion

1. The research results indicated that the core performance competencies of the personnel of the Planning and Investment Department in Champasak Province was at a moderate level. The five moderately rated items of the competencies were expertise, integrity, teamwork, service mind, and achievement motivation. The overall need of the participants for developing five core performance competencies was at a high level. They were integrity, expertise, teamwork, service mind, and achievement motivation respectively. The results may be caused by discontinuous human development and without need analysis of the personnel. The study of Chayut Suduangkaew (2012) showed that the personnel of Maerim District Administrative Organization, Chiang Mai Province needed to improve achievement motivation competency continuously. Chatree Thianthong (2013) states that the four key factors affecting the performance competency of the personnel are achievement motivation, trustiness, responsibility and relationship. Sirirat Chunhakhlai (2013) asserts that achievement motivation is a main competency in challenging work performance. Patcharawit Chansirisin (2012) states that the three key factors for efficient work performance are teamwork, relationship and efficient resource utilization. Narongwit Saengthong (2007) claims that the work performance efficiency depends on specifying knowledge, skills and behavior characteristics of the personnel clearly.

Wanarat Srikanok (2013) argues that expertise of the personnel is the important competency in work performance.

2. The findings showed that the training package for improving work performance competencies of the personnel of the Planning and Investment Department in Champasak Province was efficient and practical for human resource development. The results may be caused by the appropriate process for the training package design and development. The training course was designed based on problem and need analysis of the personnel. Krerngkait Pipatseritham (2003) states that training is a necessary process for human resource development. Need analysis is necessary for efficient and appropriate curriculum design. Sirirat Chunhachai (2011) asserts that training is an essential process for not only improving performance competencies but also changing positive behavior, beliefs, and attitude towards organization.

3. The average competency of the personnel after training increased significantly more than that of before training at the .05 level. The eight performance competencies of the personnel were expertise, integrity, good service, achievement motivation, teamwork, monitoring and evaluating the private projects supported by the government, and writing economic and social development plans, monitoring and evaluating the government projects respectively. Gold, & Smith (2003) state that training is a learning process for improving knowledge, skills, ability and attitude of the personnel. Chuchai Smithikrai (2008)

insists that training is an important process for developing knowledge, skills and desirable characteristics of the personnel. Lastly, the overall satisfaction of the personnel with the training courses was at a high level. The three high rate items of the training course were training activities, trainers and knowledge respectively.

## Suggestions

### 1. Practical applications

1.1 The performance competency assessment provides useful information for the Planning and Investment Department, Champasack Province to establish policies, design and implement strategies for performance competency development the personnel.

1.2 The research study also indicates the process for the efficient and practical training package design and development. The training package should be designed by the participation all stakeholders through the focus group and brainstorming methods.

1.3 The research methodology is a practical model for human resource development of other organizations in Lao (PDR). The model for human resource development should consist of three major steps: need and problem analysis, course design and development, and course implementation and assessment.

### 2. Further research

2.1 A comparative study of the model should be conducted in the different organizations and different regions in Lao (PDR).

2.2 The further study on the performance competency should be assessed by their colleagues and customers to get more useful information for human resource development.

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