

## การบริหารผลการปฏิบัติงานของบุคลากรส่วนแขวงจำปาศัก สาธารณรัฐประชาธิปไตยประชาชนลาว

### Results-Based Performance Management for Personnel in Champasak Province, Lao People's Democratic Republic

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#### บทคัดย่อ

การวิจัยนี้วัดถุประสงค์เพื่อ 1) ศึกษาสภาพการบริหารผลการปฏิบัติงานของบุคลากรส่วนแขวงจำปาศัก สาธารณรัฐประชาธิปไตยประชาชนลาว 2) สร้างรูปแบบการบริหารผลการปฏิบัติงานของบุคลากรส่วนแขวงจำปาศัก สาธารณรัฐประชาธิปไตยประชาชนลาว และ 3) ทดลองใช้และประเมินผลรูปแบบ การวิจัยนี้มี 3 ระยะ ระยะที่ 1 การศึกษาสภาพการบริหารผลการปฏิบัติงานของบุคลากรส่วนแขวงจำปาศัก สาธารณรัฐประชาธิปไตยประชาชนลาว กลุ่มตัวอย่าง ได้แก่ กรรมการบริหาร พนักงาน และเจ้าหน้าที่ฝ่ายบุคคล สำนักงานแขวงจำปาศัก และห้องการประจำเมือง จำนวน 389 คน กำหนดขนาดกลุ่มตัวอย่างโดยใช้สูตรคำนวณของ Yamane (1967) กลุ่มตัวอย่าง แบบขั้นกูมิอย่างเป็นสัดส่วน และสุ่มอย่างง่าย เก็บรวมรวมข้อมูลโดยใช้แบบสอบถาม ที่มีค่าความเชื่อมั่นทั้งฉบับเท่ากับ 0.86 วิเคราะห์ข้อมูลโดยใช้ค่าร้อยละ ค่าเฉลี่ย และค่าเบี่ยงเบนมาตรฐาน ระยะที่ 2 การสร้างรูปแบบการบริหารผลการปฏิบัติงานของบุคลากรส่วนแขวงจำปาศัก สาธารณรัฐประชาธิปไตยประชาชนลาว โดยใช้ตัวแปรที่มีค่าเฉลี่ยต่ำกว่า 3.51 จากการวิจัยระยะที่ 1 เสนอกลุ่มเพื่อวิพากษ์รูปแบบ และการประเมินของผู้เชี่ยวชาญ ระยะที่ 3 การทดลองใช้และการประเมินผลรูปแบบการบริหารผลการปฏิบัติงานของบุคลากรส่วนแขวงจำปาศัก สาธารณรัฐประชาธิปไตยประชาชน กลุ่มทดลอง ได้แก่ กรรมการฝ่ายบริหาร เมืองปากเซ แขวงจำปาศัก จำนวน 38 คน ด้วยการสุ่มแบบง่าย เครื่องมือวิจัย ได้แก่ รูปแบบการบริหารผลการปฏิบัติงานของบุคลากร และแบบประเมินผลการใช้รูปแบบการบริหารผลการปฏิบัติงาน วิเคราะห์ข้อมูลโดยการเปรียบเทียบระหว่างก่อนและหลังการทดลอง โดยใช้ MANOVA

ผลการวิจัย พบว่า 1) การบริหารผลการปฏิบัติงานของบุคลากรส่วนแขวงจำปาศัก โดยภาพรวม และเป็นรายด้าน 4 ด้าน ได้แก่ การประเมินผลการปฏิบัติงาน การวางแผนประเมินผล การปรับปรุงผลการปฏิบัติงาน และการพัฒนาการปฏิบัติงาน อยู่ในระดับปานกลาง บุคลากรที่มีเพศ อายุ ระดับการศึกษา และประสบการณ์การทำงานต่างกัน มีความคิดเห็นต่อสภาพการบริหารผลการปฏิบัติงานของบุคลากรส่วนแขวงจำปาศัก แตกต่างกันอย่างมีนัยสำคัญทางสถิติที่ระดับ .05 2) รูปแบบการบริหารผลการปฏิบัติงานของบุคลากร เป็นกิจกรรมพัฒนา

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4 ด้าน ໄไดແກ່ ด້ານກາປະເມີນພລງນານ ກາວງແພນປະເມີນພລຮ່ວມກັນ ກາເຮັຍນັ້ກາປັດນາບຸຄລາກ ມ້າທີ່ຮັບຜິດຂອບ ແລະກາແສດງບທບາທສມມຕີ 3) ບຸຄລາກສ່ວນແຂວງຈຳປາສັກມີພລກາປປົງຕິຈານ ກ່ອນແລະຫລັກກາໃຫ້ຮູປແບບການ ບຣີທາຮພລກາປປົງຕິຈານ ແຕກຕ່າງກັນອຍ່າງມືນຍໍສຳຄັນທາງສົດທີ່ຮະດັບ .05 ແສດງວ່າຮູປແບບມີປະສິທິກາພແລະ ນຳໄປໃໝ່ໃນການບຣີທາຮພລກາປປົງຕິຈານໄດ້

**ຄໍາສຳຄັນ :** ກາບຣີທາຮພລກາປປົງຕິຈານ, ບຸຄລາກ, ສາຮາຣູ້ປະຈຸບັນປີໄຕຍປະຈຸນລາວ

## ABSTRACT

The purposes of the research were 1) to investigate the current results-based performance management for personnel in Champasak province, Lao People's Democratic Republic; 2) to design a model of results-based performance management for the personnel; and 3) to implement and evaluate the model of results-based performance management. The research was divided into three phases. In the first phase, the current results-based performance management for personnel in Champasak province, Lao People's Democratic Republic was investigated. The samples were three hundred and eighty nine participants consisting of the executive staff, and officers under the Champasak provincial office. Yamane's calculation (1967), and proportional stratified random sampling and simple random sampling were used to manipulate the sample size and sampling. A questionnaire with reliability value at 0.86 was employed to collect data, then were analyzed by percentage, mean, and standard deviation. In the second phase, a model of result-based performance management was designed by phase 1 variables at an average below 3.51. The model was criticized by a focus group technique and commented by experts. In the third phase, the model was implemented with thirty eight members of the executive staff of Pakse district by a simple random sampling. The instrument included the model of results-based performance management, and an evaluation form of the result-based performance management. Data were compared between before and after an implementing by MANOVA.

The findings of the research founded that: 1) the current results-based performance management of the personnel in Champasak province, Lao People's Democratic Republic as a whole and in each aspect of a performance evaluation, an evaluation planning, a performance improvement, and a performance development, were at a moderate level. The personnel with different genders, ages, educational levels, and work experiences regarding the current results-based performance management in Champasak province were significantly different at the .05 level. 2) The model of the results-based performance management for the personnel in Champasak province was development activities including a performance evaluation, a collaborative evaluation planning, a personnel development learning, duties and responsibilities,

and a role play. 3) The personnel in Champasak provincial office had work performance before and after implementing the model was significantly different at the .05 level. It revealed that the model was efficient and practical for the results-based performance management.

**Keywords :** Results-Based Performance Management, Personnel, Lao People's Democratic Republic

## Introduction

Human resource management is a necessary process for the achievement of organization in the competitive and challenging society. Knowledge, ability, and experience of the personnel are a key factor for efficient human resource management. Moreover, morale and motivation are important for the achievement of human resource development. Wilawan Rapeepisarn (2011) stated that a system for human resource development is one indicator for the achievement of the organization. The main factors for personnel development are performance competency, value, culture, integrity and discipline.

The United States has employed results-based performance management for the government sectors since 1800. Conditions, budget, plan and government policy are the key indicators for performance evaluation. Osborne and Gaebler (1990) claimed that a new paradigm of the public administration focuses on performance results, budget management, total quality management and management by objectives for position promotion of public and private sectors. The performance assessment process was an essential and efficient method for an efficient

and appropriate decision of the executives for work promotion, work rotation and competency development of the personnel (Mar, 2006). Sirinat Onbumrong, Aritaya Tanyapeuch, Nisa Nuntadee, & Keson Pomme (2011) stated that the efficient performance assessment emphasized the clarity, fairness, integrity and skills of assessors. Therefore, the concepts of performance management had been employed for modern administration based on vision, mission and goal of the organization. Smit Satchanukorn (2010) assumed that one major problem of performance assessment was an ineffective coordination among organizations concerned with the assessment. The problem might be caused by the repetition and conflict of the personnel in the organization. Consequently, the problems affected work quality and achievement of the organization.

Lao PDR. uses the strategy of the civil service authority year 2010-2020 to raise personnel's efficient performance and incomes stability. According to the strategy, personnel's incomes have to conform with performance evaluation. Actually, in the government sector, the public administration and civil service authority (PACSA) is responsible for

human resources management on evaluation planning, performance development, performance evaluation, and performance improvement. However, low incomes affects recruitment qualified officers and maintain high performance: personnel with direct qualification to the positions are least; human resources developments do not concerned with result based performance evaluation and rewards; result-based performance management does not reach the standard. civil authority can't distributed thoroughly the country. (Office of the Civil Authority Commission, n.d.)

According to the annual report, the report showed that work performance of the personnel in Champasak Province, Lao People's Democratic Republic encountered the problem of performance efficiency of the personnel. Therefore, the author, a senior executive of the Champasak Provincial Office, has conducted a research on "Results-Based Performance Management for Personnel in Champasak Province, Lao People's Democratic Republic". The research results are useful for planning a good and appropriate model of human resource development in Champasak province and other provinces in Lao People's Democratic Republic.

## Objectives

1. To investigate the results-based performance management for personnel in Champasak province, Lao People's Democratic Republic

2. To design a model of results-based performance management for personnel in Champasak province, Lao People's Democratic Republic

3. To implement and evaluate the model of results-based performance management for personnel in Champasak province, Lao People's Democratic Republic

## Hypotheses

1. The opinions of personnel of the Champasak provincial office towards results-based performance management for personnel in Champasak province, Lao People's Democratic Republic regarding different genders, ages, education levels, and work experiences, were significantly different.

2. The performance of the personnel of the Champasak provincial office improved significantly after implementing the model of results-based performance management for personnel in Champasak province, Lao People's Democratic Republic.

## Methodology

The research was conducted for ten months during December 2560 – August 2561 in Champasak province, Lao People's Democratic Republic.

The contents of performance management focused on four major steps: 1) planning; 2) supporting; 3) reviewing; and 4) Improving.

The research was divided into three phases: 1) investigating the current results-based

performance management for personnel in Champasak province; 2) designing a model of results-based performance management for personnel in Champasak province; and 3) implementing and evaluating the model of results-based performance management.

### 1. Population and Samples

4.1 The population of the first phase was thirteen thousand and nine hundred and ninety five personnel from the provincial office and ten district offices in Champasak province: Pakse district, Chanasomboon district, Bajiang Cahroernsuk district, Pakchong district, Pathumporn district, Phonthong district, Champasack district, Moolpamok district, and Khong district. Yamane's formula (1967) was used for calculating the sample size, and the samples were three hundred and eighty nine personnel selected by proportional stratified random sampling and simple random sampling.

4.2 The target group of the second phase was twenty five participants consisting of five experts from Champasak University and Southern Finance College, ten executives and ten officials from the Champasak provincial office selected by purposive sampling. The qualifications of the research participants were master education or higher, having experience in personnel administration, and five-year-work experience or more.

4.3 The samples of the third phase was thirty eight members of the Champasak Administrative Council consisting of representatives of Champasak provincial office, and 10 district offices of Pase district,

Chanasomboon district, Bajiang Cahroernsuk district, Pakchong district, Pathumporn district, Phonthong district, Champasak district, Moolpamok district, and Khong district. They were selected by simple random sampling.

### 5. Research Variables

5.1 Independent variables of the first phase were the personal information including gender, age, educational level, and work experience. Dependent variables were four steps of the performance management consisting of planning, supporting, reviewing, and improving.

5.2 Independent variable of the third phase was a model of results-based performance management for personnel in Champasak province, Lao people's Democratic Republic. The dependent variable was results of implementing the model.

### 6. Data Collection

In the first phase, the data was collected by a questionnaire from three hundred and eighty-nine personnel of Champasak provincial office, and 10 district offices of Pase district, Chanasomboon district, Bajiang Cahroernsuk district, Pakchong district, Pathumporn district, Phonthong district, Champasak district, Moolpamok district, and Khong district.

In the second phase, the model for results-based performance management was designed by the researcher. Then it was criticized by the experts of twenty-five participants on the focus group technique. Finally, it was assessed by the experts before implementing with an assessment form.

In the third phase, the quasi-experimental methodology was employed with the one-group pretest-posttest design. The model was implemented with the samples of thirty-eight members of Champasak Administrative Council. The data was collected by a questionnaire before and after the experiment. The observation and the satisfaction test was used to collect data during and after the experiment, respectively.

### 7. Data Analysis

The statistics of percentage, mean, and standard deviation were employed to analyze data of personal information and opinions on current results-based performance management. The content analysis was used to analyze data from the focus group discussion, and the experts' assessment was manipulated

by means and standard deviation. MANOVA was employed to test the research hypothesis in phase 3.

## Results

1. The overall of results-based performance management for the personnel in Champasak province, and in each side on an evaluation planning, a performance development, a performance evaluation, and a performance improvement, were at a moderate level.

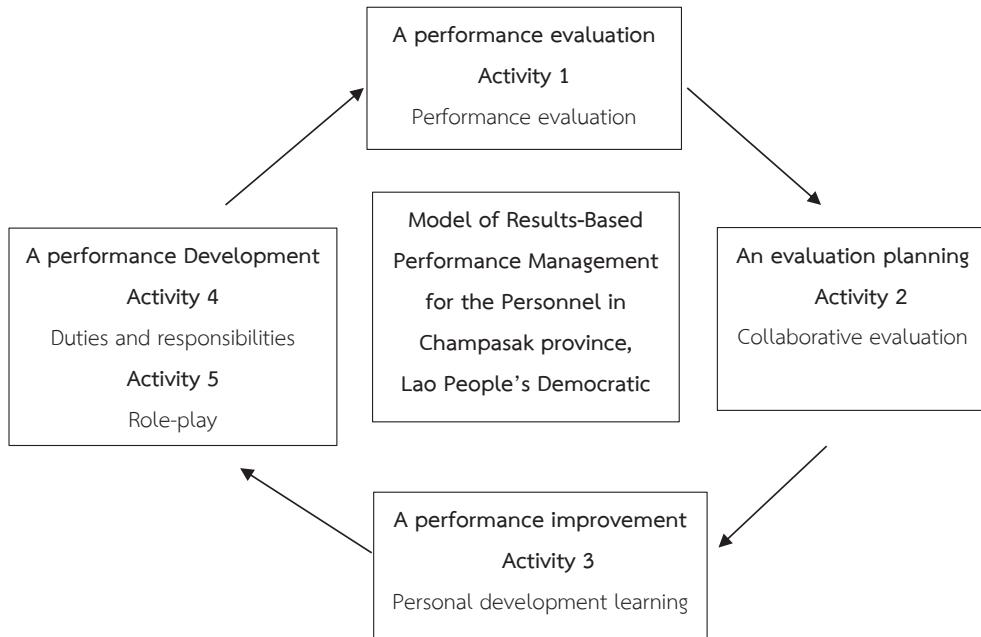
The overall opinions of the personnel in Champasak province towards the results-based performance management regarding different genders, ages, educational levels, and work experiences was significantly different at the .05 level.

**Table 1** : Results of result-based performance management for personnel in Champasak province

Result-based performance management	Degree of Opinion		Interpretation
	$\bar{x}$	S.D.	
1 Evaluation Planning	3.25	0.49	moderate
2 Performance Development	3.15	0.78	moderate
3 Performance Evaluation	3.18	0.59	moderate
4 Performance Improvement	3.02	0.59	moderate
Total	3.15	0.61	moderate

2. The model of the results-based performance management for the personnel of Champasak Provincial office was development activities in 4 aspects 5 activities. The model included aspects of: 1) a performance evaluation, 2) an evaluation planning 3) a performance improvement, and 4) a performance development.

The activities were activity 1 performance evaluation, activity 2 collaborative planning, activity 3 a personal development learning, activity 4 duties and responsibilities, and activity 5 a role-play. The model was showed in diagram 1.



**Diagram 1** The model of the results-based performance management for the personnel in Champasak province

3. The personnel in Champasak Provincial Office had work performance before and after implementing the model of

the results-based performance management for the personnel in Champasak province was significantly different at the .05 level.

**Table 2** Comparison of pretest and posttest scores of the personnel in Champasak Provincial Office by Multivariate test

Dependent Variables		Sum of Squares	df	RMS	F	Sig.
1. Evaluation Planning	Contrast	19.756	1	19.756	52.238	.000
	Error	33.281	88	.378		
2. Performance Development	Contrast	22.417	1	22.417	64.990	.000
	Error	30.353	88	.345		
3. Performance Evaluation	Contrast	18.375	1	18.375	50.440	.000
	Error	32.059	88	.364		
4. Performance Improvement	Contrast	16.972	1	16.972	41.986	.000
	Error	35.573	88	.404		

**Table 3** Comparison of pretest and posttest scores of the personnel in Champasak Provincial Office

Variables	Score	Mean	Error Analysis	95% of Reliability
1. Evaluation Planning	Pre-test	3.372	.092	3.190
	Posttest	4.309	.092	4.127
2. Performance Development	Pre-test	3.337	.088	3.163
	Posttest	4.335	.088	4.161
3. Performance Evaluation	Pre-test	3.489	.090	3.310
	Posttest	4.393	.090	4.214
4. Performance Improvement	Pre-test	3.522	.095	3.334
	Posttest	4.391	.095	4.202

## Discussion

The study showed that the overall of results-based performance management for the personnel in Champasak province, and in each side of an evaluation planning, a performance development, a performance evaluation, and a performance improvement, were at a moderate level. Besides, the result indicated that performance of personnel regarding the different genders, ages, educational levels, and work experience were significantly different at the 0.05 level. The result challenged to the hypothesis. It also conformed to previous studies. Takornsak Prommasaka Na Sakhonnakon (2013) asserted that the different ages, length of working, monthly average incomes were factors affecting the performance efficiency of officers in Royal Thai Army Radio and Television. So did Somyot Yamphuen (2008). He assert that officers who had different age, had efficient performance differently at the 0.05 level of significance.

The study showed that The model of the results-based performance management for the personnel of Champasak Provincial office was development acitivities in 4 aspects 5 activities. The model included aspects of : 1) a performance evaluation, 2) an evaluation planning 3) a performance improvment, and 4) a performance development. The activities were activity 1 performance evaluation, activity 2 collaborative planning, activity 3 a personal development learning, activity 4 duties and responsibilities, and activity 5 a role-play. The model was showed in diagram 1.

Accordingly, the model was conformed to the concept and the principle of the result-based performance management. It was a process of good environment and performance for high achievement outcomes in accordance to organizational goals: a clarify performance planning, a continuous perofrancce directing, improving for better performances of personnel, and evaluating performance for measuring

work achievement based on target goals, and using the results for personnel promotion. (Office of the Civil Service Commission, n.d.) So did Niorn Srisoontorn (2016). She confirmed that the model of the result-based performance management for the office of Primary Education Service Area 1 consisted of a performance planning, a performance doing, a developing performance results, a performance evaluation, and rewarding.

The result showed that the personnel in Champasak Provincial Office had work performance before and after implementing the model of the results-based performance management for the personnel in Champasak province was significantly different at the .05 level. The result conformed to the hypothesis of the research in phase 3. Siwakorn Rathichot (2012) states that study of the current conditions and problems of the result based performance management is necessary for designing an appropriate and efficient model or strategies of the achievement in work performance. The results may be caused by the practical and efficient process of performance management consisting of planning, supporting, reviewing and improving. Siwakorn Rathichot (2012) stated that the efficient and appropriate process for work performance of the basic education commission personnel included planning and setting goal, and establishing standard criteria of required knowledge, abilities, responsibilities for specific work and job analysis.

## Suggestions

### 1. Suggestions for practical application

1.1 When to apply the model of result-based performance management, administrators of Champasak provincial office and other offices with similar contexts should convey the goals of result-based performance management and offer personnel opportunities to share opinions thoroughly in two-way communication both in formal and informal patterns. It aims to build their understandings, and organizational commitment for their accepts and strict practice.

1.2 The result-based performance management is the personnel management strategy focused on the organizational achievement. Therefore, offices should set a policy that every personnel do an action plan and an improvement plan conforming the organizational plan, and should enhance personnel development and training, promotion, and rewarding. It helps better personnel's result-based evaluation.

1.3 When to use this model of the result-based performance management, the offices should offer the stakeholders the participation in improving standards, keys performance indicators, and values of goals in provincial, departmental, and personal levels connectedly and appropriately to the contexts of the offices. Besides, the offices should set the follow-up system and have a quarter evaluation.

1.4 The individual differences in genders, ages, education levels, and experiences

affected the personnel's different performance efficiency. The offices should assign work appropriately to individual education, abilities aptitudes, and work experience levels. The objectives are to motivate each personnel's work achievement, and build the difference of better performance results.

## 2. Suggestions for further studies

2.1 Researchers should study the recognitions of personnel's result-based performance evaluation in Champasak provincial office in each evaluation circle. The results are useful for setting standards and quality check to release some refusals of performance evaluation results, and bad attitudes between administratos who evaluate their performance, and employees who are evaluated.

2.2 Researchers should study the efficiency of result-based performance evaluation for personnel in Champasak provincial office. The results are useful for measuring whether an performance evaluation can conform work scopes, and developing work next evaluation circle.

2.3 Researchers should study the personnel's participation in the result-based performance management. The results are useful for developing processes of result-based performance management to higher standards.

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