

A Model for Improving Job Performance Efficiency of the Officers of Royal Thai Army Radio and Television Channel 5

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ABSTRACT

The research aimed to analyze factors affecting directly and indirectly the job performance efficiency of Royal Thai Army Radio and Television Channel 5 officers, to design a model for improving job performance of the television station officers, to implement and evaluate the model. The research methodology was divided into three phases: factor analysis, model design, and model implementation and evaluation. Phase 1 focused on factor analysis of direct and indirect influences on the job performance efficiency consisting of nine factors : 1) achievement motivation, 2) teamwork, 3) role perception, 4) emotional intellect, 5) leadership, 6) self-confidence, 7) good membership, 8) enthusiasm, and 9) work environment. The sample subjects were 294 officers of the Royal Thai Army Radio and Television Channel 5. They were selected by the proportional stratified random sampling method. The data was collected by questionnaire, and the LISREL model was employed for multiple linear regression analysis and structural equation model. Phase 2 : a model was designed for improving the job performance of the officers of Royal Thai Army Radio and Television Channel 5 through focus group, brain storming methods and workshops of fifteen research participants, and the model was assessed by three experts for the implementation. Phase 3: the model was implemented to eight officers of the Royal Thai Army Radio and Television Channel 5 in Roi-Ed province. The Wilcoxon signed rank test was employed to analyze the results before and after implementing the model at the .05 level of the statistical significance. The research findings showed that the factors significantly affected the job performance efficiency of the officers of the Royal Thai Army Radio and Television Channel 5 at the .05 level. The five high rated factors included 1) teamwork (.65), emotional intellect (.41), enthusiasm (.30), role perception (.27) and achievement motivation (.19). The percentage of variance of the results was .76% ($R^2 = 0.76$). The model for improving the job performance of the officers consisted of four main areas with 12 activities: 1) Tai Chi dance, 2) role-play, 3) expectation of customers, 4) brain storming, 5) impressive services, 6) five S activities, 8) personnel development, 9) activities, roles and responsibilities, 10) my impression, 11) creating motivation and 12) farewell activities. Lastly, the findings indicated that the job performance of the channel 5 television station officer after implementing the model significantly improved more than that of before implementing the

model at the .05 level. The six major areas of the job performance included teamwork, emotional intellect, enthusiasm, role perception, achievement motivation and job performance.

Keywords : Model for Improvemen Job Performance

1. Introduction

Royal Thai Army Radio and Television Channel 5 (TV 5) is the terrestrial television of the Royal Thai Army which broadcasted firstly on 25 January 1958 by the VSF system. The black-white television broadcasted through channel 7. In 1974, the full color television has been broadcasted through channel 5, and the radio station broadcasted with 94 megahertz of frequency. Royal Thai Army Radio and Television Channel 5 coordinated with three television stations to broadcast in English and Thai language on 20 December 1968. On December 1974, the Royal Thai Army Radio and Television Channel 5 began broadcasting through the phase alternation line system, and it has been the logo of the radio and television channel 5. The television station channel 5 has broadcasted from the satellite network through the digital system since January 1998 throughout 171 countries (Royal Thai Army Radio and Television Channel 5. 2002: 6).

In the globalization period, self development of human resource is necessary for efficient job performance especially the development of knowledge and professional skills. Television station officers are a key person to disseminate and promote news and information to people widely. Therefore, it is important for

the officers to improve the knowledge and professional skills relating to their job for the quality of management and job performance (Boonjai Srisathitnarakul. 2001 : 2). The goal of organizations always emphasizes the performance to serve customers' needs, expectations, and satisfaction with the quality of services and management (Orapan Nakhrawong. 2003 : 1 - 2).

Royal Thai Army Radio and Television Channel 5 (TV 5) always assesses the job performance efficiency twice a year based on the assigned standard of the performance. The results of the assessment indicate four main dimensions of the performance : effectiveness, quality, efficiency and organizational development. According the assessment, the survey indicates that the overall satisfaction of the customer with the service is at a moderate level (76% of 85%). However, the television station channel 5 has encountered the problem for organizational development. There are four serious complaints from the customers in 5 issues in August, five issues in September, eight issues in November 2013. The problems identify the efficiency of job performance of the television channel 5 officers (Royal Thai Army Radio and Television Channel 5. 2012: 84-93).

2. Objectives:

1. To identify factors affecting directly and indirectly the job performance efficiency of the Royal Thai Army Radio and Television Channel 5 officers

2. To design a model for improving the job performance of the Royal Thai Army Radio and Television Channel 5 officers

3. To implement and evaluate the model for improving the job performance of the Royal Thai Army Radio and Television Channel 5 officers

3. Research Methodology

The research focused on designing a model for improving the job performance efficiency of the Royal Thai Army Radio and Television Channel 5 officers through both quantitative and qualitative research as follows.

1. Research site was in Thailand.

2. Three phases of research methodology :

Phase 1 : Factor analysis

The quantitative research was employed to analyze the factors affecting the job performance of the officers.

1. Population and sample

1.1 The population was 1113 officers of the Royal Thai Army Radio and Television Channel 5.

1.2 The sample subjects were 294 officers of the Royal Thai Army Radio and Television Channel 5. The Taro Yamane method was employed to calculate the sample size.

2. Variables

1) Independent variables were factors affecting the job performance efficiency of the Royal Thai Army Radio and Television Channel 5 officers consisting of:

1.1) emotional intellect

1.2) leadership

1.3) self-confidence

1.4) organizational membership

1.5) enthusiasm

1.6) role perception

2) Moderator variables

2.1) achievement motivation

2.2) teamwork

2.3) work environment

3) Dependent variable was the job performance efficiency of the Royal Thai Army Radio and Television Channel 5 officers

Phase 2 : Model design

The qualitative research was used to design a model for improving the job performance efficiency of the Royal Thai Army Radio and Television Channel 5 officers.

1. The target population was five directors and five deputy director for the substations of the Royal Thai Army Radio and Television Channel 5 in northeast, north, south, central and east of Thailand and five heads of television affairs in the central region.

2. The model was designed based on the results of phase 1 through workshop, focus group and brainstorming methods.

Phase 3 : Model implementation and evaluation

1. The model was implemented to eight officers of the Royal Thai Army Radio and

Television Channel 5 in Roi-Ed province. The job performance of the officers was assessed by the director and deputy director of the Royal Thai Army Radio and Television Channel 5 in Roi-Ed province and the author.

2. Variables:

2.1 Independent variables was a model for improving the job performance efficiency of the Royal Thai Army Radio and Television Channel 5 officers

2.2 Dependent variables were results of the job performance, teamwork, emotional intellect, enthusiasm and achievement motivation.

3. Data collection

The data was collected by documentary study and field study through survey, note taking form, questionnaire, an observation form, focus group and workshop methods.

4. Data analysis

The descriptive statistics were frequency, percentage, mean, and standard deviation. The LISREL model was employed for Equation Model (SEM) and path analysis.

4. Results

1) The findings indicated that the major factors significantly affected the job performance efficiency of the officers of the Royal Thai Army Radio and Television Channel 5 at the .05 level. The factors were teamwork (.65), emotional intellect (.41), enthusiasm (.30), role perception (.27), and achievement motivation (.19). The percentage of the variance of the variables was 76 ($R^2 = 0.76$).

2) The model for improving the job performance of the officers consisted of eleven activities: 1) Tai Chi dance, 2) role-play, 3) expectation of customers, 4) brain storming, 5) impressive services, 6) five S activities, 7) personnel development, 8) activities, roles and responsibilities, 9) my impression, 10) creating motivation and 11) farewell activities.

3) Lastly, the findings indicated that the job performance of the Royal Thai Army Radio and Television Channel 5 officers in Roi-Ed province after implementing the model significantly improved more than that of before implementing the model at the .05 level. The six major factors of the job performance included teamwork, emotional intellect, enthusiasm, role perception, achievement motivation and job performance.

5. Discussion

The results indicate five major factors affecting the job performance of the Royal Thai Army Radio and Television Channel 5 officers: teamwork, emotional intellect, enthusiasm, role perception, achievement motivation. Somkid Bangmo (1997: 193) states that the factors affecting the job efficiency include job appreciation, enthusiasm, responsibility, work environment with cleanliness, modern facilities, and convenience, job security with clear position, and responsibility, equality for promotion and professional development. Barbara, Glenora & Patricia. (1989 : 2373) assert

that professional teamwork is important for the high quality of job performance, and the teamwork is composed of officers with knowledge and professional skills for the efficient social services. It is concluded that the professional officers and good work environment are necessary for improving the job performance. Lam & Kirby. (2002 : 200) claim that the emotional intellect, emotional perception and control are related positively to the job performance efficiency. The emotional intellect more improves the job performance than intellect. Susiam Ananthasainon (2001) asserts that personal characteristics , emotional intellect of individual and group affecting the job performance. The study indicates that the officers with high emotional intellect work more efficiently than the officers with moderate and low emotional intellect. Prasart Isarapreeda (1997: 31) states that the enthusiasm is related significantly the achievement of job performance. Rungsan Singhalert (2005: 39) defines that enthusiasm refers to the powerful behavior in working to achieve the goal of work. Nuchanart Thathong (1996 : 115) states that academicians with few serious conflicts work more efficiently than the academicians with many serious conflicts at the .05 level. Additionally, Werayuth Kongwongsa (2010) states that personal factors: knowledge, attitude, work environment, society and motivation affect getting exercises of the university students of Maha Sarakham university, and he claims that

the variables enable to predict the achievement motivation affecting getting exercises of the university students consisting of perception of self competency, sickness, expected goal, aptitude and interest. Therefore, the information is useful to prepare and facilitate the student for playing sports and getting exercises. McClelland and Winter .(1969 : 102) believe that the most important of motivation is achievement motivation. Therefore, building achievement motivation is an important strategy for improving job performance.

Suggestions

1. Teamwork is very necessary for the job performance of the Royal Thai Army Radio and Television Channel 5 officers in Roi-Ed province. Therefore, the officers should work collaboratively and intentionally for the goal of the organization.
2. Role perception is also important for the job performance. The officers should be aware of their responsibilities for the organization, and they should be flexible for a new suitable work and responsibility.
3. The most appropriate model for improving the job performance should focus on personal development especially enthusiasm, emotional intellect, achievement motivation for the achievement of the organization.

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