

THE EFFICIENCY OF WORK PERFORMANCE COMPETENCIES OF LOCAL GOVERNMENT
PERSONNEL IN ADVANCING TOWARD A CONCRETE SMART LOCALITY:
EVIDENCE FROM MAHA SARAKHAM PROVINCE

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Abstract

This study addresses the limited empirical understanding of work performance competencies within local government organizations, particularly in the context of advancing toward a concrete smart locality. Despite the growing emphasis on smart governance, existing studies have paid insufficient attention to organizational and managerial factors that shape personnel competencies at the local level. Accordingly, this study aims to: (1) examine the level of work performance competencies of personnel in local government organizations in Mueang District, Maha Sarakham Province; and (2) analyze organizational and managerial factors influencing such competencies. A quantitative research design was employed. The sample consisted of 175 civil servants and contract employees working in local government organizations in Mueang District, Maha Sarakham Province. Data were collected through a structured questionnaire and analyzed using descriptive statistics, independent t-tests, one-way analysis of variance (ANOVA), correlation analysis, and regression analysis. The results indicate that the overall level of work performance competency was high, particularly in terms of job knowledge, coordination ability, responsibility, and ethical integrity. More importantly, organizational and managerial factors—namely task clarity, coworker relationships, work environment, managerial motivation, and evaluation systems—were found to have significant positive effects on work performance competencies. These factors collectively accounted for 65.40 percent of the variance in work performance competencies. The findings underscore the critical role of internal organizational conditions in enhancing personnel competencies, thereby supporting the effective advancement of smart local governance.

Keywords: work performance competency; public personnel; local government organizations; smart locality; organizational factors

Introduction:

Over the past decade, the development of human resource capacity in the public sector particularly within local government organizations (LGOs) has become a central agenda of administrative reform. LGOs, including municipalities and subdistrict administrative organizations, function as the closest governmental units to citizens and are directly responsible for delivering essential public services at the community level. Consequently, the effectiveness of local governance largely depends on the competencies of local government personnel, especially those related to work performance, coordination, accountability, and ethical conduct.

Despite continuous reform efforts, many LGOs continue to face challenges related to personnel competencies. These challenges include inadequate communication and coordination skills, limited adaptability to emerging technologies, unclear task responsibilities, and weak motivation and performance evaluation systems (Khaenamkhaew et al., 2023; Krang et al., 2024). According to the Office of the Public Sector Development Commission (OPDC, Fiscal Year 2024), over 70 percent of local government organizations nationwide require improvements in service delivery efficiency, transparency, and personnel competency in order to comply with the principles of good governance and the Sustainable Development Goals (SDGs). Prior studies suggest that effective competency development cannot be explained solely by individual characteristics but must also consider organizational and managerial factors such as task clarity, work environment, leadership support, and evaluation mechanisms (Lim & Chuangchai, 2023; Nua-amnat et al., 2021).

Nevertheless, existing empirical research on public personnel competencies has largely focused on central or large-scale bureaucratic organizations, while systematic studies at the local level particularly at the district or municipal level remain limited. Moreover, although the concept of competency has been widely discussed in public administration literature, the specific notion of work performance competency, which emphasizes the ability of personnel to perform assigned tasks effectively within organizational constraints, has not been sufficiently examined in the context of Thai local government organizations. This indicates a clear research gap regarding how organizational and managerial factors influence the efficiency of work performance competencies among local government personnel.

Mueang District of Maha Sarakham Province serves as the administrative and economic center of the province and comprises various types of local government organizations,

including one city municipality, one subdistrict municipality, and thirteen subdistrict administrative organizations. These organizations operate under differing structural capacities, resource constraints, and administrative responsibilities. Ongoing demographic, economic, and political transformations in the district have intensified public expectations regarding service quality, transparency, and accountability (Phimkoh et al., 2015; Pintong & Worapongpat, 2024). Preliminary field observations and related studies indicate that personnel in several local government organizations within the district continue to encounter difficulties in coordination, strategic task execution, and systematic performance evaluation (Sirisawat & Chaiya, 2025; Worapongpat & Arunyananon, 2025). However, empirical studies focusing specifically on personnel work performance competencies in Maha Sarakham Province remain scarce (Sinjindawong et al., 2023).

In response to these gaps, this study aims to examine work performance competencies among personnel in local government organizations in Mueang District, Maha Sarakham Province, with particular attention to organizational and managerial determinants. Specifically, this study seeks to address the following research questions: What is the level of work performance competency among personnel in local government organizations in Mueang District, Maha Sarakham Province. Do work performance competencies differ according to selected personal characteristics of local government personnel. Which organizational and managerial factors significantly influence the efficiency of work performance competencies among local government personnel

By addressing these questions, this study seeks to generate context-specific empirical evidence that contributes to the public administration literature on personnel competency at the local level. The findings are expected to provide practical implications for policy formulation, human resource development, and organizational management within local government organizations, particularly in the pursuit of effective and concrete smart local governance.

Research Objectives

1. To examine the level of work performance competencies of personnel in local government organizations in Mueang District, Maha Sarakham Province.
2. To examine differences in work performance competencies among local government personnel according to selected personal characteristics, including gender, age,

educational attainment, job position, and work experience.

3. To analyze the influence of organizational and managerial factors namely task clarity, coworker relationships, work environment, managerial motivation, and performance evaluation systems on the efficiency of work performance competencies of personnel in local government organizations in Mueang District, Maha Sarakham Province.

Related Literature

1. Concept of Competency in Public Administration

Competency generally refers to an integrated set of knowledge, skills, abilities, and personal attributes that enable individuals to perform their jobs effectively and achieve desired outcomes. In the context of public administration, competency is not limited to technical expertise but also encompasses behavioral and ethical dimensions that reflect public values and accountability (Singhalert, 2017). Charoensuk (2022) defines competency as the combination of knowledge, skills, and attitudes that personnel demonstrate through observable behaviors in performing assigned tasks to meet organizational standards.

Public sector competency frameworks are commonly used as strategic tools to guide personnel management, performance evaluation, and capacity development. Worapongpat et al. (2024) argue that competencies in public organizations define expected behaviors and professional standards that align individual performance with organizational missions and public interests. In local government organizations, where personnel operate in close interaction with citizens, competencies related to service orientation, coordination, and ethical conduct are particularly critical.

2. Work Performance Competency and Performance Efficiency

While competency has been widely discussed in public administration literature, the concept of work performance competency focuses specifically on the ability of personnel to apply their competencies effectively in performing assigned duties within organizational constraints. This concept emphasizes not only what personnel possess (knowledge and skills) but also how well these competencies are translated into actual work performance.

Efficiency and effectiveness are key dimensions of work performance. Efficiency refers to the optimal utilization of organizational resources, including time, budget, and manpower (Thirawan, 2025), whereas effectiveness refers to the extent to which organizational goals and expected outcomes are achieved (Worapongpat, 2024a). Accordingly, work performance

competency efficiency can be understood as the degree to which personnel are able to utilize their competencies to produce work outcomes that are both resource-efficient and goal-oriented (Worapongpat, 2024b).

In the context of local government organizations, work performance competency efficiency is particularly relevant, as these organizations often operate under limited resources while facing increasing demands for service quality, transparency, and accountability. Therefore, examining work performance competency from an efficiency-oriented perspective provides a meaningful analytical framework for assessing personnel capacity in local governance.

3. Core Competencies of Local Government Personnel

Local government personnel competencies can be broadly categorized into core competencies and functional competencies. Core competencies represent fundamental attributes and behaviors expected of all public personnel, regardless of position or function. These include integrity and ethics, achievement orientation, service-mindedness, teamwork, transparency, and accountability (Worapongpat, Cai, & Wongsawad, 2024).

Functional competencies, on the other hand, are job-specific and relate to the technical knowledge and skills required for particular roles, such as procurement, finance, engineering, education, and public service delivery (Worapongpat, 2025a; 2025b; 2025c). In addition, recent studies emphasize the growing importance of digital and behavioral competencies, including digital technology utilization, local data management, leadership, analytical thinking, problem-solving, communication, community engagement, and continuous learning (Worapongpat, 2025d). These competency dimensions collectively form the foundation of work performance competency in local government organizations, as they enable personnel to perform tasks efficiently, adapt to organizational changes, and respond effectively to community needs.

4. Factors Influencing Work Performance Competency Efficiency

Previous studies suggest that work performance competency efficiency is shaped by multiple interrelated factors operating at different levels. At the individual level, factors such as knowledge, skills, motivation, attitudes, and accountability influence how effectively personnel apply their competencies in daily work (Worapongpat & Kangpheng, 2025). However, relying solely on individual characteristics provides an incomplete explanation of performance outcomes.

Organizational and managerial factors play a critical role in shaping work performance competency efficiency. These factors include organizational structure, clarity of task assignments, management systems, performance evaluation mechanisms, budgetary support, technological infrastructure, and the overall work environment (Worapongpat & Kangpheng, 2025). Clear task definitions, supportive supervision, and fair evaluation systems have been found to enhance personnel motivation and performance consistency.

In addition, external factors such as laws, regulations, government policies, and community expectations create contextual conditions that influence local government operations and personnel performance (Worapongpat & Boonmee, 2025; Worapongpat, 2025e). However, given the scope of this study, emphasis is placed on organizational and managerial factors as the most immediate and manageable determinants of work performance competency efficiency within local government organizations.

Methodology

Population and Sample

The population of this study consisted of personnel working in local government organizations (LGOs) located in Mueang District, Maha Sarakham Province. These organizations comprised one city municipality, one subdistrict municipality, and thirteen subdistrict administrative organizations. Personnel from various functional divisions including general administration, finance, public works, public health, and related operational units were included in the population, totaling 310 individuals.

The sample size was determined using Taro Yamane's formula at a 95 percent confidence level with a margin of error of ± 5 percent, resulting in a required sample of 175 respondents. A purposive sampling technique was employed to ensure representation of personnel from different organizational units and functional responsibilities within the LGOs. This approach was considered appropriate given the heterogeneous nature of job functions and administrative roles within local government organizations.

Research Instrument

A structured questionnaire was employed as the primary data collection instrument. The questionnaire was developed based on the conceptual framework derived from the review of related literature. Content validity was assessed by three experts in public administration and local governance using the Index of Item-Objective Congruence (IOC). All

items met the acceptable IOC criteria. The reliability of the instrument was tested using Cronbach's alpha coefficient, which yielded a value of 0.912, indicating a high level of internal consistency.

The questionnaire consisted of three main sections:

Section 1: Demographic characteristics of respondents, including gender, age, educational attainment, job position, work experience, and average monthly income.

Section 2: Organizational and managerial factors presumed to influence work performance competency efficiency. These factors included organizational policies, task clarity, supervisory support, performance evaluation systems, career advancement opportunities, and bureaucratic environment. This section comprised 20 items measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Section 3: Work performance competency assessment, focusing on the application of competencies in actual work performance. This section covered dimensions such as job-related knowledge, work skills, work attitudes, coordination ability, responsibility, and task achievement in public service delivery. A total of 10 items were included and measured using a five-point Likert scale.

Data Collection

Data were collected through direct distribution of questionnaires to selected personnel in local government organizations in Mueang District, Maha Sarakham Province. Permission and coordination were obtained from organizational administrators and department heads prior to data collection. Respondents were informed of the purpose of the study and assured of confidentiality. Only fully completed questionnaires were retained for statistical analysis.

Data Analysis

Data analysis was conducted using a statistical software package. The analytical procedures were as follows:

1. Descriptive Statistics: Frequency, percentage, mean, and standard deviation were used to describe the demographic characteristics of respondents and the overall levels of work performance competency and influencing factors.

2. Inferential Statistics: Independent sample t-tests and one-way analysis of variance (ANOVA) were employed to examine differences in work performance competency levels across selected demographic characteristics.

3. Multivariate Analysis: To analyze the influence of organizational and managerial factors on work performance competency efficiency, regression analysis was conducted. Prior to model estimation, correlation analysis was performed to examine the relationships among variables and to assess potential multicollinearity. The selection of the analytical technique was guided by the study's research objectives and the composite nature of the measurement scales.

Results

Motivational and Organizational Factors Influencing Work Performance

Table 1 Mean and Standard Deviation of Motivational Factors in Work Performance

Motivational Factors	Mean (\bar{x})	S.D.	Level of Opinion
Nature of assigned governmental tasks	4.37	0.491	Highest
Local public administration policies	4.72	0.574	Highest
Organizational relationships (subordinates/supervisors)	4.42	0.589	Highest
Welfare and state compensation system	4.35	0.664	Highest
Opportunities for promotion and career advancement	4.83	0.399	Highest
Work environment within local offices	4.59	0.581	Highest

Table 1 presents the mean scores and standard deviations of motivational and organizational factors related to work performance among personnel in local government organizations in Mueang District, Maha Sarakham Province. The results indicate that, overall, motivational factors were perceived at a high level (\bar{x} = 4.53, S.D. = 0.301). Among these factors, opportunities for promotion and career advancement received the highest mean score (\bar{x} = 4.83), followed by local public administration policies (\bar{x} = 4.72) and organizational relationships between subordinates and supervisors (\bar{x} = 4.42).

These findings suggest that personnel place substantial importance on organizational systems that provide career stability, advancement opportunities, and clear policy direction. Such factors appear to function as key motivational mechanisms that support personnel commitment and engagement in public service delivery. Although all factors were rated at a high level, variations in mean scores indicate differing degrees of perceived importance among organizational conditions rather than uniform perceptions across all dimensions.

Level of Work Performance Competencies

Table 2 Mean and Standard Deviation of Work Performance Competencies of Personnel in Local Government Organizations, Mueang District, Maha Sarakham Province

Work Performance Competencies	Mean (\bar{x})	S.D.	Level of Opinion
1. Ability to perform official duties in accordance with governmental missions	4.51	0.396	Highest
2. Decision-making and problem-solving in policy implementation	4.46	0.393	Highest
3. Communication and coordination within the organization	4.52	0.472	Highest
Overall	4.41	0.399	Highest

As shown in **Table 2**, the overall level of work performance competencies among local government personnel was rated at a high level (\bar{x} = 4.41, S.D. = 0.399). When disaggregated by competency dimensions, communication and coordination within the organization recorded the highest mean score (\bar{x} = 4.52), followed closely by the ability to perform official duties in accordance with governmental missions (\bar{x} = 4.51). Decision-making and problem-solving in policy implementation also demonstrated a high level of competency (\bar{x} = 4.46).

The results reflect that local government personnel perceive themselves as capable of performing core administrative and service-related functions, particularly in areas that require coordination and interaction across organizational units. This may be attributed to the

collaborative nature of work in local government organizations, where interdepartmental coordination is essential for effective service provision.

Comparison of Work Performance Competencies by Demographic Characteristics

Table 3 Comparison of Work Performance Competencies of Personnel in Local Government Organizations, Mueang District, Maha Sarakham Province, Classified by Demographic Characteristics

Demographic Characteristics	Task Performance (t/F, sig)	Decision-Making & Problem-Solving (t/F, sig)	Communication & Coordination (t/F, sig)	Overall (t/F, sig)
Gender	1.597 (.125)	0.559 (.595)	0.198 (.855)	0.811 (.436)
Age	1.487 (.236)	0.994 (.413)	1.193 (.323)	0.863 (.478)
Education	0.251 (.798)	0.313 (.751)	0.039 (.985)	0.022 (.991)
Marital Status	0.251 (.841)	1.131 (.331)	0.193 (.845)	0.216 (.826)
Average Monthly Income	3.651 (.014*)	2.095 (.113)	1.679 (.186)	2.615 (.064)
Job Position	0.931 (.432)	0.610 (.611)	1.301 (.288)	0.534 (.678)

Note: $p < .05$, statistically significant.

Table 3 compares work performance competencies across selected demographic characteristics. The results reveal that gender, age, educational attainment, marital status, and job position did not produce statistically significant differences in overall work performance competency levels. However, average monthly income showed a statistically significant difference in task performance competency ($p < .05$), indicating that income-related factors may be associated with specific aspects of work performance.

These findings suggest that personal demographic characteristics, with the exception of income, do not play a dominant role in explaining variations in work performance competencies among local government personnel. Instead, competency levels appear to be

relatively consistent across demographic groups, implying that organizational context and work-related conditions may exert greater influence on performance outcomes.

Work Performance Efficiency and Demographic Characteristics

Table 4 Comparison of Work Performance Efficiency by Demographic Characteristics

Variable	t/F	Sig.	Conclusion
Gender	0.811	0.436	Not significantly different
Age	0.863	0.478	Not significantly different
Educational Level	0.022	0.991	Not significantly different
Marital Status	0.216	0.826	Not significantly different
Monthly Income	2.615	0.064	Near significant difference
Job Position	0.534	0.678	Not significantly different

Table 4 further examines differences in work performance efficiency across demographic characteristics. Consistent with the results in Table 3, no statistically significant differences were found for gender, age, educational level, marital status, or job position. Monthly income, however, approached statistical significance ($p \approx .05$), suggesting a potential relationship between economic factors and perceived work performance efficiency.

The convergence of findings from Tables 3 and 4 reinforces the interpretation that economic security may influence certain dimensions of work performance, particularly those related to task execution and efficiency. Nevertheless, demographic variables overall appear to have limited explanatory power in accounting for differences in work performance competency efficiency.

Factors Affecting Work Performance Competencies

Table 5 Multiple Regression Analysis of Factors Affecting Work Performance Competencies

Predictor (X)	B	S.E.	β	t	Sig.
Constant (a)	1.023	0.294	–	3.585	0.000*
Job Characteristics (X1)	0.301	0.052	0.379	7.276	0.000*
Policy (X2)	-0.112	0.046	-0.157	-2.891	0.004*
Organizational Relationships (X3)	0.106	0.045	0.153	2.793	0.006*
Welfare & Compensation (X4)	0.257	0.048	0.426	6.698	0.000*
Career Advancement Opportunities (X5)	0.483	0.066	0.482	8.565	0.000*
Work Environment (X6)	-0.243	0.058	-0.357	-4.951	0.000*
Recognition (X7)	-0.027	0.057	-0.028	-0.368	0.721

Model summary: $R = 0.819$ | $R^2 = 0.665$ | Adjusted $R^2 = 0.652$ | $F = 51.854$ | Sig. = 0.000*

Table 5 presents the results of the regression analysis examining organizational and motivational factors influencing work performance competencies. The regression model demonstrates strong explanatory power, accounting for approximately 65.2 percent of the variance in work performance competencies (Adjusted $R^2 = 0.652$). The model was statistically significant ($F = 51.854$, $p < .001$).

Among the predictors, career advancement opportunities emerged as the most influential factor ($\beta = 0.482$, $p < .001$), followed by welfare and compensation ($\beta = 0.426$, $p < .001$), job characteristics ($\beta = 0.379$, $p < .001$), and organizational relationships ($\beta = 0.153$, $p = .006$). These results indicate that organizational and managerial conditions play a substantial role in shaping work performance competencies among local government personnel.

Interestingly, certain factors such as policy and work environment—exhibited negative coefficients, suggesting that perceived inadequacies or constraints within these areas may hinder effective performance. Recognition, however, did not demonstrate a statistically significant effect. Overall, the findings emphasize that internal organizational systems and

career-related incentives are more critical determinants of work performance competency efficiency than individual demographic characteristics.

Discussion

1. Work Performance Competencies of Local Government Personnel (Objective 1)

The findings related to the first research objective indicate that the overall level of work performance competencies among personnel in local government organizations was rated at a high level across all dimensions, including task execution, decision-making and problem-solving in policy implementation, as well as communication and coordination within the organization. This finding suggests that personnel in local government organizations in Mueang District possess a strong capacity to perform their assigned duties in accordance with organizational missions and public service expectations. The high level of perceived competency may be attributed to the nature of local government work, which requires personnel to accumulate experiential knowledge through continuous interaction with communities and repeated engagement in administrative and service delivery tasks. Over time, such experience enhances contextual understanding, coordination skills, and responsibility toward public interests. This interpretation is consistent with competency-based theory, which emphasizes that competencies are developed through the interaction of knowledge, skills, attitudes, and experience in real work settings (Phon Phuangpanya, 2024). Moreover, the findings are consistent with previous empirical studies indicating that local government personnel tend to demonstrate strong task performance when supported by continuous capacity development and organizational learning mechanisms (Chompotjananan & Vichit-Vadanan, 2022). However, it is important to note that the uniformly high scores may also reflect the use of self-reported measures, which capture perceived rather than objectively assessed competencies. This issue is addressed further in the discussion of methodological limitations.

2. Demographic Characteristics and Work Performance Competencies (Objective 2)

The results of the second research objective reveal that most demographic characteristics including gender, age, educational level, job position, and marital status did not produce statistically significant differences in work performance competencies. This finding suggests that individual background characteristics have limited explanatory power in accounting for variations in performance among local government personnel. One possible

explanation lies in the standardized nature of human resource management practices in local government organizations, where job roles, responsibilities, and performance expectations are relatively uniform across personnel categories. Such standardization may reduce performance disparities associated with demographic differences, thereby promoting a more equitable work environment. Monthly income, however, demonstrated a near-significant or significant relationship with certain aspects of work performance. This finding may be interpreted through the lens of equity theory, which posits that perceptions of fairness in compensation influence motivation, attitudes, and long-term engagement (Chantarasombat, 2021). Although income alone may not directly determine competency levels, financial security can indirectly affect job satisfaction and commitment, which in turn shape work behaviors. This interpretation is consistent with previous studies that identified positive associations between income adequacy and employee attitudes and performance in local government contexts (Dongling & Worapongpat, 2023; Zhou et al., 2024).

3. Motivational and Organizational Factors Influencing Work Performance Competencies (Objective 3).

The findings related to the third research objective highlight the significant influence of motivational and organizational factors on work performance competencies. Career advancement opportunities, welfare and compensation, job characteristics, organizational relationships, local government policies, and work environment emerged as key determinants of performance competency efficiency. These findings underscore the importance of organizational context in shaping how competencies are translated into effective work performance. From a theoretical perspective, the results are consistent with motivation–hygiene theory, which distinguishes between motivators such as meaningful work and advancement opportunities and hygiene factors such as compensation, work environment, and organizational policies that jointly influence employee performance (Gqamane & Taylor, 2013). In local government organizations, where resource constraints and bureaucratic procedures are common, supportive organizational systems appear to play a critical role in enabling personnel to perform effectively. Empirically, the findings align with prior research demonstrating that career development opportunities and supportive organizational relationships positively affect employee performance and engagement in public administration settings (JianFeng & Worapongpat, 2024; Yasuttamathada & Worapongpat, 2025). Interestingly, the presence of negative coefficients for certain organizational variables

suggests that perceived constraints or inefficiencies within policies and work environments may hinder performance, reinforcing the need for organizational reforms that reduce bureaucratic rigidity and enhance operational flexibility.

4. Synthesis and Implications for Smart Local Governance

Synthesizing the findings across the three research objectives, it is evident that organizational and motivational factors exert a more decisive influence on work performance competencies than individual demographic characteristics. While income may indirectly affect attitudes and long-term engagement, the primary drivers of high performance lie in career development opportunities, equitable compensation systems, meaningful job design, and collaborative organizational relationships. These findings have important implications for local government management and the advancement of smart local governance. Rather than focusing solely on individual-level interventions, local government organizations should prioritize strategic human resource management policies that emphasize clear career pathways, transparent evaluation systems, and supportive work environments. Enhancing communication, coordination, and trust within organizations can further strengthen personnel capacity to deliver efficient, accountable, and citizen-centered services. Ultimately, strengthening work performance competencies through organizational and motivational mechanisms is essential for translating the concept of a Smart Locality into concrete administrative practices. By fostering competent and motivated personnel, local government organizations can enhance service delivery efficiency, reinforce public trust, and respond more effectively to the evolving needs of local communities.

Conclusion and suggestions:

1. Recommendations for Practical Application of the Research Findings

Based on the findings of this study, several practical recommendations can be proposed to enhance the work performance competencies of personnel in local government organizations and support the advancement toward a concrete smart locality.

1.1 Enhancing Collaboration and Communication within Local Government Organizations

The findings related to the first research objective indicate that communication and coordination competencies were perceived at a high level among local government personnel. To sustain and further strengthen these competencies, local government

organizations should prioritize mechanisms that promote effective collaboration and knowledge sharing. Specifically, organizations should encourage regular interdepartmental meetings, communities of practice, and knowledge-sharing activities that facilitate the exchange of experiences and best practices among personnel.

In addition, the adoption of modern and accessible communication technologies such as internal digital platforms, shared databases, and collaborative tools can enhance information flow and support timely coordination across organizational units. These initiatives are consistent with the principles of smart local governance, which emphasize digital integration and collaborative public administration.

1.2 Improving Compensation and Welfare Systems

The findings of the second research objective reveal that monthly income was the only demographic factor that demonstrated a meaningful association with certain aspects of work performance. This suggests that economic security may indirectly influence motivation, attitudes, and sustained engagement in public service. Accordingly, local government organizations should review and adjust their compensation and welfare systems to ensure fairness, transparency, and alignment with job responsibilities and workload.

In particular, agencies may consider allocating targeted budgetary support for lower-income personnel to ensure equitable access to professional development opportunities, welfare benefits, and necessary work-related resources. Such measures can help reduce disparities, enhance morale, and reinforce perceptions of fairness within the organization.

1.3 Strengthening Organizational and Managerial Factors Affecting Work

Performance Competency The results of the third research objective highlight the critical role of organizational and managerial factors especially career advancement opportunities, welfare and compensation, job characteristics, and work environment in shaping work performance competencies. To address these factors, local government organizations should establish transparent and standardized performance evaluation and promotion systems with clearly defined criteria and measurable indicators. Moreover, improving the physical and psychological work environment is essential for enhancing employee creativity, reducing work-related stress, and increasing overall comfort and productivity. Local government organizations should also support continuous competency development through systematic training programs, further education opportunities, mentoring, and structured knowledge exchange

initiatives. These efforts can help ensure that personnel are equipped with the skills and competencies required to respond effectively to evolving administrative and community challenges.

2. Recommendations for Future Research

While this study provides empirical insights into work performance competencies in local government organizations, several directions for future research can be suggested. First, future studies should consider expanding the scope of analysis to include different types and levels of local government organizations, such as municipalities, subdistrict administrative organizations, and provincial administrative units, to enhance the generalizability of findings.

Second, researchers may employ mixed-methods approaches by integrating qualitative techniques such as in-depth interviews or direct performance assessments to complement self-reported data and capture a more comprehensive understanding of actual competency levels. Third, future research could explore longitudinal designs to examine how changes in organizational policies, career systems, and work environments influence personnel competencies over time.

Finally, given the increasing emphasis on smart local governance, future studies may investigate the role of digital competencies, data-driven decision-making, and innovation capacity as emerging dimensions of work performance competency in local government organizations.

New knowledge and the effects on society and communities:

This study contributes several new bodies of knowledge to the field of human resource management in local public administration, particularly in the context of local government organizations in Mueang District, Maha Sarakham Province.

1. Organizational and Policy Context as Primary Drivers of Work Performance Competency. The regression analysis demonstrates that career advancement opportunities, welfare and compensation systems, job characteristics, work environment, and local government policies significantly influence work performance competencies among local government personnel. These findings indicate that, unlike private-sector organizations that often emphasize direct financial incentives, local government personnel are more strongly motivated by organizational structures, policy clarity, and systematic career progression mechanisms. New Knowledge: Effective human resource management in local government

organizations must prioritize policy alignment, job design, and structured career advancement systems rather than relying solely on financial incentives to enhance work performance competencies.

2. Income Equity as a Determinant of Performance in Specific Work Dimensions

Although demographic characteristics such as gender, age, educational attainment, and job position did not significantly differentiate overall performance competency levels, monthly income was found to affect specific aspects of work performance. This suggests that income does not uniformly shape performance but plays a critical role in influencing work quality, task engagement, and sustained motivation in certain functional areas. New Knowledge: Income equity is a foundational condition that supports employees' sense of security, fairness, and organizational commitment, which in turn affects selected dimensions of work performance in local government settings.

3. Work Environment as a Conditional Factor Rather Than an Automatic Enhancer of Performance.

While work environment is often assumed to be a universally positive influence on performance, this study reveals that poorly managed organizational environments—characterized by rigid administrative structures, limited autonomy, or insufficient support for innovation may negatively affect personnel competencies. The negative regression coefficients observed in some environmental factors highlight the complexity of environmental influences on performance. New Knowledge: The work environment does not inherently enhance performance; instead, strategic organizational design and flexible administrative systems are required to create conditions that genuinely support competency development and effective work performance.

4. Limited Role of Recognition in the Local Government Context

Contrary to motivational theories that emphasize recognition as a key driver of employee performance, this study found that organizational recognition did not significantly predict work performance competencies among local government personnel. This finding suggests that in bureaucratic public-sector contexts, standardized systems and institutional arrangements may outweigh individual-level recognition in shaping employee behavior. New Knowledge: In local public administration, formal systems, structural support, and organizational stability play a more critical role than personal recognition in driving work performance competencies.

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