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Human resource management and operational efficiency of city hall personnel in northeastern region of Thailand during pandemic crisis

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Abstract---This research aimed to 1) study human resource management and operational efficiency during the pandemic crisis 2) compare operational efficiency according to demographical factors, and 3) study the relationship between human resource management and operational efficiency of city hall personnel. The sample group was city hall 256 employees in northeastern region of Thailand. Research instrument was questionnaire, statistics used for analysis were descriptive statistics and inferential statistics using independent-samples t-test, One-Way Anova and multiple regression with statistics SPSS application. Research showed personnel variables had the highest level in human resource management with mean score at 4.44. On recruitment, hiring selection process compensation and benefit, operational evaluation, and training and development had mean score at 4.48, 4.46, 4.45, 4.42, and 4.38 respectively. Personnel variables had the highest level in operational efficiency with mean score at 4.43. Volume of work, expense, quality of work, and operational time had mean score at 4.48, 4.42, 4.41, and 4.41 respectively. Personnel with different gender and monthly income had different perspective on operational efficiency with statistically significance 0.05. Human resource management had influence on operational efficiency could predict operational efficiency at 64.2 percent with constant value of predication equation at 0.805 with statistically significance 0.05.

Keywords---Human resource management, operational efficiency, city hall personnel.

Introduction

The whole concept of human resource management has been changed after the COVID-19 pandemic. There is the significant manifestation for all human resource crews to swiftly adapt themselves. Employees in organizations must be improved for more efficiency in operation. Organizations containing personnel with outstanding knowledge, abilities, expertise, and skills will progressively ensure their success (Theeradej Sanongthaveeporn, 2021). Many organizations are inevitably utilizing strategies to improve operational efficiency of their employees. This is to help them surviving in current business environment that is changing rapidly and aggressively. Human resource management (HRM) entails the practice of recruiting, employing, deploying, and managing employees in an organization (Connelly & Torrence, 2018). It is the strategic approach to the efficient and effective management of individuals in an organization or firm such that they assist their corporations in achieving a competitive advantage. It is meant to maximize the performance of employees in service of the strategic objectives of an employer. The focus of this paper is to discuss the importance of Human resource management and the influence it has on employee efficiency. Human resource management practices have a significant and positive influence on employee efficiency. The role of workers within companies is very significant in the survival and management of any business. This is because a set of HRM practices widely influences their performance. Similarly, the process of developing, adapting, and maintaining an energetic and talented workforce to support the organizational objectives and goals is the key aim of Human resource management (Ashrafi Dost, 2020). One of the performance organizations is the management of employees in an organization. Human resource management involves policies and practices that affect workers' behaviors, performance, and attitudes (Burke & Morley, 2022). They concentrate on many vital practices which, in turn, may positively affect the organization's performance, including human resource recruitment, planning, development and training, selection, employee relations, compensation, and performance management.

HRM assists in bridging the gap between the performance of employees and the strategic objectives of the organization. Besides, a successful Human resource management team can provide companies with an edge over their competition. To enhance the efficiency of workers, human resource managers must develop grand approaches that benefit them to create commitment among employees (Livada & Pechlivanidis, 2019). A focused workforce can do great things for a company, and thus, the organization and the entire Human resource department must try to improve the commitment of workers by organizing an effective plan. According to Hemakumara (2020), a strategic plan raises the chances of the corporation establishing loyalty among workers. If the plans made by the Human Resource managers are easy to understand, clear, and well communicated, workers will be more empowered. The plan assists the workers in understanding their responsibilities, roles, and jobs that they are needed to do in their daily work

schedules. Human resource managers help in the management of strategies (Chams & García-Blandón, 2019). This is a vital element of any business and plays a significant role in managing human resources. Nilufar & Khasanov (2022) observe that HR managers manage techniques to ensure that the business achieves its goals, significantly contributing to the business decision-making procedure, which involves assessing existing workers and foreseeing the future grounded on business demands. Because HR managers significantly contribute to development and training programs, they further play a vital role in strengthening the relationship between employer and employee (Fayaz & Rashid, 2021). This results in the growth of workers within the organization, thus improving employee productivity and satisfaction (Nweiser & Dajnoki, 2022). Human Resource managers work towards decreasing costs, such as retention and recruitment. Swetha et al. (2018) assert that human Resource experts are trained to carry out effective negotiations with possible and current workers and are well-versed with worker advantages that are most probable to capture the attention of quality candidates and retain the current workers.

Human resource management is the vital part that relate to personnel in organizations. It is relating in recruitment, hiring selection process, training, and appraising compensation that concerning relationship of personnel in current situation (Dessler, 2008). Because an organization normally contain many positions, it is important to have effective human resource management. Starting from recruitment, selection, training, development, compensation, benefit, and so on. Conducting operational evaluation with balance, preciousness, and fairness that could help the organization to achieve their goal and to improve their operational efficiency. Operational efficiency of personnel in organization is very important for managing and is very useful for their work. Peterson and Plowman (1953) implied the concept of operational efficiency. This concept states that operational efficiency is containing 4 major factors which are quality of work, workload, time, and expense. Corresponding to study of Kritsada Chienwattanasuk and team (2018) they defined operational efficiency as ability of personnel that can perform one's work within time limit. Work with appropriate workload must be preciously done with quality and punctuality according to the standard of organization. Operational efficiency is the important key that will lead an organization to its success in operation, create process, and provide satisfaction to customers.

From the above statement, researchers aimed to study human resource management and operational efficiency, the influence between these 2 factors of personnel in city hall, Ubon Ratchathani province in northeastern region of Thailand. Along with the influence between different demographic factors and operational efficiency. This research could be a guideline that benefits management team and related personnel to improve and developing their organization for a better performance and achievement.

Research Objectives

1. To study human resource management and operational efficiency of personnel in city hall in northeastern of Thailand during pandemic crisis.
2. To compare operational efficiency according to demographical factors of the

city hall personnel.

3. To study the influence of human resource management to operational efficiency of personnel in city hall.

Conceptual Framework

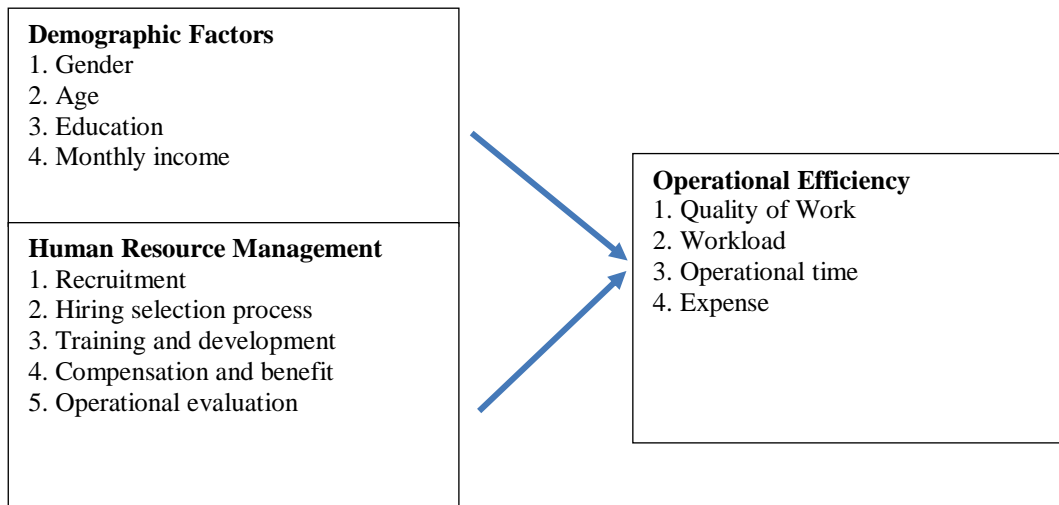


Figure 1: Conceptual Framework

Hypothesis

1. Different demographic factors (gender, age, education, monthly income) influences operational efficiency differently.
2. Human resource management (recruitment, hiring selection process, training and development, compensation and benefits, operational evaluation) influences operational efficiency.

Research Methodology

Population of this research was personnel working in city hall in northeastern region of Thailand. The total population was 709 people (source: human resource department of city hall, Ubon Ratchathani Province). Sample group was calculated from 709 personnel working in city hall, Ubon Ratchathani Province by Taro Yamane's formular (Yamane, 1973) with reliable level at 95 percent and statistical error level at 5 percent. Total sample group was 256 people from Simple Random Sampling method.

Independent variables of this research were:

- 1) Demographic factors which contained gender, age, education, and monthly income.
- 2) Human resource management which contained recruitment, hiring selection process, training and development, compensation and benefits, operational evaluation.

Dependent variables of this research were operational efficiency which contained quality of work, workload, operational time, and expense. This research was using questionnaire as the research instrument. Researchers had conducted questionnaire from references and related research. Questionnaire was divided into 4 parts with both open-ended and close-ended questions.

Part 1: Information about demographic factors of participants including gender, age, education, and monthly income. This part was in form of open-ended question with Check list.

Part 2: Opinion about human resource management containing recruitment, hiring selection process, training and development, compensation and benefits, operational evaluation. This part was in form of Likert's Rating scale with 5 level on consent (highest, high, medium, low, and lowest)

Part 3: Opinion about operational efficiency containing quality of work, workload, operational time, and expense. This part was in form of Likert's Rating scale with 5 level on consent (highest, high, medium, low, and lowest)

Part 4: Other opinions and suggestions about operational efficiency. This part was in form of open-ended question that participants could describe their opinion.

Quality verification of questionnaire, researchers had tried out questionnaire with sample group that was personnel in Warin Chamrap District with total of 30 people. Questionnaire was verified for reliability score using Cronbach's alpha coefficient formula. The reliability score of entire instruments was 0.974.

Descriptive Statistics were used to explain demographic factors of participants with Frequency and Percentage. While variables of human resource management and operational efficiency were explained with Mean and Standard Deviation. Inferential Statistics that were used consisting of:

- 1) Independent-Samples t-test was used to compare difference between 2 independent variables.
- 2) One-Way ANOVA was used to compare variables more than 2
- 3) Multiple Regression was used to test the hypothesis of this research.

Research Result

Data on demographic factors showed that most of personnel were female (177 people, 69.1 percent), aged between 31-40 years old (93 people, 36.3 percent), had bachelor's degree (201 people, 78.5 percent), had monthly income more than 15,000 THB per month (182 people, 71.1 percent) as illustrated in figure 1.

Figure 1: Analysis of Demographic Factors

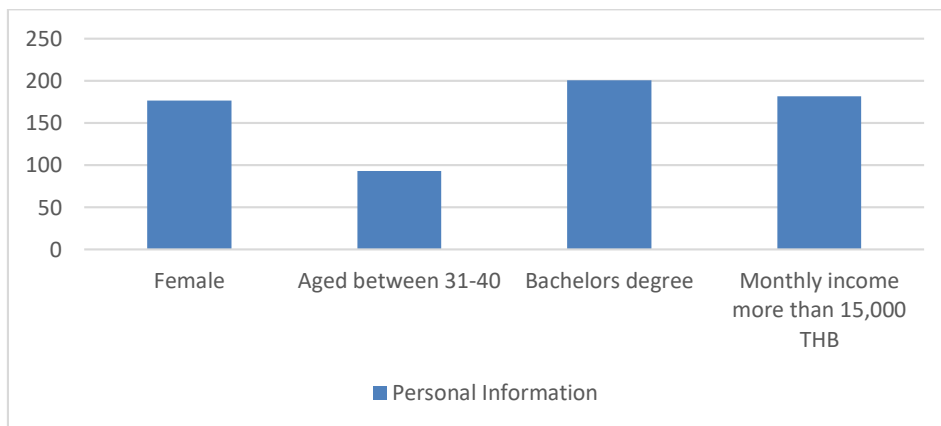


Figure 1: Analysis of Demographic Factors

An analysis showed that human resource management variables were at the highest level with mean 4.44. While considering on each aspect on hiring selection process, recruitment, compensation and benefits, operational evaluation, training and development were at the highest level with mean score at 4.48, 4.46, 4.45, 4.42, and 4.38 respectively. As illustrated in table 1.

Table 1: Human resource management of personnel in city hall

Human Resource Management	\bar{x}	<i>S.D.</i>	Interpretation	Rank
1. Recruitment	4.46	0.54	Highest	2
2. Hiring selection process	4.48	0.52	Highest	1
3. Training and development	4.38	0.53	Highest	5
4. Compensation and Benifits	4.45	0.53	Highest	3
5. Operational Evaluation	4.42	0.56	Highest	4
Total	4.44	0.475	Highest	

An analysis showed that operational efficiency variables were at the highest level with mean score 4.43. When considering on each aspect such as workload, expense, quality of work, operational time were all at the highest level with mean 4.48, 4.42, 4.41, and 4.41 respectively. As illustrated in table 2.

Table 2: Operational efficiency of personnel in city hall

Operational Efficiency	\bar{x}	<i>S.D.</i>	Interpretation	Rank
1. Quality of Work	4.41	0.51	Highest	3
2. Workload	4.48	0.56	Highest	1
3. Operational time	4.41	0.54	Highest	4
4. Expense	4.42	0.55	Highest	2
Total	4.43	0.47	Highest	

Hypothesis Verification

H1: Different demographic factors (gender, age, education, monthly income) had influences operational efficiency differently.

Table 3: H1 Verification

Independent Variables	Statistics	Value	Sig.	Result
Gender	t-test	-2.520	0.013	accepted
Age	F-test	2.000	0.115	denied
Education	F-test	0.030	.0.971	denied
Monthly Income	F-test	7.920	0.005	accepted

Table 3 showed the different demographic factors in gender and monthly income had influenced operational efficiency differently at statistically significance 0.05.

H2: Human resource management (recruitment, hiring selection process, training and development, compensation and benefits, operational evaluation) had influence on operational efficiency. A correlations of variables had been analyzed by Multiple Regression with Enter method.

Table 4: H2 Verification by Multiple Regression with Enter method

Human Resource Management	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std.Error.	β		
(Constant)	0.805	0.171		4.716	0.000
Recruitment	0.177	0.057	0.202	3.100	0.002*
Hiring selection process	0.181	0.057	0.199	3.176	0.002*
Training and development	0.136	0.061	0.151	2.226	0.027*
Compensation and benefits	0.248	0.056	0.277	4.399	0.000*
Operational evaluation	0.073	0.052	0.086	1.396	0.164
R = 0.806 R ² = 0.649 Adjusted R ² = 0.642 SEE = 0.28673 F = 91.833					
Sig. = 0.000					

* Statistically significance 0.05

Table 4 showed the result of analysis by multiple regression with Enter method. Human resource management variables showed that recruitment aspect ($\beta = 0.202$, $t = 3.100$, Sig. = 0.002), selection aspect ($\beta = 0.199$, $t = 3.176$, Sig. = 0.002), training and development aspect ($\beta = 0.151$, $t = 2.226$, Sig. = 0.027), compensation and benefits aspect ($\beta = 0.277$, $t = 4.399$, Sig. = 0.000) had influenced on operational efficiency at statistically significance 0.05. Deviation of operational efficiency of personnel in city hall can be explained at 64.2 percent. The most effective variable that can be used for predicting operational efficiency was compensation and benefits variable, following by recruitment, hiring selection process, training and development variables, respectively.

Discussion

Both human resource management and operational efficiency had the highest level in total. When considering human resource management on each aspect, all aspects including recruitment, hiring selection process, compensation and benefits, operation evaluation, training and development were at the highest level. On operational efficiency entire aspects including workload, quality of work, operational time, and expense were at the highest level. Corresponding to concept of Ramaiah and Raut (2014) that emphasizing on the value of human resource management since human resources are crucial parts of the organization. If any organization want to obtain personnel with required abilities, then they must realize how important of the processes including recruitment, selection, development, and maintenance which are the major components of human resource management.

When considering on demographic factors, different characteristics between male and female may affect their obligation, delegation, and responsibility that may cause difference in workload, quality of work, and operational time. This affected operational efficiency at statistically significance 0.05. Different income may reflect their different affection, commitment, and satisfaction in their work. Corresponding to study of Abhisit Khun Worapanya and Kamron Chodhanachot (2019). The study showed that employees with different gender, age, and operating period had different perspectives on operational efficiency at statistically significance 0.05.

Human resource management variables showed that recruitment, hiring selection process, training and development, compensation and benefits had influenced on operational efficiency of personnel in city hall. Deviation of operational efficiency factors be explained at 64.2 percent. The most effective variable that can be used for predicting operational efficiency was compensation and benefits variable, following by recruitment, selection, training and development variables, respectively. Corresponding to study of Termpong Suntarothok (2004), human resource management has been the important part in developing the growth of organization. The effective human resource management requires proper recruitment, selection, development, and evaluation methods. Corresponding to study of Wanwisa Jongrak and Netpanna Yawirat (2016), it showed that process of human resource management had positive influence on operational efficiency at statistically significance 0.05 and 0.01. Structural equation model correlated to empirical data. Corresponding to study of Theeradej Sanongthaveeporn (2021). It showed that human resource management influenced operational efficiency of small-sized and medium-sized enterprises in Bangkok. Operational efficiency was affected the most by training and development, following by compensation and benefits, evaluation and promotion, recruitment and selection, respectively.

Conclusion and Suggestion

Human resource management is really important for improving operational efficiency of organizations. Organizations should imply principles of human resource management and Human resource department must emphasize on compensation and benefit aspects that encourage personnel's quality of life which

will lead to their work satisfaction and enhance their operational efficiency. Key Performance Indicators (KPI) should be clear and meet the same goals, this will encourage personnel with different gender to cooperate effectively. A city hall could conduct other compensation and benefit on both monetary and non-monetary reward, complementation, and promotion. Training and development can be apply to improve knowledge, ability, and expertise so the personnel can work more effectively. In terms of performance evaluation of human resource management, organizations could focus on appraisal and goal by applying Key Performance Indicators (KPI). It could be a tool to determine whether personnel can achieve their goal. Organizations could encourage participation between supervisors and subordinates in working together. Supervisors can monitor performance based on specified indicators and determine incentives that motivating subordinates to have better operational efficiency. Human Resource experts display exemplary leadership skills and improve a business's credibility. Furthermore human resource management process ensures that the organization leads by example and the actions of the firm are in line with its mission.

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