

# Competency Development among the Directors of Medium-Sized Subdistrict Health Promotion Hospitals under the Provincial Administrative Organizations in the Upper Northeastern Region

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## Abstract

This research article aims to (1) study the level of administrative competency of directors, (2) study the factors influencing the competency of directors, and (3) find ways to develop the competency of directors of medium-sized subdistrict health promotion hospitals under the provincial administrative organization in the upper northeastern region. Quantitative research method has been employed for conducting this research. Questionnaire was used for data collection from 147 samples, purposively selected, which were directors of medium-sized subdistrict health promotion hospitals under the provincial administrative organizations in the upper northeastern region. Descriptive and inferential statistics were used for data analysis such as percentage, frequency, standard deviation and so on. The research results are as follows: (1) The majority of directors of medium-sized subdistrict health promotion hospitals (57.1 percent) have high level of overall administrative competency. (2) Four key factors were found to influence the administrative competency of directors of medium-sized subdistrict health promotion hospitals under the provincial administrative organizations in the upper northeastern region, namely (1) motivation. ( $\beta = 0.368$ ) (2) leadership. ( $\beta = 0.321$ ) (3) career advancement ( $\beta = 0.287$ ) and (4) compensation and welfare ( $\beta = -0.316$ ).

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In addition, all variables entered in the stepwise multiple regression analysis equation were found to predict the variation of administrative competency of the directors by 83.2 percent ( $R^2 = 0.832$ ).

Four guidelines were identified for development of the competency of directors of medium-sized subdistrict health promotion hospitals under Provincial Administrative Organizations in the upper Northeastern region: 1) a training program should be organized to promote the competency of directors, 2) administrative competency could be developed through self - learning, 3) a coaching team for the directors, composing of knowledgeable and skillful experts in public health, should be set up to provide advices related to the administration of subdistrict health promotion hospitals, and 4) a series of workshops should be organized to keep the hospital directors informed about laws, regulations, rules, administrative process and practices of provincial administrative organizations related to providing health services.

**Keywords:** Competency, the directors of subdistrict health promotion hospitals, guidelines for competency development

## Introduction

The current environment is constantly changing, causing personnel in various organizations to face dynamics of economic, political and social situations. This results in the organization having to develop its personnel all the time. Every organization has to adjust its strategies and develop the competency of its personnel in order to make its operations more efficient and achieve the organization's goals. Personnel in the organization need to be developed systematically, especially executives, supervisors, and operators. (Choocherd, 2022). Human resources are important in driving the organization to achieve its goals because “people” are considered as an important resource of the organization that must be developed to have knowledge to change working behaviors. (Promsut, Fuangchan, Chirinang, & Yamnill, 2021)

Originally, subdistrict health promotion hospitals used to be under the Office of the Permanent Secretary, Ministry of Public Health, (The Secretariat of the Senate, 2020). The goal is to provide primary health care to people of all ages who need health care services in the area of responsibility. Since these hospitals were managed under centralized administrative structure of the government, they encountered with many limitations in providing health care services to local people, e.g., lack of budgets, equipment and personnel. More importantly, they had to follow health care policy set by the central government, which might not be totally responsible to the local health care problems. It is believed that if there is decentralization of health care system power, especially at the primary level, it will strengthen the community and people in taking care of their health. Therefore, the mission of the subdistrict health promotion hospital has been transferred to the Provincial Administrative Organization since 2022 in response to the needs related to health care of people in the area. This is in line with the decentralization principle to distribute public health responsibility to local administrative organizations. (Srisasalux, 2021).

For the upper Northeastern region, as of November 1, 2023, 282 subdistrict health promotion hospitals, from the total number of 875 have been transferred from Health Zone 8 (Udon Thani) to the Provincial Administrative Organization in 7 provinces, namely Sakon Nakhon Province, Nong Bua Lamphu Province, Loei Province, Nakhon Phanom Province, Udon Thani Province, Nong Khai Province and Bueng Kan Province. It is noticed that the transfer of subdistrict health promotion hospitals has not taken

placed at the same time. Sakon Nakhon Province with 168 subdistrict health promotion hospitals, but 149 hospitals have been transferred. The same pattern is hold true for the rest of the provinces. Loei Province with 127, Nakhon Phanom Province with 151 subdistrict health promotion hospitals, with 31 missions transferred. Nakhon Phanom Province with 151 and Udon Thani Province with 211 subdistrict health promotion hospitals subdistrict health promotion hospitals, only 31, 15, and 4 hospitals respectively, have been transferred. Except for Nong Bua Lamphu Province where the total number of 83 subdistrict health promotion hospitals have been transferred to the Provincial Administrative Organization. As for Nong Khai Province, with 74 subdistrict health promotion hospitals, and Bueng Kan Province, with 61 subdistrict health promotion hospitals, there are no hospitals having been transferred. (Health Systems Research Institute, 2023) Sakon Nakhon and Nong Bua Lamphu provinces are the provinces that transfer the most tasks of subdistrict health promoting hospitals to the provincial administrative organizations, ranking first and second in Health Region 8 (Udon Thani).

As far as the size of the subdistrict health promotion hospitals is concerned, it seems that the medium size hospitals, which normally serve 3,000 - 8,000 people in the local area, have been transferred the most comparing to large and small subdistrict health promoting hospitals. This is the reason why the researcher chose to focus on the medium-sized subdistrict health promotion hospitals because the researcher hopes that the results of this study will identify the level of administrative competency and guidelines for developing the administrative competency among the majority of subdistrict health promotion hospital directors, which will be beneficial to the provincial administrative organization to use for human resource development in the future.

From the situation of transferring the mission of the subdistrict health promotion hospital to the Provincial Administrative Organization, the directors of the subdistrict health promotion hospitals have to adjust themselves to the new administrative structure. This may result in changing their working behaviors to be consistent with decentralized administrative system of the Provincial Administrative Organization. Therefore, the directors the subdistrict health promotion hospitals have to do their best to keep their hospital's administrative system to be efficient and effective as much as possible so that they can provide good health care services to local people. However, to accomplish this, it depends on the administrative competency of the directors to cope with challenging situations under the new

administrative structure. This makes the researcher want to study the competency of the subdistrict health promotion hospital director who is considered as the key organizational administrator in managing the primary care unit or the primary care unit network. It is expected that this research would find the directors administrative competency and related factors related to it. This will be beneficial for the Provincial Administrative Organization concerned to come up with human resource development strategies to enhance administrative competency of the subdistrict health promotion hospital directors in the upper Northeastern region.

### **Objectives of the Research**

1. To study the competency level of directors of medium-sized subdistrict health promotion hospitals under the provincial administrative organizations in the upper northeastern region.
2. To study the factors influencing the competency of directors of medium-sized subdistrict health promotion hospitals under the Provincial Administrative Organizations in the upper northeastern region and
3. To find ways to develop the competency of directors of medium-sized subdistrict health promotion hospitals under the Provincial Administrative Organizations in the upper northeastern region.

### **Literature Review**

Competency has been defined by many scholars, such as McClelland (1973), defined the term competency as the hidden characteristics within an individual that drives an individual to produce management results in the work for which he or she is responsible that are higher or higher than the set target criteria. Boyatzis (1982) maintained that competency is the basic characteristics of a person, motivation, character, skills, personal imagery or social role or knowledge that a person needs to perform his or her job to achieve results that exceed the specified target criteria.

From the definition of competency, the researcher can synthesize that competency means characteristics and abilities from an individual that are reflected in the behavior of the individual that appears in the form of management that can create successful results.

### A Concept of Administrative Competency

When considering the competency of a person, we may have to link with some other forces existing in ourselves, especially psychological forces which put pressure on us to perform certain behavior, e.g., to work, to play sports and so on. According to Spencer and Spencer (1993) these forces are basic characteristics reflected in our personality. They are (1) motives referring to the stimuli that cause people to behave in different ways, (2) traits; the physical characteristics, internal characteristics related to a person's emotional control, (3) self-concept; an individual attitudes, values and an image that he or she perceives about him or herself, (4) Knowledge; the information or things that a person has accumulated from his/her own experiences, and (5) skills the ability to perform tasks that require physical skills and mental skills. It can be said that the elements that drive people to behave are deep inside and cannot be obviously seen, such as self-concept, knowledge, and motives. These are considered relatively permanent personalities of each individual that are difficult to change. However, there are some forces that can be changed through time, e.g., habits, motives, attitudes, values, self-awareness, skills and knowledge. These elements can be changed through learning and training programs or through daily life experiences.

Based on McClelland's (1974) iceberg theory, competency is like an iceberg, it has two connecting parts: visible and invisible parts. One part of the iceberg is visible because it's above the water, whereas the other part is invisible under the water. The same explanation can be made when considering the components of competency. This means that competency can be divided into two parts as follows:

**1. The visible part (the one above the water)** is the part that is easily seen and developed. It consists of (1) skills, which are the ability to work both physically and mentally, such as speaking skills, analytical thinking skills, planning skills, etc. (2) knowledge, which may be specialized knowledge, such as knowledge about specific issue or subject.

**2. The invisible part (underwater part)** is the part that is invisible, difficult to change or develop, but it affects person's behavior. It consists of (1) social role, which is a role, duty, or responsibility that are influenced by the values that each person wants society to perceive them. For example, they want others to see them as a leader when they receive the role of a boss. (2) internal image, which is attitudes, values, and opinions about one's own image or what each person believes they are, such as people believe that they are confident. (3) personality, which is a personality trait that describes each person. It is something that is used to respond to situations in daily life until it becomes

a habit, such as being easy-going and flexible person. (4) motivation, which is the internal motive or drive that causes behavior towards each person's goals, such as setting challenging goals and striving to achieve them.

McClelland (1973) explained about 5 components of competency which can be developed or improved as follows: (1) skills, what a person does well and practices, the ability to work from learning or training, academically or professionally, (2) knowledge, specific knowledge of a person accumulated from the study, research or experiences, which include practical ability and (3) attitudes, values and opinions about one's image or what a person believes himself to be (4) personality traits of a person which are what describe that person, and (5) motivation or internal drive that makes a person show behaviors that are directed towards his goals. Achievement-oriented people tend to set challenging goals and strive to work towards the goals set, as well as constantly trying to improve their working methods.

### **Factors related to Administrative Competency**

Based on literature reviews of current research related to administrative competency, it seems that most studies referred to Herzberg's (1959) two-factor theory in determining some of factors influencing administrative competency. According to Herzberg's (1959) two-factor theory, there are two sets of factors influencing job satisfaction or dissatisfaction, namely motivation factors and hygienic or maintenance factors. Even though these factors did not relate to competency directly, they may influence administrative competency through job satisfaction or dissatisfaction. In other words, administrators who are satisfied with their works tend to apply all competency to accomplish their goals, for example. In this study, some factors from Herzberg's theory were included in conceptual framework of the research. In addition, from the reviews of previous studies, the researcher would like to divide factors associated with administrative competency into two groups as follows:

**1. Administrative psychological factors** include motivation, leadership, attitude, and being respected by others.

Motivation seems to be one of the key factors found to influence the competency of administrators. For example, Yhamdonprai and Ratchapattayakom (2017) found that motivation has played a key role to influence the competency among practitioner-level officers of Naresuan University. The same finding was reported by Iamsawat (2021) in the study on "Strategy for Competency

Development among Staff Members”. At least two studies reported that personal attitude has some influences on administrative competency (Boonkong, 2023; Sedsangri & Chamaram, 2016). Another factor found by several studies to influence administrative competency is leadership which has played an important role in navigating the administrative system of an organization. Based on the review literature, three studies reported that leadership can affect the level of competency (Pimsan, 2018; Pradabnak & Songbundit, 2023; Sedsangri et al., 2016). Last but not least, “being respected” has been mentioned by several studies to effect competency of organization’s members. (Aekanakha & Mahamud, 2021; Inthon, 2022; Subkhian & Noosorn, 2023) reported that being respected was found to influence competency of organization’s personnel included in the study.

**2. Intra-organizational managerial factors** include compensation and welfare, career advancement, training, and use of modern technology.

Factors in this category deal with managerial measures used by most organizations to support their human resources so that they can make use of full competency in working performance. Therefore, the organizational supports, e.g. compensation and welfare, career advancement, training, and use of modern technology, somehow, effect administrative competency of staff members. In their studies (Krataithong, 2018; Mudmarn, 2023; Pitchayadechawong, 2018) reported that compensation and welfare, provided by the organizations, affected the administrative competency of organization’s members. In addition, career advancement was found by (Sriya & Yampochai, 2022; Inthon, 2022) to have an impact on administrative competency. Finally, at least studies reported that strengthening of knowledge and skills, maybe through trainings and making uses of modern technology, can lead to the increase of administrative competency among organizational staff members (Deewattanakul, Changrien, & Prachayapruit, 2020; Karnchanawarasup, 2023; Pimsan, 2018;).

These two groups of factors as described above can be considered as job characteristic factors because most of them show different dimensions of work carried out by the hospital’s directors.

## Conceptual Framework

From the literature review and related research documents, in order to gain knowledge and understanding about ways to develop administrative competency of directors of medium-sized subdistrict health promotion hospitals under the provincial administrative organizations in the upper



northeastern region, the researcher has synthesized and create a conceptual framework for this study as shown the diagram below.

There are 8 independent variables related to work characteristic of the directors of the hospitals. It is expected that these 8 independent variables will affect the variation of dependent variable, the competency of directors, composing of 9 aspects of competency.



Figure 1. Research Conceptual Framework.

## Research Methodology

This research is quantitative research. The research project has been approved by the Human Research Ethics Committee, Khon Kaen University. Project key number HE673213, on May 30, 2024. The research methods are as follows:

### Population and Sample of the Research

(1) The population used in this study was directors of 192 medium-sized (M) subdistrict health promotion hospitals that have been transferred to the Provincial Administrative Organizations in the upper Northeastern region.

(2) Sample Size and Sampling Procedure

(2.1) Sample Size. Yamane's (Yamane, 1973) formula was used to calculate sample size for this study. The details are as follows:

$$n = \frac{N}{1+N(e)^2}$$

where n = sample size

N = number of populations

e = sampling error (0.05)

$$\begin{aligned} \text{Therefore } n &= \frac{192}{1+192(0.05)^2} \\ &= \frac{192}{1.48} \\ &= 129.7 \text{ or } 130 \end{aligned}$$

(2.2) Sampling Procedure. The researcher selected Sakon Nakhon and Nong Bua Lamphu provinces as the research study areas because the number of subdistrict health promotion hospitals transferred to the Provincial Administrative Organizations in these two provinces is ranked 1st and 2nd: 149 hospitals, (including large, medium, and small size) for Sakon Nakhon Province, and 83 hospitals for Nong Bua Lamphu province. The directors of medium size (M) subdistrict health promotion hospitals were purposively selected as samples of this study. From the calculation above, the sample size was 130. However, the researcher decided to include all 159 hospital's directors as samples. (data as of November 1, 2023)

### Research Tools

Questionnaire was used as a research tool for data collection. It was constructed based on the research framework, consisting of 4 parts as follows: Part 1 Questions related to general characteristics of the samples, including gender, age, education level, marital status, work experience, monthly income. Part 2 deals with questions about job characteristics of the directors of the subdistrict health promotion hospitals, covering 8 variables according to the conceptual framework. Part 3 is a set of questions related to the administrative competency of the directors of the medium-size subdistrict health promotion hospitals, including 9 dimensions of administrative competency as specified in the research conceptual framework. And Part 4 deals with open-ended questions related to guidelines for developing the competency of subdistrict health promotion hospital directors.

### Quality Control of Questionnaire

The research instrument was evaluated for validity by three experts according to IOC; Index of Item Objective Congruence (Rovinelli & Hambleton, 1977). The IOC value was 0.93, which is considered to be academically acceptable.

The questionnaire was tested with 30 directors of medium-size subdistrict health promotion hospitals under the Provincial Administrative Organization of Loei province. The alpha coefficient was not less than 0.7. In this research, the reliability of the entire questionnaire was 0.974.

### Data Collection

A number of 159 questionnaires were sent via post to the selected samples; the directors of subdistrict health promotion hospitals, and 147 questionnaires were delivered back to the researcher, accounting for 92.45 percent.

### Data Processing and Analysis

Statistical Package for the Social Science (SPSS) was used for data processing. Descriptive and inferential statistics were employed for data analysis. The details are as follows:

1. Basic descriptive statistics consisting of frequency, percentage, mean value were used in the analysis of variables related to general characteristics, job characteristics, and administrative competency of directors of medium-size subdistrict health promotion hospitals, which was divided into 3 levels: high, medium, and low.

2. To determine relationship among variables, Pearson's Product Moment Correlation Coefficient ( $r$ ) was used to study the level and direction of relationship between independent and dependent variables as specified in research conceptual framework. The level of relationship was determined by using the following criteria: 0.71 - 1.00 means high level of relationship, 0.31 - 0.70 means moderate level of relationship, 0.01 - 0.30 means low level of relationship and 0.00 means no relationship.

The direction of the relationship was determined by the sign of the calculated correlation coefficient: if it is positive, it means that the two variables are related in a consistent manner; if it is negative, it means that the two variables are related inversely.

### 3. Multivariate analysis

Stepwise multiple regression analysis with statistical significance at 0.01 level, was employed. To avoid problem related to multicollinearity, which is the situation where independent variables are highly correlated with each other, the Pearsons' Correlation Coefficient ( $r$ ) was analyzed, and it was found out that there were no variables with  $r$  values exceed 0.75. In addition, the academically acceptable values of VIF and Tolerance value were obtained.

4. Data analysis of guidelines for developing the competency of directors of medium-size subdistrict health hospitals. The data obtained from Part 4 of the research instrument, open-ended questions, were processed and synthesized to identify guidelines for developing administrative competency of the hospital's directors.

## Research Results

For background information, the general characteristics of the directors of medium-size subdistrict health promotion hospitals could be described as follows: the majority of them were female (53.1 percent) with age between 45 and 60 years old (74.1 percent). They obtained bachelor's degree, (73.5 percent), and had got married (79.6 percent). Nearly half of them had 31 - 39 years of working experience (46.9 percent), and around one - third of them could earn a monthly income of 40,001 - 50,000 baht (28.6 percent).

The job characteristics of directors of medium-size subdistrict health promotion hospitals can be presented in Table 1.

**Table 1.** Percentage of directors of medium-sized subdistrict health promotion hospitals classified by overall job characteristics (n=147).

No	Job Characteristics	High	Moderate	Low
1	Leadership	46.9	44.9	8.2
2	Positive attitude towards work	61.2	32.7	6.1
3	Motivation	49.0	30.6	20.4
4	Compensation and welfare	37.4	50.6	12.2
5	Being respected	36.1	39.5	24.5
6	Career advancement	51.0	42.9	6.1
7	Getting trained	34.7	36.7	28.6
8	Using modern technology	60.5	34.7	4.8

When considering the directors of medium-sized subdistrict health promotion hospitals, it was found that most of them had high level of job characteristics in 3 areas, namely: positive attitude towards work (61.2 percent), use of modern technology (60.5 percent), and career advancement (51.0 percent). They also had job characteristic at moderate level in one area which is compensation and welfare (50.6 percent). However, it is noticed that there are two areas, motivation and leadership, which nearly half of the directors had job characteristics at high level; 49.0 percent and 46.9 percent respectively. For the rest two areas of job characteristics, namely being respected and getting trained, it seems that around one third of them had job characteristics ranging from high to moderate levels; Being respected 39.5 percent with high and 36.1 percent with moderate levels, and getting trained 36.7 percent high and 34.7 percent with moderate levels. Finally, a remark could be made here that these four areas of job characteristics, namely motivation, leadership, being respected and getting trained might be included in the human resource development plan of the Provincial Administrative Organizations concerned.

In connection to the first research objective, the administrative competency of directors of medium-sized subdistrict health promotion hospitals could be summarized in Table 2 below:

**Table 2.** Percentage of directors of medium-sized subdistrict health promotion hospitals classified by overall administrative competency (n=147).

No	Administrative Competency	High	Moderate	Low
1	Achievement Motivation	36.7	51.0	12.2
2	Integrity	81.6	16.3	2.0
3	Organization and Process Understanding	46.9	46.9	6.1
4	Compensation and Welfare	63.3	12.2	24.5
5	Teamwork	71.4	12.2	16.3
6	Leadership for Change	44.9	49.0	6.1
7	Ability to Take Leadership Roles	53.1	42.9	4.1
8	Developing and Coaching	53.1	38.8	8.2
9	Strategic Thinking	36.7	59.2	4.1
	<b>Overall Administrative Competency</b>	<b>57.1</b>	<b>22.4</b>	<b>20.4</b>

When considering the administrative competency of the directors of medium-sized subdistrict health promotion hospitals, it was found that: the majority of them have high-level administrative competency in 5 areas: Integrity (81.6 percent), Teamwork (71.4 percent), Compensation and Welfare (63.3 percent), Ability to Take Leadership Roles (53.1 percent) and Developing and Coaching (53.1 percent). In addition, they also have moderate-level administrative competency in two areas: Strategic Thinking (59.2 percent) and Achievement Motivation (51.0 percent). It's noticeable that nearly half of the directors of medium-sized subdistrict health promotion hospitals have moderate level of administrative competency in two areas: Leadership for Change (49.0 percent) and Organization and Process Understanding (46.9 percent).

As far as the overall picture of administrative competency of the directors of medium-sized subdistrict health promotion hospitals is concerned, it found that most of them have high level of administrative competency (57.1 percent). Therefore, this implies that the administrative competency of another 42.9 percent of the hospital's directors needs to be improved.

**With regard to research objective 2:** The identification of factors influencing the administrative competency of the directors of medium-sized subdistrict health promotion hospitals has been made by employing Stepwise Multiple Regression Analysis. According to Pearson's Correlation Coefficient as shown in Table 3, it found that no pair of variables had a relationship, indicated by  $r$  values, higher than 0.75. In addition, the VIF and Tolerance values of 1.574 - 2.584, and 0.387 - 0.635, respectively have been obtained, which meet the requirement of Multiple Regression Analysis. This means that this research can avoid multicollinearity problem, and also all independent variables are acceptable to include in Multiple Regression Equation to predict the variation of dependent variable; the administrative competency of the hospital's directors.

**Table 3.** Pearson's Correlation Coefficient between Independent and Dependent Variables.

Variable	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	Y <sub>tot</sub>
X <sub>1</sub>	1	.649**	.536**	.310**	.509**	.368**	.394**	.437**	.734**
X <sub>2</sub>		1	.505**	.293**	.639**	.420**	.346**	.568**	.692**
X <sub>3</sub>			1	.480**	.457**	.429**	.437**	.563**	.726**
X <sub>4</sub>				1	.178*	.467**	.748**	.404**	.292**
X <sub>5</sub>					1	.558**	.348**	.394**	.642**
X <sub>6</sub>						1	.517**	.419**	.605**
X <sub>7</sub>							1	.352**	.428**
X <sub>8</sub>								1	.624**
Y <sub>tot</sub>									1

Note: \*\*. Correlation is significant at the 0.01 level (2-tailed)

\*. Correlation is significant at the 0.05 level (2-tailed).

X<sub>1</sub> = Leadership

X<sub>2</sub> = Positive attitude towards work

X<sub>3</sub> = Motivation

X<sub>4</sub> = Compensation and welfare

X<sub>5</sub> = Being respected

X<sub>6</sub> = Career advancement

X<sub>7</sub> = Getting trained

X<sub>8</sub> = Using modern technology

Y<sub>tot</sub> = Administrative competency of directors

The results of stepwise multiple regression analysis can be presented in Table 4 below.

**Table 4.** Summary of Stepwise Multiple Regression Analysis Results.

Independent variable	b	Std. Error	$\beta$	t	Sig	Order of influence
(Constant)	-0.270	0.205		-1.317	0.190	
Leadership ( $X_1$ )	0.297	0.045	0.321	6.567	0.000	2
Positive attitude towards work ( $X_2$ )	0.158	0.060	0.134	2.619	0.010	
Motivation ( $X_3$ )	0.342	0.045	0.368	7.638	0.000	1
Compensation and welfare ( $X_4$ )	-0.128	0.022	-0.316	-5.728	0.000	4
Being respected ( $X_5$ )						
Career advancement ( $X_6$ )	0.195	0.030	0.287	6.590	0.000	3
Getting trained ( $X_7$ )	0.071	0.032	0.124	2.228	0.027	
Using modern technology ( $X_8$ )	0.115	0.033	0.164	3.500	0.001	

Note: R Square = 0.832 F = 98.483 Sig. of F = 0.00 n = 147

From Table 4, the results of the stepwise multiple regression analysis to predict the administrative competency of the director of the medium-sized subdistrict health promotion hospital are shown. The results show that all variables entered in the equation to predict the administrative competency of the director of the medium-sized subdistrict health promotion hospital were able to predict the variation of the director's administrative competency by 83.2 percent ( $R^2 = 0.832$ ) And there are only four independent variables that have influence on the administrative competency of the directors of medium-sized subdistrict health promotion hospitals, namely motivation ( $b = 0.342$ ), leadership ( $b = 0.297$ ), career advancement ( $b = 0.195$ ), and compensation and welfare ( $b = -0.128$ ).

When comparing the influence of the four variables by considering the standard multiple regression coefficients ( $\beta$ ) It was found that the administrative competency of directors of medium-sized subdistrict health promotion hospitals was mostly influenced by (1) motivation. ( $\beta = 0.368$ ) (2) leadership. ( $\beta = 0.321$ ) (3) career advancement ( $\beta = 0.287$ ) and (4) compensation and welfare ( $\beta = -0.316$ ).



Regarding the guidelines for Competency Development among the Directors of Medium-Sized Subdistrict Health Promotion Hospitals, from data analysis four guidelines for developing administrative competency can be identified:

Guideline 1: Local administrative organizations must give priority to allocation of budget to support for training to upgrade the competency of directors in the areas of public administration, public health administration, especially primary health care services.

Guideline 2: Development of administrative competency through self-learning should be encouraged, e.g., self-learning through Local MOOC (an online training program) or on-going action research related to problems in daily working situation.

Guideline 3: Training program should be arranged by inviting experts to update knowledge, technology and skills needed in contemporary public health administration and provision of public health services.

Guideline 4: Organizing workshops to create knowledge and understanding about laws, regulations, rules, process and practices related to the provision of health care services in the public health sector of Provincial Administrative Organizations.

## Conclusions and Recommendations

Considering the administrative competency of the directors of medium-sized subdistrict health promotion hospitals, it was found that most of them have high level of overall administrative competency, especially in 5 areas: integrity, teamwork, compensation and welfare, ability to take leadership roles, and developing and coaching.

There are 4 key factors were found to influence the administrative competency of the directors of medium-sized subdistrict health promotion hospitals, namely: motivation ( $b = 0.342$ ), leadership ( $b = 0.297$ ), career advancement ( $b = 0.195$ ), and compensation and welfare ( $b = -0.128$ ). When comparing the influence of the four factors, considering the standard multiple regression coefficients ( $\beta$ ) at the statistical significance level of 0.01, it was found that the competency of the directors of medium-sized

subdistrict health promotion hospitals was influenced firstly by (1) motivation. ( $\beta = 0.368$ ), secondly by leadership. ( $\beta = 0.321$ ), thirdly by career advancement ( $\beta = 0.287$ ) and lastly by compensation and welfare ( $\beta = -0.316$ ).

Finally, all 8 independent variables put in Multiple Regression Equation were able to predict 83.2 percent of the variation of the administrative competency of hospital's directors ( $R^2 = 0.832$ ).

## Recommendations

### For Academic Purpose

The four job characteristics, namely motivation, leadership, career advancement, and compensation and welfare, were found to have a significant relationship with competency, indicating that these job characteristics can be considered as the causes leading to the variation of administrative competency.

### Policy Recommendations

(1) Four aspects of administrative competency, namely achievement motivation, organization and process understanding, leadership for change, and strategic thinking should be given priority when the Provincial Administrative Organizations would make human resource development plan.

(2) The Provincial Administrative Organizations concerned need to pay close attention to strengthen the 4 key factors - motivation, leadership, career advancement, and compensation and benefits - which were found by this research to have influence on the administrative competency of hospital's directors.

### For Further Research

(1) There should be a study of the administrative competency among directors of medium-sized subdistrict health promotion hospitals which have not been transferred in order to set proper measures to prepare them to work under new administrative structure of provincial administrative organizations.

(2) There should be a study on the administrative competency of directors of large, medium, and small-sized subdistrict health promotion hospitals using mixed methods combining both quantitative and qualitative approaches.

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