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PERCEIVED EMPLOYEE COMPETENCY AND COMMUNITY PARTICIPATION AFFECTING SERVICE EFFECTIVENESS: A CASE STUDY OF GARBAGE COLLECTION SERVICE TAO NGOI SUBDISTRICT ADMINISTRATIVE ORGANIZATION IN SAKON NAKHON PROVINCE, THAILAND

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ABSTRACT

The purposes of the research were to study: 1) the effects of perceived employee competency on service effectiveness, and 2) the effects of community participation on service effectiveness. In this research, the focus target sample included 275 customers of Garbage collection service Tao Ngoi Subdistrict Administrative Organization in Sakon Nakhon Province. The instrument used in the study was a questionnaire. The statistical tools used included frequency, percentage, mean, standard deviation, Pearson's Correlation, simple regression analysis, and Multiple Regression Analysis.

The hypothesis testing found that perceived employee competency had a statistically significant positive influence on service effectiveness by with the standardized coefficients (β) of .568. Community participation in decision making did not influence service effectiveness. Community participation in implementation had statistically significant positive influence service effectiveness with the standardized coefficients (β) of .429. Community participation in evaluation produces a statistically significant positive influence on service effectiveness with the standardized coefficients (β) of .563

In conclusion, perceived employee competency had a statistically significant positive influence on service effectiveness. Community participation is partially supported on service effectiveness.

Keywords: Perceived Employee Competency, Community Participation and Service Effectiveness

INTRODUCTION

Background

Garbage is currently a primary pollution problem in Thailand. That is, given the rising number of people in sync with the development of economy and society, rural livelihood, which produce a small amount of garbage, have transformed into urban livelihood which creates a greater amount of solid waste. In addition, there is a limitation of areas for solid waste incineration; that is, the areas capable of disposing the garbage are decreasing. More-importantly, people living nearby such areas are opposed to the disposal of garbage in those areas. With all of these, the problems of garbage management seem to be growing more intense [15].

Thus, the garbage management system is regarded as vital to disposal operations. Recently, solid waste has not been handled in a hygienic manner, regardless of allocated budgets for solid waste disposal. In fact, solid waste or garbage carries decayed organic matters, so discarding such garbage into the river will cause the shallows inconveniencing water transport, wastewater pollution and a hazard for humans and aquatic life. Apart from that, it will cause a detrimental effect on the beauty or aesthetic of water and use of water for relaxation. In a body of water neighboring the garbage disposal areas handling the waste improperly, the rain falling on a pile of solid waste will dissolve decayed organic matters flowing along with the current having a BOD value of 100 mg (Biochemical oxygen demand), which is prone to cause water pollution harmful to the surface and subsurface water [13].

Fetidness of solid waste also causes problems for people residing nearby. Besides, the unpleasant weather may be potentially caused by smoke and dust from garbage incineration together with diffusion of a garbage scrap and affect neighboring areas. In the present, people's livelihood with boundless consumerism and focus on material development instead of mental development results in limitless natural resources. Hence, the increasing volume of production and consumption will create garbage hazardous to humans and the environment.

Tgo Ngoi Sub-district Administrative Organization has also encountered solid waste problems, just as other cities have; residents in this sub-district have filed a complaint on the staff's performance. In addition, the number of population increased between 2014 and 2015; recently, it has an approximate population of 5,846 people, 2,159 households and 713 users of garbage collection services, excluding non-registered population, within an area of 54.24 square kilometers. Although the growing number of population has resulted in an increasing amount of garbage, there still exist numerous problems of garbage management; for instance, not collecting garbage in time causes residual waste and in turns pollution. The cause of inability to collect solid waste in time lies in the fact that Tgo Ngoi Sub-district Administrative Organization has one garbage truck with a capacity of ten cubic meters, and the truck is tasked with one village per day, hence seven villages per week. More-importantly, the truck often breaks down and is unable to collect garbage, resulting in the overflow of garbage in the community [14]. Thus, the present study investigated perceived employee competency and community participation influencing service effectiveness of garbage collection service of Tao Ngoi Sub-district Administrative Organization in Sakon Nakhon.

The purpose of this study

The purposes of this research are to: 1) investigate the effects of perceived employee competency on service effectiveness, and 2) explore the effects of community participation on service effectiveness.

LITERATURE REVIEW

Perceived Employee Competency

Competency is knowledge, skills, traits, attitudes, self-concepts, values, and motives directly related to job performance or important life outcomes and shown to differentiate between superior and average performers [3].

Competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation [6].

In this definition, the competence is considered as a personal characteristic which helps an individual effectively perform a task, a mean to distinguish between good and poor performance. From McClelland's theory, he had divided competency into 5 components such as:

1. Knowledge refers to information and learning retesting in person, such as surgeon's knowledge of Human Anatomy.
2. Skill refers to a person's ability to perform a certain task, such as surgeon's skill to perform a surgery.
3. Self-concept refers to a person's attitudes, values and self-image. An example is self-confidence, a person's belief that he or she can be successful in a given situation, such as a surgeon's self-confidence in carrying out a complex surgery.
4. Traits refer to physical characteristics and consistent responses to situations or information. Good eyesight is necessary trait for surgeon, as is self-control is an ability to remain calm under stress.
5. Motives are emotions, desires, physiological needs or similar impulses that prompt action. For example, surgeons with high interpersonal orientation take personal responsibility for working well with other members of the operating team. Motives and traits may be termed as initiators what people will do on the job without close supervision.

Community participation

Community participation refers to mental and emotional involvement of a person in a group situation; such involvement provokes or propels actions to accomplish goals of groups with a sense of group responsibilities [2].

Community participation refers to the active voluntary engagement of individuals and groups to change difficult conditions and to influence policies and programs that affect the quality of their lives or the lives of others [7].

Community participation is the process of “giving people more opportunities to participate effectively in development activities, empowering people to mobilize their own capacities, be social actors rather than passive subjects, manage the resources, make decisions and control the activities that affect their lives” [8].

Community participation can be categorized into four dimensions as follows [5]:

1. Decision making is a type of community participation which expresses thoughts about system management or establishment of the project system. It involves estimating or assessing problems or options for the development through estimation of the current state and causes.

2. Implementation is the operation based on the project and plans as well as cultivates a sense of joint ownership of activities and works; it consists of three aspects: resource contribution, administration and coordination, and execution and operation.

3. Benefits can be divided into three aspects: 1. Material benefits as in improvement of productivity, profitability or assets; 2. Social benefits such as benefits for society, e.g. a school, the public or community centers, as in life quality improvement, availability or provision of plumbing system; personal benefits such as self-esteem, political power and a sense of efficacy.

4. Evaluation refers to the participation in evaluating and analyzing operational results as well as identifying strengths and weaknesses to improve performance effectiveness. Generally, this type of participation is a role or a task of government officials in terms of evaluating the use of allocated budgets, and in certain cases, the officials do not have a role in this stage. This participation in evaluation will reflect the power of people's ideas which will proper and improve the project.

The aforementioned concepts were adjusted to suit the context of the present study; particularly, participation consists of decision-making, implementation and evaluation.

Service Effectiveness

Effectiveness can be referred to as the quality of staff's performance. For an economist, organizational effectiveness refers to profits or rewards from investments as well as organizational capabilities to obtain valuable resources and maximize the use of such resources towards the goals [4].

Services can be defined as any activity or action, intangible and non-possessable, which particular groups present to the others [10].

Effectiveness refers to the product of persons' abilities to accomplish the assigned tasks and goals [1]. As discussed, service effectiveness refers to as assessment of services, whether services are provided with an acceptable amount or quality in sync with the proper use of budgets and resources.

Effectiveness can be divided into three levels as follows [9]:

1. Individual effectiveness focuses on the operation based on the staff or organizational members' roles which are part of their work or positions in organizations; individual effectiveness is assessed using the performance assessment which will determine a raise, promotion or rewards based on the organizational system.

2. Group effectiveness is a totality or result of support or assistance from all group members. Group effectiveness is more than a totality of support or assistance from individuals in the group effectiveness line, whereas organizational effectiveness is more than a totality of support or assistance from individuals in the production or service line which combines each member's performance and reports it in the form of synergy reflecting collaboration among members.

3. Organizational effectiveness consists of individual and group effectiveness since organizations compose of individuals and groups. Organizational effectiveness is more than a totality or result of individual and group effectiveness; with synergistic effects, organizations' effectiveness is above any totality of other components.

CONCEPTUAL MODEL AND HYPOTHESIS

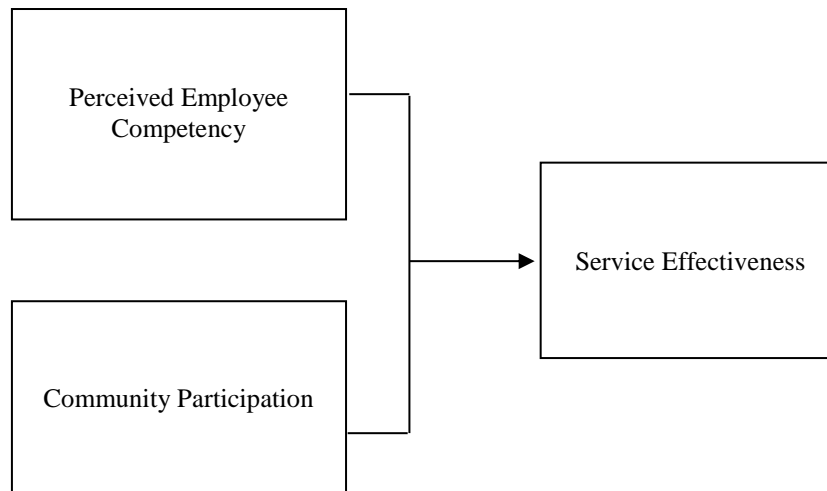
The research was mainly aimed to investigate the influence of perceived employee competency and community participation affecting service effectiveness.

Hypotheses are:

H₁: Perceived employee competency had significantly positive influenced service effectiveness.

H₂: Community participation had significantly positive influenced service effectiveness.

Figure 1
A Conceptual Model



This research is a quantitative study. In this study, the data were collected from 275 users of garbage collection service of Tgo Ngoi Sub-district Administrative Organization.

Questionnaire was developed and checked for content validity and reliability. Correlation Analysis and Multiple Regression Analysis were employed to analyze the data. Questionnaire was developed and Cronbach alpha was used for reliability of measurement. Reliability scale of Cronbach alpha is higher than 0.6 [11].as shown in table 1. Multiple regression analysis was employed to assess all hypotheses.

Table 1
Cronbach' s Alpha Analysis

Factor	Cronbach' s Alpha
1. Perceived Employee Competency	.842
2. Community Participation	
Decision Making	.850
Implementation	.953
Evaluation	.903
3. Service Effectiveness	.958

RESULTS

The descriptive statistics

The results of descriptive statistics demonstrated that 60 and 40 percent of the respondents were female and male respectively; 30 percent of them were aged 41-50. Seventy percent of them had a natural habitat in village no. 6; thirty percent earned less than 4,000 baht, and 46.7 percent were a merchant.

Hypothesis testing

The statistical analysis for hypothesis testing to study the effect of research variables included Pearson's Product Moment Correlation Coefficient to determine the relationship of the independent variables, and the multiple regression analysis to study perceived employee competency and community participation affecting on service effectiveness. The symbols used to analyze were as follows.

- PEC Represent Perceived Employee Competency
- DM Represent Decision Making
- IM Represent Implementation
- EV Represent Evaluation
- SE Represent Service Effectiveness

Table 2
Correlation analysis between independent variable

	PEC	DM	IM	EV	SE
Mean	4.18	3.49	3.69	3.81	3.75
S.D.	.74	1.11	1.24	1.07	1.12
PEC	1				
DM	.423*	1			
IM	.485*	.804**	1		
EV	.582**	.722**	.819**	1	
SE	.568**	.663**	.818**	.850**	1

Table 2 displays the correlation between independent variables through Pearson product correlation; specifically, the value exceeded 0.8. Thus, it can be assumed that Multicollinearity occurred. That is the maximum value of VIF was 4.263 and its minimum was 1.512 [12]; providing that VIF does not exceed ten, it shall be stated that there is no occurrence of Multicollinearity.

H₁: Perceived Employee Competency had a significantly positive influence on Service Effectiveness.

Figure 2

A multiple regression analysis of the effect of perceived employee competency on service effectiveness

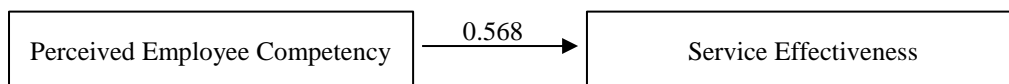


Figure 2 presented the result by using multiple regression method. It showed that service effectiveness was statistically significant affected by perceived employee competency ($\beta = 0.568$, $t = 3.650$, $p < 0.01$). Therefore, Hypothesis 1 is supported.

H₂: Community Participation had a significantly positive influence on Service Effectiveness.

Fig 3

A multiple regression analysis of the effect of three community participation on service effectiveness

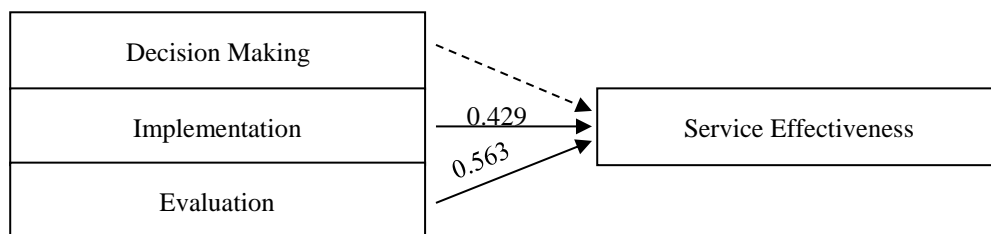


Figure 3 presented the result by using multiple regression method. It showed that service effectiveness was statistically significant affected by Implementation ($\beta = 0.429$, $t = 2.212$, $p < 0.05$). Service effectiveness was statistically significant affected by evaluation ($\beta = 0.563$, $t = 3.387$, $p < 0.01$). There is therefore, partial support for H₂.

CONCLUSIONS

In conclusion, perceived employee competency had statistically significant positive influence on service effectiveness. Community participation is partially supported on service effectiveness. However, this study utilized only a quantitative approach, so further studies may employ a qualitative approach to elicit data from real situations and environment, and their attention should be paid to other variables, such as goal achievement focus or community acceptance, which may influence service effectiveness

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