

## Causal Factors Influencing the Performance of General Administration Personnel in Maha Sarakham Provincial Hospital Organizational Determinants of Work Performance among General Administration Personnel in a Provincial Hospital

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### Abstract:

**Background:** Provincial hospitals are key components of Thailand's public health system. The performance of general administration personnel is essential for supporting clinical services and ensuring organizational efficiency; however, empirical evidence regarding organizational factors influencing their performance remains limited.

**Objective:** To examine the effects of organizational culture, work motivation, and Total Quality Management (TQM) on the work performance of general administration personnel at Maha Sarakham Provincial Hospital.

**Method:** A quantitative cross-sectional survey was conducted among general administration personnel at Maha Sarakham Provincial Hospital. Data were collected using a structured questionnaire with acceptable reliability. Descriptive statistics were used to summarize participant characteristics, and multiple linear regression analysis was applied to identify factors associated with work performance.

**Results:** Work motivation demonstrated a statistically significant positive effect on work performance ( $p < 0.01$ ). Organizational culture and TQM showed positive but non-significant associations with work performance ( $p > 0.05$ ). The overall regression model was statistically significant and explained a substantial proportion of variance in work performance.

**Conclusion:** Work motivation was identified as the most influential determinant of work performance among general administration personnel in a provincial hospital setting. Strengthening motivational strategies, alongside fostering supportive organizational culture and context-appropriate quality management practices, may enhance administrative performance and contribute to overall hospital effectiveness.

**Keywords:** Organizational culture; Work motivation; Total Quality Management; Work performance; Provincial hospital

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## Introduction

Provincial hospitals play a critical role in Thailand's public health system as secondary and tertiary healthcare institutions.<sup>1</sup> In addition to providing comprehensive medical services, they function as regional centers for specialized treatment, referral systems, professional training, and the implementation of national health policies.<sup>2,3</sup> Amid ongoing social and demographic changes particularly population aging, the increasing prevalence of non-communicable diseases, and rising public expectations regarding healthcare quality provincial hospitals face growing challenges in achieving effective and sustainable organizational management.<sup>4</sup>

While physicians and nursing staff are central to clinical care delivery,<sup>5</sup> general administration personnel constitute an essential support system that enables hospitals to function efficiently.<sup>6</sup> Their responsibilities include administrative documentation, human resource management, finance and accounting, procurement, planning, policy coordination, and internal and external organizational communication.<sup>7</sup> The effectiveness of general administration personnel directly influences resource utilization, policy implementation, regulatory compliance, and adherence to public-sector quality standards.<sup>8,9</sup> Suboptimal performance among this group may therefore undermine organizational efficiency and indirectly affect healthcare service quality.<sup>10</sup>

In practice, general administration personnel in provincial hospitals often operate under complex bureaucratic structures, heavy workloads, frequent policy changes, and limited incentives or career advancement opportunities.<sup>11,12</sup> These conditions may negatively affect job satisfaction, work motivation, and ultimately work performance.<sup>13</sup> Understanding the

organizational factors that influence administrative performance is therefore essential for improving hospital management and service delivery in public healthcare institutions.<sup>14</sup>

Previous studies in public-sector and healthcare settings indicate that organizational culture is a key determinant of employee performance.<sup>15</sup> A culture characterized by shared values, effective communication, managerial support, and collaboration has been associated with higher employee engagement and improved performance, particularly in hierarchical organizations such as public hospitals.<sup>3,16</sup> However, existing research has largely focused on clinical personnel,<sup>17</sup> with limited attention given to general administration personnel whose work involves policy implementation and cross-departmental coordination.<sup>18</sup>

Work motivation is another critical factor influencing employee performance across organizational contexts.<sup>7</sup> Both intrinsic motivation such as job meaningfulness,<sup>19</sup> responsibility, and pride in work and extrinsic motivation including compensation, job security, and recognition have been shown to affect work outcomes in public organizations.<sup>20,21</sup> In hospital settings, appropriate reward systems and managerial recognition are associated with improved performance among administrative staff; however, empirical evidence specific to general administration personnel in provincial hospitals remains limited.<sup>22</sup>

Total Quality Management (TQM) has also been widely adopted in public hospitals as a strategy to enhance organizational efficiency, service quality, and accountability.<sup>23</sup> Studies suggest that TQM practices emphasizing continuous improvement, employee participation, and process standardization may positively influence

employee performance.<sup>11,12</sup> Nevertheless, the effectiveness of TQM in public-sector organizations may vary depending on how well quality management practices are integrated into daily administrative work, particularly among non-clinical personnel.<sup>15</sup>

Despite extensive research on medical and nursing staff, empirical studies examining organizational factors influencing the performance of general administration personnel in provincial hospitals remain scarce.<sup>16</sup> This gap is particularly evident in non-metropolitan contexts,<sup>24</sup> where hospital management structures are complex and subject to distinctive administrative constraints.

### Objectives

1. To examine the effect of organizational culture on the work performance of general administration personnel at Maha Sarakham Provincial Hospital.

2. To examine the effect of work motivation on the work performance of general administration personnel at Maha Sarakham Provincial Hospital.

3. To examine the effect of Total Quality Management (TQM) on the work performance of general administration

personnel at Maha Sarakham Provincial Hospital.

### Research Hypotheses

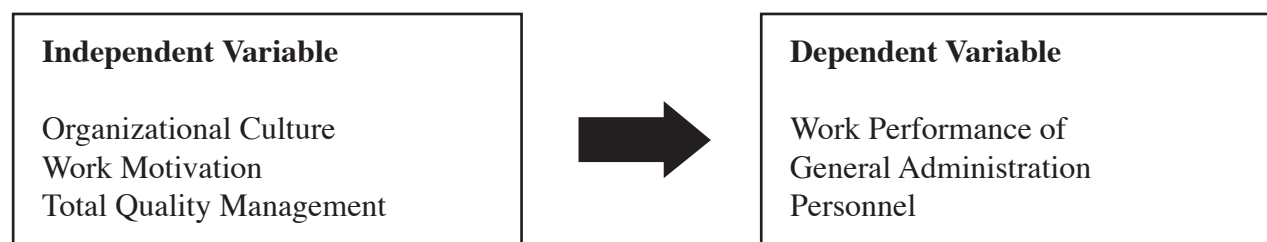
H1: Organizational culture has a statistically significant effect on the work performance of general administration personnel at Maha Sarakham Provincial Hospital.

H2: Work motivation has a statistically significant effect on the work performance of general administration personnel at Maha Sarakham Provincial Hospital.

H3: Total Quality Management (TQM) has a statistically significant effect on the work performance of general administration personnel at Maha Sarakham Provincial Hospital.

### Conceptual Framework

This study is guided by theories of human resource management and organizational behavior in public-sector organizations. The conceptual framework proposes that organizational factors influence the work performance of general administration personnel in provincial hospitals, where administrative work is characterized by complex procedures and policy-driven operations.



**Figure 1** Conceptual framework illustrating the effects of organizational culture, work motivation, and Total Quality Management on work performance.

## Research Methodology

### Study Design

This study employed a quantitative, cross-sectional survey design to examine organizational factors influencing the work performance of general administration personnel at Maha Sarakham Provincial Hospital.

### Population and Sample

The study population consisted of all general administration personnel employed at Maha Sarakham Provincial Hospital during the data collection period. This group included personnel responsible for administrative and support functions, such as general administration, human resource management, finance and accounting, procurement, planning, and policy coordination.

Given that the total number of general administration personnel was finite and manageable, a census sampling approach was adopted. All eligible personnel were invited to participate in the study to ensure comprehensive coverage of the target population and to minimize sampling error. A total of 385 completed questionnaires were returned and deemed valid for analysis, representing the full census of administrative personnel and providing an adequate sample size for multiple regression analysis.

### Research Variables and Measurement

The independent variables in this study were organizational culture, work motivation, and Total Quality Management (TQM). Organizational culture reflected shared values, communication, teamwork, leadership support, and overall work climate. Work motivation encompassed both intrinsic factors (e.g., job satisfaction, responsibility, and professional pride) and extrinsic factors (e.g., compensation, job security, recognition, and career advancement). Total Quality Management focused on the implementation

of Hospital Accreditation (HA) standards, process standardization, continuous improvement, and staff participation in quality management activities.

The dependent variable was work performance of general administration personnel, defined as the effectiveness and efficiency of administrative work. This included accuracy and timeliness of task completion, compliance with organizational policies and procedures, efficiency of work processes and interdepartmental coordination, and contribution to overall organizational effectiveness.

### Research Instrument and Quality Assessment

Data were collected using a structured questionnaire consisting of four sections corresponding to organizational culture, work motivation, Total Quality Management, and work performance. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Content validity of the instrument was assessed by three experts in public administration and health services management using the Item–Objective Congruence (IOC) index. Items with IOC values of 0.50 or higher were retained. Reliability was evaluated using Cronbach's alpha coefficient, with values of 0.70 or above considered acceptable for internal consistency.

### Data Collection Procedures

Approval to conduct the study was obtained from Maha Sarakham Provincial Hospital prior to data collection. Questionnaires were distributed to participants using both online (Google Forms) and paper-based formats to maximize response rates. Data collection was conducted over a one- to two-week period. Returned questionnaires were checked for completeness and accuracy before analysis.

## Data Analysis

Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to summarize demographic characteristics and overall response levels. Inferential analysis was conducted using multiple linear regression analysis to examine the effects of organizational culture, work motivation, and Total Quality Management on work performance.

All independent variables were entered simultaneously into the regression model. Statistical significance was determined at the 0.05 and 0.01 levels. Assumptions for regression analysis, including adequacy of sample size, were considered appropriate given the census approach and number of observations.

## Results

### Descriptive Statistics

General administration personnel at Maha Sarakham Provincial Hospital reported high perceptions across all study variables. Organizational culture was rated at the highest level ( $\bar{X} = 4.52$ , S.D. = 0.41), while work performance also demonstrated a high level ( $\bar{X} = 4.70$ , S.D. = 0.34). Mean

scores for work motivation ( $\bar{X} = 4.56$ , S.D. = 0.38) and Total Quality Management (TQM) ( $\bar{X} = 4.60$ , S.D. = 0.36) were similarly high, as shown in Table 1.

### Effect of Organizational Culture on Work Performance

Multiple linear regression analysis indicated that organizational culture had a positive association with the work performance of general administration personnel; however, this relationship did not reach statistical significance at the 0.05 level ( $\beta = 0.158$ ,  $p = 0.083$ ).

When organizational culture was examined at the dimensional level, consistency/shared values and organizational mission demonstrated statistically significant positive effects on work performance at the 0.01 level. In contrast, the involvement and adaptability dimensions were not significantly associated with work performance. These findings suggest that clarity of organizational values and mission may be more influential in enhancing administrative performance than participatory or adaptive cultural elements in the provincial hospital context.

**Table 1** Means and Standard Deviations of Research Variables

Variable	Mean ( $\bar{X}$ )	S.D.	Level
Organizational Culture	4.52	0.41	Highest
Work Motivation	4.56	0.38	Highest
Total Quality Management (TQM)	4.60	0.36	Highest
Work Performance	4.70	0.34	Highest

### Effect of Work Motivation on Work Performance

General administration personnel reported a high level of work motivation ( $\bar{X} = 4.56$ , S.D. = 0.38). Multiple linear regression analysis demonstrated that work

motivation had a statistically significant positive effect on work performance ( $\beta = 0.414$ ,  $p < 0.01$ ) and emerged as the strongest predictor among the examined organizational factors (Table 2).

The overall regression model was statistically significant ( $F = 101.756, p < 0.01$ ) and explained 53.2% of the variance in work performance ( $R^2 = 0.532$ ). In contrast, organizational culture ( $\beta = 0.158, p = 0.083$ ) and Total Quality Management (TQM) ( $\beta = 0.152, p = 0.082$ ) showed positive but non-significant associations with work performance.

Further dimensional analysis revealed that both motivational factors and hygiene/supportive factors were significantly associated with work performance at the 0.01 level, indicating that intrinsic and extrinsic motivational elements jointly contribute to administrative performance.

**Table 2** Multiple Linear Regression Analysis of Factors Influencing Work Performance

Independent Variables	B	S.E.	Beta	t	Sig.	VIF
Constant	2.803	0.107	–	22.902	0.000	–
Organizational Culture	0.072	0.038	0.158	1.672	0.083	5.766
Work Motivation	0.224	0.044	0.414	4.245	0.000**	5.706
Total Quality Management (TQM)	0.086	0.046	0.152	1.676	0.082	5.354

$R = 0.729, R^2 = 0.532, \text{Adjusted } R^2 = 0.526$

$F = 101.756, p < 0.01$

Durbin–Watson = 1.970 Note:  $p < 0.01$

**Table 3** Multiple Linear Regression Analysis of Organizational Culture Dimensions Affecting Work Performance

Variables	B	S.E.	Beta	t	Sig.	VIF
Constant	2.835	0.103	–	24.875	0.000	–
Involvement	0.026	0.027	0.076	0.974	0.314	4.317
Consistency / Shared Values	0.175	0.040	0.378	3.613	0.000**	6.363
Adaptability	-0.035	0.027	-0.103	-1.212	0.211	4.777
Organizational Mission	0.203	0.048	0.358	3.444	0.001**	6.304

Note:  $p < 0.01$

## Results

Regression analysis of organizational culture dimensions indicated that consistency/shared values ( $\beta = 0.378, p < 0.01$ ) and organizational mission ( $\beta = 0.358, p < 0.01$ ) were significantly associated with work performance. In contrast, involvement ( $\beta = 0.076, p = 0.314$ ) and adaptability ( $\beta = -0.103, p = 0.211$ ) were not statistically significant predictors.

## Dimensional Analysis of Work Motivation

Regression analysis of work motivation dimensions demonstrated that both motivational factors ( $\beta = 0.381, p < 0.01$ ) and hygiene/supportive factors ( $\beta = 0.338, p < 0.01$ ) were significantly associated with work performance (Table 4).

**Table 4** Multiple Linear Regression Analysis of Work Motivation Dimensions Affecting Work Performance

Variables	B	S.E.	Beta	t	Sig.	VIF
Constant	2.882	0.107	–	25.782	0.000	–
Motivational Factors	0.207	0.037	0.381	4.372	0.000**	4.388
Hygiene / Supportive Factors	0.177	0.037	0.338	3.911	0.000**	4.388

Note:  $p < 0.01$

### Effect of Total Quality Management on Work Performance

Total Quality Management (TQM) was perceived at a high level among general administration personnel ( $\bar{X} = 4.60$ , S.D. = 0.36). Regression analysis indicated that overall TQM had a positive but non-significant association with work performance ( $\beta = 0.152$ ,  $p = 0.082$ ).

When examined at the dimensional level, internal customer focus and employee participation demonstrated statistically significant positive associations with work performance at the 0.01 level, whereas continuous improvement was not significantly associated with work performance.

**Table 5** Multiple Linear Regression Analysis of Total Quality Management (TQM) Dimensions Affecting Work Performance

Variables	B	S.E.	Beta	t	Sig.	VIF
Constant	2.731	0.120	–	20.826	0.000	–
Internal Customer Focus	0.152	0.030	0.303	3.930	0.000**	3.243
Continuous Improvement	0.048	0.030	0.111	1.461	0.132	3.400
Employee Participation	0.202	0.030	0.315	5.072	0.000**	2.102

Note:  $p < 0.01$

Regression analysis of TQM dimensions indicated that internal customer focus ( $\beta = 0.303$ ,  $p < 0.01$ ) and employee participation ( $\beta = 0.315$ ,  $p < 0.01$ ) were significantly associated with work performance. In contrast, continuous improvement was not a statistically significant predictor of work performance ( $\beta = 0.111$ ,  $p = 0.132$ ).

### Discussion

Objective 1: Influence of Organizational Culture on Work Performance. The findings indicate that organizational culture is

positively associated with the work performance of general administration personnel, with organizational mission and shared values/consistency emerging as significant predictors. This suggests that personnel who clearly understand the hospital's mission and internalize shared organizational values are more likely to perform administrative tasks effectively and consistently. In a provincial referral hospital, where administrative personnel support complex clinical and non-clinical operations, a strong mission-driven culture provides a shared sense of purpose that

aligns daily administrative functions such as documentation, budgeting, and coordination with strategic organizational goals. These results reinforce the notion that, in highly structured healthcare organizations, cultural clarity functions as a stabilizing mechanism that enhances efficiency and accountability. The non-significant effects of involvement and adaptability may reflect hierarchical decision-making structures and limited autonomy commonly observed in public hospitals, where participation and flexibility are constrained by regulations and standardized procedures.<sup>25</sup> Consistent with prior studies,<sup>26,27</sup> the present findings underscore the importance of shared values and mission clarity in enhancing performance within public-sector healthcare institutions.

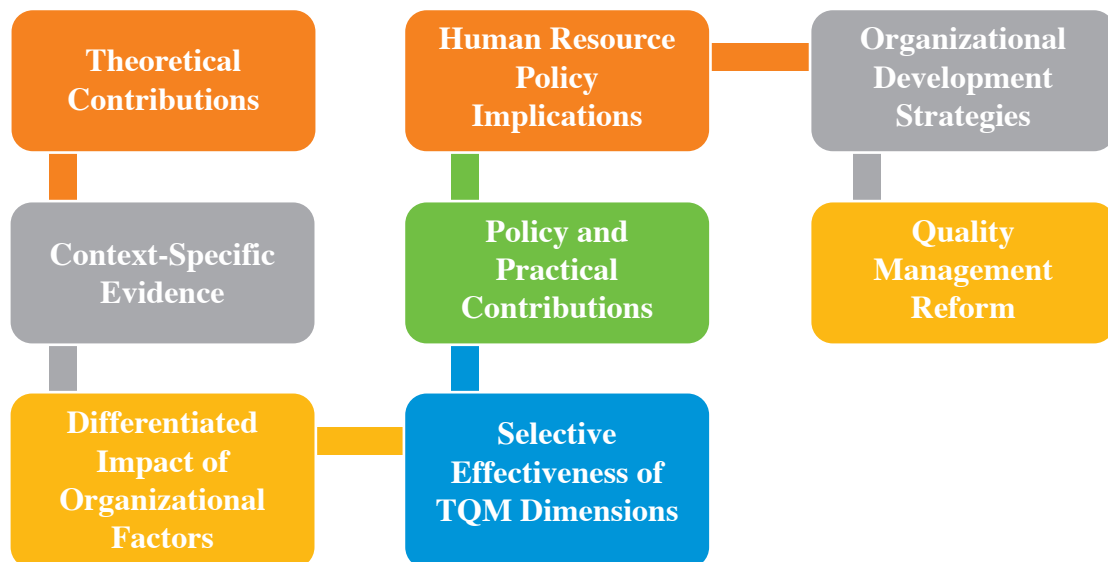
**Objective 2: Influence of Work Motivation on Work Performance.** Work motivation was found to be the most influential factor affecting work performance, with both motivational and hygiene-related dimensions demonstrating significant positive effects. This highlights the central role of motivation in sustaining performance among general administration personnel, who often operate under heavy workloads, strict regulatory requirements, and limited recognition compared with clinical staff. When personnel perceive their work as meaningful and experience organizational support, they are more likely to demonstrate higher levels of responsibility, accuracy, punctuality, and commitment to service standards. These findings align with Herzberg's Two-Factor Theory, which emphasizes the combined importance of motivators and hygiene factors in enhancing performance, as well as Self-Determination Theory which posits that perceived value and support strengthen work engagement and productivity.<sup>8</sup> In line with the results confirm that motivation plays a decisive

role in driving performance in complex public-sector organizations, particularly within healthcare settings where administrative work directly supports service delivery quality.<sup>27</sup>

**Objective 3: Influence of Total Quality Management (TQM) on Work Performance.** The analysis revealed that TQM practices contribute positively to work performance, particularly through internal customer focus and employee participation, while continuous improvement did not exhibit a statistically significant effect. This suggests that quality management practices emphasizing collaboration, responsiveness, and staff involvement are more immediately impactful for general administration personnel in provincial hospitals. By improving coordination with clinical departments and internal service recipients, these practices facilitate smoother workflows and reduce operational inefficiencies. The non-significant effect of continuous improvement may reflect contextual constraints, such as high administrative workloads, limited time for reflective practices, and insufficient resources for sustained quality initiatives.<sup>28</sup> Continuous improvement often requires long-term investment in training and process evaluation, which may be difficult to maintain in resource-constrained public hospitals. Similar findings have been reported by who emphasized that employee participation and customer focus are foundational to effective TQM implementation in large healthcare organizations.<sup>29</sup>

### **New Knowledge contributed by the study**

This study contributes new theoretical and policy-relevant insights to the fields of public sector human resource management and healthcare administration, particularly within the context of provincial referral hospitals.



The study provides empirical evidence demonstrating that organizational culture, work motivation, and Total Quality Management (TQM) influence the work performance of general administration personnel. This group has been relatively underrepresented in prior healthcare performance research, which has predominantly focused on clinical staff. By shifting attention to administrative personnel, the study broadens the scope of performance-related research in public healthcare organizations.

#### Differentiated Impact of Organizational Factors

The findings reveal that work motivation exerts the strongest influence on work performance, followed by organizational culture and TQM. This hierarchy of influence advances organizational behavior theory by highlighting the central role of motivational mechanisms in large, bureaucratic healthcare institutions, where formal structures and regulations may limit the effectiveness of cultural and procedural interventions alone.

#### Selective Effectiveness of TQM Dimensions

The study extends TQM theory by demonstrating that not all quality management dimensions exert equal effects on performance.

While internal customer focus and employee participation significantly enhance work performance, continuous improvement does not show a significant effect. This finding suggests that continuous improvement initiatives may be constrained by workload pressures, limited resources, and structural rigidity in tertiary-level public hospitals, emphasizing the importance of contextual factors in TQM implementation.

#### Recommendations

##### Human Resource Policy Implications

The results underscore the importance of prioritizing motivational strategies for general administration personnel. Hospital administrators and policymakers should emphasize recognition systems, supportive supervision, job security, and non-monetary incentives to strengthen job satisfaction, commitment, and sustained performance.

##### Organizational Development Strategies

Strengthening mission clarity and reinforcing shared organizational values emerge as cost-effective strategies for enhancing administrative performance. Such cultural alignment is particularly valuable in resource-constrained public hospitals, where financial incentives may be limited.

### Quality Management Reform

The findings suggest that quality management initiatives in provincial hospitals should focus first on participatory practices and internal service quality. Emphasizing employee involvement and responsiveness to internal clients may yield more immediate performance gains than prematurely expanding continuous improvement programs that require substantial time and resource investment.

### Integrative Interpretation

Overall, this study advances understanding of how organizational factors operate within the administrative functions of provincial hospitals. It highlights that improving the performance of general administration personnel requires a balanced and context-sensitive approach that integrates motivational support, cultural alignment, and pragmatic quality management practices. These insights provide a valuable foundation for future research and evidence-based policy development in public healthcare administration.

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