

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

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Abstract

This study aims to: (1) examine the level of work performance competencies of personnel in local government organizations in Mueang District, Maha Sarakham Province; and (2) analyze the organizational and managerial factors influencing such competencies. A quantitative research design was employed. The sample consisted of 175 civil servants and contract employees working in local government organizations in the study area. Data were collected using a structured questionnaire with high reliability (Cronbach's alpha = 0.912). Statistical analyses included descriptive statistics, independent sample t-tests, one-way analysis of variance (ANOVA), correlation analysis, and multiple regression analysis. The findings reveal that the overall level of work

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performance competency was high (mean = 4.41), particularly in communication and coordination, task performance, and problem-solving abilities. Differences in competencies across demographic characteristics were generally not statistically significant, except for monthly income in certain dimensions. More importantly, organizational and managerial factors including career advancement opportunities, welfare and compensation, job characteristics, and organizational relationships significantly influenced work performance competencies. The regression model explained 65.40% of the variance in competency levels. In conclusion, the study highlights that internal organizational conditions play a critical role in enhancing personnel competencies. Strengthening career development systems, improving compensation structures, and fostering supportive organizational environments are essential for advancing effective and sustainable smart local governance.

Keywords: Work performance competenc, Public personnel, Local government organizations, Smart locality, Organizational factors

Introduction

Over the past decade, the development of human resource capacity in the public sector particularly within local government organizations (LGOs) has become a central focus of administrative reform. (Worapongpat, 2026). LGOs, including municipalities and subdistrict administrative organizations, represent the closest level of government to citizens and are directly responsible for delivering essential public services at the community level. (Gqamane, Taylor, 2013). As a result, the effectiveness of local governance depends heavily on the competencies of local government personnel, especially in areas such as work performance, coordination, accountability, and ethical conduct. (Jianfeng, Worapongpat, 2024).

Despite ongoing reform efforts, many LGOs continue to face significant challenges related to personnel competencies. (Khaenamkhaew, et. al., 2023) These challenges include inadequate communication and coordination skills, limited adaptability to emerging technologies, unclear task responsibilities, and weak motivation and performance evaluation systems (Worapongpat, et. al., 2026). According to the Office of the Public Sector Development Commission (OPDC, Fiscal Year 2024), more than 70 percent of local government organizations nationwide require improvements in service delivery efficiency, transparency, and personnel competency to meet the principles of good governance and the Sustainable Development Goals (SDGs). (Krang, et. al., 2024). Existing studies suggest that competency development cannot be explained solely by individual characteristics; rather, it is significantly influenced by organizational and managerial factors such as task clarity, work environment, leadership support, and evaluation mechanisms (Worapongpat, et. al., 2025).

However, empirical research on public personnel competencies has largely focused on central or large-scale bureaucratic organizations, while systematic studies at the local level particularly at the district or municipal level remain limited. Furthermore, although the concept of competency has been widely discussed in public administration literature, the specific notion of work performance competency, which emphasizes the effective application of competencies within organizational constraints, has not been sufficiently examined in the context of Thai local government organizations. (Worapongpat, 2025 j). This gap highlights the need for empirical investigation into how organizational and managerial factors shape work performance competency efficiency at the local level. (Lim, Chuangchai, 2023).

Mueang District of Maha Sarakham Province provides a relevant context for this study, as it serves as the administrative and economic center of the province and comprises diverse local government organizations, including one

city municipality, one subdistrict municipality, and thirteen subdistrict administrative organizations. (Namwong, Chansirisira, 2020). These entities operate under varying structural capacities, resource limitations, and administrative responsibilities. Recent demographic, economic, and political changes in the district have intensified public expectations for service quality, transparency, and accountability (Worapongpat, 2025 i). Preliminary evidence indicates that personnel in several LGOs continue to experience difficulties in coordination, strategic task execution, and systematic performance evaluation (Nua-amnat, et. al., 2021). Nevertheless, empirical studies focusing specifically on work performance competencies in Maha Sarakham Province remain scarce.

In response to these gaps, this study aims to examine work performance competencies among personnel in local government organizations in Mueang District, Maha Sarakham Province, with particular emphasis on organizational and managerial determinants. (Phimkoh, et. al., 2015). The study addresses the following research questions: What is the level of work performance competency among local government personnel

Do work performance competencies differ according to selected personal characteristics Which organizational and managerial factors significantly influence the efficiency of work performance competencies By addressing these questions, this study provides context-specific empirical evidence that contributes to the literature on public personnel competency at the local level. The findings offer practical implications for policy formulation, human resource development, and organizational management, particularly in advancing effective and concrete smart local governance.

Objectives

1 .To examine the level of work performance competencies among personnel in local government organizations in Mueang District, Maha Sarakham Province.

2 . To compare work performance competencies among local government personnel based on selected personal characteristics, including gender, age, educational attainment, job position, and work experience.

3 .To analyze the influence of organizational and managerial factors namely task clarity, coworker relationships, work environment, managerial motivation, and performance evaluation systems on the efficiency of work performance competencies among local government personnel.

Literature Review

1. Concept of Competency in Public Administration

Competency is generally defined as an integrated set of knowledge, skills, abilities, and personal attributes that enable individuals to perform their jobs effectively and achieve desired outcomes. (Worapongpat, 2025c). In the field of public administration, competency extends beyond technical expertise to include behavioral and ethical dimensions that reflect public values, accountability, and service orientation (Worapongpat, 2025h). conceptualizes competency as the combination of knowledge, skills, and attitudes demonstrated through observable behaviors that meet organizational standards.

In practice, competency frameworks in the public sector serve as strategic tools for guiding personnel management, performance evaluation, and capacity development. (Phuangpanya, 2024). argue that such frameworks establish expected professional behaviors and align individual performance with organizational missions and public interests. (Worapongpat, 2025b). This is

particularly important in local government organizations, where personnel interact closely with citizens and are expected to demonstrate competencies related to service delivery, coordination, transparency, and ethical conduct.

2. Work Performance Competency and Performance Efficiency

While the concept of competency has been widely examined, the notion of work performance competency emphasizes the effective application of competencies in actual job performance within organizational constraints. (Worapongpat, 2025g). This perspective highlights not only the possession of competencies but also their practical utilization in achieving work outcomes.

Two key dimensions of work performance are efficiency and effectiveness. Efficiency refers to the optimal use of organizational resources such as time, budget, and manpower while effectiveness refers to the extent to which organizational goals are achieved (Pintong, Worapongpat, 2024). Accordingly, work performance competency efficiency can be understood as the ability of personnel to translate their competencies into outcomes that are both resource-efficient and goal-oriented.

This concept is particularly relevant in local government organizations, which often operate under resource constraints while facing increasing demands for service quality, transparency, and accountability. (Sirisawat, Chaiya, 2025). Therefore, an efficiency-oriented perspective provides a valuable analytical lens for assessing personnel performance in local governance contexts.

3. Core Competencies of Local Government Personnel

Competencies in local government organizations can be broadly categorized into core and functional competencies. Core competencies refer to fundamental attributes expected of all personnel, regardless of position, including integrity, ethical behavior, service-mindedness, teamwork, transparency, and accountability (Worapongpat, 2025f).

Functional competencies, in contrast, are job-specific and relate to the technical knowledge and skills required for particular roles, such as finance, engineering, procurement, and public service delivery (Sinjindawong, et. al., 2023). In addition, recent studies highlight the growing importance of digital and behavioral competencies, including digital literacy, data management, leadership, analytical thinking, problem-solving, communication, and community engagement

Together, these competency dimensions form the foundation of work performance competency in local government organizations, enabling personnel to perform tasks effectively, adapt to organizational changes, and respond to evolving community needs.

4. Factors Influencing Work Performance Competency Efficiency

Work performance competency efficiency is shaped by multiple interrelated factors operating at different levels. At the individual level, attributes such as knowledge, skills, motivation, attitudes, and accountability influence how effectively personnel perform their duties (Singhalert, 2017). However, focusing solely on individual factors provides an incomplete explanation of performance outcomes.

Organizational and managerial factors play a more decisive role in shaping competency efficiency. These include organizational structure, task clarity, leadership support, performance evaluation systems, budgetary resources, technological infrastructure, and work environment (Worapongpat, 2025d). Empirical evidence suggests that clear task assignments, supportive supervision, and fair evaluation mechanisms enhance motivation and promote consistent performance.

In addition, external factors such as legal frameworks, public policies, and community expectations create contextual conditions that influence local government operations (Thirawan, 2025). However, given the scope of this

study, emphasis is placed on organizational and managerial factors, as they represent the most immediate and manageable determinants of work performance competency efficiency within local government organizations.

Methodology

Population and Sample

The population of this study consisted of personnel working in local government organizations (LGOs) in Mueang District, Maha Sarakham Province. These included one city municipality, one subdistrict municipality, and thirteen subdistrict administrative organizations. Personnel from various functional divisions such as general administration, finance, public works, and public health were included, yielding a total population of 310 individuals.

The sample size was determined using Taro Yamane's formula at a 95% confidence level and a margin of error of $\pm 5\%$, resulting in 175 respondents. A purposive sampling technique was employed to ensure representation across different organizational units and functional roles. This approach was appropriate given the heterogeneous nature of job responsibilities within LGOs.

Research Instrument

Data were collected a structured questionnaire developed based on the study's conceptual framework derived from the literature review. Content validity was assessed by three experts in public administration and local governance using the Index of Item-Objective Congruence (IOC), with all items meeting acceptable criteria.

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

The questionnaire consisted of three sections:

Demographic Information: Gender, age, educational attainment, job position, work experience, and average monthly income.

Organizational and Managerial Factors: This section included variables such as organizational policies, task clarity, supervisory support, performance evaluation systems, career advancement opportunities, and work environment. A total of 20 items were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Work Performance Competency: This section assessed the application of competencies in actual work performance, including job knowledge, work skills, attitudes, coordination ability, responsibility, and task achievement. It comprised 10 items measured on a five-point Likert scale.

Data Collection

Data were collected through direct distribution of questionnaires to selected personnel in LGOs in Mueang District, Maha Sarakham Province. Prior to data collection, permission was obtained from organizational administrators and relevant authorities. Respondents were informed of the study's objectives and assured of confidentiality and anonymity. Only fully completed questionnaires were included in the analysis.

Data Analysis

Data were analyzed using statistical software. The analytical procedures were as follows:

Descriptive Statistics: Frequency, percentage, mean, and standard deviation were used to describe respondent characteristics and the levels of work performance competency and related factors.

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

Multivariate Analysis: Multiple regression analysis was conducted to examine the influence of organizational and managerial factors on work performance competency efficiency. Prior to regression analysis, correlation

analysis was performed to assess relationships among variables and to detect potential multicollinearity.

Results

Motivational and Organizational Factors Influencing Work Performance

Table 1 presents the mean and standard deviation of motivational and organizational factors influencing work performance among personnel in local government organizations in Mueang District, Maha Sarakham Province. Overall, these factors were rated at a high level ($\bar{x} = 4.53$, S.D. = 0.301).

Motivational Factors	Mean ($\bar{x}$)	S.D.	Level of Opinion
Nature of assigned governmental tasks	4.37	0.491	Highest
Local public administration policies	4.72	0.574	Highest
Organizational relationships (subordinates/supervisors)	4.42	0.589	Highest
Welfare and state compensation system	4.35	0.664	Highest
Opportunities for promotion and career advancement	4.83	0.399	Highest
Work environment within local offices	4.59	0.581	Highest
Overall	4.53	0.301	Highest

Among the factors, career advancement opportunities recorded the highest mean score ($\bar{x} = 4.83$), followed by local public administration policies ($\bar{x} = 4.72$) and organizational relationships between subordinates and supervisors ($\bar{x} = 4.42$). Other factors, including work environment, task characteristics, and welfare and compensation, were also rated at a high level.

These results indicate that personnel place strong emphasis on career development, organizational policy clarity, and interpersonal relationships as key motivational drivers in their work performance.

Level of Work Performance Competencies

As shown in Table 2, the overall level of work performance competencies among local government personnel was high ($\bar{x} = 4.41$, S.D. = 0.399).

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

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

When considering individual dimensions, communication and coordination showed the highest mean score ($\bar{x} = 4.52$), followed by task performance aligned with governmental missions ($\bar{x} = 4.51$), and decision-making and problem-solving ($\bar{x} = 4.46$).

These findings suggest that personnel demonstrate strong competencies in collaborative and task-oriented functions essential for effective public service delivery.

Comparison of Work Performance Competencies by Demographic Characteristics

Table 3 presents the comparison of work performance competencies across demographic variables. The results indicate that gender, age, educational attainment, marital status, and job position did not produce statistically significant differences in overall competency levels ($p > .05$).

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

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

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

However, average monthly income showed a statistically significant difference in task performance competency ($p < .05$). This suggests that income may be associated with specific aspects of work performance, although its influence is not consistent across all competency dimensions.

Overall, the findings imply that demographic characteristics have limited explanatory power in accounting for variations in work performance competencies.

Work Performance Efficiency and Demographic Characteristics

Table 4 further examines differences in work performance efficiency across demographic groups. Consistent with the previous findings, no statistically significant differences were observed for gender, age, educational level, marital status, or job position ($p > .05$).

Table 4 Comparison of Work Performance Efficiency by Demographic Characteristics

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

Monthly income approached statistical significance ($p \approx .05$), indicating a potential relationship between economic factors and perceived work performance efficiency.

These results reinforce the view that demographic variables play a relatively minor role in explaining differences in performance efficiency.

Factors Affecting Work Performance Competencies

Table 5 presents the results of the multiple regression analysis examining the influence of organizational and managerial factors on work performance competencies.

Table 5 Multiple Regression Analysis of Factors Affecting Work Performance Competencies

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

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

The model demonstrated strong explanatory power ($R^2 = 0.665$; Adjusted $R^2 = 0.652$) and was statistically significant ($F = 51.854$, $p < .001$), indicating that the selected predictors collectively explain approximately 65.2% of the variance in work performance competencies.

Among the predictors:

Career advancement opportunities had the strongest positive effect ($\beta = 0.482, p < .001$)

Followed by welfare and compensation ($\beta = 0.426, p < .001$)

Job characteristics ($\beta = 0.379, p < .001$)

Organizational relationships ($\beta = 0.153, p = .006$)

In contrast:

Policy ($\beta = -0.157, p = .004$)

Work environment ($\beta = -0.357, p < .001$)

showed significant negative effects, suggesting that perceived limitations or inefficiencies in these areas may hinder performance.

Recognition was not statistically significant ($p = .721$).

Overall, the findings highlight that organizational and managerial factors particularly those related to career development and compensation are key determinants of work performance competencies.

Discussion

1. Work Performance Competencies of Local Government Personnel (Objective 1). The findings indicate that work performance competencies among personnel in local government organizations were at a high level across all dimensions, including task execution, decision-making and problem-solving, and communication and coordination. This suggests that personnel in Mueang District, Maha Sarakham Province possess strong capabilities to perform their duties in alignment with organizational missions and public service expectations. This high level of competency may be explained by the nature of local government work, which involves continuous interaction with communities and repeated engagement in administrative and service delivery

processes. Such experiences contribute to the accumulation of practical knowledge, coordination skills, and a sense of responsibility toward public interests. This interpretation is consistent with competency-based theory, which emphasizes that competencies are developed through the integration of knowledge, skills, attitudes, and experience in real-world contexts (Chantarasombat, 2021). The findings are also consistent with prior studies suggesting that local government personnel demonstrate strong performance when supported by continuous capacity development and organizational learning mechanisms (Ziyia.J , et. al., 2024). However, it should be noted that the high competency levels reported in this study are based on self-assessment, which may reflect perceived rather than objectively measured performance.

2. Demographic Characteristics and Work Performance Competencies (Objective 2). The results reveal that most demographic characteristics including gender, age, educational attainment, job position, and marital status did not significantly influence work performance competencies. This suggests that individual background factors have limited explanatory power in accounting for performance variations among local government personnel. One possible explanation is the standardized nature of human resource management systems in local government organizations, where job roles, responsibilities, and performance expectations are relatively uniform. Such standardization may reduce disparities in performance across demographic groups and promote a more equitable working environment. However, monthly income demonstrated a partial influence on certain aspects of work performance. This finding can be interpreted through equity theory, which posits that perceptions of fairness in compensation influence motivation, job satisfaction, and long-term engagement (Charoensuk, 2022). Although income does not directly determine competency, financial security may enhance employees' commitment and work behaviors.

(Zhou, et. al., 2024). This interpretation is consistent with previous studies that identify positive relationships between income adequacy and employee performance in public sector contexts

3. Motivational and Organizational Factors Influencing Work Performance Competencies (Objective 3). The findings highlight the significant role of motivational and organizational factors in shaping work performance competencies. Key determinants include career advancement opportunities, welfare and compensation, job characteristics, organizational relationships, policies, and work environment. These results underscore the importance of organizational context in translating individual competencies into effective performance. From a theoretical perspective, the findings align with motivation-hygiene theory, which distinguishes between motivators (e.g., career advancement and meaningful work) and hygiene factors (e.g., compensation, work environment, and organizational policies) that jointly influence employee performance (Chompotjananan, Vichit-Vadakan, 2022). Empirically, the results are consistent with previous studies demonstrating that career development opportunities and supportive organizational relationships enhance employee engagement and performance in public administration (Worapongpat, Boonmee, 2025). Notably, the negative effects observed for certain factors such as organizational policies and work environment suggest that perceived constraints, bureaucratic rigidity, or inefficiencies may hinder performance. This highlights the need for organizational reforms aimed at improving flexibility, reducing administrative barriers, and fostering supportive working conditions.

4. Synthesis and Implications for Smart Local Governance. Synthesizing the findings, it is evident that organizational and motivational factors exert a stronger influence on work performance competencies than demographic characteristics. While income may indirectly affect employee attitudes and engagement, the primary drivers of performance are structural and managerial

in nature particularly career development opportunities, equitable compensation systems, effective job design, and collaborative organizational relationships. These findings have important implications for local government management and the advancement of smart local governance. Rather than focusing solely on individual-level interventions, organizations should prioritize strategic human resource management practices, including clear career pathways, transparent evaluation systems, and supportive work environments. Furthermore, strengthening communication, coordination, and trust within organizations can enhance the capacity of personnel to deliver efficient, accountable, and citizen-centered services. (Worapongpat, et. al., 2026) Ultimately, improving work performance competencies through organizational and motivational mechanisms is essential for translating the concept of a smart locality into practical administrative outcomes. (Dongling, Worapongpat, 2023).By fostering competent and motivated personnel, local government organizations can improve service delivery, strengthen public trust, and respond more effectively to evolving community needs.

Conclusion

This study examined work performance competencies among personnel in local government organizations in Mueang District, Maha Sarakham Province, with particular emphasis on organizational and managerial determinants. The findings reveal that overall competency levels were high across key dimensions, including task performance, problem-solving, and communication and coordination.

Importantly, the results demonstrate that organizational and managerial factors such as career advancement opportunities, welfare and compensation, job characteristics, and organizational relationships play a more significant role in shaping work performance competencies than individual demographic characteristics. While income showed some influence on specific aspects of

performance, most demographic variables did not significantly explain variations in competency levels.

These findings highlight that effective work performance in local government settings is primarily driven by internal organizational conditions rather than individual attributes alone. Therefore, strengthening organizational systems and management practices is essential for enhancing personnel competencies and supporting the advancement toward a concrete smart locality.

2. Recommendations for Practical Application

2.1 Enhancing Collaboration and Communication

To sustain and further strengthen communication and coordination competencies, local government organizations should promote mechanisms that facilitate collaboration and knowledge sharing. These may include regular interdepartmental meetings, communities of practice, and structured knowledge exchange activities.

In addition, the adoption of digital communication tools such as internal platforms, shared databases, and collaborative systems can improve information flow and support timely coordination across organizational units. These initiatives align with the principles of smart local governance, which emphasize digital integration and collaborative administration.

2.2 Improving Compensation and Welfare Systems

Given the observed relationship between income and certain aspects of work performance, local government organizations should ensure that compensation and welfare systems are fair, transparent, and aligned with job responsibilities.

Targeted support for lower-income personnel such as access to professional development, welfare benefits, and work-related resources should be considered to reduce disparities and enhance motivation. Strengthening

perceptions of fairness can improve employee morale, job satisfaction, and long-term organizational commitment.

2.3 Strengthening Organizational and Managerial Systems

The findings underscore the critical importance of organizational and managerial factors in shaping work performance competencies. Local government organizations should prioritize the development of transparent and standardized performance evaluation and promotion systems with clearly defined criteria.

Furthermore, improving both the physical and psychological work environment is essential for fostering creativity, reducing stress, and enhancing productivity. Organizations should also invest in continuous competency development through training programs, further education, mentoring, and knowledge-sharing initiatives. These efforts will help ensure that personnel are equipped to respond effectively to evolving administrative and community demands.

3. Recommendations for Future Research

This study provides valuable insights into work performance competencies in local government organizations; however, several directions for future research are recommended.

First, future studies should expand the scope to include different types and levels of local government organizations to enhance the generalizability of findings.

Second, researchers are encouraged to adopt mixed-methods approaches, incorporating qualitative techniques such as in-depth interviews or direct performance assessments to complement self-reported data.

Third, longitudinal research designs should be considered to examine how changes in organizational systems and policies influence competencies over time.

Finally, in the context of smart local governance, future studies should explore emerging competencies such as digital skills, data-driven decision-making, and innovation capacity.

New knowledge

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

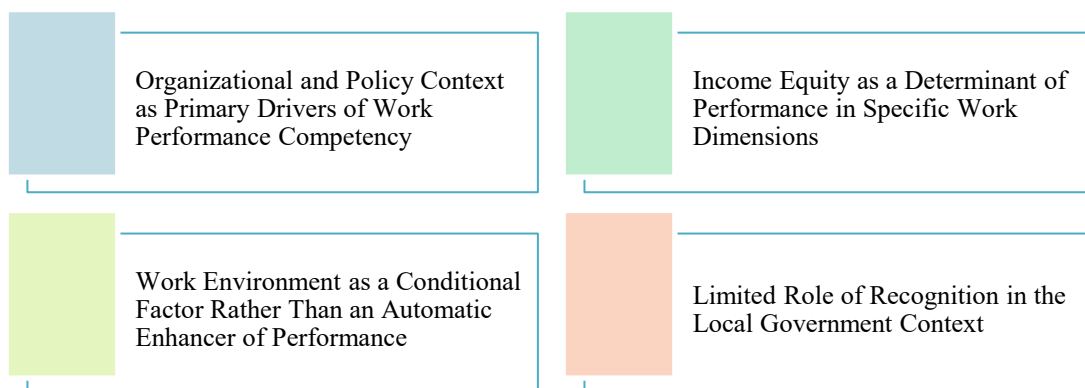


Figure 1 New knowledge

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

career progression mechanisms. New Knowledge:Effective human resource management in local government organizations must prioritize policy alignment, job design, and structured career advancement systems rather than relying solely on financial incentives to enhance work performance competencies.

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

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

4. Limited Role of Recognition in the Local Government Context

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

Recommendation

1. Strengthen Organizational Management Systems

- Establish clear job descriptions (task clarity)
- Implement transparent KPI-based evaluation systems
- Use data-driven performance monitoring (smart dashboards)

2. Develop Digital & Smart Competencies

- Provide continuous training in:
- Promote digital mindset and adaptive learning culture

3. Enhance Leadership & Motivation Systems

- Adopt transformational leadership styles

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