

# **JOB PERFORMANCE OF EMPLOYEES' AT YALA MUNICIPALITY: VIOLENCE PERCEPTION ON SITUATIONS AS A MEDIATOR**

*Bunsit Chaicana*

*Tinnakrit Atthakowitthatree*

## **Introduction**

### *Statement of the problem*

Since January 2004, in reference to community psychology, the terrorists have caused chaotic situations in the southern province of Thailand resulting in thousands of deaths and destruction of government property, as well as undermining the public security of the area. Hence, it can be noted that such situations can affect officials' job performance. Some characteristics of which relate to: the nation of some researchers and organization psychologists. They suggest that the different variables affecting job performance consist of the following: 1) Individual variables, 2) Work motivation, and 3) Situation variables, those of which are controllable and uncontrollable. It can be seen that those three variables have effects on job performance in a normal situation; however, situation variables are particularly concerned with the actual situations in the southern provinces of Thailand, which refer to officials' perception of level of security in their work in the southern three provinces. In concerning the perception, (Theravakin, 1996) states that, individuals' perception relates to their behavior. If they encounter with disastrous situations, they can not cope with it, resulting in undesirable behavior. Therefore, it is necessary that the study of the situation variable, which investigates the officials' perception of a level of security, should research into both individual and motivation variables. Given that individual variables affecting job performance

comprise hometown, gender, age, education level, marital status, work experience, and income (Pumsa- Ard, 1987; Chutungkorn, 1990; Sauysom, 2003) and motivation variables consist of job satisfaction, jurisdiction, and mental health. (Nipatsirpol, 1998; Suginnkul, 1998; Masingboon, 1991; Sriviriyalertkul, 1999) Both of the variables are independent ones and situation variable referring to the officials' security in their work is the mediator. According to the aforementioned information, the researchers want to find out what kind of variables affects job performance, and how job performance such variables affect at Yala Municipality, for the officials' violence perception and sake of improving officials job performance and giving them officials' correct information, so that they have correct perception in association with current circumstances resulting in good job performance.

### **Objective of the Study**

This research is aimed to:

1. Study variables which have relationship with officials' job performance at Yala municipality.
3. Examine the violence perception variable which affects job performance.

### **Method**

The research design used was the descriptive method and correlation research to explain the relationship between job performance, the personal factors, the work satisfaction and violence perception variables in the area as mediator variable.

### **Population and Sample**

The population focus of the study was the officials's at Yala Municipality, Amphur Mueng, Yala in 2005 from 7 departments consisting of 300 persons. The sample used in the

study were taken from the employee who has been working for 1 year or more by sampling method through multistage random sampling. It resulted to 171 sample in total.

#### *Variables of the study*

Independent variables:

- 1) individual variable, age, educational level, work duration and salary.
- 2) job satisfaction.
- 3) violence perception mediator variable on situations.

Dependent variables: job performance.

#### *Measurement/Instrument*

Measurement for collecting data were questionnaires which consisted of 4 parts and which was tried out 30 times.

**Part 1:** Demographic data: age, educational level, work duration and salary.

**Part 2:** Measurement for job performance. The questionnaire consisted of 24 items used 4 level – Likert scale and test for reliability by using Conbach's Alpha Coefficients which was found to be at 0.81, as in the following example of measurement.

*"I can get more work or do faster than I expect."*

*"Sometimes I can not ready to work even in work hours."*

**Part 3:** Measurement for job satisfaction's officials at Yala Municipality. The questionnaire consisted of 27 items using 4 level – Likert scale and test for reliability by using Conbach's Alpha Coefficients which was found to be at 0.90, as in the following example of measurement.

*"You have no opportunity to express your ideas in your department."*

*"Your salary can't afford your express for your family and cost of living."*

**Part 4:** Measurement for degree of Violence Perception of Situations in the southern part of Thailand. The questionnaire consisted of one item which used 10 level scale. By numeric represent 1= the least of violence Perception of Situation until 10= the extremely of violence perception of Situation, as in the following question of measurement:

*"At What degree of Violence of Situations in the southern part of Thailand will your scale?"*

#### *Procedure*

This research data were collected by researchers and assistant researchers in Yala Municipality during the period of 25 December 2005-20 January 2006.

#### *Data analysis:*

This research used SPSS 1) Pearson Product Moment Correlation Coefficient was used to analyze the correlation among the personal factors and work satisfaction 2) Hierarchical Regression was used to analyze the violence perception mediator variable on Situation and job performance

#### **Results**

From the sample of 171 officials, the youngest age was 23, the highest was 58 with the highest age frequency at 43. The highest educational level of the sample was at Bachelor's degree, followed by diploma or equivalent degree. The highest frequency of the sample's job duration was 1 year, and the highest frequency of a salary was 4,640 baht.

**Table 1:** Variables relationship with job performance

Variables	Job Performance
Age	-.196
educational level	.104
job duration	-.207**
Salary	.064
job satisfaction	.288**
violence perception	-.202**

P < .05 , \*\* P < .01

According to Table 1, age and job duration had a negative relationship with job performance at .05 significant level and .01, respectively, whereas educational level and salary bore no relationship to job performance at .05 significant level. With regard to job satisfaction, it had relationship with job performance at .01 significant level. Violence perception had a negative relationship with job performance at .01 significant level.

**Table 2:** Results of the mediator toward job performance.

Model of test stage's mediator	B	SEB	
<i>Test stage 1<sup>st</sup> (R<sup>2</sup> = .170**)</i>			
Age	-.17	.084	-.288
educational level	-.353	.563	-.050
job duration	-.123	.080	-.155
salary	.000	.000	.325**
job satisfaction	.287	.087	.270**
<i>Test stage 2<sup>nd</sup> (five variables affecting violence perception (mediator) predicted that percentage of job performance (R<sup>2</sup> = .029)</i>			
<i>Test stage 3<sup>rd</sup> (R<sup>2</sup> = .041)</i>			
violence perception (mediator)	-.157	.193	-.202
<i>Test stage 4<sup>th</sup> (R<sup>2</sup> = .194**)</i>			
Age	-.160	.083	-.210
educational level	-.128	.557	-.040
job duration	-.112	.079	-.142
salary	.000	.000	.290**
job satisfaction	.286	.077	.269**
violence perception	-.400	.182	-.156

P < .05 , \*\* P < .01

According to the results shown in Table 2, the first stage test with the variables; namely, age, educational level, job duration, salary, and job satisfaction predicted that the percentage of job performance was 17. The second stage test with the five variables affecting violence perception (mediator) predicted that percentage of job performance was 2.9. The third stage test with violence perception (mediator) affecting job performance predicted that the percentage of job performance was 4.1 . At the last stage test with all six variables, it was predicted that the percentage of job performance was 19.4. This indicated that the violence perception variable was the negative mediator against age, educational level, job duration, salary, and job satisfaction.

### **Discussion**

The research findings revealed that age and job duration had a negative relationship with job performance. This means that those who were older and had more work experience would process low job performance, which was due to fatigue from their work. (Pansawate, 2003). This finding was in accordance with that of KAO Industrial Thailand (2000) indicated that when those who had high work experience and job duration, but lacked self-activation or self-development continuously, and were subject to assessment on job performance for their remuneration, would have boredom and less job performance. This also affected officials because when they got older and had more work experience, they would not get, job promotion. This was due to the limitation of promotion in government sectors, resulting in poor job performance. Regarding educational level and salary (income) which had no relationship to job performance, some researchers postulated that only few variables such as gender, educational level, and income were insufficient to describe job behavior because it was necessary for those who would attain high job performance to have the power of information perception, self-motivation and confidence (Conger and Kanungo , 1988; Tebbitt , 1993; Newstrom and Davis, , 1997). Consistent with most previous research, job

satisfaction had relationship with job performance. Those who felt pleased with their work would do their best, resulting in high job performance (Srisom, 1999). As for violence perception as the mediator towards job performance (Theravakin, 1996) stated that individuals' perception related to ones' behavior; for example, when they faced disastrous situations, they could not deal with their behavior, leading to undesirable behaviour, obviously, although they were satisfied with their work, perception towards serious situations or events in relation to themselves could affect job performance.

#### References

- Aiken, L.S., & West, S.G. (1991). *Multiple Regression: Testing and Interpreting Interactions*. Newbury Park.
- Chutungkorn, Piyaporn. (1990). *Relationship between burnout and expectancy for success in nurse educators and registered nurses*. Faculty of Nursing. Khon Kaen University.
- Conger, J.A., & Kanungo, R.N. (1988). The Empowerment Process: Integrating Theory and Practice. *Academy of Management Review*, 13(3), 471-482.
- Jaisittakul, Supaporn. 1995. *Relationships between motivation factor, hygiene factor and job satisfaction of administrators and nurse instructors in governmental, nursing education institutions*. Thesis. Bangkok: Graduate School, Chulalongkorn University.
- KAO Industrial (Thailand). *Performance Management Process Guide*. Report. 1-21.
- Masingboon, Khemaradee. (1991). *Relationships among communication characteristics, job performance and job satisfaction as perceived by professional nurses in government hospitals, Bangkok Metropolis*. Thesis, M.Ed. (Educational Research). Bangkok: Graduate School, Chulalongkorn University
- Newstrom, J.W. and Davis, K. (1997). *Organization Behavior: Human Behavior at Work* (10<sup>th</sup> ed). New York: McGraw-Hill.

- Nipatsirpol, Yosvan (1998). *Personal and Situational Factors Related to Nursing Practice of Registered Nurses in The Intensive Care Unit (I.C.U.) in The Government Hospitals in Bangkok*. M.S.(Applied Behavioral Science Research). Bangkok: Graduate School, Srinakharinwirot University.
- Pansawate, Acarin (2003). *Influencing Work Efficiency of Employees At KAO Industrial (Thailand) Co.,Ltd*. Master Project, M.B.A (Management). Bangkok: Graduate School, Srinakharinwirot University.
- Pattanapanich, Budsakorn (2003). *Perception of Fair Performance Appraisals:A Case Study of Carrier (Thailand )Limited*. Master Project, M.B.A (Management). Bangkok: Graduate School, Srinakharinwirot University.
- Pumsa- Ard, Srisamorn. (1987). *A Study of Primary Teacher's Quality*. Dissertation, D.Ed. Bangkok: Graduate School, Srinakharinwirot University.
- Robin, S P. (1998). *Organization Behavior : Controversies and Application*. (8<sup>th</sup>Ed.) New Jersey: Prentice Hall, Inc.
- Sage. McClelland, G.H., & Judd, C.M. (1993). Statistical Difficulties of Detecting Interactions and Moderator Effects. *Psychological Bulletin*, 114(2) , 376-390.
- Sauysom, Sirirut (2003). *Variables Related to Work Efficiency of The Staff of The Sports Authority of Thailand, Ministry of Tourism&Sports*. Thesis, M.Ed. (Educational Psychology) Bangkok: Graduate School, Srinakharinwirot University.
- Sriviriyalertkul, Metee (1999). *The Relationship between Organizational Citizenship Behavior , Job Satisfaction and Performance : A Case Study of a Large Private Company*. Thesis (Industrial Psychology). Bangkok: Graduate School, Thammasat University.
- Suginnkul, Nutsuda. (1998). *Family, Work and Personal Factors Related to Performance of Professional Nurses* . M.S.(Applied Behavioral Science Research). Bangkok: Graduate School, Srinakharinwirot University.
- Tebbitt, B.V. (1993,January). *Demystifying Organization Empowerment*. JOVA. 23(1) ,18-23.



- Thamnartsakul, Wirin. (2001). The Effect of Organizational Citizenship Behavior on Registered Nurses' Performance: The Test of Direct, Mediating, and Moderating Effects. *Journal of Behavioral Science Research*, 9 (1),
- Theravakin, Nopamas (1996). *Social Psychology and Life* (2<sup>nd</sup> ed). Bangkok: Thammasat University.
- Vichawut, Chaiporn (2006). *Moderator and Mediator in Psychological Research*. Seminar papers. Bangkok: Behavioral Science Research Institute, Srinakharinwirot University. 19 January 2006. (Copy).
- Srisom, Wattana. (1999). *Work Motivation and Organizational Commitment of Commodity Sales-supporting Employees Working for the Bio Consumer Company Limited*. M.S. (Industrial Psychology). Bangkok: Graduate School, Kasetsart University.