



A PERFORMANCE POTENTIAL DEVELOPMENT MODEL FOR PERSONNEL IN COMMUNITY HOSPITALS*

รูปแบบการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชน

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Abstract

Objectives of this research article were: 1. To examine the current status of performance potential development among personnel in community hospitals 2. To develop a model for enhancing personnel performance potential and 3. To evaluate that model, conducted by the mixed methods. Data was collected by using a questionnaire from the 380 samples who were hospital personnel, determined using Yamane's formula. Additionally, a focus group discussion was conducted with 9 experts.

The results of the research were found that the current state of potential and potential development included 1. An overview of the operational potential development of community hospital personnel at a high level, including knowledge and ethics, 2. The overall need to develop the performance potential of community hospitals personnel at a high level in all aspects, and 3. An overview of development expectations, the performance potential of community hospitals personnel was at a high level in all aspects. The model of operational potential development of personnel in community hospitals consisted of 1. Input factors consisting of 1. hospital context, 2. personnel needs, 3. vision, 4. budget; 2. Development process consists of 1. short-term and long-term training, 2. continuing education on

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the professional line and not the professional line, and 3. development consists of sub-activities including seminars and study tours. 3. Results included the performance potential of personnel that has been developed, including 1. knowledge, 2. personality, 3. attitude, 4. skills, 5. teamwork, 6. ethics, and 7. digital technology 3. The results of the assessment of the suitability and feasibility of the performance potential development model of community hospitals personnel were appropriate at a high level of possibility.

Keywords: Development; The Performance Potential; Personnel; Community Hospitals

บทคัดย่อ

บทความวิจัยนี้มีวัตถุประสงค์เพื่อ 1. ศึกษาสภาพปัจจุบันของศักยภาพและการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชน 2. สร้างรูปแบบการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชน และ 3. ประเมินรูปแบบการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชน การวิจัยนี้ใช้ระเบียบวิธีวิจัยแบบผสม (Mixed Method) ใช้แบบสอบถามเป็นเครื่องมือในการเก็บข้อมูล โดยคำนวณกลุ่มตัวอย่างตามสูตรคำนวณของ Yamane จำนวน 380 คน และสนทนากลุ่ม (Focus Group) โดยผู้ทรงคุณวุฒิ จำนวน 9 คน

ผลการวิจัยพบว่า 1. สภาพปัจจุบันของศักยภาพและการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชน ประกอบด้วย 1. ภาพรวมการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชนอยู่ในระดับมากได้แก่ ด้านความรู้ และด้านจริยธรรมและจรรยาบรรณ ภาพรวมอยู่ในระดับปานกลางได้แก่ ด้านทักษะ ด้านความสามารถ และด้านทัศนคติ 2. ภาพรวมความจำเป็นในการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชน อยู่ในระดับมากทุกด้านได้แก่ ด้านการฝึกอบรม ด้านการศึกษาต่อ ด้านการสัมมนา และด้านการศึกษาดูงาน และ 3. ภาพรวมความคาดหวังในการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชนอยู่ในระดับมากทุกด้านได้แก่ ด้านการฝึกอบรม ด้านการศึกษาต่อ ด้านการสัมมนา และด้านการศึกษาดูงาน 2. รูปแบบการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชน ประกอบด้วย 1. ปัจจัยนำเข้า ประกอบด้วย 1. บริบทของโรงพยาบาล 2. ความต้องการของบุคลากร 3. วัสดุทัศนัย 4. งบประมาณ 2. กระบวนการพัฒนา ประกอบด้วยกิจกรรม 1. การฝึกอบรม





ระยะสั้นและระยะยาว 2. การศึกษาต่อ ตรงสายวิชาชีพและไม่ตรงกับสายวิชาชีพ 3. การพัฒนา ประกอบด้วยกิจกรรมย่อยได้แก่ การสัมมนา และการศึกษาดูงาน 3. ผลลัพธ์ ประกอบด้วยศักยภาพการปฏิบัติงานของบุคลากรที่เกิดการพัฒนา ได้แก่ 1. ความรู้ 2. บุคลิกภาพ 3. ทักษะ 4. ทักษะ 5. การทำงานเป็นทีม 6. จริยธรรมและจรรยาบรรณ และ 7. ดิจิทัลเทคโนโลยี 3. ผลการประเมินความเหมาะสมและความเป็นไปได้รูปแบบการพัฒนาศักยภาพการปฏิบัติงานของบุคลากรในโรงพยาบาลชุมชน มีความเหมาะสมและมีความเป็นไปได้อยู่ในระดับมาก

คำสำคัญ: การพัฒนา; ศักยภาพการปฏิบัติงาน; บุคลากรสาธารณสุข; โรงพยาบาลชุมชน

Introduction

Change is constant in economics, politics, society and technology, this dynamic significantly impacts organizational management. The knowledge, skills and competence of personnel in organizations must evolve to meet the demands of those changing situations. The increase in population also brings significant demographic problems. From 1950, as a base year, the world population is expected to increase from 2.5 billion to 8.1 billion by 2030 (Lam, 2025). Thailand is similarly experiencing rapid population growth and structural change. It is expected that Thailand will become a super-aged society by 2030, with the elderly being 28% of the population by that year (National Economic and Social Development Office, 2023). It is this cohort that requires special care in many aspects, especially health care, encompassing chronic non-communicable diseases and accidental injury, which require special care.

The excellence of service provision, with emphasis on service providers, is one of the main strategies of the 20-year national public health strategy plan that the Thai Ministry of Public Health has identified as the most important factor for success in the implementation of development and management strategies. The manpower sector is considered the most difficult aspect of policy, including 1. planning the demand for manpower, 2. the increase and development of manpower, 3. the efficient development of the health manpower management system, and 4. the development of a network





of the public sector and the health sector stakeholders. The Human Resources Management Division still faces challenges in the development of the performance potential of the personnel (Human Resources Management Division, Office of the Permanent Secretary of the Ministry of Public Health, 2019).

Hospitals are medical service facilities where people seek care when they become ill. These facilities must be equipped with medical equipment and staffed by healthcare professionals who are available 24 hours a day. Therefore, medical personnel working in community hospitals must always be prepared to provide continuous medical services. The development of healthcare personnel, in terms of knowledge, skills, and abilities in using medical equipment and new technologies, disease diagnosis, nursing care, medication administration, and other relevant areas such as professional demeanor and positive attitudes toward service, is essential for the effective performance of their duties in community hospitals.

Although numerous studies have addressed the development of personnel potential in hospitals, a clear research gap remains in the absence of models specifically tailored to the context of community hospitals, which have distinct characteristics such as limited resources, broad job scopes, and personnel constraints. Moreover, existing strategic plans for human resource management have yet to be effectively linked to the practical development of personnel performance at the operational level. Therefore, this study is necessary to develop a model that is appropriate for the context of community hospitals, one that systematically reflects performance development both strategically and in practical implementation. The proposed model includes measurable goals for human resource management aligned with the strategic plan outlined by the Human Resources Management Division, Office of the Permanent Secretary of the Ministry of Human Resources Management.





Research objectives

1. To study the current status of the potential and development of the operational potential of personnel in community hospitals.
2. To create a model to develop the performance potential of personnel in community hospitals.
3. To assess the performance potential development model of personnel in community hospitals.

Methodology

1. Research design

This study employed mixed methods of research design, integrating both quantitative and qualitative approaches to enhance the effectiveness of the study and to ensure alignment with the research objectives.

2. Participants and Key informants

2.1 The population, which is the main data provider used in this research, were public health workers working in community hospitals in Health District 3, which encompasses Kamphaeng Phet Province, Phichit Province, Uthai Thani Province, Chainat Province and Nakhon Sawan Province, with an overall population of 7,475 people (Health District 3, 2023).

2.2 The sample group used in this study was decided following the formula of Taro Yamane (1973). and was established as 380 participants.

2.3 The key informants involved in the model evaluation consisted of nine experts, categorized as follows: 1. Three academic experts in public health, who met the following criteria: 1. Held academic positions in a college or university within a faculty of public health; 2. Possessed at least a Master's degree; and 3. Had a minimum of five years of work experience. 2. Three professional experts in public health, who met the following criteria: 1. Practiced in one of the public health professions within a community hospital; 2. Held at least a bachelor's degree; and 3. Had a minimum of five years of work experience. 3. Three experts in human resource development, who met the following criteria: 1. Worked in





supervisory or departmental leadership roles in human resource development; 2 Held at least a bachelor's degree; and 3. Had a minimum of five years of work experience.

3. Research Instrument

3.1 The research instrument used in this study was a questionnaire, which was divided into five sections as follows: Section 1 General information (5 items) Section 2 Current status of work performance capacity development (20 items) Section 3 Needs for work performance capacity development (20 items) Section 4 Expectations regarding work performance capacity development (20 items) Section 5 Additional suggestions. A five-level rating scale based on the Likert scale methodology was employed in this study. On a scale from 1 to 5, a score of 5 represents the highest degree, 4 represents high, 3 represents moderate, 2 represents low, and 1 represents the lowest degree. Content validation was conducted by calculating the Index of Item Objective Congruence (IOC) based on evaluations from five experts. Items with an IOC value of 0.5 or higher were selected as applicable. The result of the consistency index is equal to 0.91 and finding the accuracy of the tool (Reliability). The researcher took the improved questionnaire to try (tryout) with 30 personnel working in the community hospital in the 2nd health district, which has a similar area, by analyzing the Cronbach's alpha coefficient. This coefficient is not less than 0.7, which is considered acceptable reliability. In this study, the reliability of the instrument, assessed using Cronbach's alpha, was 0.86.

3.2 Assessment of the performance potential development model of community hospital personnel by organizing a group discussion (focus group) to evaluate the performance potential development model of community hospital personnel according with the approval of 9 qualified people.

4. Data Collection

Data was collected using questionnaires from 380 public health personnel in all professional fields to obtain a way to develop the





performance potential of community hospital personnel. Data were collected using questionnaires distributed both online via Google Forms (268 responses) and in paper format (112 responses), totaling 380 participants.

5. Data analysis and Statistics used to analyze the data

Data analysis is divided into 1. Analyze the general information of the respondents, which consists of gender, age, education level, work experience, job title, and work group, using descriptive statistics reported as frequencies and percentages. 2. Analyze opinions about the status of developing potential, the need to develop potential, and expectations to develop the potential of all professional fields. Report using descriptive statistics with averages and standard deviations by defining the interpretation of the average according to the Likert scale method.

Result

The findings from the research study are discussed here:

1. The current condition of the development of the performance potential of personnel in community hospitals:

1.1 Demographics of the 380 respondents included 74.2% female, 25.80% male, 38.10% were aged between 36 - 45 years, 75.80% had a bachelor's degree, 32.10% had 21 years of work experience or more, 32.90% were in professional nursing positions, and 38.40% were in the nursing group.

1.2 Operational potential of the sample group was at a very high level, including knowledge ($\bar{X} = 3.48$, S.D. = 0.619) and ethics ($\bar{X} = 4.05$, S.D. = 0.558). The overall picture is moderate, including skills ($\bar{X} = 2.99$, S.D. = 0.890) Ability ($\bar{X} = 2.89$, S.D. = 0.314) Attitude ($\bar{X} = 2.89$, S.D. = 0.317)

1.3 The need for development was found to be at a high level, including training ($\bar{X} = 3.78$, S.D. = 0.938), education ($\bar{X} = 3.86$, S.D. = 0.914), seminars ($\bar{X} = 3.87$, S.D. = 0.984), and study tour ($\bar{X} = 3.98$, S.D. = 0.985)

1.4 Expectations of the sample group for further development were at a high level, including training ($\bar{X} = 3.69$, S.D. = 0.783), further





education ($\bar{X} = 3.62$, S.D. = 1.029), educational seminars ($\bar{X} = 3.90$, S.D. = 0.670), and study tour ($\bar{X} = 3.88$, S.D. = 0.670)

2. From the results of the study, documents and research related to the development of The Performance Model, which was created using the theory combined with the results of data analysis obtained from answering questionnaires. Integrating the concept of the process of human resource development, the data that has been synthesized into the model for the performance development of community hospital personnel can explain The Model that The Performance capacity development activities of community hospital personnel most have 3 Activities, which are explained as follows:

2.1 Educational activities are learning to prepare for future responsibilities. To prepare for changes in long-term growth as well, which is a development that can enhance the potential of personnel in terms of knowledge, skills, attitudes, ethics.

2.2 Training activities are a process designed to provide personnel with knowledge, skills, abilities, attitudes, and ethics to lead to increasing productivity of performance, which will deliver the achievement of the organization's goals.

2.3 Development activities, which include 1. seminar activities. It is a meeting to exchange knowledge and opinions, to come to conclusions on a particular matter, to make suggestions that seminar participants can take to work better. Therefore, it is a development that can strengthen the potential of personnel in terms of knowledge, skills, ability, attitude, ethics and 2. study tour activities. It is a way for personnel to see the performance of the organization that they are studying, which makes it possible to see the actual operational model for themselves, having met with workers from other organizations to exchange knowledge, ask questions and find solutions to the problems of workers. These developments can enhance the potential of personnel in terms of knowledge, skills, ability and ethics.

3. The results of the assessment of the performance potential development model of personnel in community hospitals After the content





was synthesized, the following steps were taken in the process of creating the performance potential development model of personnel in the community hospital:

3.1 Check the performance potential development patterns of personnel in community hospitals. By using the group discussion method, experts have given opinions on the issue of improving development activities and the potential gained from development in each area as follows: 1. The main activities of developing potential are suitable for the development of personnel in all lines of work. The professions that work in community hospitals are training, further education and development. The development consists of sub-activities, including seminars and study tours. To comply with the context of hospitals of all sizes and following the personnel excellence strategy of the Office of the Permanent Secretary of the Ministry of Public Health (people excellence strategy) by determining that training activities are classified as short-term or long-term training. 2. The operational potential that has been increased by the main activities of development should be clearly defined in terms of knowledge, skills and attitudes as a component of ability. Therefore, if necessary, the potential should be separated into sub-items. Also, the potential of ability (competency) should be adjusted and increased. Personality and Teamwork are two other necessary potentials required to be consistent with the core competencies of civil servants, according to the framework of the Office of the Civil Service Commission. The framework of five core competencies was established, comprising: 1. achievement, 2. good service, 3. accumulation of expertise in professional work, 4. adherence to accuracy, righteousness, and ethics, and 5. teamwork. Research and improvement of the model by experts. When bringing the theory related to the development of human resource potential to consider, the performance Model can be summarized and explained as follows: 1. Input factors with the context of the hospital, personnel needs, vision, and budget, 2. Process The development process consists of training activities, which are divided into short-term training and long-term training. Education is divided into vocational





education and education that does not match the professional line. Development consists of sub-activities, including seminars and study tours.

3. Output The performance potential of developed personnel consists of knowledge, Personality, attitude, skill, teamwork, ethics and digital technology. In addition, the organization can reflect (Feedback) on the potential that needs further development. Go back to choosing activities according to the context of the hospital, personnel needs, vision, future budget, etc.

3.2 The results of the examination of the suitability and feasibility of the performance potential development model of community hospital personnel. Most experts believe that the elements of the model are very appropriate, including the model that is suitable for the context of community hospitals that are unique in being a secondary hospital. Increase employee engagement with the organization and improve teamwork. This study model will focus on continuous learning and multidisciplinary cooperation. And in terms of the possibility of the model being implemented in the context of the hospital in terms of personnel, technology or necessary funds.

Discussions

Summarizing and discussing the Operational Model can be divided into 3 factors and 7 elements:

1. The status of the development of the operational potential of community hospital personnel. The overview of ethics and the Code of Ethics is very valuable. Because the practice of public health personnel must work by adhering to accuracy, righteousness and ethics, in line with the research of Sirinthip Podphong (2023), studying the desirable competencies of professional nurses in the new life era. Public Health Service Unit under the Ministry of Public Health District 2 identified the desirable competencies of professional nurses in the new lifestyle era. The Public Health Service Unit under the Ministry of Public Health District 2 identified 11 competencies. The top 3 competencies with the highest averages were morals and ethics,





Relationships and professional characteristics. which are necessary to develop the performance potential of community hospital personnel, the overall education visit has the highest average due to the nature of the performance of community hospital personnel. The job description is to focus on secondary medical treatment, which is the need to study and work from the perspective of public health personnel if the intention is to gain knowledge, understanding and birth skills to perform quickly. Study tours, therefore, were the most popular for personnel. This is, however, inconsistent with the study of Chompoonuch Supavanic et al. (2022) on personal competency development among public health workers by administrators of regional health office 1 – 12. It was found that the development of the work skills of public health personnel may need to be modified from the original by focusing on training in the form of short-term education. And there is a strengthening of skills by practicing in the job area and monitoring and evaluation or having a consultant to provide advice to make the operation in the area more effective. In terms of expectations for developing the performance potential of personnel in community hospitals. The overview of seminars is the average, which means that hospital personnel are expected to attend seminars or organizations that are the most popular. This is not consistent with the study of Pannachaya Pangwong (2019) Competency level rational drug use by nurse practitioners in primary care system, Nakhon Sawan Province is at the highest level (\bar{X} = 4.43, S.D. = 0.20) and factors related to the reasonable drug use competence of medical nurses in the primary care system Nakhon Sawan Province Statistically significant at level 0.01.

2. Assessment of the Performance Model. Qualified experts have considered the appropriateness and feasibility. Most experts believe that the elements of the model are very appropriate and are possible to achieve. The experts also saw that community hospitals have a wide variety of professions, making it difficult to determine the necessary activities to develop personnel to their full potential. Therefore, it is necessary to clearly define the nature of the activities of each profession represented in the hospital workforce. This





is consistent with the study of Sakonrat Palahad et al. (2025), who studied the development of a support model for enhancing the quality of nursing services in hospitals under the khon kaen provincial public health office authors. The Model of Support utilized to determine and enhance the quality of nursing services in Khon Kaen province consisted of 6 steps: 1. Preparing the reserve rate for the development of nursing quality, 2. Determining practices and operational goals according to the context and potential of the hospital, 3. Organizing nursing quality assessment training, 4. Implementation Developing nursing quality through mentoring system 5. Determining channels and frequency of follow-up and 6. Organizing Activities to build morale for nursing personnel at operational level.

Body of knowledge

A comprehensive model for enhancing the operational capacity of personnel in community hospitals was developed. The model comprises input factors, processes, and specific methods and approaches for capacity development, as well as outcomes consisting of both core and sub-components. These components were synthesized from academic literature, textbooks, theoretical frameworks, and relevant research studies. The proposed model can be utilized as a guideline for improving the performance of personnel in community hospitals and holds potential for further implementation and broader application in similar healthcare settings. Core Processes 1. Training is categorized into two main types based on duration: 1. Short-term training, which includes various activities such as workshops, refresher courses, on-the-job training programs, and distance learning through online platforms. 2. Long-term training, which involves extended learning programs often leading to certifications or qualifications. 2. Education refers to continuing education, which includes activities aimed at enhancing knowledge, skills, and professional or academic competencies to a higher level. 3. Activities Development involves both classroom learning and experiential or collaborative approaches. Development activities may include:





1. Seminar and 2. Study tours, which aim to expose personnel to best practices to improve their performance in community hospitals. The objectives and impacts of these human resource development processes are designed to improve the quality and efficiency of healthcare services, enhance leadership and adaptability, and promote career growth and staff retention.

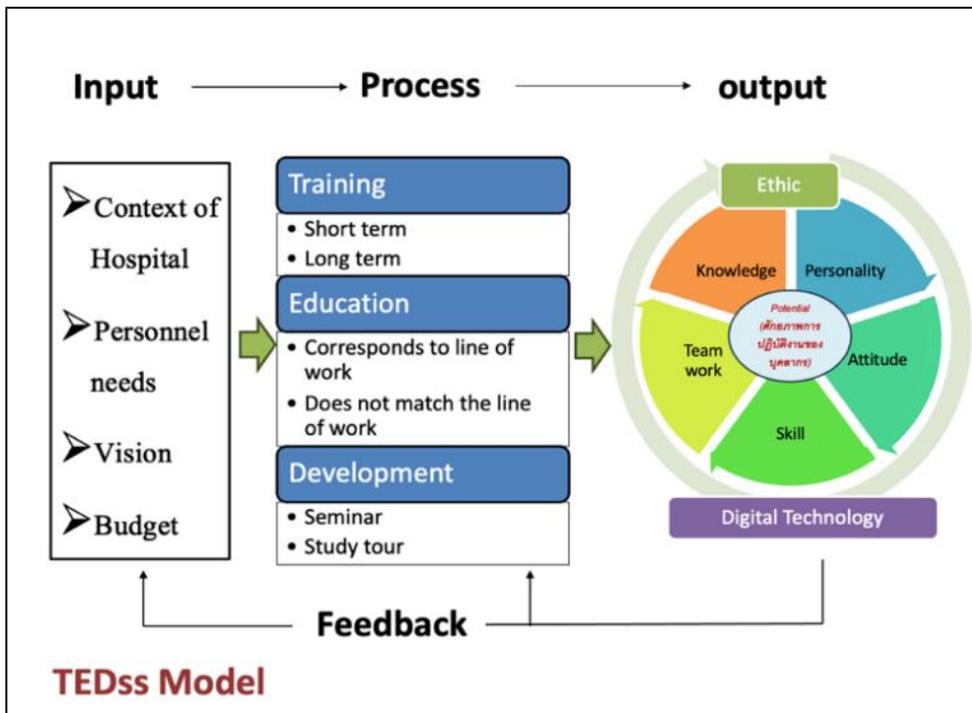


Figure 1 Model of performance potential development of personnel in community hospitals (TEDs Model)

Recommendations

Policy Recommendations

Suggestions for applying research results, The Performance Model presents 3 main components of the process of developing the potential of personnel; training, further education, and development, and 2 sub-activities; seminars and study tours. Therefore, if the community hospital performs these procedures, the activities and outcomes should be surveyed and





personnel potential for personnel development in the hospital surveyed and assessed within the context, vision and budget of the hospital.

Operational Recommendations

Academic suggestions, to guide the development of the performance potential of personnel in other agencies. Therefore, the Performance Model should be disseminated to other primary, secondary and tertiary care hospitals to be applied for further development of the performance potential of personnel.

Recommendations for Next Research

1. A comparative study of operational potential development models in other agencies with similar characteristics to confirm and expand knowledge about the operational potential development model found.

2. Other factors that may affect the development of operational potential of personnel, such as corporate culture, the size of the organization, need to be considered to develop more comprehensive guidelines for the development of operational potential.

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