

## **Linear Structural Relationship Model Factors Influencing Organizational Health of The Primary Educational Service Area Offices Under the Office of Basic Education Commission**

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### **Abstract**

The objectives of this research were: to develop and validate consistency of model factors influencing organizational health. The research sample selected by multi-stage random sampling which consisted of 800 directors, assistant directors and group directors using multi –stage sampling by quota sampling and simple random sampling from 6 regions included 77 provinces. The data were collected using a 5-level rating scale questionnaire on factors influencing organizational health; reliability at 0.922. Data were analyzed using mean, standard deviation, Pearson's product moment correlation coefficient, structural equation model (SEM). The model of factors influencing organization health was valid and consistent to the empirical data. The factors influencing organizational health consisted of 1) five factors of direct effect were transformational leadership, organizational culture, organizational climate, organization structure and organizational environment respectively. 2) four factors of indirect effect were transformational leadership, organizational environment, organizational culture, organizational climate and organizational structure respectively. and 3) five factors of total effect were transformational leadership, organizational environment, organizational climate, organizational structure and organizational culture respectively. The model accounted for 88 % of variance in organizational health.

**Keyword:** Organizational health

## 1. Introduction

An organization operates effectively and efficiently, it must achieve three fundamental needs and organizational survival: the achievement of organizational goals. Controlling activities Within the organization and being able to adapt to the environment will be able to live more efficiently and in good health, the members of the organization will be happy, resulting in the organization to achieve its goals with efficiency and effectiveness (Miles, 1973: 378, Owens, 1995: 222, Hoy, Tarter & Kottkamp. 1991: 236) If an organization is healthy, that organization will be effective as well.

From the current state amidst the current government's education reform and the aftermath of the Head of the National Council for Peace and Order No. 19/2017 dated April 3, 2017, on the regional education reform of the Ministry of Education (Government Gazette, 2017: 14 - 22), has had an impact on the implementation. Work of the Primary Educational Service Area Office very much. In particular, the order 19/2560 stipulates that the rate of manpower is allocated and some workload of the primary education service area office to belong to the Provincial Education Office Which is a newly established educational agency in accordance with the government's educational reform guidelines Therefore, the working atmosphere of the Primary Educational Service Area Office is not in a normal condition. From the above problem conditions Inevitably will affect the performance of the office both directly and indirectly because the primary education area office It is the main organization in pushing for the national basic education policy that will affect the school and teacher quality as well as the quality of the students as a whole.

the researcher wanted to know the factors influencing organizational health. The researcher studied the dimensions of organizational health measurement by creating forecasting equations to find the forecasting factors affecting organizational health as well as an important guideline for improving and to develop administrators and educational personnel and related persons to be more quality, as well as to identify shortcomings in solving administrative problems and to be able to use the results of the research obtained Is the basis for further study, research and development of educational management

## 2. Objective

To develop and examine the harmonization of a correlation model, the lineage structure of factors influencing organizational health.

## 3. Methodology

This research is a quantitative research. (Quantitative Research) to study the relationship between cause-and-effect variables.

## 4. Populations and Sample

The population is total 183 districts in 77 provinces.

Sample group used in this research is the primary educational service area office. Under the Office of the Basic Education Commission in 2017, with respondents as Director of the Office of the Educational Service Area Deputy Director of the Office of the Educational Service Area and group director. The results were obtained from Multi-Stage

Sampling by Quota Sampling and Simple Random Sampling from 6 regions and 77 provinces. 80 Primary Educational Service Area Offices were obtained 800 people.

External latent variables are transformational leadership. Internal latent variables are the organizational atmosphere. Organization structure Organizational environment Organization culture And Health Organization of the Primary Educational Service Area Office

## **5. Data Collection Instrument**

The research tool was a questionnaire. (Questionnaire) Estimates 5 levels to create a research tool, the researcher has studied concepts, theories and related literature in order to define the operational and structural definitions of the variables to be studied. The researcher then created the questions according to the operational definition of the questionnaire. The questionnaires were content-relevant, with 9 experts having the IOC: Index of Congruency value of 1.00 for all items. (Reliability) The whole questionnaire had coefficients. Alpha 0.922, which was in the confidence level, was very good (Kline; 2011), so the questionnaire was of sufficient quality.

## **6. Data collection**

The collection of research data in this time. Mailed Questionnaire is a method of collecting data in which researchers submit questionnaires to the sample group as self-responders. And returned to researchers via regular mail (Ordinary Mails)

## **7. Data Analysis**

1. Basic data analysis consists of fundamental data analysis. Determination of Frequency, Percentage, Mean and Standard Deviation
2. Data analysis to examine the preliminary statistical agreement consisting of distribution of variables. Pearson's Product Moment Correlations Coefficient Analysis
3. Structural Equation Modeling (SEM) analysis to verify consistency between hypothesized model and data. Empirical analyzes of direct, indirect and total influences of causal variables were analyzed.

## **8. Results**

The results of analysis of data, model, relationship, linear structure of influencing factors health organization of the Primary Educational Service Area Office Under the Office of the Basic Education Commission.

## **9. Discussion**

Health Organization of the Primary Educational Service Area Office Under the Office of the Basic Education Commission

Results of the study on the level of organizational health of the Office of the Primary Educational Service Area Overall, the average is at a high level. And all variables have a high level of mean the first variable was the influence of management, followed by the strength of the organization, and the last variable was the support of resources. This may be because the Primary Education Service Area Office It is the main educational agency responsible for supporting and promoting the provision of basic education of the country. Executives are therefore a very important role in making the organization a potential educational agency. Earn the trust of society It makes the trust able to deal with problems appropriately and efficiently. In accordance with (Lyden & Klingele; 2000;3-6) Re: Good Health Organization It is similar to the National Quality Institute (NQI) of Canada (2006), which views the management of healthy organizations as a whole, where NQI values leaders as powerful people. Results in making the organization successful and good organizational health.

Results of Level Analysis of Factors Influencing Organizational Health of the Primary Educational Service Area Office Overall, the average is at a high level. And the value of all the variables is at a high level This may be because Administrators of the Primary Educational Service Area Office Recognizing the various factors that affect health, the primary school district office organizations faced with various changing conditions need to restructure their operations. And management model There is a link in an organization network. And give importance to personnel to have skills, knowledge, morality, ethics by strategic management, organizational development in accordance with the changing environment. Consistent with the research of (Kamalas Sornprasit, 2010: Abstract) found that various factors affecting organizational health. Or factors that show organizational efficiency are as follows: 1) Leadership (Leader) and 2) Size of Organization (Size of Organization) and this research is consistent with the research results of (Jarin Surasereewong; 2015: Abstract) found that Composition and factors influencing the effectiveness of the primary education service area office consisted of 4 factors as follows: 1) transformational leadership, 2) organizational climate, 3) organizational engagement, and 4) organizational performance.

Factors Influencing Organizational Health of the Primary Educational Service Area Office This research studied the total influences of Direct influence and indirect influence

Transformational leadership (Transformational Leadership) had a total influence on organizational health of the Primary Educational Service Area Office. Was statistically significant at the .01 level with an influence coefficient of 0.89, with a statistically significant direct influence at the .01 level, with an influence coefficient of 0.48, with a statistically significant indirect influence at the .01 level. .01 through the organizational environment Organizational culture, organizational atmosphere and organizational structure with a coefficient of influence equal to 0.41 showed that the transformational leadership factor In the age of great change in society, technology has played a role in work. The work of the public sector with the public and private sectors was linked, as well as the emergence of new administrative models. Causing government organizations to have work reforms to be in line with the changes This is consistent with the research of (Sarannee U-senyang, 2017: 26-43), found that transformational leadership had a positive direct influence on organizational health as well as (Pornnapa Luayklung, 2015: 2159-2170) at study results. Found that Overall transformational leadership of school administrators is at a high level. And the changing leadership of the management affects the organizational climate of the school The results of the study (Surin Chumkaew, 2016: 162) found that transformational leadership had a positive correlation with organizational culture.

Organization culture (Organizational Culture) has direct influence on organizational health of the Primary Educational Service Area Office. Affiliation with the Office of the Basic Education Commission was statistically significant at level .01 with a coefficient of influence equal to -0.37 and had a statistically significant indirect influence at .01 level through the organizational atmosphere and organizational structure. The coefficient of influence of 0.32 was consistent with the

research of (Kamolluck hananunmethee, 2016: 135-142). Organizational culture has a negative influence on the organizational effectiveness of the sub-district administrative organizations in the northern region. And in line with the work of (Kotter and Heskett, 1992: 3-6) discovered that the non-adaptive culture Organizations tend to take into account what they are familiar with. And ignore the adaptation to the modified context. As a result, it adheres to strategies that are out of date, improperly, and have inflexible guidelines. Organizational culture like this will have a negative impact on organizational effectiveness.

From research and related research, it is indicated that Primary Educational Service Area Office The leader is the person who will set the direction for the cultivation of organizational culture, the adjustment of the organizational culture. It is imperative to recognize that organizations need to foster a culture of change. Personnel involvement Unity And mission culture By organizations that want to encourage change in that culture Leaders need to pay close attention to the changing context of the organization.

Organizational environment (Organization Environment) has a total influence on organizational health of the primary education area office. It was statistically significant at the .01 level with an influence coefficient of 0.40. It had no statistically significant direct influence. The influence coefficient was 0.21 and had a statistically significant indirect influence at the .01 level through the organizational atmosphere and organizational structure. The coefficient of influence equal to 0.19, in line with the research of (Patcharawan Kitmee, 2006: 117-131), found that the causal factors and organizational health by environmental influences indirectly through the organizational atmosphere. Point out that Organizational environmental factors influence the process and administration of the primary educational service area office. It needs to be supported by a context outside the scope of the organization. Such as technology that occurs outside the organization in the form of methods and materials, will be the driving force for the development of methods of management in the organization. Development of modern equipment and technology Management must be aware of the importance of diverse and rapidly changing conditions, including economic, social and policy areas. The government has changed, which will affect the atmosphere. And organizational structure That must be adjusted to be appropriate and in line with the changing circumstances of the organizational environment.

Organizational atmosphere Organizational Climate had a statistically significant direct influence at the .01 level with an influence coefficient of 0.33. It could be explained that the organizational climate was important to the organizational health of the Primary Educational Service Area Office. Under the Office of the Basic Education Commission Very much Influence motivation And satisfaction in the performance of the operator The key elements are: 1) praise and reward, 2) warmth and support, and 3) in harmony with (Quinn and Rohrbaugh, 1983; 363-377). Work increases productivity by motivating employees to perform more tasks.

Organizational structure (Organization Constructure) has a total influence on organizational health of the primary educational service area office. Under the Office of the Basic Education Commission Was statistically significant at the .01 level, with an influence coefficient of 0.32, with a statistically significant direct influence at the .01 level, with an influence coefficient of 0.28. Organization atmosphere Which has a coefficient of influence of 0.04, it can be explained that the organizational structure is important to the organizational health of the primary educational service area office. Organizational structure is a process to align with roles, authorities, and essentials in management. Which the administrators of the Primary Educational Service Area Office The structure must be designed to be suitable, flexible and able to handle the unstable environment. In accordance with the research of (Anupon Sommeechai, 2011: Abstrac) and (Thatchai Chittranun. 2014; 96-105), it was found that the variables affecting the organizational health of the school the most were organizational structural variables. The organizational environment, leadership, organizational culture

and motivation, therefore administrators should support Promote the aforementioned factors To enhance the health of the organization to increase

## 10. Suggestion

### General suggestions

From the total influence coefficient, it was found that Health Organization of the Primary Educational Service Area Office Under the Office of the Basic Education Commission Caused by transformational leadership Organizational environment Organization atmosphere Organization structure And organizational culture These five factors are important factors influencing organizational health, resulting in the primary education area office being a healthy organization.

According to the research results, it was found that transformational leadership had direct influence on all factors. The most influential is the influence on the organizational environment, organization culture, organizational climate and organizational structure, so responsible agencies such as the Ministry of Education and the Office of the Basic Education Commission should have a practical guideline and set a training course to strengthen transformational leadership for administrators of the primary education area office at all levels. While promoting all other variables along with all variables

Organization culture has a negative direct influence on organizational health and by-passing Organization atmosphere and organizational structure Point out that the leader is the person who sets the direction for the cultivation of the organization culture Organizational culture change is necessary to realize that organizations need to foster a culture of change. Personnel involvement Unity And mission culture by organizations that want to encourage change in that culture Leaders need to pay close attention to the changing context of the organization. Such as the Ministry of Education and the Office of the Basic Education Commission There should be a guideline or policy to change the organizational culture to be in line with the strategy of the Primary Educational Service Area Office.

There should be a qualitative research on other factors influencing the health of the educational service area office. Under the Office of the Basic Education Commission To develop models to be diverse

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