

Factors Affecting Work Intention Psychology of Community Health Workers in Health Care: A Cross-sectional Survey in Thailand

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Abstract

Thailand's public health system's management aspect is instrumental in strengthening. By decentralizing healthcare services to communities, there is the potential to decrease hospitalization rates. The Village Health Volunteer plays a crucial role in this system, and promoting their optimal performance is essential for the success of public health initiatives. This study aims to examine the organizational climate, job satisfaction, commitment, and performance effectiveness among Village Health Volunteers, as well as to investigate the influence of organizational climate, job satisfaction, and commitment on operational effectiveness. This research adopts a quantitative approach, with a sample of 402 Village Health Volunteers selected using a randomized, segmented method. Data will be collected through questionnaires and analyzed using structural equation modeling. The findings are expected to reveal that a high organizational atmosphere is associated with elevated job satisfaction, commitment, and effectiveness. Furthermore, it is anticipated that organizational climate, job satisfaction, and commitment will positively impact operational effectiveness.

Keyword: System management, Village Health Volunteer, Effectiveness of health care.

Introduction

The effectiveness of village health volunteers. It is the result of the performance of volunteer healthcare staff in health care that is important to Thailand's public health system and reflects the quality of the Thai public health system that is strengthened in the management system, especially during the coronavirus pandemic. Village health volunteers are individuals selected by villagers in each home group and are trained according to the curriculum prescribed by the Ministry of Health. They play an important role as a change agent in public health communications. It was introducing, disseminating knowledge, planning, and coordinating public health development activities, as well as providing public health services in areas such as health promotion, disease surveillance, and prevention, primary medical assistance

and treatment, using medicines and medical supplies to the extent that the Ministry of Health Schedule referral of patients to rehabilitation services and health consumer protection. In recent years, the healthcare landscape in Thailand, like in many parts of the world, has witnessed a growing reliance on the contributions of Community Health Workers to bridge the gap between formal healthcare services and local communities. These dedicated individuals often work tirelessly to deliver essential healthcare services, health education, and preventive interventions to underserved and remote areas. The effectiveness of a community-oriented healthcare system heavily hinges on the dedication and longevity of these Community Health Workers in their roles. The work intentions of Community Health Workers, encompassing their motivation to remain in their positions, commit to their tasks, and contribute consistently, have a direct impact on the quality and continuity of healthcare delivery. Understanding the intricate psychological factors that influence these work intentions is vital for optimizing the functionality of the entire healthcare ecosystem. This cross-sectional survey seeks to explore the underlying determinants that shape the work intention psychology of Community Health Workers in Thailand's healthcare sector. By employing a comprehensive approach, this study aims to uncover a range of factors that could include personal motivations, job satisfaction, perceived support from healthcare organizations, community dynamics, and socio-economic considerations. By dissecting these elements, we aim to provide a holistic view of the challenges and drivers that impact Community Health Workers' commitment to their roles. Insights garnered from this study could potentially pave the way for targeted interventions and policy recommendations. These could encompass initiatives to enhance job satisfaction, provide ongoing training and support, improve compensation packages, and design community-based strategies that acknowledge and address the unique circumstances these Community Health Workers encounter. The review indicated that the variables linked to the effectiveness of village health volunteers encompassed organization climate, job satisfaction, and employee commitment. Chaudhary, R., Rangnekar, S., and Barua, M.K. (2014) emphasized that the perception of the organizational atmosphere emphasizes practical measures and that behaviors endorsed by the organization influence work attitudes and have the potential to enhance job satisfaction. Litwin and Stringer (1974) asserted that job satisfaction leads to increased work productivity, reduced likelihood of resignation, and decreased absenteeism. Furthermore, job satisfaction has a positive impact on employee performance. Soomro, B.A., and S, N. (2019) posit that employee engagement is directly related to enhanced employee performance. The problem addressed in the study "Factors Affecting Work Intention Psychology of Community Health Workers in Health Care: A Cross-sectional Survey in Thailand" revolves around the critical challenges and determinants that influence the work intention psychology of Community Health Workers (CHWs) within the healthcare context of Thailand. Despite the significant role that Community Health Workers play in linking communities to formal healthcare systems and improving overall health outcomes, there exists a notable gap in understanding the complex factors that impact their intention to remain committed to their roles. This study aims to tackle this gap by examining the psychological, socio-economic, and organizational elements that shape Community Health Workers' work intention psychology. The lack of comprehensive knowledge regarding the motivations, obstacles, and aspirations of Community Health Workers can hinder the development of effective strategies and interventions that promote job satisfaction, retention, and performance within the community healthcare workforce. By investigating the interplay of these factors, the research intends to address several pertinent questions. What are the intrinsic and extrinsic motivations that drive Community Health Workers to continue their work? How does their perception of support from healthcare organizations and communities influence their commitment? What role do socio-economic factors play in shaping their intentions? Understanding these underlying dynamics is crucial for both healthcare policy and practice, as it can inform the design of tailored initiatives aimed at not only retaining Community Health Workers but also optimizing their contributions to the overall health ecosystem.

Based on the assessment, the organizational atmosphere, level of contentment in one's job, and dedication of employees significantly impact the operational efficiency of village health volunteers. Consequently, this prompts further investigation aiming to employ the obtained results as concrete evidence in developing strategies. Establishing policies and guidelines about the performance of village health volunteers serves the organization's ultimate benefit.

More specifically, cultivating a favorable organizational climate, promoting job satisfaction, and fostering employee commitment aligns with the conceptual framework for enhancing the effectiveness of village health volunteers, ultimately leading to sustainable organizational objectives.

Objective

1. A study will be conducted to examine the extent of organizational climate, job satisfaction, employee commitment, and the efficacy of village health volunteers.
2. A comprehensive investigation will be conducted to examine the impact of the organizational climate, job satisfaction, and employee commitment on the effectiveness of village health volunteers.

A conceptual framework from the relevant literature review is as follows.

1. The effectiveness of work performance is contingent upon the competence of employees' efforts and support. Employee productivity is likely to decline if either of these factors is diminished or absent. Scholars have widely acknowledged that individuals' abilities are influenced by their innate talents, interests, and training. In order to maximize efficiency, it is crucial to invest in the development of human resources and provide employees with appropriate organizational equipment. The effectiveness of village health volunteers is determined by their ability to deliver prompt and comprehensive health services through teaching and service provisions.
2. The organizational climate is a quantifiable characteristic of the work environment perceived by employees, directly or indirectly, and impacts their job motivation and behavior. Litwin and Stringer (1974) state that the organizational atmosphere consists of observable behaviors. Enhancing the corporate climate can contribute to the overall well-being of employees in the workplace, and improving the organizational atmosphere can significantly influence employee performance within the organization.
3. Job satisfaction refers to the emotional reaction individuals have towards different facets of their work, which directly impacts employee productivity. Positive attitudes towards job satisfaction are akin to the concepts outlined in Frederick's (1959) theory, which suggests that intrinsic motivation factors such as job achievement, acknowledgment, and esteem are influential. These factors are influenced by the nature of the job, its associated responsibilities, and growth opportunities. In contrast, extrinsic motivation factors encompass elements such as corporate policies, administrative practices, and methods of governance. Interpersonal relationships, working conditions, job security, salary, compensation, benefits, status, position, and interactions with superiors contribute to overall job satisfaction.
4. After reviewing the relevant literature, the research conceptual framework depicted in Figure 1 is formulated. Employee commitment serves as the crucial connection between employees and the organization. According to Meyer and Allen (1991), engagement can be understood as a psychological state that reflects the strength of an employee's bond with the organization. This bond is influenced by three key elements: emotions, continuity, and rules, which impact various employee outcomes, such as subpar performance and lack of corporate citizenship. It is worth noting that a higher level of engagement is associated with elevated confidence levels. Moreover, when employees recognize and align themselves with the goals and values of the organization, their engagement tends to positively affect productivity and reduce employee turnover rates within the organization.

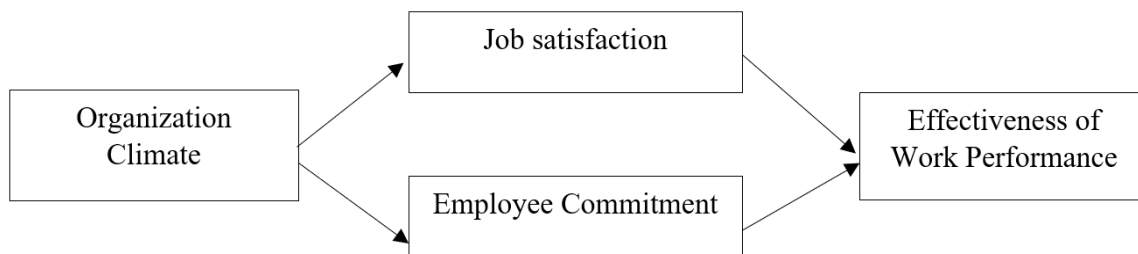


Figure 1 Conceptual framework**Method****Population and sample**

The study sample consisted of village health volunteers from Kanchanaburi Province, comprising 1,943 individuals. A case study employed in this study involves the utilization of Village Health Volunteers. The sample size was determined based on the Rule of Thumb (Hair et al., 2010), resulting in a sample of 400 individuals. During data analysis, 480 questionnaires with comprehensive information were collected through stratified sampling. From this, 402 respondents were randomly selected, representing 83.75 percent of the sample.

Research tools

1. The characteristics of research tools, such as questionnaires, were examined in depth through a comprehensive analysis of the existing literature and research about the variables under investigation. The questionnaire was structured into three distinct sections.

Part 1 Inquired about the overall condition of the participants, consisted of eight inquiries, and employed a checklist format for the questionnaire.

Part 2 Examining the level of performance exhibited by the village health volunteers is the primary objective of this study. The questionnaire employed in this research consists of closed-ended questions. The rating scale comprises five distinct levels, namely the highest, highest, moderate, lowest, and lowest.

Part 3 Requests alternative recommendations for enhancing performance considering the factors delineated.

The researcher employed a questionnaire to assess the quality of the study, specifically by evaluating the content validity through consultation with an expert and administering 60 sets for testing. The confidence assessment was conducted using Cronbach's Alpha Coefficient, which yielded a value of 0.97. Additionally, the construct validity was examined through confirmatory factor analysis (CFA), which revealed that the constructs of corporate atmosphere job satisfaction, employee commitment, and the effectiveness of village health volunteers' performance were consistent with empirical data $\chi^2 = 104.187$, $df = 96$, $p\text{-value} = 0.267$, $\chi^2 / pdf = 1.085$, $GFI = 0.977$, $AGFI = 0.951$, $NFI = 0.988$, $RMSEA = 0.014$, $PCLOSE = 1.000$. Moreover, it analyzed from Factor Loading Score (λ), Composite Reliability (ρ_c), and Average variable extracted (ρ_v). The latent (ρ_c) should be greater than or equal to 0.70, and the extracted variance (ρ_v) should be greater than or equal to 0.50 (Fornell & Larcker, 1981); see Table 1.

Table 1 Factor Loading Score (λ) shows the standardized score of latent variables (n = 402)

Variable	λ	S.E.	t	R ²
Organization climate $\rho_c = 0.93$ $\rho_v = 0.61$	0.78	0.05	16.31***	0.62
Job satisfaction $\rho_c = 0.91$ $\rho_v = 0.83$	0.91	0.02	15.14***	0.83
Employee commitment $\rho_c = 0.84$ $\rho_v = 0.63$	0.79	0.06	10.37***	0.63
Effectiveness of work performance $\rho_c = 0.88$ $\rho_v = 0.72$	0.84	0.04	12.70	0.72

*** It was statistically significant at the .001 level ($p < .001$).

Analysis of the questionnaire was carried out using the statistical package as follows:

1. Analysis of information about the general condition of the respondents. The questionnaire is a checklist using frequency and percentage values.

2. Analyzing facts level data from the five studied variables. The style of the questionnaire was closed questions. The rating scale type uses the arithmetic mean and standard deviation method.

3. Analyze the model according to the research framework. The statistics used were stress factor analysis (CFA) and structural equation modeling (SEM).

Result

The research findings can be categorized into two subjects following the stated objectives.

1. The study examined the relationship between organizational climate, job satisfaction, employee commitment, and the performance effectiveness of village health volunteers. The findings of the study are presented in Table 2.

Table 2 Mean, standard deviation, and level interpretation of the variables studied (n = 402).

Variable	\bar{x}	S.D.	Meaning
Organization climate	4.45	0.25	Most
Job satisfaction	3.95	0.28	Lot
Employee commitment	3.67	0.27	Lot
Effectiveness of work performance	4.40	0.22	Lot

According to the data presented in Table 2, the average values of the latent variables investigated ranged from 3.67 to 4.45. The latent variable with the highest mean score was the effectiveness of the village health volunteers' performance, followed by job satisfaction and employee commitment. The study's findings reveal valuable insights into the variables examined. The organization climate was perceived as notably positive, contributing to an environment conducive to employee satisfaction, commitment, and effective work performance. Job satisfaction emerged at a moderate level, suggesting room for improvement. Employee commitment demonstrated a commendable level, potentially attributed to the positive organization climate. Furthermore, the effectiveness of work performance was perceived favorably, indicating a strong correlation with overall job satisfaction and commitment. These findings collectively underscore the significance of organizational factors in shaping employees' experiences and their subsequent impact on job-related aspects. Further targeted efforts can potentially enhance job satisfaction, foster stronger commitment, and amplify work performance, thereby promoting a thriving workplace environment.

Table 3 Results of checking the empirical variable distribution in the structural equation model (n = 402)

Observable variable	\bar{x}	S.D.	S	.K. K.U.
Organization climate	4.56	0.36	-0.84	3.61
Job satisfaction	2.65	0.16	-0.40	2.12
Employee commitment	2.76	0.28	-0.66	2.58
Effectiveness of work performance	3.54	0.23	-0.17	2.44

Based on the findings presented in Table 3, it was observed that certain observable variables exhibited a normal distribution, as indicated by a kurtosis value surpassing +3.00. However, these variables were still deemed suitable for analysis in the structural equation model, as they did not violate the initial agreement. This conclusion was supported by the substantial sample size of over 400 participants (Kelloway, 1998).

2. The impact of the organizational climate, job satisfaction, and employee commitment is examined in this study. The findings confirm the validity of the structural equation model developed based on the research hypothesis. However, when analyzing the empirical data, it was observed that the hypothetical model did not align with the actual data, as indicated by the Fit Index values.: $\chi^2 = 684.680$, $df = 161$, $p\text{-value} = .000$, $\chi^2 / df = 4.253$, $GFI = 0.866$, $AGFI = 0.825$, $NFI = 0.919$, $IFI = 0.937$, $CFI = 0.937$, $RMR = 0.014$, $SRMR = 0.038$, $RMSEA = 0.086$, $PCLOSE$ (p-value for test of close fit) = 0.000 and $C.N. = 124$. Consequently, more than the reliability of parameter estimation in the

structural equation model is required for practical applications. Subsequently, the researcher modified the model until it aligned with the observed empirical data, as depicted in Table 4.

Table 4 Parameter estimation results of the direct effect, indirect effect, and total effect from the modified equation model (n = 402)

Dependent Variable	R ²	Influence	Independent Variable		
			Organization climate	Job satisfaction	Employee commitment
Job satisfaction	0.73	Direct effect	0.85*** (19.19)	-	-
		Indirect effect	-	-	-
		Total effect	0.85*** (19.19)	-	-
Employee commitment	0.93	Direct effect	0.30*** (5.63)	0.70*** (12.02)	-
		Indirect effect	0.59*** (10.24)	-	-
		Total effect	0.89*** (15.39)	0.70*** (12.02)	-
Effectiveness of work performance	0.72	Direct effect	0.43*** (4.32)	0.37* (2.05)	0.09 (0.39)
		Indirect effect	0.39*** (6.58)	0.06 (0.49)	-
		Total effect	0.82*** (13.83)	0.43*** (3.53)	0.09 (0.39)
$\chi^2 = 130.304$, $df = 111$, $p\text{-value} = 0.102$, $\chi^2/df = 1.174$, $RMSEA = 0.020$, $PCLOSE$ ($p\text{-value}$ for test of close fit) = 1.000, $GFI = 0.972$, $AGFI = 0.946$, $NFI = 0.985$, $IFI = 0.998$, $CFI = 0.998$, $RMR = 0.007$, $SRMR = 0.019$ and $CN = 462$					

* Statistically significant at .05 ($p < .05$) *** Statistically significant at .001 ($p < .001$)

Job Satisfaction (R² = 0.73): This R-squared value indicates that the independent variables in your model explain approximately 73% of the variance in job satisfaction. This suggests a relatively strong relationship between the predictors in your model and job satisfaction.

Employee Commitment (R² = 0.93): The R-squared value of 0.93 indicates that the independent variables in your model explain about 93% of the variance in employee commitment. This suggests a very strong relationship between the predictors in your model and employee commitment.

Effectiveness of Work Performance (R² = 0.72): The R-squared value of 0.72 means that the independent variables in your model explain around 72% of the variance in the effectiveness of work performance. This implies a substantial relationship between the predictors in your model and work performance effectiveness.

The analysis reveals significant relationships among the variables studied. A strong and positive link is observed between the organization climate and both job satisfaction and employee commitment. Similarly, employee commitment is strongly connected to job satisfaction. These findings underscore the importance of a conducive organizational climate in fostering employee satisfaction and commitment. Moreover, the positive influence of employee commitment on job satisfaction and its subsequent impact on work performance is evident. However, the direct link between work performance and organization climate appears weaker and non-significant. In essence, this analysis highlights the intricate interplay between these variables, emphasizing the central role of employee commitment and job satisfaction in driving positive outcomes. These insights can guide strategies to enhance workplace dynamics and bolster employee well-being, ultimately contributing to improved performance and organizational success.

Discussion

The effectiveness of village health volunteers' performance encompasses teaching and service aspects. It has been identified that the service component has the greatest impact on the overall effectiveness of these volunteers. This implies that operational effectiveness can be achieved through the organization's climate. Research conducted by Chaur-luh TSAI (2014) has shown that the organizational climate is strongly linked to job satisfaction, particularly reward systems. When university staff members are consistently rewarded for their efforts, it fosters a sense of commitment and continuity among employees.

Additionally, rewards play a significant role in expressing and evaluating one's feelings toward their work. Similarly, research by Mansour, J.B., Naji, A., and Leclerc, A. (2017) has found that job satisfaction is associated with normative engagement and can predict greater engagement with the organization. Furthermore, job satisfaction and organizational commitment are positively correlated with rewarding practices. Thus, based on these findings, the performance effectiveness of village health volunteers is influenced by various factors, including organizational climate, job satisfaction, and employee commitment, which are interconnected. Effective leadership and quality management within the organization is also crucial in driving the successful performance of voluntary healthcare workers in achieving their objectives. Uraon, R. S., Chauhan, A., Bharati, R., & Sahu, K. (2023) said the findings indicate that both agile taskwork and agile teamwork positively influence team performance and project commitment. Additionally, project commitment plays a significant role in enhancing team performance. Project commitment fully mediates the connection between agile taskwork and team performance while partially mediating the relationship between agile teamwork and team performance. Furthermore, the career level negatively moderates the impact of both agile taskwork and agile teamwork on team performance. For this reason, the work of public health volunteers requires sacrifice and willingness to provide services that are different between individuals. This is by promoting an organizational atmosphere that promotes the work of appropriate personnel and fair remuneration. Encourage public health volunteers to be satisfied with their work—commitment, and loyalty to their profession. Relevant organizations must focus on personnel who perform their duties on-site and promote empowerment and care for the welfare that public health volunteers deserve justice. Another significant issue that impacts the effectiveness of village health volunteers' performance is the level of recognition and training provided to them. Research has indicated that volunteers who receive adequate training and recognition for their efforts tend to exhibit higher levels of job satisfaction and commitment. Comprehensive training equips volunteers with the necessary skills and knowledge, enhancing their performance in both teaching and service aspects. When volunteers feel valued and recognized for their contributions, it can foster a sense of motivation and dedication. Furthermore, proper training and recognition contribute to the development of a skilled and committed workforce. Adequate training ensures that volunteers are well-prepared to deliver quality services to their communities. Recognition not only validates their work but also encourages a sense of pride in their roles. Therefore, addressing the issue of recognition and training is pivotal in maximizing the potential of village health volunteers, ultimately leading to enhanced overall effectiveness and improved community health outcomes.

Limitation

The present study gathered data exclusively from a single province in Thailand. However, in subsequent investigations, it is recommended to acquire data encompassing the entire nation to effectively utilize the research findings to devise strategies to enhance the efficacy of village health volunteers.

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