

Needs Assessment of Organizational Health of School Under Primary Educational Service Area Office

Chanchai Wongsirasawat¹

Faculty of Education,

Valaya Alongkorn Rajabhat University Under the Royal Patronage, Thailand

¹owen_toto@yahoo.com

Phadungchai Papat²

Faculty of Industrial Education and Technology,

King Mongkut's Institute of Technology Ladkrabang, Thailand

²pd_2500@yahoo.com

and Sawat Phetchabun³

Horwang School, Thailand

³sawatphet@yahoo.com

Abstract - This study examined needs assessment of organizational health of school under primary educational service area office. The purposes of this study were: 1) to study organizational health of school under primary educational service area office and 2) to explore needs assessment of organizational health of school under primary educational service area office. The sample consisted of 379 school administrators under Primary educational service area office during the academic year of 2018, using multi-stage random sampling. The instrument used was a five-rating scale questionnaire and the reliability values of 0.95. Data was analyzed using percentage, arithmetic mean, standard deviation, matrix analysis, and priority need index (PNI_{Modified}). The findings revealed that organizational health of school under primary educational service area office was as a whole at high level. It was found that needs assessment of organizational health of school under primary educational service area office by using matrix analysis method was in 2 group of quadrant. The create clarity, over communicate clarity, and reinforce clarity were in quadrant 1 (above criterion), however, build a cohesive

leadership team was in quadrant 4 (need to be developed), it is found that PNI_{Modified} appears between 0.19-0.27 which the aspect are needed to be improved as follows: build a cohesive leadership team, reinforce clarity, over communicate clarity, and create clarity respectively.

Keywords - Needs Assessment, Organizational Health, Primary Educational Service Area Office

I. INTRODUCTION

Nowadays, Education plays an important role in human development which can lead to the development of society and economy. The 12th national and social development plan of Thailand [1] emphasizes on the development of human, education, teacher and moral and ethics. To adopt and adapt with these fast and endless changes, this heavy responsibility falls upon the education in all levels. Schools are characterized as social systems because they are systems of social interactions that affect organizational behavior [2]. One of the pioneers of examining properties of schools was [3]. Miles examined properties of schools that developed growth and properties that

impeded healthy organization interactions. Management process is defined as the effective and efficient attainment of an organization's goals through planning, organizing, leading, and controlling [4]. Although student achievement is one aspect of school effectiveness, organizational health provides an all-inclusive approach to school effectiveness [2]. Identified healthy schools as schools that cope successfully with their environments and use their resources to accomplish their goals. Moreover, organizational health is a culture value of modern world in organization. Thus, it is important to focus on development of organizational health toward higher standard. Additionally, the educational organizations have to enhance and select potential strategies for gaining such competitive advantage. Thailand's education system, it should focus on reforms that can improve teaching and learning process, for example, thinking skills, communication, innovation, cooperation learning and so on [5] said about the 21st century education that providing an environment that encourages students to learn and think is essential. Educational service area office is a Thai agency in office of the Basic Education Commission (OBEC). Its responsibilities include the administration of education from primary education or secondary education in each responsibility area. However, not all sections of society have benefited equally from this expansion. In the school under primary educational service area office, teachers and school administrators are at the heart. Teachers need to be able to spend more of their time actually teaching, rather than performing administrative duties. As it does so, it should develop a organizational health discipline process to assess teachers' performance and encourage their participation in ongoing professional development. Above all, school administrators are should be focus and prepared to effectively providing an environment that encourages built up organizational health in school and work towards system-wide school goals and supporting teachers in schools serving students. The analysis of assessment of organizational health of school under primary educational service area office was a

specification of school administrator's needs. The results reflected the current needs which were useful for administrators to employ the obtained data for the improvement of strengths and getting rid of all weaknesses [6]. According to reasons above, Thus, in this study, we focus on findings what needs assessment of organizational health of school under primary educational service area office should have in order to use such findings in setting policy, guidelines or planning to enhance school.

II. RESEARCH OBJECTIVES

The aims of this research are:

- 1) To study organizational health of school under primary educational service area office.
- 2) To explore needs assessment of organizational health of school under primary educational service area office.

III. CONCEPTUAL FRAMEWORK

The concept framework of this research was based on [7], which defined in to then 4 principles of organizational health, i.e., build a cohesive leadership team, create clarity, over communicate clarity and reinforce clarity.

IV. SCOPES OF RESEARCH

A. Population and Sampling

The population is 27,398 school administrators under Primary educational service area office during the academic year of 2018. The samples are 379 school administrators. It applied the table by Krejcie and Morgan [8], selected by multi-stage random sampling in Table I.

B. Data Analysis

According to the research objectives, the data collection is used a questionnaire comprising 31 items. First, an analysis of data was carried out using percentage, arithmetic mean and standard deviation for each aspect as well as the overall condition of organizational health of school under primary educational service area office. Second, it examines needs assessment

of organizational health of school under primary educational service area office which the data is analyzed with Matrix analysis. According to [6], the Quadrant 1 means above average, the Quadrant 2 means on average, the Quadrant 3 means below average with urgent improvement and the Quadrant 4 means below average. Third, to prioritize the needs assessment, the data is analyzed with Priority Needs Index modified (PNI_{Modified}).

C. Research Tools

A questionnaire is used to collect data which is designed with a five-rating scale. The questionnaire consists of 31 questions with content validity against the Index of Items-Variable Congruence (IVC). The questionnaire was finalized according to suggestions of the experts in the field. An analysis of the data was done to determine the Internal Consistency Reliability using Cronbach’s Alpha method [9], and it was found that its reliability as shown at 0.95.

D. Data Collection

The data is collected from school administrators under primary educational service area office. The tool used to collect the data was a five-rating scale questionnaire the scales are defined as follows: 1 = Very low, 2 = Low, 3 = Medium, 4 = High, and 5 = Very high. The period of this study was in 2018 academic year. There were 379 questionnaires returned to the researcher.

E. Data Analysis

According to the research objectives, the data collection is used a questionnaire comprising 31 items. First, an analysis of data was carried out using percentage, arithmetic mean and standard deviation for each principles as well as the overall condition of organizational health of school under primary educational service area office. Second, it examines needs assessment of organizational health of school under primary educational service area office which the data is analyzed with Matrix analysis. According to [6], the Quadrant 1 means above criterion, the Quadrant 2 means very good, the Quadrant 3 means need to be improved and the Quadrant 4

means need to be developed. Third, to prioritize the needs assessment, the data is analyzed with priority needs index modified (PNI_{Modified}).

V. RESULTS OF THE STUDY

Result of the study organizational health of school under primary educational service area office as shown in Table I-IV.

1) Result of General Information of Respondents.

**TABLE I
FREQUENCY AND PERCENTAGE
OF THE QUESTIONNAIRE RESPONDENTS,
CATEGORIZED BY BASIC CHARACTER
OF THE SAMPLE GROUP.**

General Data		n	Percentage
Ages			
-	Less than 50 year old	147	38.79
-	Higher than 50 year old	232	61.21
Work Experiences			
-	Less than 9 year	98	25.86
-	Higher than 9 year	281	74.14
Total		379	100.00

According to Table I, the total number of respondents are 382 persons; In term of ages, 147 (38.79%); whereas 232 (61.21%) respondents age were higher than 50 years old. For work experiences in education sector, 98 (25.86) respondents have worked less than 9 years; and 281 (74.14%) respondents have more than 9 year experience.

2) Result of study Organizational health of school under primary educational service area office.

**TABLE II
THE ARITHMETIC MEAN (\bar{x}) AND STANDARD
DEVIATION (S.D.) OF ORGANIZATIONAL
HEALTH OF SCHOOL UNDER PRIMARY
EDUCATIONAL SERVICE AREA OFFICE.**

Organizational Health	\bar{x}	S.D.	Level of Opinions
1. Build a cohesive leadership team	3.93	0.63	High
2. Create clarity	4.19	0.59	High
3. Over communicate clarity	4.15	0.60	High
4. Reinforce clarity	4.16	0.62	High
Total	4.11	0.55	High

According to Table II, the organizational health of school under primary educational service area office is found as a whole at high level ($\bar{x} = 4.11$, S.D. = 0.55).

3) Result of analysis of Needs assessment of organizational health of school under primary educational service area office as by using Matrix Analysis Method.

**TABLE III
NEEDS ASSESSMENT OF ORGANIZATIONAL HEALTH OF SCHOOL UNDER PRIMARY EDUCATIONAL SERVICE AREA OFFICE BY USING MATRIX ANALYSIS METHOD.**

Organizational Health	Matrix Analysis Condition			
	Q1	Q2	Q3	Q4
1. Build a cohesive leadership team				X
2. Create clarity	X			
3. Overcommunicate clarity	X			
4. Reinforce clarity	X			
Total	3	0	0	1

Q = Quadrant

According to Table III, the study demonstrated that the Needs Assessment of organizational health of school under primary educational service area office was in 2 group of quadrant. The create clarity, over communicate clarity, and reinforce clarity were in quadrant 1 (above criterion), however, build a cohesive leadership team was in quadrant 4 (need to be developed).

4) Result of prioritizing needs index modified of organizational health of school under primary educational service area office in Table IV

**TABLE IV
NEEDS ASSESSMENT OF ORGANIZATIONAL HEALTH OF SCHOOL UNDER PRIMARY EDUCATIONAL SERVICE AREA OFFICE BY USING PRIORITY NEEDS INDEX MODIFIED.**

Organizational Health	I	D	Prioritizing
1. Build a cohesive leadership team	5.00	3.93	1
PNI_{Modified}	0.27		
2. Create clarity	5.00	4.19	4
PNI_{Modified}	0.19		
3. Overcommunicate clarity	5.00	4.15	2
PNI_{Modified}	0.20		
4. Reinforce clarity	5.00	4.16	2
PNI_{Modified}	0.20		

According to Table IV, it is found that $PNI_{Modified}$ appears between 0.19-0.27 which the aspect are needed to be improved as follows: build a cohesive leadership team, reinforce clarity, over communicate clarity, and create clarity respectively.

VI. DISCUSSIONS

1) Suggestion to Use this Study Outcome

- School administrators should be provided with a chance to share some responsibilities with their teachers to build up leadership team.
- School administrators must do to give teachers the clarity they need is to agree in management process.

2) Suggestion for Further Studied

- The Factors affecting to organizational health of school under primary educational service area office.
- The needs assessment of organizational health in other sampling groups should be focused such as higher education group, from others educational areas in order to explore problem at national level and find further solutions.

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(Arranged in the order of citation in the same fashion as the case of Footnotes.)

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