

Engagement and Good Membership Behavior of the Elderly Affecting the Performance of Elderly Clubs in Thailand

Piyakorn Whangmahaporn

Graduate College of Management, Sripatum University, Thailand

E-mail: piyakorn.wh@spu.ac.th

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Abstract

This mixed-method research aimed to examine the levels of engagement and good membership behavior of the Thai elderly and investigate the performance of the elderly clubs in Thailand. The present research also focused on the variance of opinions about the performance of the elderly clubs resulting from personal factors, and the structural equation model of causal variables affecting the performance. The problems, obstacles, and approaches to developing the performance were also studied and discussed. Regarding the quantitative research, the respondents were 1,145 elderly members from 392 elderly clubs and the instrument was questionnaire. In terms of the qualitative research, the 20 key informants were from 4 elderly clubs. The interview and interpretation techniques were used to collect and analyze the data. The results showed that the overall engagement and membership behavior of the elderly members was at a high level. The overall performance was at the highest level. The elderly's engagement and the good membership behavior were the variables that had a positive direct influence on the performance. The results indicated that the elderly members with different ages, educational backgrounds, and monthly income levels had different opinions about the performance of the elderly clubs. As for the structural equation model, it was found that the model fit the empirical data at an acceptable level. The problems and obstacles of the elderly clubs included inconsistent participation and mismatched activities. The approaches to developing the performance of the elderly clubs were associated with cooperation from various agencies and family support.

Keywords: Organizational Engagement, Good Membership Behavior, Performance, Elderly, Elderly Clubs

Introduction

One social problem that both developed and developing countries are facing is the increasing number of aged population, which has an effect on economic, social, and administrative conditions. The Thai government is aware of the importance of population ageing. It has enacted the Act on Older Persons B.E. 2546 and urged all related agencies to effectively provide public services according to the First National Plan on the Elderly 1982-2001 and the Second National Plan on the Elderly 2002-2021 (Revised 2009), which place importance on respecting the elderly as the valuable assets to the society and sustaining their valuable contribution as longest possible. If the elderly are in a dependent state, their family and community have a duty to help them live a quality life and give them initial assistance together with additional support from the government's welfare system.

"Elderly club," which is a gathering of the elderly in each local community, is considered a key mechanism for reducing the burden of the government and their family because it enables

the elderly, who are the club members, to do various activities together, which contributes to their good mental and physical health. An elderly club helps the elderly to exercise their abilities, reduce anxiety, increase self-confidence, depend on themselves rather than others, and adapt to the environment. It is important for an elderly club to have a good operational system, as it will help the club to effectively respond to the needs of its members and become the government's mechanism for taking care of the elderly in a sustainable way (Pratanadee, n.d.).

However, according to a survey of the elderly population in 2007, it was found that most elderly people did not participate in group activities. Only 1.9 percent of them were the members of professional groups and 21 percent were the members of elderly clubs. The elderly people were found to mostly attend community activities (more than 70%) held during festive events such as National Elderly Day and Songkran Day. Therefore, encouraging the elderly to do social contribution activities is considered very important and challenging. Out of 23,040 elderly clubs nationwide, there were only half of them that are still active (10,470 clubs). It was also found that most of the elderly clubs were established for health promotion purposes (90%), followed by socializing purposes (80%). The factors that had an effect on the discontinuity or weakness of elderly clubs were conflicts between committee members, conflicts between members, lacks of budget, and operational non-transparency (Yodphet, Sombat, Sarobol, and Sakdaporn, 2012). In addition, it was found that when existing members of elderly clubs withdraw from membership or inconsistently participate in club activities, it will make weak elderly clubs become even weaker.

Considering the public administration knowledge, the studies of public administration previously placed importance on government agencies because they are the organizations that provide public services to people. However, so far, the government agencies were found to have operational inefficiencies and could not provide public services in an effective way due to the limitations of resources and good governance issues. Thus, the focus of public administration studies has shifted to the concept of new public management and new public service, which pays attention to horizontal management systems, partnership, networking, and good governance in order to achieve management efficiency and effectiveness. This concept emerges to challenge traditional public administration thinking. Thus, the study of people's organizations that partner with the government sector will help expand the boundary of knowledge in public administration and contribute to developing people's organizations to become the government's mechanism for driving effective public service provision.

From the review of related studies, there is still little research on elderly clubs, which are classified as people's organizations. Most previous studies mainly focus on government agencies according to the traditional paradigm. In addition, there is a lack of studies on using the management concepts such as balanced scorecard to evaluate and improve overall organizational performance, explore the gaps in performance, seek ways to resolve and improve the operations of weak elderly clubs, and make them become the government's effective partner. In general, the management concepts are mainly used to study the operations of public and private organizations.

The review of previous research also suggested that apart from the external factors such as policy and organizational environment, the performance of an organization depends on its organizational members' engagement and good citizenship behaviors, which are considered the internal factors of individuals such as needs for acceptance, dedication, and cooperation. Once the members of an organization have organizational engagement and good citizenship behaviors, it will ultimately lead to better organizational effectiveness (Banks, 2013; Zhang, 2009; Rideout, 2010; Bonaparte, 2008).

Based on the background, the significance of the problem, and the gap of knowledge above, it is essential to study the performance of elderly clubs from the perspectives of elderly

members and examine the engagement and good membership behaviors of the elderly members in order to explore the operational gaps of the elderly clubs in four dimensions: 1) responding to the needs of members, 2) administrative management, 3) financial management, and 4) organizational progress. This will contribute to the development of the performance of the elderly clubs and help enhance the engagement and good membership behaviors of the elderly members, making the elderly clubs able to partner with the government in a sustainable way.

Research Objectives

The objectives of this research were 1) to examine the degree of engagement and good membership behavior of the elderly clubs' members as well as the performance level of the elderly clubs in Thailand, 2) to study the confirmatory factors of the engagement and good membership behavior of the elderly clubs' members as well as the performance of the elderly clubs in Thailand, 3) to investigate the variance of opinions about the performance of Thai elderly clubs resulting from the personal factors of the elderly clubs' members, 4) to study and evaluate the structural equation model of causal variables affecting the performance of the elderly clubs in Thailand, 5) to study the problems and obstacles in the operation of the elderly clubs in Thailand, and 6) to propose the approaches for developing the performance of the elderly clubs in Thailand.

Related Concepts, Theories, and Research

Organizational effectiveness depends on various important factors, including organizational engagement and good organizational citizenship. Many research studies suggested that these two factors have an effect on the performance of an organization (Banks, 2013; Zhang, 2009; Rideout, 2010; Bonaparte, 2008). Particularly, affective engagement and continuance engagement have relationships with good organizational citizenship behavior (Zhang, 2009). Moreover, the good organizational citizenship behavior in an aspect of courtesy is more related to affective engagement than other variables (Bonaparte, 2008).

Based on empirical findings and research related to the study of organizational commitment and organizational effectiveness by Wills (2013) and Shiva (2010), it was found that organizational commitment was associated with organizational effectiveness. From empirical findings and research related to the study of good membership behavior of organizations and organizational effectiveness by Banks (2013) Cooper (2010) Hohenstein (2007) Walz (1995) Chinnapha (2003) Higgins (2002) found that good organizational membership behavior was related to organizational effectiveness. From empirical findings and research related to the study of organizational commitment good membership behavior of the organization and the effectiveness of the organization by finding that the commitment to the organization affects the effectiveness of the organization through good membership behavior of the organization As the findings of Banks (2013) Zhang (2009) Rideout (2010) Bonaparte (2008) Zhang (2009) and Bonaparte (2008).

The present research used the organizational commitment concept of Allen and Mayer (1990) to study the elderly's engagement and good membership behavior affecting the performance of the elderly clubs. This concept suggests that organizational commitment can be divided into 3 groups: affective commitment, normative commitment, and continuance (or calculative) commitment. The good organizational citizenship concept of Organ (1988, 1990), which suggests that good organizational citizenship is a person's voluntary commitment that has an effect on organizational performance, was used to investigate good membership behavior of the elderly. Good organizational citizenship is composed of 5 components, which are altruism, courtesy, conscientiousness, civic virtue, and sportsmanship.

In addition, the performance of the elderly clubs were evaluated based on the balanced scorecard concept of Kaplan and Norton (2001), which focuses on 4 measurement dimensions: 1) responding to the needs of members such as providing continual, preferable, and various activities and giving member useful benefits, 2) administrative management such as managing the needs of members, operational transparency, dedication of leaders, and cooperation of committee members, 3) financial management such as obtaining financial support from local administrative organizations and social welfare funds, earning money to conduct club activities, and receiving financial assistance from local communities, 4) organizational progress such as having collaborative networks, working with other organizations, and assigning workforce representatives.

The researcher determined the hypotheses based on the conceptual framework, related theories, and previous research as follows.

Hypothesis 1: the external latent variable is the elderly's engagement, which consists of 3 external observed variables: 1) affective engagement, 2) continuance engagement, and 3) normative engagement.

Hypothesis 2: the external latent variable is the elderly's good membership behavior, which is composed of 5 external observed variables: 1) altruism, 2) courtesy, 3) conscientiousness, 4) civic virtue, and 5) sportsmanship.

Hypothesis 3: the internal latent variable is the performance of the elderly clubs in Thailand, which is comprised of 4 internal observed variables: 1) responding to the needs of members, 2) administrative management, 3) financial management, and 4) organizational progress.

Hypothesis 4: the personal factors have an effect on the variance of the elderly members' opinions about the performance of the elderly clubs.

Hypothesis 5: the elderly's engagement and good membership behavior are the variables that have both direct and indirect influence on the performance of the elderly clubs.

Hypothesis 6: the structural equation model of causal variables affecting the performance of the elderly clubs in Thailand fits with the empirical data.

Hypothesis 7: the problems and obstacles in the operation of Thai elderly clubs include the internal management problems such as a lack of financial support, leadership abilities of leaders, cooperation of members, and collaborative assistance from relevant agencies as well as personal problems of the elderly members such as having no time to participate in club activities due to economic issues and a lack of family support.

Hypothesis 8: the approaches for developing the performance of the Thai elderly clubs include assigning the relevant government agencies to support the gathering of community members and the establishment of collaborative network and provide assistance to the elderly clubs in terms of budget, materials, and training equipment.

Methods

The quantitative research was conducted to answer the research objectives number 1, 2, 3, and 4. The target population was 2,607,000 elderly people, who were the members of 18,895 elderly clubs in Thailand (Department of Older Persons, 2012). The sample size was calculated using the G*Power program with the "Linear multiple regression: Fixed model, R^2 deviation from zero" option (effect size = 0.02, error prob. = 0.05, and power (1-B error prob.) = 0.95). As the previous parameter estimates were unknown and the target population was large ($N > 10,000$), the effect size was automatically set at 0.02 (Faul, Erdfelder, Lang, and Buchner, 2007). Finally, the appropriate sample size of 1,145 respondents was determined. In addition, the Tara Yamane formula was used to calculate the sample size of 392 elderly clubs. Then a stratified sampling and a simple random sampling were applied to select 392 elderly clubs from the regional areas in Thailand. After that, a purposive sampling was used to select four respondents from each 392 elderly clubs until reaching a total number

of 1,145 respondents. The leader of each elderly club was asked to select the respondents, who had continually participated in the club activities for at least 1 year. The research instrument was rating scale questionnaire, which was already passed the validity test with the IOC (Index of Item-Objective Congruence) values of 0.80-1.00 and the Cronbach's alpha coefficient of 0.94.

The results of the quantitative research were used to conduct the qualitative research in order to obtain additional data. The researcher randomly selected 4 elderly clubs by lottery method from the northern, southern, and central regions of Thailand. The 20 key informants were composed of 1) two elderly members from each 4 elderly clubs, 2) two committee members from each 4 elderly clubs, and 3) four chief administrators of related local administrative organizations or assigned persons. The research instrument was semi-structured interview. The triangulation technique was used to test the validity of the data. The data analysis was carried out using the interpretation method. The Atlas.ti program was also used to analyze the qualitative data.

Results

The research results can be described according to the research objectives as follows.

Objective 1: the elderly members' engagement with the elderly clubs was at a high level with the mean score of 4.136. The good membership behavior of the elderly members was also at a high level with the mean score of 4.183. The overall performance of the elderly clubs was at the highest level with the mean score of 4.248.

Objective 2: the goodness of fit values of the confirmatory factors of the elderly members' engagement were $\chi^2 = 1.571$, $df = 2$, $\chi^2/df = 0.786$, $p\text{-value} = 0.456$, CFI & TLI = 1.000, RMSEA = 0.000, and SRMR = 0.000, which indicated that the confirmatory factor model of the elderly members' engagement fit the empirical data at a good level.

The goodness of fit values of the confirmatory factors of the elderly members' good membership behavior after modifying the model path were $\chi^2 = 2.449$, $df = 1$, $\chi^2/df = 2.449$, $p\text{-value} = 0.118$, CFI = 0.999, TLI = 0.993, RMSEA = 0.032, and SRMR = 0.005, which indicated that the confirmatory factor model of the elderly members' good membership behavior after modifying the model path fit the empirical data at a good level.

The goodness of fit values of the confirmatory factors of the performance of the elderly clubs after modifying the model path were $\chi^2 = 2.446$, $df = 1$, $\chi^2/df = 2.446$, $p\text{-value} = 0.118$, CFI = 0.999, TLI = 0.994, RMSEA = 0.032, and SRMR = 0.006, which indicated that the confirmatory factor model of the performance of the elderly clubs after modifying the model path fit the empirical data at a good level.

Objective 3: the personal factors that had an effect on the variance of the elderly members' opinions about the performance of the elderly clubs were age, educational background, and monthly income level.

Objective 4: the results of the path analysis of the structural equation model of causal variables affecting the performance of the elderly clubs in Thailand are shown in Table 1.

Table 1 Results of the path analysis of the structural equation model of causal variables affecting the performance of the Thai elderly clubs after applying the modification indices

Output variables	OCB (Path Factor)				ECBSA (η)			
	DE	IE	TE	R ²	DE	IE	TE	R ²
Causal variables								
OC (ξ_1)	0.857** (0.052)	-	0.857** (0.052)	0.799** (0.018)	0.473** (0.077)	0.417** (0.060)	0.891** (0.058)	0.709** (0.037)
OCB (ξ_2)	-	-	-		0.487** (0.035)	-	0.487** (0.035)	
Goodness of Fit Indices								
$\chi^2 = 49.973$, df = 37, p = 0.075, CFI = 0.999, TLI = 0.998, RMSEA = 0.016, SRMR = 0.016								

The results of the path analysis of the structural equation model after applying the modification indices shown in Table 1 can be described as follows.

Considering the analysis of the coefficient of determination (R^2), it was found that the external latent variables (ξ_1 - ξ_2), which were the elderly members' engagement (OC) and the good membership behavior (OCB), could explain the variance of the path factor and internal latent variables (η), which included the good membership behavior (OCB) and the performance of the Thai elderly clubs (ECBSA). The external latent variables (OC and OCB; ξ_1 - ξ_2) could jointly explain the variance of the performance of the Thai elderly clubs (ECBSA) with an explanatory power of 70.90% (ECBSA; $R^2 = 0.709$). Moreover, the elderly members' engagement (OC; ξ_1) could explain the variance of the path factor (OCB) with an explanatory power of 79.90 (OCB; $R^2 = 0.799$).

Regarding the path analysis of the structural equation model of causal variables affecting the performance of the Thai elderly clubs after applying the modification indices, the results showed that the variables that had a positive direct influence on the performance of the Thai elderly clubs (ECBSA) at a statistical significance level of 0.01 included the elderly members' engagement (OC; 1) and the good membership behavior (OCB; 2). The elderly members' engagement (OC; 1) was found to be the variable that had the highest positive direct influence on the performance of the Thai elderly clubs (TE = 0.891) and also had a direct influence on the good membership behavior (DE = 0.857). In addition, it had a positive indirect influence on the performance of the Thai elderly clubs (ECBSA) at a significance level of 0.01 through the good membership behavior (OCB; 2) with an effect size of 0.417. The good membership behavior (OCB; 2) also had a direct influence on the performance of the Thai elderly clubs (ECBSA) at a significance level of 0.01 (DE and TE = 0.487).

The results of the analysis of goodness of fit of the structural equation model of causal variables affecting the performance of the Thai elderly clubs can be described as follows.

Considering that $\chi^2 = 49.973$, df = 37, p = 0.075, and $\chi^2/\text{df} = 1.351$, the model was found to fit the empirical data at a good level.

In terms of the comparative fit index, it was found that CFI = 0.999 and TLI = 0.998, indicating that the model fit the empirical data at a good level.

Considering that the RMSEA and SRMR values were 0.016, the model was found to fit the empirical data at a good level.

Based on the above analysis results, the structural equation model of causal variables affecting the performance of the elderly clubs after applying the modification indices was created as shown in Figure 1.

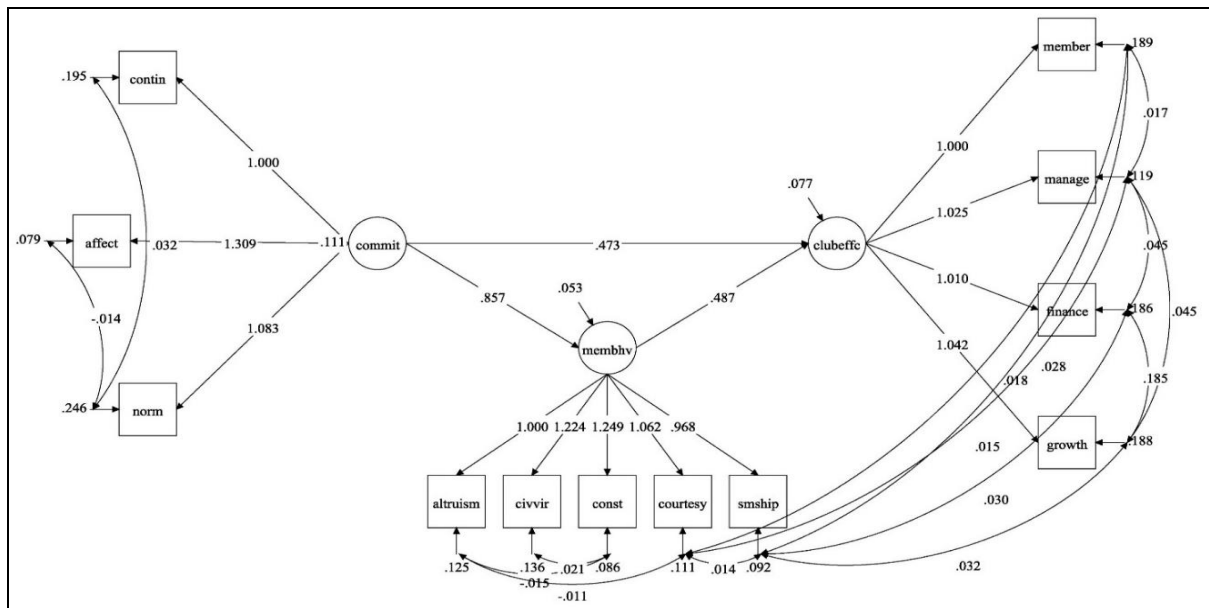


Figure 1 Structural equation model of causal variables affecting the performance of the Thai elderly clubs after modification

Objective 5: the top four problems and obstacles that were mostly faced by the Thai elderly clubs were 1) the elderly members could not participate in the club activities on a continuous basis (35.29) because they needed to do farming and weaving works or raise their grandchildren, 2) insufficient facilities (17.64%), 3) the club activities did not meet the needs of the members (11.77%), a lack of understanding between the club administrators and the club members (11.77%), and the clubs members were also the members of other elderly clubs (11.77%), and 4) a lack of financial support and supportive opinions (5.88%).

Objective 6: considering the approaches to developing the performance of the Thai elderly clubs, the results suggested that the approach that received the highest score was obtaining support from various agencies (37.50%), followed by achieving cooperation from the elderly members (25%), providing useful benefits to the elderly members (10%), supporting career promotion activities (7.50%), having dedicated administrators (7.50%), obtaining family support (5.00%), and creating understanding between the club committee and the club members (5.00%).

Conclusion and Discussion

The results of the present research about the engagement and good membership behavior of the elderly affecting the performance of the elderly clubs in Thailand were discussed as follows.

According to the research results, the elderly members with different ages, education background, and monthly income levels had different opinions about the performance of the elderly clubs. On the other hand, the differences in gender, religion, marital status, literacy, and career before and after retirement of the elderly members did not cause the differences in their opinions about the performance of the elderly clubs. The opinion score of the elderly members aged 70-74 years and 75 years and over about the performance of the elderly clubs in aspects of responding to the needs of members and administrative management was higher than that of the elderly members aged 60-64 years and 65-69 years. However, the opinion score of the elderly members aged 70-74 years about the performance of the elderly clubs in an aspect of financial management was higher than that of the elderly members aged 60-64 years, 65-69 years, and 75 years and over. It indicated that the elderly members with higher

age thought that the elderly clubs had operational effectiveness in aspects of responding to the needs of members and administrative management. This might be because the elderly members aged 70 years and over, which accounted for 31.80% of all respondents, thought that the elderly clubs continuously provided them with various useful activities such as exercise, professional promotion, and nutritional activities that suit their needs. They also thought that the elderly clubs had good administrative management, for example, the administrators were dedicated to working, the operations were transparent, the club performance was reported to the members, the club committee worked together for the benefits of the members, and the clubs were established based on the needs of the community members.

However, the elderly members aged 60-64 years and 65-69 years, which accounted for 68.30% of all respondents, thought that the elderly clubs needed to improve their performance in all aspects, including responding to the needs of members, administrative management, financial management, and organizational progress. Particularly, the mean scores of the financial management aspect and the organizational progress aspect were lower than that of the other two aspects. The elderly members thought that the elderly clubs still lacked modern and sufficient equipment for operations and had limited supportive networks to provide financial assistance, places, equipment, and facilities. Moreover, there was no community health centers and health promotion hospitals located in the same area as the clubs, which was indicative of a lack of convenient access to health services.

The elderly members with different educational levels had different opinions about the performance of the elderly clubs in the aspects of financial management and organizational progress. The opinion score about the elderly clubs' financial management of the elderly members with an educational level of primary school, high school/vocational certificate, high vocational certificate/diploma, bachelor's degree and higher was higher than that of the elderly members that were uneducated. It was also found that the opinion score about the elderly clubs' financial management and organizational progress of the elderly members with an educational level of high vocational certificate/diploma was higher than that of the elderly members with an educational level of primary school, high school/vocational certificate, and bachelor's degree and higher. This was probably because the elder members with an educational level of primary school, high school/vocational certificate, and bachelor's degree and higher, which accounted for 87.70% of all respondents, thought that the financial management and the organizational progress of the elderly clubs were not appropriate and still required further development. They thought that the elderly clubs still lacked modern and sufficient equipment for operations and had limitations in terms of supportive networks, financial assistance, equipment and materials, and facilities.

The elderly members with different monthly income levels had different opinions about the performance of the elderly clubs in every aspect. The opinion score about the elderly clubs' response to the needs of members and administrative management of the elderly members with a monthly income of less than 2,000 Baht was lower than that of the elderly members with no income and a monthly income of 2,001 - 4,000 Baht and higher than 4,001 Baht. The opinion score about the elderly clubs' financial management and organizational progress of the elderly members with no income was higher than that of the elderly members with a monthly income of less than 2,000 Baht, 2,001 - 4,000 Baht, and higher than 4,001 Baht. This was in line with the research results that the opinion score about the elderly clubs' financial management and organizational progress of the elderly members with a monthly income of less than 2,000 Baht was lower than that of the elderly members with a monthly income of 2,001 - 4,000 Baht and higher than 4,001 Baht. This might be because the elder members with lower income were not satisfied with the elderly clubs' operations. They thought that the elderly clubs should improve the response to the needs of members such as providing various

activities and useful training about exercise, career promotion, and healthy nutrition. They also thought that the elderly clubs required further development in terms of administrative management, which was involved with dedication of the club administrators, operational transparency, presentation of performance report, the club committee's cooperation for the benefit of the members, and community-based establishment of the elderly clubs. The financial management and the organizational progress of the elderly clubs should be developed at the same time.

When comparing the qualitative results with the quantitative results concerning the problems and obstacles of the elderly clubs, it was found that the results of both research methods were mostly consistent. The quantitative results showed that the elderly clubs had the highest performance in the aspect of administrative management (mean = 4.248). However, the key informants, who were the elderly members, club committee members, and executives from the local administrative organizations, thought that the elderly clubs needed further development in aspects of responding to the needs of members and financial management, whose mean scores were ranked the bottom two among all 4 aspects. In terms of responding to the needs of members, the key informants thought that the elderly clubs should organize more various activities that could serve the needs of their members and focus more on recreational and career promotion activities. They thought that various and continuous activities could attract more participation. In addition, the key informants suggested that the financial management was a weakness of the elderly clubs because the elderly clubs had no income but expenses only. The elderly clubs needed support from related agencies such as local administrative organizations, sub-district health promotion hospitals, National Health Security Office, private organizations, and community leaders in order to obtain the budget to conduct activities. However, the elderly clubs should find ways to earn money by themselves as well. This is consistent with a study about the operational characteristics and activities of elderly clubs of Yodphet, Sombat, Sarobol, and Sakdaporn (2012), which revealed that the elderly clubs were managed by the club committee and had a lack of budget, equipment, and operating facilities.

The results of the present research regarding the elderly's engagement with the elderly clubs are in line with the concept of Allen and Mayer (1990), which suggests that the organizational commitment consists of three components: affective commitment, normative commitment, and continuance commitment.

Considering the elderly members' engagement with the elderly clubs in the present research, the elderly members felt that the elderly clubs were important and meaningful for their life. They were willing to comply with related procedures, satisfied with the work system, and proud to talk about the elderly clubs with outsiders, which was indicative of having affective commitment. This is in line with the concept of Vroom, which suggests that people tend to select jobs that are consistent with their professional goals and their goals are usually influenced by their values. Once the values of employees and organizations are consistent, the employees are likely to feel engaged with their organization. Thus, it can be said that the employees decide to stay with the organization based on their work values. In addition, the results of this research showed that the elderly members did not want to withdraw from the club membership because they were attached to their fellow members. They would feel guilty for leaving the elderly clubs because the clubs needed cooperation from the members. The elderly members were happy and ready to do everything for the success of the elderly clubs. They felt that it was wrong to resign from the elderly clubs so as to take care of their family or conduct their own business, which was indicative of having normative commitment. The research results are also consistent with the concept of Wiener (1982), which suggests that continuance commitment may result from socialization and social learning. Socialization can occur before or after people become a part of an organization. It may occur when employees

believe that they should give loyalty to the organization in return for its investment in them. Moreover, the research results revealed that the elderly members were proud to contribute to the progress and reputation of the clubs and always recommended other people to join the clubs. They intended to remain members of the elderly clubs because they received useful benefits, which was indicative of having continuance commitment.

Considering the results about good organizational citizenship behavior, it was found that the elderly members had a high level of good membership behavior (mean = 4.183). The aspect that obtained the highest score was cooperating, which included voluntarily participating in every activity, understanding the clubs' goal and contributing to the clubs' success, providing useful opinions for the benefit of the clubs, and not disclosing the clubs' secrets to outsiders. These quantitative results were not consistent with the qualitative results, which suggested that the problem of the elderly clubs was the elderly members' inconsistent participation due to transportation barriers. The aspect that obtained the lowest score was giving support, which included helping and facilitating other members, explaining related rules, activities, and membership benefits to new members, caring and encouraging desperate members, and exchanging opinions with fellow members. From the observations of the researcher, most elderly members had love, unity, and generosity. They shared things with each other and gave support when other members were sick or dead.

The research results about the relationships between the engagement and the good membership behavior of the elderly members are in line with the research results of Morrison and Robinson (1997), Podsakoff et al. (1997), Chen and Francesco (2003), Chumsri (2006), Amsaad (2012), Bunchit (2009), Lomtaku (2011), Sirisomboon (2004), and Leephaijaroen (2014), which suggested that organizations cannot survive without the good organizational citizenship behavior of employees and that organizational engagement have relationships with good organizational citizenship behavior. Moreover, the present research results about the direct and indirect influence of the elderly members' engagement and good membership behavior on the performance of the elderly clubs are consistent with the research findings of Banks (2013), Cooper (2010), Hohenstein (2007), Walz (1995), Chinnapha (2003), and Higgins (2002), which suggested that good organizational citizenship and organizational performance are correlated. Particularly, the good organizational citizenship behavior in the aspect of giving support was found to have the highest influence on the organizational performance. Overall, the related previous studies indicated that the good organizational citizenship behavior is highly correlated with the organizational performance.

Regarding the approaches to developing the performance of the Thai elderly clubs, the quantitative results showed that the approaches that obtained the highest score was obtaining assistance from related agencies (37.50%) and obtaining financial support (2.50%). This was because most elderly clubs did not have their own income. They needed to write a project proposal in order to obtain a budget for organizing activities. They mainly receive budget from the National Health Security Office, after submitting their proposal through the local administrative administration that acted as their mentor in the process of proposal writing. There were only a few elderly clubs that had strong leaders and committee and were able to build a network and create activities to earn money on their own such as organizing talk shows and bowling competitions. Some elderly clubs received support from private agencies in form of free tickets to tourist attractions. It can be said that the elderly clubs cannot organize activities for the elderly, if they do not have capable and enthusiastic leader and committee. The elderly clubs also received additional support from local government agencies such as sub-district headman, village headman, and district chief. However, the elderly clubs needed to build personal relationship with them so that they helped to coordinate with other private agencies for further support. This made the elderly clubs had unstable status and unstable budget for preparing lunch and organizing other activities. The

elderly clubs might be supported to carry out career promotion activities but the elderly members had limitations in terms of physical movements and eyesight. Thus, the activities of each elderly club should be organized based on the nature of its elderly members without having to follow any national standard. In addition, it is essential to provide the elderly clubs with related facilities such as tables, chairs, radios, electrical fans, and activity venues that can accommodate all club members. According to the present qualitative results, it was found that the external factors were more important than the internal factors. This is different from the results of the previous research, which suggested that the success of elderly clubs in Thailand relies more on the internal factors such as traits of leaders, management efficiency, location, resources, equipment, and unity of club members rather than the external factors such as budget, cooperation of related agencies, and family support (Kaewsuksai, 2002; Phonsawang, 2006; Phornprasatphon, 1999; Phaencharoen, 2006; Boonvises, 2010; Sombunphol, 2013).

Recommendations

Recommendations from the Research Results

Based on the research results, the elderly members' normative engagement had lower mean score than other aspects, especially in the item "You feel that it is wrong to resign from the elderly clubs so as to take care of your family or conduct your own business." Obtaining low scores in this item indicates that the elderly members were ready to resign from the elderly clubs, if needed. Therefore, the elderly club committee should pay more attention to the elderly members and encourage them to continually participate in the club activities, which can contribute to higher engagement and make them not think of resigning.

The research results showed that the elderly members' good membership behavior in the aspect of giving support had lower mean score than other aspects, especially in the item "You usually explain related rules and activities to new members in order to make them better understand the membership benefits." This indicates that the elderly clubs might not have interesting membership benefits to attract new members. Thus, the club committee may need to recruit new members from the elderly aged less than 60 years and classify them as extraordinary members. Extraordinary members are usually strong, willing to participate in club activities on a continuous basis, and able to pay an annual membership fee. Moreover, the club committee should discuss with the elderly members about additional membership benefits, which can be provided in form of career promotion instead of monetary or other aid. This is to make the elderly members aware of the importance of earning income when they are still strong and not sick.

According to the research results, the elderly members had different attitudes towards the operation of the elderly clubs. Some of them thought that the operation of the elderly clubs was appropriate, while some thought that the elderly clubs should improve the performance in the aspects of financial management and organizational progress. These two aspects are the gaps that require further development. However, it is quite difficult to fulfill these gaps because the elderly members cannot do it by themselves. Local administrative organizations, central government agencies such as the National Health Security Office, regional government agencies such as provincial social development and human security offices, and private organizations such as commercial firms and shops should cooperate in strengthening the elderly clubs. For example, local administrative organizations should help the elderly clubs to find funding sources, mentor them in writing a budget proposal before submitting it to various organizations, provide equipment and materials for organizing activities, and prepare appropriate venues for club activities.

The research results suggested that the problem that was mostly faced by the elderly club was caused by the elderly members. This is because most elderly members relied on farming and

weaving for their livelihood and sometimes they had to raise their children at home so they could not participate in every club activity. In order to solve this problem in the short term, the elderly clubs and local administrative organizations must educate the elderly members and their families to recognize the benefits of club participation.

Recommendations for Future Research

Elderly clubs are people's organizations/private development organizations, which act as a mechanism for providing public services to the elderly. Elderly clubs have been established across the country with the mission of supporting the operation of local administrative organizations. Many elderly clubs have become the main mechanism of public service provision. However, the elderly clubs still have limited budget to organize activities for the elderly members and there is also an issue about the increasing number of strong elderly people. Therefore, it is important to provide the retired elderly with career promotion programs in order to help them earn money after retirement. At present, the Ministry of Social Development and Human Security has a policy to establish the Center for Quality of Life and Career Promotion for the Elderly but still has not determined any measure to assess related problems and evaluate whether this project can generate income for the elderly or not. Thus, future research should be conducted to study the implementation of this policy in order to obtain the findings that are useful for the development of the Center for Quality of Life and Career Promotion for the Elderly. The key informants of future research on the establishment of the Center for Quality of Life and Career Promotion for the Elderly should be the center's committee members, elderly members, and representatives from related local administrative organizations and provincial social development and human security office.

The present research about the influence of the elderly members' engagement and good membership behavior on the performance of the elderly clubs in Thailand applied the balanced scorecard concept to measure the performance of the elderly clubs, which are people's organizations/private development organizations. Thus, future research should be carried out in other private development organizations and use the same concept to examine whether the results are consistent with the empirical data or not.

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