

Casual Structural Model Of Organization Behavioral Factors Effecting Public Service Efficiency Under Mega Cities Administration: A Case Study Of Bangkok Metropolitan Administration Thailand

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Abstract

This study aims to investigate the effect of Public service motivation, Job satisfaction, Organization engagement, and Organization Citizenship Behavior that affected public service efficiency. A sample of 1,454 respondents from Bangkok government officials. The findings show that causal behavior model had influenced on service effectiveness of local government officials and coincided with the empirical data $\chi^2=129.331$, $df=106$, $p=0.06142$, $\chi^2/df=1.220$, $CFI=1.00$, $GFI=0.992$, $RMSEA=0.012$, $SRMR=0.013$. Organization Citizenship Behavior and Job Satisfaction had direct positive influence on Work Efficiency, which could explain the variances of Work Efficiency 60.7 percent.

Keywords: Public Service Motivation; Job Satisfaction; Organization Engagement; Organization Citizenship Behavior; Public service efficiency

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1. Introduction

Demographic structure has changed from small communities to big metropolis. Most population has been living in urban than rural areas (Heinrichs, D., Krellenberg, K., & Hansjürgens, B., 2012) with diversified needs for public services, which quite different from those in the past. Presently, over half of world population have taken up residence in numerous cities with different living styles until most cities rapidly expanded into so-called "megacities" (Sorensen, A., & Okata, J., 2011) with enormous number of city population. With the rapid expansion, a city required public services different from early period. Public organizations in urban residents has important role in providing services for the general. Therefore, it is important to increase maximum work efficiency in public services. In the current research of improvement work efficiency in public organizations has given importance in Organizational Behavior (OB). OB is helps to improve work efficiency both personnel and organization levels and completes understanding and motivates employees to increase work efficiency. It is a widely used approach in the field of organizational management research. As a state enterprise, the public sector is confronted with unavoidable new challenges and must provide good public services (Nuchodom, C. et al., 2014). The main elements of organizational behavior that are most of research used as variables in their studies include: Public Service Motivation (PSM) is one of the key factors in the public sector, leading to the social well-beings, which considered as the individual awareness on providing public services (Liu et al., 2018). Job satisfaction (JS) aids in the achievement of organizational efficiency and standards (Cheema and Syed, 2012). Organization engagement (ENG) is a positive attitude effecting values and awareness of the organization and

improve work efficiency as well as maintaining the existence of the organization and the organizational members feeling as they were parts of the organization (Solomon Markos & M. Sandhya Sridevi, 2010; Jermstiparsert, K. et al, 2019). Organization Citizenship Behavior (OCB) is positively affect group work efficiency or the organization, making social system operated smoothly, less conflict, increasing performance effectiveness and organization efficiency. Work Efficiency (WE) is a function of a person's behavior and the extent to which that behavior helps an organization to reach their goals (Ford et al., 2011; Limyothin. P., 2015).

The aim of this study is to investigate effect of Public service motivation, Job satisfaction, Organization engagement, and Organization Citizenship Behavior that affected public service efficiency. The powers and duties under the Bangkok Metropolitan Administration Act B.E. 1985, BMA must maintain cleanliness, orderliness, maintaining public order, registration as required by law for disaster prevention and mitigation, city planning, land preparation and maintenance, maintain public building, improvement on congested slum, housing management, provision and maintenance of recreation facilities, environmental development and conservation, public health, family health Medical treatment, educational facilities in addition to other duties stipulated by laws. Moreover, the Determining Plan and Process of Decentralization to Local Government Act B.E. 1999 has given BMA power to oversee administrative functions related to BMA affairs. Bangkok is a model that clearly reflects the special administrative area where the Central Government System is located, as well as displaying economic growth, modern infrastructure and public service system, characteristics and people's ways of living of people in urban society, becoming the source of complex problems that requires effective management as the master plan, enabled to implement in many towns that soon to develop urban lifestyles in Thailand so that those rural areas could be ready for future urbanization.

Theoretical Background and Hypothesis Development

In this study, the literature on organization behavior issues was reviewed. Among key factors used in the present study are:

Public Service Motivation (PSM) is an important topic in public sector organizational research (Liu, B. et al, 2018). PSM is concerned with an individual's disposition to respond to motives grounded in a public service. It is based on the assumption that the factors motivating staff in a public sector context are different from those found in a private sector setting (Perry, and Vandenabeele, 2015). As a research topic it is concerned with the incentive of public servants to do good for others and work towards the greater well-being of society sometimes at potential personal tangible loss. PSM is deemed to form through the interaction of individual factors such as personality and a mix of sociocultural and work-specific situational factors (Liu, B. and Perry, et al, 2018).

Job satisfaction (JS) is one of the key factors that have studied a lot in area of organizational behavior studies and was defined as considered a person's feelings for their work. It is the emotional of the workers from the environment, paradigm and satisfaction. Work that can meet the needs of the workers is a satisfaction. Therefore, an environment that meets the needs and values is the importance of job satisfaction (Taylor, 2008). The impact of effectiveness of an organization have a significant direct association with job satisfaction especially motivate and guide the employees to achieve their objectives and goals (Jermstiparsert,K. et al, 2019). The main scope of job satisfaction are the nature of the work and the work environment in which the reward, fulfillment and satisfaction or not satisfied. That is a positive emotion that arises from assessment and work experience (Muterera, Hemsworth, Baregheh, & Garcia-Rivera, 2016).

Organization Engagement (ENG) is a combination of two important concepts are organizational and positive psychology (Malik & Garg, 2017) that means participation, satisfaction, and active in work. Engagement are related to wages and job stability, (Coyle-Shapiro & Shore, 2007). Behavioral expression of a person in promoting a connection to another person in the work, both physically, intellectually and emotionally. Resulting in greater job satisfaction, and efficient in work when compared to employees who do not have a engage (Wickramasinghe & Perera, 2012). The important consequences of work engagement research there is minimal literature that investigated the relationship between engagement and other factors. No literature till date. This research was applied from two main concept that similarity in employee engagement are; Aon Hewitt as the level of an employee's psychological investment in their organization. The measures in employee engagement with Say, Stay, and Strive model (Hewitt, 2017). The other concept is Strelloff, measures in employee engagement with Say, Stay, and Serve model (Strelloff, 2003) cited in (Pitaktepsombati, Wattanasin, & Panyasiri, 2009; Singh, B., & Venugopal, S., 2008; Solomon Markos & M. Sandhya Sridevi, 2010; Strelloff, 2003; Aon Hewitt Associates, 2014; Owor, 2016) came from the feeling that employees felt that adherence to their confidence. The organizational commitment has positive impact to the level of organizational citizenship behavior and this signifies that by making the employee become aware of the fact that they are an essential part of the organization or making them feel the least desire to quit their jobs dispute possible incentives and motive, would help generate a good level of organizational citizenship behavior within a given

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organization (Sangperm, N. (2018). It produces confidence and needs to work with fully for their organization, as well as honesty, loyalty, and without wishing to resign. Organization Engagement is an important factor to indicate the strength of efficiency in the organization.

H1. Public service motivation has the direct influence on job satisfaction, organizational citizenship behavior and work efficiency whereas organizational citizenship behavior has the indirect influence on work efficiency.

H2. Job satisfaction has the direct influence on engagement, organizational citizenship behavior and work efficiency whereas organizational citizenship behavior has the indirect influence on work efficiency.

Organizational Citizenship Behavior (OCB) has been studied in public sector employees as pro-social behaviors within an organizational context and voluntary to maintain the social context that supports task performance, include helping colleague in their duty; involved in solving people's problems; participate in identifying problems that related to current public services and propose the appropriate solutions; and maintain a favorable image in the community (Shim & Faerman, 2015). These could enhance government organization's productivity and fill the gaps that bureaucratic processes cannot cover because of the limited administrative procedures. In addition, public services can be delivered at a higher quality and efficiency (Shim & Faerman, 2015). Based on these concepts provided by Organ, the scale was developed by Podsakoff et al. (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) in five categories of organizational citizenship behavior including altruism; conscientiousness; courtesy; sportsmanship; and civic virtue. Podsakoff's studies have shown evidences that OCB has impact on such organizational effectiveness indicators as performance quantity and quality, operating efficiency, and customer satisfaction (Podsakoff et al., 2000). Even though there is still lack of adequate empirical support, Organizational Citizenship Behavior is expected to contribute to work efficiency as intend to examine the Organizational Citizenship Behavior as mediator variable that effect to work efficiency in public services (Appalayya Meesala, 2013; Nour-Mohammad Yaghoubi, et, al, 2011; Lelei Joy Chelagat et, al, 2015). This section focuses on the five elements of Altruism, Courtesy, Sportsmanship, Conscientiousness, and Civic Virtue.

H3. Engagement has the direct influence on organizational citizenship behavior and work efficiency whereas organizational citizenship behavior has the indirect influence on work efficiency.

Work Efficiency (WE) is a function of a person's behavior and the extent to which that behaviour helps an organization to reach its goals (Ford, Cerasoli, Higgins, & Decesare, 2011). Plowman and Peterson was adopted the organizational theory of Harrington Emerson and classified as four elements are quality, quantity, time, and cost. As a concept work efficiency as evidenced in the work of Herbert A. Simon, Harrington Emerson, and Plowman & Peterson (Herbert A. Simon, 1960; Morgen Witzel, 2002; Plowman and Peterson, 1989). This study focuses on the four elements of Quality, Quantity, Time, and Cost. The purpose of this research was to explore the factors influencing services performances of local government officials in Bangkok Metropolitan Administration. In the BMA was set the organization target to be work profession in response to demand from the public, and one of the important core competencies of BMA's officers is provided all good service. That mean the BMA's officers as actions expressed by abilities, and work performance related to organizational mission and policy with intention, effort, and availability (Administration, 2015; Intarakhamhang, Kijthorntham, & Peungposop, 2017; Nuchudom, C. et al., 2014).

H4. Organizational citizenship behavior has the direct influence on work efficiency as well as organizational citizenship behavior sent influence through public service motivation, job satisfaction and engagement.

H5. Organizational behavior has influenced over work efficiency of Local Administration official under the observation of public service motivation, job satisfaction, engagement organization and Organizational citizenship behavior.

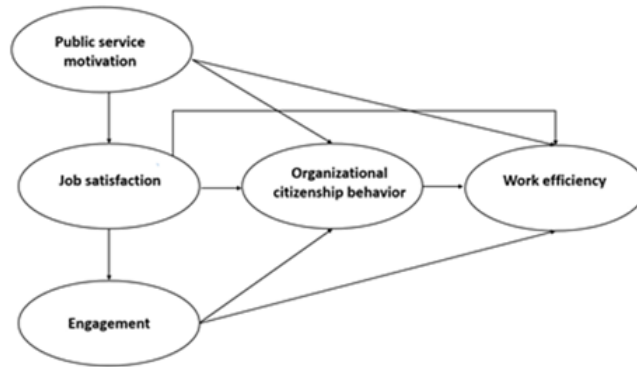


Figure 1. Research Conceptual Framework

2. Research Methodology

This study was conducted as quantitative methods using the questionnaires to collect data and analyze with Structural Equation Model (SEM) as well as testing the model and adjusting until it is accurate and agreed with the empirical data. Total 1,613 samples were selected from 3 divisions operating under BMA that have been assigned to service the public in medical, education and civil registration. Questionnaires were distributed among the selected samples. Out of 1,613 distributed questionnaires, 1,454 completed questionnaires were returned or 90.14%. The causal model analysis effecting work efficiency of selected BMA civil servants; 9 hospitals under the supervision of Bangkok Medical Service Department; 12 schools under Educational Office; and 30 District Office operating under BMA to cover issues in organizational behavior and effectiveness in providing public services.

3. Results

This section shows information related to preliminary analysis, samples selected were 1,454, females (79.0%), followed by males (21.0%). More than half of the questionnaire's respondents were between ages of 30-39 years old (34.8%). Almost of them who responded were administrators/ operators (88.7%). Majorities respondents (48.2%) had been working 1-10 years. Research variables outcomes from Coefficient Correlation Analysis suggest the relationships between 22 observable variables yielded relationships between 231 pairs, having all pairs differed from zero, significance .01 and .05. All variables display positive correlation with the maximum coefficient correlation (r) equaled to .711. Bartlett's Test of Sphericity yielded approx. Chi-Square=2100.00, df=200 Sig.=.000. It indicates the non-unique identity of correlation matrix of research variables and the correlations between variables are large enough to analyze the components for SEM validity. The results of SEM analysis overall outcomes incorporated empirical data through the statistical program, engaging 3 main divisions. The analysis results found the hypothesis model inconsistent with the empirical data based on value of $\chi^2=2100.00$, $df=200$, $p=0.0000$, $\chi^2/df=10.5$, CFI=0.98, GFI=0.88, RMSEA=0.081, SRMR=0.051. After judging such analysis results, model had been adjusted by allowing the errors related to each other, using the modification indices and results from model adjustment). The researcher obtained the model that consistent with the empirical data based on the statistical value to prove consistency between model and empirical data, namely, $\chi^2=129.331$, $df=106$, $p=0.06142$, $\chi^2/df=1.220$, CFI=1.00, GFI=0.992, RMSEA=0.012.

The Parameter Estimation of PSM measurement model indicator towards Work Efficiency, the analysis outcomes is consistent with Single-level Confirmatory Factor analysis earlier, that is the Coefficient of Standardized Solution on PSM towards WE, having statistical significance .01 for all variables (Statistical significance $t \geq 2.58$). This means that all 4 observable variables related to PSM with equal importance ($\beta = .659$ to .804). Regarding the Parameter Estimation of Job Satisfaction measurement model indicator towards WE, the analysis outcomes is consistent with Single-level Confirmatory Factor analysis earlier, that is the Coefficient of Standardized Solution on JS towards WE, having statistical significance .01 for all variables (Statistical significance $t \geq 2.58$). This means that all 5 observable variables related to Job Satisfaction with equal importance ($\beta = .320$ to .623).

The Parameter Estimation of ENG measurement model indicator towards WE, the analysis outcomes is consistent with Single-level confirmatory factor analysis earlier, that is the Coefficient of Standardized Solution on ENG towards WE, having statistical significance .01 for all variables (Statistical significance $t \geq 2.58$). This means that all 4 observable variables related to ENG with equal importance ($\beta = .676$ to .860). For Parameter Estimation of OCB measurement model indicator towards WE, the results of the analysis are consistent with

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single-level confirmatory factor analysis earlier, that is the Coefficient of Standardized Solution on OCB towards WE, having statistical significance .01 for all variables (Statistical significance $t \geq 2.58$). This means that all 5 observable variables related to OCB have equal importance ($\lambda = .642$ to $.850$). Furthermore, the derived analysis outcomes were consistent with Single-level Confirmatory Factor analysis earlier, that is the Coefficient of Standardized Solution on standard scores of perceived policy displayed the statistical significance .01 for all variables (Statistical significance $t \geq 2.58$).

Output Variable	JS			ENG			OCB			WE		
	TE	IE	DE	TE	IE	DE	TE	IE	DE	TE	IE	DE
PSM	0.846**	-	0.846**	0.792**	0.792**	-	0.854**	0.546**	0.308**	0.779**	0.909**	-0.130
	(0.041)	-	(0.041)	(0.029)	(0.029)	-	(0.030)	(0.058)	(0.063)	(0.028)	(0.088)	(0.085)
JS	-	-	-	0.936**	-	0.936**	0.645**	0.492**	0.153	0.760**	0.136	0.624**
	-	-	-	(0.045)	-	(0.045)	(0.074)	(0.123)	(0.178)	(0.083)	(0.179)	(0.217)
ENG	-	-	-	-	-	-	0.526**	-	0.526**	0.004	0.454**	-0.450
	-	-	-	-	-	-	(0.133)	-	(0.133)	(0.186)	(0.164)	(0.193)
OCB	-	-	-	-	-	-	-	-	-	0.864**	-	0.864**
	-	-	-	-	-	-	-	-	-	(0.127)	-	(0.127)
$\chi^2 = 129.233$, $df = 106$, $p = 0.06142$, $GFI = 0.992$, $AGFI = 0.981$, $\chi^2/df = 1.22$, $CFI = 1.00$, $RMSEA = 0.012$, $SRMR = 0.024$, $RMR = 0.135$												
Variable R-SQUARE	X1	X2	X3	X4								
	0.434	0.571	0.646	0.642								
Variable Reliability	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12
	0.388	0.155	0.300	0.102	0.255	0.646	0.457	0.740	0.731	0.663	0.592	0.413
Variable Reliability	Y13	Y14	Y15	Y16	Y17	Y18						
	0.562	0.722	0.734	0.561	0.713	0.652						

Table 1. Statistical Analysis Outcomes on variable effects of Causal Model in relations to Organization Behavior influencing service efficiency of BMA Civil Servants (n=1,454)

Structural Variable	JS	ENG	OCB	WE	
R-SQUARE	0.716	0.628	0.729	0.607	
Correlation Matrix Variable					
Latent Variables	JS	ENG	OCB	WE	PSM
JS	1.000				
ENG	0.936	1.000			
OCB	0.906	0.913	1.000		
WE	0.875	0.820	0.907	1.000	
PSM	0.846	0.792	0.854	0.779	1.000

Remarks: 1. * $p < .05$, ** $p < .01$ and $|t| > 1.96$ defined as $p < .05$, $|t| > 2.58$ defined as $p < .01$

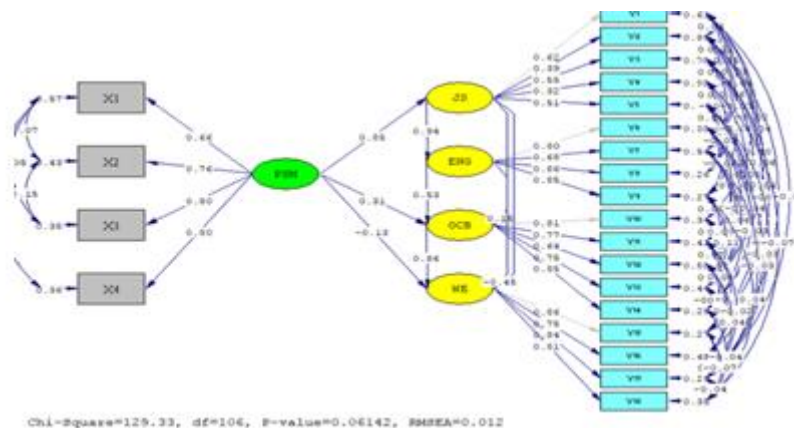


Figure 2. Single-level Structural Equation model or Theory model is consistent with the empirical data.

From Table 1, the result can be concluded as follows: WE was received the highest direct effect from OCB. the BMA officials developed higher Organizational Citizenship Behavior, work efficiency will be higher as well. WE was received the highest direct effect from JS. If the BMA officials developed higher job satisfaction, work efficiency will be higher as well. WE received the direct effect from PSM transferring through OCB and

ENG. If the BMA officials developed higher PSM, OCB, and ENG will be higher and in turn raised WE level as well. WE received the direct effect from ENG transferring through OCB and ENG. If the BMA officials developed ENG, OCB behavior, and WE level would be raised higher as well. Considering correlation matrix between latent variables, the findings suggest positive relations and the coefficient correlations between .779-.936 which indicated variables between model actually related and in the same direction, that is if one variable increase in size, another one would increase as well. On the contrary, if one variable reduced its size, another one would decrease as well. Coefficient Standardized Solution (β) of 5 observable variables had statistical significance .01 (statistical value $t \geq 2.58$), having the variables with the most important, namely, Compensations and Benefits ($\beta=.66$), followed by Opportunity for career advancement/growth ($\beta=.65$), Work Itself and Attitude towards Superior with equal values ($\beta=.56$), and lastly Relationships with Co-workers ($\beta=.52$), respectively. As for the size of relationship, the findings indicate that WE is correlated with the OCB at the highest level (.907) followed by JS (.875), ENG (.820) and lastly Public PSM (.779), respectively. Hence, all research variables in the causal relationship model of organizational behavior effecting service efficiency of BMA Civil Servants could explain the variation of WE 60.7%, OCB variation 72.9%, ENG 62.8% and the variation of JS 71.6%



$\chi^2=129.331$, $df=106$, $p=0.06142$, $\chi^2/df=1.220$, CFI=1.00, GFI=0.992, RMSEA=0.012, SRMR=0.013

Figure 3. Structural Equation model of Organization Behavior influencing service efficiency in BMA; medical, education and civil registration division

4. Discussions

According to research findings, public service motivation effecting directly towards job satisfaction, organizational citizenship behavior and work efficiency. The findings indicate that the public service motivation has a highly direct impact on overall job satisfaction across all 3 divisions .846, and separated division, namely, Medical Office .901, Office of Education .835 and District Office .869. It could be mentioned that if BMA officials, BMA civil servants and teacher civil servants had raised the public service motivation to a higher level, it should affect job satisfaction, organizational citizenship behavior and work efficiency by raising the level higher as well. Research finding is in line with the research of Sangmook Kim (2006) who found the public service motivation correlated and encouraged the organizational citizenship behavior and organizational engagement, including the findings on public service motivation correlation and support the forming of organizational citizenship behavior and organizational engagement, including the research work of Li Xiaohua (2008) on the positive correlations between the public service motivation, job satisfaction, organizational engagement and work efficiency. The public service motivation is regarded as a critical factor in organizational management, creative ideas and new innovation, as well as conflict resolution within the organization, promoting personnel well-beings, assisting organizational growth effectively and sustainably, and making society a happy place for the members (Perry and Hondeghem, 2008).

Also, job satisfaction effecting directly on the organizational engagement, organizational citizenship behavior and work efficiency. Job satisfaction is a crucial factor in work performance, leading to sacrifice, self-devotion, heart felt and work intelligence. On the contrary, if there is the feeling or negative attitude or dissatisfaction, it would cause the lack of enthusiasm and work responsibility (Christen, Iyer & Soberman, 2006 cited in Brikend AZIRI, 2011). Cheema and Syed (2012) who found job satisfaction helps to achieve efficiency and organizational standard. Considering, the organizational engagement with the direct effect towards

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organizational citizenship behavior and work efficiency. The research results found the organizational engagement had the direct effect on organizational citizenship behavior, such finding agreed with Paluku Kazimoto (2016) who found the organizational engagement correlated with the organizational operation found the positive correlation on the organizational engagement and organizational citizenship behavior, having statistical significance (Owor, 2016), including the research work of Li Xiaohua (2008) who conducted the path analysis and found the indirect correlation between the engagement and efficiency. When incorporating quantitative research data, the findings suggest few resignations and very little transfer and mostly found among the new generation personnel who could not adapt to the work system. The personnel firmly believed that engagement is the key to build good relationship, and reduce work burden, especially on the service work, especially in the service work. The engagement creates pride, cooperation, and reduces resignation as well as making personnel work effectively. Therefore, engagement yields a positive attitude effecting values and awareness of the organization, helping to improve work efficiency, honesty and loyalty and not thinking of leaving the organization, quite beneficial in both individual and organization level as well as maintaining the existence of the organization and the organizational members feeling as if they were parts of the organization (Solomon Markos & M. Sandhya Sridevi, 2010).

The organizational citizenship behavior sent the direct impact towards work efficiency through the public service motivation, job satisfaction, and organizational citizen behavior. It is explainable that if BMA officials, and teacher civil servants scored high in the organizational citizen behavior and also raised the level of work efficiency. Such research result is coincided with many researchers that found organizational citizenship behavior helped to increase productivity of the public organization and fill the gap in the process that the state could not interfere due to various limitations. As a matter of fact, it is the increase in public service quality and efficiency (Shim & Faerman, 2015), including the work efficiency, organizational engagement, and job satisfaction (Appalayya Meesala, 2013). After making comparison, the findings suggest that the medical office had the highest R squared in the organizational citizenship behavior and capable of predicting personnel work efficiency 72.1% (R squared = 0.721). In addition, the findings suggest the consistency with the work of Pakorn Limyothin (2015) that the organizational citizenship behavior positively affect group work efficiency or the organization, making social system operated smoothly, less conflict, increasing performance effectiveness and organization efficiency. This will ultimately upsurge the performance of the workers along with the company and therefore organizational citizenship behavior within the employees have reached to the higher level (Aeknarajindawat, N., 2020). When considering study organizational behavior in effecting service efficiency of local administration officials under the study on public service motivation, job satisfaction, organizational engagement and the organizational citizenship behavior. This concept is coincided with the concept of Borchers, A., & Teahen, J., (2001), who believed that the organizational behavior could support the organization effectiveness in the organization that help promoting personnel awareness in work value and heavily focus on the work outcomes, resulting in the personnel awareness of work value and focused more on the work results. When analyzing the research efficiency, the work efficiency earned the highest scores. This is differed from the study of Prisna Pimma (2015) in which the work quantity and each area earned the highest scores and the work quality scored the lowest Mean. The differences caused by large numbers of Bangkok indicators and measurement criteria is considered as increasing burden and performance procedures to the personnel. Thus, the work quantity reduction happened when focusing on developing work quality. Therefore, it is the key issue for the BMA to consider how to manage work to match work quality with quantity such as reducing the obsolete bureaucratic procedure or omitting in an urgent.

5. Recommendations And Conclusions

This research could benefit academic fields and policy recommendation. It has been demonstrated in academic areas that the development of extended ideas or new knowledge is important in organizational behavior. In addition to be the incorporation of academic principles in social sciences, particularly in Political Sciences, Human Resources Management, Organizational Psychology, Public Policy, and Public Management. This new knowledge could help with public administration development as well as other types of research in the future. The policy benefits of the research findings could be the recommendation for developing guidelines for further development in megacity administration to improve service efficiency suitable for an organization context, that should benefit the administrator and employee of the organization in the future.

6. Limitations And Future Research

This research has a few limitations. First, there are various type of public services available to Bangkok residents. As a result, to obtain comprehensive results, future studies should be conducted in all aspects of public service. This will result in transparent results and benefit for extending results to establish policy and the concrete direction to develop the organization, as well as a comprehensive benefit for information to support policy formulation and organizational development direction. Secondly, research on this topic was cross-

sectional analysis, which only provides data in the short term. The researcher suggested that data collection should be conducted annually to get long-term information, enabling to verify data and made comparison, including more visible results, forecasting changes, and providing data for policy making decisions or the direction of long-term organizational development.

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