

Performance of Sub-District Health Promoting Hospital: A Case study of Health Region 8 in Northeastern of Thailand

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Abstract— People's wellbeing has played an important role in developing and increasing the competitiveness of the country. The government's obligation is to get the public services to meet people's health demands and give them valuable and quality performances. There are many factors affecting the achievement of the performance in health services. If the practical ways of dealing with those factors are in place, the achievement of performance can be greatly increased. The objective of this study was to investigate the factors affecting the achievement of the quality and valuable performances of Sub-District Health Promoting Hospitals in Health Region 8. This was a mixed-method research and the samples were the people who undertook services at sub-district health promoting hospitals. With the purposive sampling method, the sample group of this study were 315 people. The results showed that seven factors affecting the achievement of the quality and valuable in sub-district health promoting hospitals were Behavior, Service Quality Awareness, Social Psychology, Economy Society, Management, Medicine Technology and Operating Workload. These seven factors could predict the achievement of the valuable and quality performances towards the communities, which was statistically significant at $p\text{-value} < 0.05$. They also explained factors affecting the achievement of the quality and valuable performances of the sub-district health promoting hospitals at 88.4 percent ($R^2 = 0.844$). The relationship between service factors and the performance achievement was positive at high level. The findings showed that all the factors have affected the achievement of the quality and valuable performances and they can be applied to improve the performance achievement of other sub-district health promoting hospitals.

Keywords— Factors affecting the performance, Services with value and quality, Sub-District Health Promoting Hospitals

I. INTRODUCTION

In the ever-changing world, people have been experiencing many challenges and changes such as environment, economy, society, politics and new policies. The changes in terms of people's life and health is important. They are living under the government who manage and provide services and information technology system. The management includes operating process, strategy and target formulation, human resource development, recruitment, employee retention strategy and work motivation. All the organizations, who have been using these strategies and tactics, share the same goal, focusing on the achievement of the performances based on the organization policies [1]. Nonetheless, their achievement might be different. Besides the strategies or tactics mentioned above, there will be many factors influencing the achievement of the performances in organizations.

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The factors affecting the performance achievement of people in the organizations are organizational management, competency, job motivation, human resource, organizational commitment, career growth and team work. [2][3]. According to Luhalima (2014), there are both external and internal factors that affected employee motivation in hospitals. The external factors are environments and places for recreation at hospitals while the internal factors feature their willingness to learn and career growth. In their model for evaluating TQM effectiveness (Total Quality Management) in health care systems [4]. Mohanty and Haripriya (1996), found that the factors influencing the performance achievement included organization factors, interpersonal factors, environmental factors, facilities factors and economic factors. Moreover, in order for people to make a progress in their careers, organizational management became instrumental [5].

In order to implement the policy of developing and standardizing all the health service systems, the Ministry of Public Health has upgraded health centers to sub-district health promoting hospitals (SHPH). It has focused on improving the service process and systems to meet people's demands. That is in line with the policy of the government in upgrading public health services and people's health. The policy also covers the foundation of health insurance for people of all ages and the sharing of information among those health insurances to ensure the effectiveness of health services. An emphasis is placed on disease prevention and increasing mechanism for health services in the regions [6]. The ministry's policy includes giving holistic healthcare service to people from all walks of life in close and consistent manner. The supports are provided for both families and communities levels. It can be said that achievement motivation of performance at sub-district health promoting hospitals are varied. Importantly, it helps ease congestions at district hospitals and provincial hospitals where in the past, people found it tough to get a service due to transportation and the lack of budget [7].

In the past, the evaluation of the performance of sub-district health promoting hospitals was made based mainly on organization competency, organization management, participation of network party and people's health [7]. The public health organizations have been continuously developed and they have won the praise from the outsiders. Their evaluation is focused on process and output [5][7].

The Ministry of Public Health have been following the primary care awards and according to its principles, its top priority is the benefits that people going to receive from the public services. The ministry wants to give people valuable services so that all of them can be healthy. The objective is to see whether the achievement of performance of the organizations upgraded in terms of both management and services is in line with the main target of the ministry. Overall, the results of the assessment in sub-district health promoting hospitals in Health Region 8 are higher than hospitals in other regions. It is also to decide how the achievement of performance affected the community in terms of quality and value and whether the government's public services met people's needs. It is hoped the results of the study would be used to improve the quality and values of the services of the sub-district health promoting hospitals and extends its supports and advices to other health centers in the country. In addition, the objectives of this study are to investigate the factors affecting the achievement of the valuable and quality performances of sub-district health promoting hospitals in Health Region 8.

II. LITERATURE REVIEW

The study is based on the concept of the Public Administration, focusing on New Public Management (NPM) and New Public Service (NPS). The government's responsibility is about management process, planning and implementation for the sake of people [8]. The public policy covers many areas including security and public health services.

The concept of New Public Management is to run the organizations by professionals with the set of standards for implementations and assessment while the organization is also downsized for more efficient work performance.

For the New Public Management, an emphasis is placed on performance achievement and the people who are the recipients of the services. The Ministry of Public Health has taken the concept of Public Health Administration and applied it to its health service system for people's benefits.

Based on the concept and related studies, the researchers defined the variables as followings:

Independent variables:

- Predisposing factors – 1. Management 2. Workload 3. Skills 4. Participation 5. Public Services 6. Medicine Technology
- Enabling factors - 1. Economy- Society 2. Health Status 3. Behaviors 4. Service Quality Awareness 5. Social Psychology

Dependent variables:

- Service Quality -1. Tangibles 2. Reliability 3. Responsiveness 4. Credibility 5. Understanding the customers
- Service Values - 1. Service Equity 2. Universal Access 3. Ethics in working 4. Compatibility 5. Service Satisfaction

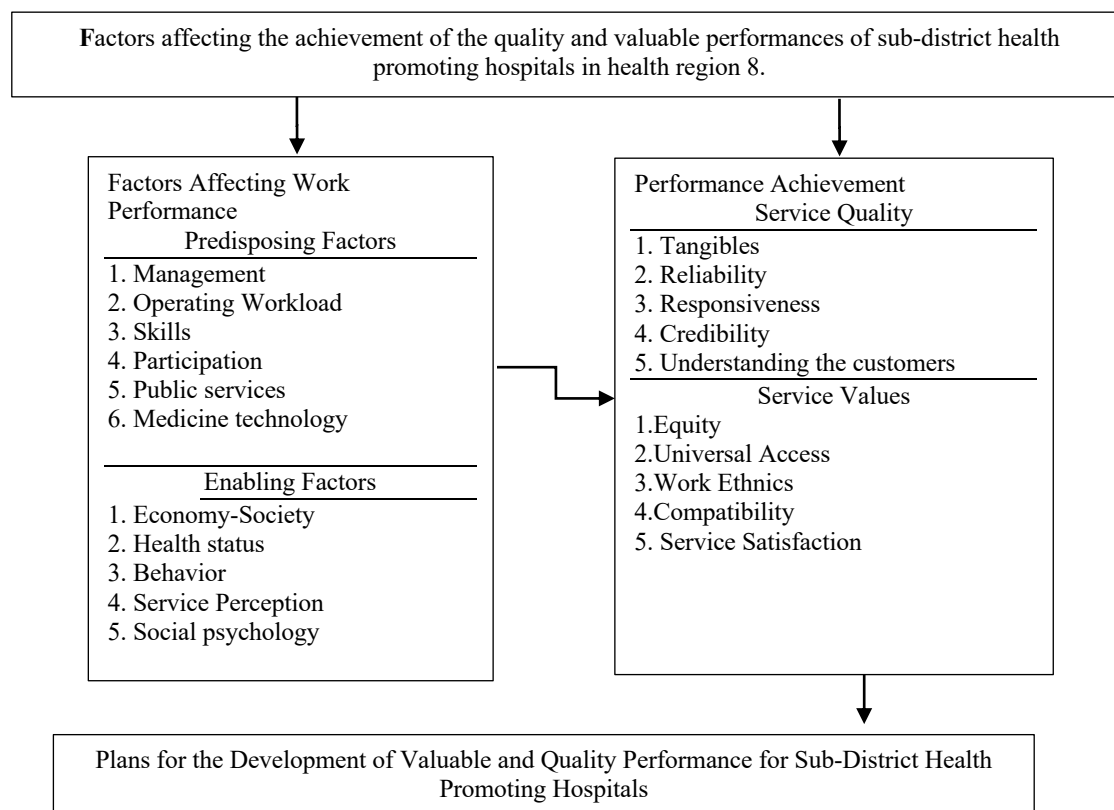


Table: Conceptual Framework

III. DATA COLLECTION

This research using quantitative research and the population is a group of people who undertook a service at sub-district health promoting hospitals in health region 8. The research instrument used in collecting the data were 92-item questionnaire with a five-point Likert scale. The Index of Item-Objective Congruence (IOC) being used, the item in the questionnaire had scores higher than 0.6 while the value of Coefficient Cronbach's Alpha was 0.843 [9].

A sample of 315 cases were drawn from the people receiving the service at sub-district health promotion hospitals. The sample was selected using purposive sampling while the sample size determination was based on Lomax's theory [10]. The researcher and his assistants, who were well-trained, explained the questionnaires to the participants. They were asked to answer the questionnaires themselves and then returned to the researchers and his team. The descriptive statistics of percentage and standard deviation were used to analyze general information and Multiple Regression Analysis was for predicting the factors which influence the achievement of quality and valuable performance towards the community. The results of the data analysis were presented and explained through a table and a photo. After that, the qualitative study was taken to discuss important issues. The data was collected by interviewing twelve people, who once cooperated, worked or undertook services at Sub-District Health Promoting Hospitals. They were selected using a purp sampling. The semi-structural interview form and the data triangulation were used for in-depth interviews about the information gained from the quantitative study. The data obtained from the in-depth interviews were recorded and content analysis and interpretation were then conducted. Information from both qualitative and quantitative research was presented along with the recommendation.

IV. DATA ANALYSIS

The results showed that overall, there were positive correlation in high level between the performance influencing factors and the achievement of quality and valuable performance in sub-district health promoting hospitals at statistical significance of **0.01** ($r=0.770$ p-value<**0.01**). The results for other factors were Perception (X10) ($r=0.828$ p-value<**0.01**), Economy-Society (X7) ($r=0.823$ p-value<**0.01**), Behavior (X9) ($r=0.814$ p-value<**0.01**), Social Psychology (X11) ($r=0.810$ p-value<**0.01**), Participation (X4) ($r=0.797$ p-value<**0.01**), Health Status (X8) ($r=0.796$ p-value<**0.01**), Public Service (X5) ($r=0.790$ p-value<**0.01**), Medicine Technology (X6) ($r=0.720$ p-value<**0.01**), Operating Workload (X2) ($r=0.716$ p-value<**0.01**). For Skills factor (X3) ($r=0.711$ p-value<**0.01**), there was positive correlation in high level with the achievement of quality and valuable performance in sub-district health promoting hospitals at statistical significance of **0.01** ($r=0.711$ p-value<**0.01**). For management (X1), there were positive relationship at moderate level with the achievement of quality and valuable performance in sub-district health promoting hospitals at statistical significance of **0.01** ($r=0.669$ p-value<**0.01**). That was shown in Table 1.

Table 1. Correlation between factors affecting performance and achievement of performance in Sub-District Health Promoting Hospitals

Factors Affecting Performance in Sub-district Health Promoting Hospitals	Achievement of Performance in Sub-District Health Promoting Hospitals		
	Pearson Correlation Coefficient (r)	P - value	Levels of Correlation
Predisposing Factors			
1) Management (X1)	0.669**	<0.01	Moderate
2) Operating Workload (X2)	0.716**	<0.01	High
3) Skills (X3)	0.711**	<0.01	High
4) Participation (X4)	0.797**	<0.01	High
5) Public Service (X5)	0.790**	<0.01	High
6) Medicine Technology (X6)	0.720**	<0.01	High
Enabling Factors			
7) Economy- Society (X7)	0.823**	<0.01	High
8) Health Status (X8)	0.796**	<0.01	High
9) Behaviors (X9)	0.814**	<0.01	High
10) Service Quality Awareness (X10)	0.828**	<0.01	High
11) Social Psychology (X11)	0.810**	<0.01	High
Total	0.770**	<0.01	High

A multiple regression analysis of the factors affecting the achievement of the quality and valuable performances in sub-district health promoting hospitals showed that there were seven variables—Behavior, Perception, Management, Social Psychology, Medicine Technology, Operating Workload and Economy-Society. These could be used for forecasting the achievement of the quality and valuable performances in sub-district health promoting hospitals at statistically significant level of 0.01. All the seven variables can explain 84.4 percent of the variance for the factors influencing the achievement of the quality and valuable performances in sub-district health promoting hospitals ($R^2 = 0.844$) as shown in table 2.

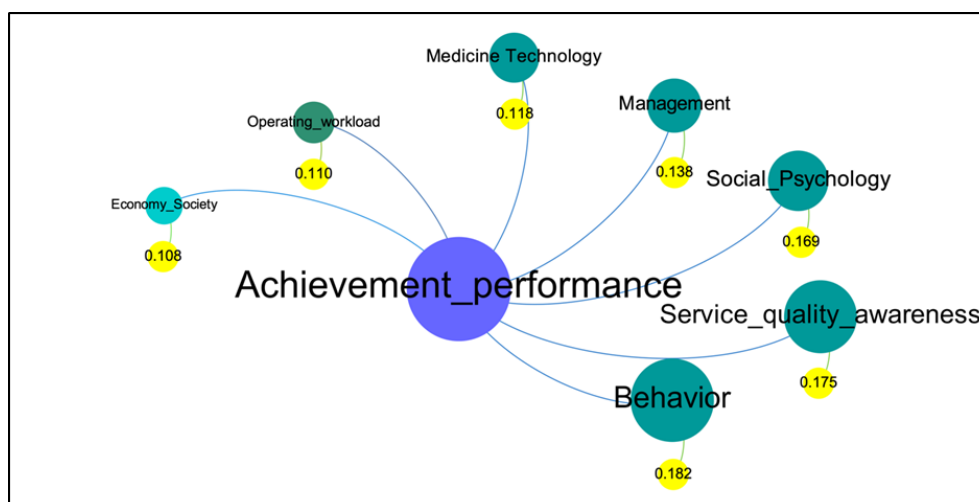
Table 2 multiple regression analysis for forecasting the factors affecting the achievement of the quality and valuable performances in sub-district health promoting hospitals

Independent Variables (Predictor Variables)	b	Beta	t-value	P value
1) Behaviors	0.182	0.203 ¹	4.529	0.000
2) Perceptions	0.175	0.190 ²	4.523	0.000
3) Social Psychology	0.164	0.169 ³	3.458	0.001
4) Management	0.138	0.156 ⁴	4.383	0.000

5) Medicine Technology	0.118	0.151 ⁵	3.917	0.000
6) Operating Workload	0.110	0.116 ⁶	3.161	0.002
7) Economy-society	0.108	0.114 ⁷	2.473	0.014
Constant	0.194		2.128	0.034
R = 0.919 R² = 0.844 F = 310.082 p value = 0.001				

Factors Affecting the quality and valuable Performance in Sub-district Health Promoting Hospitals

Figure 2. Model Result of Factor Influencing Achievement Performance of Primary Care Promoting Hospital in the Local Area Region 8



Note: By checking the statistically significant (constant), size on nodes, and sign of path coefficients (β) between the size of vertices reflect of the independent variables and dependent variable. By analysing the significant of the t-value for every path coefficient was visualized.

Sources: The *Gephi* software function was used relating t-values for model testing, 2019.

From table 1 and table 2 that showed factors affecting achievement of quality and valuable performance in sub-district health promoting hospitals, it was written in the forms of the forecasting equation of raw scores and standard score as following:

The forecasting equation of raw score

$$\hat{y} = 0.194 + 0.182 (\text{Behavior}) + 0.175 (\text{Perception}) + 0.169 (\text{Social Psychology}) + 0.138 (\text{Management}) + 0.118 (\text{Medical Technology}) + 0.110 (\text{Operating workload}) + 0.108 (\text{Economic society})$$

The forecasting equation of standard score

$$\hat{z} = 0.203 (Z_{\text{Behavior}}) + 0.190 (Z_{\text{Service quality awareness}}) + 0.169 (Z_{\text{Social Psychology}}) + 0.156 (Z_{\text{Management}}) + 0.151 (Z_{\text{Medicine Technology}}) + 0.116 (Z_{\text{Operating workload}}) + 0.114 (Z_{\text{Economy}}).$$

V. STUDY RESULTS, SUMMARY AND CONTRIBUTION

For the factors affecting the achievement of performance in sub-district health promoting hospitals, five factors are at high levels –Health Status, Operating Workload, Economy-Society, Skills and Perception. The analysis of relationship among the factors affecting the achievement of performance showed that the relationship was highly positive. Should all the five factors be improved the achievement of performance in sub-district health promoting hospitals would be higher.

According to the Access to Health Care Service article by SirikanKamolpiyapat (2013), Kamolrat (Saksomboon) Turner, *Suparpit* (Maneesakorn) Von Bormann (2018) and NarongsakBoonyamalik (2015), the key factors for people to determine the use of medical care are credibility, disease severity, skills and services. Moreover, economy and society have affected both people's willingness to receive medical treatment and achievement of performance in sub-district health promoting hospitals [11].

The reform of the primary organization could have an impact on the health service system if the service provider's salary decreases [12]. The keys to success of the organization is the cost-effectiveness of, budget savings and people's satisfaction in the service of the health service centers. Seven factors featuring Behavior, Perception, Management, Social Psychology, Medicine Technology, Operating Workload and Economy-Society all predicted the levels of achievement of the quality and valuable performances in sub-district health promoting hospitals at the statistically significant level of 0.05. All the seven variables could forecast the variance of the factors influencing achievement of the quality and valuable performances in sub-district health promoting hospitals at 84.4 % ($R^2 = 0.844$). The analysis of correlation also found that all the seven factors have positive correlations at high levels. It means that if the development plans can be in place for all these factors, the performance achievement is likely to increase.

Behavior refers to the way the patients have changed their health care providers. The social and economic cost will be considered when they decide to choose the providers. Additionally, they prefer to take government health services instead of private ones if it would take times for medical treatment because it is cheaper. According to Atiya and Pensi (2016), people always take education, occupation and social class into consideration while deciding to use the medical care providers. Other factors playing a vital role for patients in choosing the medical care providers include personal and interpersonal factors, organizational environment, community, transportation, health policy [13][14] office exercise, the promotion of exercise behavior among the early.

Perception happens when people have undertaken the services including healthcare services or other services provided by either the government or the private sectors. They prioritize the quality of services and customers' satisfaction [14]. Considered as the product, health care service can be both tangible and intangible [15]. The tangible aspect is about its appearance in which people can see from the outside; for example; the places, the characteristics and hospitalities of the service providers. The intangibles are understandings and commitments in giving the services for the customers. These are the basic requirements or the qualifications for all the service providers [16][17]. Perception and quality assessment are important in evaluating the service quality, provided by customers' perceptions.

The result showed that management can affect the achievement of performance at moderate level. To achieve the organization objectives, the dynamic organization and constant development should be created with more supports in human resources, budgets, physical structures and organization coordination [18]. Moreover, the fulfillment of assignments [17] job assignment, co-reporting, organization coordination of any professional organization will play a part in teamwork [18]. The management in sub-district health promoting hospitals can have an impact on the service of the organization of which main function is to give people health service if the management of organization structure can make

a good use of its sources and it is conducted according to the organizational management process. Kalyanamitra et. al (2018) said an organization theory studies the responsibility or assignment in the organization and see how it would affect its workers and society while performing their duties [19]. Meanwhile, Holtschlag et al. (2019), who studied the importance of organization management toward performance, found that the organization management and orientations for new employees can improve work performance and reduce employee turnover rate [20][5]. In the study of workload and productivity among health personnel in sub-district health promoting hospitals, Tangcharoensatien et al (2017) found that those personnel spent their working hours on curative activity 60 % -70% more than their main responsibilities—health promotion and disease prevention [21]. With workload being considered, there was also shortage of health personnel. Current manpower is not compatible with manpower determination due to poor organization management.

The study of social psychology factor showed that based on percentage, mean, and standard deviation of the factors affecting the achievement of performance at sub-district health promoting hospitals, enabling factor were at moderate level ($\bar{x} = 3.49$). Credibility has influenced the way people follow instructions of staff at sub-district health promoting hospitals. Benefits are important on whether they will do as told by the staff. It means credibility among people in the society can affect their behaviors while they are living together. However, it does not have any impact on the performance of the sub-district health promoting hospitals. Norm and credibility have a low impact on performance of the organization while a decision of the influential group of people in the society affects only its group members [12]. In the society, its behavior can affect thoughts, feelings and behaviors of other people. Those behaviors, which are shown in the society, is regarded as the tool to convince people to change the way they take care of themselves [22]. When people are well aware of health risk and its seriousness, they will pay more attention to their health [23].

The customers agreed that medicine technology affected the achievement of performance at moderate level ($\bar{x} = 3.29$). Apart from medical technologies for patients in remote areas, the deployment of communication technology in the digital era to facilitate medical treatment and the easy access to the treatment for patients or people in the upcountry are instrumental in improving the performance achievement of the sub-district health promoting hospitals. Effective communication must be provided for health care providers, staff at the sub-district health promoting hospitals and professionals. They can reach each other in time for medical advices. Moreover, tele-medicine, the use of information technologies for medical services, should be promoted. With the advantage of satellite or fiber optic channels as well as computer networks, the doctors from different hospitals can communicate through animation and voice and share patients' information [24]. These technologies are important in getting the patients to receive the medical treatment when the doctors are not at hospitals. For the tele-medicine to be successful and effective, the doctors must be reached for medical advices all the times [25]. When it comes to the problems of communications, technological solutions, doctor access and smart technologies in supporting the hospitals' services for patients and partners [26], most of the hospitals will ask their executive board to make a budget decision. The better the strategies of technological managements are planned, the more effective they support the performance in hospitals.

Operating workload at the sub-district health promoting hospitals covers the promotion of maternal and child health, antenatal care, health education and school health programs, the prevention of disease outbreak, medical check-up services, subacute rehabilitation, the education on food purchasing methods and stores. These functions are in line with missions of the Ministry of Tourism and Sports [7]. They share the common missions with the Regional Health 8. According to the Regional Health 8, health service system is about disease prevention, medical treatment, health promotion and rehabilitation. It also covers the health promoting activities, disease control, health risk factors, medical

examination and pain reduction, and the rehabilitation for people, family and community [26]. Consequently, the fulfillment of workload influences the performance achievement at sub-district health promoting hospitals.

Public service is a service provided and controlled by the government to meet the needs of people or recipients [27]. Due to the increasing number of its functions and responsibilities, the need of high technology, the budget limitation and the lack of service preparation, the government allowed other groups of people to manage [28]. Both the government and private sectors can give health service for the people. For the government sides who gives other groups the right to run health services, its only task is to oversee the safety and control the cost to make sure the people can benefit the most. Should the healthcare service be worth what it costs people's satisfaction toward the government public service would increase.

The development of the factors to increase the achievement of quality and valuable performances in sub-district health promoting hospitals.

According to the study of factors affecting the achievement of the valuable and quality performances in sub-district health promoting hospitals, those factors can be developed as following:

1. Mission and manpower determination in sub-district health promoting hospitals should be made in proper manner with an emphasis on people's health. Those who played a part in upgrading health centers to sub-district health promoting hospitals should be more concerned about the functions of these newly-upgraded hospitals. People are likely to believe that hospitals are equipped with medical equipment and doctors are always available. They could get medical treatment there instead of going to regional hospitals. In fact, the sub-district health promoting hospitals provide the primary medical care and transfer the patient to another hospital.
2. The Telecare Clinic or the Telemedicine should be introduced for people in remote areas or patients who are required to receive medical treatment at regional hospitals. That would help reduce the hospital congestion and the expenses for the patients.

People should be a top priority for those who are responsible for public service. Health service and its places should be easy for people to access while policy making for the development of healthcare service centers must live up to standards. The upgrading of healthcare centers to sub-district health promoting hospitals is expected to meet people's health needs and necessities. It is also in line with the government's policy in improving the quality of public health and people's health. It includes the foundation of health insurance for people of all ages and the sharing of information among those health insurances to ensure the effectiveness of health services management in the Ministry of Public Health. An emphasis was placed on disease prevention and increasing mechanism for health services. The development planning in the given area should be conducted based on its surrounding.

Importantly, the factors affecting the performance achievement of sub-district health promoting hospitals might be different according to the areas. Nonetheless, all the hospitals share common goals, focusing on people's benefits and health to ensure maximum benefits for patients.

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