

Guideline for Success in Managing Elderly Care Center

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Abstracts

The research aims at studying (1) the level of government support, leadership of the executives, management, service innovation and success in managing elderly care center (2) the influence of government support, leadership of the executives, management and service innovation on success in managing elderly care center (3) to propose a guideline for success in managing elderly care center. This research employed both quantitative and qualitative approaches. Quantitatively, data were collected via questionnaire filled in by entrepreneurs from elder care center in Bangkok and its metropolitan areas 303 totaling questionnaires. Data were analyzed, using descriptive statistics and structural equation model (SEM). Qualitative research: using semi-structured in-depth interviews were conducted with 15 experts on this matter from the public and private sectors. The results of analysis regarding the first research objective shows that the level of government support, leadership of the executives, management and service innovation were the highest followed by success in managing elderly care center, which was high. With respect to the second research objective, the most significant factor influencing success in managing elderly care center was found to be management, followed by leadership of executive, service innovation and government support at a statistically significant level of 0.01 with impact values of 0.89, 0.79, 0.53 and 0.49 respectively. As for the third research finding, the guideline for success in managing elderly care center were as follows: (1) the government establish concrete measures regarding financial support for reduce the operating costs of elderly care center; (2) promoting and supporting new knowledge and management practices to develop the potential and increase the professionalism of elderly care entrepreneurs; (3) encouraging the diversification of care givers in elderly care facilities; (4) promoting and supporting the development of service innovations in elderly care center; and (5) fostering collaboration between the public and private sectors to improve the quality of life and dignity of the elderly. It is recommendation, guideline for success in managing elderly care center, leadership of executive need to management organization and to be watchful of service innovation offered to customers. In addition, the government must support access to funding sources and assist with tax matters of elderly care center, in order to success in managing elderly care center.

Keywords: government support / executive leadership / management / service innovation / success in managing / elderly care center.

1. Introduction

World Population Prospects: the 2019 Revision (UN, 2019) reports that the world's population is aging rapidly. In 2021, our planet had a total population of 7,875 million, with 1,082 million elderly aged 60 and over, or 14 percent of the total population (UN, 2022). In 2023, Thailand's elderly population has increased rapidly, with less than 2 million elderly people 50 years ago, but in 2023, the number of elderly people increased to 13.06 million, or 20.08 percent of the total population (Department of Elderly Affairs, 2023).

The government has invested heavily in health services. However, it does not focus on investment in elderly care facilities. Currently, there are only 12 public elderly care facilities (Bangkok Business, 2024). However, the demand of the elderly is increasing in number, and encouraging the private sector to participate in caring for the elderly in elderly care facilities will greatly reduce the burden on the government budget. Encouraging the private sector to operate a strong, quality and successful elderly care facility business. In addition to reducing the burden on the state budget, It is also to promote elderly care facilities which are SMEs (Small and Medium Enterprises - SMEs). SMEs are an important mechanism to drive the economy of all countries. (Parker, 2000; Juariyah Binti Shamsuddin, 2014). For Thailand SMEs can generate productivity for the country up to 35.2 percent of the gross domestic product. Most of them are small and small enterprises, accounting for 98.97 percent, and when classified by economic activities, it is found that the service sector is the activity that plays the highest role in the economic system (MSME Situation Report 2023, Small and Medium Enterprise Promotion Agency).

Supporting and developing the capacity and service capabilities of elderly care facilities to ensure that the elderly care facility business succeeds in its business operations. It can also cater to the ASEAN market and the elderly from other continents (Tasman, Patricia & Yanuarta, 2022). A study by Harold Siow Song Teng (2011) concluded in government policy and critical success factors of small businesses in Singapore that Singapore is an industrial country consisting of up to 92 percent of SMEs and 62 percent of workers in small and medium enterprises. And it can generate 50 percent of the country's gross domestic product. An important factor that makes Singapore an economically prosperous country is that the government has a clear state policy on economic development, which allows it to guide and intervene in the private sector. The Singapore government at that time set a policy specifically for the development of SMEs and focused on educating entrepreneurs to provide assistance, training, encourage low-cost investments, find foreign partners to invest, providing markets for draining goods, as well as other aspects of public policy (Lussier & Pfeifer, 2001). Singapore is an example of a successful government policy that promotes the private sector, small and medium-sized enterprises to be strong and successful, It can survive sustainably. Therefore, the researcher is interested in studying the approach to the success of the elderly care facility business to build the capacity of quality and timely care for the elderly. It also helps the state in reducing the budget burden and is a channel for creating the country's economic growth.

Research Objectives

- 1 To study at the government level, support, executive leadership management service innovation and success of the elderly care facility business.
- 2 To study the influence of the government support, executive leadership management service innovation.
- 3 To propose a way to success of the elderly care facility business In the Bangkok metropolitan area and its vicinity.

Research Hypothesis

- H1: Success of the elderly care facility business is influenced by government support
- H2: Success of the elderly care facility business is influenced by executive leadership
- H3: Success of the elderly care facility business is influenced by management.
- H4: Success of the elderly care facility business is influenced by service innovation.

2. Research methodology

Sample

The population used in the study was an elderly care facility operator who has been operating an elderly care facility for at least 5 years and is licensed as an elderly care facility by the Department of Health Service Support, Ministry of Public Health in Bangkok Metropolitan area and Metropolitan area. There are 732 establishments licensed to operate the project (Department of Health Service Support, Ministry of Public Health, June 12, 2023). The sample participating in the research was not less than 20 times the observed variable (Grace, 2008). This research has 15 observable variables. Therefore, the sample is not less than 300 people. The acquisition of samples is systematically randomized. (systematic random sampling) in the order of the list of establishments licensed by the Department of Health Service Support, Ministry of Public Health

Research Tools

- 1. Questionnaire consists of 2 parts: 1) Sample personal information questionnaire with 7 questions; and 2) a questionnaire about 5 latent variables that were studied with 75 questions and 5 levels of estimation characteristics (lowest to highest).

Instrument quality inspection: (1) Determination of content validity by means of Index of Item -Objective Congruence (IOC), with an IOC value between 0.80-1.00 and (2) Reliability by Cronbach's Alpha Coefficient Method, The whole text was equal to 0.965 and the confidence value of each side of the questionnaire, as follows:

Government Support	Confidence is equal to 0.944.
Executive Leadership	Confidence is equal to 0.890

Management

Confidence is equal to 0.915

Service Innovation

Confidence is equal to 0.899

Success of the Elderly Care Facility Business Confidence is equal to 0.919

Data Collection

The researcher collected data with elderly care entrepreneurs by using the Google form to check the completeness of the questionnaire and using the complete questionnaire to analyze the data.

Data Analysis

1. Descriptive statistics describe the personal information of the sample and scores.

15 variables were observed with frequency (f), percentage (%), means (\bar{X}), standard deviation (S.D.), skewness and kurtosis of the data.

2. Referral statistics, path analysis to create models. The structural equation model (SEM) tests the relationship between the latent variable and the observer and the relationship between the independent variable and the dependent variable in a hierarchical manner using a ready-made computer program.

3. Findings

Presenting the results of the research to answer the three objectives as follows:

1. The level of state support factors, executive leadership, management, innovation in service management and the success of the elderly care service business, found that:

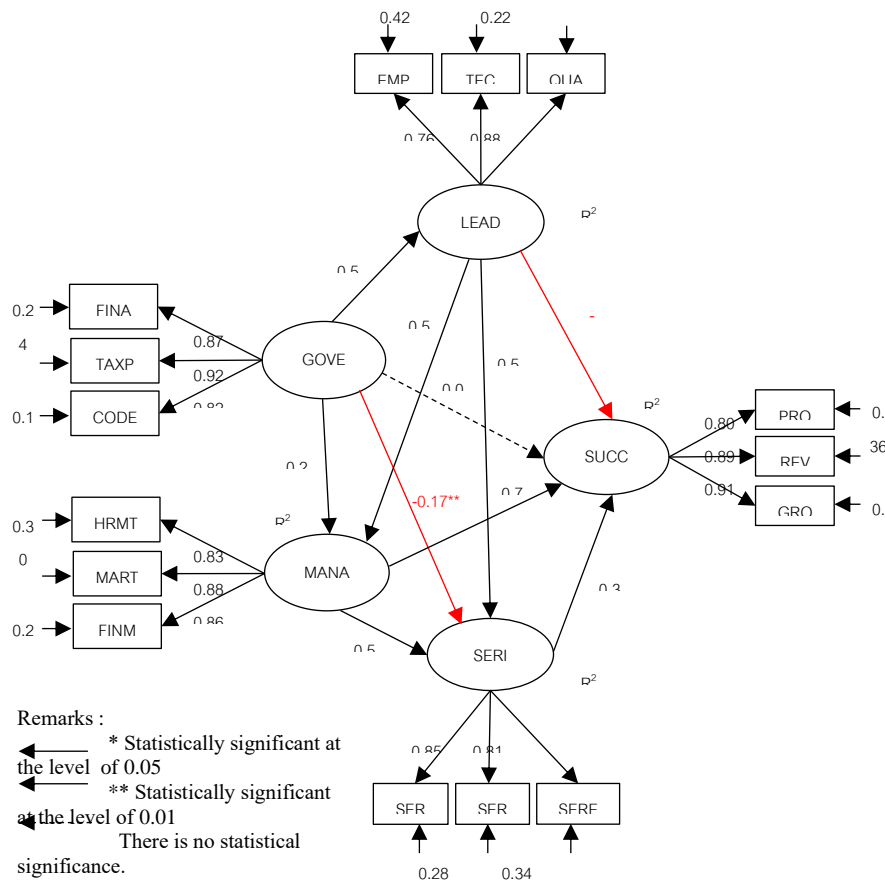
Factors	\bar{X}	S.D.	Interpretation	Order
1. Government Support	4.52	0.61	highest	3
2. Executive Leadership	4.55	0.34	highest	1
3. Management	4.49	0.42	highest	4
4. Service Innovation	4.53	0.40	highest	2
5. Success of the Elderly Care Facility Business	3.96	0.64	highest	5

2. To study the influence of causal factors, government support, executive leadership, management, and service innovation that affects success of the elderly care facility business.

The results of the study on the influence of the four variables influencing the success of the Elderly Care Facility Business were presented by the researchers respectively, as follows:
 (2.1) Results of the analysis of the hypothetical model of the relationship structure model (2.2) Results of Analysis of Alternative Relationship Structure Model (2.3) Results of comparison of

hypothetical and alternative models and (2.4) the results of the hypothesis test in the following order:

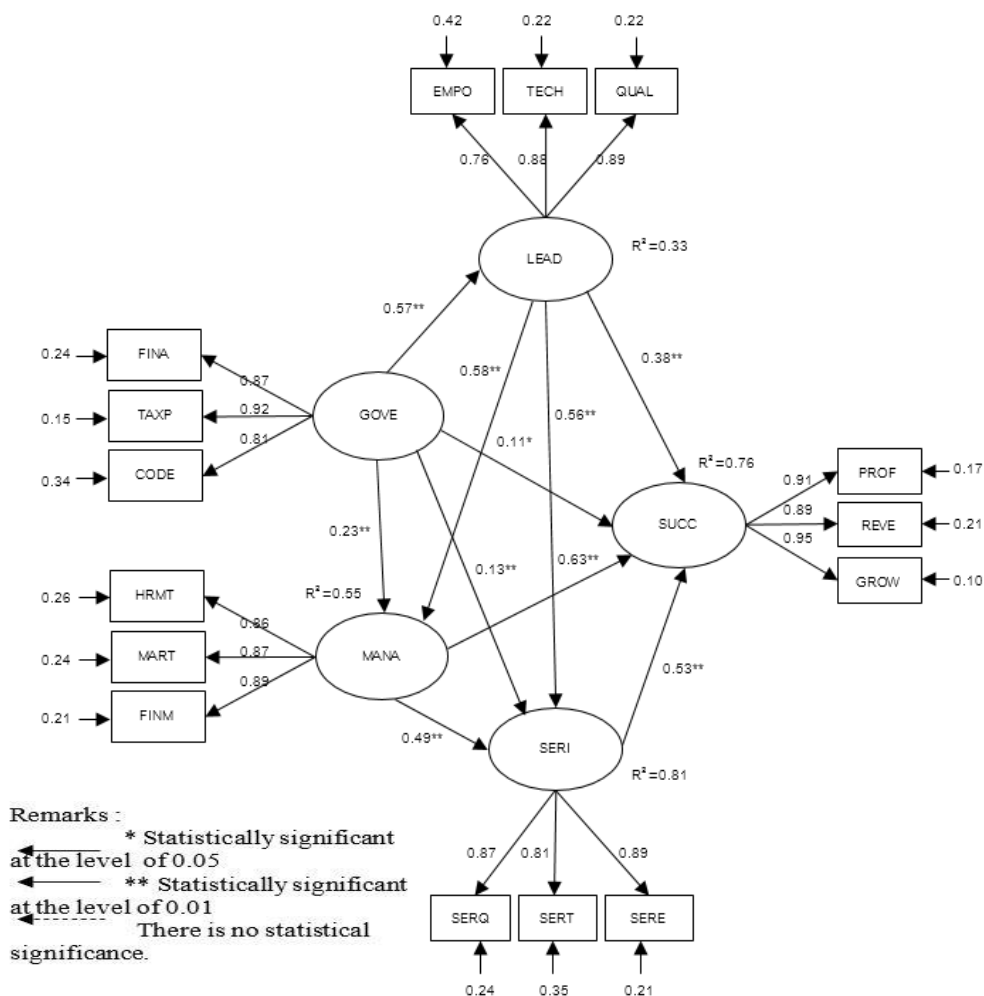
2.1 Results of Hypothetical Model Analysis of Relationship Structure Models



Chi-square=264.59; df= 80; P-value=0.000; Relative Chi-square (Chi-square/df) = 3.31; CFI=0.98; GFI=0.89; AGFI=0.84; RMSEA=0.088; RMR=0.024; CN=136.25

Figure 1 Hypothetical model model

2.2 Analysis Results Relational structure model as an alternative model



Chi-square=70.00; df= 54; P-value=0.116; Relative Chi-square (Chi-square/df) = 1.29; CFI=1.00; GFI=0.97; AGFI=0.94; RMSEA=0.028; RMR=0.016; CN=355.21

Figure 2 Alternative Relationship Structure Model

2.3 Results of Comparison of Research Hypothesis Models with Alternative Models

Presentation of the results of the comparison of hypothetical models and alternative models based on the calculated statistical value, which is the Chi-square value = 264.89, df = 80, p-value = 0.000, GFI = 0.89, AGFI = 0.84, RMR = 0.024, RMSEA = 0.088, CFI = 0.98 and CN = 136.25.

Some important statistical values did not meet the specified criteria, and after model modification, it was found that the alternative model had a calculated statistical value, which is Chi-square =70.00, df = 57, p-value = 0.116, GFI = 0.97, AGFI = 0.94, RMR= 0.016, RMSEA = 0.028, CFI = 1.00 and CN= 355.21, appropriate, harmonized with empirical data, it shows that alternative models are more suitable and can be better utilized, as shown in Table 2.

Table 2 Results of comparison of research hypothesis-based models with alternative models

LIST	STATS	HYPOTHETICAL MODEL	ALTERNATIVE MODELS	LOCALIZATION
1. Chi-square (χ^2)	* Low near 0	264.59	70.00	suitable
	* equal df	80	57	suitable
Relative Chi-square	quotient (χ^2 /df)< 2.00	3.31	1.29	suitable
2. GFI	> 0.90	0.92	0.97	suitable
3. AGFI	> 0.90	0.89	0.94	suitable
4. RMR	approach 0.00	0.024	0.016	suitable
5. RMSEA	< 0.05	0.088	0.028	suitable
6. CFI	*0.00-1.00	0.98	1.00	suitable
7. CN	> 200	136.25	355.21	suitable

2.4 Hypothesis Test Results

From the research hypothesis that determines 4 hypotheses, it is found that:

2.4.1 Success of the elderly care facility business influenced by government support has an influence value of 0.11, statistically significant at the level of 0.05.

2.4.2 Success of the elderly care facility business influenced by executive leadership has an influence value of 0.38, statistically significant at the level of 0.01.

2.4.3 Success of the elderly care facility business influenced by management has an influence value of 0.63, statistically significant at the level of 0.01.

2.4.4Success of the elderly care facility business influenced by service innovation has an influence value of 0.53, which is statistically significant at the level of 0.01.

The results of the hypothesis test are shown in Table 3.

Table 3 Hypothesis Test Results

Research Hypothesis	Influence	t statistics	Result
	Direct		
H1 Success of the elderly care facility business influenced by government support (SUCC --> GOVE)	0.11*	2.09	support
H2 Success of the elderly care facility business influenced by executive leadership (SUCC --> LEAD)	0.38**	3.49	support
H3 Success of the elderly care facility business influenced by management (SUCC (SUCC --> MANA)	0.63**	5.73	support
H3 n H4 Success of the elderly care facility business influenced by service innovation (SUCC --> SERI)	0.53**	3.87	support

Guidelines for the Success of Elderly Care Facility Businesses in Bangkok Metropolitan and Metropolitan Area

Consists of the guideline for success in managing elderly care center were as follows: (1) the government establish concrete measures regarding financial support for reduce the operating costs of elderly care center; (2) promoting and supporting new knowledge and management practices to develop the potential and increase the professionalism of elderly care entrepreneurs; (3) encouraging the diversification of care givers in elderly care facilities; (4) promoting and supporting the development of service innovations in elderly care center; and (5) fostering collaboration between the public and private sectors to improve the quality of life and dignity of the elderly.

4. Discussion

1. Success of the elderly care facility business is influenced by government support. It has an influence value of 0.11, statistically significant at the level of 0.05, according to the hypothesis. It can be explained that the state should encourage the elderly care facility business to have the opportunity to improve and develop facilities and services to meet the standards, finding a source of capital and a source of low-interest financing. This includes a tax system that will encourage the elderly care facility business, which is an SME to take care of the elderly, to grow. It will encourage quality entrepreneurs to enter the elderly care facility business system. In line with the study of Volery, Doss, Mazzarol, & Thein, (1997); Kouriloff (2000); Robertson, Collins, Medeira, & Slater (2003); Choo & Wong (2006) to develop a business to meet standards, the biggest beneficiaries are the elderly and their families, including the government who does not have to invest in building additional elderly care facilities. It is the use of private resources to take care of the elderly, which is increasing day by day and is a very high budget burden for the government. The state partially subsidizes private businesses to operate with quality. The elderly care facility business can also grow, these SMEs will continue to be an important economic base of the country. Government support for setting service standards for elderly care facilities, finding funding, tax assistance. Consistent studies of Van Stel, Carree, & Thurik (2005); Acs & Szerb (2005) to encourage entrepreneurs to develop and improve, service system, facilities, the

environment meets international standards with low-cost financial resources as supported by the state. It will be a breath of fresh air in business expansion and competition, allowing service recipients to receive higher quality of service at an affordable price.

2. Success of the elderly care facility business is influenced by executive leadership. It has an influence value of 0.38, statistically significant at the level of 0.01, according to the hypothesis. It can be argued that executive leadership SMEs influence the performance of the business. In line with the findings of Man et al., 2002; The ability of SMEs leaders is a major factor in the success of an enterprise. And a study in Zimbabwe by Zindiye et al (2008) found that the relationship between executive skills and the performance of SMEs was correlated. The use of executive leadership by empowering employees to make decisions so that employees can deliver good quality products and services to customers. Knowing how to use technology to promote the formation of a learning organization is an important factor that results in an organization being an excellent organization. Technology can transform the market for goods and services, familiarize yourself with customers, create a competitive advantage and increase efficiency in cost management. In line with the study of Kettinger (1994); Kunst & Lemmink (2000), Kariuki (2015), Shonubi & Akintaro (2016) and Phra Weerapong Pasanon, Krishna Fongtanakit & Rachada Fongtanakit (2023). Executive leadership affects the success of the health business, affects the success of business management, and increases competitiveness. Therefore, future leaders must integrate technology, know how to use new technology to help manage the organization, know how to choose talented people, invest in technology, and be a leader who dares to be an example in trying technology (Goldsmith, 2008) and Manz & Sims (2001) (Kunst & Lemmink, 2000; Nieuwenhuizen, 2020).

3. Success of the elderly care facility business is influenced by management It has an influence value of 0.63, statistically significant at the level of 0.01, according to the hypothesis. It can be explained that management is an important activity in the business operations of any organization. From the formulation of the vision, mission, goals of the organization. Management, coordination, management of various functions to achieve goals. From financial management, human resource management, organization, planning, there is a development of the work system, financial management system, audit controls such as reporting, budgeting, accounting and finance. Including marketing management, developing services that meet customer needs, management is a necessary management science that enables organizations to achieve their goals and it has resulted in the success of the organization. In line with the study of Boateng (2004) and Drucker (2005). In addition, the organization must focus on marketing management. Develop services that meet customer needs. In the research of Serna et al, (2013), Lado and Maydeu-Olivares (2001), Aldas-Manzano et al. (2005), Keskin (2006), Low et al. (2007) and Grinstein (2008).

4. Success of the elderly care facility business is influenced by service innovation. It has an influence value of 0.53, statistically significant at the level of 0.01, according to the hypothesis. It can be explained that the elderly care home business is a small enterprise that needs to focus on innovation, which is the key to the business's competitiveness. Innovation is the improvement of service quality, Access to customers and changing the environment in the elderly care facility to be safe, shady, livable, It can facilitate service recipients. Bringing innovation to develop new

work processes for the better, collection of elderly information, which depends on technology. Although it causes relatively high expenses, it is necessary to invest in adding value to the service. In line with the study of Gynawali & Park (2009), Subrahmanya (2009). (Dadfar et al. (2013), Jaworski, B. J., & Kohli, A. K. (1993), Klewitz and Hansen (2014), Bayarçelik and Taşel (2012), OECD (2005) and Robert, B., & Tucker (2008) Because caring for the elderly requires an experienced and well-trained person or caregiver. Innovation in service can only be achieved when employees are encouraged to be creative. By using people-centered to increase productivity. The result is stability, the sustainability of the organization and the success of the business. In line with the study of Crossan & Apadin (2010) Leaders must create an atmosphere of learning, Motivate employees to innovate services to satisfy customers. Therefore, service innovation is measured by what is touched. It can be perceived by the 5 senses, such as the decoration of the place, Atmosphere, smell, sound, tools, appliances, service staff, environment, including communication tools (Kum-His, Liao, 2012) Posignon & Maull, (2008), Dodgson, Gann & Salter, (2008), Berry et al. (2006) Enabling successful businesses.

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