

**THE INFLUENCING FACTORS OF JOB SATISFACTION  
IN HEALTHCARE INDUSTRY**



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**THE INFLUENCING FACTORS OF JOB SATISFACTION  
IN HEALTHCARE INDUSTRY**

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## **THE INFLUENCING FACTORS OF JOB SATISFACTION IN HEALTHCARE INDUSTRY**

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### **ABSTRACT**

Nowadays, Thailand sets policy as Thailand 4.0 in order to improve in economic. One of target industries of Thailand 4.0 is health, wellness and Bio-med. In order to develop strong industry, organizations in industry have to set policy to retain employees and also motivate them to generate high performance.

The purpose of this study is to find influencing factors of job satisfaction and the power of each factor in healthcare industry. Job characteristics (skill variety, task identity, task significant, autonomy and feedback) and job motivation (physiological needs, safety needs, social needs, esteem needs and self-actualization) were studied as influencing factors of job satisfaction.

Quantitative research methodology was used. Data was collected from a questionnaires which were distributed to employees in healthcare industry. Data analysis methods included descriptive statistic, factor analysis and regression analysis.

The significant influencing factors of job satisfaction are feedback and task identity for job characteristic aspect and social needs, esteem needs, self-actualization for motivation aspect. The strongest influencing factor is feedback followed by task identity. For motivation, the strongest one is social needs followed by esteem needs and self-actualization, respectively.

**KEY WORDS:** Job satisfaction / Healthcare industry / Job characteristic / Motivation

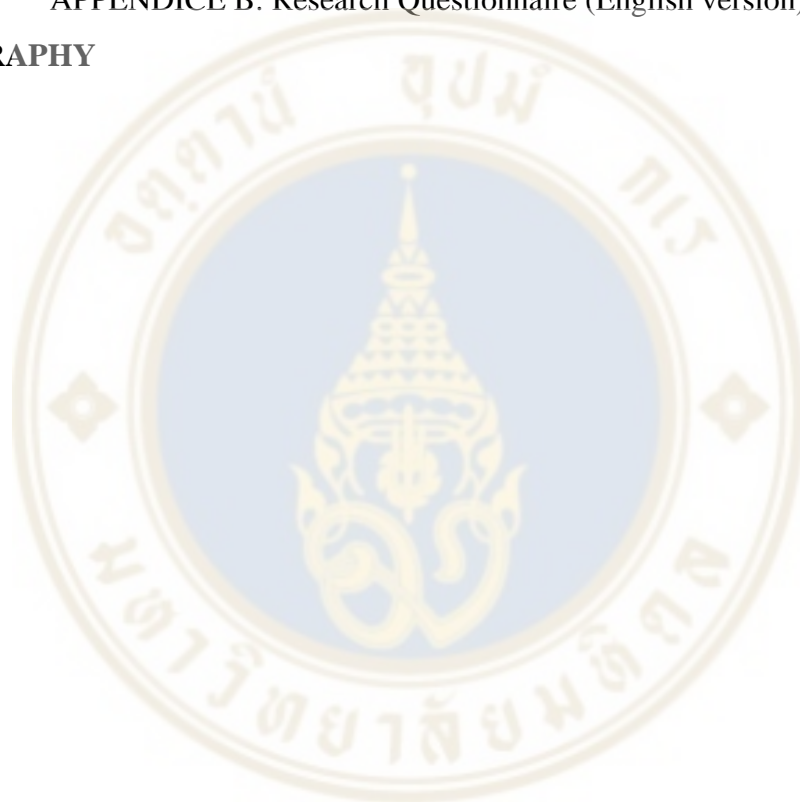
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## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Research background and problem statement**

Nowadays, Thailand sets policy as Thailand 4.0 in order to improve in economic and releases from middle income trap, inequality trap and imbalance trap. One of target industries of Thailand 4.0 is health, wellness and Bio-med. As you may know, Thailand is medical hub of Asia. Thai government aims to utilize resources to its highest potential to increase revenue and quality of life of Thai people. Healthcare industry is set as top priority of government. Thai government spend 14% of total budget (4.6% of Thailand's GDP) on healthcare industry (Thailand board of investment, 2016). Healthcare industry has high growth rate. For example, pharmaceutical product exportation growth was 6.12% (Thailand board of investment, 2016). Thus, healthcare industry has high potential for Thai economy and Thai citizen's wealth.

Business that related to health, wellness and Bio-med includes hospital and manufacturer of drug, medical devices, herbal medicine, medical foods and cosmetics. Strategy and planning division set target economic value of this industry as 50,000 million within this five years. The manpower needed was estimated by Strategy and planning division such as 500 research & development pharmacists within this five years (Strategy and planning division, 2017). Therefore, organizations in healthcare industry have to set policy to retain employees and also motivate them to generate high performance.

In order to improve job performance and employee retention, job satisfaction of employees is important factor for human resource department. Organization should consider on job satisfaction and set policy to maintain and motivate employees to work harder and engage with organization.

## **1.2 Research objective**

The purpose of this study is to find influencing factors of job satisfaction and the power of each factor in healthcare industry. Organization can set policy and invest only for important factors in order to save cost and directly impact to employees' need.

## **1.3 Scope of study**

This study focuses on employees in healthcare industry. Influencing factors of job satisfaction was selected based on literature review. Job characteristics (skill variety, task identity, task significant, autonomy and feedback) and job motivation (physiological needs, safety needs, social needs, esteem needs and self-actualization) was studied as influencing factors of job satisfaction.

Quantitative research methodology was used. Data was collected from a questionnaires. Data analysis methods included descriptive statistic, factor analysis and regression analysis.

Job satisfaction, Job characteristic and Job motivation were studied by reviewing from literatures and previous researches which were described in next chapter.

## **CHAPTER II**

### **LITERATURE REVIEW**

Healthcare industry is a top priority for Thai government now. In order to generate high performance, manpower is a key factor for organization. However, many organizations have to struggle with employee turnover rate issue. Organization should set policy to maintain employees, increase job satisfaction and also motivate them to generate high performance. Therefore, I would like to find influencing factors of job satisfaction in healthcare industry. I conducted literature review to find influencing factors of job satisfaction which can use to set human resource policy in order to develop manpower in organization.

#### **2.1 Job satisfaction**

Hausknecht, Rodda and Howard (2009) found that job satisfaction was the most frequently mentioned as a reason to stay in organization. Retaining the talented employees is an important concern issue of organization. Developing one employee to fit in position in organization requires investment in both time and cost. When one employee quits their job, organization has to hire new person, train and wait till his/her familiar with new job (Putting people first: Employee retention and organizational performance, 2011). Organization that cannot retain talented employee will loss good workforce and cannot retain competitive advantage (Rappaport, Bancroft, & Okum, 2003). Organization should understand what cause job satisfaction. Job satisfaction is the state that the current status is meet the expectation or not (Kinicki and Kreitner, 2007). The factors caused job satisfaction are intrinsic and extrinsic reward which link to motivation (Westover et al., 2010). Beside of motivation, job design impacts to job satisfaction (Singh A., Singh S.K., Khan S., 2016).

The outcomes of job satisfaction correlate to turnover, job involvement, withdrawal cognitions, organizational citizenship, absenteeism, job performance and

perceived stress, (Westover et al., 2010). Therefore, employees with high job satisfaction create high performance and generate high profit and also save company's cost because they have low absenteeism and turnover rate.

Many literatures studied on Job satisfaction which tried to find influencing factors that increase job satisfaction. Study of Hackman and Lawler in 1971 (Hackman and Lawler, 1971) and Hackman and Oldham in 1976 (Hackman and Oldham, 1976) found that job characteristics (job variety, autonomy, task identity and feedback) impact on job satisfaction, motivation and performance. Employees with high score on four core dimensions are likely more satisfied on their job.

Savery studied motivation and job satisfaction of hospital pharmacists in 1966. The results indicated that the most influencing factors were recognition of good performance, feeling of achievement, interesting and challenging work, responsibility, security of employment, and supervision (Savery, 1966).

Droussiotis A. and Austin J. studied job satisfaction of managers from large organization in Cyprus in 2007. They found that there were 3 areas that influenced job satisfaction which were independence, self-fulfillment, and job environment (Droussiotis A., Austin J., 2007).

## **2.2 The Job Characteristics Model**

The Job Characteristics Model (Hackman and Oldham, 1976) is a model of job design which relates to job satisfaction and work performance. The job characteristics theory (Hackman and Oldham, 1975) can improve motivational level of employee so that work outcome improve. This model has five core job characteristics (Hackman and Oldham, 1976) as following;

### **2.2.1 Skill variety**

Skill variety means that job requires different skill or different activities to do the job (Hackman and Oldham, 1975). Ghosh et al. (2015), Krasman (2012), Sulea et al. (2012) also reported that a job that allows employees to use different skills and do various of activities will improve positive attitude and behavioral outcomes.

H1: Skill variety in job leads to higher job satisfaction.

### **2.2.2 Task identity**

Task identity means that job needs completion of whole piece of work. That means employee is allowed to take responsibility to do the job from beginning to the end (Hackman and Oldham, 1975). Uruthirapathy and Grant (2015) found that employees who take responsibility on whole job have good workflow and perform better.

H2: Task identity in job leads to higher job satisfaction.

### **2.2.3 Task significance**

Task significance means that job is significant to organization and external environment (Hackman and Oldham, 1975). This factor improves the state of meaningfulness of work (Hackman and Lawler, 1971; Hackman and Oldham, 1975).

H3: Task significant in job leads to higher job satisfaction.

### **2.2.4 Autonomy**

Autonomy means that job give freedom for employee to plan their job by themselves (Hackman and Oldham, 1975). Hassan (2014), Krasman (2012) and Bontis et al. (2011) stated that employees who have high autonomy in their jobs will have more positive attitude at work and good desirable behaviours.

H4: Autonomy in job leads to higher job satisfaction.

### **2.2.5 Feedback**

Feedback means that employees require result from work performance in order to know direction and knowledge to improve their job (Hackman and Oldham, 1975). Bacha (2014), Ghosh et al. (2015) and Krasman (2012) reported that employees who get feedback from their work outcome demonstrate positive attitude and behavior at work.

H5: Feedback from job performance leads to higher job satisfaction.

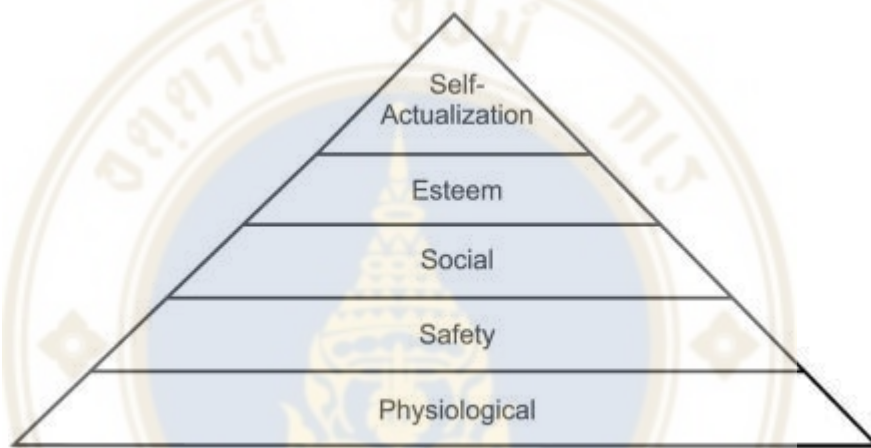
Job characteristics influence on knowledge of the actual results, experienced responsibility for outcomes, and experienced meaningfulness. Moreover,



five core job characteristics also influence job motivation, job satisfaction and absenteeism.

## 2.3 Motivation

One of the most famous motivation theories is Maslow's hierarchy of needs (Maslow, 1943). Maslow's hierarchy of needs consists of physiological, safety, social, esteem, and self-actualization (Figure 2.1).



Source: Stephens (2000)

**Figure 2.1** Hierarchy of needs

### 2.3.1 Physiological needs

Physiological needs is basic needs such as food, air, water (Hjalager and Antonioli Corigliano, 2000). A person have to fulfil with food first before other needs. (Stephens, 2000).

H6: The provision in physiological needs leads to higher job satisfaction.

### 2.3.2 Safety needs

Safety needs is the wish to be free from risk or harm (Seeley, 1988; Pearce, 1988). Employees need to work in safe environment.

H7: The provision in safety needs leads to higher job satisfaction.

### 2.3.3 Social needs

If physiological and safety are fulfilled, people will start need of love and friendship (Stephens, 2000).

H8: The provision in social needs leads to higher job satisfaction.

### 2.3.4 Esteem needs

Esteem needs is an personal want for a sense of self-confidence and internal feelings of strength, success, freedom, or external desires of reputation, respect and recognition (Seeley, 1988).

H9: The provision in esteem needs leads to higher job satisfaction.

### 2.3.5 Self-actualization

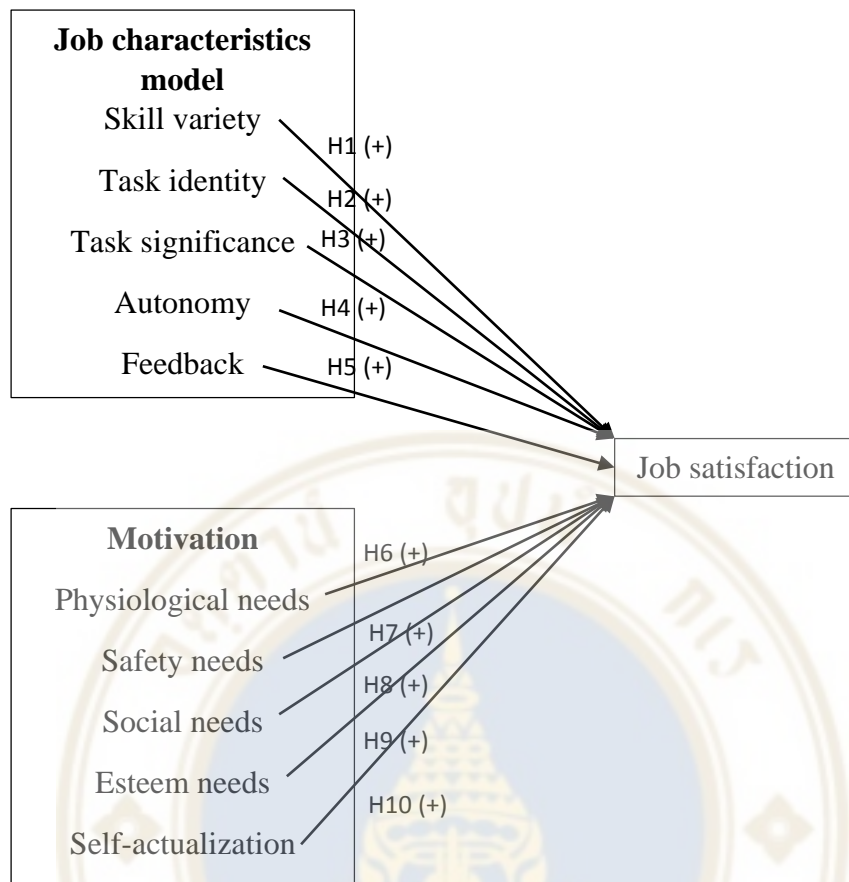
Self-actualization is the need to achieve person's full potential (Seeley, 1988).

H10: The provision in self-actualisation leads to higher job satisfaction.

## 2.4 Conceptual Frame work model

According to literature reviews, job satisfaction and the job characteristics model and motivation are link each other. The research question is **“What is the influencing factors of job satisfaction?”** and **“Which factor is the most important to healthcare industry?”**

This conceptual framework (Figure 2.2) is developed base on knowledge from literature. The dependent variable is job satisfaction and the independent variable are the job characteristics model (Skill variety, Task identity, Task significance, Autonomy and Feedback) and motivation (Physiological needs, Safety needs, Social needs, Esteem needs and Self-actualization).



**Figure 2.2 Conceptual framework**

In order to find answer of research question and prove the conceptual framework, next chapter will describe about research design, data collection, design of questionnaire and data analysis.



## **CHAPTER III**

### **RESEARCH METHODOLOGY**

This chapter describes research methodology of this study which included research design, data collection and data analysis. Research design in this chapter was used to test research hypothesis.

#### **3.1 Research design**

Because this study intended to find influencing factors of job satisfaction and the power of each factor, quantitative research methodology was used. Questionnaire was developed based on literature review. The framework of the job characteristic model and Maslow's hierarchy of needs were selected as influencing factor of job satisfaction. Questionnaires were distributed through employees who work in healthcare industry. After collecting all data, SPSS was used to analyse relationship between job satisfaction and proposed influencing factors.

#### **3.2 Data collection**

Questionnaire was developed based on literature review. There were 4 sections in questionnaire which were demographic question, job characteristics, job motivation and job satisfaction. The number of questions is 61 questions.

##### **3.2.1 Demographic questions**

Questions about respondent personal information were included in this section. There were 6 questions which asked about gender, age, year experience in healthcare industry, company's area, area of employment and income per month. Each answer in this part was in form of multiple choice which can be selected only one answer per question.

### **3.2.2 Job characteristics**

There were 25 questions in this section. Five core job characteristics (skill variety, task identification, task significant, autonomy and feedback) were included with 5 questions per core job characteristics. Job characteristics questions were applied from Morgeson and Humphrey. (2006), and Hacklman and Oldham (1974). The answer choices were in form of Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

### **3.2.3 Job motivation**

There were 25 questions in this section. Five components of Maslow's hierarchy of needs (physiological needs, safety needs, social need, esteem needs and self-actualization) were included with 5 questions per component. Job motivation questions were applied from Spector (1985), Hacklman and Oldham (1974), and Koeske, Kirk, Rauktis (1994). The answer choices are in form of Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

### **3.2.4 Job satisfaction**

There were 5 questions in this section. Job satisfaction questions were applied from Brayfield and Rothe (1951). The answer choices were in form of Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

Questionnaire was translated into Thai and distributed in form of electronic link through employees who work in healthcare industry such as hospital, pharmaceutical company and government agencies. 150 responds was collected and transferred into number by coding from questionnaire.

## **3.3 Data analysis**

Analysed data by using SPSS program.

### **3.3.1 Demographic characteristic**

Analyse responds from demographic question section by using descriptive statistic and report results in form of frequency. Frequency of respondents in each demographic group is used to tell that which demographic group can apply from the answer from this research.

### **3.3.2 Descriptive statistic**

Compare mean score of job satisfaction between each demographic group in order to find difference between groups.

### **3.3.3 Factor analysis**

Remove ineffective question in job characteristics and job motivation section by using factor analysis. Remove one by one question which has factor loading  $< 0.4$  (Stevens, 1992) or cross loading or mismatch meaning. Report results in form of total variance explained and rotated component matrix table. Finally, group and label name of construct.

### **3.3.4 Regression analysis**

Regression analysis is a technique which can answer research hypothesis by finding the relationship between job satisfaction and job characteristic or motivation.

Conduct linear regression analysis by setting job satisfaction as dependent variable and constructs of job characteristic or constructs of job motivation as independent variables. Report R square, P-value, and standardized coefficients. Significant is considered by P-value  $< 0.05$ . The strength of relationship is considered by standardized coefficients ( $\beta$ ). The more  $\beta$ , the stronger relationship.

Demographic characteristic of respondents, score of job satisfaction, relationship of job satisfaction and job characteristic or motivation were described in next chapter.

## CHAPTER IV

### FINDINGS DISCUSSION

After collecting data and analysing data by using SPSS, the result of data analysis and findings was presented in this chapter. Findings were presented in four sections; demographic characteristic, descriptive statistics, factor analysis and regression analysis.

#### 4.1 Demographic Characteristic

Descriptive statistic was used for analysing demographic characteristic. Demographic characteristic of respondents reported by frequency of each group. Of the 150 respondents, 82 percent are female and 18 percent are male. Age range of respondents include 20-30 years old (79%), 31-40 years old (17%), 41-50 years old (1%) and 51-60 years old (3%). Year experience in healthcare industry of respondents include Less than 2 years (11%), 2 - 4 years (59%), 5 - 7 years (12%), 8 - 10 years (7%) and More than 10 years (16%). 55% of respondents are in Pharmaceutical company. 26% of respondents are in Hospital. 7% of respondents are in drugstore area. 4% of respondents are in state enterprises. 2% of respondents are in Government agencies. For area of employment, 67% are pharmacist, 14% are sale & marketing staff, 5% are physician. 5% are administrator and 4% are scientist. (see Table 4.1)

**Table 4.1 Respondent Characteristics**

Demographic Background	Qty. (n)	Frequency
Gender		
Female	123	82%
Male	27	18%
Total	150	100%

**Table 4.1 Respondent Characteristics (cont.)**

<b>Demographic Background</b>	<b>Qty. (n)</b>	<b>Frequency</b>
Age		
20-30 years old	118	79%
31-40 years old	26	17%
Age (cons.)		
41-50 years old	2	1%
51-60 years old	4	3%
Total	150	100%
Year experience		
Less than 2 years	16	11%
2 - 4 years	89	59%
5 - 7 years	18	12%
8 - 10 years	11	7%
More than 10 years	16	11%
Total	150	100%
Company's area		
Pharmaceutical company	83	55%
Hospital	39	26%
Drugstore	10	7%
State enterprises	6	4%
Government agencies	3	2%
None of above	9	6%
Total	150	100%

**Table 4.1 Respondent Characteristics (cont.)**

<b>Demographic Background</b>	<b>Qty. (n)</b>	<b>Frequency</b>
Area of employment		
Pharmacist	100	67%
Sale&Marketing staff	21	14%
Physician	8	5%
Administrator	8	5%
Scientist	6	4%
Other healthcare staff	7	5%
Total	150	100%
Personal income range per month		
15,000 - 30,000 THB	34	23%
30,001-50,000 THB	69	46%
Personal income range per month (cons.)		
50,001-100,000 THB	42	28%
More than 100,000 THB	5	3%
Total	150	100%

## 4.2 Descriptive statistics

Maximum score of job satisfaction computed from questionnaire is 25. When comparing mean score of job satisfaction in each demographic areas, we found that male group (17.00) has higher satisfaction than female (16.48). Respondents with 41-50 years old (19.00) have higher satisfaction than 51-60 years old (16.75), 31-40 years old (16.62) and 20-30 years old (16.52), respectively. Respondents with year experience less than 2 years (17.69) have higher satisfaction than more than 10 years' experience group (17.13), 5 - 7 years group (16.94), 8 - 10 years group (16.73) and 2 - 4 years (16.18). Respondents who work in state enterprises have the highest job satisfaction (18.5) followed by hospital (16.99), government agencies (16.33), pharmaceutical company (16.31) and drugstore (16.10). Scientists have the highest job satisfaction (18.67) followed by physician (18.63), administrator (17.63), pharmacist



(16.16), and sale & marketing staff (15.95). Respondents who gain personal income per month more than 100,000 THB have the highest job satisfaction (17.40) followed by respondents who gain personal income per month between 50,001-100,000 THB (17.24), 15,000 - 30,000 THB (16.59) and 30,001-50,000 THB (16.10) (see Table 4.2)

**Table 4.2 Comparing Mean score of Job satisfaction**

<b>Demographic</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>
<b>Gender</b>				
Male	27	12	23	17.00
Female	123	9	24	16.48
<b>Age</b>				
41-50 years old	2	18	20	19.00
<b>Age (cons.)</b>				
51-60 years old	4	12	21	16.75
31-40 years old	26	12	20	16.62
20-30 years old	118	8	24	16.52
<b>Year experience</b>				
Less than 2 years	16	12	23	17.69
More than 10 years	16	12	21	17.13
5 - 7 years	18	14	24	16.94
8 - 10 years	11	14	20	16.73
2 - 4 years	89	9	22	16.18
<b>Company's area</b>				
State enterprises	6	15	21	18.50
Hospital	39	12	21	16.69
Government agencies	3	11	20	16.33
Pharmaceutical company	83	9	24	16.31
Drugstore	10	14	19	16.10

**Table 4.2 Comparing Mean score of Job satisfaction (cont.)**

Demographic	N	Minimum	Maximum	Mean
Area of employment				
Scientist	6	16	20	18.67
Physician	8	16	21	18.63
Administrator	8	15	22	17.63
Pharmacist	100	9	23	16.16
Sale & Marketing staff	21	10	20	15.95
Personal income range per month				
More than 100,000 THB	5	14	20	17.40
50,001-100,000 THB	42	10	24	17.24
15,000 - 30,000 THB	34	11	22	16.59
30,001-50,000 THB	69	9	23	16.10

### 4.3 Factor analysis

Data reduction was run by factor analysis in order to remove data which has factor loading  $< 0.4$ , cross loading and mismatch meaning. 25 Questions about job characteristic was run. 4 questions was removed because of cross loading, 1 question was removed because of factor loading  $< 0.4$ , and 1 question was removed because of mismatch meaning. Finally, there were 19 questions about job characteristic which were remained for running regression analysis. Table 4.3 shows Total variance explained of job characteristic questions. There are five constructs. All of five constructs have total initial eigenvalue  $> 1$ . Table 4.4 shows Rotated component matrix of job characteristic questions. All questions have factor loading  $\geq 0.4$ . Five constructs were labelled following the job characteristic model as autonomy, skill variety, task significance, feedback and task identity.



**Table 4.3 Total variance explained of job characteristic questions**

Component	Total Variance Explained											
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.275	33.024	33.024	6.275	33.024	33.024	3.387	17.824	17.824	3.387	17.824	17.824
2	2.743	14.439	47.463	2.743	14.439	47.463	2.683	14.123	31.947	2.683	14.123	31.947
3	1.608	8.465	55.929	1.608	8.465	55.929	2.494	13.126	45.073	2.494	13.126	45.073
4	1.282	6.746	62.675	1.282	6.746	62.675	2.476	13.033	58.106	2.476	13.033	58.106
5	1.203	6.329	69.004	1.203	6.329	69.004	2.071	10.898	69.004	2.071	10.898	69.004
6	.820	4.315	73.319									
7	.627	3.300	76.619									
8	.589	3.099	79.718									
9	.536	2.820	82.538									
10	.503	2.646	85.184									
11	.450	2.367	87.550									
12	.418	2.199	89.750									
13	.385	2.025	91.774									
14	.334	1.760	93.534									
15	.294	1.548	95.082									
16	.263	1.385	96.467									
17	.250	1.314	97.782									
18	.222	1.171	98.952									
19	.199	1.048	100.000									

Extraction Method: Principal Component Analysis.

**Table 4.4 Rotated component matrix of job characteristic questions**

**Rotated Component Matrix<sup>a</sup>**

	Component				
	1	2	3	4	5
The job allows me to make decisions about what methods I use to complete my work.	.822				
The job allows me to plan how I do my work.	.817				
The job gives me a chance to use my personal initiative or judgment in carrying out the work.	.801				
The job allows me to make a lot of decisions on my own.	.772				
The job allows me to make my own decisions about how to schedule my work.	.632				
My job involves a great deal of task variety.		.836			
My job requires the performance of a wide range of tasks.		.810			
My job involves doing a number of different things.		.752			
My job requires me to utilize a variety of different skills in order to complete the work.		.526			
The results of my work are likely to significantly affect the lives of other people.			.795		
This job is one where a lot of other people can be affected by how well the work get done.			.746		
My job has a large impact on people outside the organization.			.655		
The work performed on the job has a significant impact on people outside the organization.			.626		
Supervisors often let me know how well they think I am performing the job.				.861	
I receive a great deal of information from my manager and coworkers about my job performance.				.834	
Other people in the organization, such as managers and coworkers, provide information about the effectiveness (e.g., quality and quantity) of my job performance.				.772	
My job involves completing a piece of work that has an obvious beginning and end.					.755
My job provides me the chance to completely finish the pieces of work I begin.					.741
My job is arranged so that I can do an entire piece of work from beginning to end.					.707

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

For motivation questions, 25 Questions about motivation was run. 5 questions was removed because of cross loading, and 5 question was removed because of mismatch meaning. Finally, there are 15 questions about motivation which were remained for running regression analysis. Table 4.5 shows Total variance explained of motivation questions. There are five constructs. All of five constructs have total initial eigenvalue  $> 1$ . Table 4.6 shows Rotated component matrix of job motivation questions. All questions have factor loading  $\geq 0.4$ . Five constructs were labelled following Maslow's hierarchy of needs as physiological needs, safety needs, self-actualization, social needs and esteem needs.



**Table 4.5 Total variance explained of motivation questions**

Component	Total Variance Explained											
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.761	31.738	31.738	4.761	31.738	31.738	2.898	19.317	19.317	2.898	19.317	19.317
2	2.290	15.268	47.006	2.290	15.268	47.006	2.857	19.048	38.365	2.857	19.048	38.365
3	1.905	12.698	59.704	1.905	12.698	59.704	2.228	14.850	53.216	2.228	14.850	53.216
4	1.388	9.255	68.958	1.388	9.255	68.958	1.706	11.371	64.587	1.706	11.371	64.587
5	1.041	6.940	75.898	1.041	6.940	75.898	1.697	11.311	75.898	1.697	11.311	75.898
6	.667	4.445	80.343									
7	.612	4.081	84.424									
8	.453	3.017	87.441									
9	.403	2.689	90.130									
10	.347	2.316	92.446									
11	.315	2.101	94.547									
12	.284	1.894	96.441									
13	.242	1.613	98.054									
14	.168	1.120	99.174									
15	.124	.826	100.000									

Extraction Method: Principal Component Analysis.

**Table 4.6 Rotated component matrix of job motivation questions**

**Rotated Component Matrix<sup>a</sup>**

	Component				
	1	2	3	4	5
The benefit package we have is equitable.	.858				
The benefits we receive are as good as most other organizations offer.	.828				
I feel I am being paid a fair amount for the work I do.	.768				
I feel satisfied with my chances for salary increases.	.690				
My company has rules in order to protect employees from accident.		.907			
My company invests on safety training.		.852			
My company provides enough equipment for protecting employees from accident.		.818			
My job is safe.		.685			
I have a chance to acquire new skills.			.844		
I feel success as a professional.			.785		
My job is challenge.			.753		
I enjoy my co-workers.				.857	
I like the people I work with.				.827	
I don't feel my efforts are rewarded the way they should be.					.899
I am not satisfied with my chances for promotion.					.859

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

#### 4.4 Regression analysis

In order to find influencing factors of job satisfaction and the power of each factors, linear regression analysis was conducted. Dependent variable is job satisfaction and independent variables are constructs of job characteristics and motivation. Constructs of job characteristics and motivation were run separately.

#### 4.4.1 Regression analysis of job characteristic

Table 4.7 shows R Square which is 0.192. It means that 19.2% of variance in job satisfaction is influenced by task identity, feedback, task significance, autonomy and skill variety.

**Table 4.7 Model summary (job characteristic)**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 <sup>a</sup>	.192	.164	2.626

a. Predictors: (Constant), Taskidentity, Feedback, tasksignificant, Autonomy, Skillvariety

**Table 4.8 ANOVA (job characteristic)**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	235.983	5	47.197	6.846	.000 <sup>a</sup>
	Residual	992.710	144	6.894		
	Total	1228.693	149			

a. Predictors: (Constant), Taskidentity, Feedback, tasksignificant, Autonomy, Skillvariety

b. Dependent Variable: Jobsatisfaction

**Table 4.9 Coefficients (job characteristic)**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.802	1.808		5.422	.000
	Autonomy	.177	.398	.040	.445	.657
	Skillvariety	-.759	.448	-.164	-1.695	.092
	tasksignificant	.252	.417	.057	.605	.546
	Feedback	1.212	.306	.338	3.961	.000
	Taskidentity	1.118	.400	.250	2.792	.006

a. Dependent Variable: Jobsatisfaction

Table 4.8 shows that P-value = 0.000. It means that at least one of independent variables (task identity, feedback, task significance, autonomy and skill variety) has significant predictive relationship with dependent variable (job satisfaction).

Table 4.9 shows that there are 2 independent variables (feedback and task identity) which have significant predictive relationship with dependent variable (job satisfaction). Feedback is the strongest variable which impact to job satisfaction (P-value = 0.000,  $\beta = 0.338$ ) followed by task identity (P-value = 0.006,  $\beta = 0.250$ ).

#### 4.4.2 Regression analysis of motivation

Table 4.10 shows R Square which is 0.369. It means that 36.9% of variance in job satisfaction is influenced by esteem needs, self-actualization, safety needs, social needs and physiological needs.

**Table 4.10 Model summary (motivation)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 <sup>a</sup>	.391	.369	2.280

a. Predictors: (Constant), Esteemneeds, Selfactualization, Safetyneeds, Socialneeds, Physicalneeds

**Table 4.11 ANOVA (motivation)**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	479.830	5	95.966	18.453	.000 <sup>a</sup>
	Residual	748.864	144	5.200		
	Total	1228.693	149			

a. Predictors: (Constant), Esteemneeds, Selfactualization, Safetyneeds, Socialneeds, Physicalneeds

b. Dependent Variable: Jobsatisfaction



**Table 4.12 Coefficients (motivation)**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.737	1.452		2.573	.011
	Physicalneeds	.375	.320	.093	1.171	.244
	Safetyneeds	.025	.284	.006	.088	.930
	Selfactualization	.875	.289	.209	3.031	.003
	Socialneeds	1.354	.284	.358	4.771	.000
	Esteemneeds	.992	.234	.303	4.235	.000

a. Dependent Variable: Jobsatisfaction

Table 4.11 shows that P-value = 0.000. It means that at least one of independent variables (esteem needs, self-actualization, safety needs, social needs and physiological needs) has significant predictive relationship with dependent variable (job satisfaction).

Table 4.12 shows that there are 3 independent variables (self-actualization, social needs and esteem needs) which have significant predictive relationship with dependent variable (job satisfaction). Social needs is the strongest variable which impact to job satisfaction (P-value = 0.000,  $\beta$  = 0.358) followed by esteem needs (P-value = 0.000,  $\beta$  = 0.303) and self-actualization (P-value = 0.003,  $\beta$  = 0.209).

Discussion, recommendation, limitation and conclusion from research finding were described in next chapter.



## **CHAPTER V**

### **RECOMMENDATIONS AND CONCLUSIONS**

#### **5.1 Discussion and Recommendation**

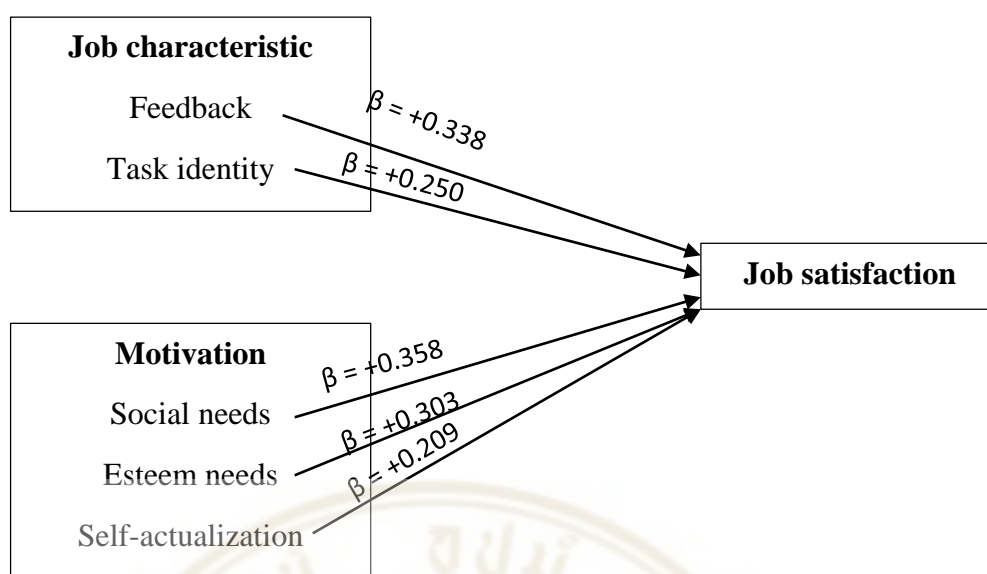
According to finding in chapter IV, the results show many interested viewpoints. The following information discusses on the results which can be used for human resource activities in healthcare industry.

Employees who have year experience less than 2 years and more than 10 years have higher job satisfaction than employees with year experience 2-10 years. It implies that employees who just start in healthcare industry not more than 2 years still have enthusiasm and inspiration and are in learning period so they have high job satisfaction. For employees who work more than 10 years, it implies that they like to work in this industry. That's why they work in this industry till 10 years. Therefore, they have high job satisfaction. Human resource department should prioritize and generate any activities which can improve job satisfaction for other year experience range rather than less than 2 years and more than 10 year experiences.

From descriptive analysis, employees who get income more than 100,000 THB have the highest job satisfaction followed by 50,001-100,000 THB. It implies that salary effects to job satisfaction. Therefore, the organization still has to consider on suitable benefit package for employees.

Regarding to regression analysis, Standardized coefficients show that skill variety has negative value even it is not statistic significant. If employees have to do many different tasks, they will less satisfy on their job. It implies that staffs in healthcare industry already have different things to do for daily work so they don't want to get more different tasks. It will be great if organization can provide suitable number of task for their employees.

Job characteristics and job motivation significantly impact to job satisfaction. The conceptual framework is generated according to finding from regression analysis as shown in Figure 5.1.



**Figure 5.1 Conceptual framework**

Because job characteristic and motivation can increase job satisfaction, organization should improve both of them. For job design, feedback is the strongest influencing factor for job satisfaction. Therefore, supervisor should inform feedback and result of employees' performance to employees. Results of performance can inform by verbal anytime or can be in form of monthly or annual meeting. Employees can get the direction and knowledge from result of performance so they can improve their quality of work.

The second important influencing factor is task identity. Employees want to do whole piece of work from start to the end and take responsibility of whole task. Organization should assign task to each employee project by project and let them do the whole process. This work design can improve the work flow and job satisfaction.

Skill variety don't significantly impact to job satisfaction. It implies that employees in healthcare industry already had various of difference tasks which need to apply difference skills.

Task significant don't significantly impact to job satisfaction. It implies that employees in healthcare industry already known that their works are important. However, everyone knows that job related to healthcare impacts to quality of life of people.

Autonomy don't significantly impact to job satisfaction. It implies that employees in healthcare industry can use their own decision when perform job.

However, most of respondents are pharmacist. Nature of pharmacist work is delegation so they already had high autonomy.

For motivation aspect, the strongest influencing factor of job satisfaction is social needs. Since Thai culture is collectivism, most of employees want to have good relationship with co-workers. Moreover, 82% of respondents in this study is female so relationship in organization is important for them. Organization can improve relationship in organization by set up team building activity and also informal meeting monthly.

The second and third important influencing factor are esteem needs and self-actualization, respectively. Since most of employees in healthcare industry have high education so they are in high level of motivation in Maslow's theory. They want to get reputation, recognition, want to acquire new skill and challenge job, and want to get feeling of achievement. Therefore, organization should set system such as recognition system, training system and career path development system.

Physiological needs and safety needs don't significantly impact to job satisfaction because most of employees in healthcare industry have high education and high income so their physiological needs and safety needs already fulfilled.

## **5.2 Limitations and suggestion for future research**

Limitations of this research are about sample size. 150 respondents may not big enough to represent the whole industry. Therefore, the standard error of the estimate in regression analysis of job characteristic part may too high. Moreover, R square of regression analysis quite less. If future study can increase number of sample, results will be more accurate.

Second limitation of this study is about demographic characteristic. 82% of respondents is female. 79% of respondents is 20-30 years old. 59% of respondents has 2-4 year experience. 55% of respondents works in pharmaceutical company. 67% of respondents is pharmacist. Therefore, the results of this study may be the good answer for only some demographic group. Next research should study in big sample size and also similar ratio for each demographic.

Some questions in questionnaire may be hard to understand. For future research, description of some question should be provided.

### **5.3 Conclusion**

The significant influencing factors of job satisfaction are feedback and task identity for job characteristic aspect and social needs, esteem needs, self-actualization for motivation aspect. The strongest influencing factor is feedback followed by task identity. For motivation, the strongest one is social needs followed by esteem needs and self-actualization, respectively. Therefore, organization in healthcare industry should improve human resource policy by stimulate supervisor to provide result of performance to subordinate, let employees take responsibility of whole process of work, set team building activities, set recognition system and training program. However, the future research should increase sample size and get answer from demographic group with similar ratio. Finally, employees with high job satisfaction will provide less absenteeism, more organizational citizenship, job involvement, less turnover and withdrawal cognitions.

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## APPENDICE A: Research Questionnaire (Thai version)

### แบบทดสอบความพึงพอใจในงาน

เรียนผู้ตอบแบบสอบถาม

แบบสอบถามนี้จัดทำโดยนักศึกษามหาวิทยาลัยมหิดลเพื่อจัดทำสารนิพนธ์เรื่องปัจจัยที่ผลต่อความพึงพอใจในงานในอุตสาหกรรมการดูแลสุขภาพ (Healthcare Industry) ผลจากการศึกษานี้จะเป็นเครื่องมือในการพัฒนารอบแนวคิดที่เกี่ยวกับความพึงพอใจในงานในอุตสาหกรรมการดูแลสุขภาพ

แบบสอบถามนี้ใช้เวลาในการตอบแบบสอบถามประมาณ 10-15 นาที โปรดตอบแบบสอบถามทุกข้อตามจริงโดยคลิกในข้อที่ต้องการ คำตอบทั้งหมดจะเป็นความลับและใช้เพื่อการศึกษาเท่านั้น ขอขอบคุณที่สละเวลาในการตอบแบบสอบถาม

### ส่วนที่ 1 ข้อมูลทั่วไป

1. เพศ
  - a. ชาย
  - b. หญิง
2. อายุ
  - a. 20-30 ปี
  - b. 31-40 ปี
  - c. 41-50 ปี
  - d. 51-60 ปี
  - e. มากกว่า 60 ปี
3. ระยะเวลาที่ทำงานในอุตสาหกรรมการดูแลสุขภาพ (Healthcare Industry) (องค์กรที่เกี่ยวข้องกับโรงพยาบาล ร้านยา บริษัทยาหรือเครื่องมือแพทย์)
  - a. น้อยกว่า 2 ปี
  - b. 2 - 4 ปี
  - c. 5 - 7 ปี
  - d. 8 - 10 ปี
  - e. มากกว่า 10 ปี
4. องค์กรที่ท่านทำงานอยู่ ณ ปัจจุบันคือ
  - a. โรงพยาบาล
  - b. บริษัทยาหรือเครื่องมือแพทย์
  - c. ร้านยา
  - d. หน่วยงานราชการ
  - e. รัฐวิสาหกิจ
  - f. อื่นๆ

5. ตำแหน่งที่ท่านทำงาน ณ ปัจจุบันคือ

- a. แพทย์
- b. เกษีกร
- d. นักวิทยาศาสตร์
- e. ฝ่ายขายและการตลาด
- f. พนักงานทั่วไป
- e. อื่นๆนอกเหนือจากคำตอบข้างต้น

6. รายได้ของท่านต่อเดือน

- a. น้อยกว่า 15,000 บาท
- b. 15,000 - 30,000 บาท
- c. 30,001-50,000 บาท
- d. 50,001-100,000 บาท
- e. มากกว่า 100,000 บาท

## ส่วนที่ 2 ลักษณะงาน

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน

1 ไม่เห็นด้วยอย่างยิ่ง 2 ไม่เห็นด้วย 3 ปานกลาง 4 เห็นด้วย 5 เห็นด้วยอย่างยิ่ง

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	ปานกลาง 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
1. ฉันสามารถตัดสินใจเลือกวิธีในการทำงานเพื่อให้งานสำเร็จได้ด้วยตนเอง					
2. งานของฉันให้โอกาสฉันใช้ความคิดและการตัดสินใจของฉันในการปฏิบัติงาน					
3. ผลจากงานที่ฉันทำส่งผลต่อบุคคลอื่นจำนวนมาก					
4. ฉันสามารถวางแผนในการทำงานด้วยตนเอง					

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	ปานกลาง 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
5. งานของฉันจำเป็นต้องใช้ความสามารถในการทำงานที่หลากหลาย					
6. งานของฉันประกอบด้วยงานหลากหลายประเภทหรือหลากหลายหน้าที่					
7. งานของฉันถูกกำหนดไว้แล้วทำให้ฉันไม่มีโอกาสได้ทำชิ้นงานที่ต้องทำตั้งแต่เริ่มต้นจนกระทั่งเสร็จสิ้น					
8. งานของฉันมีความสำคัญต่อภาพรวมขององค์กร					
9. ส่วนมากฉันสามารถตัดสินใจในการทำงานได้ด้วยตนเอง					
10. งานของฉันเป็นงานที่ต้องรับผิดชอบทั้งชิ้นงานตั้งแต่ต้นจนจบ					
11. งานที่ฉันทำมีผลต่อผู้คนนอกองค์กรจำนวนมาก					
12. ผลจากงานที่ฉันทำอาจมีความสำคัญและมีผลต่อความเป็นอยู่ของผู้คน					
13. หัวหน้างานของฉันมักให้ความคิดเห็นต่อผลงานที่ฉันทำ					
14. งานที่ฉันทำจำเป็นต้องใช้ความเชี่ยวชาญที่หลากหลายเพื่อให้งานสำเร็จ					

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	ปานกลาง 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
15. ฉันสามารถตัดสินใจกำหนดตารางการทำงานของฉันได้					
16. งานของฉันบ่งบอกประสิทธิภาพของการทำงาน (ทั้งเชิงปริมาณและคุณภาพ) ได้ด้วยตัวเอง					
17. ฉันได้รับข้อคิดเห็นของการทำงานของฉันจากหัวหน้าและเพื่อนร่วมงานจำนวนมาก					
18. งานของฉันเกี่ยวข้องกับการทำงานที่หลากหลาย					
19. ผลจากงานที่ฉันทำส่งผลต่อคนภายนอกองค์กรอย่างมีนัยสำคัญ					
20. บุคคลอื่นภายในองค์กร เช่น หัวหน้างานและเพื่อนร่วมงาน ให้ข้อคิดเห็นเกี่ยวกับประสิทธิภาพของการทำงานของฉัน (ทั้งเชิงปริมาณและคุณภาพ)					
21. ฉันสามารถทำงานที่ฉันริเริ่มจนกระทั่งเสร็จสิ้น					
22. งานของฉันจำเป็นต้องใช้ทักษะที่หลากหลาย					
23. งานของฉันเกี่ยวข้องกับทำชิ้นงานที่มีจุดเริ่มต้นและจุดสิ้นสุด					

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	ปานกลาง 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
24. งานของฉันให้โอกาสฉันได้ทำงานที่ฉันริเริ่มจนกระทั่งเสร็จสมบูรณ์					
25. ผลงานของฉันสามารถแสดงถึงประสิทธิภาพในการทำงานของฉัน					

### ส่วนที่ 3 แรงจูงใจในการทำงาน

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน

1 ไม่เห็นด้วยอย่างยิ่ง 2 ไม่เห็นด้วย 3 ปานกลาง 4 เห็นด้วย 5 เห็นด้วยอย่างยิ่ง

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	ปานกลาง 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
1. องค์กรของฉันไม่ค่อยมีการให้รางวัล					
2. ฉันรู้สึกว่าคุณได้รับคำตอบแทนที่เหมาะสมต่องานที่ฉันทำ					
3. ฉันรู้สึกภูมิใจในงานของฉัน					
4. งานของฉันมีความท้าทาย					
5. ฉันไม่พอใจในโอกาสในการเลื่อนขั้นของฉัน					
6. ฉันได้รับการชื่นชมเมื่อฉันทำงานได้ดี					
7. ฉันได้รับโอกาสในการเรียนรู้ทักษะใหม่ๆ					

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	ปานกลาง 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
8. ฉันรู้สึกประสบความสำเร็จ อย่างผู้ที่เป็นผู้เชี่ยวชาญ					
9. ผลประโยชน์ที่ได้รับจาก องค์กรดีเทียบเท่าองค์กรอื่นๆ					
10. การประสานงานต่างๆใน องค์กรของฉันดี					
11. องค์กรของฉันให้ ความสำคัญต่อความปลอดภัย ของพนักงาน					
12. ผู้ที่ทำงานได้มีโอกาสที่จะ ได้รับการเลื่อนตำแหน่งอย่าง ยุติธรรม					
13. ฉันรู้สึกไม่พอใจต่อ คำตอบแทนที่ได้รับ					
14. ฉันรู้สึกว่าความพยายามของ ฉันไม่ได้รับรางวัลอย่างที่ควรจะเป็น					
15. ฉันรู้สึกสนุกที่ได้ทำงานกับ เพื่อนร่วมงานของฉัน					
16. คำตอบแทนที่ได้รับนั้น ยุติธรรม					
17. ฉันรู้สึกได้ถึงความสำเร็จที่ คุ้มค่าจากการทำงานของฉัน					
18. ฉันมีโอกาสได้รู้จักคนอื่นๆ ในขณะที่ทำงาน					
19. ฉันพึงพอใจต่อโอกาสในการ ขึ้นเงินเดือนของฉัน					



โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	ปานกลาง 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
20. องค์กรของฉันจัดให้มีเครื่องมือป้องกันอันตรายที่เพียงพอ					
21. ฉันมีโอกาสได้ช่วยเหลือผู้อื่นขณะที่ทำงาน					
22. งานของฉันมีความปลอดภัย					
23. ฉันชอบเพื่อนร่วมงานของฉัน					
24. องค์กรของฉันตั้งกฎเพื่อป้องกันอันตรายแก่พนักงาน					
25. องค์กรของฉันลงทุนเพื่อฝึกพนักงานด้านความปลอดภัย					

#### ส่วนที่ 4 ความพึงพอใจในงาน

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่าน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	ปานกลาง 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
1. ตอนนี้นั้นมีความกระตือรือร้นในการทำงาน					
2. ตอนนี้นั้นรู้สึกค่อนข้างพอใจกับงานปัจจุบันของฉัน					
3. ในปัจจุบันทุกนาทีในที่ทำงานดูเหมือนว่าจะไม่สิ้นสุด					
4. ตอนนี้นั้นกำลังค้นหาความสนุกที่แท้จริงในงานของฉัน					
5. ตอนนี้นั้นคิดว่าฉันค่อนข้างไม่พอใจงานของฉัน					

## **APPENDICE B: Research Questionnaire (English version)**

### **Questionnaire**

#### **“The influencing factors of job satisfaction in healthcare industry”**

Dear Sir / Madam

I am a student from College of Management Mahidol University. I'm conducting thematic paper studying on influencing factors of job satisfaction in healthcare industry. Your feedback will be instrumental in developing the conceptual framework related to job satisfaction.

This questionnaire will take about 10-15 minutes. Please complete all questions truthfully by mark in space given below the following questions. All data will be treated with high confidentiality and used for education purpose only. Thank you for your participation.

#### **Section 1: Demographic Questions**

1. Please indicate your gender.
  - a. Male
  - b. Female
2. Please specify your age.
  - a. 20-30
  - b. 31-40
  - c. 41-50
  - d. 51-60
  - e. Above 60
3. Please specify year experience in healthcare industry.
  - a. Less than 2 years
  - b. 2 - 4 years
  - c. 5 - 7 years
  - d. 8 - 10 years

- e. More than 10 years
- 4. Please specify your company's area
  - a. Hospital
  - b. Pharmaceutical company
  - c. Drug store
  - d. Government agency
  - e. State enterprise
  - f. None of above
- 5. Please specify your specified area of employment
  - a. Physician
  - b. Pharmacist
  - c. Scientist
  - d. Marketing
  - e. Administrator
  - f. Other healthcare staff
- 6. Please specify your personal income range per month.
  - a. Less than 15,000 THB
  - b. 15,000 - 30,000THB
  - c. 30,001-50,000THB
  - d. 50,001-100,000THB
  - e. More than 100,000 THB

## **Section 2: Specific Questions: Job characteristics**

**Please indicate to what extent you agree or disagree with each of the following statements.**

**1 Strongly Disagree   2 Disagree   3 Neutral   4 Agree   5 Strongly Agree**

Please indicate to what extent you agree or disagree with each of the following statements Please tick one.	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. The job allows me to make decisions about what methods I use to complete my work.					
2. The job gives me a chance to use my personal initiative or judgment in carrying out the work.					
3. This job is one where a lot of other people can be affected by how well the work get done.					
4. The job allows me to plan how I do my work.					
5. My job requires the performance of a wide range of tasks.					
6. My job involves a great deal of task variety.					
7. My job is arranged so that I do not have a chance to do an entire piece of work from beginning to end.					
8. My job itself is very significant and important in the broader scheme of things.					

Please indicate to what extent you agree or disagree with each of the following statements Please tick one.	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
9. The job allows me to make a lot of decisions on my own.					
10. My job is arranged so that I can do an entire piece of work from beginning to end.					
11. My job has a large impact on people outside the organization.					
12. The results of my work are likely to significantly affect the lives of other people.					
13. Supervisors often let me know how well they think I am performing the job.					
14. My job requires me to utilize a variety of different skills in order to complete the work.					
15. The job allows me to make my own decisions about how to schedule my work.					

Please indicate to what extent you agree or disagree with each of the following statements Please tick one.	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
16. The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance.					
17. I receive a great deal of information from my manager and coworkers about my job performance.					
18. My job involves doing a number of different things.					
19. The work performed on the job has a significant impact on people outside the organization.					
20. Other people in the organization, such as managers and coworkers, provide information about the effectiveness (e.g., quality and quantity) of my job performance.					
21. My job allows me to complete work I start.					
22. My job requires a variety of skills.					



<b>Please indicate to what extent you agree or disagree with each of the following statements Please tick one.</b>	<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Neutral 3</b>	<b>Agree 4</b>	<b>Strongly Agree 5</b>
23. My job involves completing a piece of work that has an obvious beginning and end.					
24. My job provides me the chance to completely finish the pieces of work I begin.					
25. The job itself provides feedback on my performance.					

### **Section 3: Specific Questions: Job motivation**

**Please indicate to what extent you agree or disagree with each of the following statements.**

**1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree**

<b>Please indicate to what extent you agree or disagree with each of the following statements Please tick one.</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. There are few rewards for those who work here.					
2. I feel I am being paid a fair amount for the work I do.					
3. I feel a sense of pride in doing my job.					

Please indicate to what extent you agree or disagree with each of the following statements Please tick one.	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
4. My job is challenge.					
5. I am not satisfied with my chances for promotion.					
6. When I do a good job, I receive the recognition for it that I should receive.					
7. I have a chance to acquire new skills.					
8. I feel success as a professional.					
9. The benefits we receive are as good as most other organizations offer.					
10. Communications seem good within this organization.					
11. My company concerns about employees' safety.					
12. Those who do well on the job stand a fair chance of being promoted.					
13. I am not satisfied with the benefits I receive.					
14. I don't feel my efforts are rewarded the way they should be.					
15. I enjoy my co-workers.					

Please indicate to what extent you agree or disagree with each of the following statements Please tick one.	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
16. The benefit package we have is equitable.					
17. I have a feeling of worthwhile accomplishment from doing my job.					
18. I have chance to get to know other people while on the job.					
19. I feel satisfied with my chances for salary increases.					
20. My company provides enough equipment for protecting employees from accident.					
21. I have chance to help other people while at work.					
22. My job is safe.					
23. I like the people I work with.					
24. My company has rules in order to protect employees from accident.					
25. My company invests on safety training.					

#### Section 4: Specific Questions: Job satisfaction

Please indicate to what extent you agree or disagree with each of the following statements.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

Please indicate to what extent you agree or disagree with each of the following statements Please tick one.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. At this very moment, I am enthusiastic about my work.					
2. Right now, I feel fairly satisfied with my present job.					
3. At present, each minute at work seems like it will never end.					
4. At this moment, I am finding real enjoyment in my work.					
5. Right now, I consider my job rather unpleasant.					