

**THE IMPACT OF JOB CHARACTERISTICS AND
SATISFACTION ON TURNOVER INTENTION OF MEDICAL
REPRESENTATIVES IN PHARMACEUTICAL COMPANY IN
THAILAND**



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SATISFACTION ON TURNOVER INTENTION OF MEDICAL
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PHARMACEUTICAL COMPANY IN THAILAND**

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ABSTRACT

The pharmaceutical industry is facing a problem of high turnover rate in many positions especially among medical representatives. The aim of this research is to establish whether job characteristics or job satisfaction is the major factor in turnover intentions of medical representatives in the typical pharmaceutical company in Thailand. The quantitative method with online questionnaire was used by focusing on people who have been a medical representative in a pharmaceutical company in Thailand. Turnover intentions was fixed as dependent variable by having two independent variables which are job characteristics and job satisfaction.

The findings from this research suggest that the influential variables that affect the turnover intentions and job satisfaction. In terms of turnover intentions, the strongest influential factor is job satisfaction. On the other hand, the job characteristics does not affect turnover intentions. Therefore, Human Resources staff should be aware of this point that can enable them to coordinate more efficiently. The Job characteristic model can be used to design work assignments, which will lead to joy and satisfaction at work by discussing with the medical representatives' supervisions in order to increase the job satisfaction which is the strongest factor that can reduce turnover intentions.

KEY WORDS: Turnover intentions/ Job characteristics/ Job satisfaction

38 pages

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CHAPTER I

INTRODUCTION

Motivation of this research

Nowadays, there are many businesses in Thailand of which the most growing is the pharmaceutical industry. The Thai pharmaceutical industry has a market capitalization of approximately 177,000 million Baht. Southeast Asia's 2nd largest market after Indonesia. Most drug distribution channels in Thailand are through government hospitals. Government hospitals account for approximately 60% while private hospitals cover 20% and the rest is distributed via pharmacies. Most of the hospital's drug demands are basic pharmaceutical products and prescription drugs, such as diabetes, blood pressure, heart disease and cholesterol lowering drugs etc. (Government Savings Bank, 2019) However, the pharmaceutical industry is facing a problem of high turnover rate in many positions especially among medical representatives who are responsible for providing updated drug information to health care professionals and overseeing drug sales for the company. This is the most common problem in the pharmaceutical industry therefore it is essential that the Human Resources Department of the company find the factors that affect the turnover intentions of medical representatives and thus avoid having to hire and retrain new staff. Furthermore, this research would like to study what factors impact turnover intentions of medical representatives in the typical pharmaceutical company in Thailand.

There are many studies suggesting that the factors which contribute to turnover intentions in other businesses are job characteristics and job satisfaction thus by using their models we aim to establish the correlations and relationship. Moreover, the compensation and rewards is another factor that impacts job satisfaction which in turn affects turnover intentions.

Research objective

The aim of this research is to establish whether job characteristics or job satisfaction is the major factor in turnover intentions of medical representatives in the typical pharmaceutical company in Thailand.

Research questions

This research has three questions to be a scope of the study as follows:

- Do job characteristics and job satisfaction affect turnover intentions of medical representatives in a typical pharmaceutical companies in Thailand.
- Which is the main component that impact the turnover intentions of medical representative in pharmaceutical company in Thailand between job characteristics and job satisfaction.
- Do compensation and rewards affect job satisfaction of medical representatives in a typical pharmaceutical companies in Thailand.

Methodology and Findings

This is a quantitative research which relies on online questionnaires by using Google form. The inclusion criteria of respondents are: people who have been a medical representative in a pharmaceutical company in Thailand. The number of participants in this research are 81 people. In terms of data analysis, the researcher uses SPSS program to process data to answer these research questions. The models of analysis that are used in this research are t-test, ANOVA, Regression, Correlation, and Reliability model.

The findings from this research suggest that there is virtually no effect of the turnover intentions from demographics either by t-test or ANOVA analysis. In terms of correlation analysis, the job characteristics and job satisfaction have a negative correlation with turnover intentions especially job satisfaction which is a strongest negative correlation. On the other hand, the job characteristics has a positively strong correlation with job satisfaction. Not only the job characteristics affects job satisfaction but also compensation and rewards has a strong correlation as well. The regression

results elucidate the findings on the influential variables that affect the turnover intentions and job satisfaction. In terms of turnover intentions, the strongest influential factor is job satisfaction. On the other hand, the job characteristics does not affect turnover intentions. As for job satisfaction, it can be seen that the most influential factor is job characteristics. However, the compensation and rewards do not impact both turnover intentions and job satisfaction.

Conclusion

Job characteristics and compensation and rewards are the variables that have a positive correlation with job satisfaction. On the other hand, there are only two factors, the job characteristics, and job satisfaction, which are the variables that have a negatively correlation with turnover intentions especially job satisfaction. In terms of the relationship between variables, job satisfaction is the only variable that has a negative relationship with turnover intentions of medical representatives in a typical pharmaceutical industry in Thailand. For another variable, job satisfaction, there are only job characteristics that have a positive relationship with it. Therefore, Human Resources staff should be aware of this point that can enable them to coordinate more efficiently. The Job characteristic model can be used to design work assignments, which will lead to joy and satisfaction at work by discussing with the medical representatives' supervisions what is the tasks that should it be for them and then asked them to know their opinion in order to increase the job satisfaction which is the strongest factor that can reduce turnover intentions. However, this research has some limitation which is a number of sample sizes and time constrains so in further research the researcher can expand the industry more than this research in order to get the whole industry representative and get more reliable results.

CHAPTER II

LITERATURE REVIEW

Problems statement

Nowadays, the pharmaceutical companies in Thailand are facing a problem of high turnover of medical representatives which is the most common problem in the pharmaceutical industry. This is why the Human Resources Department of the company must find the variables that impact the turnover intentions of medical representatives and thus avoid having to hire and retrain new staff. Many studies have consistently demonstrated that the main variables that impact high turnover intentions are job characteristics and job satisfaction, which will be defined below. However, there is not enough data to conclude which factors are the major contributors to this problem. Therefore, the aim of this research is to establish whether job characteristics or job satisfaction is the major variable in turnover intentions of medical representatives in the typical pharmaceutical company in Thailand.

2.1. Turnover intentions

Turnover intention is the main problem of this research so there is much research that studies the variables that impact the employees' turnover intentions. Ahmad (2012) defined the factors that impact turnover intentions are job satisfaction and job stress. This research shows that both of them are a significantly negative relationship to turnover intentions. This means if the employees dissatisfy in their tasks or have stressful in their job, their turnover intentions will increase.

In terms of recognition and job satisfaction, there is research from Khadija Arkoubi (2011) which studied these factors whether they impact turnover intention. It found that these factors have negatively related to turnover intention. However, these are many factors that affect employees' resignation in a negative way. The factors that impact the most are recognition and job satisfaction. Brough and Frame (2004) found

that the predictor of employees' resignation is job satisfaction which has rewards and compensation as the component.

According to Liu et al (2006), it was found that the factors which the company should consider for its employees are training and learning in order to develop their skills for efficient work because these factors strongly impact turnover intentions.

Moreover, there is the research which studies about turnover intentions in the pharmaceutical field about the turnover intentions. According to the Witcha (2017), it shows that there are two main factors which impact job satisfaction of medical sales representative which are Hygiene factors and Motivation factors. It found that the factor that has the most effect on job satisfaction is Hygiene factors such as company policy, supervision, and job security. In addition, it was found that job satisfaction also affected the employee's turnover intentions.

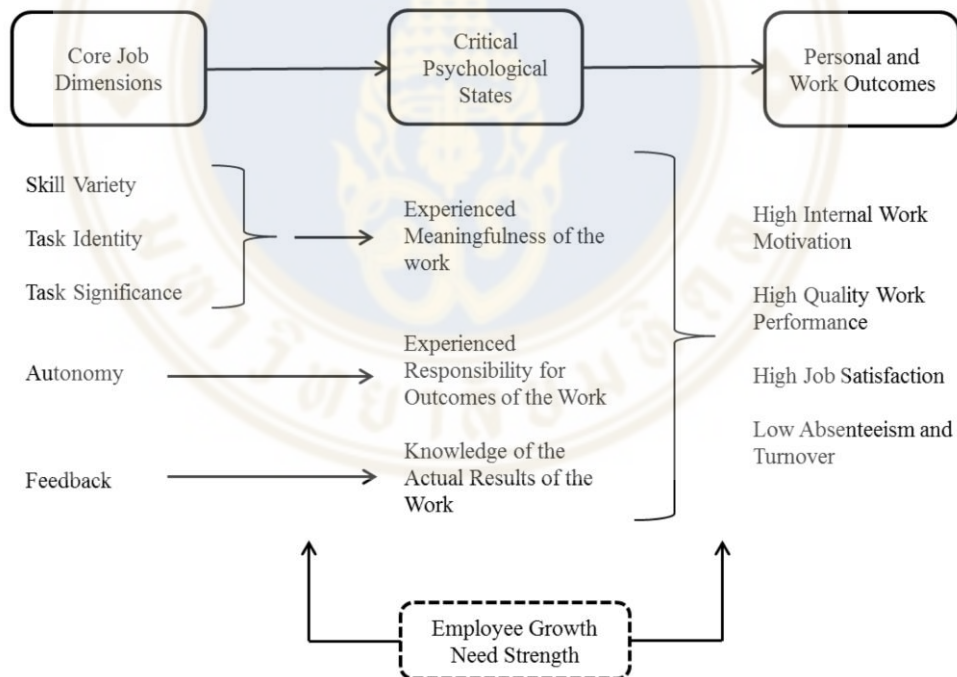


Figure 2.1 Job Characteristics model

2.2. Job characteristics

According to turnover intentions, there are many factors that impact it. The job characteristics is the factor that impact on intention of resignation. There is a model that was developed by Hackman & Oldham (1975) called Job characteristics model. It defined the job characteristics that can be divided into 5 things which are skill variety, task identity, task significance, autonomy, and feedback. It shows that these components have a relationship with personal and work outcomes which are work motivation, job satisfaction, performance with the work positively and absenteeism on the job as well as turnover negatively. The detail of these components as followed.

- Skill Variety is creating more diversity in the job so that the employees can practice and use their existing skills to improve their work. In addition, it also helps with challenging tasks and reduces boredom at work.

- Task Identity is the type of work that employees are assigned to be able to work on their own from start to finish, allowing them to learn about their work and be proud of their work.

- Task Significance is an employees 'motivation that their work is value and signification which makes employees see their own importance and is encouraged to continue working.

- Autonomy is defined that the employees have independence in the workplace, where the supervisor gives the employee the role to work so they can think and make decisions fully.

- Feedback is a process or a tool for the development of staff that occurs from listening to various information, whether it is work or the general issue of individuals or groups.

Galetta (2001) mentioned that employees 'job descriptions and have freedom in their work can lead to reducing turnover intention because they can encourage a sense of identification and attachment to their work environment. In addition, this research also found that a promote affective commitment which is a connector between turnover intentions and intrinsic motivation. It means that the intrinsic motivation of employees will result in motivation in their work and make employees feel that their work is useful both for themselves and the company. Finally, it will reduce turnover intentions.

As Aziri (2008) study said that the variables which affect job satisfaction are employee value and workability. These two variables are elements of job characteristics. Because when the employees have good work efficiency, it will result in their working success, which will make the employees proud of their work, which is the satisfaction of the employees.

2.3. Job satisfaction

As the study from Champoux (1991), mentioned that the job satisfaction theory can be divided into two topics. The first topic is the content of a job, this topic is defined as factors that are intrinsic motivation which can encourage employees to do their work and get their assignments well such as recognitions, rewards, work, achievement, and promotion. The second one is the job context, this refers to the external factors which can encourage employees to have job satisfaction or preventing job dissatisfaction such as compensation, salary, coworker, and supervision.

According to the theory of job satisfaction from Herzberg (1959), he studied factors that affect the work of the people in the organization by studying the viewpoint of the people towards work in order to find ways to reduce inadequacy in work in order to give the workers a good feeling to increase the productivity of the work. He defined factors affecting the work into 2 groups which are Motivation and Maintenance factors. Motivation factors are a motivating factor for employees which is an incentive for employees to be satisfied with the work for the company. In terms of maintenance factor, it is a factor related to events that will cause dissatisfaction at work for employees.

Many studies have different definitions of employee satisfaction. Davis (1985), this research defined job satisfaction as an employees' feelings, whether positive or negative, affect their work so job satisfaction is connected to their individual behavior in the company. Mobley (1977) and Cascio (2002), Both studies have said similarly that the job satisfaction has a negative relationship with the resignation of employees, with the research saying that most employees like to compare the satisfaction from the work of in the current company with the previous company and then they will evaluate which is better. If the current company is better, they will stay to work. On the other hand, if it is worse than the previous one, resignation and absence from work will increase.

Harrington, (2001) showed that the main predictors of turnover rate are salary and promotion. If the company is not given a salary or get the promotion that they expect. Turnover intentions will increase. However, there are not two factors that employees use to make a decision but there are many determinants that impact turnover intentions such as social status, compensation, task identity, coworkers, and supervision. Klecker & Loadman (2011) shows that the components of the job characteristics model which are a freedom in the work of employees and the value of their work has positive relationship with job satisfaction. Moreover, there are some factors that impact it as well which is compensation and rewards such as salary, promotion, and workplace environment conditions. On the other hand, if the organization cannot serve their needs such as low income, bad co-workers, and the working atmosphere is not conducive to work. These factors will decrease their job satisfaction.

2.4. Compensation and Rewards

This is the one factor that impacts job satisfaction a lot and has many studies that can prove it is an important thing that impacts job satisfaction. According to Kumar (2011), the attractive reward is the thing of the important variables to keep the employees to stay with the companies longer because it can fulfill the financial as Maslow's hierarchy of needs in the second level which is safety needs, Maslow (1954).

The Maslow hierarchy of needs, there is five-level of human needs. This theory also talks about that the more basic needs level or on the bottom of the pyramid must be responded before a person has a strong desire for higher levels of needs. Therefore, compensation is one of the needs in a safety needs level that people like to meet in order to achieve the next level of need.

The compensation and rewards factor can be divided into two types: money-related and non-money-related, both of which affect the employee's retirement decision. Therefore, the company should evaluate both forms to suit the employees in the company to reduce the turnover rate of their employees. According to Shuster & Zingheim (1993), they defined compensation is an influential connector of the aim of the organization, the most important consideration and companies that encourage their employees to be a success in their job. In addition, Pam (2007), mentioned that the compensation is a sensitive thing in every business for employees who are enthusiastic

when trying to determine the most suitable compensation plan. Lee (1993) has a study on the expectation of rewards for employees. If the company gives rewards to them it leads to increase job satisfaction so they think to remain in the organization for a longer time. On the other hand, if the company gives the rewards lower than they expect, it will impact job satisfaction which causes turnover intentions. In addition, Champoux (1991) said that the employee satisfaction has a positive relationship with rewards which is the external components such as salary, benefits, working conditions, and promotion. This research shows that rewards are a significantly positive relationship to job satisfaction which can lead to low turnover intentions and absenteeism. In addition, work-life balance and allowances which are the element of compensation that influence employee satisfaction (DeVaney and Chen, 2003). Nyamubarwa (2013) explained that one factor that is affecting is money and promotion of higher positions for employees. If the company in which the employee is employed is promoted and increases the salary according to the expectations of the employee, it will result in the decision to leave the employee. On the other hand, if the company cannot meet the expectations of the employees, it will result in the employees to leave.

Research questions

- Is job characteristics and job satisfaction affect turnover intentions of medical representatives in the typical pharmaceutical companies in Thailand.
- Which is the main component that impact the turnover intentions of medical representative in pharmaceutical company in Thailand between job characteristics and job satisfaction.
- Is compensations and rewards affect job satisfaction of medical representatives in the typical pharmaceutical companies in Thailand.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Framework

This research framework is developed based on knowledge from the many various studies in the context of turnover intentions. There is much research that shows that there are many variables that affect the employees' turnover intentions. However, the top two important factors that impact turnover intentions most are job characteristics and job satisfaction, so this research has used these factors in order to study whether they will affect the turnover intentions in a medical representative in a typical pharmaceutical company in Thailand. However, there is another factor affecting the job satisfaction of medical representatives, which is compensation and rewards. Therefore, this study has also studied whether this factor affects job satisfaction, which impacts turnover intentions.



Figure 3.1 Conceptual framework

According to this framework, there are four variables to be used for investigation in this research which are job characteristics, job satisfaction, turnover intentions, and compensation and rewards. These variables have a relationship in many ways. Job characteristic and compensation and rewards effect towards job satisfaction which is the main factors that impact medical representatives who work in a typical pharmaceutical company in Thailand turnover intentions in this research. However, job

satisfaction is not only the main factor that impacts turnover of resignation but job characteristic is also an important factor which affects it as well. Therefore, job characteristics can effect two ways which are job satisfaction and turnover intentions. In conclusion, this study uses the factors which impact the high turnover intention of medical representative in a typical pharmaceutical company in Thailand are job characteristic and job satisfaction. In terms of job satisfaction, there are two factors that affect it which are job characteristics, compensation, and rewards.

The hypothesis of this research

- H1: Job characteristic has a positive and significant impact on job satisfaction.
- H2: Job characteristic has a negative and significant impact on turnover intentions.
- H3: Job satisfaction has a negative and significant impact on turnover intentions.
- H4: Compensation and rewards has a positive and significant impact on job satisfaction.

3.2 Data Collection

This research is quantitative research for finding the factors which impact high turnover intention of medical representative in a typical pharmaceutical company in Thailand by collecting the data via an online questionnaire in the google form. Data were collected from 18th February 2020 to 15th March 2020. The number of respondents expected to receive an estimated response around eighty to one-hundred respondents because this is a research that makes the narrow population group who have worked as medical representatives, whether it is an original company, generic companies, and distributor companies which is a small population group, so this population is suitable for doing to find the answer to this research questions. The questionnaire is applied from the previous research which studies about turnover intentions, job characteristics, job satisfaction, and compensation and rewards. The inclusion criteria of respondents are the persons who have ever been a medical representative in the pharmaceutical companies in Thailand and move to other companies both in the same and different industries so the researcher has screen questions in the questionnaire to confirm that the respondents must match with the inclusion criteria of this research. Moreover, in the questionnaire, the researcher adds

demographic information to analyze that it impacts the factors in the hypothesis or not. The questionnaire will be required to answer the questions on a 7-point Likert scale from strongly disagree (1) to strongly agree (7). This research has research questions that can be separated by 4 parts which are job characteristics, job satisfaction, compensation and rewards, and the last part is turnover intentions in which there are a total of 29 questions. After we collect the whole data from respondents, the researcher will download the data in Excel format in order to fill in the program SPSS for the analysis.

3.3 Data Analysis

SPSS will be an important analysis tool in this study as it can read statistic data and provide a completed result for answering all of the research questions. This study uses several models which are t-test, ANOVA, correlation analysis, regression analysis and use the level of confidence at 95% George and Mallery (2003).

First of all, the questionnaire asked respondents about the characteristic of the medical representative. They will answer base on demographic information in terms of gender, age education, graduation field, income type of pharmaceutical company and duration of work in this industry includes the number of resignations. These data used the T-test and ANOVA model to analyze and identify the difference among groups by setting the confidence interval percentage at 95%. This research uses Cronbach's alpha as a reliability coefficient, select descriptive for Scale if items deleted and correlation as Inter items. Only the factors that have Cronbach's alpha higher than 0.700 will be acceptable, follow the rule of George and Mallery (2003). Then, the researcher uses Correlation analysis to know a relationship between variables to answer the research questions what are the variables in the research framework that impact turnover intentions of medical representatives in pharmaceutical companies in Thailand most. Moreover, it can answer that compensation and rewards are the factors that impact job satisfaction or not. Therefore, the result of correlation analysis will answer all research questions of investigating the impact variables on turnover intentions and job satisfaction. In terms of the regression analysis, the researcher uses to understand which variable has more impact on turnover intentions. For this study compare two dependent variables that are job characteristic and job satisfaction.

CHAPTER IV

DATA ANALYSIS

Demographics and Sample Characteristics

The research methodology relies on surveys sent to Thai people who use sunscreen products and the interviews. For the surveys, they were distributed and collected through online questionnaires (Google Form). According to the questionnaires, there were 92 people answered the questions but there were 81 people met the inclusion criteria including 26 male respondents and 55 female respondents. In addition, the ages of the majority of people who completed the survey are between 21-30 years old (45 people) while the ages of other respondents are more than 31 years old (23 people). In terms of education, most of the respondents are in possession of a bachelor's degree (66 people), followed by a Master's degree (15 people) and most of them are finished a bachelor's degree in pharmaceutical science (52 people). With regards to income, there are similar numbers of people who have income among 80,001 Baht or greater, 50,001 - 80,000 Baht, 30,001 - 50,000 Baht, and 15,001 - 30,000 Baht group which are 25, 40, 9, and 7 people respectively. Moreover, the majority of respondents work in Original pharmaceutical companies (67 people).

Table 4.1 ANOVA: Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 30 years old	45	55.6	55.6	55.6
	31 - 40 years old	23	28.4	28.4	84.0
	41 - 50 years old	11	13.6	13.6	97.5
	51 years old or above	2	2.5	2.5	100.0
Total		81	100.0	100.0	

Table 4.2 T-test: Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	26	32.1	32.1	32.1
	Female	55	67.9	67.9	100.0
	Total	81	100.0	100.0	

Table 4.3 T-test: The highest level of education**The highest level of education you have completed is**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's degree	66	81.5	81.5	81.5
	Master's degree	15	18.5	18.5	100.0
	Total	81	100.0	100.0	

Table 4.4 ANOVA: The pharmaceutical company type**Which type of pharmaceutical company that you currently work?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Original	67	82.7	82.7	82.7
	Generic	4	4.9	4.9	87.7
	Distributor	10	12.3	12.3	100.0
	Total	81	100.0	100.0	

Table 4.5 ANOVA: Income**Which of these describes your fix income per month?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15,001 – 30,000 Baht	7	8.6	8.6	8.6
	30,001 – 50,000 Baht	9	11.1	11.1	19.8
	50,001 – 80,000 Baht	40	49.4	49.4	69.1
	80,001 Baht or greater	25	30.9	30.9	100.0
	Total	81	100.0	100.0	

Table 4.6 ANOVA: Graduation field

		Graduation field			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pharmaceutical science	52	64.2	64.2	64.2
	Allied Health Science	1	1.2	1.2	65.4
	Medical Technology	2	2.5	2.5	67.9
	Science	6	7.4	7.4	75.3
	Management	6	7.4	7.4	82.7
	Marketing	4	4.9	4.9	87.7
	Others	10	12.3	12.3	100.0
	Total	81	100.0	100.0	

T-test and ANOVA are used to find the difference in terms of Turnover intentions base on demographics and characteristics of the medical representative in a pharmaceutical company in Thailand. According to the result, there are no demographics and characteristics that affect the Turnover intentions of the medical representative at all.

Reliability Test

All component questions of variables are considered to be good representatives of each variable. According to reliability statistics, the Cronbach's alpha of all variables component questions is in the range between 0.738 – 0.903. The acceptable number of Cronbach's alpha is normally in the range between 0.60 – 0.80 and the numbers above 0.70 are considered to be very good. There are three out of four of numbers of Cronbach's alpha that are above 0.80. That means most of the questions are very good representatives of each variable.

Table 4.7 Reliability statistics result

Factor	Cronbach's Alpha	N of items
Job characteristics	0.881	10
Job satisfaction	0.840	10
Compensation and Rewards	0.738	5
Turnover intentions	0.903	4

Correlation analysis

In regards to the correlation analysis, there are two factors that have a strong negatively correlation with turnover intentions are job characteristics (Sig. = 0.039, Pearson Correlation = -0.23) and job satisfaction (Sig. = 0.000, Pearson Correlation = -0.503). On the other hand, compensation and rewards do not have a significant correlation with turnover intentions (Sig. = .091, Pearson Correlation = -0.189). This finding confirms hypotheses 2 and 3 that the job characteristics and job satisfaction have a negative correlation with turnover intentions especially job satisfaction which is a strongest negative correlation with it. Moreover, it also can be answered the research question number 1 and 2 accordingly.

Table 4.8 Correlation result

		Correlations			
		JobCharacteristic	JobSatisfaction	Compensation	Turnover
JobCharacteristic	Pearson Correlation	1	.683**	.359**	-.230*
	Sig. (2-tailed)		.000	.001	.039
	N	81	81	81	81
JobSatisfaction	Pearson Correlation	.683**	1	.322**	-.503**
	Sig. (2-tailed)	.000		.003	.000
	N	81	81	81	81
Compensation	Pearson Correlation	.359**	.322**	1	-.189
	Sig. (2-tailed)	.001	.003		.091
	N	81	81	81	81
Turnover	Pearson Correlation	-.230*	-.503**	-.189	1
	Sig. (2-tailed)	.039	.000	.091	
	N	81	81	81	81

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

According to the result, the factor of job characteristics has a positive correlation with job satisfaction (Sig. = 0.000, Pearson Correlation = 0.683). This finding confirms hypothesis 2.

In terms of compensation and rewards, there are a significant positively correlation with job characteristics (Sig. = 0.001, Pearson Correlation = 0.359) and job satisfaction (Sig. = 0.003, Pearson Correlation = 0.322). This finding confirms hypothesis 4 that job satisfaction has a positive correlation with compensation and rewards. However, this result does not show only the job satisfaction can affect compensation and rewards but also job characteristics that have an effect significant positive correlation as well. In addition, it also can be answered the research question number 3 accordingly.

Regression analysis

Refer to the result of regression analysis, the independent variables can explain the dependent variable (Turnover intentions) at 25.2% (Adjusted R Square = 0.252) with Sig. value at 0.000. This Adjusted R Square value is the best value on this research because after removing the not significant factor (job characteristics, and compensation and rewards), the Adjusted R Square value declined to 0.243.

Table 4.9 Regression result: Turnover intentions

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.280	.252	1.58293

a. Predictors: (Constant), Compensation, JobSatisfaction, JobCharacteristic

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.157	3	25.052	9.998	.000 ^b
	Residual	192.938	77	2.506		
	Total	268.094	80			

a. Dependent Variable: Turnover
b. Predictors: (Constant), Compensation, JobSatisfaction, JobCharacteristic

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.079	1.433		5.637	.000
	JobCharacteristic	.543	.320	.229	1.697	.094
	JobSatisfaction	-1.366	.285	-.638	-4.789	.000
	Compensation	-.126	.200	-.066	-.629	.531

a. Dependent Variable: Turnover

Table 4.10 Regression result: Turnover intentions (remove non-significant factor)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.503 ^a	.253	.243	1.59259	

a. Predictors: (Constant), JobSatisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.724	1	67.724	26.702	.000 ^b
	Residual	200.370	79	2.536		
	Total	268.094	80			

a. Dependent Variable: Turnover
b. Predictors: (Constant), JobSatisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.024	1.090		8.279	.000
	JobSatisfaction	-1.076	.208	-.503	-5.167	.000

a. Dependent Variable: Turnover

According to the result, there is one factor that influences turnover intentions which is job satisfaction, and there are two factors that not significant in this stage which are Job characteristics and Compensation and Rewards. The result can be explained in the following equation.

$$\text{Turnover intentions} = 8.08 + (0.54 * \text{Job characteristics}) + (-1.37 * \text{Job satisfaction}) + (-0.13 * \text{Compensation and Rewards})$$

The regression equation illustrates the relationship between independent variables (job characteristics, job satisfaction, and compensation and rewards) and dependent variable (turnover intentions). However, there is only job satisfaction which has a significant relationship with turnover intentions. Therefore, the regression equation is changed to $\text{Turnover intentions} = 8.08 + (-1.37 * \text{Job satisfaction})$. That means the amount of increase in job satisfaction by 1 unit will be decreased in turnover intentions by 1.37 units. The influential factor, job satisfaction has significantly affect turnover intentions (sig. = 0.000 and beta = -0.503) which means that if the medical representatives feel happy with their job, it can reduce their turnover intentions. On the other hand, the job characteristics do not have significant effect turnover intentions. This result also confirms the hypothesis 2 and 3.

In terms of Job satisfaction as a dependent variable, the independent variables (job characteristics) can explain it at 46.0% (Adjusted R Square = 0.460) with Sig. value at 0.000.

Table 4.11 Regression result: Job satisfaction

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.688 ^a	.474	.460	.62825		

a. Predictors: (Constant), Compensation, JobCharacteristic

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.717	2	13.859	35.112	.000 ^b
	Residual	30.786	78	.395		
	Total	58.503	80			

a. Dependent Variable: JobSatisfaction
b. Predictors: (Constant), Compensation, JobCharacteristic

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.640	.564		1.135	.260
	JobCharacteristic	.721	.097	.652	7.405	.000
	Compensation	.079	.079	.088	1.003	.319

a. Dependent Variable: JobSatisfaction

Table 4.12 Regression result: Job satisfaction (remove non-significant factor)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683 ^a	.467	.460	.62827

a. Predictors: (Constant), JobCharacteristic

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.320	1	27.320	69.214	.000 ^b
	Residual	31.183	79	.395		
	Total	58.503	80			

a. Dependent Variable: JobSatisfaction
b. Predictors: (Constant), JobCharacteristic

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.852	.523		1.629	.107
	JobCharacteristic	.756	.091	.683	8.319	.000

a. Dependent Variable: JobSatisfaction

According to the result, there is one factor that influences job satisfaction which is job characteristics, and there is another factor that not significant in this stage which is compensation and rewards. The result can be explained in the following equation.

$$\text{Job satisfaction} = 0.64 + (0.721 * \text{Job characteristics}) + (0.079 * \text{Compensation and Rewards})$$

In regards to the regression equation, it illustrates the relationship between independent variables (job characteristics and compensation and rewards) and dependent variable (job satisfaction). Nevertheless, there is only job characteristics have a positive relationship with it so this regression equation is only $\text{Job satisfaction} = 0.64 + (0.721 * \text{Job characteristics})$. That means the amount of increase in job characteristics by 1 unit will be increased in job satisfaction by 0.721 units. The influential factor, job characteristics have significantly affect job satisfaction (sig. = 0.000 and beta = 0.683) which means their job assignment should follow the job characteristic model. These components can help the medical representative satisfy in their job. On the other hand, compensation and rewards are not affect job satisfaction. This result also confirms the hypothesis 1 and 4.

Referring to the results of this analysis, it shows that there are two relationships between variables that are significant in a positive way are job characteristics which leads to job satisfaction and then it can lead to turnover intentions in a negative way. These are the relationship that matches with the research framework. However, there are some relationships that do not match with the framework that are the job characteristics. In addition, it does not have a significant effect on turnover intentions, and compensation and rewards. In terms of compensation and rewards, they do not have a significant effect on job satisfaction. Thus, the regression result can answer all research questions which is finding the influential factors that affect turnover intentions and job satisfaction. In terms of turnover intentions, the strongest influential factor is job satisfaction. with Sig. value at 0.000. On the other hand, job characteristics do not affect turnover intentions. As for job satisfaction, it can be seen that the most influential factor is job characteristics. Any other way, the compensation, and rewards do not impact job satisfaction.

According to the correlation and regression analysis show that are correlation between variables in this research which are turnover intentions, job characteristics, job satisfaction, and compensation and rewards. The result shows that the turnover intentions is the variable which has a negative relationship with other variables. On the other hand, another variables have a positive relationship with each other. However, the relationship between the variables of the correlation analysis does not indicate the relationship of each variable but the analysis which can answer is regression analysis, which in this study says that only one variable affects turnover intention is job satisfaction and the variable that affects it is job characteristics.



CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

The objective of this research is to establish whether job characteristics or job satisfaction is the major factor in turnover intentions of medical representatives in the typical pharmaceutical company in Thailand. It will enable the pharmaceutical industry in Thailand to solve a long-standing problem of the high turnover intention of employees, specifically medical representatives. According to the correlation and regression analysis, the main variable which significantly impacts turnover intentions is job satisfaction. On the other hand, job characteristics do not have any significant impact on turnover intention. However, it has a significant effect on job satisfaction, which means there is a strong mutual relationship between the variables. In terms of job characteristics, there are five components in this model. In order to make this model successful, the company must make the medical representative tasks comprised of these five elements, which can enhance employees' job satisfaction which in turn leads to the reduction in turnover intentions. The compensation and rewards do not have any significant effect on turnover intentions, job satisfaction, and job characteristics but the result of correlation analysis suggests that there is a trend to follow the same direction with them. In conclusion, the main factor which significantly affects turnover intentions is job satisfaction and the variable which affects job satisfaction is job characteristics. On the other hand, there is no significant relationship between compensation and rewards with turnover intentions and job satisfaction.

5.2 Research limitations

This study has some limitations. The first limitation is that the number of females respondents was much higher than males respondents which are 55 and 26 respectively. Researchers could not control the gender of respondents so it may be

considered to be biased since the numbers of females is double of males. The second limitation is the time constraint, due to which the samples collected do not represent a large enough portion of population. This is the reason why the regression analysis may not offer enough data to make the results of this study useful. However, this study provides information on what factors affect turnover intentions thus helping further research. The last limitation is that most of the samples of this research work were gathered at original pharmaceutical companies thus lacking data on other types of companies such as generic and distributor companies. Therefore, this research may not represent the whole of the medical representatives in this industry. In further research, the scope of the study can be expanded in order to get a better perspective of the industry as a whole, which will allow to get more reliable results. Moreover, other variables which may affect turnover intentions more than job satisfaction and job characteristics should be established in order to better understand the reasons for the resignation of employees better.

5.3 Discussion

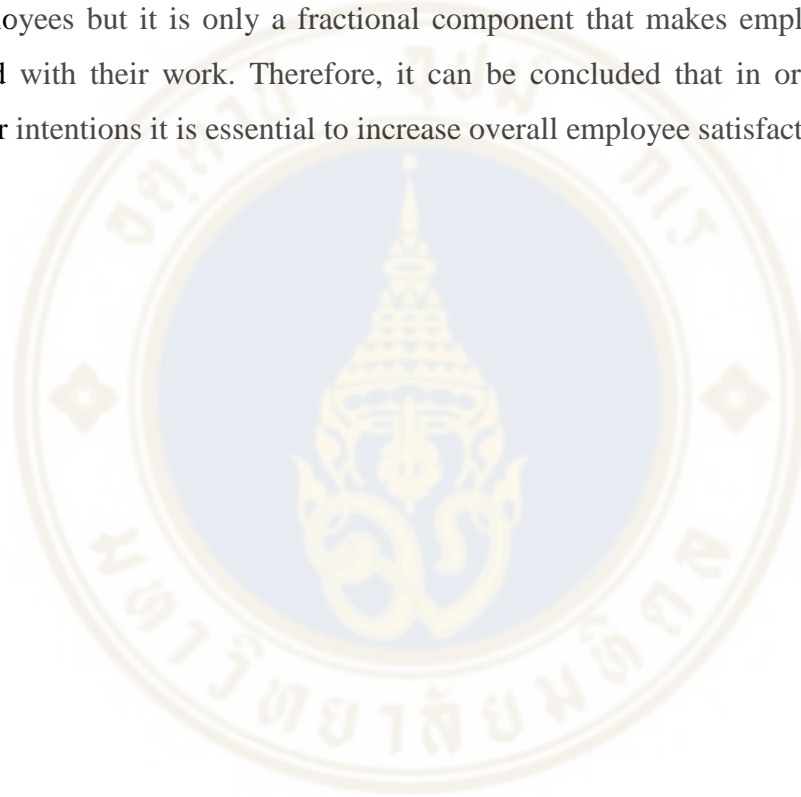
In regards to the literature review, the job satisfaction and job characteristics are the factors that have a significant negative correlation and affect turnover intentions. In terms of job satisfaction, there are some variables that have a significant positive correlation; they are job characteristics, and compensation and rewards. However, from this research findings, there is only a job satisfaction that has a significant relationship with turnover intentions but job characteristics do not have. In terms of job satisfaction, the main determinant is job characteristics. As for compensation and rewards, they do not have any effect on either turnover intentions or job satisfaction. Therefore, it can be seen that results are inconclusive when compared to the literature review. On the other hand, some parts are quite similar to the review, which is the positive relationship between variables like we hypothesized. The reason why the data from this study does not correlate with that of the previous study is most likely due to a different demographics. In addition, this study was done in a very specific and narrow population, which are medical representatives. As has been stated above, the data was collected from 81 respondents only, making it the biggest limitation of this research, which may

result in an inaccurate analysis. Therefore, this is the limitation that future studies need to improve.

5.4 Managerial implications

Regarding the result of this research, it can answer all of the research questions. The main variable which significantly affects the turnover intentions of medical representatives in the typical pharmaceutical companies in Thailand is job satisfaction. However, the other variables, job characteristics, and compensation and rewards do not have a significant effect on turnover intentions. Therefore, the Human Resources department of the typical pharmaceutical company should understand this point to manage the turnover intentions of medical representatives in their company. Thus avoid having to hire and retrain new staff. In terms of how to increase job satisfaction, this research can answer this question as well. The factors that affect this variable is job characteristics, therefore, Human Resources staff should be aware of this point that can enable them to coordinate more efficiently. The Job characteristic model can be used to design work assignments, which will lead to joy and satisfaction at work by discussing with the medical representatives' supervisions what is the tasks that should it be for them and then asked them to know their opinion. For example, the main tasks of the medical representative are updating the medical information to healthcare providers and gain sales from them. However, there are many tasks that are not in the job description but they must do is create a campaign to promote their product. In fact, it must be the duty of the Product manager so there are many medical representations that are not satisfied with this task. Therefore, the supervision should assign this job for the medical representative who would like to be a Product Manager in the future. In addition, Human resources should support them for their further role by organizing the training for them such as sales analysis, strategic thinking or marketing communication. These skills make them feel that their work is valuable to both himself and the company and also gives them freedom in thought and action, which results in them being happy at work. In conclusion, the supervisions should know their subordinates' career paths what is the role that they would like to be and assign the tasks that related to their path. This suggests may not be successful for the first time. It may take time to gradually

adjust, both in job satisfaction and their work attitude, but can confidently increase the satisfaction of their work. Moreover, employees will be able to see the importance of work that they are responsible for. In addition, it can improve the working atmosphere in their company. When combined, these factors can increase satisfaction with their work, which will ultimately lead to a reduction in the employee's resignation. In terms of compensation and rewards, there are many companies that prioritize this variable, believing that it can reduce the employee's resignation, but previous studies and this study have shown that this factor is not a strong determinant that influences resignation of employees but it is only a fractional component that makes employees feel more satisfied with their work. Therefore, it can be concluded that in order to minimize turnover intentions it is essential to increase overall employee satisfaction.



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APPENDIX A

Questionnaire

Demographics Information

INSTRUCTION : Please tick () and answer each of the following questions in the blank.

1. Have you ever been medical representative in pharmaceutical company or not? (คุณเคยทำงานเป็นผู้แทนยา/อุปกรณ์ทางการแพทย์ในบริษัทมาก่อนหรือไม่) () Yes (เคย) () No (ไม่เคย)

2. Have you ever resigned from being a medical representative in a pharmaceutical company? (คุณเคยลาออกจากการเป็นผู้แทนยา/อุปกรณ์ทางการแพทย์ในบริษัทมาก่อนหรือไม่)

() Yes (เคย) () No (ไม่เคย)

3. Gender: (เพศ)

() Male (ชาย) () Female (หญิง) () Others (อื่นๆ) _____

4. Age: (อายุ)

() 21 – 30 years old (21 - 30 ปี)

() 31 – 40 years old (31 - 40 ปี)

() 41 – 50 years old (41 - 50 ปี)

() 51 years old or above (51 ปี หรือมากกว่า)

5. Marital status (สถานภาพสมรส)

() Single (โสด)

() Married with children (สมรส+มีลูกแล้ว)

() Married without children (สมรส+ไม่มีลูก)

() Divorce (หย่า)

() Others (อื่นๆ) _____

6. The highest level of education you have completed is (ระดับการศึกษาสูงสุดที่ได้รับ)

() Less than a high-school graduate (ต่ำกว่ามัธยมศึกษาตอนปลาย)

() High school graduate (มัธยมศึกษาตอนปลาย)

Bachelor's degree (ปริญญาตรี)

Master's degree (ปริญญาโท)

Doctoral degree (ปริญญาเอก)

Others (อื่นๆ) _____

7. Graduation field (สาขาที่จบการศึกษา)

Pharmaceutical science (เภสัชศาสตร์)

Allied Health Science (สหเวชศาสตร์)

Medical Technology (เทคนิคการแพทย์)

Science (วิทยาศาสตร์)

Others (อื่นๆ) _____

8. Which of these describes your fix income per month? (เงินเดือนโดยรวม)

< 15,000 Baht 15,001 - 30,000 Baht 30,001 - 50,000 Baht

50,001 - 80,000 Baht 80,001 Baht or greater

9. Which type of pharmaceutical company that you currently work?

Original (ต้นแบบ) Generic (เลียนแบบ) Distributor (ผู้จัดจำหน่าย) Others

(อื่นๆ) _____

10. How long have you been in pharmaceutical industry in Thailand? (คุณ

ทำงานอยู่ในบริษัทยามากี่ปีแล้ว)

< 1 year 1-2 year 3-5 year 6-10 year

More than 10 year

11. How long have you been in pharmaceutical industry in Thailand as

medical representative? (คุณเป็นผู้แทนยา/อุปกรณ์ทางการแพทย์ในบริษัทยาในประเทศไทยมาแล้วกี่ปี)

< 1 year 1-2 year 3-5 year 6-10 year

More than 10 year

12. How long have you stayed in the current company? (คุณทำงานอยู่ที่บริษัทยา

ปัจจุบันมาแล้วกี่ปี)

< 1 year 1-2 year 3-5 year 6-10 year

More than 10 year

13. How many jobs have you changed in pharmaceutical companies in Thailand?(คุณเปลี่ยนงานในบริษัทยาในประเทศไทยมาแล้วทั้งหมดกี่ที่)

() 1 time () 2-3 times () 4-5 times () More than 5 times

Job Characteristics

The following statements relate to Job Characteristics of Medical representative in Pharmaceutical company in Thailand. Please choose from 1 to 7; where 1 = strongly disagree and 7 = strongly agree. (คำกล่าวด้านล่างเกี่ยวข้องกับลักษณะเนื้องานของผู้แทนยา/อุปกรณ์ทางการแพทย์ในบริษัทยาในประเทศไทย โปรดเลือกตัวเลขที่คุณคิดว่าเหมาะสมที่สุดโดย 1 คือ ไม่เห็นด้วยอย่างยิ่ง และ 7 คือ เห็นด้วยอย่างยิ่ง)

<i>Job Characteristics</i>	1	2	3	4	5	6	7
1. I am able to use my normal skills & abilities at my work. (ฉันสามารถใช้แค่ความสามารถในชีวิตประจำวันของตัวเองในการทำงานนี้ได้)							
2. I have been clearly communicated about the results expected of me on (ฉันได้รับการสื่อสารเกี่ยวกับเป้าหมายที่ทางบริษัทต้องการจากการทำงานของฉัน)							
3. I have clear directions on how to the industry perform my job (ฉันทราบถึงแนวทางการทำงานของฉันอย่างทะลุปรุโปร่ง)							

<i>Job Characteristics</i>	1	2	3	4	5	6	7
4. The job requires me to use a number of complex or high-level skills (งานที่ฉันทำอยู่ต้องใช้ความสามารถที่ซับซ้อนหรือระดับสูงในการทำงาน)							
5. I think that I can do an entire piece of work from beginning to end (ฉันคิดว่าฉันสามารถทำงานของฉันทั้งหมดได้ตั้งแต่เริ่มจนจบ)							
6. The job gives me a chance to use my personal initiative and judgement in carrying out the work (งานให้โอกาสฉันมีอิสระในการคิดและตัดสินใจด้วยตัวเอง)							
7. In general, how significant or important is your job (งานของฉันเป็นงานที่สำคัญของบริษัท)							
8. The job itself is very significant and important in the broader scheme of things (งานของฉันมีความสำคัญและมีผลกับคนอื่นๆของบริษัท)							
9. The job gives me considerable opportunity for independence and freedom in how I do the work (ฉันมีอิสระในการทำงาน)							
10. After I finish a job I know and get feedback from co-worker whether I performed well (หลังจากที่ฉันทำงานเสร็จแล้ว ฉันได้รับข้อเสนอแนะจากเพื่อนร่วมงานว่าฉันทำงานได้ดีหรือไม่)							

Job Satisfaction

The following statements relate to Job Satisfaction of Medical representative in Pharmaceutical company in Thailand. Please choose from 1 to 7; where

1 = strongly disagree and 7 = strongly agree. (คำกล่าวด้านล่างเกี่ยวข้องกับความพึงพอใจในงานผู้แทนฯ/ อุปกรณ์ทางการแพทย์ในโรงพยาบาลในประเทศไทย โปรดเลือกตัวเลขที่คุณคิดว่าเหมาะสมที่สุดโดย 1 คือ ไม่เห็นด้วยอย่างยิ่ง และ 7 คือ เห็นด้วยอย่างยิ่ง)

<i>Job Satisfaction</i>	1	2	3	4	5	6	7
1. I feel enthusiastic about medical representative (ฉันรู้สึกกระตือรือร้นในการทำงานเป็นผู้แทนฯ)							
2. I find real enjoyment in medical representative (ฉันรู้สึกสนุกกับงานผู้แทนฯ)							
3. Medical representative causes a lot of stress (ฉันรู้สึกว่างานผู้แทนฯ มีความเครียดมาก)							
4. I am bored with medical representative (ฉันเบื่อกับงานผู้แทนฯ)							
5. I feel great sense of personal satisfaction with this job (ฉันรู้สึกพึงพอใจกับงานที่ฉันทำอยู่)							
6. I will recommend my work to a known job seeker (ฉันจะแนะนำคนที่กำลังหางานอยู่ให้มาทำงานผู้แทนฯในบริษัทฉัน)							

<i>Job Satisfaction</i>	1	2	3	4	5	6	7
7. Ability to optimally balance one's time between professional & personal life (งานที่ฉันทำอยู่มีความสมดุลระหว่างการใช้ชีวิตกับงานที่ฉันทำอยู่)							
8. My own feelings depend on how well I do in this job (ความรู้สึกในการทำงานของฉันนั้นขึ้นอยู่กับว่าฉันทำงานได้ดีหรือไม่)							
9. I feel good and happy when I discover that I have performed well on this job (ฉันรู้สึกดีและมีความสุขเมื่อฉันทำงานได้ดี)							
10. Overall I am well satisfied with medical representative (โดยภาพรวมฉันพึงพอใจกับงานผู้แทนฯ)							

Compensation and Rewards

The following statements relate to Compensations and Rewards of Medical representative in Pharmaceutical company in Thailand. Please choose from 1 to 7; where 1 = strongly disagree and 7 = strongly agree. (คำกล่าวด้านล่างเกี่ยวข้องกับคำตอบแทนและรางวัลที่คุณได้รับจากการทำงานผู้แทนฯ/อุปกรณ์ทางการแพทย์ในบริษัทยาในประเทศไทย โปรดเลือกตัวเลขที่คุณคิดว่าเหมาะสมที่สุดโดย 1 คือไม่เห็นด้วยอย่างยิ่ง และ 7 คือ เห็นด้วยอย่างยิ่ง)

<i>Compensation and Rewards</i>	1	2	3	4	5	6	7
1. I am adequately paid for the work I do (ฉันได้รับเงินอย่างเพียงพอกับงานที่ฉันทำอยู่)							

<i>Compensation and Rewards</i>	1	2	3	4	5	6	7
2. My salary and incentive is comparable to similar companies in. (เงินเดือนกับเงินจูงใจของบริษัทของฉันนั้นไม่ต่างจากบริษัทอื่น)							
3. I feel adequacy of the financial remuneration for the job performed (ฉันรู้สึกได้รับเงินอย่างเหมาะสมกับงานที่ฉันทำลงไป)							
4. My present pay motivates me to work harder. (เงินเป็นปัจจัยที่ทำให้ฉันอยากทำงานมากขึ้น)							
5. In my opinion, there is a relationship between compensation and rewards and job satisfaction. (ในความคิดของฉัน มีความสัมพันธ์ระหว่างรายได้กับความพึงพอใจในการทำงาน)							

Turnover intentions

The following statements relate to Turnover intentions of Medical representative in Pharmaceutical company in Thailand. Please choose from 1 to 7; where 1 = strongly disagree and 7 = strongly agree. (คำกล่าวด้านล่างเกี่ยวข้องกับการตัดสินใจลาออกจากการเป็นผู้แทนยา/อุปกรณ์ทางการแพทย์ในบริษัทยาในประเทศไทย โปรดเลือกตัวเลขที่คุณคิดว่าเหมาะสมที่สุดโดย 1 คือ ไม่เห็นด้วยอย่างยิ่ง และ 7 คือ เห็นด้วยอย่างยิ่ง)

<i>Turnover intentions</i>	1	2	3	4	5	6	7
1. I frequently think of quitting (ฉันมีความคิด อยากจะลาออกอยู่บ่อยครั้ง)							
2. I will be shortly searching for a new job (ฉันจะหางานใหม่ๆอยู่เสมอ)							
3. I will probably look for a new job in the next year (ฉันอาจจะหางานใหม่ในปีหน้า)							
4. As soon as possible, I will leave the organization (ฉันจะลาออกจากบริษัทในเร็วๆนี้)							