CAREER MOTIVATION OF NGO PROFESSIONALS

IN SONGKHLA PROVINCE OF THAILAND:

A QUALITATIVE STUDY

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By

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ABSTRAK

Tujuan kajian ini adalah untuk menyelidik motivasi kerjaya para pekerja profesional yang bekerja di badan-badan bukan kerajaan (NGO) di wilayah Songkhla, Thailand. Para pekerja profesional yang dimaksudkan telah ditakrifkan sebagai graduan-graduan universiti. Soalan-soalan penyelidikan adalah: Apakah faktor-faktor yang mendorong para pekerja profesional NGO untuk memilih NGO sebagai tempat kerja mereka? Mengapakah para pekerja profesional ini memilih untuk bekerja di NGO dan bukannya memilih pekerjaan alternatif yang lain? Kemudiannya, setelah mereka memperolehi lebih banyak pengalaman, mengapakah mereka masih memilih untuk terus bekerja sebagai pekerja NGO? Suatu kaedah campuran dalam pendekatan kualitatif yang menggunakan wawancara secara mendalam, pemerhatian sebagai bukan peserta dan analisis dokumen sekunder telah digunakan untuk menjalankan kajian. Terdapat 16 reponden yang datang dari 5 NGO di wilayah Songkhla. Kesemua 5 NGO yang dipilih untuk menjalankan penyelidikan merupakan ahli-ahli Jawatankuasa Penyelarasan NGO dan Pembangunan Luar Bandar di Selatan Thailand (NGO-COD South). Model analisis data Hahn (2008) telah digunakan sebagai asas untuk analisis data kualitatif. Pengekodan tahap 1, tahap 2 dan tahap 3 dalam model analisis data Hahn (2008) telah diterima pakai untuk masing-masing mengurangkan data kualitatif, pembangunan kategori, dan penapisan tema-tema. Kajian ini telah mencapai pengekodan tahap 3 dalam model analisis data Hahn (2008). Kemudiannya, tema-tema yang ditapis telah digunakan untuk penulisan tesis. Kajian ini mendapati bahawa pekerja profesional NGO di wilayah Songkhla didorong oleh faktor bukan kewangan (matlamat-matlamat sosial, ciri-ciri pekerjaan, komitmen, dan kebahagiaan di tempat kerja) dan bukannya faktor kewangan (gaji dan faedah). Oleh kerana kajian ini dengan tujuan khas memilih NGO-NGO di wilayah Songkhla Thailand untuk penyelidikan kualitatifnya, hasil-hasil kajian ini tidak boleh diaplikasikan secara am kepada kawasan-kawasan lain atau sektor-sektor lain. Oleh itu, para penyelidik yang akan datang perlu meneroka secara lanjut mengenai isu motivasi kerjaya dalam NGO-NGO di kawasan-kawasan lain serta isu motivasi kerjaya dalam sektor-sektor lain (iaitu sektor awam dan sektor swasta) untuk mengisi jurang pengetahuan dalam bidang ini.

Kata-kata kunci: motivasi kerjaya, pilihan kerjaya, pembangunan kerjaya, kerjaya pengurusan kerjaya secara persendirian, Badan-badan bukan kerajaan (NGO)

ABSTRACT

The aim of this study was to investigate the career motivation of professionals in non-governmental organizations (NGOs) in Songkhla province of Thailand. Professionals were defined as the university graduates. The research questions were: What factors motivate the NGO professionals to choose NGOs as the workplace? Why did the professionals choose the NGO over the other alternative career options? Later when they were more experienced, why did they choose to continue to remain in the NGO profession? A mixed method within qualitative approach using in-depth interviews, non-participant observation and secondary document analysis was utilized to conduct the study. There were 16 respondents who came from 5 NGOs in Songkhla province. All 5 NGOs that were chosen to conduct the research were the members of the NGO Coordinating Committee on Rural Development in the South of Thailand (NGO-COD South). Hahn's (2008) data analysis model was used as the basis of qualitative data analysis. The level 1, level 2, and level 3 coding of Hahn's (2008) data analysis model was adopted for reducing the qualitative data, category development, and refining the themes respectively. This study had reached the level 3 coding of Hahn's (2008) data analysis model. Then, the refined themes were used for writing the thesis. This study found that the NGO professionals in Songkhla province seemed to be motivated by non-financial factors (social goals, job characteristics, commitment, and happiness at work) rather than financial factors (salary and benefits). Since this study purposely chose the NGOs in Songkhla province of Thailand for qualitative investigation, the results of this study may not be generalizable to other regions or other sectors. Therefore, the future researchers should explore further on the issue of career motivation in NGOs in other regions as well as the issue of career motivation in other sectors (i.e. public sector and private sector) in order to fill up the gap of knowledge in this area.

Keywords: career motivation, career choice, career development, career self-management, NGOs

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LIST OF ABBREVIATIONS

CSM   Career Self-Management

CVs   Curriculum Vitaes

GDP   Gross Domestic Product

HRD   Human Resource Development

HRM   Human Resource Management

ICM   Individual Career Management

NGO-COD   NGO Coordinating Committee

NGO-COD South   The NGO Coordinating Committee on Rural Development

                       in the South of Thailand

NGOs   Non-Governmental Organizations

NPOs   Non-Profit Organizations

OCM   Organizational Career Management

SCCT   Social Cognitive Career Theory

TDSC   Thai Development Support Committee

TPB   The Theory of Planned Behavior

TRA   The Theory of Reasoned Action

UN   The United Nations

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This chapter begins with background of the study and followed by problem statement, research questions and objectives of the study. Then it highlights the significance of the study, scope and limitations of the study and finally organization of the thesis.

1.2 BACKGROUND OF THE STUDY

This study focused on non-governmental organizations (NGOs) and the career motivation of professionals in the NGOs. Past studies related to NGOs had shown that the importance of NGOs had increased throughout the world both at the international level (Euske & Euske 1991; Reimann, 2006; Smith & Lumba, 2008; Ungpakorn, 2004a) as well as at the national level (Bano, 2008; Desai, 2003; Serra, Serneels & Barr, 2010). The United Nations (UN) too had developed its own system to monitor the development of NGOs around the world (Martens, 2006; Mezzalama & Schumm, 1993; Weiss & Jolly, 2009).

The consensus among past researchers and the UN was that NGOs had become important players in international development (Holmén & Jirström, 2009; Lorgen, 1998; Werker & Ahmed, 2008) as they promote the well-being of people (such as promoting the welfare of poor people) in many countries particularly developing countries (Escamilla, 2010; Werker & Ahmed, 2008) and they also influence international politics (Cosar, 2011; Holmén & Jirström, 2009; Martens, 2006; Reimann, 2006). Similarly, NGOs at the national level play their roles in service delivery and policy advocacy (Asian Development Bank, 1999; Bano, 2008; Desai, 2003; Edgar & Lockie, 2010; Unerman & O'Dwyer, 2006). They provide various types of services (such as the services related to social welfare) to people (Adivar, Atan, Oflaç & Örten, 2010; Jianxiu, 2006) and present the needs of people to the government (Forsyth, 2007; Nzimakwe, 2008; Pick, 2003). Their recommendations can influence the government's policy of any country (Desai, 2003; Edgar & Lockie, 2010; Martens, 2006).

In developing nations such as Thailand, both local and foreign NGOs had played important roles in the development of country (Coate, Handmer & Choong, 2006; Forsyth, 2007). Based on Thailand's legal framework, many domestic and foreign NGOs have been registered as foundations and associations (The Charity Commission's International Programme, 2007). There are two main regulations for foreign NGOs operating in Thailand (The Charity Commission's International Programme, 2007): 1) the Rules of the Ministry of Labour and Social Welfare on the Entry of Foreign Private Organizations to Operate in Thailand, 1998,

and 2) the Rule of Committee on Consideration of the Entry of Foreign Private Organization (FPOs). According to an official report prepared by Department of Employment of Thailand in 2010, eighty-one foreign NGOs have been registered in Thailand (Department of Employment, 2010).

The formal domestic NGOs or the formal Thai NGOs refer to registered NGOs according to Thai Civil and Commercial Code (Promgird, 2008; Rueangrong, 1998). But domestic NGOs in Thailand were actually found to be either registered (i.e. formal NGOs) or unregistered organizations (i.e. informal NGOs) (Lowry, 2008; Rueangrong, 1998; Tongsawate & Tips, 1988). Registered NGOs have to prepare an annual work report and a financial statement for the government, while unregistered NGOs do not have to report on this (Tongsawate & Tips, 1988). Thus, registered NGOs are easier controlled by the government than unregistered NGOs (Miller-Grandvaux, Welmond & Wolf, 2002).

In Thailand, there were 18,000 officially registered NGOs (Lowry, 2008; Ungpakorn, 2004b) whereas many active NGOs are not registered because they do not prefer to apply for legal status (Pongsapich, 1993; Tongsawate & Tips, 1988). In doing so, unregistered NGOs may or may not be recognized by the government although they are active NGOs (Pongsapich, 1993). On the other hand, Promgird (2008) argues that the government could not confirm that those registered NGOs are actually still working. Thai government agencies did not

prepare any official report on how many NGOs are operating or how many NGOs have ended their operation (Promgird, 2008).

NGOs refer to the organizations that are not part of the government and they do not work for profit (Allard & Martinez, 2008; Jepson, 2005; Kameri-Mbote, 2000). They proposed to solve the problems particularly for disadvantaged people (Adivar et al. 2010; Edgar & Lockie, 2010; Janya, 2007; Jepson, 2005). Thai NGOs have been involved in diverse issues such as human rights, promotion of democracy, advocacy for small farmers and fisher-people, support for children, labor rights, environmental issues, health issues, religious matters, gender rights, alternative technology, and cultural issues (Thai Development Support Committee, 2003). NGOs (whether registered or unregistered organizations) can support the development of country (Klein, 2010; Promgird, 2008; Tongsawate & Tips, 1988).

The growth of NGOs in Thailand (and elsewhere) logically can offer many work opportunities to university graduates and careers can be made in these NGOs. In other types of organizations like firms and governmental agencies, probably some kind of career management programs are handled by the employers to prepare their officers for career advancement in the future (Appelbaum, Ayre & Shapiro, 2002; Atkinson, 2002). However, NGOs generally do not have such organized programs (Quigley & Tyman Jr., 2006; Ryfman, 2007). Professionals in NGOs need to practice their own 'career self-

management' (CSM) plans (Quigley & Tyman Jr., 2006). They need to have these CSM plans before they join the NGOs and also throughout their career in the NGOs. The foundation of these 'career self-management' plans is actually related to their career motivation or work motivation i.e. their drive to work in NGOs (Greller, 2006; King, 2001). They could have gone into more stable careers in the government or into more lucrative careers in the private sector. Yet these professionals have chosen to work in NGOs.

1.3   PROBLEM STATEMENT

The career motivation of professionals who work for NGOs worldwide is different than those who work for the government and the business firms (Mokbul, 2002). Employees of business firms valued extrinsic factors (such as financial rewards) (Brewer, Selden & Facer II, 2000) while NGO professionals do not work for money alone (Bjerneld, Lindmark, McSpadden & Garrett, 2006; Johnson, 2001). Both governmental and business organization employees are more likely to focus on job security (Manolopoulos, 2008), whereas NGO employees seem to be motivated by ideological goals rather than job security (Jackson, 2003; Wallis & Dollery, 2002). It can be said that NGO professionals might be motivated by the particular factors different from those who work in governmental and business organizations.

A study by Di Xie (2005) states that career motivation is a key to success in the organization especially for long-term success. This because motivated worker often made an effort to work in order to increase their productivity (Delfgaauw & Dur, 2005; Ghatak & Mueller, 2009; Ng, Skitmore, Lam & Poon, 2004). But many organizations are unable to motivate their workers and consequently this leads to organizations' failures (Bolton, 2010; Feng & Pearson, 1999; Larsson, Driver, Holmqvist & Sweet, 2001). A study by Bolton (2010) states that the failure of an organizational practice in particular tasks such as recruiting, managing, developing and motivating employees in workplace thwart the growth of an organization. Those organizations which are able to develop and maintain worker motivation will achieve their goals such as high productivity (Lopes, 2006b; Ng et al., 2004; Rao Prasada, 2006) and organizational performance (Wright, 2003; Xiaohua, 2008). Likewise, NGOs too need motivated workers to work for them so that they could attain the goals to provide effective services to people (Adivar et al., 2010; Jianxiu, 2006).

The two studies by Banks (2010) and Ladkin and Weber (2010) assert that career motivation of professionals needs to be investigated on individuals' motivation for entering and remaining in the sector. A study by Ladkin and Weber (2010) examined the career motivation of convention and exhibition industry professionals in Asia. This study discovered their reasons for entering and remaining in the industry (Ladkin & Weber, 2010).

Similarly, a study of career motivation of newly licensed registered nurses by Banks (2010) shows that the research on career motivation should be focused on factors influencing professionals to choose their career and remain in their profession. Banks (2010) maintains that career motivation is associated with motivational factors that make the nurses enter the field of nursing and remain in the profession as well as their career decision to enter and remain in nursing. Whereas motivated nurses chose to remain in the field of nursing, unmotivated nurses will leave their profession (Banks, 2010). The inability of nursing managers to motivate professionals leads to a professional shortage and a high turnover rate of professionals (Banks, 2010).

This study however focused on career motivation of professionals in Non-Governmental Organizations (NGOs). A study by Reichel and Rudnicka (2009) contends that the three terms: 'third sector', 'non-governmental organizations' and 'non-profit organizations' are used synonymously. The results of the two empirical analyses by Benz (2005) and Tortia (2008) confirm the traditional view on non-profit firms that employees working in non-profit organizations are more satisfied with their jobs compared to those who worked in firms. Thus it can be said that non-profit organizations are better at motivating workers especially with the job itself (Bjerneld et al., 2006; Cruz, Pérez & Cantero, 2009; Pennerstorfer & Schneider, 2010). But this area of research is neglected. While motivational issues in business (Ballout, 2009; Larsson, Brousseau, Kling & Sweet, 2007; Takahashi, 2006) and governmental

organizations (Boyce, Zaccaro & Wisecarver, 2010; Carless, 2005) have been widely studied, career motivation issues in NGOs have received less attention by researchers in the past (Greller, 2006; McLaughlin, Moutray & Moore, 2010) because people might perceive NGOs as non-market sector (Devereux, 2001; Ilon, 2002; Levy & Prakash, 2003) that operate for non-market economic activities i.e. care for children, sick and elderly, and community services management (Floro, Cagatay, Willoughby & Ertürk, 2004). Their work can be considered as voluntary (Beyer, 2007; Kornatowski, 2010; Otiso, 2003). NGOs might lack of capacity to offer employment opportunities to job seekers because of the limited financial resources and the financial dependence on donors (Gulzar & Henry, 2005; Harsh, Mbatia & Shrum, 2010). Therefore, most researches on career motivation issues have been done in business and governmental organizations which have more capacity to employ and retain employees (Burgess & Mitchell, 2001; Tiagi, 2010).

Specifically, very few researches on career motivation in NGOs in Thailand have been done (Ketudat, 1998; Siddhivarn, 1996; Thowakulphanich, 2002; Wasanon, 1997). Even though NGOs in Thailand play their roles in social problems solving (Wasanon, 1997) such as protection of child abuse victims (Kumhang, 2005), AIDS prevention (Sakunpanarak, 2002) and labor protection (Thanasombat, 2004), the two theses by Thowakulphanich (2002) and Wasanon (1997) assert that NGOs in Thailand still have their own problems such as ineffective management and high turnover rate. Therefore, these NGOs could not

continue to run the operation (Thowakulphanich, 2002). NGOs in Thailand have failed to motivate their staff because of the low salary and job insecurity (Ketudat, 1998; Siddhivarn, 1996; Thowakulphanich, 2002). As a result of NGOs' funding problem, staff members with demonstrated managerial skill are often lured into the private sector by promises of better salary (Simmons, 2003).

On the other hand, a comparative study on factors influencing decision of junior and senior social workers who work for NGOs in Bangkok metropolitan area by Ketudat (1998) argues that NGO workers have decided to join NGOs although NGOs could not provide incentive compensation and job security for them. This could be considered as an interesting issue for research investigation on career motivation of NGO staff or professionals. The previous researches on NGOs in Thailand by Ketudat (1998), Kongchantuk (1995), Kumhang (2005), Rakdhum (2010), Shooruang (1997), and Sriviboon (1999) found that most NGO workers are university graduates. Therefore, these university graduates might be interested in the NGO profession. However, most researches on NGOs in Thailand had paid attention to the roles of NGOs (Bunlouharn, 2007; Coate et al., 2006; Johnson, 2001; Mohlenkamp, 2003; Sollows, Thongpan & Leelapatra, 1993; Vadhanasindhu, 2002) rather than on career or work motivation of employees (the human resource focus) (Thowakulphanich, 2002). Thus, more research needs to be done in order to provide further understanding of the notion of career or work motivation in NGOs.

Additionally, most researches on human resource issues in NGOs have been investigated in a specific area of Thailand such as Bangkok metropolitan (Ketudat, 1998; Siddhivarn, 1996; Wasanon, 1997), North Eastern (Thowakulphanich, 2002), and Eastern (Sriviboon, 1999) but very few researches have been done in Southern Thailand (Shooruang, 1997). Southern Thailand is a developing region where NGOs have been operating (Coate et al., 2006; Thai Development Support Committee, 2003). In term of localized NGOs, 35 NGOs in Southern Thailand were found in the Directory of Non-Governmental Organizations in 2003, published by Thai Development Support Committee (TDSC) that is a coordinating organization for NGOs in Thailand (Thai Development Support Committee, 2003).

NGOs in Southern Thailand have played their roles in community development and helping people to improve their lives (Shooruang, 1997; Thai Development Support Committee, 2003), for instance, they have performed various activities for community problem solving such as promoting seagrass and sea cow conservation in Andaman Sea, preserving ecology of the Songkhla Lake, promoting the quality of life for rubber smallholders, and promoting community forest rehabilitation (Shooruang, 1997). These activities could affect the lives of people in Southern Thailand.

Even though NGOs in Southern Thailand have served their community well (Shooruang, 1997; Thai Development Support Committee, 2003), these

NGOs themselves had organizational problems such as public relations problem (Boonprakarn, 1998) and human resource management problem (Boonprakarn, 1998; Shooruang, 1997). Particularly, human resource management problem of the NGOs in Southern Thailand was highlighted in a study that focused on administrators' leadership behaviors and organizational climates in the NGOs in Southern Thailand by Shooruang (1997) and it found that most NGO workers in Southern Thailand have worked for a short period of time because NGOs provided insufficient compensation and job insecurity for their workers. Most of the NGO workers had worked less than 3 years (Shooruang, 1997). NGOs in Southern Thailand had a high turnover rate (Shooruang, 1997). Therefore, NGOs lacked experienced workers to work for them (Shooruang, 1997). It can be said that NGOs in Southern Thailand have failed to motivate their workers. This might have an impact on long-term success of NGOs in Southern Thailand.

This study had revealed diverse literature on factors affecting career motivation and found that career motivation is related to several career activities such as career choice, career decision, career decision making, career development, and career self-management. A study of the relationship between career decision status and important work outcomes by Earl and Bright (2007) express that employee motivation is associated with career choice. A study by Earl and Bright (2007) which had collected data from the graduates in a large consulting company, found that the graduates who were decided and comfortable

with their career choice were more motivated to perform well and this led to higher job performance ratings.

Moreover, employee motivation can also observed through the career decision making, for example, motivated people are more aware of the need to make a decision and are more motivated to involve in career decision making process (Germeijs & Verschueren, 2009). However, a study by Weng and McElroy (2010) found that the effectiveness of career decision is affected by career self-management. Hedge, Borman and Bourne (2006) suggest that the organization should promote career self-management for its workers because better career self-management can lead to more motivated workers. Generally, motivated employees preferred to engage in career development activities such as formal job training, informal job training, and other-job related learning (Garofano & Salas, 2005). Chen, Chang and Yen (2004) contend that career development programs associated with employee's career needs can maintain a high level of employee motivation.

This study proposed to determine career motivation of NGO professionals. The research findings should explain the motivational factors which affect the individual professional's desire to work and remain in NGOs. Based on the previous studies regarding career issues by Banks (2010), Banks and Bailey (2010), Chen et al. (2004), Germeijs and Verschueren (2007), Grizzle (2010), Hedge et al. (2006), King (2004), Mimbs, Stewart and Heath-Camp

(1998), Quigley and Tyman Jr. (2006), Sauermann (2005), Waller (2010), and Yan (2008), career motivation of NGO professionals can be considered through individuals' career activities: career choice i.e. the factors that make them prefer to choose NGO profession over the other alternative career options (Banks, 2010; Banks & Bailey, 2010; Mimbs et al., 1998; Yan, 2008), career decision i.e. the factors that influence their decision to enter NGOs and remain in NGOs (Banks, 2010; Grizzle, 2010; Waller, 2010), career decision making i.e. how they are motivated to involve in a career decision making process (Germeijs & Verschueren, 2007; Sauermann, 2005), career development i.e. how career development influences their motivation to work for NGOs (Chen et al., 2004; Jackson Jr. & Sirianni, 2009), and career self-management i.e. how they are motivated to involve in their own career self-management rather than allowing employing organizations to decide the future for them (King, 2004; Hedge et al., 2006; Quigley & Tyman Jr., 2006).

Hence, these career activities (including career choice (Broadbridge & Parsons, 2005), career decision (Grizzle, 2010), career decision making (Wolgemuth, 2010), career development (Bateman, 2006; Van der Heijden, Schalk & Van Veldhoven, 2008), and career self-management (Bateman, 2006)) could occur over some span of time (Priyabhashini & Krishnan, 2005) for individual professional to work with NGOs, and can be observed through individual's career path in NGOs i.e. an individual moving from one position to

another within NGO sector (Tremblay, Wils & Proulx, 2002; Valcour & Ladge, 2008).

Since most NGOs in Southern Thailand were established in the Songkhla province (Thai Development Support Committee, 2003), the researcher then decided to study the local NGOs in the Songkhla province, Southern Thailand. These NGOs are members of the NGO Coordinating Committee on Rural Development in the South of Thailand (NGO-COD South) that is a coordinating organization for NGOs in Southern Thailand (Thai Development Support Committee, 2003; Shooruang, 1997).

1.4 RESEARCH QUESTIONS

Career motivation of the NGO professionals in the Songkhla province of Thailand was the main issue for discussion. This research asked the following specific questions:

(1) What motivated the NGO professionals to choose to work for NGOs in the Songkhla province of Thailand?

The research question 1 aimed to know the factors influencing the decision of the NGO professionals to enter NGOs and remain in NGOs. This research question is related to the elements of career choice (i.e. why the NGO

professionals chose the NGO profession over other alternative career options), and career decision making (i.e. how the NGO professionals were motivated to be involved in the career decision making process).

(2)   How was the NGO professionals' motivation to work for NGOs influenced by career development?

The research question 2 aimed to investigate the elements of career development and career self-management. This research question is related to both career development supports from NGOs (i.e. how the NGO professionals' motivation to work for NGOs was influenced by career development) and individuals' career self-management (i.e. how the NGO professionals were motivated to be involved in their own career self-management).

1.5   OBJECTIVES OF THE STUDY

1.5.1   General Objectives

This study aims to find out what factors motivate the NGO professionals to choose NGOs as the workplace and what factors motivate them to remain in NGOs. The study proposed to determine the factors motivating the NGO professionals to choose the NGO profession over the other alternative career options.

1.5.2 Specific Objectives

(1)   To identify the factors which motivate the NGO professionals to enter NGOs and continue to remain in NGOs in the Songkhla province of Thailand.

(2)   To determine the factors which motivate the NGO professionals in Songkhla province of Thailand to choose NGO profession over the other alternative career options.

(3)   To determine the career decision-making process of the NGO professionals in the Songkhla province of Thailand.

(4)   To determine the influences of career development on the NGO professionals' motivation to work for NGO in the Songkhla province of Thailand.

(5)   To determine the career self-management of the NGO professionals in Songkhla province of Thailand.

1.6   SIGNIFICANCE OF THE STUDY

Whereas most studies on career motivation have been done in private (Ballout, 2009; Larsson et al., 2007; Takahashi, 2006) and government sectors (Boyce et al., 2010; Carless, 2005), the research on career motivation in NGOs has been neglected by previous researchers. Therefore, this study focused on career motivation in NGOs. The study attempted to access career motivation of

the NGO professionals specifically in the Songkhla province of Thailand where localized NGOs have been in operation to achieve better well-being for the people and community development (Coate et al., 2006; Thai Development Support Committee, 2003). The results of the study would lead to a true understanding of career motivation in localized NGOs that may different from those governmental and business organizations. Without this research, we might not get a clear picture of career motivation in localized NGOs.

The results of the thesis could be useful for both academics and practitioners. Firstly, the results of the study would help the academics to fill the gap of knowledge on career motivation. A previous research by Bjerneld et al. (2006) maintains that volunteers or NGO staff in non-western region may not be motivated by self-actualization as people in the west. Thus, career motivation in uncovered area (such as career motivation of the professionals in localized NGOs in Southern Thailand) could be used to fill the gap of knowledge. Secondly, the results of the study would be beneficial to the NGO owners. They should learn how to manage their organizations amidst having their own problems (e.g. lack of qualified staff, lack of money, and lack of information recording (Kongchantuk, 1995)). This study provides the significant information on career motivation of NGO professionals that could be applied to NGO human resource management in practice such as in motivating employees. Hence, the effective and efficient NGOs could serve the public interests effectively.

1.7   SCOPE AND LIMITATIONS OF THE STUDY

This study had investigated the career motivation in NGOs specifically in the Songkhla province of Thailand. The respondents of this study were 16 NGO professionals selected from 5 NGOs in the Songkhla province of Thailand. As this was a PhD level study, the researcher purposely chose the NGO sector in Southern Thailand (specifically the Songkla province) to conduct the research. The results of this study may not be generalizable to other sectors in Thailand or anywhere else in the world. However, the results as far as career motivation of NGO professionals is concerned can be applied to other regions in Thailand as it is a homogenous country (Sidin, Zawawi, Yee, Busu & Hamzah, 2004; York, 2009). Generally, Thai people share a national culture or a common culture (Komin, 1990; York, 2009).

1.8   ORGANIZATION OF THE THESIS

This research is divided into six chapters as follows:

Chapter 1 Introduction: The chapter presents background of the study, problem statement, research questions and objectives of the study. The chapter then highlights the significance of the study, scope and limitations of the study, and finally the organization of the thesis.

Chapter 2 Literature Review: The chapter reviews the concepts of career and work; the concepts of career and work motivation; the concept of career choice; the concept of career decision-making; the concepts of career development and career self-management; the concept of career management and finally the concept of career path.

Chapter 3 NGOs in Thailand - Their History and Career Prospects: The chapter reviews the historical development of NGOs in Thailand and also the career prospects of professionals in NGOs in Thailand.

Chapter 4 Methodology: The chapter reviews the possible research design which can be adopted by the researcher to conduct the study. The chapter then describes the rationale for choosing in-depth interviews.

Chapter 5 The Results: The chapter presents the results gathered from the interviews, non-participant observation and secondary documents.

Chapter 6 Conclusions and Recommendations: The chapter makes a summary discussion of the results and also makes recommendations to NGO senior management, the policy makers and the future researchers.

CHAPTER 2

LITERATURE REVIEW

2.1   INTRODUCTION

This chapter reviews the concepts and theories of the relevant issues of this study such as career and work, career and work motivation, career choice, career decision making, career development, career self-management, career management, and career path. It starts with the discussion on the definitions of work and career. It then continues to discuss career and work motivation, career choice, career decision making, career development, career self-management, career management, career path, and finally the chapter summary.

2.2   WORK AND CAREER

This section presents the definitions of work and career. The differences and similarities between two terms, work and career, are then discussed.

2.2.1   Definition of Work

Work is a purposeful activity (Biru, 2011; Morin, 2004; Orozco, 2003) which aims to produce something useful (Morin, 2004) or achieve desired

outcomes (Barney, 2000). A study focused on the work of tourism by Brown (2007) maintains that work can be explored in the form of organized purposeful activities (such as organizing, managing, planning, and directing).

Furthermore, work is defined as "a place that provides intellectual stimulation, personal growth, social contact, or simply source of income" (Robin, 1998, p. 22). Work provides a chance to fulfill the needs of individual (Cartwright & Holmes, 2006; Coetzee & Bergh, 2009; Rosso, Dekas & Wrzesniewski, 2010) such as psychological, social, and economic needs (Rosso et al., 2010). Coetzee and Bergh (2009) conclude that some kinds of the individual's needs are related to money (such as sustaining a standard of living and status), whereas some kinds of the individual's needs are not related to money (such as skills development, self-esteem, psychological fulfillment, identity, and social interaction).

Morin (2004) argues that work may or may not be related to monetary exchange. On one hand, work is considered as a place that provides monetary exchange. Driver (2007) and Stamper and Van Dyne (2001) state that work provides an economic exchange for individuals. On the other hand, work is not related to monetary exchange, since it provides social status (Jahoda, Kemp, Riddell & Banks, 2008; Stamper & Van Dyne, 2001) and psychological fulfillment (Coetzee & Bergh, 2009; Coetzee, Bergh & Schreuder, 2010) for individuals. A study by Jahoda et al. (2008) contends that work is a social

activity because it is related to the relationships in workplace. Work has an impact to an individual's psychological life, as it influences an individual's satisfaction (Abdulla, Djebarni & Mellahi, 2011; Coetzee & Bergh, 2009; Jaafar, Ramayah & Zainal, 2006) and happiness of life (Coetzee & Bergh, 2009; Harris, 2010).

From organizational perspective, work expresses the relationship between employees and employers. Both employees and employers expect to receive interest of work (Ang, 2008; Brown, Charlwood, Forde & Spencer, 2007; Cartwright & Holmes, 2006). For instance, Ang (2008) and Cartwright and Holmes (2006) assert that both employees and employers expect their interest of work to be met. Employees may offer great responsibility, loyalty, and commitment in exchange for compensation, job security, training, and promotion (Cartwright & Holmes, 2006; Conway & Briner, 2002).

In conclusion, work provides either monetary exchange or non-monetary exchange (Fock, Yim & Rodriguez, 2010; Medcof & Rumpel, 2007; Morin, 2004). Therefore, work can fulfill the needs of an individuals both economic and non-economic needs. This study however adopted the definition of work defined by Biru (2011), Brown (2007), (Morin 2004), and Orozco (2003) which is stated that work is a purposeful activity. This definition of work has been widely used by the researchers in the past (Biru, 2011; Brown, 2007; Morin, 2004; Orozco,

2003). Likewise, work of NGO professionals is defined as purposeful activities (such as organizing, managing, planning, directing, etc.) to achieve NGO goals.

2.2.2 Definition of Career

In a previous study by Huang (2009), the definition of career seems to be similar to the definition of work, since career also provides both monetary exchange and non-monetary exchange for individuals. Career is defined as a role, a social status, or a way to earn a living (Huang, 2009). Since career is related to individual's role or social status (Huang, 2009), a study of NGO leadership development by Hailey (2006) categorized the role of NGO workers into two types: the leaders and the followers (i.e. colleagues, subordinates, or team members). However, many NGO staff believe that they are less reliant on senior managers than those who work in firms (Hailey, 2006). Generally, people not only obtain material benefit from performing career role, but they also gain psychological satisfaction (De Vos, Dewettinck & Buyens, 2008; Huang, 2009). Likewise, NGO staff too receive both material benefit (such as salary (Gauri & Galef, 2005; Pfeiffer, 2003)) and psychological satisfaction (Nath, 2008) from pursuing their career.

Career also can be defined as an individually perceived sequence of work activities toward his or her work experience over time (Cappellen & Janssens, 2005; El-Sabaa, 2001; Hall & Heras, 2010; Kidd, 2008; Rhebergen & Wognum,

1997). As individuals' attitudes, knowledge, and skills are developed through their work experiences (El-Sabaa, 2001; Khan, Saba, Anwar, Baseer & Syed, 2006; Neilson & McNally, 2010), they achieve self-development throughout their working life (Huang, 2009).

Furthermore, the definitions of career can be viewed from either organizational-level analysis or individual-level analysis (Murphy & Venkatesh, 2006). While organizational-level analysis considers career as a structure or pathway within an organization or a profession, individual-level analysis views career as individual's subjective experience of work (Murphy & Venkatesh, 2006). This study then used individual-level analysis view to investigate career motivation of NGO professionals in Songkhla province of Thailand, since the study aimed to find out subjective experience of work (i.e. career motivation (Provencher, Gregg, Mead & Musser, 2002)) of the individual NGO professionals that is related to individuals' thoughts and feelings about their work (Coutinho, 2010).

On the other hand, a study of career aspects of convention and exhibition professionals in Asia by Ladkin and Weber (2010) state that as individuals can choose different ways for reaching career success, they can develop their career not only in a single organization but can also develop career in more organizations or more directions. Thus, career is defined as "a process of development of employee along a path of experience and jobs in one or more

organizations" (Ladkin & Weber, 2010, p. 872). Henceforth, the concept of career path is discussed in section 2.8.

In conclusion, this section expresses the differences and similarities between work and career (see Table 2.1). The difference between work and career is mainly that career is individuals' professions (Vigoda-Gadot & Grimland, 2008) pursuing over some span of time (Priyabhashini & Krishnan, 2005), whereas work is considered as a purposeful activity that is done by individuals (Biru, 2011; Morin, 2004; Orozco, 2003).

Table 2.1

Comparative Definitions in Terms of Work and Career

Work	Career
Work is a social activity (Jahoda et al., 2008) that provides social status for an individual (Jahoda et al., 2008; Stamper & Van Dyne, 2001).	Career is an individual's role or social status (De Vos et al., 2008; Huang, 2009).
Work provides an economic exchange for an individual who performs his or her work (Driver, 2007; Stamper & Van Dyne, 2001).	An individual obtains material benefit from performing his or her career role (De Vos et al., 2008; Huang, 2009).
Work is a valuable activity that influences an individual's satisfaction and happiness of life (Coetzee & Bergh, 2009).	An individual gains psychological satisfaction from performing his or her career role (De Vos et al., 2008; Huang, 2009).

Table 2.1 (Continued)

Work	Career
Work is a purposeful activity (Biru, 2011; Morin, 2004) which aims to produce something useful (Morin, 2004) or achieve desired outcomes (Barney, 2000).	Career is an individually perceived sequence of work activities toward his or her work experience over time (Cappellen & Janssens, 2005; El-Sabaa, 2001; Hall & Heras, 2010; Kidd, 2008; Rhebergen & Wognum, 1997).

Based on the definition of career in the previous studies by Cappellen and Janssens (2005), El-Sabaa (2001), Hall and Heras (2010), Kidd (2008), Rhebergen and Wognum (1997), this study defined career as an individually perceived sequence of NGO work activities toward the NGO proffesional's work experience in NGOs over time. Then, the next section presents the concepts of career motivation and work motivation.

2.3   CAREER AND WORK MOTIVATION

There is a close relationship between the two terms, career motivation and work motivation (Clarke, 2008; London, 1983; Quigley & Tymon Jr., 2006). The following sub-divisions are meant to show their relationship.

2.3.1 Career Motivation

Career motivation is inclusive of the term of work motivation (Clarke, 2008; London, 1983; Quigley & Tymon Jr., 2006). Career motivation encompasses "motivation associated with a wide range of decisions and behaviors related to one's career" (Byrne, Dik & Chiaburu, 2008, p. 431). This definition is positively related to subjective career success (Byrne et al., 2008). According to this definition, career success refers to positive work and psychological outcomes resulting from individual's work experience over time (Ng, Burke & Fiksenbaum, 2008).

Career motivation consists of three dimensions (Byrne et al., 2008; Kooij, Lange, Jansen & Dikkers, 2008; London, 1983; Quigley & Tymon Jr., 2006; Shannon, 2009): career identity, career insight, and career resilience. Individuals are motivated through these three dimensions (Quigley & Tymon Jr., 2006).

Firstly, career identity is how individuals define themselves with their work (Byrne et al., 2008; DiRenzo, 2010; Kooij et al., 2008; Shannon, 2009)). Secondly, career insight is the extent to which individuals have realistic perceptions of themselves and their organization (London, 1983; Shannon, 2009). Then, they could relate these perceptions to career goals (London, 1983; Shannon, 2009). Thirdly, career resilience provides individuals' drive to prevent career barriers (Kooij et al., 2008; Quigley & Tymon Jr., 2006) because career

resilience is "being optimistic and confident, while also having positive expectations about the future and remaining persistent in the pursuit of desired goals" (DiRenzo, 2010, p. 42). Career resilience is also referred to as the ability to respond to changing environment (Gagnon, 2010; Shannon, 2009).

According to three dimensions of career motivation, individuals are responsible themselves to achieve career success (Quigley & Tymon Jr., 2006). Career success can be considered as both objective and subjective career success (Ballout, 2009; Barnett & Bradley, 2007; Broadbridge & Parsons, 2005; Heslin, 2005a; Ng et al., 2008; Rasdi, Ismail, Uli & Noah, 2009; Restubog, Bordia & Bordia, 2011). Objective career success can be observed directly through extrinsic measures such as pay, promotions, and occupational status (Barnett & Bradley, 2007; Hay & Hodgkinson, 2006; Heslin, 2005a; Ng et al., 2008; Restubog et al., 2011), whereas subjective career success is individuals' judgment of their own career based on internal criteria rather than external (Barnett & Bradley, 2007; Hay & Hodgkinson, 2006) such as career satisfaction and perceptions of career accomplishments (Ballout, 2009; Colakoglu, 2011; Hay & Hodgkinson, 2006).

People bring meaning to their work (Ng et al., 2008; Robin, 1998) and define their career success as well (Colakoglu, 2011; Ng et al., 2008). They define their career success based on their experience with work that can be a job, a career, or a calling (Fried, Grant, Levi, Hadani & Slowik, 2007; Heslin, 2005a;

Ng et al., 2008). Basically, people who have a job orientation work for money. Their goal is to gain financial resources (De Sousa & Van Dierendonck, 2010; Grawitch & Barber, 2009; Heslin, 2005a; Ng et al., 2008).

In contrast, people who have a career orientation not only aim to get financial returns from work, but also progress in the organizational ladder (De Sousa & Van Dierendonck, 2010; Fried et al., 2007; Heslin, 2005a; Ng et al., 2008). Finally, people who have a calling orientation work not for financial returns or career advancement, but their goal is to obtain fulfillment from work (Coetzee & Schreuder, 2009; De Sousa & Van Dierendonck, 2010; Heslin, 2005a; Ng et al., 2008). They perceive that their work serves the community (Harrison, 2008; Vigoda-Gadot & Grimland, 2008) or makes a better world (Elangovan, Pinder & McLean, 2010; Ng et al., 2008).

A deeper investigation into a calling orientation leads to an understanding of career motivation because the idea of a calling supports an individual's sense of identity (Elangovan et al., 2010). Then, individuals with a calling would be able to identify what they want to be, or what they should be (Elangovan et al., 2010). This could be useful for developing career motivation in some kind of organizations such as non-governmental organizations (NGOs), since NGO workers need to achieve self-fulfillment, and enhance the community development (Bjerneld et al., 2006).

Furthermore, a calling orientation involves a protean career (Ng et al., 2008; Vigoda-Gadot & Grimland, 2008) that is driven by personal values (Briscoe & Hall, 2006; Fuller Jr. & Marler, 2009; Hall, 2004; Ng et al., 2008; Vigoda-Gadot & Grimland, 2008). The sense of calling in career positively supports the self-directed nature of protean career (Hirschi, 2010).

The protean career is defined as "the extent to which an individual demonstrates self-directed and values-driven career orientations in their personal career management" (De Vos & Soens, 2008, p. 450). A study by Samuel (2009) which collected data from the manufacturing and service sectors in Malaysia, used the term "new career" (also referred to as protean career) for the research investigation. This study found that the respondents who had MBA degrees had the self-initiative and the ability to make a great effort to manage their own careers (career self-management) (Samuel, 2009). However, the researches on protean career in NGOs have received less attention from scholars. Based on the concept of protean career, the main success criteria are subjective or psychological success (Briscoe & Hall, 2006; Hall, 2004; Ng et al., 2008; Vigoda-Gadot & Grimland, 2008) that is also referred to as intrinsic success by Quigley and Tymon Jr. (2006).

Particularly, calling orientation is associated with the three dimensions of career motivation (career identity, career insight, and career resilience). Firstly, individuals with a calling get a broader sense of purpose in life (i.e. career

identity) (Duffy, Dik & Steger, 2011). Their callings push them to question themselves about what they feel they were born to do (Heslin, 2005b). Secondly, individuals with a calling may have a conflict between who they really are and what they do (Heslin, 2005b). They need to realize themselves and their career (i.e. career insight) (Heslin, 2005b). Thirdly, individuals with a calling encourage themselves to do whatever is required for them to achieve a personally fulfilling career (i.e. career resilience) (Heslin, 2005b).

This study had adopted the definition of career motivation by Byrne et al. (2008) and Fugate, Kinicki and Ashforth (2004) that is career motivation encompasses individual's motivation associated with a wide range of decisions and behaviors related to his or her career. Thus, this study defined career motivation as individual NGO professional's motivation associated with a wide range of decisions and behaviors related to NGO career in Songkhla province of Thailand. Then, the next sub-division will discuss the concepts of work motivation.

2.3.2 Work Motivation

The organization's capability to motivate the workers is a key to success in any organization (Dwivedula & Bredillet, 2010; Lundberg, Gudmundson & Andersson, 2009; Murtonen, Olkinuora, Palonen, Hakkarainen & Lehtinen, 2008) because motivated workers would produce high productivity (Prasada

Rao, 2006; Tohidi, 2011). However, work motivation of each organization may be different in context because the workers in one organization may differ from the workers in another organization resulted from characteristics of the workers and their work environments (Murtonen et al., 2008; Wright, 2001). Therefore, work motivation in a specific area or group needs to be explored for further understanding of work motivation.

The relevant researches of work motivation are discussed in this chapter particularly researches on work motivation in three major types of organizations such as business organizations, governmental organizations, and non-governmental organizations.

2.3.3 Definitions of Work Motivation

There is no single accepted definition of work motivation (Castren & Muhammad, 2008; Lundberg et al., 2009) because work motivation is difficult to define (Castren & Muhammad, 2008; Wright, 2001). Work motivation cannot be seen or measured directly (Bennell, 2004; Lundberg et al., 2009). Thus, the established theories were used for measuring workers' work motivation (Lundberg et al., 2009). However, no single or dominant theory exists in the world (Wright, 2001). At the present time, many scholars have paid attention to develop a unified theory of work motivation (Wright, 2001).

Latham and Ernst (2006) described the following:

Work motivation is a set of energetic forces that originate within as well as beyond an individual's being. It is a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person's choices, effort, and persistence. (p. 181)

Similarly, Bennell (2004) asserts that "work motivation refers to the psychological processes that influence individual behavior with respect to the attainment of workplace goals and tasks" (p. 8). On the other hand, there is confusion between two aspects of the concept, for example, work motivation may refer to either the psychological state of a worker who is doing something or a process of encouraging a worker to do something (Kotliarov, 2006). As work motivation is related to individual's desire, a challenge for the employer is to meet the workers' needs. Many researchers have questioned about what motivate the workers to work so that the organization would achieve worker motivation (Flynn, 2011; Lundberg et al., 2009; Murtonen et al., 2008).

Based on the theories of work motivation and the previous studies on work motivation, work motivation refers to both extrinsic and intrinsic motivation (Deci & Ryan, 2000; Hayamizu, 1997; Lee, McInerney, Liem & Ortiga, 2010). Whereas extrinsic motivation is defined as what is done by others to motivate the workers such as providing bonuses, promotions, social rewards, and interpersonal relations for them (Barbuto, Trout & Brown, 2004; McConvill, 2006), intrinsic motivation is often used to represent the individual worker's satisfaction derived from performing the jobs and achieving the goals (Barbuto et

al., 2004; Barney & Elias, 2010; McConvill, 2006). Consequently, the workers can be motivated by both extrinsic and intrinsic factors (Flynn, 2011; Manolopoulos, 2008).

Additionally, work motivation has been viewed as both an independent (Pimpa, 2008; Tella, 2007; Vandenabeele & Ban, 2009) and dependent variables (Ali & Ahmed, 2009; Benjamin & Flynn, 2006; Kooij et al., 2008). An independent variable; motivation influence on person's direction, vigor, and persistence of action, while a dependent variable is defined as intention to behave (Kooij et al., 2008). A study by Kooij et al. (2008) considered work motivation as a dependent variable and defined it as "motivation to continue to work" (p. 364). Kooij et al. (2008) examined age-related factors (independent variables) which have impact on the work motivation (dependent variable) of older workers to continue to work.

Since the definitions of career motivation and work motivation are discussed in this chapter, it can be noticed that there are the differences and similarities between these two terms (See Table 2.2). Some differences are work motivation influences individual to attain his/her work or task goals (Bennell, 2004) while career motivation focused on individual's motivation to achieve his/her career success (Quigley & Tymon Jr., 2006). On the other hand, some similarities are both career motivation and work motivation are related to

psychological process associated with individual purposeful behavior (Bennell, 2004; Byrne et al., 2008).

Table 2.2

Comparative Definitions in Terms of Work Motivation and Career Motivation

Work Motivation	Career Motivation
Work motivation is "a set of energetic forces that originate within as well as beyond an individual's being" (Latham & Ernst, 2006, p. 181).	Career motivation includes the term of work motivation (Clarke, 2008; London, 1983; Quigley & Tymon Jr., 2006).
Work motivation is a psychological process (Bennell, 2004; Kotliarov, 2006; Latham & Ernst, 2006) that "influence individual behavior with respect to the attainment of workplace goals and tasks" (Bennell, 2004, p. 8).	Career motivation encompasses "motivation associated with a wide range of decisions and behaviors related to one's career" (Byrne et al., 2008, p. 431).
Work motivation results from the reciprocal interaction between the individual and the environment that affects a person's choices, effort, and persistence" (Latham & Ernst, 2006, p. 181).	Career motivation consists of three dimensions (Byrne et al., 2008; Kooij et al., 2008; London, 1983; Quigley & Tymon Jr., 2006; Shannon, 2009): career identity, career insight, and career resilience. Individuals are motivated through these three dimensions (Quigley & Tymon Jr., 2006).
Work motivation involves factors which motivate people to work comprising extrinsic (e.g. bonuses, promotions, social rewards, and interpersonal relations (Barbuto et al., 2004; McConvill, 2006)) and intrinsic factors (e.g. individual worker's satisfaction derived from performing the jobs and achieving the goals (Barbuto et al., 2004; Barney & Elias, 2010; McConvill, 2006)).	Based on the notion of career motivation, individuals are responsible themselves to achieve career success (Quigley & Tymon Jr., 2006) that can be both objective (e.g. pay, promotions, and occupational status (Barnett & Bradley, 2007; Ng et al., 2008; Restubog et al., 2011)) and subjective career success (e.g. career satisfaction and perceptions of career accomplishments (Ballout, 2009; Colakoglu, 2011)).

In order to show the importance of career motivation in non-governmental organizations (NGOs), the next section will review the issues of career motivation in NGOs and then will present a basis of comparison of how far research on career motivation has progressed in NGOs compared to those business and governmental organizations.

2.3.4 Career Motivation in Non-Governmental Organizations (NGOs)

The three terms: non-governmental organizations (NGOs), third sector, and non-profit organizations (NPOs) are used synonymously (Johnson, 2001; Lu, 2007; Obiezu, 2010; Reichel & Rudnicka, 2009; Zhang, 2005) in this chapter. NGOs refer to "all organizations that are independent from government control, non-partisan, non-violent, non-profit oriented, and which are not formed by an international or intergovernmental agreement" (Obiezu, 2010, p. 66). NGOs have been viewed as a third sector (Obiezu, 2010; Reichel & Rudnicka, 2009; Soysekerci & Erturgut, 2010) apart from private sector and public sector (Soysekerci & Erturgut, 2010).

Although the three terms, non-governmental organizations, third sector, and non-profit organizations are often used interchangeably (Greatbanks, Elkin & Manville, 2010), they do have different meanings (Werker & Ahmed, 2008). NGOs are the subset of the third sector or non-profit sector. But NGOs may different from other types of the third-sector agencies because NGOs are

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particularly interested in promoting the quality of life for disadvantaged people (Werker & Ahmed, 2008), while others are concerned in different activities such as sports (Thomson, Darcy & Pearce, 2010) and arts (Card, Hallock & Moretti, 2010). It can be said that NGOs are often related to the development at local, national, and international levels (Anderson, 2009; Levine, 2002).

Whereas career motivation issues in business (Priyabhashini & Krishnan, 2005; Suutari & Mäkelä, 2007) and governmental organizations (Carless, 2005; Day & Allen, 2004; Priyabhashini & Krishnan, 2005) have been widely studied, very few researches have been focused on career motivation in NGOs (Mitra, 2011). Career motivation in NGOs might different from those business and governmental organizations (Johnson, 2001), since they have different missions (Serra et al., 2010). Business organizations aim to maximize profits for themselves (Baloh, Jha & Awazu, 2008; Das & Sengupta, 2010; Kaufman, 2008), while governmental organizations aim to provide services to all citizens in the country (Delitheou & Maraki, 2010; Serra et al., 2010). In developing countries however, governmental organizations may provide inadequate services to people (Bhuiyan, 2010; Deininger & Mpuga, 2005; Swallow, 2005) because of their lack of budget (Ananth, Prashanthini & Visvanathan, 2010) and ineffective management (Bhuiyan, 2010). Conversely, NGOs aim to serve disadvantaged people (i.e. poor people and vulnerable people) (Adivar et al. 2010; Edgar & Lockie, 2010; Jepson, 2005; Serra et al., 2010).

NGOs are less bureaucratic than governmental organizations and more altruistic than business organizations (Johnson, 2001). Thus, NGOs seem to be motivated by altruistic goals (Gauri & Galef, 2005; Johnson, 2001) or ideological goals (Jackson, 2003; Wallis & Dollery, 2002). NGO workers are committed to achieve the particular goal rather than the amount of remuneration (Johnson, 2001). Table 2.3 presents comparative concepts of career motivation in three types of organizations: business, governmental, and non-governmental organizations.

Table 2.3

Comparative Concepts of Career Motivation in Business, Governmental, and Non-Governmental Organizations

Business Organizations	Governmental Organizations	Non-Governmental Organizations
The economic rewards are very important for the workers in business organizations (Buelens & Van den Broeck, 2007; Manolopoulos, 2008).	The workers in governmental organizations are less extrinsically motivated (Buelens & Van den Broeck, 2007; Wright, 2007) and are more intrinsically motivated compared with business organizations (Buelens & Van den Broeck, 2007).	NGO workers seem to be motivated by altruistic goals (Gauri & Galef, 2005; Johnson, 2001) or ideological goals (Jackson, 2003; Wallis & Dollery, 2002). They are committed to achieve the particular goal rather than the amount of remuneration (Johnson, 2001).

Table 2.3 (Continued)

Business Organizations	Governmental Organizations	Non-Governmental Organizations
Employees in business organizations valued pay and job security as the most important rewards compared with other factors such as community service and helping others (Brewer et al., 2000).	The workers in the public sector are motivated by a strong wish to serve the public interest (Brewer et al., 2000; Buelens & Van den Broeck, 2007; Manolopoulos, 2008; Moynihan & Pandey, 2007).	NGO workers are committed to serve disadvantaged people (Serra et al., 2010).

Bjerneld et al. (2006) conclude that volunteers generally need to achieve ideological goals such as helping others, being self-fulfilled, and improving the community. These volunteers can be considered as people who have a calling orientation because their goal is to achieve fulfillment from work (Coetzee & Schreuder, 2009; De Sousa & Van Dierendonck, 2010; Heslin, 2005a; Ng et al., 2008). It can be said that career motivation in NGOs was similar to public sector that also value ideological goals (Crewson, 1997; Liu, Tang & Zhu, 2008).

As people who work in NPOs focus on ideological goals (Wallis & Dollery, 2002; Jackson, 2003), a study of leadership and economic theories of NPOs by Wallis and Dollery (2002) asserts that NPOs may have organizational advantages over other types of organizations. For example, NPOs could reduce costs of employees' compensation because these employees may accept lower

compensation in return for a greater opportunity to achieve their altruistic goals (Wallis & Dollery, 2002).

Therefore, intrinsic motivational technique (such as job enrichment) is important for motivating employees in NPOs (Kamery, 2004). These organizations focus on intrinsic rewards as the core factors of motivation because they may lack financial rewards, whereas extrinsic rewards relate to money, promotions, or benefits (Kamery, 2004).

However, non-profit workers may be unable to work without sufficient extrinsic rewards (Bjerneld et al., 2006). A study on the motivation of Scandinavian health professionals volunteering for humanitarian assignments (Bjerneld et al., 2006) contends that the doctors and nurses who were volunteers were interested in intrinsic motivation or the job itself. They expected to experience an exciting job challenge in NGOs while they also needed secure working conditions and sufficient salary (Bjerneld et al., 2006).

Since Johnson (2001) contends that the amount of remuneration is less important to NGO workers than the particular goal, there were unpaid workers in NGOs who preferred to work without any remuneration (Mitra, 2011). A study of feminist organizing in India by Mitra (2011) which collected data from women in NGOs comprising both paid and unpaid workers, found that only half of the respondents were paid workers while others were volunteers who worked

without salary. This finding by Mitra (2011) was consistent with a study by Desai (2003) which shows that NGO staff can be divided into two types: paid staff and voluntary staff.

As the study on career motivation by Banks (2010) and Ladkin and Weber (2010) focused on professionals' reasons for entering and remaining in their professions, a study by Mitra (2011) also investigated NGO workers' reasons for entering NGOs. The study by Mitra (2011) states that the NGO women staff have a passion for specific issues such as women's issues. Mitra (2011) found that the NGO women staff who were passionate about women's issues had different sources of motivation for working with NGOs. While the younger women's motivation to work for women's issues derived from education and research, motivation of women over 50 years old to work for women's issues is due to their lived experiences (Mitra, 2011).

Hence, individual's decision to join NGOs may be influenced by his or her career motivation. A study of intrinsic motivations and the non-profit health sector by Serra et al. (2010) found that philanthropically and pro-socially motivated health professionals are more likely to work in non-profit organizations than in business and governmental organizations.

On the other hand, career motivation in specific groups may be different from others. In the western society, most people value individualism (Bjerneld et

al., 2006; Ng et al., 2008; Wong & Liu, 2010) that is similar to many traits of self-actualization in Maslow's theory of needs (Maslow, 1943; Bjerneld et al., 2006). For example, in American culture, a study of career choice of US MBA students (Ng et al., 2008) found that US students emphasize the "self" similar to those from individualistic societies. However, this phenomenon in the West may be different from those in collectivist cultures that focus on the importance of harmony (Ng et al., 2008). People from collectivist cultures may need to be worthy members of their community rather than individualistic people (Bjerneld et al., 2006). Bjerneld et al. (2006) argue that volunteers in other cultures may not be motivated by self-actualization. As a result, career motivation of local volunteers especially in other regions needs to be done by the researchers in order to obtain further understanding.

2.3.5   Summary on Career and Work Motivation

A relationship between career and work motivation is shown in this section. Even though both concepts have two separate literatures, both concepts deal with the psychological states of individuals who are working, and deal also with the process of encouraging individuals to work. An understanding of career and work motivation could lead to career success. However, when discussing a person's career, career motivation seems to be the more appropriate concept than work motivation. Career motivation is suitable to investigate people (i.e. professionals) who view work as a career or a profession. Based on the concept

of career motivation, individuals are said to be responsible for themselves (including their motivation) and organization so that they would achieve career success.

Since career motivation is associated with career choice because individuals who are comfortable with their career choice are more likely to be motivated to perform their career roles (Earl & Bright, 2007), the next section will then review the concepts of career choice.

2.4   CAREER CHOICE

Next, the discussion moves to the issue of career choice, as it is related to career motivation. In today's economic and social environment, people seem to have more career options than they did in the past (Broadbridge & Parsons, 2005; Vigoda-Gadot & Grimland, 2008). They frequently move from one organization to another, or change from one career to another (Broadbridge & Parsons, 2005; Marks, 2010; Vigoda-Gadot & Grimland, 2008). This may relate to career choice that is considered as an individual preference for choosing one career over the other alternative career options (Agarwala, 2008). There were various theories that were developed to explain what career choice is (Broadbridge & Parsons, 2005). Some theories describe career choice as the entry stage of a career, whereas other theories recognize the need for individuals

to realize their vocational inclination and preference (Broadbridge & Parsons, 2005).

Few studies have examined the factors affecting career choice (Agarwala, 2008). Most studies of the career choice focus on the students' career choice (whether school or university students) (Agarwala, 2008; Mobley, 2000; Ng et al., 2008). The studies on students' career choice have identified three core factors influencing career choice as follows (Agarwala, 2008): 1) intrinsic factors (such as interest in the job, and personally satisfying work), 2) extrinsic factors (such as availability of jobs, and well paying occupations), and 3) interpersonal factors (such as influence of parents and significant others).

However, students studying in different fields (sociology, or business administration (Mobley, 2000)) or living in different cultures (individualist or collectivist cultures (Agarwala, 2008)) may be influenced by different kinds of career choice factors. A study of sociology students' career choice by Mobley (2000) contends that sociology students recognized how career choices are more influenced by intrinsic factors (individuals' desires such as the satisfaction of helping others) than extrinsic factors. Furthermore, the study of sociology students by Mobley (2000) shows different results from the studies of MBA students by Agarwala (2008) and Ng et al. (2008). It shows that the sociology students have a preference for helping other people (Mobley, 2000), while the

MBA students place a low value on helping others (Agarwala, 2008; Ng et al., 2008).

In a study of career choice in management of US MBA students (Ng et al., 2008), the factors influencing career choice were categorized into two main groups: people and non-people related factors (Ng et al., 2008). A study by Ng et al. (2008) found that career choice of US MBA students is influenced by non-people related factors (such as education, career benefits, and free choice) rather than people related factors (both family and relatives, and non-family members). The findings by Ng et al. (2008) reflect individualistic value of US MBA students because they put a strong emphasis on non-people related factors, whereas people in collectivist culture put a high value on people related factors (Bjerneld et al., 2006). The study of US MBA students' career choice by Ng et al. (2008) is consistent with the researches on career choice of people who value individualism by Chang (2010) and Klassen, Al-Dhafri, Hannok and Betts (2011) which state that people in individualist culture value more on their independent-self than people related factors (such as their family or parents (Klassen et al., 2011)).

A study of the career choice of Indian MBA students (Agarwala, 2008) contends that Indian MBA students had a mix of both cultural values: individualistic and collectivistic values. The findings of this study (Agarwala, 2008) regarding the influence of cultural values on the career choice, explained

that the students who were high on individualistic values were not influenced by their family or significant social networks in their career choice. Conversely, students who were high on collectivistic values were influenced by their fathers in their career choice (Agarwala, 2008).

Furthermore, there is a widely accepted theoretical perspective that an individual's behavior is caused by an interaction between an individual and the environment (Ishitani, 2010; O'Shea & Kirrane, 2008; Price, 2009). Thus, the conceptions of person-environment fit have been widely discussed (Emelander, 2011; Lee, Wong, Foo & Leung, 2011; O'Shea & Kirrane, 2008; Price, 2009). This could be applied to the career choice as well (Feldman & Whitcomb, 2005; Sia, 2010). Career choice issue is influenced by the theories such as the theory of reasoned action, the theory of planned behavior, social cognitive career theory, and Holland's theory.

The theory of reasoned action (TRA) was developed by Ajzen and Fischbein (Adya & Kaiser, 2005; Arnold, Loan-Clarke, Coombs, Wilkinson, Park & Preston, 2006; Chuttur, 2009; Sergakis, 2006). TRA shows the links between attitude towards behavior, subjective norms, behavioral intention, and individuals' behaviors (Godsey, 2006; Law, 2010). According to TRA, individual's behavior is driven by behavioral intention to perform a behavior (Chuttur, 2009). Individual's behavioral intention is predicted by his or her attitude towards behavior and subjective norms (Beiginia, Besheli, Soluklu &

Ahmadi, 2011; Hinsz, Nickell & Park, 2007; Law, 2010) (see Figure 2.1).

Behavioral intention is "a tendency of individuals to take action in the future

according to their subjective judgment" (Chun-Chang, 2007, p. 100). Subjective

norms indicate individuals' perceptions about what other people or society think

they should do (Beiginia et al., 2011; Hinsz et al., 2007; Tolma, Reininger, Evans

& Ureda, 2006). Attitude towards behavior indicates "an individual's positive or

negative evaluation about performing the behavior" (Nor, Shanab & Pearson,

2008, p. 4).
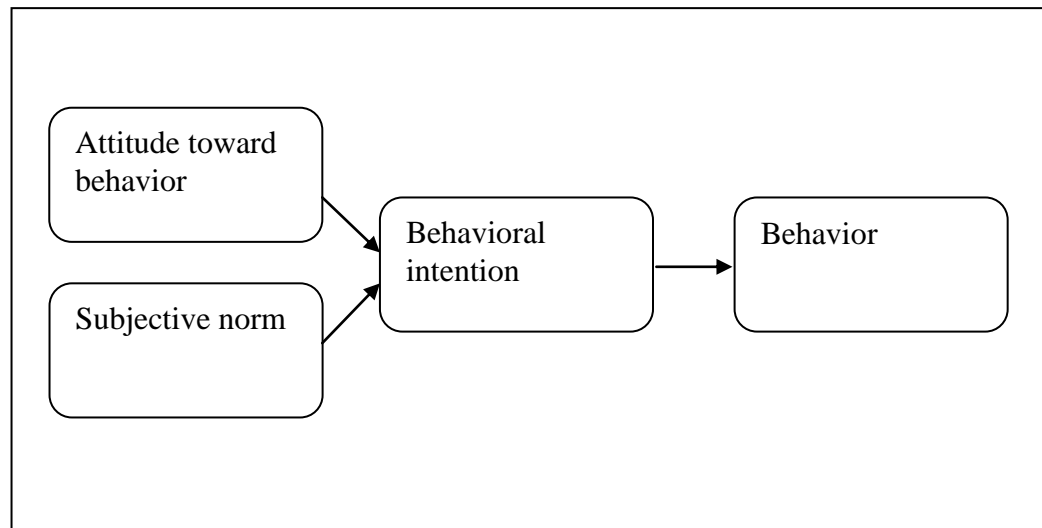
Figure 2.1

The Theory of Reasoned Action

Source: Law (2010)

TRA has been widely used to examine factors affecting human behaviors

(Amadhila, 2008; Nor et al., 2008), including individuals' career choice (Law,

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2010), for example, a study by Law (2010) used the theory of reasoned action model to analyze factors influencing the career choice of accounting students. The findings by Law (2010) support TRA model that intrinsic factors (i.e. attitude towards behavior in the TRA model) and parental influence (i.e. subjective norms in the TRA model) influence the career choice of accounting students.

However, TRA was applicable only to relatively simple behavior. Therefore, the theory of planned behavior (TPB) was reformulated from TRA (Gagnon, Ouimet, Godin, Rousseau, Labrecque, Leduc & Abdeljelil, 2010; Millar & Shevlin, 2003) by Ajzen (Ajzen, 1991; Guerrero, 2008; Millar & Shevlin, 2003). Both TRA and TPB proposed to understand a variety of human behaviors (Beiginia et al., 2011; Cheng & Ng, 2006; Gagnon et al., 2010). Since TRA failed to include perceived behavioral control (Godsey, 2006) that is individuals' perceptions about how much control they have of their own behaviors (Hinsz et al., 2007), TPB was developed to include perceived behavioral control (Ajzen, 1991; Beiginia et al., 2011; Godsey, 2006) (see Figure 2.2). Perceived behavioral control was considered as a determinant of behavioral intention and behavior (Beiginia et al., 2011). It can not only predict behavioral intention, but it can also influence individual's actual behavior (Tsai, 2010).
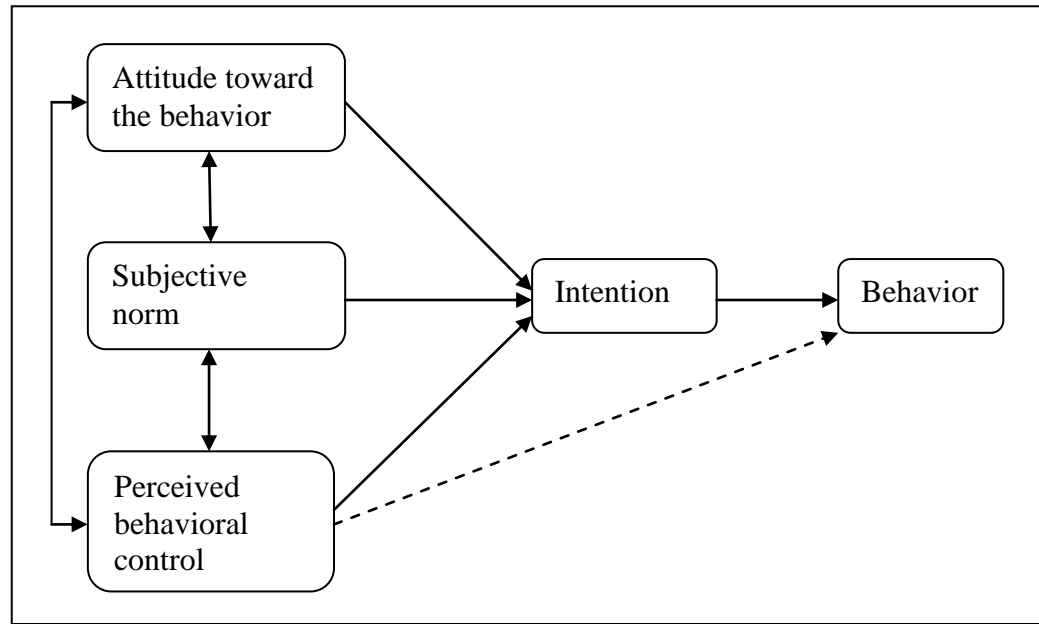
Figure 2.2

The Theory of Planned Behavior

Source: Ajzen (1991)

TPB has been extensively used to investigate issues of career choice (Arnold et al., 2006; Steffens, Fitzsimmons & Douglas, 2006; Zellweger, Sieger & Halter, 2010). For example, a study by Zellweger et al. (2010) draw on TPB to investigate how the level of perceived behavioral control and attitudes influence career choice intentions of students with family business background.

Besides the theory of reasoned action and the theory of planned behavior, social cognitive career theory (SCCT) has been widely used for the studies on career choice (Chuang, Walker & Caine-Bish, 2009; Heinze, 2007; Rogers & Creed, 2011), for example, a study by Rogers and Creed (2011) used SCCT as a

framework to examine predictors of career choice actions of high school students. SCCT developed by Lent, Brown and Hackett (Bennett-Smith, 2011; Mau, Ellsworth & Hawley, 2008; Murtagh, Lopes & Lyons, 2007; Rasdi et al., 2009; Wong & Liu, 2010) is based on Bandura's social cognitive theory (Domenico & Jones, 2007; Heinze, 2007; Rasdi et al., 2009; Wang & Bu, 2004). This theory asserts that individuals decide to choose one career because it supports their sense of self-efficacy and corresponds to their outcome expectations (Chovwen, 2007; Domenico & Jones, 2007; Kellett, Humphrey & Sleeth, 2009). Self-efficacy refers to individual's belief that he or she has abilities to perform a specific task (Chovwen, 2007; Domenico & Jones, 2007; Kagume, 2010; Rasdi et al., 2009; Rogers & Creed, 2011; Wang & Bu, 2004), whereas outcome expectations are individual's beliefs about the consequences of performing a task or behavior (Rogers & Creed, 2011; Wang & Bu, 2004). SCCT suggests that learning experiences influence self-efficacy beliefs and individual's outcome expectations, which in turn influence career goals and choices (Wang, Lo, Xu, Wang & Porfeli, 2007) (see Figure 2.3).
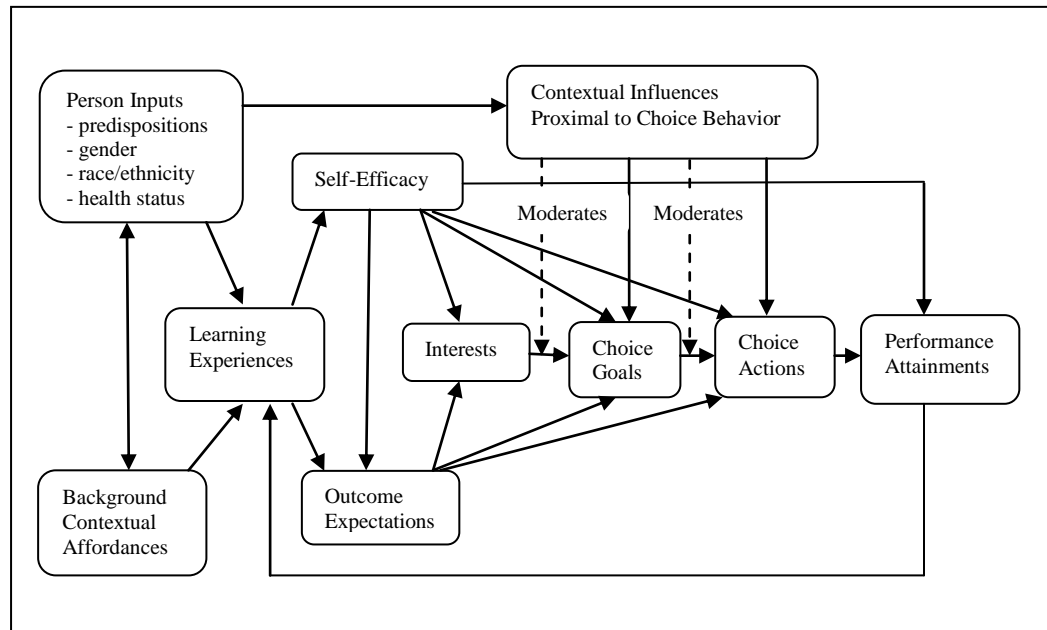
Figure 2.3

Social Cognitive Career Theory

Source: Wang et al. (2007)

Additionally, Holland's theory of vocational choice developed a typology of work environments and personalities associated with each environment (Rosenbloom, Ash, Dupont & Coder, 2008). He explained that both persons and work environments can be classified by six types (Awujo, 2007; Flores, Robitschek, Celebi, Andersen & Hoang, 2010; Patterson, 2011; Rosenbloom et al., 2008; Williamson, Pemberton & Lounsbury, 2008): realistic, investigative, artistic, social, enterprising, and conventional. Each of personality types is derived from individuals' different interests and competencies that make them choose different careers (Heinze, 2007).

Holland's theory highlights "person-environment fit" (Awujo, 2007; Feldman & Whitcomb, 2005) (see Figure 2.4). Job satisfaction of an individual is connected to the congruence between personality and work environment (Bowles, 2008; McCoy-Wilson, 2011; Portnoi, 2009). Individuals who choose a career that fits their personality are more likely satisfied with that career (Osakinle, 2010; Yang, Stokes & Hui, 2005). They could remain in their career for a longer period of time than those people who work in work environment not matched with their personality (Osakinle, 2010; Yang et al., 2005).

Based on six personality types, individuals have certain preferences for vocational activities (Proyer, 2006). Firstly, people who have realistic personality prefer activities that entail the explicit, ordered, or systematic manipulation of objects, tools, and machines (Rosenbloom et al., 2008). In doing so, they enjoy work activities regarding mechanical manipulations or repairs and construction (Rosenbloom et al., 2008). The realistic occupations could be plumbers, gardeners (Rosenbloom et al., 2008), or engineers (Armstrong, Allison & Rounds, 2008; Rosenbloom et al., 2008). Secondly, investigative people prefer activities that involve observational, symbolic, systematic, and creative investigation (Proyer, 2006). They prefer to work as biologists or medical technologists (Proyer, 2006). Thirdly, people who have artistic personality are interested in creating arts and music (Liao, Armstrong & Rounds, 2008). They may prefer to play in a band, group, or orchestra (Feldman & Whitcomb, 2005). Fourthly, social people like to work with other people (Barrett, 2009). They also

prefer to help people (Barrett, 2009; Swanson, 2008). Then, they could work as teachers or counselors (Proyer, 2006). Fifthly, enterprising people focus on business contexts (Swanson, 2008) and need to be leaders (Zhang & Fan, 2007). Their suitable jobs could be sales managers (Rottinghaus, Hees & Conrath, 2009) or advertising executives (Blickle, Oerder & Summers, 2010). Sixthly, conventional people like to work with structured data (Zhang & Fan, 2007). They prefer to work as accountants (Rottinghaus et al., 2009) or auditors (Armstrong et al., 2008).
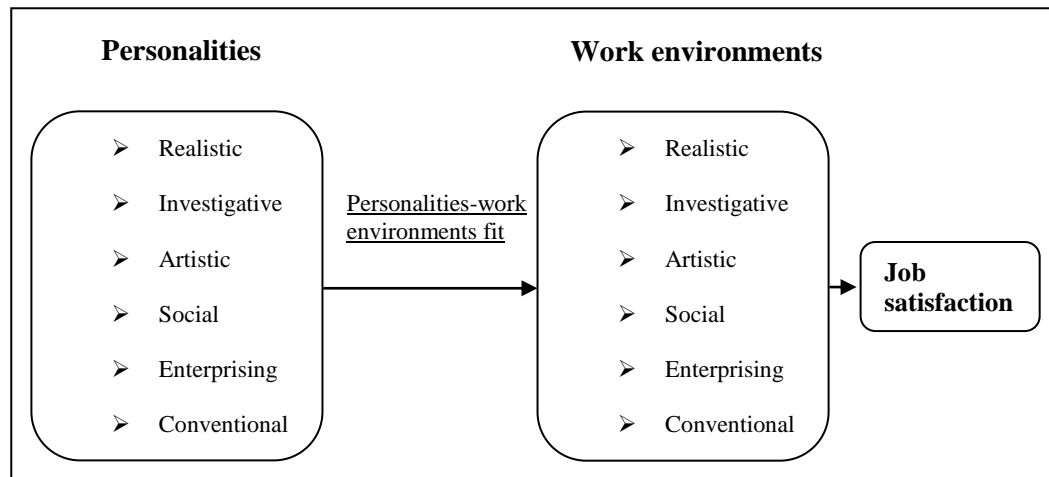
Figure 2.4

Holland's Theory of Career Choice

Source: Williamson, Pemberton & Lounsbury (2008)

Since various theories of career choice were revealed in this section, the researcher then justified that Holland's theory of career choice is applicable to this study. Individuals who have social personality type which is one of Holland's six personality types (Flores et al., 2010; Patterson, 2011) seems to be

interested in NGOs or NPOs (Armstrong et al., 2008). Holland's theory states that social individuals like to help people (Barrett, 2009; Swanson, 2008). Then, they may need to work for NGOs (Armstrong et al., 2008) because NGOs aim to help people such as the poor (Escamilla, 2010) or disadvantaged people (Adivar et al., 2010; Edgar & Lockie, 2010).

In conclusion, career choice issues are important to both persons (Agarwala, 2008; Mobley, 2000; Ng et al., 2008) and organizations (Broadbridge & Parsons, 2005). A study by Mobley (2000) expresses the importance of career choice that is relevant to all students and they have to decide to choose their own career. A career choice has a great impact on an individuals' work life because people who work in their chosen career are more likely to be satisfied, productive and effective than those who are not given preferable choices (Moorkamp, 2005). On the other hand, an understanding of career choice is useful for enhancing recruitment and selection (Broadbridge & Parsons, 2005), and retention in any organization (Price, 2009).

Henceforth, the next section will present the concepts of career decision making. Particularly, career decision making within the context of NGO professionals will be discussed in section 2.5.

2.5   CAREER DECISION MAKING

Besides career choice, career decision making is also an important consideration in studying the career motivation of NGO professionals. Career decision is considered as a decision of the individual to enter a profession (Banks, 2010; Willis, Shann & Hassell, 2009), a decision of the individual to remain in the profession (Banks, 2010), or a decision of the individual to leave the organization or profession (Van Dam, 2008). Germeijs and Verschueren (2009) maintain that motivated professionals are more motivated to make a decision. Career decision making involves activities such as identifying objectives, collecting information, generating career options, and evaluating different alternatives before making career choices (Greenbank & Hepworth, 2008).

Career decision making is a process of career decisional tasks (Germeijs & Verschueren, 2007, 2009). Germeijs and Verschueren (2007, 2009) divided career decision making process into six tasks as follows (see Figure 2.5); 1) orientation to choice, 2) self-exploration, 3) broad exploration of the environment, 4) in-depth exploration of the environment, 5) decisional status, and 6) commitment. For example, individuals are well aware of the need to make a decision and they are motivated to get involved in a career decision making process. They gather information about themselves and general information about career alternatives. Next, they gather detailed information about a reduced

set of career alternatives. Based on the exploration of themselves and the environment, they can make progress in choosing an alternative with a strong attachment to a particular career alternative (Germeijs & Verschueren, 2007, 2009).

The three terms, self-exploration, environmental exploration, and commitment can be considered as the important keywords to understand career decisional tasks (Germeijs & Verschueren, 2007, 2009). A study by Brenchley (2007) states that self-exploration is individual's assessment of his or her personality, values, talents, and interests, whereas environmental exploration includes exploring career alternatives, skills necessary for specific jobs, and impact of family on career decisions. Individuals who have a high commitment to a particular career alternative would have a clear career preference and would prepare themselves to achieve career goals (Jin, Watkins & Yuen, 2009).

The previous study by Mitra (2011) shows the career decision making of NGO professionals. They were involved in both self-exploration (e.g. they considered about their career preferences and qualifications) and environmental exploration (e.g. they considered about their career options and family influences on career choices) (Mitra, 2011). Although a study by Mitra (2011) which collected data by using in-depth interviews from only 21 women who worked in 14 feminist NGOs in Kolkata could not represent all feminist NGOs in India or may not be generalizable to other populations, this study provides valuable

information regarding career in NGOs including issues of career decision making.

Based on the decision of NGO workers to join NGOs, NGO workers can be classified into two types (Mitra, 2011); 1) the workers who actually wanted to work in another job but they ended up working in NGOs, and 2) the workers who wanted NGO job. Firstly, there were the workers who preferred to work in another job but they joined NGOs because they lacked other career options (Mitra, 2011). NGO profession was not their first career choice (Mitra, 2011). Many of them had educational background in different professional fields (Mitra, 2011). Their limited career alternatives were caused by several factors such as social and cultural pressures about gender roles, and family influences (Mitra, 2011). For instance, a woman could not leave her family to work in her preferred job in another city because of family pressure. Then, she chose to work for an NGO in her city.

Secondly, there were the workers who preferred NGO jobs (Mitra, 2011). NGO job was their first career choice and they were well qualified for this job (Mitra, 2011). The workers were committed to women's issues that were driven by NGOs (Mitra, 2011). The recognition of their own career preferences can be considered as self-exploration (Brenchley, 2007; Germeijs & Verschueren, 2007, 2009). Mitra (2011) found that some workers received information about NGO jobs from job announcements in the newspapers (i.e. exploration of the

environment (Brenchley, 2007; Germeijs & Verschueren, 2007, 2009)), while other workers got NGO jobs through social networks or personal contacts.

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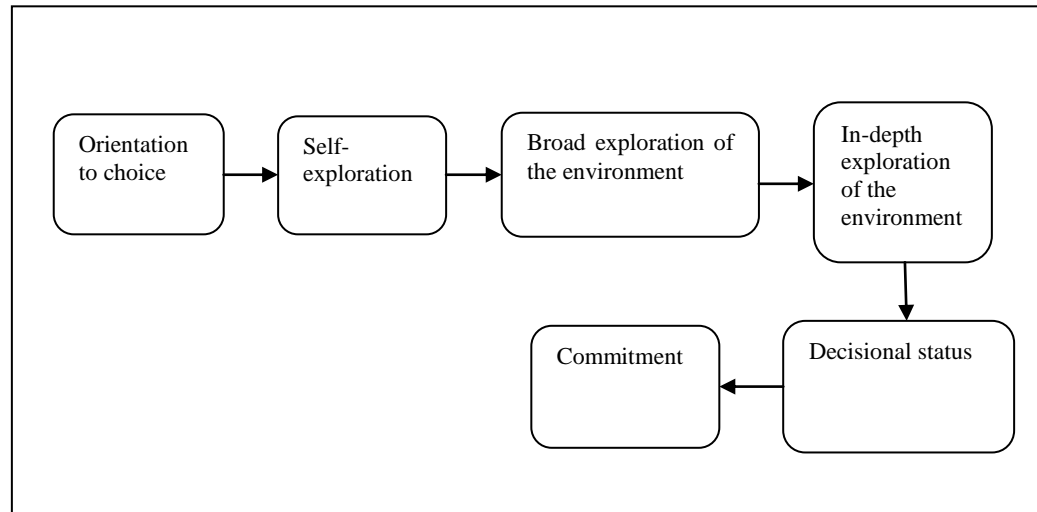
Figure 2.5

A Process of Career Decisional Tasks

Source: Germeijs & Verschueren (2007, 2009)

People may have career decision making difficulties (Mau, 2004; Tien, 2001) such as lack of readiness, lack of information, and inconsistent information (Mau, 2004). Moreover, people's career decision may be influenced by cultural-contextual factors (Mau, 2004). A study on the cultural differences in career decision making styles and self-efficacy (Mau, 2000) asserts that Taiwanese students focus on social conformity and collective decision while American students often make their own career decisions.

Additionally, a study by Mau (2004) compared career decision making among White, African, Hispanic, and Asian American high school and university students at U.S. schools. A study of American high school students (Mau, 2004) found that Asian American high school students presented more difficulties in career decision making than White American high school students. Furthermore, a study of American university students (Mau, 2004) contends that Asian American university students also presented more difficulties than African American and Hispanic American university students because African and Hispanic American students may have adopted White American culture.

Cultural values (such as individualistic and collectivistic values) are important variables in career decision making (Mau, 2004). A study by Mau (2004) states that White American students emphasize on making their own career decision, but Asian American students tend to make career decisions based on familial and societal expectations.

However, most researchers had emphasized on students' career decision making (Germeijs & Verschueren, 2007, 2009; Hablemitoglu & Yildirim, 2008; Mau, 2000; Mau, 2004; Tien, 2001) while career decision making of adult workers have been narrowly investigated by researchers (Bandow, Minsky & Voss, 2007; Cohen, 2003). This could be the research gap to be filled up.

A study by Holmes and Cartwright (1993) contends that managers and professionals may decide to change career at mid life. Career changes may be necessary for an individual's working life span (Bandow et al., 2007) because people are likely to change their careers several times (Bandow et al., 2007; Kellett et al., 2009). Therefore, career decision making of adult workers needs to be investigated for further information especially where NGOs are concerned as career issues in these organizations are lacking.

Cohen (2003) applied an existential theoretical perspective to career decision making process. Cohen (2003) examined existential themes (such as freedom, responsibility, meaning, and authenticity). The conceptualization from an existential perspective could be useful for making mid-career changes. Cohen (2003) states that when vocation corresponds to the meaning and opportunities for authentic existence, it leads to career satisfaction and stability.

The next section will discuss the concepts of career development and career self-management, since career development (Chen et al., 2004) and career self-management (Hedge et al., 2006) can maintain the career motivation of employees.

2.6   CAREER DEVELOPMENT AND CAREER SELF-MANAGEMENT

Apart from career decision making, two other important concepts which are important in the understanding of NGO professionals' career motivation are career development and career self-management. Career development is defined as "a process whereby an individual develops a career consistent with his or her interests, abilities, and goals" (Choi, 2009, p. 25). In short, career development consists of activities which an employee does at the workplace to improve his or her career (Van Veldhoven & Dorenbosch, 2008). Career development consists of two main activities: career planning and career management (Choi, 2009). Career planning refers to a process to determine career objectives of professionals and a process to design procedural activities (Choi, 2009) which are related to professionals' future career development (Klehe, Zikic, Van Vianen & De Pater, 2011), whereas career management consists of activities that are planned and controlled by organizations (Choi, 2009) and individual professionals (De Vos et al., 2008) for the purpose of managing professionals' career success (Choi, 2009; De Vos et al., 2008; Kong, Cheung & Zhang, 2010).

Career development nowadays is becoming less central to organizational management practices while the worker is taking increasing responsibility for career development (Lips-Wiersma & Hall, 2007). Therefore, organizational management practices in career development have shifted to the career self-management (Barnett & Bradley, 2007; Gilbert, Sohi & McEachern, 2008; Lips-

Wiersma & Hall, 2007; Mihail, 2008). But the firms and government agencies still do provide the facilities so that their employees can continue to grow in their respective organizations. This, however, is not the case for most NGOs around the world (Haigh, 2006; Kim, 2000; Narasimhan, Brown, Pablos-Mendez, Adams, Dussault, Elzinga, Nordstrom, Habte, Jacobs, Solimano, Sewankambo, Wibulpolprasert, Evans & Chen, 2004; Narayana, 2006; Stubbs, 2003). The NGO employees will have to take care of their own careers as NGOs generally do not provide career development facilities for them.

2.6.1   Career Development and Its Related Theories

Traditional career development was considered as top-down career development (Lips-Wiersma & Hall, 2007; Wang, Horng, Cheng & Killman, 2011) that might not be suitable for contemporary organizational management (Barnett & Bradley, 2007; Lips-Wiersma & Hall, 2007). Because of the increasing flexibility of individuals' career (Van der Heijden, Schalk & Van Veldhoven, 2008), organizational structure has shifted from hierarchical to flat organizations (Lips-Wiersma & Hall, 2007; Mihail, 2008). The new career management focuses on individuals' responsibility for their own career development while the organization still involves itself in the macro career development and planning (Barnett & Bradley, 2007; Baruch, 2004; Lips-Wiersma & Hall, 2007) particularly as part of human resource management (HRM) (Baruch, 2003).

The organizations play new roles as supportive roles rather than directive roles (Barnett & Bradley, 2007; Chen, 2010). Organizational support for career development can be divided into two types (Barnett & Bradley, 2007): formal support (such as career planning, training and assessment centers) and informal support (such as providing mentoring, coaching and networking opportunities).

Career development may occur not only through formal and informal supports mentioned above (Barnett & Bradley, 2007), but also through individuals' work experiences (Prince, 2005; Seidle, 2010). However, the importance of on-the-job work experience has received less attention from the scholars (Prince, 2005). A study on career-focused employee transfer processes by Prince (2005) argues that the workers' learning mostly comes from informal on-the-job work experience. As a result, organization's strategy to support career development needs to be emphasized more on on-the-job work experiences such as transferring to new assignments (Prince, 2005).

Since the establishment of Parsons' trait-and-factor theory, a person's identity has been highlighted by most major theories of career development (Lancaster, 2006). Parsons contends that ideal choice occurs when personal traits (such as abilities, resources, personality) matched with job factors (such as wages and environment) (Kazuyuki & Kuo-lin, 2006). This would lead to vocational success and also satisfaction (Kazuyuki & Kuo-lin, 2006) (see Figure 2.6). Then,

this idea of person-environment fit served as a basis for later theories of person-environment fit (Cannon, 2004; Kazuyuki & Kuo-lin, 2006).
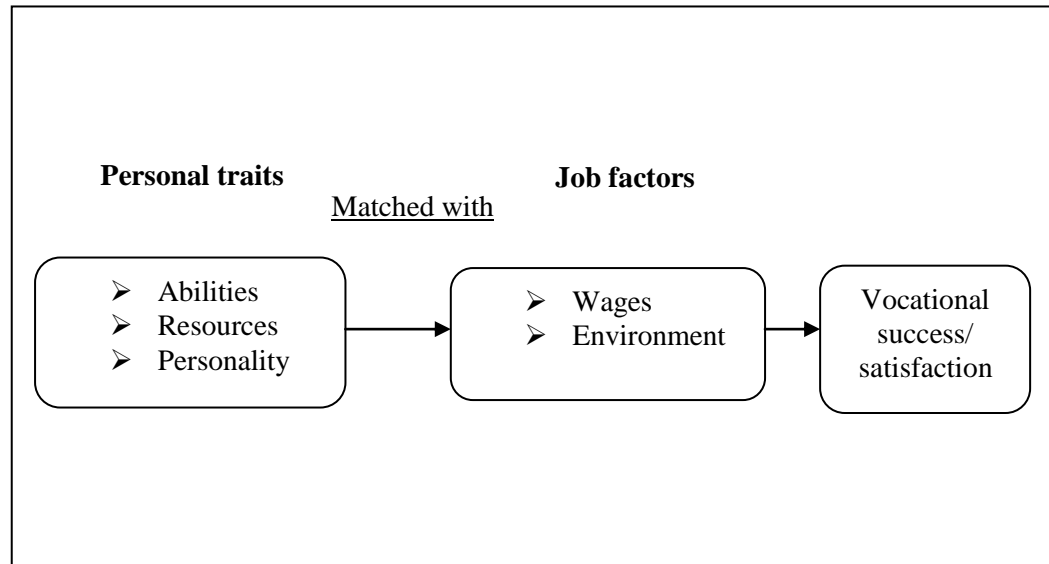
Figure 2.6

Parsons' Trait-and-Factor Theory

Source: Kazuyuki & Kuo-lin (2006)

Besides the idea of person-environment fit, Roe's theory of personality development and career choice was based on Maslow's Need Hierarchy Theory (Cannon, 2004; Price, 2009 Williams, 2004). Consequently, Roe's theory emphasized the influence of personal needs on career choices (Price, 2009). According to the theory, a child's early experiences with the parents has an impact on developing their attitudes, interests and capacities that would give the expression of the adults' lives patterns including a child's vocational preferences

(Smith, 2002). This is mediated by psychological need structure (Price, 2009). Individual needs are then met through particular types of work environments (Smith, 2002) (see Figure 2.7).

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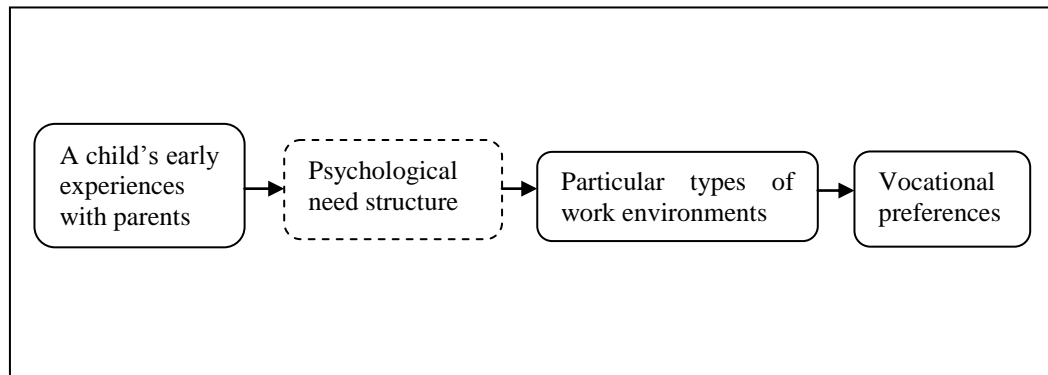
Figure 2.7

Roe's Theory of Personality Development and Career Choice

Source: Smith (2002)

Furthermore, some theories focused on a lifelong process of career development (Kosine & Lewis, 2008; Williams, 2004). Ginzberg's theory asserts that career development is a lifelong process comprising three stages and four factors (see Figure 2.8). Three stages include fantasy (from birth to age 11), tentative (age 11 to 17), and realistic (age 17 to early twenties) (Williams, 2004). The four factors consist of individual values, emotional factors, the amount and kind of education, and the effect of reality (Williams, 2004). Ginzberg states that children usually started to consider work values around the ages of 15-16 (Overbay, 2006). They were thinking about their future such as what their

interests are, what abilities do they have, what lifestyle they want to pursue, and what career will accommodate the preceding (Overbay, 2006). Even though children initially express career preferences as fantasy choices, adolescents may have a sense of the realistic career choice (Bardick & Bernes, 2005).
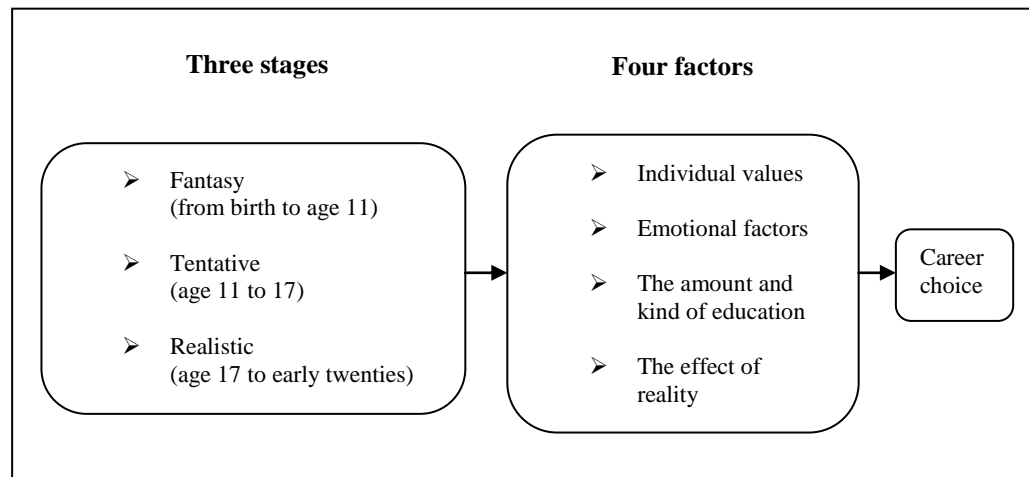
Figure 2.8

Ginzberg's Theory

Source: Williams (2004)

Similarly, Super's theory focuses on life-span process (Kosine & Lewis, 2008). Both Ginzberg and Super considered the stage of adolescence as a critical period because students develop and prepare themselves for the future during this period (Code & Bernes, 2006). But Super's theory states that the first stage of career development occurs when adolescents enter the labor market and begin to develop their vocational self-concepts (Kosine & Lewis, 2008). Individual career development does not end in young adulthood but continues throughout his or her life (Kosine & Lewis, 2008). Super's theory combined stage development

with social role theory, and suggests that career development process is composed of five stages: growth, exploration, establishment, maintenance, and decline (Kazuyuki & Kuo-lin, 2006; Kosine & Lewis, 2008; Usinger & Smith, 2010). The concept of life roles (such as child, student, leisurite, citizen, worker, pensioner, spouse or partner, homemaker, and parent or grandparent) may have more or less of an impact on individual's career choice and development depending on his or her life stage (Williams, 2004) (see Figure 2.9).
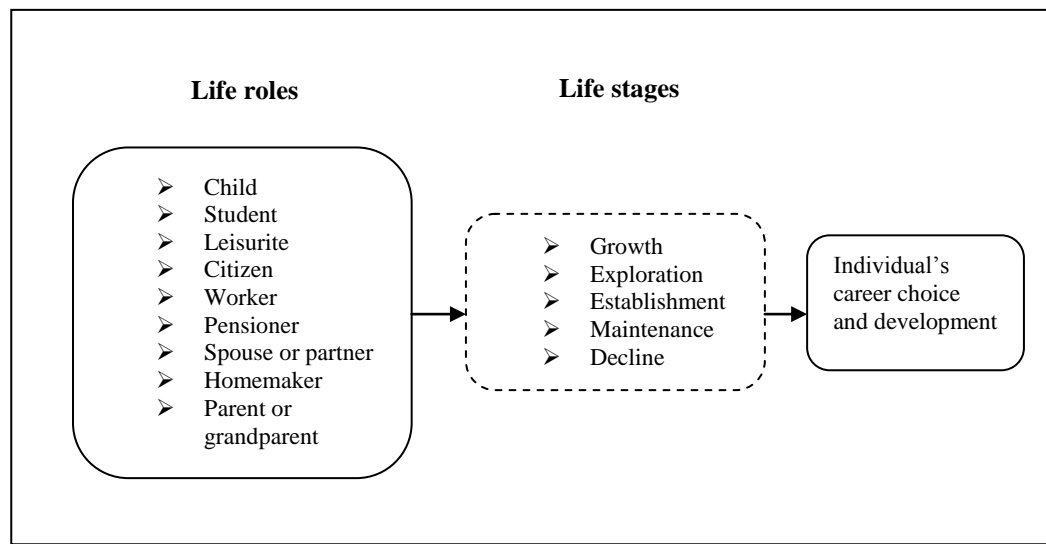
Figure 2.9

Super's theory

Source: Williams (2004); Kosine & Lewis (2008)

Gottfredson's theory identified four stages in the development of occupational aspirations. The first, second, and third stages involving the career development processes during childhood, whereas the fourth stage describes the

processes occurring in adolescence and through adulthood (Care, Deans & Brown, 2007). Each stage is based on the degree to which an individual understand society and self (Care et al., 2007) (see Figure 2.10).
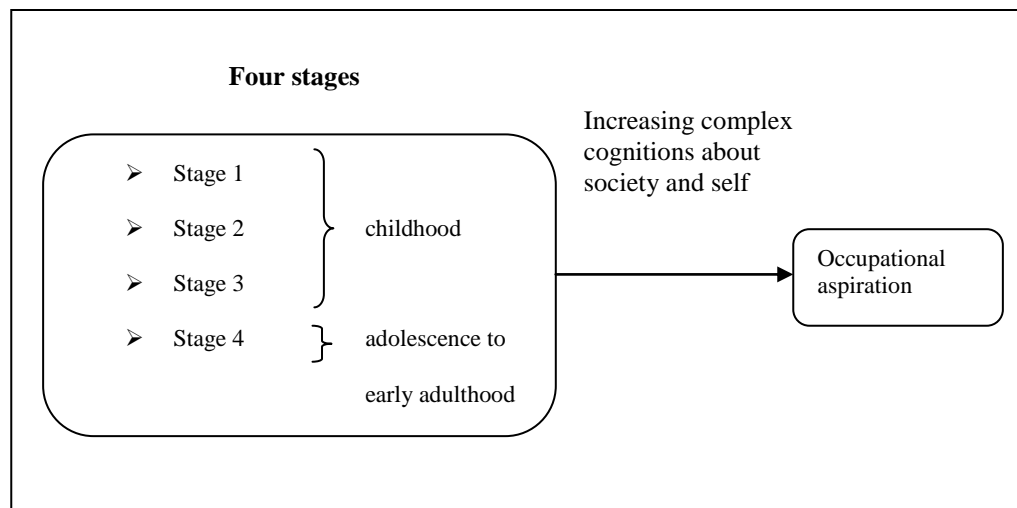
Figure 2.10

Gottfredson's theory

Source: Care et al. (2007)

Gottfredson's theory emphasizes on the development of occupational aspirations (Care et al., 2007; Eget, 2009). This theory highlights the importance of self-concept to career development process (Care et al., 2007; Eget, 2009). Self-concept reflects an individual's view of his or herself (Eget, 2009).

On the other hand, Hirschi and Vondracek (2009) argue that both Gottfredson's and Super's theories, which focus on age-depended stages that which adolescents develop and adjust their vocational goals, might be unable to

fully account for dynamic interaction of person and environment in career development.

Social Cognitive Theory emphasized on human functioning in social system (Bandura, 1994; Zinta, 2006). This is influenced by three core factors such as personal factors, behavioral patterns, and environmental influences (Bandura, 1994; Zinta, 2006; Van Dinther, Dochy & Segers, 2010). This theory states that there is a causal relationship between personal factors (such as personal thoughts and beliefs (Van Dinther et al., 2010)), behavioral patterns, and environmental influences (Zinta, 2006) (see Figure 2.11). Particularly, the environmental influences can be categorized into three types: imposed, selected and constructed environment that could play important role in performance accomplishment (Zinta, 2006). This theory could be useful in helping the person deal with the situation effectively (Zinta, 2006).
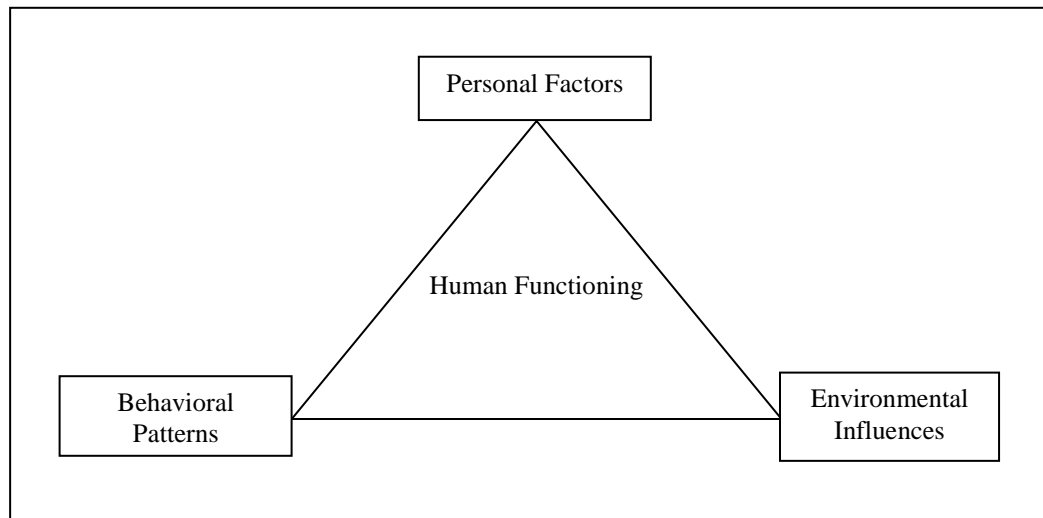
Figure 2.11

Social Cognitive Theory

Source: Zinta (2006)

Social Cognitive Career Theory (also referred to as the social cognitive theory of career development (Evans & Diekman, 2009; Westring & Ryan, 2011)) provides a broader context that could be used to examine career development (Gioia, 2005) (see Figure 2.3). According to this theory, three main factors such as personal inputs (i.e. gender, race, and personality), contextual factors (i.e. social and academic status, culture, and family), and learning experiences (i.e. work experiences) influenced individual's career behaviors (Chuang et al., 2009). In doing so, the organization could provide good environments for promoting employees' career development (Chuang et al., 2009).

Holland's theory is an influential theory in career development (Kachik, 2003). Holland's model was similar to person-environment fit theory (Kazuyuki & Kuo-lin, 2006). Since this theory states that the congruence between personality and work environment leads to individual's vocational satisfaction (Williams, 2004) (see Figure 2.4), an individual may search for a work environment which is matched with personal orientation (Kachik, 2003). On the other hand, those people who have diverse vocational interests may perform a specialized job that could not fulfill their varied vocational interests, whereas they are possibly able to work with changing environments (e.g. changing economy and society) that need job movement (Johnson & Stokes, 2002). As a result, people who have adaptive performance are more easily to move from one job to another (Johnson & Stokes, 2002).

Finally, Krumboltz's theory of career choice can be considered as social learning theory (Portnoi, 2009). This theory emphasized on the role of career counseling that is to assist people's career development (Bright & Pryor, 2008; Jackson, Kacanski, Rust & Beck, 2006). As a result, the counselors provide the career guidance for individuals to make their career choices, whereas individuals are actively involved in career decision (Portnoi, 2009) (see Figure 2.13).
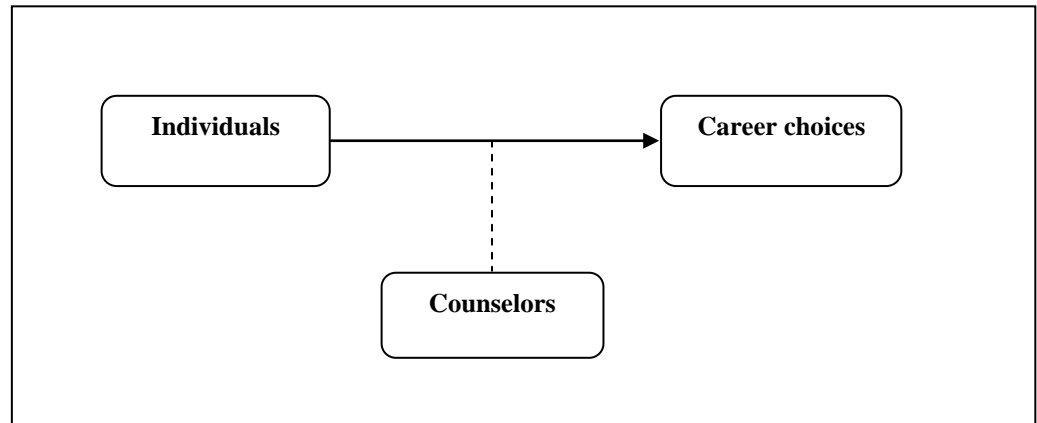
Figure 2.13

Krumboltz's Theory of Career Choice

Source: Portnoi (2009)

Consequently, an organization should consider the direction of individual's preference for work environment in order to create appropriate work environment (Gilbert et al., 2008). This leads to the achievement of both organizational and personal goals, for example, employees would be satisfied with their work environments (Williams, 2004) and become more productive while the organization would achieve higher productivity (Gilbert et al., 2008).

According to theories of career development, Holland's theory is the most relevant to the variables (such as career choice and career development) conceptualized in this study. The theory shows that the congruence between individuals' personalities (i.e. their interests) and work environments leads to

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vocational satisfaction (Rottinghaus et al., 2009). This theory reflects the notion of career development and career choice that individuals may prefer to choose and develop a particular career depended on their interests, abilities, and goals (Rottinghaus et al., 2009). Similarly, NGO professionals who were interested in specific issues (e.g. women's issues) chose NGO career based on their interests (Mitra, 2011). NGO career provided flexible structure that is fitted for people who needed to balance their time between work and family (Mitra, 2011). This can be considered as some kind of individuals' interests and work environments matched. NGO professionals could be motivated by the link between their interests (e.g. they are interested in women's issues) and work environments (e.g. career in NGOs with a feminist mission) (Mitra, 2011).

2.6.2   Career Self-Management

Career self-management is defined as the degree to which individual gathers information and plans for career problems solving and decision making (Chiaburu, Baker & Pitariu, 2006).

Changing organizational structures lead to an increasing importance of employability issue (Clarke, 2008). The new employability emphasizes that organizations can get more successful outcomes from employees with highly developed generic skills, compared with those organizations that maintain employees with firm-specific skills (Clarke, 2008).

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The three types of career self-management behaviors (such as positioning, influence, and boundary management) are considered as adaptive responses to career development tasks (King, 2004). Firstly, positioning behaviors involve making sure that individuals have the contracts, skills, and experiences to achieve their desired career outcomes (King, 2004). Secondly, influence behaviors are related to an attempt to influence the decisions of key gatekeepers to those desired outcomes (King, 2004). Thirdly, boundary management is regarded as balancing between the demands of work and non-work domains (King, 2004).

The changing of organizational career in the twenty-first century can be considered as flexible employment contracts, multiple employers, lateral job moves and multiple career changes (Clarke, 2009). The new career has shifted from organizations to individual approaches such as protean career and boundaryless career (Clarke, 2009; Lips-Wiersma & Hall, 2007; Mihail, 2008).

Protean career theory focuses on the degree of self-directed drive by the individuals in their own personal career management, based on personal values (Briscoe & Hall, 2006; Dries & Pepermans, 2008; Segers, Inceoglu, Vloeberghs, Bartram & Henderickx, 2008). The main success criteria of protean career are subjective or psychological success (Briscoe & Hall, 2006; Hall, 2004). A study of protean career by Hall (2004) found that there is a relationship between protean career orientation and boundaryless career. Individual's perceptions of

boundaryless (also referred to as "the Boundaryless Mindset") are positively correlated with protean orientation (Hall, 2004).

Boundaryless career is defined as not bounded to a single organization, but move around opportunities across organizational boundaries (Baruch & Quick, 2009; Briscoe & Hall, 2006; Quigley & Tymon Jr., 2006) such as people who move across jobs in different industries (Quigley & Tymon Jr., 2006). Protean career and boundaryless career have an impact on effective career transition (O'Sullivan, 2002). For example, protean approach consists of various proactive behaviors (such as information-seeking and an attempt to change the work environment) may lead to greater success of career transition (O'Sullivan, 2002).

Additionally, intrinsic motivational approach is a key to maintain career self-management because intrinsic motivation makes individuals to become self-managing or self-leading (Clarke, 2008; Quigley & Tymon Jr., 2006). Thus, individuals might be intrinsically motivated to develop themselves in response to the changing work environment, without waiting for career development support (such as training) from the organization (Quigley & Tymon Jr., 2006). Then, individual career management skills (e.g. building and maintaining a positive self image, participating in lifelong learning, and maintaining balanced work and life) are required for planning and managing a career in order to achieve career success (Bridgstock, 2011).

Since the concepts of career development and career self-management were discussed in this section, the differences between the two terms, career development and career self-management are then presented in Table 2.4.

Table 2.4

Comparative Concepts of Career Development and Career Self-Management

Career Development	Career Self-Management
Career development is defined as "a process whereby an individual develops a career consistent with his or her interests, abilities, and goals" (Choi, 2009, p. 25).	Career self-management is defined as the degree to which individual gathers information and plans for career problems solving and decision making (Chiaburu et al., 2006).
Career development consists of activities which an employee does at the workplace to improve his or her career (Van Veldhoven & Dorenbosch, 2008).	The three types of career self-management behaviors (such as positioning, influence, and boundary management) are considered as adaptive responses to career development tasks (King, 2004).
Career development includes career management (Choi, 2009) that is focused on organizational career management programs provided by an organization to support professionals' career success (Kong et al., 2010).	Individuals' career self-management focused on developing themselves in response to the changing work environment, without waiting for career development support (such as training) from the organization (Quigley & Tymon Jr., 2006).

The concept of career self-management which was discussed in this section referred to individual career management (De Vos et al., 2008), whereas the concept of organizational career management too needs to be addressed in order to understand further about the concepts relating to career motivation because both individual career management (Bridgstock, 2011) and

organizational career management (Kong et al., 2010) have an impact on employees' career motivation. The next section will present the concept of career management and specifically career management in NGOs.

2.7   CAREER MANAGEMENT

Many studies have been done in the issues of career management such as the studies by Budhwar and Baruch (2003), De Vos et al. (2008), and Park (2009). While most studies were focused on career management in private organizations (Baruch & Peiperl, 2000; Budhwar & Baruch, 2003; De Vos et al., 2008; Park, 2009) and public organizations (or governmental organizations) (Baruch & Peiperl, 2000; Rees, Järvalt & Metcalfe, 2005), the studies of career management in NGOs were rarely seen (Metcalfe & Rees, 2005).

Career management is defined as activities that are driven by an organization and an individual for the purpose of planning and managing employees' careers (De Vos et al., 2008). Thus, career management can be divided into two types: organizational career management (OCM) and individual career management (ICM) (De Vos et al., 2008; Verbruggen, Sels & Forrier, 2007) (or career self-management (De Vos et al., 2008)).

Organizational career management (also referred to as organizational support for career development or organizational sponsorship) is the programs,

processes, and assistance provided by an organization to support its employees to achieve career success (Kong, Cheung & Song, 2011; Kong et al., 2010). Career management activities include training, mentoring, performance appraisal, and development programs (Kong et al., 2011).

It should be noted that career management is important to both an organization (employer) and an individual (employee) (Atkinson, 2002; De Vos et al., 2008). Because of an effective career management, an organization can meet its goals while an individual can meet personal goals (Atkinson, 2002). In doing so, careers should be planed and managed to attain the needs of both an organization and an individual (Baruch, 2003).

OCM is "the overall planned effort to regulate the flow and life-cycle of firm-members over time, and link the individual's career needs with the organization's workforce requirements" (Tzabbar, Vardi & Baruch, 2003, p. 89). According to the change in the context of OCM nowadays, the responsibility for career management has been shifting from the organizations to the individuals (Baruch, 2003; Park, 2009; Tzabbar et al., 2003). But the organizations do not need to ignore their roles in career management (Baruch, 2003). Conversely, the organizations are actually still responsible for career management (Baruch, 2003; Tzabbar et al., 2003) by creating and developing appropriate tools, resources, structures to support career management process (Tzabbar et al., 2003).

A study of career management practices by Baruch and Peiperl (2000) developed a two dimensional model of career management practices (see Figure 2.14). This model encompasses two dimensions: the level of sophistication of the organizational career management practices and the level of involvement necessary on the part of the organization to apply the various practices appropriately (Baruch, 2003; Baruch & Peiperl, 2000). A study by Baruch and Peiperl (2000) presented a typology of organizational career management which indicates five groups of practices: basic, active planning, active management, formal, and multi-directional. Basic; basic elements of OCM practices include job postings, formal education as part of career development, pre-retirement programs, and lateral moves. These basic OCM practices fit the bureaucratic organization (Baruch & Peiperl, 2000). Active planning; four practices of active planning consist of performance appraisal as a basis for career planning, career counseling by the direct supervisor, career counseling by the HR department, and succession planning. The using of this category can be considered as a forward-looking HRM system (Baruch & Peiperl, 2000). Active management; the three elements of active management are composed of assessment centers, formal mentoring, and career workshops. These elements could be used not only for gathering the information for the organization, but also for the use of the information for individual development (Baruch & Peiperl, 2000). Formal; this group of OCM practices consists of written personal career planning for employees, dual career ladder, books and/or pamphlets on career issues, and common career path. These elements support formal system of information and

presentation of opportunities with a downward direction (Baruch & Peiperl, 2000). Multi-directional; peer appraisal, and upward (or subordinate) appraisal are the elements of this group. Based on the two elements, employees can receive feedback from multiple directions (Baruch & Peiperl, 2000).

While a two dimensional model of career management practices by Baruch and Peiperl (2000) is very useful (Baruch, 2003), this model which was developed based on the data collected from 194 United Kingdom companies may not be suitable for OCM practices with other different organizational characteristics such as governmental organizations and NGOs.

	Multi-directional Peer appraisal Upward appraisal	
Formal Written personal career planning Dual career ladder Career books and/or pamphlets Common career paths	Active Management Assessment centers Formal mentoring Career workshops	Active Planning Performance appraisal as a basis for career planning Career counseling (1).By the direct supervisor (2).By the HR department Succession planning
	Basic Job postings Formal education Pre-retirement Lateral moves	

Figure 2.14

Two Dimensional Model of Career Management Practices

Source: Baruch & Peiperl (2000)

Although career management practices are important for attaining organizational and individual goals (Atkinson, 2002; De Vos et al., 2008), the studies of career management are limited in NGOs (Metcalfe & Rees, 2005). Since NGOs lacked experienced and competent staff (Ryfman, 2007), a study by Ryfman (2007) suggests that NGOs should improve their career management by creating career paths which should be accepted as professional career paths for NGO workers. A study by O'Sullivan (2010) indicates that short-term contracts could be considered as ineffective career management in NGOs because it is

difficult for individuals to build a career in NGOs while NGOs offer short-term contracts to their employees.

2.8   CAREER PATH

Lastly, this section reviews the concept of career path, since the previous concepts reviewed in this chapter such as career choice (Broadbridge & Parsons, 2005), career decision making (Wolgemuth, 2010), career development (Bateman, 2006; Van der Heijden et al., 2008), career management (Kong et al., 2010) and career self-management (Bateman, 2006) could occur over some span of time (Priyabhashini & Krishnan, 2005) for individual professionals to work with NGOs. Then, these career activities could be observed through his or her career path in NGOs. Particularly, when individual professional move from one position to another position within the NGO sector (Tremblay et al., 2002; Valcour & Ladge, 2008), career activities may occur during a career path process.

Career path refers to organizational frame for creating career opportunities for employees (Hölzle, 2010). Every career path level is associated with an individual's qualification, incentives, and development measures (Hölzle, 2010). Career path could occur throughout individuals' working life since their entry into the labor market (Fournier, Zimmermann & Gauthier, 2010).

Traditional careers offered structured career paths to employees (Barnett & Bradley, 2007; Gerber, Wittekind, Grote & Staffelbach, 2009). Traditional career paths are based on hierarchical progression (Barnett & Bradley, 2007; Baruch, 2004; Mihail, 2008) within stable employment (Clarke, 2008; Mihail, 2008) or within one company (Gerber et al., 2009). This was considered as career path security (Clarke & Patrickson, 2008; Lips-Wiersma & Hall, 2007; Mihail, 2008). According to a structured career path, people get limited promotional opportunities (Baruch, 2006) and move towards the top of the organizational structure (Baruch, 2006; Clarke, 2009; De Vos et al., 2008). Upward career movements of employees mainly depend on seniority (Kirovova, 2010). Traditional career success can be measured by increasing status, responsibility, and monetary rewards (Baruch, 2004; Clarke, 2009; De Vos et al., 2008; Hay & Hodgkinson, 2006; Segers et al., 2008).

At the present time, organizations face economic problems (Dries & Pepermans, 2008). Organizational changes nowadays such as downsizing and restructuring (Baruch & Quick, 2009; Clarke, 2008; Dries & Pepermans, 2008) can be seen a threats to career progress and career security (Clarke & Patrickson, 2008; Lips-Wiersma & Hall, 2007; Mihail, 2008). Many organizations might not be able to offer long-term employment or job security to employees (Clarke, 2008; Clarke & Patrickson, 2008; Dries & Pepermans, 2008).

The organizations need to be flexible and adaptive (Clarke & Patrickson, 2008). The new career path becomes multidirectional, dynamic and fluid, whereas traditional career path is more linear, static and rigid (Baruch, 2004). The protean career path is a flexible career path that encourages individuals to move within the organization not only up and across but downward, as well (Gagnon, 2010). For instance, a senior manager might move to a lower position to learn about some aspect of business (Gagnon, 2010).

Career path characteristics are composed of various types (Watson & Hassett, 2004). A study of career paths of city managers (Watson & Hassett, 2004) states that there were four city management career paths: 1) static (no movement in the past 10 years), 2) horizontal (move to cities of the same size), 3) vertical (the traditional career path), and 4) proactive (high mobility in the public, nonprofit, and private markets).

In the third sector organizations (such as NGOs and voluntary organizations), a clear career path may not be available. For example, a study of humanitarian health workers employed by international NGOs, UN agencies, national NGOs, and Ministries of Health (Janneck, Cooper, Frehywot, Mowafi & Hein, 2009) found that workers seeking to enter the humanitarian field lack a clear professional path, training guidelines, and opportunities for career advancement. Therefore, they need more opportunities to develop their skills and experiences into a lifetime portfolio rather than a series of experiences (Janneck

et al., 2009). Career paths should be created in the third sector organizations (Ryfman, 2007). Humanitarian workers should be increasingly accepted as professionals rather than voluntary workers (Ryfman, 2007).

In spite of the various definitions given by researchers on career path, it can be said that it is a process which involves several steps before the goals of a person are met (Baruch, 2004; Carliner, 2001; Vance, 2005). For instance, Baruch (2004) views that career paths of modern day professionals or employees can either be linear or multidirectional. That applies mainly to people working in government or private sectors. The career path of professionals in NGOs, however, is less investigated.

2.9   CHAPTER SUMMARY

Based on the definitions of career and work motivation reviewed in this chapter, career motivation is closely related to work motivation. It was noted that individuals were responsible for themselves in terms of career development and had to learn to manage their work environments in order to attain career goals (Haigh, 2006; Kim, 2000; Park, 2009; Stubbs, 2003).

According to new career trends, individuals are responsible to achieve their career success. Individuals' responsibilities are concerned with career choice, career decision making, and career self-management. Even though the

organizations are still involved in the overall employees' career management, the organizational roles have changed to a more supportive role rather than a directive role (Barnett & Bradley, 2007; Kong et al., 2010).

An understanding of the concepts and theories of career (including career motivation, career choice, career decision making, career development, career self-management, and career path) is important to career management at both personal and organizational levels because it could be applied to support their capabilities to manage a career (Power, 2010). For example, individuals may have diverse desires for their careers such as employment security, meaningful work, and interesting work (Power, 2010). The concepts and theories of career could be used as the basis of career management, as effective career management is derived from the knowledge of work and career (Bridgstock, 2011).

This chapter had reviewed the relevant concepts which are important in the investigation of professionals in non-governmental organizations (NGOs). The focus of this study was on NGOs in Thailand in general and the NGOs in Southern Thailand in particular. Chapter 3 will discuss the NGOs in Thailand and the career prospects that NGOs gave to professionals in the past and the potential they offer for the future.

CHAPTER 3

NGOS IN THAILAND – THEIR HISTORY AND CAREER PROSPECTS

3.1   INTRODUCTION

This chapter reviews the history of NGOs in Thailand and specifically Southern Thailand, the job opportunities and employment potential of NGOs in Thailand, and the career prospects in NGOs in Thailand. It starts with the discussion on the history of NGOs in Thailand. Then, the job opportunities and employment potential of NGOs in Thailand is discussed and followed by the career prospects in NGOs in Thailand and finally, it ends with the chapter summary.

3.2   HISTORY OF NGOS IN THAILAND

This section shows the background and the importance of NGOs in Thailand, particularly the localized NGOs.

3.2.1   Size of Thailand

Thailand, formerly known as Siam (Paitoonpong & Abe, 2004; Rosa, 2002), is located in Southeast Asia (Brueckner & Tetiwat, 2008; Moniruzzaman,

2010; Rosa, 2002). It is a developing country (World Health Organization, 2008). Thailand borders four countries (see Appendix B, Map of Thailand): Myanmar (Burma), Lao People's Democratic Republic, Cambodia, and Malaysia (United Nations Thailand, 2008). It covers a total area of 514,000 square kilometers (United Nations Thailand, 2008). Thailand is divided into six regions based on its geography such as Northern, Central, Northeastern, Eastern, Western, and Southern (Puenpatom & Rosenman, 2006; The Royal Institute of Thailand, 2007). It consists of Bangkok (special administrative area (The Royal Institute of Thailand, 2007)) and 76 provinces (The Royal Institute of Thailand, 2007) including Buengkarn province, the latest province in Thailand which was established in 2011 (Royal Thai Government Gazette, 2011) (see Appendix B, Map of Provinces in Thailand). The provinces of each region are as follows (The Royal Institute of Thailand, 2007):

1) Northern (9 provinces): Mae Hong Son, Chiang Mai, Chiang Rai, Phayao, Nan, Lamphun, Lampang, Phrae, and Uttaradit

2) Central (Bangkok and 21 provinces): Sukhothai, Phitsanulok, Kamphaeng Phet, Phichit, Uthai Thani, Nakhon Sawan, Phetchabun, Suphan Buri, Chai Nat, Sing Buri, Lop Buri, Ang Thong, Phra Nakhon Si Ayuttaya, Saraburi, Pathum Thani, Nonthaburi, Samut Prakan, Samut Songkhram, Samut Sakhon, Nakhon Pathom, and Nakhon Nayok

3) North-Eastern (20 provinces): Loei, Udon Thani, Nongbua Lumphoo, Nong Khai, Sakon Nakhon, Nakhon Phanom, Mukdahan, Kalasin, Maha

Sarakham, Khon Kaen, Chaiyaphum, Roi Et, Nakhon Ratchasima, Buri Ram, Surin, Si Sa Ket, Ubon Ratchathani, Umnad Chareun, Yasothon, and Buengkarn

4) Eastern (7 provinces): Prachin Buri, Sa Kaew, Cha Choeng Sao, Chon Buri, Rayong, Chanthaburi, and Trat

5) Western (5 provinces): Tak, Kanchanaburi, Ratchaburi, Phetchaburi, and Prachuap Khiri Khan

6) Southern (14 provinces): Chumphon, Ranong, Surat Thani, Phang Nga, Phuket, Krabi, Nakhon Si Thammarat, Phatthalung, Trang, Satun, Songkhla, Pattani, Yala, and Narathiwat

Over the last 30 years, Thailand has experienced economic growth resulting from investment particularly external investment because Thailand was a low-cost location for running labor-intensive manufacturing activities. But the economic growth has decreased after the financial crisis in 1997 (Paitoonpong & Abe, 2004). Thai economy is currently based on exports that are emphasized on external markets (Webster, 2006).

According to a report on the economic and social indicators by regional and provincial levels published by the Office of the National Economic and Social Development Board, there was a slowdown in economic growth in 2007. Gross domestic product (GDP) at constant prices grew by 4.9% compared to 5.2% in 2006. A decrease of GDP resulted from the slowdown in domestic and

external demand (Office of the National Economic and Social Development Board, 2009). In 2010, Thai economy expanded by 7.8% resulting from two core factors: global economic recovery and strong domestic demand (Office of the National Economic and Social Development Board, 2011).

As Thailand's rapid economic growth during the past decade led to two core problems such as the economic disparities between urban and rural areas (Croissant, 2007; Hill, 2000; Pednekar, 1995; Yiengprugsawan, Carmichael, Lim, Seubsman & Sleigh, 2010) and environmental problems (Janya, 2007; Pednekar, 1995), the Thai NGOs have been operating parallel with socio-economic changes in order to solve these problems (Janya, 2007; Lortanavanit, 2009; Pednekar, 1995).

3.2.2 History of NGOs in Thailand

In Thailand, the history of NGOs began with the establishment of NGOs operating for social work and social welfare (Janya, 2007; Thai Development Support Committee, 2003; Tongsawate & Tips, 1988; Promgird, 2008). In 1969, the first development oriented NGO was established (Mohlenkamp, 2003; Tongsawate & Tips, 1988) by Dr. Puey Ungphakorn (Mohlenkamp, 2003; Quinn, 1997; Vadhanasindhu, 2002), while most other NGOs were social welfare oriented (Tongsawate & Tips, 1988; Vadhanasindhu, 2002).

Since the 1980s, NGOs play increasingly important role in the development of the country (Kongchantuk, 1995; Lowry, 2008; Mohlenkamp, 2003). The Thai NGOs can be categorized by their field of interest as follows (Vadhanasindhu, 2002): 1) Rural development; 2) Children and youth development; 3) Education development; 4) Human right; 5) Coordination and services to other NGOs; 6) Environment; 7) Urban (slum) development and basic health development; 8) Consumer protection and 9) Appropriate technology.

NGOs had developed their coordination and cooperation with others (Lowry, 2008; Vadhanasindhu, 2002). In 1985, 139 NGOs concerning development and social assistance issues had made an agreement to establish the NGO Coordinating Committee (Promgird, 2008). This organization is a coordinating organization that aims to coordinate between NGOs and the governmental organizations and also among NGOs in different regions (Promgird, 2008; Thai Development Support Committee, 2003). There is a national organization of NGO Coordinating Committee in Bangkok, Thailand, and other NGO Coordinating Committees in the four regions of Thailand (Thai Development Support Committee, 2003): 1) NGO Coordinating Committee on Rural Development in the Lower North and Central Region, 2) NGO Coordinating Committee on Rural Development in the North, 3) NGO Coordinating Committee on Rural Development in the North-eastern, and 4) NGO Coordinating Committee on Rural Development in the South.

However, not all NGOs in Thailand were the members of NGO Coordinating Committee (NGO-COD) as only 575 members of NGO-COD were found in the Directory of Non-Governmental Organizations published in 2003 (Thai Development Support Committee, 2003), while 18,000 NGOs were officially registered in Thailand (Lowry, 2008; Ungpakorn, 2004b).

NGOs in Thailand can be either registered or unregistered organizations (Lowry, 2008; Tongsawate & Tips, 1988). Even though registered NGOs might receive some benefits such as legal status and credibility, in 1984, only 40 % of development NGOs had registered (Tongsawate & Tips, 1988). Unregistered status of many Thai NGOs might be resulted from several reasons (Tongsawate & Tips, 1988). Firstly, some NGOs have applied for legal status for a long time but their applications were delayed (Tongsawate & Tips, 1988). Secondly, NGOs which have been in operation for short-term projects do not prefer to register (Tongsawate & Tips, 1988). Thirdly, some NGOs do not prefer to be registered organizations at all because they may not prefer to report on their financial status (Tongsawate & Tips, 1988) or to avoid being controlled by the government (Miller-Grandvaux et al., 2002). It seems like NGOs might decide themselves whether they need to register or not.

Since 1991, NGOs in Thailand have been networking with each other (Promgird, 2008). NGOs had been operating in a network in order to assist each other (International Labour Organization, 2002; Janya, 2007; Promgird,

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2008). They expected that they would attain the goals because of their cooperation (International Labour Organization, 2002; Promgird, 2008).

Even though NGOs are becoming the important actors for the national development, the domestic NGOs still have weaknesses such as limited funding and resources (Kongchantuk, 1995; Simmons, 2003; Sriviboon, 1999; Suwannarat, 2003) and image problem (Janya, 2007; Simmons, 2003; Sriviboon, 1999). While some people perceived NGOs as the threats to the development of Thailand (Simmons, 2003; Suwannarat, 2003) because the NGOs often protested against the government's policies (Janya, 2007), some people might perceive that NGOs protect the public interests (e.g. protecting human rights, promoting educational development, and promoting environmental conservation) (Janya, 2007). Additionally, NGOs' funding problem was caused by declining external support (Simmons, 2003; Suwannarat, 2003). Many NGOs have turned to the Thai government for funding support (Suwannarat, 2003).

3.2.3   History of NGOs in the Songkhla province, Southern Thailand

Songkhla province located in Southern Thailand (Chongsuvivatwong, Yipintsoi & Apakupakul, 2008) (see Figure 3.1) is a developing area where some NGOs have been operating (Shooruang, 1997; Thai Development Support Committee, 2003).

Figure 3.1

Map of Provinces in Southern Thailand

Source: Modified from Ketchoo, Sangthong & Chongsuvivatwong (2011)

In 1981, the first NGO of the South of Thailand was established in the Songkhla province, namely Fishing Community Development, Ban Pak Bang Natub (Shooruang, 1997). Later, the number of NGOs increased. According to The Directory of Non-governmental Organizations published in 2003 (Thai Development Support Committee, 2003), thirty-five NGOs in Southern Thailand

were the members of NGO-COD (Thai Development Support Committee, 2003) (See Appendix C). But it was noted that probably not all NGOs in Southern Thailand were members of NGO-COD.

Generally, NGOs in Southern Thailand aim to develop the quality of life for people in the community (Thai Development Support Committee, 2003). According to an increase in the number of NGOs in Southern Thailand, NGOs might play increasingly important role in community development that affects the lives of people. But very few researches have been done in this area (Coate et al., 2006). Most studies instead had paid attention to NGOs in other regions of Thailand (Kumhang, 2005; Ketudat, 1998; Kongchantuk, 1995; Sriviboon, 1999; Thowakulphanich, 2002; Wasanon, 1997).

Most NGOs in Southern Thailand have operated in the Songkhla province. Eleven NGOs in the Songkhla province were the members of NGO-COD (Thai Development Support Committee, 2003). However, this listing of NGOs in the Songkhla province could be out of date (See Appendix C). Some NGOs could have ended their operation because the smaller NGOs are lacking funding and resources (Kongchantuk, 1995; Simmons, 2003; Suwannarat, 2003). Their operation is mostly for short-term projects (Kongchantuk, 1995).

Similar to those NGOs in other regions of Thailand (Janya, 2007; Suwannarat, 2003), NGOs in the Songkhla province have an image problem.

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Some NGO activities in Songkhla seemed to be harmful to the development of the country. For example, in 2002, there was the violent incident resulting from the protest against the Thai-Malaysian gas pipeline project in the Hatyai district, Songkhla province, Southern Thailand (National Human Rights Commission of Thailand, 2003). The police officers arrested some NGO workers who were protesting nearby the JB Hotel in Hatyai district (National Human Rights Commission of Thailand, 2003).

On the other hand, NGO activities can be considered as purposeful activities to protect public interest (Bjerneld et al., 2006; Janya, 2007). These activities have great impact on the lives of people (Janya, 2007). But the issues of NGOs, particularly in the Songkhla province, have received less attention from researchers.

3.3   JOB OPPORTUNITIES AND EMPLOYMENT POTENTIAL IN NGOS IN THAILAND

Since the number of officially registered NGOs in Thailand had increased to 18,000 (Lowry, 2008; Ungpakorn, 2004b), NGOs might have the capacity to offer job opportunities to people. The job seekers (including professionals) can obtain a variety of tasks in NGOs (Kongchantuk, 1995) because these organizations are operating based on diverse issues (Janya, 2007; Kongchantuk, 1995; Vadhanasindhu, 2002).

In Thailand, NGOs can also be considered as a part of non-profit organizations (NPOs) (Office of the National Economic and Social Development Board, 2010). The annual official figures for employment in NGOs are difficult to get. Based on official statistics provided by the National Statistical Office of Thailand (2007), in 2006, there were 65,457 NPOs in Thailand (National Statistical Office of Thailand, 2007) that were composed of 130,681 staff and 792,500 volunteers (Office of the National Economic and Social Development Board, 2010) (see Table 3.1). Most workers in NPOs were volunteers, while other workers were paid staff. In comparison between year 2001 and 2006, the number of NPOs had increased while the number of paid staff too had increased. But the number of volunteers in NPOs had decreased. It seemed like the non-profit sector were able to employ more staff in 2006.

Table 3.1

The Number of Staff, Volunteers, and Non-Profit Organizations in Thailand (Produced by the National Statistical Office of Thailand)

Year	Staff	Volunteers	Non-Profit Organizations
2001	106,724	1,069,000	55,805
2006	130,681	792,500	65,457

Source: Office of the National Economic and Social Development Board, 2010

On the other hand, the number of NPOs in 2006 provided by Office of the National Economic and Social Development Board (Office of the National

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Economic and Social Development Board, 2010) was different from the number of NPOs in 2006 produced by the National Statistical Office of Thailand (National Statistical Office of Thailand, 2007). According to an official report published by Office of the National Economic and Social Development Board (2010), there were 70,792 NPOs. This report showed that compensation of employees in the non-profit sector had increased from RM 4.0081 billion in 2006 to RM 4.5295 billion in 2008 (Office of the National Economic and Social Development Board, 2010). Therefore, the non-profit sector could offer job opportunities for the job seekers who are committed to NPO or NGO jobs.

A study by Ketudat (1998) contends that most NGO workers are university graduates. Most senior workers graduated from social science (such as social development, social work, social welfare, and community development), whereas most of junior workers graduated from business administration (such as accounting and finance) (Ketudat, 1998). Hence, some university graduates might be interested in job opportunities in NGOs.

However, most NGOs in Thailand were rarely supported by the government (Kongchantuk, 1995; Simmons, 2003). Thus the NGOs had to seek funding support themselves (Kongchantuk, 1995; Suwannarat, 2003). They often operated for short-term projects. This leads to an insecure employment status and short-term contracts because NGOs had only little money to pay employees' salaries or compensation (Kongchantuk, 1995).

Generally, it was recognized that NGOs paid lower salary and benefits to employees than the business and governmental organizations (Kongchantuk, 1995; Thowakulphanich, 2002). As a result, there is a lack of good workers who are willing to work in NGOs (Kongchantuk, 1995). Potential employees may choose to work for other organizations where they can get better compensation (Thowakulphanich, 2002). Some studies found that NGOs in Thailand had a high turnover rate (Kongchantuk, 1995; Thowakulphanich, 2002; Wasanon, 1997). This had an impact on the efficiency and effectiveness of NGOs in Thailand (Thowakulphanich, 2002).

Nevertheless a study on human resource development (HRD) in NGOs in Bangkok (Wasanon, 1997) states that NGOs do provide the opportunities for workers to develop their knowledge, skill and ability through the activities such as meetings, conferences, seminars, counseling, and trainings. Subsequently these activities would later be evaluated. The results of evaluation could be used to improve the employees' (including the professionals) job performances (Wasanon, 1997). NGOs generally focused on the success of the organization rather than career success of individual workers (Wasanon, 1997). It is the challenges and the satisfaction of doing the work which attract interested employees to apply to work in NGOs.

3.4 CAREER PROSPECTS IN NGOS IN THAILAND

The domestic NGOs in Thailand can be categorized into two: 1) the big NGOs and 2) the small localized NGOs (Wasanon, 1997). Both have their own attractiveness for professionals (i.e. university graduates) and other employees.

Thowakulphanich (2002) said NGOs in Thailand are weak in promoting their activities to potential employees. Even though the two studies by Lowry (2008) and Shooruang (1997) state that NGOs seemed to be ineffective in motivating employees to go and work for them in Thailand, there were still some people who were willing to work in NGOs (Ketudat, 1998; Shooruang, 1997). Ketudat (1998) asserts that most people who are concerned about social problems decided to work with NGOs. Shooruang (1997) contends that some workers in NGOs actually preferred to work in NGOs for a long time but they could only work for a short time because the salaries provided by the NGOs were not enough for living.

The NGOs probably are not doing enough promotional and marketing activities to attract potential people who are committed to NGO activities. A study by Simmons (2003) argues that the domestic NGOs (Thai NGOs) lack public relations skills, for example, people can easily get access to information on international NGOs rather than information on the Thai NGOs whether through internet sites or personal interviews. As a result, people might not

receive enough information to make their decision to work with NGOs. The NGOs should study and consider the factors that are affecting the decision of employees to enter and continue their work with NGOs (Ketudat, 1998; Thowakulphanich, 2002). The leaders of NGOs in Thailand (including Songkhla province of Thailand) need to approach the university authorities and work with them on a continuous basis to get the talented graduates (Ketudat, 1998).

A study on the factors which influence the decision of junior and senior social workers to work for NGOs in the Bangkok metropolitan area (Ketudat, 1998) asserts that there were eight similar factors influencing the decision to work with NGOs in both junior and senior workers as follows: 1) background and expectation, 2) individual characteristics, 3) desire, 4) experience, 5) social problem, 6) image of NGOs, 7) persuasion from surrounding people, and 8) satisfaction in previous job.

Ketudat (1998) found that most junior and senior workers had similar criteria that influenced their decision to join NGOs. Background and expectation; they began to work for NGOs when they were 20-30 years old. Bangkok is their native city. They initially joined NGOs with bachelor's degrees from public universities in Bangkok. They were single when they began to work for NGOs. Their family had earned enough money to make a living. They had good relationships with their families. Most workers had similar expectations about the roles of NGOs. Individual characteristics; they liked to share their opinions with

others. They liked to help disadvantaged people. They needed to develop themselves. They had good human relations. Desire; they needed opportunities to work in order to help the society. Experience; their experiences (e.g. their experiences about social activities) influenced their decision to work with NGOs. Social problem; they understood about social problems. They also faced social problems. Image of NGOs; image of NGOs influenced their decision to join NGOs. Persuasion from surrounding people; their decision to work with NGOs was affected by surrounding people such as their family, friends, teachers or lecturers, and NGO workers. Satisfaction in previous job; their previous jobs were unchallenging and inflexible. This influenced their decision to work with NGOs.

According to a study by Ketudat (1998), it can be said that both junior and senior workers were concerned about social problems. They might decide to work with NGOs because they needed to solve social problems. Similarly, a study on the development and roles of NGOs in Thailand by Janya (2007) maintains that NGOs in Thailand were established based on people's needs for participation in solving social problems and social development. Since they knew that the roles of NGOs were related to helping disadvantaged people (Ketudat, 1998), they might choose to work for NGOs because NGO jobs might respond to their needs for helping disadvantaged people. Therefore, people who prefer NGO jobs should prepare themselves before entering the NGO sector. They should develop the skills (e.g. management and financial skills) that are required for

working effectively in the NGO sector (Lowry, 2008). Particularly, their career management skills could be developed through their university experiences as well (Bridgstock, 2011).

While the organizations nowadays have changed their work practices in terms of being flexible and adaptive (Clarke & Patrickson, 2008), NGOs too need to develop more flexible approaches in terms of recruiting potential employees (Wasanon, 1997). Wasanon (1997) suggests that human resource development (HRD) activities in NGOs that are focused on the traditional concept should be shifted to the concept of career development. These career development initiatives should not be restricted to just the big domestic NGOs which have the resources to carry out more formalized plans. Small localized NGOs could also provide some limited guides to their employees on how to conduct self-development activities to improve their work skills and knowledge. This aspect is necessary for maintaining career motivation in NGOs because the organizations (or employers) who can provide appropriate career development programs associated with their employees' needs could maintain employees' motivation (Chen et al., 2004).

Additionally, some people did decide to work with NGOs although the NGOs could not offer job security for them (Ketudat, 1998). It can be said that the NGOs can provide good career prospects for people who are interested and

committed to NGO activities. This includes prospects in NGOs in Thailand in general and also in the Songkhla province of Thailand.

3.5   CHAPTER SUMMARY

In Thailand, the NGOs had played an important role in national development. Although there was an increase in the economic growth in Thailand, there were also many problems (e.g. the economic disparities between urban and rural areas (Yiengprugsawan et al., 2010), and environmental problems (Janya, 2007)) resulting from the economic development. The government was not able to solve all the problems by itself (Ketudat, 1998; Promgird, 2008) because these problems were complex and varied (Jongsthapongpanth & Bagchi-Sen, 2010; Ketudat, 1998; Lacher & Nepal, 2010). Hence, help from the NGO sector is necessary for achieving national development (Ketudat, 1998; Office of the National Economic and Social Development Board, 2010), since NGOs have been operating for diverse issues (e.g. health issues, environmental issues, and cultural issues (Thai Development Support Committee, 2003)). But NGOs in certain region such as the Songkhla province of Thailand have received little or less attention from researchers in the past.

NGOs seem to be inefficient in motivating staff because of the lack of capacity to provide attractive compensation for their employees (Shooruang,

1997) and a lack of capacity to communicate their information (e.g. NGO activities and NGO job opportunities) to the public (Simmons, 2003). This may thwart their organizational development.

Even though the NGOs lacked the capacity to provide stable employment for employees, NGOs in Thailand (including in the Songkhla province of Thailand) are still able to provide good career prospects for the committed people. An understanding of the career decision process of employees (especially professionals) who conscientiously choose to work in NGOs could be useful to NGO leaders in developing suitable recruitment and selection strategies in their respective NGOs.

CHAPTER 4

METHODOLOGY

4.1   INTRODUCTION

This chapter discusses various research methods considered for the study, the research design, the operational definitions, the various qualitative research methods, the selected research method, the sampling, unit of analysis, design of the research protocol, the data collection method, the data analysis method, the flow of a qualitative research process, the researcher's observations as a non-participant observer, and the information obtained from secondary documents. The chapter then ends with the chapter summary.

4.2   RESEARCH DESIGN

Qualitative research approach can be used to discover individual ideas and subjective experiences (Klein, Tellefsen & Herskovitz, 2007). It can provide a deeper understanding of social phenomena (Klein et al., 2007; Malshe, 2011; Tetnowski & Damico, 2001; Williams & Gunter, 2006), since it tries to find out how and why certain social phenomena occur (Tetnowski & Damico, 2001).

Based on the how and why questions posed for this study, it was deemed that the qualitative research approach would be most suitable to answer the questions (Klein et al., 2007; Malina, Nørreklit & Selto, 2011; Tetnowski & Damico, 2001; Williams & Gunter, 2006; Yin, 1984) because personal experiences (e.g. career motivation of NGO professionals) cannot be meaningfully expressed in numerical terms that are used for quantitative research (Berg, 2001).

It is however acknowledged that qualitative researchers are diverse (Hahn, 2008). They use different epistemological assumptions, research methods, methodologies, and designs to answer their research question (Hahn, 2008). Berg (2001) argues that multiple methodological techniques (also referred to as a mixed method or triangulation (Bryman, 2006; Plggot-Irvine, 2008)) should be used to investigate the same phenomenon so that the researchers obtain more important aspects of reality. Methodological triangulation can provide meaningful information that may not be accessed through the use of only one methodological technique (Thurmond, 2001).

Methodological triangulation (usually three techniques (Berg, 2001)) can be within-method triangulation and between- or across-method triangulation (Berg, 2001; Thurmond, 2001). Within-method triangulation refers to using at least two methodological techniques from the same approach, either quantitative or qualitative approach (Thurmond, 2001). Between-method triangulation is the

use of both quantitative and qualitative methodological techniques in the same study (Thurmond, 2001).

For example, researchers could use within a quantitative mixed-method approach such as the combination of survey questionnaires and pre-existing data from database (Thurmond, 2001). For within a qualitative mixed-method approach, many researchers (e.g., Brooks, 2008; Facey, 2010; Yarwood, 2007) use the combination of in-depth interviews, non-participant observation, and secondary documents. The use of between-method triangulation combine between quantitative and qualitative methodological techniques, for instance, a study by Foster, Whysall and Harris (2007) adopted a survey (using research questionnaires) and in-depth interviews to investigate the factors that limit and support female career progression in the retail industry.

4.3   OPERATIONAL DEFINITIONS

This section presents the keywords being used in this study and their definitions as follows:

4.3.1   Non-Governmental Organizations (NGOs)

The researcher defines NGOs as the organizations, associations, or foundations (Tongsawate & Tips, 1988) that are not part of government and do

not work for profit (Allard & Martinez, 2008; Jepson, 2005; Kameri-Mbote, 2000). The operation of NGOs concerning social responsibility such as consumers' right protection, promotion of democracy and human rights, labor development, and natural resources and environmental issues (Thai Development Support Committee, 2003).

4.3.2 Localized NGOs

This term refers to domestic NGOs which are operating in the country, particularly in a developing country (Bosher, 2007). These NGOs normally have limited resources (Promgird, 2008; Wiktorowicz, 2002). The researcher defines localized NGOs as domestic NGOs or Thai NGOs which are operating in Thailand.

4.3.3 Work

Work is a purposeful activity (Biru, 2011; Morin, 2004; Orozco, 2003) which aims to produce something useful (Morin, 2004) or achieve desired outcomes (Barney, 2000). The researcher defines the work of NGO professionals as purposeful activities (such as organizing, managing, planning, directing, etc. (Brown, 2007)) to achieve NGO goals.

4.3.4   Career

Career is an individual's perceived sequence of NGO work activities toward his or her work experience in NGOs over time (Cappellen & Janssens, 2005; El-Sabaa, 2001; Hall & Heras, 2010; Kidd, 2008; Rhebergen & Wognum, 1997).

4.3.5   Career Motivation

Career motivation encompasses individual NGO professional's motivation associated with a wide range of decisions and behaviors related to NGO career (Byrne et al., 2008; Fugate et al., 2004).

4.3.6   Work Motivation

Work motivation refers to "the psychological processes that influence individual behavior with respect to the attainment of workplace goals and tasks" (Bennell, 2004, p. 8).

4.3.7   Career Development

Career development is defined as "a process whereby an individual develops a career consistent with his or her interests, abilities, and goals" (Choi, 2009, p. 25).

4.3.8   Career Choice

A career choice can be defined as an individual preference for choosing one career over the other alternative career options (Agarwala, 2008).

4.3.9   Career Decision

Career decision is defined as the decision of an individual NGO professional to join the NGO sector (Banks, 2010; Willis et al., 2009) and the decision to continue to remain the sector (Banks, 2010).

4.3.10 Career Decision Making

Career decision making encompasses activities which involve identifying objectives, collecting information, generating career options, and evaluating different alternatives before making career choices (Greenbank & Hepworth, 2008).

4.3.11 Career Path

Career path is organizational frame for creating career opportunities for NGO professionals (Hölzle, 2010). Every career path level is associated with a professional's qualification, incentives, and development measures (Hölzle, 2010). Professionals' career path could occur throughout their working life since their entry into NGOs (Fournier et al., 2010).

4.3.12 Career Management

Career management is defined as activities that are driven by NGOs and NGO professionals for the purpose of planning and managing the professionals' careers (De Vos et al., 2008).

4.3.13 Career Self-Management

Career self-management is a process of self-managing or self-leading such as gathering career information, planning for career problem solving, and making a decision (Quigley & Tymon Jr., 2006).

4.3.14 NGO Professional

Professional is a person who has the type of job which involves a high level of education and skills (Yusoff, 2009). As a study by Jain (1998) defined a professional as a university graduate in a particular field (e.g. library science), the researcher then defines an NGO professional as a person who is a university graduate (Jain, 1998; Keen, 2010) in any field and who works in Non-Governmental Organization (NGO).

4.4   VARIOUS RESEARCH METHODS CONSIDERED FOR THE STUDY

There were various research methods which could be considered for the study such as case study, ethnography, grounded theory, action research, and mixed method (a combination of in-depth interviews, non-participant observation and secondary documents). This section reviews the concepts, the strengths and weaknesses of each method (see Table 4.1).

The first method considered was the case study method. This method was made popular by Yin (1984). Case study is defined as a particular issue, an event, or a unit of analysis (Mohd Noor, 2008). Case study method aims to investigate a contemporary phenomenon within its real life context (Yin, 1984). It is used to "investigate activities or complex processes that are not easily separated from the social context within which they occur" (Cutler, 2004, p. 367). It can use

multiple sources of information including observations, interviews, audio-visual materials, and documents and reports (Creswell, 1998). Some strengths perceived by supporters of case study is that it is useful for exploring complex phenomenon in the real life situation (Baxter & Jack, 2008; Mohd Noor, 2008), it uses a variety of data sources (Baxter & Jack, 2008; Mohd Noor, 2008) and it is good understanding of processes in organizations (Alqatawna, Siddiqi, Akhgar & Btoush, 2009). However, it also has its weaknesses such as its results may not be generalizable to other context (Jabar, Sidi, Selamat, Abdul Ghani & Ibrahim, 2009; Qi, 2009), it has bias influenced by the researcher's beliefs and its participants' behaviors may be affected by the researcher (Lacono, Brown & Holtham, 2009).

The second method considered was ethnography. It is a method to study a phenomenon from the perspective of a culture of a context. It focuses on producing detailed description of events and experiences (Legg, 2010; Turner & Fozdar, 2010). Researchers can collect data about the culture of communities by their direct observation as well as by collecting data from the community members (Şandru, 2009). The main methodological techniques that are used by researchers are participant observation and in-depth interview (Maneewat, 2009; Şandru, 2009).Thus some of its strengths are it is useful for understanding a culture of a particular group of people, it provides deep and accurate descriptions of a culture and it can handle both macro study as well as micro study (Ng & White, 2005). Like case study, it also has its weaknesses such as it takes a long

time to complete (Goulding, 2005; Jordan & Dalal, 2006; Ng & White, 2005) and it poses some difficulties for a researcher who is not a member of the 'culture' or the community under study (Goulding, 2005; Ng & White, 2005).

The third method considered was grounded theory. This method was made famous by Glaser and Strauss (1967). Grounded theory proposes to develop a "theory grounded in the data itself rather than in predefined hypotheses" (Tollin & Jones, 2009, p. 531). Theory is created from a process of data categorization (Cutler, 2004; Idrees, Vasconcelos & Cox, 2011) and a process of constant comparative analysis (Hunter, Hari, Egbu & Kelly, 2005; Lakshman, 2007). Data is coded and categorized based on the key themes (Iaquinto, Ison & Faggian, 2011). This method can gather data from a variety of sources such as in-depth interviews, observations (e.g. participant (Brady & Loonam, 2010) and non-participant observations (Bowen, 2006)), and secondary documents (Bowen, 2006). It uses an inductive approach as a principal technique (Barnett-Page & Thomas, 2009; Bowen, 2006; Nguyen & Nguyen, 2011). Based on an inductive approach, the theory is produced from data analysis (Brady & Loonam, 2010; Tollin & Jones, 2009). Some of its strengths are it starts quickly and immediately when the researcher is ready (Goulding, 2005; Jabar et al., 2009), it is good to study a phenomenon which is poorly understood (Ng & White, 2005; Schroeder, Linderman, Liedtke & Choo, 2008) and it is also good at uncovering feelings or thought processes of people (Goede & De Villiers, 2003). Nevertheless, it has its share of weaknesses such as it does not allow the

researcher to leave a fieldwork until it reaches 'saturation' (Goulding, 2005), it does not provide data which can be generalizable to other context (Ferrers, 2008) and it needs a skillful researcher to interpret the data (Jabar et al., 2009).

The fourth method considered was the action research. It is "a problem focused, context specific and participatory method, commonly involving a change intervention geared to address a research question" (Soh, Davidson, Leslie & Abdul Rahman, 2011, p. 259). It needs researchers and practitioners to work closely together throughout the process of research project (Hartmann, Fischer & Haymaker, 2009). Various types of data collection methods can be used for action research such as participant observation, general discussion, debriefing of meetings, review of official meetings, review of official documents, and review of the plan for each action research cycle (French, 2009). Its strengths are: it can benefit both practitioners and scholars (Zuber-Skerritt & Perry, 2002) because it can be used not only to find solutions to practical problems (French, 2009; Soh et al., 2011; Zuber-Skerritt & Perry, 2002) but also to create knowledge or theory (Coughlan & Coghlan, 2002; Zuber-Skerritt & Perry, 2002), and it can use the various types of data collection methods while traditional research often has a specific method for data collection (French, 2009). But it has some weaknesses such as it needs the researcher to take action actively to participate with group members (Coughlan & Coghlan, 2002; French, 2009), it needs the researcher to become a member of group or organization

(Zuber-Skerritt & Perry, 2002), and its findings could not be generalized to other cases (French, 2009).

The last method considered was the mixed method (comprising in-depth interviews, non-participant observation and secondary documents). It can be defined as the use of multiple methodological techniques (Berg, 2001). Particularly for a mixed method within qualitative approach, it can include in-depth interview, non-participant observation, and analysis of secondary data (Walker & Clark, 2010). These methodological techniques are useful for conducting qualitative research, since in-depth interviews represent participants' opinions and feelings, non-participant observation provides the opportunity for researchers to gain insights into specific issues or events, and secondary documents can be used to support the information gathering from in-depth interviews and non-participant observation (Yarwood, 2007). Its strengths are: it provides credibility as it uses multiple data sources (Shenton, 2004), it gives wider information (Meijer, Verloop & Beijaard, 2002) and it can also be used to determine the existence of convergence between the data (Meijer et al., 2002). But it also has some weaknesses such as its data quality depends a lot on the researcher's intuition (Meijer et al., 2002), it is difficult to replicate (Meijer et al., 2002) and its credibility depends on the researcher's guarantee (Iwasaki, 2008).

Table 4.1

Comparative Methods in Qualitative Study

Research Methods	Strengths	Weaknesses
Case Study	1. Case study research method is useful for the exploration of complex phenomenon within its real-life context (Baxter & Jack, 2008; Mohd Noor, 2008).	1. The results of case study may not be generalizable (Jabar et al., 2009; Qi, 2009).
	2. This method uses a variety of data sources to ensure that the issue is explored through a variety of lens to understand the phenomenon (Baxter & Jack, 2008; Mohd Noor, 2008).	2. Bias occurs from the impact of the researcher's own beliefs (Lacono et al., 2009).
	3. Case study research method is suitable for obtaining deep understanding of social or organizational processes because it provides rich data (Alqatawna et al., 2009).	3. The researcher could influence participants' behaviors (Lacono et al., 2009).

Table 4.1 (Continued)

Research Methods	Strengths	Weaknesses
Ethnography	1. Ethnography is useful for understanding of the culture of particular group of people (Ng & White, 2005).	1. Ethnographic research may take a long time to study the culture (Goulding, 2005; Jordan & Dalal, 2006; Ng & White, 2005).
	2. Ethnography provides accurate and deep descriptions (Ng & White, 2005).	2. For the ethnic approach, it is difficult for outsider to establish a relationship with the group and become completely involve in it (Ng & White, 2005).
	3. Area of inquiry can be both macro-ethnography and micro-ethnography (Ng & White, 2005).	3. The researcher spends much time and energy to contact with group members (Goulding, 2005).
Grounded Theory	1. The researcher starts the field work as soon as possible (Goulding, 2005; Jabar et al., 2009).	1. The researcher could not leave the fieldwork until he or she reached the saturation (Goulding, 2005).
	2. Grounded theory can be used to uncover core variables within phenomenon that has not been studies or it is poorly understood (Ng & White, 2005; Schroeder et al., 2008).	2. The results would not be generalizable and could not apply in all situations and conditions (Ferrers, 2008).
	3. Grounded theory can be useful for investigating phenomena such as feelings, thought processes and emotions (Goede & De Villiers, 2003).	3. Grounded theory needs the skills of individual researcher to interpret data (Jabar et al., 2009).

Table 4.1 (Continued)

Research Methods	Strengths	Weaknesses
Action Research	1. Action research can benefit both management practices and knowledge contribution (Zuber-Skerritt & Perry, 2002).	1. The researcher must be a member of group or organization (Zuber-Skerritt & Perry, 2002).
	2. Action research can be useful for solving practical problems (French, 2009; Soh et al., 2011; Zuber-Skerritt & Perry, 2002).	2. The researcher must take action actively to participate with group members (Coughlan & Coghlan, 2002; French, 2009).
	3. A variety of data collection methods can be used for action research (French, 2009).	3. The findings from action research could not be generalized to other cases (French, 2009).
Mixed Method (in-depth interviews, non-participant observation and secondary documents)	1. Mixed method can be used to ensure credibility of the research findings (Shenton, 2004).	1. If using an intuitive approach for qualitative data analysis, the quality of this approach depends on the quality of individual researcher's intuition (Meijer et al., 2002).
	2. The use of more instruments provides more information (Meijer et al., 2002).	2. For the use of an intuitive approach, it is almost impossible to replicate the study (Meijer et al., 2002).
	3. The information gathering through more than one method could be determined if there is a convergence (Meijer et al., 2002).	3. The researcher has to try to guarantee the credibility of the data collected by multi-method triangulation (Iwasaki, 2008).

Sources: various sources as located in the table

4.5   THE SELECTED RESEARCH METHOD

There were possible methods for the study such as case study, ethnography, grounded theory, action research, and a mixed method within qualitative approach. Firstly, the case can refer to a program, an event, an activity, or individuals (Creswell, 1998). As the unit of analysis of the study was at the individual level, the cases can be composed of individual professionals (Darke, Shanks & Broadbent, 1998; Gerring & McDermott, 2007). Whereas case study provides thick description (Jones, Kriflik & Zanko, 2005), grounded theory can provide a generalized explanation that cannot be applied in all situations (Ferrers, 2008). The study of single case cannot be generalized to other communities (e.g. NGO professionals in other countries) or larger population (Creswell, 1998; Kates, 2007). Therefore, the researcher can consider multiple cases for the purpose of generalizability but the researcher may have to take more time to access these cases (Creswell, 1998).

Secondly, ethnography could be adopted to investigate career motivation of the NGO professional group in the Songkhla province of Thailand in cultural context. Since there were cultural differences in career motivation (Lopes, 2006a), ethnography can provide deep descriptions (Ng & White, 2005) of career motivation of NGO professional group but the researcher may take a long time to contact with the group of NGO professionals (Goulding, 2005). In the ethnographic approach, the unit of analysis refers to "the behavior of the intact

culture-sharing group" (Brown, 2008, p. 26) while the unit of analysis of the study was the individual NGO professional.

Thirdly, grounded theory can be used to study the phenomenon that is poorly understood such as the study of career motivation in uncovered area like localized NGOs in the Songkhla province of Thailand. But it depends too much on the researcher's skills to interpret data (Jabar et al., 2009). Grounded theory allows the researcher to know what is going on with an open mind (Jones et al., 2005). It is widely perceived as a difficult research methodology for new researchers or inexperienced researchers (Idrees et al., 2011). Particularly, grounded theory may not suitable for conducting a PhD thesis because a PhD program has to be done within a limited time frame (Idrees et al., 2011).

Fourthly, action research could be used to find the way to solve the problems in NGOs (including career motivational problems in NGOs), since its purpose is to find solutions to practical problems (Soh et al., 2011). It should be carried out by researchers who are members of NGO (e.g. NGO managers or staff) (Zuber-Skerritt & Perry, 2002). Zuber-Skerritt and Perry (2002) suggest that action research is suitable to be carried out by part-time students in full-time employment. Nevertheless, the researcher was a full-time student and she had difficulty to be a member of an NGO.

Lastly, mixed method is useful to investigate career motivation of NGO professionals through multiple methodological techniques. Generally, some researchers have perceived that a mixed method or triangulation involves a combination of some quantitative and qualitative research methods (Bryman, 2006; De Loo & Lowe, 2011; Malina et al., 2011) such as a combination of a survey and in-depth interview (Creswell & Plano Clark, 2007; Driscoll, Appiah-Yeboah, Salib & Rupert, 2007; Rocco, Bliss, Gallagher & Pérez-Prado, 2003). But actually, mixed method can refer to the use of multiple methodological techniques within qualitative approach as well (Berg, 2001).

This study had adopted a mixed method within qualitative approach comprising in-depth interviews, non-participant observations, and secondary documents. This relates to the suitability of the investigation method to be used and the research objectives. As the study of the NGO (in terms of management research) was rarely seen in Thailand, this was treated as a meaningful research in the management of NGOs in Thailand. Based on the analysis in Table 4.1 on comparative methods in qualitative study, the researcher was more confident with the mixed method within qualitative approach than the case study. Furthermore, the mixed method could meet the research objectives set by the researcher.

4.6   PARTICIPANT SELECTION

The participants in this research were the individual professionals of the identified NGOs. The researcher had chosen the Songkhla province in Southern Thailand as her study area. This was because the Songkhla province is a developing region in Thailand and it has some NGOs operating within the province (Shooruang, 1997; Thai Development Support Committee, 2003). However, it was noticed that research on these NGOs were rarely done. The localized NGOs were perceived as the short-term projects running (Aryal, 2011; Tongsawate & Tips, 1988). Since they may only work for a short period of time (Tongsawate & Tips, 1988), the human resource management issues of these NGOs have received less attention by researchers. The disadvantage of conducting research in localized NGOs is that these NGOs may end the projects before researchers complete their observation in NGOs.

On the other hand, the Directory of Non-Governmental Organizations in Thailand (Thai Development Support Committee, 2003) shows that some NGOs have been working in the Songkhla province of Thailand. If the listing of NGOs in the Songkhla province from the Directory of Non-Governmental Organizations in Thailand (Thai Development Support Committee, 2003) was up to date, it might be used to identify possible participants for the study. But this listing of NGOs was published since 2003. It might be out of date at the present time (see Appendix D, Research Diary, January 10, 2007) because

some NGOs in the Songkhla province probably had ended their operation (Tongsawate & Tips, 1988). Thus, a current list of NGOs which have been working at the time of the study was needed to be used for participant selection.

Based on the information from the Directory of Non-Governmental Organizations in Thailand (Thai Development Support Committee, 2003), there was a coordinating organization for NGOs in Southern Thailand (the Songkhla province is located in Southern Thailand), namely NGO Coordinating Committee on Rural Development in the South of Thailand (NGO-COD South). The researcher asked a coordinator for NGO-COD South for the latest listing of NGOs in the Songkhla province (see Appendix D, Research Diary, January 11, 2007). Then, the researcher got the latest listing of NGOs in the Songkhla province provided by a coordinator for NGO-COD South. Even though it presented incomplete information about the list of NGOs and the number of NGO workers (see Appendix D, Research Diary, January 12, 2007) because the coordinator for NGO-COD South had not updated a database of NGO membership completely, it can confirm that some NGOs have been working in the Songkhla province. It can be used to identify participants for the study through purposive selection sampling.

According to the listing of NGOs in the Songkhla province provided by a coordinator for NGO-COD South, five localized NGOs have been operating (see Appendix D, Research Diary, January 12, 2007). The researcher selected all five

NGOs from the listing of NGOs in the Songkhla province for her study. Therefore, all five NGOs in her study were the members of NGO-COD South which are as follows:

1.   The Promotion of Quality of Work Life for Informal Sector (Production Scheme)

2.   Consumer Right Protection Project

3.   Southern Alternative Agriculture Network

4.   Thai Sea Watch Association

5.   Public Policy Effects Network

Since an official document about the information of NGO professionals in NGO-COD South (e.g. the list of NGO professionals and their educational background) was unavailable, the researcher chose one NGO professional in NGO-COD South who could provide information about other professionals. Then later this person introduced the researcher to other four NGO professionals who also gave some information about the members of NGO-COD South in the Songkhla province. The researcher developed a current list of NGO professionals in the Songkhla province with the help of the five NGO professionals in NGO-COD South.

Overall, 16 professionals were recommended to be the participants in her study. The participant selection is based on the three criteria used in the study: 1) the manager or staff in the NGO was a university graduate, 2) the manager or

staff in the NGO was willing to be interviewed, and 3) the NGO was willing to allow the researcher to observe their activities as a non-participant observer. The numbers of respondents from each organization were distributed (see Table 4.2).

Table 4.2

The Numbers of Respondents

List of NGOs	The Number of NGO Professionals	The Number of Participants for the Study
1. The Promotion of Quality of Work Life for Informal Sector (Production Scheme)	4	4
2. Consumer Right Protection Project	3	3
3. Southern Alternative Agriculture Network	5	3
4. Thai Sea Watch Association	15	4
5. Public Policy Effects Network	2	2
Total	**29**	**16**

Out of 29 professionals identified, only 16 professionals were willing to participate in this study. However, the 16 NGO professionals could still give valuable data on career motivation of NGO professionals in the Songkhla province of Thailand.

4.7   A NON-PROBABILITY SAMPLING

In qualitative research, sampling is not aimed to obtain the representativeness of the population (Yuknis, 2010). It tends to be non-probability sampling (e.g. convenience sampling, purposive sampling, snowball sampling, and quota sampling) rather than probability sampling (e.g. simple random sampling, systematic random sampling, and stratified random sampling) (Berg, 2001). Conversely, probability sampling techniques have been widely used in quantitative research (Teddlie & Yu, 2007). It aims to ensure the representativeness of the whole population (Teddlie & Yu, 2007). Miles and Huberman (1994) maintain that qualitative samples are usually purposive rather than random. Thus, non-probability sampling techniques seemed to be more appropriate for the study than probability sampling techniques.

There were several non-probability sampling techniques which could be considered for the study such as convenience sampling, purposive sampling, snowball sampling, and quota sampling.

Firstly, convenience sampling aims to select participants who are readily available (Gray, 2011; Lambert & Clarke, 2004; Pierre, 2010). It allows researchers to choose individuals who are close at hand or easily accessible (Balakrishnan, Nekhili & Lewis, 2011; Berg, 2001), and who are willing to participate in their studies (Gray, 2011; Lambert & Clarke, 2004; Teddlie & Yu,

2007). The use of convenience sampling furnishes researchers with a large amount of information in which researchers can obtain quickly (Hoff, 2011).

Secondly, purposive sampling (also called judgmental sampling (Berg, 2001; Nadiri, Hussain, Ekiz & Erdoğan, 2008)) is defined as picking participants that are judged to be typical of the population (Nadiri et al., 2008; Topp, Barker & Degenhardt, 2004). It has some weakness that it may be unable to include each population element (Robison, 2011). Participant selection was based on the sampling criteria set for the study (Bruno, Gomez & Matthews, 2011). Purposive sampling is used when researchers identifies a specific population (Cooper-Molinero, 2010), for example, this study tries to obtain NGO professionals who were university graduates. Purposive sampling was suitable for the study. It could be used to gain access to NGO professionals in the Songkhla province of Thailand because the researcher can develop the list of respondents to meet the sampling criteria.

Thirdly, snowball sampling (also called chain or network sampling (Kim & Kizildag, 2011)) is used to gain participants from the friendship network (McDonald & Lai, 2011). Miles and Huberman (1994) maintain that the purpose of snowball sampling is to "identify cases of interest from people who know people who know what cases are information-rich" (p.28). When researchers finish each interview, they can ask the participant to identify other individuals

who can provide some information and who may be willing to be interviewed by researchers (Blodgett & Tapia, 2011).

Lastly, quota sampling is used to ensure that the sample represented the characteristics of the population and every subgroup of the population is selected to be the sample (Beneke, Frey, Chapman, Mashaba & Howie, 2011; Wan & Cheng, 2011). In doing so, the population may be divided into subgroups so that researchers can select all types of population (Voigt, Brown & Howat, 2011). The sample is expected to be representative of the population (Foscht, Maloles III, Swoboda & Chia, 2010).

For this study, the researcher decided to use purposive sampling which is considered as a suitable sampling technique for the study. She sought the updated listing of NGOs and NGO professionals in the Songkhla province of Thailand. There is an official Directory of Non-Governmental Organizations in Thailand published in 2003. But it was out of date. Thus, the researcher used the latest listing of NGOs in the Songkhla province provided by a coordinator for NGO-COD South. The NGOs were selected by purposive selection from this listing.

While the list of NGO professionals was unavailable, the researcher then purposively developed a current list of NGO professionals for the requirements of this research. She had first chosen one NGO professional in NGO-COD South who then gave the specific information about the other professionals and the

NGOs they were working for. Then later she was introduced to other four NGO professionals in NGO-COD South. These NGO professionals were helpful to the researcher in creating a current list of NGO professionals in the Songkhla province.

4.8   THE UNIT OF ANALYSIS

Unit of analysis refers to "a way of conceptualizing research to focus on some level of actors within some system" (Williams, 2005, p. 8). In qualitative research, the unit of analysis can be defined as a great variety of objects of study such as individual, group, institution or community (Di Gregorio & Davidson, 2007; Graneheim & Lundman, 2004). Basically, the unit of analysis and the unit of observation are one and the same (Di Gregorio & Davidson, 2007). The chosen unit of analysis depends on what the research wants to analyze, for example, the research may aim to analyze the individual, the process, or the difference between organizations (Baxter & Jack, 2008).

On the other hand, the unit of analysis may refer to interviews or research diaries, the word or phrase written in the transcripts of the interviews, or an interaction under the study (Graneheim & Lundman, 2004). Schellens and Valcke (2006) state that each complete message could be chosen as the unit of analysis for coding or categorizing the data.

The unit of analysis is a key factor that should be considered for research design (Di Gregorio & Davidson, 2007) because it provides a clear focus for the study (Holland, 2001). Generally, the unit of analysis is chosen based on the purpose of research (Cheung, 2011). Since this study aimed to investigate career motivation of NGO professionals that could be expressed in behaviors and perceptions of individual NGO professional (Carden, 2007), the unit of analysis of the study was the individual NGO professional who was identified and interviewed.

4.9   THE DEVELOPMENT OF THE RESEARCH PROTOCOL

The research protocol comprised of questions in dual languages – English and Thai. These questions were based on questions used by previous researchers in similar studies: 1) A study of motivation, money and respect: A mixed-method study of Tanzanian non-physician clinicians (Chandler, Chonya, Mtei, Reyburn & Whitty, 2009), 2) A study of Herzberg's two-factor theory of work motivation tested empirically on seasonal workers in hospitality and tourism (Lundberg, Gudmundson & Andersson, 2009), and 3) a study of strategic alignment and middle-level managers' motivation in a balanced scorecard setting (Decoene & Bruggeman, 2006). These studies focused on factors motivating the workers to work (Chandler et al., 2009; Decoene & Bruggeman, 2006; Lundberg et al., 2009). They adopted in-depth interviews for data collection (Chandler et al., 2009; Decoene & Bruggeman, 2006; Lundberg et al., 2009).

This study developed the research protocol (see Appendix A) which had the following questions:

1.   How long have you been with the NGO?

2.   What does the NGO do?

3.   What work did you perform initially? (when you first joined)

4.   What work do you perform now?

5.   Why do you work for this NGO?

6.   Does this NGO pay you well?

7.   Please explain whether money motivates you to work in this NGO.

8.   Please explain what factors motivate you to work here apart from money.

According to the research protocol used in this study, the question 1, 2, 3, and 4 were related to the individual's work experience in NGO. The answers to these questions were expected to provide a clear picture of the professional's work experience in NGO. Question 1 was aimed to know the period of time the individuals have been working with NGOs (e.g. 3 years, 6 years, or 10 years) because motivated professionals might continue their work with NGOs for a long time. Question 2, 3, and 4 were aimed to know the NGO professionals' work experience (i.e. what work they performed in NGOs) that might influence the NGO professionals' motivation to work for NGOs because they could be motivated by the job itself (Lundberg et al., 2009). The purpose of question 5, 6,

7, and 8 is to know what motivated the NGO professionals to choose to work for NGOs (which was based on the research question of this study). Since open questions were adopted in the three studies by Chandler et al. (2009), Decoene and Bruggeman (2006), and Lundberg et al. (2009), this study too used open questions for the interviews.

Decoene and Bruggeman (2006) assert that the factors motivating the workers to work can be divided into two main types: intrinsic factors (e.g. feelings of achievement and self-actualization) and extrinsic factors (e.g. financial rewards). This study then adapted the idea of intrinsic and extrinsic factors to develop the questions. The questions used in the research protocol focused on monetary factors (i.e. financial factors or extrinsic factors) and non-monetary factors (i.e. non-financial factors or intrinsic factors) because the respondents may easily understand the word 'money' compared to the word 'extrinsic factor'. The questions using the words 'intrinsic factor' or 'extrinsic factor' may be suitable for individuals who had knowledge of intrinsic and extrinsic motivation. Therefore, question 7 and 8 in the research protocol used the word 'money' rather than 'extrinsic factor'.

A study by Lundberg et al. (2009) show that the researcher may ask many questions to find out what factors affect individual career motivation. The questions posed by Lundberg et al. (2009) are: 1) Do you feel that you are motivated by management? 2) Do you feel that you are motivated by your line

manager? 3) Do you feel that you are motivated by your co-workers? 4) Do you feel that you are motivated by performing your job (i.e. the job itself)?

This study, however, created broader questions than the questions posed by Lundberg et al. (2009) because it was difficult to identify the correct factors influencing career motivation of NGO professionals in the Songkhla province of Thailand. The study identified the broad factors motivating NGO professionals into two main types: money related factors and non-money related factors. Question 6 aimed to know the feelings of NGO professionals on their wage or salary. Then, the respondents were asked to explain whether money motivate them to work in NGOs or not (question 7) and they were asked to explain other factors apart from money which motivate them to work in NGOs (question 8).

The research protocol was used as a guideline for the interview while the researcher asked more questions (i.e. follow-up interview questions) to the respondent besides the questions in the research protocol. Similar to a study by Chandler et al. (2009), in this study, the questions for interview were formed during discussion between the researcher and each respondent in order to get more information and to cover various aspects of career (e.g. career choice, career decision making, career development, career self-management, and career path) which may be related to the career motivation of NGO professionals. The information from the interviews could answer the research questions posed in

this study. The follow-up interview questions developed by the researcher are as follows:

1. How do you know this NGO?

2. Do you get any job promotion from this NGO?

3. Were you satisfied with your salary?

4. Do you receive any welfare?

5. Do you feel comfortable with this NGO's provision for your welfare?

6. Did you attend training courses when you worked with this NGO?

7. Did your abilities improve when you worked with the NGO?

8. Did you get a chance to work for other organizations?

The research protocol was originally written in English. But it needs to be translated from English into Thai because all respondents are Thais who may feel more comfortable with Thai language than English language. The translation of both versions, the English version into Thai and the Thai version into English, adopted back translation methodology by Brislin (1970).

The translation of the English version protocol into Thai was made with the assistance of an English/Thai language expert from Hatyai University in Thailand. The interviews in Thai were recorded using tape cassettes. Then later the interviews were transcribed originally in Thai version. The transcripts of the interviews in Thai were translated into English with the help a second

English/Thai language expert from Hatyai University in Thailand. Any inconsistency between the translated English version and original version were resolved by an agreement between the first English/Thai language expert and the second English/Thai language expert. Brislin (1976) suggests that the examination of back-translation by translators is the mean to obtain reliability and validity of the translation. Finally, the revised version of the translation was used for the study.

Besides the research protocol, the research consent form was developed (see Appendix A, Research Consent Form). The research consent form included the name of the researcher and her personal details (e.g. contact number and email address), the research title, the purpose of the study, the statement for asking participants to participate willingly in the study, the confidentiality statement, the explanation of interview process, and signature of consent.

The research consent form was originally written in English. But the participants who were unable to understand English may feel more comfortable to sign consent form in Thai compared to in English. Then, the research consent form in English version was translated from English into Thai by an English/Thai language expert. All 16 participants had signed a consent form in Thai before they were interviewed by the researcher. They preferred to sign a consent form in Thai rather than in English.

4.10   DATA COLLECTION

The researcher had collected both primary data and secondary data. She had obtained the primary data through in-depth interviews and non-participant observations that were based on materials such as research diary, taped cassettes, transcripts of the interviews, and photographs. Particularly, the interviews were conducted using a research protocol which was composed of some main questions. Since each level of analysis needs a different approach for data collection, for example, personal interviews are the possible data collection method for individuals, not for an organization (Williams, 2005). Similarly, personal interviews are suitable for this study because the unit of analysis of the study was the individual NGO professional. Additionally, the researcher also investigated the secondary data from books, directory, journals, and past theses.

The researcher started to conduct fieldwork to gather the information about NGOs and NGO workers in the Songkhla province of Thailand since December 22, 2006 (see Appendix D, Research Diary, December 22, 2006). The information gathered from fieldwork was useful for the research design. Then later, she further gathered information about the career motivation of NGO professionals in the Songkhla province of Thailand. She had observed NGO activities as a non-participant observer. The information gathered from non-participant observation was written down by the researcher in the form of research diary (see Appendix D, Research Diary).

The data collection using in-depth interviews took place over approximately five months. The researcher could not complete the interviews of the 16 participants earlier than five months because sometimes they were not in their NGO offices. The participants usually worked or did activities outside. The researcher then chose one NGO professional who can introduce her to the other NGO professionals and who can also make appointments with the participants for her. Then the researcher waited until the participants were ready to be interviewed.

The researcher began the first interview in December 21, 2007 and she finished the last interview in May 20, 2008. Basically, the interviews were conducted within 30 minutes (the average time of interviews was 32 minutes). The length of the interviews ranged from 15 minutes to 65 minutes. Lavallee, Bruce and Gorely (2004) state that the length of time for each interview depends on the participant (e.g. participant's speed of response to questions) and time available for him or her to be interviewed by the researcher.

4.11   DATA ANALYSIS

Qualitative data analysis involves coding of the data collected and subsequently the analysis of the data (Bryman & Bell, 2007). This section will present some data analysis methods, several qualitative analysis software, Hahn's (2008) data analysis model, and the tape-recorded interviews.

4.11.1 Some Data Analysis Methods

In contrast with quantitative data, qualitative data is usually in the form of words rather than numerical data (Basit, 2003; Crofts & Bisman, 2010; Lensu, 2002; Miles & Huberman, 1994). As a result, qualitative data analysis is mostly done with words (Crofts & Bisman, 2010; Miles & Huberman, 1994). These words must be organized to permit the researcher to analyze the data (Basit, 2003; Crofts & Bisman, 2010; Miles & Huberman, 1994).

Coding or categorizing the data is important to analysis (Basit, 2003). Coding data can use both manual and electronic methods, for example, a study by Basit (2003) examined the use of manual and electronic methods to code data which were collected mainly by in-depth interviews in two different research projects. Basit (2003) argues that the choice to use manual and electronic methods depends on the size of the project, the funds and time available, and the inclination and expertise of the researcher.

For qualitative data analysis, computer systems can only notice similarities in the texts and point them out to the researcher while the researcher is able to judge the meaning of the texts in the real world (Crofts & Bisman, 2010; Lensu, 2002). Systematic qualitative analysis consists of three levels of coding (Lensu, 2002): 1) breaking data into pieces and abstracting them, 2)

condensing the resulting codes into categories, and 3) deriving theoretical constructs for categories using academic and empirical knowledge.

Similarly, Miles and Huberman (1994) contend that qualitative data analysis is composed of three concurrent flows of analysis activity: data reduction, data display, and conclusion drawing and verification. Firstly, data reduction is the process of selecting, focusing, simplifying, abstracting, and transforming the data (Miles & Huberman, 1994). Secondly, data display refers to an organized, compressed assembly of information that permits conclusion drawing and action (Miles & Huberman, 1994). The displays include many types of matrices, graphs, charts, and networks, which are useful for analysis (Miles & Huberman, 1994). Display format is driven by the research questions and the concepts developed for the study which is often presented in the form of codes (Miles & Huberman, 1994). Thirdly, the organized data allows the researcher to draw and verify conclusions (Schiele & McCue, 2006).

Since the data collection of the study was based on various sources (e.g. research diary, secondary documents, tape cassettes, transcripts of the interviews, and photographs), a data source matrix was used to validate the data gathering from these sources (see Appendix F). Miles and Huberman (1994) explained that "a matrix is essentially the crossing of two lists, set up as rows and columns" (p. 93).

Additionally, Hahn (2008) asserts that it is not easy to organize qualitative data which is collected by interviews, field notes, direct observations, and secondary documents. The qualitative researchers have similar research challenges although they use different specific methods (Hahn, 2008). Consequently, Hahn (2008) developed data analysis model which could be useful for conducting qualitative research.

In order to organize and manage qualitative data, researchers can use either manual or qualitative data analysis software. The next sub-division will present several qualitative analysis software that is being used by researchers such as NVivo and Atlas.ti.

4.11.2 Several Qualitative Analysis Software

There are several qualitative analysis software in the markets which have been developed to assist the qualitative researchers to organize and manage their data effectively. But the two most notable software are NVivo and Atlas.ti (Bandara, 2006). NVivo is a computer program for qualitative data analysis (Bandara, 2006). It supports analysis of qualitative data because it assists the researcher to manage data, manage ideas, query data, graphically model, and report from data (Bazeley, 2007). Similarly, Atlas.ti is the qualitative data analysis software (Smit, 2002). It is a useful tool for managing large sections of

text, visual, and audio data while the data is analyzed by the researcher (Smit, 2002).

However, this study had chosen Hahn's (2008) data analysis model by using the features found on Microsoft such as Excel and Word. The tables developed in the study are kept in the Excel and Word formats.

4.11.3 Hahn'S (2008) Data Analysis Model

The qualitative data analysis approaches developed by the scholars, e.g. Hahn (2008), Miles & Huberman (1994), are related to similar principle of data analysis. Generally, the data is organized to be manageable for the researcher to analyze the data (Hahn, 2008; Miles & Huberman, 1994). This study, however, used Hahn's (2008) data analysis model because it provide a clear picture of qualitative data analysis which can be applied to this study. Since the decision to use manual and electronic (i.e. software) methods depends on the size of participants (e.g. large or small size) (Basit, 2003), the researcher decided to use manual method because the study had a small sized participants. Hahn's model which emphasizes category development using Microsoft Word and Microsoft Excel was suitable method for the study. Hahn's (2008) model was also adopted by former researchers such as Nadeau (2011) and Sueker (2011).

The study had generally followed the data coding proposed by Hahn (2008) (see Figure 4.1). According to him, there are four levels of coding:

Level 1: Initial coding or open coding

Level 2: Focused coding or category development

Level 3: Axial or thematic coding

Level 4: Theoretical concepts

This study applied level 1, 2, and 3 of Hahn's data analysis model. But level 4 was not adopted because the study purpose was not to develop a theory. Finally, the data analysis of the study reached level 3 of Hahn's model. Level 3 provided the refined themes to be used for writing a thesis (Hahn, 2008).
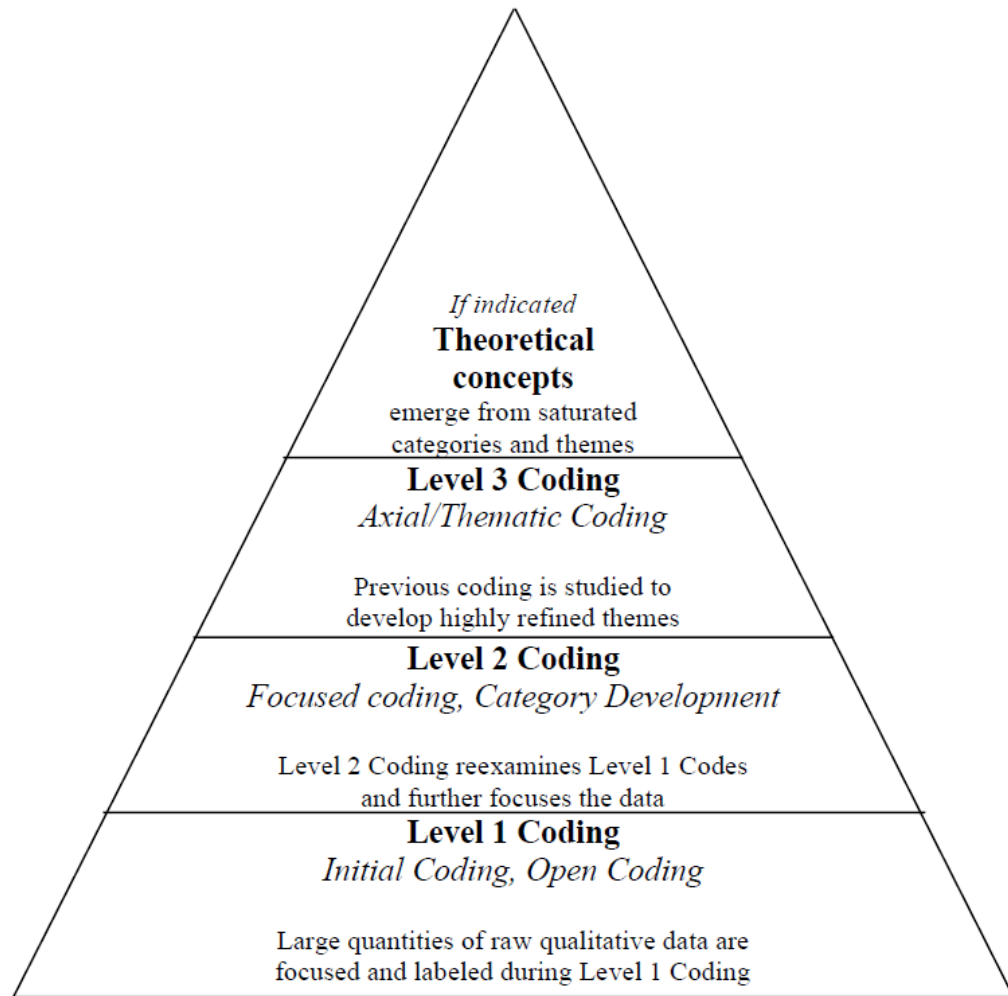
Figure 4.1

Hahn's (2008) Data Analysis Model

Source: Hahn (2008)

Level 1 Coding, is the first phase of qualitative coding (also referred to as initial coding or open coding) which aims to significantly reduce the qualitative data. This data would become more manageable for the researcher (Hahn, 2008). The researcher highlighted the text of transcripts of the interviews that she may

use for the level 2 coding. The participants' ideas that were supposed to be able to answer the research questions were highlighted by the researcher.

Level 2 Coding, is to further refine the data. This phase is focused coding or category development using Microsoft Excel and Microsoft Word (Hahn, 2008). The researcher categorized the key themes and put it in a table format using both Microsoft Word and Microsoft Excel. The choice to use Microsoft Word and Microsoft Excel was based on the software user's needs and requirements (Pally & Yurttas, 2010). The level 2 coding provided larger data than the Level 3 coding. For the level 2 coding, the tables in the Word format were designed for paper-printouts, while the tables in the Excel format were useful for data analysis because they can be viewed quickly and easily.

Level 3 Coding, is the phase to refine the themes (also referred to as axial coding or thematic coding) (Hahn, 2008). The new themes were emerged while some earlier themes were rejected (Ma, 2008). For this study, the refined themes were typed in a table format using Microsoft Word and Microsoft Excel. Level 3 codes are refined enough for writing reports (Hahn, 2008). Therefore, the researcher wrote the research findings based on the data derived from the level 3 coding.

Level 4 Coding, is theoretical development. This phase is to develop theories from the data which is analyzed by researcher. The previously

discovered categories and themes are reexamined for theory development (Hahn, 2008). However, this study was not aimed to achieve this stage of data analysis (theoretical development). The level 1, 2, and 3 coding were enough for writing this thesis.

4.11.4 The Tape-Recorded Interviews

All the interviews in Thai were recorded using cassettes and later transcribed word by word in Thai. The researcher replayed and listened to the tape cassettes several times. The quality of recording was good. All the interviewees' voices were very clear. Then, the transcriptions in Thai were translated into English with the assistance of two English/Thai language experts from Hatyai University in Thailand. In the qualitative data analysis, the key themes and issues obtained from the transcripts were categorized and put in a table format. Then the particular opinions or ideas of the respondents were determined.

A tape recorded interview has its strengths and weaknesses even if it is permitted by the interview subject. Some of the strengths are: a tape recorder can be useful in recording the exact conversation (Bailey, 2009; King, 2009; Koepf, 2009) while a large amount of information may be lost in written interviews (Bucher, Fritz & Quarantelli, 1956a), it eliminates the interviewer's bias for selecting some part of the interview to note down (Bucher et al., 1956a), it can be

played over and over again for checking data precision (King, 2009), it allows the researcher to focus on the interviewee rather than on writing notes and it allows the researcher to get more interviews than those who taking notes (Bucher et al., 1956a).

On the other hand, some of its weaknesses include the interviewee may question the usage of the machine (e.g. what it is or why it is being used that can lead to mistrust between interviewer and interviewee) (Bucher et al., 1956b), it can make the interviewee uncomfortable (thus giving less or filtered information) with a tape recorder as he or she does not want the conversation to be recorded (Kashif, 2009; Sherman, 2009; Sinecka, 2009), it can make the researcher use the tape recorder for each interview (to avoid the occurrence of mechanical problem) (Bucher et al., 1956b), the respondent may not pay full attention to a conversation with interviewer if he or she also pays attention to a tape recorder (Graybill, 2009), and finally it can affected by the quality of the interviewee's voice and also the surrounding conditions where the interview is conducted (Koepf, 2009; Sinecka, 2009).

The research decided to use the tape recorded interview. Although the tape recorded interview has some weaknesses, the researcher tried to avoid any unwanted conditions which may affect the quality of recording. The researcher conducted the interviews in suitable places that were far from noise. She had conversation with the participant while she set up the tape recorder. This could

allow the participant to relax and not pay more attention to the tape recorder (Bucher et al., 1956b). If the participant felt uncertain about the use of the tape recorder, the researcher would explain that the tape recorder is being used to make sure that she will not miss any word that the participant says.

4.12   THE FLOW OF THE RESEARCH PROCESS

In qualitative research, it was always highlighted by qualitative research experts (Gilbert, 2001; Jackson, 1999; Neuman, 2009) that the research starts with data collection first and then followed by the review of relevant literature which can explain the data. Henceforth, the process becomes iterative with further data collection and data analysis.

This research had also followed similar steps. Some initial review of the literature was done and subsequently some questions were developed. Basically, the main questions for interview were based on the research protocol. On the other hand, the researcher came up with other questions besides questions posed in the research protocol during discussion between the researcher and each participant in order to obtain more information. The researcher gave an explanation of each question to the participant who could not get a clear understanding. Thus, all participants understood the questions asked by the researcher.

Moreover, the researcher noticed that there were particular words being used by the NGO professionals, for instance, the word "a coordinator" was used to refer to a project manager for the NGO. Then, the researcher used the same word (a coordinator) when she made a conversation with other professionals (who work at the same NGO) who came later so that they can definitely understand the meaning. After the interviews, the researcher analyzed the emerging themes from them and then referred to the relevant literature to explain the themes and the results.

4.13 THE OBSERVATIONS OF THE RESEARCHER AS A NON-PARTICIPANT OBSERVER

The non-participant observer does not completely involve himself or herself in the group of respondents (Househ, 2008) but only observes the activities, people, and physical aspects of the situation which are being studied (Qablan, Abu Al-Ruz, Khasawneh & Al-Omari, 2009).

Non-participant observation method was useful for investigating career motivation in NGOs in the Songkhla province of Thailand because the researcher was easily allowed access to NGOs. Based on the non-participant observation approach, the researcher was not required to perform as the member of an NGO (Househ, 2008; Gentile, 2009). Berg (2001) states that the research project should be conducted by appropriate method in which the researcher has possible

access to the target group. The non-participant observation was considered as the possible method for the study because it was less biased than participant observation (Househ, 2008; Gentile, 2009). In doing so, the researcher did not only interview the NGO professionals concerned but was also allowed by the respective NGOs to observe their activities and operations such as their meetings and their work.

Generally, the researcher had observed that initially the parties involved (whether managers or staff) were a little skeptical and afraid of the researcher's presence (see Appendix D, Research Diary, January 3, 2008; January 19, 2008). But later when they had accepted her presence and had perceived her presence as non-threatening, the relationships between them and the researcher became smoother (see Appendix D, Research Diary, January 20, 2008). These phenomena were seen by previous researchers in other studies too (Ayella, 1993; Burgess, 1991; Okumus, Altinay & Roper, 2007).

There are some strengths and weaknesses with regard to the non-participant observation. In terms of strengths, non-participant observation is perceived as less biased than participant observation because an observer does not participate as a member of the social group (Househ, 2008; Gentile, 2009), he or she spends less time in observing participant's behavior (Nurani, 2008), he or she has easy access to the social group because his or her interaction with the respondents is limited (Nurani, 2008), he or she can countercheck whether what

is being said by group members are the same as their actions (Mulhall, 2003) and he or she can observe the group members in their natural state without interfering with the conditions surrounding the group (Parke & Griffiths, 2008; Landis, 2009) so that distortion of data could be minimized (Tsai, 2009).

In terms of the weaknesses, a non-participant observer could not get the full understanding of a phenomenon as he or she is not involved totally with the group process (Househ, 2008), he or she cannot get to the heart or soul of the social group (Nurani, 2008), he or she in observing some phenomenon must record the information (Bevir & Rhodes, 2006; Burry, 2009; Gentile, 2009; Nurani, 2008; Stanford, 2009), he or she may make the respondents feel uneasy with his or her presence (Nurani, 2008) and lastly he or she can observe the respondents' behavior but cannot interact with them (Burry, 2009; Landis, 2009; Parke & Griffiths, 2008).

Since the researcher used non-participant observation for data collection, she may face some disadvantages due to the usage of non-participant observation method. Therefore, she made an effort to avoid the disadvantages of this method. While the non-participant observer may not get a clear understanding of a phenomenon (Househ, 2008), the researcher searched more information about NGOs in the Songkhla province of Thailand (e.g. their work activities and employee benefits) from secondary documents and discussion with some NGO professionals in order to get a true understanding of career motivation of NGO

professionals. Additionally, the researcher chose one NGO professional in NGO-COD South who can introduce the researcher with other NGO professionals. This could reduce their skeptical feelings about the researcher's presence.

4.14   THE SECONDARY DOCUMENTS

The researcher had obtained the secondary data through books, directory, journals, theses, and brochures. She had gained the list of NGOs in Thailand and the history of NGOs in Thailand from the directory namely the Directory of Non-Governmental Organizations in Thailand published in 2003 (Thai Development Support Committee, 2003).

The researcher had reviewed relevant literature through books, journals, and theses. These documents provide particular knowledge (such as career and work motivation, career choice, career decision making, career development, career self-management, and career path) that is very useful for this study.

4.15   CHAPTER SUMMARY

This chapter had described the foundation for the methodology adopted for this study. In line with the objectives of the study, it was considered that a triangulation method within the qualitative approach (comprising in-depth

interviews, non-participant observation and secondary documents) was the most appropriate means to conduct the study.

Even though the methods being used for this study (e.g. the tape recorded interview and non-participant observation) have some weaknesses, the researcher tried to resolve these problems to achieve higher quality of data collection. Hahn's (2008) data analysis model was applied for this study. Then, the study reached the three stages of Hahn's data analysis model. The final coding was used for writing this thesis. The research findings will be presented in the next chapter.

CHAPTER 5

THE RESULTS

5.1   INTRODUCTION

This chapter presents the results gathered from in-depth interviews, non-participant observation, and secondary documents. It describes the background of respondents, the factors motivating the NGO professionals to enter NGOs and remain in NGOs, the career choice of the NGO professionals, the career decision-making process of the NGO professionals, the career development of the NGO professionals, career self-management of the NGO professionals, and finally, the career path of the NGO professionals.

5.2   BACKGROUND OF THE RESPONDENTS

The results were mainly based on the data gathered from in-depth interviews while the data gathered from non-participant observation and secondary documents were used in order to obtain more aspects of the same phenomenon (Berg, 2001). The respondents were selected from five NGOs in the Songkhla province, Southern Thailand. The codes were used for protecting the names of NGOs as follows: 1) NGO1, 2) NGO2, 3) NGO3, 4) NGO4, and 5) NGO5. Based on the information gathered from in-depth interviews, secondary

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documents (e.g. brochures), and non-participant observation (see Appendix D, Research Diary, October 5, 2007; January 18, 2008), these NGOs had been working for specific issues. Two comments said:

"We had been working for a specific issue" (Miss A/ NGO1)

"This project had been operating for specific issues" (Miss E/ NGO2)

The focuses of the NGOs' operation included the promotion of quality of work life for workers, the consumer rights protection, the promotion of alternative agriculture, the promotion of the strength of small-scale fishermen network and coastal resources reservation, and the publication of public policy effects. The comments are listed as follows:

"This project involves the promotion of health… We support them (workers in the informal sector) to improve their work environment" (Miss A/ NGO1)

"Our work relates to the promotion of quality of work life for workers in the informal sector" (Miss B/ NGO1)

"Our work is regarding health and safety promotion for labor in the informal sector" (Miss C/ NGO1)

"The core job is to promote issues such as the strengthening of network, policies, health and safety… We help the labor force in the informal sector to solve their problems so that they can look forward to their future" (Miss D/ NGO1)

""NGO2" has been operating for the consumers. This NGO emphasizes on the strength of the consumers" (Miss E/ NGO2)

"The core job of this NGO is to organize training courses in order to promote the strength of consumers. We coordinated with other organizations that were related to consumer rights protection. We promoted public policies and public campaigns regarding consumer rights protection" (Mrs. F/ NGO2)

"Our work is related to consumer rights protection and health insurance. The health insurance concerns consumer rights protection because the consumers should receive health insurance" (Miss G/ NGO1)

"The alternative agriculture is opposed to chemical agriculture. We promoted the wisdom recovery that could be adopted for community's organization. It should not lead to the commercial purpose. It would lead to the wellbeing and happiness of community" (Mr. H/ NGO3)

"This office deals with organizational development, knowledge development, promoting productive farming, and alternative agriculture marketing" (Miss I/ NGO3)

"The strategies can be divided into five dimensions… These dimensions were collapsed into three dimensions: 1) managing network of alternative agriculture 2) knowledge management and 3) managing factors of production" (Mr. J/ NGO3)

"The target group of this NGO was small-scale fishermen. The main group was the small-scale fishermen of the coastal zone" (Mr. M/ NGO4)

"This NGO was involved in helping the small-scale fishermen. We trained the small-scale fishermen. They faced some problems such as boundary problems and trawl problems… This NGO also promoted the marine and coastal resources reservation" (Mr. N/ NGO4)

"The "NGO5" educated the villagers regarding the public policy effects" (Mr. O/ NGO5)

"This NGO works for the villagers who suffered from public policy" (Miss P/ NGO5)

Overall, sixteen respondents were interviewed. All respondents are Thais. These respondents are professionals who were university graduates and who were willing to be interviewed by the researcher. Basically, the interviews were conducted within 30 minutes (the average time of interviews was 32 minutes). The length of the interviews ranged from 15 minutes to 1 hour 5 minutes. All interviews were conducted in Thai language. The research findings were based on the level 3 of data analysis. The level 3 (axial or thematic coding) of data analysis provided the refined themes that is used to write the research findings (Hahn, 2008). The refined themes for the level 3 coding were derived from the research questions posed in this study.

The information regarding the personal background of the NGO professionals (such as age, gender, degree of study, program of study, job position, and work experience) were gathered mainly from their curriculum vitaes (CVs) while some NGO professionals also gave some information about their personal background during their interviews.

Nine of the NGO professionals were females while seven of them were males (see Table 5.1). The average age of the professionals was thirty-five years old. They were university graduates. Two professionals graduated with master's degrees, while fourteen professionals graduated with bachelor's degrees (see

Table 5.2). These professionals graduated in various fields (see Table 5.3). All professionals graduated from local universities in Thailand.

Some NGO professionals had similar background, for instance, they were the activists and the participants of NGO activities before they entered NGOs. Three NGO professionals who were activists when they were the students said:

> "I also was an activist for student affairs at Ramkhamhaeng University" (Miss A/ NGO1)

> "I was also an activist" (Mrs. F/ NGO2)

> "I followed my friend to observe the activities. There was cooperation among the villagers… I have never experienced this kind of activity before. I often stayed at home or studied. So, I questioned myself" (Mr. O/ NGO5)

Three NGO professionals stated that they were the participants in NGO activities before they started to work with NGOs. They said:

> "I didn't work for any NGO but my friend worked for "NGO3". I usually joined their activities" (Miss D/ NGO1)

> "I had joined health insurance forum before I worked with this NGO" (Miss G/ NGO2)

> "I had participated in some activities which were conducted by the Voluntary Southern Development Club. Then, I thought I should do this kind of job" (Mr. L/ NGO4)

These NGO professionals might be interested in particular activities which were similar to NGO activities. They might value some factors derived

from their attention to NGO activities. Therefore, the factors motivating the NGO professionals to enter NGOs and remain in NGOs will be discussed in this chapter.

Table 5.1

The Numbers of Respondents by Gender

NGOs	The Numbers of Respondents by Gender		Total
	Male	Female	
NGO1	-	4	4
NGO2	-	3	3
NGO3	2	1	3
NGO4	4	-	4
NGO5	1	1	2
Total	**7**	**9**	**16**

Table 5.2

The Numbers of Respondents by Degree of Study

NGOs	The Numbers of Respondents by Degree of Study		Total
	Master's Degree	Bachelor's Degree	
NGO1	1	3	4
NGO2	-	3	3
NGO3	-	3	3
NGO4	1	3	4
NGO5	-	2	2
Total	**2**	**14**	**16**

Table 5.3

The Numbers of Respondents by Programs of Study

Programs of Study	The Number of Respondents
M.S. in Environmental Management	1
M.A. in Labor and Welfare Development	1
B.A. in Political Science	3
B.Sc. in Environmental Science	1
B.A. in Public Administration	2
B.A. in Community Development	2
B.Sc. in Pharmaceutical Sciences	1
B.A. in General Management	1
B.A. in Accounting	1
B.Ed. (Education)	1
B.A. in Mass Communication	1
B.Sc. in Marine and Coastal Resources Management Technology	1
Total	**16**

Some NGO professionals had worked with NGOs for a long time, for example, some professionals had worked with NGOs for 10 years or more. The average period of time for the professionals working with NGOs was 10 years and 3 months. The longest period of time for a professional working with NGOs compared with others, was 26 years. However, there was also a newcomer who had just started to work with one NGO for 6 months (at the time of data

collection) (see Table 5.4). Their answers to the question, "How long have you been with the NGO?" were consistent with the information on the time period of employment in NGOs gathered from their CVs. These CVs were written by the professionals themselves. All the professionals had entered their respective NGOs with bachelor's degrees. But two of them had proceeded to obtain master's degrees on a part-time basis while they were still working with their NGOs.

Eleven respondents had worked with their NGOs since they graduated with their bachelor's degrees, whereas five respondents had initially worked for some governmental or business organizations (see Table 5.5). Although some NGO professionals had worked with the respective NGOs for just several years, they had worked with other NGOs prior to joining their current jobs. Table 5.4 shows the duration of the professionals' work with one or more NGOs from the past until the present. All respondents had worked with the respective NGOs as full-time professionals.

Table 5.4

The Time Period of Employment in NGOs for the Individual Professional (from

Previous to Current NGOs)

Respondents	Current Job Position	Current Work Status (Full-Time vs. Part-Time)	A Period of Time for Working with NGOs (from Previous to Current NGOs)
A	Coordinator	Full-time	17 years
B	Officer	Full-time	3 years
C	Officer	Full-time	2 years
D	Officer	Full-time	6 years
E	Coordinator	Full-time	6 years
F	Consultant	Full-time	11 years
G	Officer	Full-time	1 year
H	Coordinator	Full-time	17 years
I	Officer	Full-time	5 years
J	Officer	Full-time	9 years
K	Director	Full-time	26 years
L	Office Manager	Full-time	19 years
M	Officer	Full-time	1 year
N	Officer	Full-time	6 months
O	Coordinator	Full-time	18 years
P	Officer	Full-time	10 years

Table 5.5

Work Experience of the Individual Professional (from the Past until Now)

Respondents	Work Experience of the Individual Professional		
	Organization	Job Position	Year to Year
A	1st NGO	Officer	1991-1997
	2nd NGO	Officer	1997-1999
	3rd NGO	Officer	1999-2000
	4th NGO	Coordinator	2002-2008
B	Governmental organization	Officer	2002-2003
	1st NGO	Officer	2004-2005
	2nd NGO	Officer	2005-2007
	3rd NGO	Officer	2007-2007
C	NGO	Officer	2006-2008
D	1st NGO	Officer	2002-2006
	2nd NGO	Officer	2006-2008
E	NGO	Coordinator	2001-2008
F	1st Governmental organization	Lecturer	(not specified)
	2nd Governmental organization	Manager	(not specified)
	Business organization	Pharmacist	(not specified)
	1st NGO	Project manager	(not specified)
	2nd NGO	Consultant	1997-2008
G	Governmental organization	Officer	2003-2004
	Self-employed	(not specified)	2005-2006
	NGO	Officer	2006-2008

Table 5.5 (Continued)

Respondents	Work Experience of the Individual Professional		
	Organization	Job Position	Year to Year
H	1st NGO	Volunteer	1991-1992
	2nd NGO	(not specified)	1992-1995
	3rd NGO	(not specified)	1995-1995
	4th NGO	(not specified)	1996-1996
	5th NGO	(not specified)	1996-1997
	6th NGO	Coordinator	1997-2008
I	1st NGO	Officer	2003-2004
	2nd NGO	Officer	2004-2005
	3rd NGO	Officer	2005-2006
	4th NGO	Officer	2006-2008
J	NGO	Officer	1999-2008
K	NGO	Officer	1981-1985
		Coordinator	1985-1996
		Director	1996-2004
		Coordinator	2004-2007
		Director	2007-2008
L	1st NGO	Officer	1989-1995
	2nd NGO	Assistant director	1996-1998
		Office manager	1999-2008
M	1st NGO	Coordinator	2005-2006
	Governmental organization	Officer	2006-2007
	2nd NGO	Officer	2007-2008

Table 5.5 (Continued)

Respondents	Work Experience of the Individual Professional		
	Organization	Job Position	Year to Year
N	Governmental organization	Assistant lecturer	2002-2004
		Assistant researcher	2004-2006
	NGO	Officer	2007-2008
O	1st NGO	Officer	1990-2005
	2nd NGO	Coordinator	2005-2008
P	1st NGO	Volunteer	1998-1999
		Officer	1999-2001
	2nd NGO	Coordinator	2003-2005
	3rd NGO	Volunteer	(not specified)
		Officer	(not specified)
	4th NGO	Officer	(not specified)-2008

Since five respondents had worked in other organization (such as governmental and business organizations), they had resigned from their previous jobs before they began to work with NGOs as full-time officers. However, these five professionals did not explain the reasons why they resigned from their previous jobs in governmental and business organizations.

Ten professionals had worked with other NGOs before they entered their current NGOs while six professionals started the NGO profession with their current NGOs (see Table 5.5). Two professionals who started their first job with the current NGOs said:

"It was my first job" (Miss E/ NGO2)

"This was my first job and I continued working for this NGO" (Mr. K/ NGO4)

Two professionals explained about their reasons for leaving the former NGOs before they joined the current NGOs. One professional said that her former NGO had no budget to pay for employee compensation, whereas another professional expressed the influence of parents on his decision to resign from the former NGO. He resigned from the former NGO because his parents needed him to work and live in his hometown. This can also be considered as the cause of his limited career alternatives because his decision was influenced by his parents. This was similar to a study by Mitra (2011) that indicated the family influences on the career decision of NGO workers too. The two comments are as follows:

"In 2006, "NGO3" had no budget to employ workers" (Miss D/ NGO1)

"After my parents asked me to work in my hometown in Songkhla, I resigned from the previous job" (Mr. H/ NGO3)

The NGO professionals might choose to work for NGOs because of the motivational factors. The next section will present the factors motivating the NGO professionals to enter NGOs and remain in NGOs.

5.3 THE FACTORS MOTIVATING THE NGO PROFESSIONALS TO ENTER NGOS AND REMAIN IN NGOS

Since individuals could be motivated by two main types of motivational factors: financial and non-financial factors (Al-Ahmadi, 2009; Decoene & Bruggeman, 2006; Templer, Armstrong-Stassen & Cattaneo, 2010), this section explains the non-financial factors that motivated the NGO professionals to enter NGOs and remain in NGOs. It also explains why the NGO professionals were not motivated by financial factors. It presents the information that could answer the research question 1: What motivated the NGO professionals to choose to work for NGOs in the Songkhla province of Thailand?

5.3.1 Non-Financial Factors

This section presents non-financial factors which affected the NGO professionals' motivation to work in NGOs. Based on the comments by the NGO professionals, they were likely to be motivated by non-financial factors such as social goals, job characteristics, commitment, and happiness at work.

The Social Goals

The NGO professionals were motivated by their social goals. They needed to achieve their social goals. They focused on several issues such as

social equality, community development, and people's well-being. Ten comments are stated as follows:

"I like to help people. I can play a part in developing our society in order to achieve social equality… My purpose is to achieve better community development… I need to know the actual problems and the real lifestyle of people" (Miss B/ NGO1)

"This organization allowed me to choose the area of fieldwork myself. I think I will choose my own village for fieldwork because I want to develop my community. I would like to serve the people in the community" (Miss C/ NGO1)

"The development of their well-being makes me happy" (Miss D/ NGO1)

"I think I worked here because I felt responsible not because of compensation… I get a chance to promote social values. I want to be a concerned citizen" (Mrs. F/ NGO2)

"We have social goals which we need to achieve" (Mr. H/ NGO3)

"I knew that the villagers faced some problems. So, I needed to help them to solve their problems. I continued to do this job" (Miss I/ NGO3)

"I like social work. I have done something like this. It was more than ideal. Some NGO workers impressed me when they helped me and other people in my village" (Mr. J/ NGO3)

"…they considered other dimensions besides income such as the social and political dimension… I appreciate this job. If I wasn't doing this job, I don't know what else I would be doing. If I didn't do anything, my life will be worthless… I was interested in coastal zone management. So, I continued working for this issue" (Mr. K/ NGO4)

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"I was interested in community development and social development" (Mr. N/ NGO4)

"I knew about social problems. I had questioned myself about social problem. I thought our society should not be like this… I feel like our society is bad. There is no place for weak or vulnerable people. These people are often hurt by others. This phenomenon was my motivating factor. I was proud when my work succeeded" (Mr. O/ NGO5)

The researcher observed that an NGO professional who worked for promoting occupational development for villagers looked so happy when she explained about her job (see Appendix D, Research Diary, December 17, 2007). When the researcher accompanied her to the village, she usually discussed about social problems (see Appendix D, Research Diary, January 18, 2008). She might concentrate on the social goals.

The Job Characteristics

The NGO professionals were motivated by job characteristics that were similar to five core job characteristics developed by Hackman and Oldham (1980). Hackman and Oldham (1980) agreed that job enrichment leads to work motivation. Hackman and Oldham (1980) identified the important characteristics of job that should be enriched such as skill variety, task identity, task significance, autonomy, and feedback.

The first factor, skill variety, is the degree to which a job requires a variety of skills. It involves the use of different skills of the person to carry out

the work (McKnight, Phillips & Hardgrave, 2009). The NGO professionals showed skill variety being used for their work. They worked for various tasks in which many skills were required. Seven sources said:

"I have been working here as an officer for field work. I am a coordinator for our activities" (Miss B/ NGO1)

"I have been working here as a clerk until now. I also have to go to the villages for fieldwork. I can work in any situation, as an office staff or a field worker. I enjoy fieldwork. I get to know so many people because of this job. I coordinate the local administration organization and the villagers" (Miss C/ NGO1)

"At first, I was doing various tasks" (Miss E/ NGO2)

"I did various tasks. These tasks were related to documentation, finance, and information. I also worked as a disc jockey" (Miss G/ NGO2)

"I did various tasks. I was not an Assistant Coordinator. My function identified in this project was as the staff of training division. In practice, I had been doing various tasks. Some tasks were not related to my position. In everything, I worked according to the NGO's mission. I helped this network in every task" (Mr. H/ NGO3)

"My core tasks were cooperating with the networks, organizing information, developing project and supporting the movement of networks" (Miss I/ NGO3)

"I did many tasks such as organizing meetings, coordinating, and accounting" (Mr. J/ NGO3)

Second, task identity is the degree to which the job requires completion of a task, from beginning to end (Katsikea, Theodosiou, Perdikis & Kehagias, 2011). The NGO professionals perceived their task identity as important because

they often participated in all the work processes. They might understand their work processes very well. The four interviewees said:

> "I think that the NGOs' work style is attractive. Everybody could participate in all the work processes" (Miss A/ NGO1)

> "We met once a week. In our meetings we often discussed about our activities and our plans… We work as a team. We often discussed the job procedure" (Miss E/ NGO2)

> "We often discussed our work together" (Miss G/ NGO2)

> "We often discussed together about strategies and goals" (Miss P/ NGO5)

The researcher was at an NGO office while the NGO professionals were meeting on January 4, 2008 (see Appendix D, Research Diary, January 4, 2008). Later, the researcher was allowed by the NGO professionals to take photos while they were discussing and sharing opinions in their meeting in May 20, 2008 (see Figure 5.1). Figure 5.1 is aimed to show the NGO professionals' participation in meeting. They could perceive work as more meaningful when they are able to gain a clear understanding of how their jobs fit in with other jobs and activities or with a completion of a task (McKnight et al., 2009).

Figure 5.1

The NGO Professionals' Participation in Meeting

Date: May 20, 2008

Activity: The NGO professionals were discussing and sharing opinions.

Place: NGO's Office in Hatyai District, Songkhla Province of Thailand

Third, task significance is the degree to which the job has a significant impact on the lives of other people (Miller, Mire & Kim, 2009). The NGO professionals thought that their work affected the lives of people such as laborers, consumers, agriculturists, and villagers. NGOs operated for protecting public interests or helping disadvantaged people. Three NGO professionals mentioned about their NGO's roles. They said:

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"We studied about social insurance regulations because we thought it should cover the workers in the informal sector... We also promoted the labor welfare for the informal sector. The welfare should satisfy their needs" (Miss A/ NGO1)

"This project solved the problem by taking appropriate actions... In areas where the government can't work effectively, NGOs should perform well. For example, the government will make agreement on FTA. Then, NGOs must campaign against this agreement" (Mrs. F/ NGO2)

"We presented the policy recommendation to the government. We suggested the Ministry of Agriculture and Cooperatives to change its policy from promoting mono-crop agriculture to promoting sustainable agriculture" (Mr. J/ NGO3)

Therefore, the NGO professionals needed to help people to solve the problems. They concentrated on specific issues. The six comments are listed as follows:

"I like to work here because this organization works for a specific issue. The promotion of quality of work life for workers is an interesting issue for me. Actually, labor issue is important in both the national and international level" (Miss B/ NGO1)

"I chose "NGO2" because it was concerning my daily live. This issue is interesting because some people take advantage of consumers. I felt like we had lost interest. I wanted to solve this problem" (Miss E/ NGO2)

"...because this NGO promotes better quality of life for all. This NGO promotes policies that affect the Thai society at the national level. There are only few organizations like this" (Mrs. F/ NGO2)

"... I feel like this job benefits me and others" (Miss G/ NGO2)

"I chose to work with agriculturists because they are the main group in our society… I thought I should cooperate with them so that we could change the social structure to become better than before. It for this reason that I decided to work with NGO" (Mr. H/ NGO3)

"I decided to work for this project because I wanted to help the villagers in the Chana district. The villagers have been fighting against the project (mega project) for ten years" (Miss P/ NGO5)

Fourth, autonomy is required for an individual to experience the psychological feelings of job responsibility such as independence, freedom and discretion (Bontis, Richards & Serenko, 2011).The NGO professionals had job autonomy. They preferred to plan their work and do it themselves. They had flexible working hours. Six comments are stated as follows:

"They plan their work and do it themselves. This job is interesting and not boring… I can work on my own" (Miss A/ NGO1)

"I like freedom. I want to think and work independently" (Miss E/ NGO2)

"I planned my work schedule… It was very flexible. I can decide on my own solutions when I faced problems. I just informed the coordinator on what I decided to do. Sometimes I can't wait for a coordinator, so I will take action myself regarding that task" (Miss G/ NGO2)

"There was no commander in this NGO" (Mr. J/ NGO3)

"This NGO did not set normal working hours such as from 8.00 a.m. until 4.00 p.m. We could work anytime but we had to report at the meeting every three months. This NGO was okay for people who preferred freedom… I chose this NGO because of the freedom of idea. I like to think for myself and be creative. Some organizations might not give me this freedom. When I worked with this NGO, I can plan my work. I have to present a report on what I did at the meeting every three

months. Then, I have to plan my work for the next three months… The most important factor for me was the freedom. I think freedom is also an important factor for other NGO workers" (Mr. M/ NGO4)

"This NGO's work style was flexible. There were no specific working hours for this NGO. The NGO workers can work any time" (Mr. N/ NGO4)

One NGO professional informed the researcher that the NGO staff had flexible working hours. They did not have to clock in or clock out and they can go out any time (see Appendix D, Research Diary, October 5, 2007).

Fifth, feedback is the degree to which individuals are provided with clear information about their job performance (Katsikea et al., 2011). The NGO professionals received feedback from their co-workers. They were able to give feedback to their co-workers because they often discussed together. Three comments said:

"When I work in this NGO, I can share my ideas to my boss. We can share opinions because we work as a team" (Miss B/ NGO1)

"Our team usually discussed our work at the office. Sometimes we had meals together and discussed outside the office. This style of working strengthens our performance and relationship" (Miss D/ NGO1)

"… We often consulted our team … We often discussed together" (Mr. K/ NGO4)

However, the NGO professionals might receive the feedback derived from their co-workers' opinions rather than the feedback derived from performance appraisal. One comment said:

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"NGOs don't have the criteria for job appraisal" (Mrs. F/ NGO2)

Considering this, three specific core factors comprising skill variety, task identity, and task significance are particularly important factors for making work meaningful (Miller et al., 2009). A study by Kim, Knight and Crutsinger (2009) contended that autonomy and feedback can reduce individual's job stress and have positive impact on job outcomes.

Commitment

Commitment is the degree to which individuals identify with and involve in NGOs (Morrow, 2011). NGOs could manage professionals' commitment for the purpose of increasing motivation or job satisfaction (Morrow, 2011). The NGO professionals had commitment to NGOs. They did not want to leave NGOs because of their commitment. Five sources said:

"I have a commitment to my organization" (Miss A/ NGO1)

"I am thankful to join this NGO. I am satisfied with this organization. I feel like we have commitment in our network… I chose to work with "NGO3" because of my commitment to this organization" (Mr. H/ NGO3)

"… But nobody left this NGO. We still worked with "NGO3" because we needed to help this NGO" (Miss I/ NGO3)

"I promised myself that I won't leave this NGO… Some workers still worked with this NGO without any compensation. They did not get compensation since the last five to six months until now but they still

preferred to work with this NGO. So, how can I leave them? It is impossible" (Mr. J/ NGO3)

"… But we didn't do other job. We still did the same job even though we had no money. We like this job" (Mr. K/ NGO4)

Happiness at Work

The theme "happiness at work" is the work value derived from the studies regarding happiness in the workplace (e.g. Gavin & Mason, 2004; Rego, Ribeiro, Cunha & Jesuino, 2011). Happiness at work is defined as the good life which is accomplished by doing a good things, living well, and doing well at work (Gavin & Mason, 2004). Individuals need the good lives and need to find fulfillment from their work (Gavin & Mason, 2004). The fulfillment from work could promote happiness at work (Gavin & Mason, 2004). Happiness at work of the NGO professionals is determined through their comments on how satisfied they are with their work and with their lives (Andersson, 2008). The NGO professionals expressed their work value which is concerned with happiness at work. "Miss A" expressed her value that she pursued as a particular important goal (also referred to as ideal). A strong ideal is composed of hope, wish, and ambition. It represents an individual's motivation to achieve desired outcome (Sideridis, 2006). Some NGO professionals' goals were similar to the ideal job characteristics (such as serving the country and having an opportunity for helping other people) identified in a study by Harzing (2004), for example, "Miss D"

needed to help other people while "Mr. N" preferred to serve the community.

The seven comments are listed as follows:

"I had been working to achieve my ideals… I think my ideals came true after I had taken action to do fieldwork" (Miss A/ NGO1)

"I am happy to help people. If I worked in other companies, I might lose this chance. I am happy to do this job" (Miss D/ NGO1)

"We were happy. If we were unhappy about doing something, then we didn't need to do it. We can't promote the project when we are unhappy… I felt like this job was what I was looking for. I thought that I may be happy if I did this job" (Miss E/ NGO2)

"I saw one of my senior who usually wore the "mohom" (the traditional clothing). He had long hair. I thought he was usually full of idealism. I had watched some movies. It made me feel more deeply for idealism. Then, I applied to work as a volunteer for rural development" (Mr. H/ NGO3)

"I like to work in the community. It was my dream" (Mr. N/ NGO4)

"I think this job keeps me alive. This job fulfills my life" (Mr. O/ NGO5)

"I dreamed about this job… Maybe my motivation was derived from the books that I had read. It became my dream" (Miss P/ NGO5)

The researcher had followed an NGO professional to attend a meeting with the villagers. The researcher found that the NGO professional looked so happy when she explained about her job and performed her duties (see Appendix D, Research Diary, December 17, 2007; January 18, 2008).

Furthermore, some NGO professionals showed that they were happy because of co-workers relations. They worked as a team. They did not feel like they were employer and employee, or headman and subordinate. They felt like they were a family. They appreciated their relationship. Five interviewees said:

"I feel like we are a family. We are not employer and employees. We are not headman and subordinates… We appreciated our relationship as a family" (Mr. H/ NGO3)

"We are not employer and employees. I feel like we are a family. This working style makes me happier" (Miss B/ NGO1)

"When I worked here, I got to know all the officers in this NGO and many villagers. I felt happier when I got to know them… I feel like they have accepted me now" (Miss C/ NGO1)

"It was fun when I joined their activities. "NGO3" asked me to work as a full time staff. I decided to join "NGO3" because I felt like we were a family" (Miss D/ NGO1)

"We are involved in teamwork. We are more than friends. We know each other very well. We understand each other. We are bound by love" (Mr. J/ NGO3)

Particularly, when the researcher visited NGO's office, she found that the staff were cooking lunch on the first floor of the office (see Appendix D, Research Diary, November 15, 2007). This activity could make the staff feel like they were a family.

Additionally, when the researcher observed the NGO activities, she found that the NGO professionals joined sport and recreational activities that were organized by NGO-COD South, a coordinating organization of NGOs in Southern Thailand. These activities could promote social interaction among NGO professionals.

Figure 5.2 shows the sports activity for the NGO professionals. They played football after they finished the meeting at the village in the Trang province of Thailand in January 20, 2008. They could develop their relationship with co-workers through sports activities.

Figure 5.2

Sports Activity for the NGO Professionals

Date: January 20, 2008

Activity: The NGO professionals were playing football after they finished meeting

Place: A village in Khuan Thani Subdistrict, Muang District, Trang Province of Thailand

Figure 5.3 and 5.4 are aimed to show the recreational activity for the NGO professionals. Figure 5.3 shows that they played games after the meeting ended while Figure 5.4 shows that they exchanged gift at the New Year party. They might be satisfied with the social interaction derived from the recreational

activities. They could build relationship with their co-workers through recreational activities.

Figure 5.3

Recreational activity for the NGO Professionals (1)

Date: January 20, 2008

Activity: The NGO professionals were playing games after they finished meeting

Place: A village in Khuan Thani Subdistrict, Muang District, Trang Province of Thailand

Figure 5.4

Recreational activity for the NGO Professionals (2)

Date: January 20, 2008

Activity: The NGO professionals exchanged gift at the New Year party

Place: A village in Khuan Thani Subdistrict, Muang District, Trang Province of

Thailand

The NGO professionals were happy not only because of co-workers relations, but also because of their relationship with the people whom they contacted such as villagers, members of trade unions and academics. They needed to relate with other people. Five sources said:

"I got to know many people when I joined the seminars. I had connection with many people such as the members of trade unions and academics" (Miss A/ NGO1)

"I like to maintain a good relationship with them (villagers). I am so proud when I can help them coordinate with other organizations. The development of their well-being makes me happy" (Miss D/ NGO1)

"The most important thing was that I knew many people. I had many friends. This was something valuable that I got from this job" (Mr. J/ NGO3)

"I received something more than mere benefits. I feel like I have worked for something valuable. I have many friends. We helped each other. There was no competition in this job. I experience the development of community… I can live in the village without having any money because I can eat at the villagers' houses and need not pay for the food" (Mr. O/ NGO5)

"I had visited the villages when I worked with the NGO. This was a good opportunity for my life" (Miss P/ NGO5)

The researcher followed the NGO professional to visit a villager who was the member of an NGO network at a house in Sathing-Pra district, Songkhla province of Thailand. The researcher found that the NGO professional could communicate with the villagers very well and was familiar with them (see Appendix D, Research Diary, December 17, 2007).

This phenomenon can actually be considered as belongingness and love needs that is one category of human needs developed by Maslow (1943) as well as relatedness need that is one category of the ERG theory developed by Alderfer (1972). Maslow (1943) identified five categories of human needs which in order

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are physiological needs, safety and security needs, belongingness and love needs, esteem needs, and self-actualization. Based on Maslow's theory (1943), if the lower needs had been satisfied, a person will focus on the higher needs. But Alderfer (1972) criticizes Maslow's theory stating that those five needs could be collapsed into three needs (existence needs, relatedness needs, and growth needs) and the three needs could operate at the same time. Similarly, Barnes and Pressey (2011) argue that needs do not have to occur in order or in rigid steps because persons can be satisfied to some extent in all basic needs. The relatedness needs correspond to the belongingness and love needs. Both the relatedness needs, and the belongingness and love needs are concerned with interpersonal relationships (Maforah, 2010). A study by Meyer and Maltin (2010) maintains that individuals are satisfied when other people value or appreciate them. The NGO professionals seemed to be satisfied when the people accepted them.

5.3.2   Financial Factors

Even though salary and benefits are not the important factors for motivating the NGO professionals to work with NGOs, the NGO professionals still need salary and benefits for living. This study found that all respondents were paid staff rather than voluntary staff. However, most NGO professionals did not focus on financial factors. All the NGO professionals believed that money was not the most important factor.

Since money seemed to be less important to the NGO professionals, they were not motivated by money. They did not only need income for living, but they also concentrated on their work in NGOs. They needed a chance to work with NGOs. The three interviewees said:

> "For NGO workers, they do not only need income… Money is not the motivator" (Mr. K/ NGO4)

> "If I had no money, I can't survive. Then, I also can't work with an NGO. But I didn't ask this NGO for a high salary" (Mr. L/ NGO4)

> "Money is not the core factor. But we need some financial support for living. Then, we can put a lot of effort into our work" (Miss P/ NGO5)

Next, this section will present the issues of the NGO professionals' salaries (such as the NGO professionals' rates of salary, the NGO professionals' satisfaction with their salary, and the salary criteria for the NGO professionals) and the NGO professionals' welfare benefits.

The NGO Professionals' Salaries

The respondents chose to join NGOs, although they were not highly paid. One NGO professional showed that she can work for NGOs although NGOs might pay her a low rate of salary because she received some financial support from her family.

> "I knew that NGOs had no more money… I received 4,000 baht (RM 400) per month and my family also supported me" (Miss E/ NGO2)

Moreover, three NGO professionals had worked without salary from their NGOs. The comments are listed as follows:

"I was acclimatized to this situation. I had been working without compensation for one year" (Miss I/ NGO3)

"I had been working without compensation for a long time… We often worked without salary. I'm okay about this situation" (Mr. J/ NGO3)

"… (Initially) I didn't receive any compensation" (Miss P/ NGO5)

Two of them presented why they can live and work for NGOs without salary. They can continue to work in NGOs without salary because they had their own farms and earned money from the farms. Two interviewees said:

"My family had a farm. We sold our crops. So, I could live without salary" (Miss I/ NGO3)

"I had my own farm. I still had an income. So, I could continue to work with this NGO" (Mr. J/ NGO3)

Furthermore, the three NGO professionals confirmed that money could not motivate them to work for NGOs because they might get more money if they chose to work for other organizations. But they chose to join the current NGOs with a lower rate of salary than a rate of salary offered by other alternative careers. The three interviewees said:

"If I thought that money was a motivating factor, I may not work for this NGO. When I had been working as an assistant researcher, I got around 20,000-30,000 baht (RM 2,000-3,000) per month. But now I got only 7,800 baht (RM 780) per month. If I thought that money was an important factor, I might still be doing my previous job" (Mr. M/ NGO4)

"Actually Thailand Environment Institute offered better salary and welfare to me. But I preferred this job… money does not motivate me to work here" (Mr. N/ NGO4)

"If money motivated me, I would be a head teacher. After I graduated from university, my father let me work as the head teacher. My father is the owner of a private school… So, my family expected me to become the administrator of this school. If I wanted to get more money, I should be working for the school" (Mr. O/ NGO5)

Thirteen NGO professionals expressed their satisfaction with their salaries. The professionals' satisfaction with their salaries depended on their comparison with those employees in governmental and business organizations as well as their comparison with other NGO workers. Two NGO professionals received a higher rate of salary than the rate of salary in governmental and business organizations.

"I got a higher rate compared with my friends who worked in the business sector. I was not depressed, while others who worked with business firms might have been" (Miss A/ NGO1)

"I get a higher salary rate than others who work in different firms in the government and private sectors" (Miss B/ NGO1)

Conversely, one NGO professional thought that his rate of salary was not good compared with a rate of salary in governmental and business organizations. The interviewee said:

"It is not good compared with the business and public sector… It was not good compared with others" (Mr. K/ NGO4)

One NGO professional who received a low rate of salary was satisfied with her salary because she thought that she was better paid than those NGO

workers who had been working without salary. She did not compare her salary with those who had a higher rate of salary. The interviewee said:

> "I questioned myself in this situation. But my friends who worked with NGOs faced the same problem. They had been working without compensation. I was better than them because I received 4,000 (RM 400) per month… I didn't compare myself with others (who had a higher rate of salary)" (Miss E/ NGO2)

The rates of salary for some NGO professionals were lower than the starting rate of salary for civil service staff in the government sector while some NGO professionals had a higher rate of salary than the starting rate of salary in the government sector. Since October 2007, the starting rate of salary in government sector for civil service staff who graduated with bachelor's degree was 7,940 baht (RM 794), and for the civil service staff who graduated with master's degree it was 9,700 baht (RM 970) (Department of Primary Industries and Mines, n.d.).

However, the NGO professional who had received a higher rate of salary than the starting rate of salary in government sector noticed that the rate of salary in the government sector increased yearly, but the rate of salary for NGO professionals remained the same. The interviewee said:

> "The salary rate which I had received from both "NGO3" and "NGO1" is the same. The salary rate of the government sector often increased yearly, but we still received the same rate" (Miss D/ NGO1)

It can be said that the rates of salary for the NGO professionals varied. Some NGO professionals stated that the rates of salary for the NGO

professionals were based on salary criteria such as individual's capability, work experience, educational level, cost of living, responsibility, and personal satisfaction with salary. Five comments said:

"It depended on my capabilities" (Miss A/ NGO1)

"The salary rate depends on work experience" (Miss C/ NGO1)

"…the staff of this NGO can negotiate for more salary if they thought their salary was not enough for their cost of living… it (rate of salary) does not depend on seniority. It depends on personal satisfaction… It (rate of salary) depends on the responsibility. Some new staff got higher salary because they also worked for Cooperation Division. They did more functions, so they got higher salary. Actually it depends on personal satisfaction. The organization offered a salary at the rate of 8,000 baht (RM 800) to me according to my experiences. If I was not satisfied with this rate, I could ask for more salary… NGOs also considered the work experience of each worker" (Miss I/ NGO3)

"I know that the salary rate of each worker depends on his or her experience" (Mr. O/ NGO5)

"The salary depends on educational level and experience" (Miss P/ NGO5)

One NGO professional expressed that the NGO often made an agreement for the appropriate rate of salary for the individual worker in the meeting. The participant said:

"This NGO often considered the appropriate salary for each worker. We made an agreement for the appropriate rate of salary in the meeting" (Miss I/ NGO3)

However, one NGO professional refused a higher rate of salary which was offered by her current NGO. She commented that she did not want to get a

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higher rate of salary from NGO because she might be expected to work hard. The interviewee said:

> "When I first joined this NGO, "Miss A" offered a higher rate of salary but I chose to get a lower rate because I did not want her to expect a higher job performance from me" (Miss D/ NGO1)

Besides the NGO professionals' salaries, their welfare benefits should be considered as the financial factors which might motivate them to work in NGOs. The issues of the NGO professionals' welfare benefits are then presented in this section.

The NGO Professionals' Welfare Benefits

In addition to the salary, most NGO professionals had received some welfare benefits from NGOs. Their welfare benefits were varied in types such as medical payment, accident insurance, life insurance, telephone allowance, and travelling allowance. However, welfare benefits for the NGO professionals might be affected by the NGO's budget. When the NGO had not enough money, it cannot compensate its workers.

> "This NGO is not responsible for compensating the workers. It had no funds for that" (Mr. K/ NGO4)

> "I think my compensation depended on the NGO's budget. If the NGO had more funds, it can compensate the workers well. But if the NGO had no funds or not enough money, it can't pay more" (Mr. L/ NGO4)

Some NGOs did not have enough budgets to pay for welfare benefits cost. They might need more budgets for promoting welfare benefits to their employees. But they faced budget problems. Six interviewees expressed that the NGOs' budget problems might be caused by several factors such as lack of funding source, lack of ability to present the projects, and NGOs' image problem. Similarly, when the researcher observed NGO activities, one NGO professional informed her that NGOs faced funding problem because of the NGOs' image problem and the inability of the NGOs' leaders to find source of funding or present project plan (see Appendix D, Research Diary, January 25, 2007).

The NGO professionals understood that NGOs' budget problems affected their compensation. They received uncertain and insecure compensation in NGOs while they actually needed welfare benefits from NGOs. Some NGO professionals presented their expectations of welfare benefits from NGOs. Two interviewees said:

> "NGOs should provide security of life for their workers. Most NGOs do not provide the security plan for their workers… I think an NGO savings fund should be developed to protect the workers' security of life" (Miss A/ NGO1)

> "NGO workers may need other welfare such as scholarship for their children and for themselves… Other NGOs also didn't have this welfare benefit" (Mrs. F/ NGO2)

The NGO professionals' compensation depended on NGO's budget. They might receive different amounts of compensation (e.g. different amounts of

salary or welfare benefits) because there were differences in amounts of budget and compensation management practices among NGOs.

Furthermore, the NGOs' fund namely "Fund for Friends" was established through the cooperation among NGOs in Southern Thailand (NGO-COD South, n.d.). Some NGO professionals had received financial support from the NGO fund during the time that they were waiting for budget from sources of funding. "Fund for Friends" provides some money for NGO workers in particular cases such as those who were disabled, deceased, or did not receive compensation from NGOs while they were working with NGOs (e.g. NGO workers who were waiting for budget from sources of funding) (NGO-COD South, n.d.). When the researcher participated in an NGO meeting organized by NGO-COD South in the Trang province of Thailand (see Appendix D, Research Diary, January 20, 2008), an NGO worker presented the information about "Fund for Friends" to all NGO workers and invited them to apply to "Fund for Friends" (See Figure 5.5).

Figure 5.5

The Promotion of Welfare Benefits for the NGO Professionals

Date: January 20, 2008

Activity: The NGO professional was presenting the information about "Fund for Friends" to all NGO workers in the meeting.

Place: Khuan Pling Office in Khuan Thani Subdistrict, Muang District, Trang Province of Thailand

Additionally, two NGO professionals mentioned about the NGO savings fund. Their NGOs established the NGO funds for promoting welfare benefits to the staff. The NGO professionals can take a loan from the NGO savings funds.

One NGO professional expressed that he was satisfied with the NGO savings fund.

> "We have our savings fund for loaning money. Each staff can take a loan in the amount of 2,500 baht (RM 250) per month. We have our savings fund for promoting welfare" (Mr. H/ NGO3)

> "I have to deposit 1,000 baht (RM 100) into the NGO's fund every month. It is a savings fund. I think it is good" (Mr. N/ NGO4)

Besides benefits provided by the NGOs, the NGO professionals could receive welfare from government (such as social insurance and health insurance) because they were Thai citizens who also have the right to receive social insurance and health insurance. Some NGO professionals had applied to the Social Security Scheme for social insurance because they needed the security of life. For the Social Security Scheme, both employers and employees must pay a certain amount monthly to the Social Security Fund as their contributions (Social Security Office, 2009a). Then, employees would receive some benefits such as injury, or sickness benefit, maternity benefit, invalidity benefit, death benefit, child allowance, old-age benefit, and unemployment benefit (Social Security Office, 2009b). Three NGO professionals who had social insurance said:

> "We applied to Social Security Scheme for social insurance because we wanted to get around 2,000 (RM 200) to 3,000 baht (RM 300) when we retired from this NGO. At least we have a security of life" (Mr. H/ NGO3)

> "We also received money for 3 months from Social Security Scheme when we were unemployed" (Miss I/ NGO3)

"We had social insurance. So, we got medical payment from this social insurance" (Mr. J/ NGO3)

On the other hand, "Miss A" and "Miss E" said that they did not receive social insurance. "Miss E" stated that she did not prefer to apply for social insurance because she did not trust the Social Security Scheme.

One NGO professional did not expect any benefits from NGOs. She argued that the NGO professionals should receive welfare from government rather than benefits provided by NGOs. One comment mentioned:

"We didn't ask this NGO to provide welfare benefits for us. We will ask for all at the national level. For example, if we worked for the promotion of health insurance, we should promote the health insurance for all. NGO workers don't have job security. Thus, they may be supported by health security. All Thai people should have this fundamental right" (Mrs. F/ NGO2)

According to the National Health Security Act B.E. 2545 (A.D. 2002), every Thai citizen (including NGO professionals) has the right to receive the services for disease prevention, disease diagnosis, medical treatment, health promotion, and rehabilitation. These services are based on either conventional medicine or alternative medicine (National Health Security Office, 2002). Two interviewees showed that they have received health insurance according to the National Health Security Act., 2002. Consistently, when the researcher visited the NGO's office, one NGO professional said that she has received health insurance according to the National Health Security Act (see Appendix D, Research Diary, October 5, 2007).

Although the NGO professionals stated that they were not motivated by money, they valued financial factors in form of welfare benefits. While the rates of salary for the NGO professionals were varied depending on several criteria (e.g. individual's capability, work experience, educational level, cost of living, responsibility, and personal satisfaction with salary), the NGO professionals received similar welfare benefits as their co-workers who worked for the same NGO. However, NGOs lacked the budget to provide sufficient welfare benefits for their workers. NGOs were unable to provide incentive or compensation to the NGO professionals. It can be said that the NGO professionals might not be motivated by financial factors.

In conclusion, the non-financial factors (such as social goals, job characteristics, commitment, and happiness at work) were more important to the NGO professionals, while the financial factors (such as salary and welfare benefits) seemed to be less important for motivating the NGO professionals. Since the NGO professionals had other career alternatives but they chose to work for NGOs, the next section then will present the career choice of the NGO professionals.

5.4 THE CAREER CHOICE OF THE NGO PROFESSIONALS

While the NGO professionals had more career alternatives such as working with governmental or business organizations, they had a preference for

working with NGOs. Seven NGO professionals stated that they had other career

alternatives. The six comments are listed as follows:

"I practiced accounting for 2,000 hours at the accounting office while I was studying. After I finished the practice, I decided that I will not work as an accountant. Accounting was not difficult for me. I could be an accountant but I did not want to… I never applied to become an accountant in any company" (Miss A/ NGO1)

"Before I worked here, I got a job offer to work as an office staff at the National Human Rights Council of Thailand in Bangkok. It is a governmental organization" (Miss C/ NGO1)

"When I left "NGO3", I had two choices, to work with NGO or to join other firms" (Miss D/ NGO1)

"If I worked with other organizations such as Health Systems Research Institute, I will get a salary of at least 50,000 baht (RM 5,000) per month" (Mrs. F/ NGO2)

"Actually, I could have worked with other organizations that might have given me a better salary. I believe that I can find a new job with other NGOs which pay higher salary rate because I have the appropriate competence for them" (Mr. H/ NGO3)

"Now some organization invited me to work for them but I am not able to go anywhere... Last year the Community Organizations Development Institute invited me to do project evaluation. So I also worked with this organization. I was pleased to help this organization because we operated in the same area… I was invited to work with other organizations. I was invited at least twice. Even though I was a competent person for those organizations, but I could not join them because of my responsibilities" (Mr. J/ NGO3)

Particularly, one NGO professional had a chance to work with a large

NGO in Nontaburi province of Thailand called "Thailand Environment Institute"

(Thailand Environment Insitute, n.d.) but he still remained in a local NGO in the Songkhla province of Thailand. He said:

> "After I got this job, Thailand Environment Institute also gave me a job" (Mr. N/ NGO4)

They might choose NGOs over other alternative career options because they had commitment to NGOs (their commitment to NGOs was mentioned in section 5.3.1). However, the NGO professionals' career choice might be affected by their family influences. Paloş and Drobot (2010) state that the family influences have an impact on one's career choice, for example, the parents influence the children in choosing their career by encouraging them and supporting their decisions. Some professionals had stated that their family expected them to work for governmental or business organizations, but not for NGOs. One NGO professional was influenced by her father to study accounting. If she followed her father, she could be an accountant. But she did not choose to be an accountant. She preferred to work for NGOs. Two sources said:

> "I did my bachelor's degree in accounting because my father asked me to choose the major in accounting. Then, I followed him. I thought an accountant can make more money" (Miss A/ NGO1)

> "I don't want to work with governmental organizations, although my family prefers me to work in the government sector" (Miss D/ NGO1)

Based on the information mentioned in section 5.3, some professionals refused well paying occupations such as assistant researcher and head teacher of a private school. They chose NGOs although they may earn more money from those jobs than working for NGOs. Two NGO professionals explained why they

chose NGOs over the other alternative career options. They compared working

with NGOs with working in the business sector. They justified that NGOs had

some advantages over the business sector. Two comments said:

> "My friends who work in the private sector got a higher rate of salary. But I think maybe I am happier than my friends who get 40,000 baht (RM 4,000). I can go everywhere. I can take leave from my work when I want to take rest. My friends can't leave their work. They must go to the office every day. I am happy. I may be happier than those who receive 40,000 baht (RM 4,000) per month" (Miss E/ NGO2)

> "The NGO considered the ideas of a person. The NGO is different from the business sector" (Mr. L/ NGO4)

The NGO professionals who were interested in the NGO profession

might be motivated to get involved in the career decision-making process. The

next section will present the career decision-making process of the NGO

professionals.

5.5   THE CAREER DECISION-MAKING PROCESS OF THE NGO PROFESSIONALS

The NGO professionals chose to work for NGOs. Then, they might be

motivated to get involved in the career decision-making process. A study by

Germeijs and Verschueren (2009) states that motivated people are more likely to

involve themselves in the career decision-making process. When they graduated

from universities, they might be well aware that they needed to enter a certain

career (i.e. career entry). Then, they gathered information about themselves (i.e.

self-exploration) and the information about their career alternatives (i.e. exploration of the environment). Four NGO professionals stated that they knew what they were interested in. Their interests were related to NGO activities. Four comments said:

> "I was interested in rural development, especially environmental issues… I feel like this job (working with some laborers in a slum) was something that I liked to do… I liked this job (work for informal workers)" (Miss A/ NGO1)

> "I was concerned about my health. I was interested in this issue" (Mrs. F/ NGO2)

> "I may like fieldwork because I get to meet so many people. I saw different lifestyles that I had not seen before… I was also interested in this issue… I want to do this job. I was interested in this issue" (Miss G/ NGO2)

> "I was interested in politics after I had participated with other people in the community. Before, I thought politics was not related to my life. But later, I thought about the cause of the poor. I thought it was affected by the public policies" (Miss I/ NGO3)

One NGO professional considered his educational background. He chose to work for NGO because his background knowledge linked to the focused issue of the NGO. He thought that his knowledge could be used for working with the NGO.

> "… I decided to work with this NGO because I had background knowledge regarding this job. I graduated with a bachelor's degree in Marine and Coastal Resources Management Technology. My knowledge could be used in this job" (Mr. N/ NGO4)

On the other hand, one NGO professional evaluated himself on whether or not he was suited to work for governmental and business organizations. He thought that his personality suited NGOs rather than those governmental and business organizations. He said:

> "I also evaluated myself on whether or not I was suited to work in the government and private sector. I may not be suited to work in the business sector because of my background. For me, I may have gotten this job accidentally. I am a short man. So, I faced some problems because of my personality. My personality may not suit the government and private sectors. But the NGO doesn't consider appearances" (Mr. L/ NGO4)

Next, one NGO professional searched for more information about her career alternatives. Then, she decided to work for NGO. She committed to her decision. One comment mentions:

> "I only knew about NGOs after I graduated. I didn't want to work in the business and government sectors. So, I searched for a job that I wanted to do. I knew Dhammayatra. I felt like maybe this job was something that I would want to do. I continued to do this job" (Miss P/ NGO5)

Furthermore, the NGO professional who had looked for jobs through the internet decided to work for an NGO after he had received information about the NGO. When he searched for the information about NGO jobs, he also looked for the information on the leader of each organization. He got some information on different NGOs' leaders. The leader of the NGO he is working with is a well-known NGO professional in Southern Thailand. Then, he chose to join this NGO because he trusted the leader. One source said:

> "I trust the leader of this NGO. I heard the stories about "Mr. K. He is the leader of the NGOs in Southern Thailand. He was invited to my

university to make a speech. His topic concerned NGOs' work. When I was looking for jobs through the Internet, I also looked for information on the leaders of each organization. I wanted to know the leaders' capabilities. I was satisfied when I found out that "Mr. K" is the leader of this NGO" (Mr. N/ NGO4)

Seven respondents stated that they received information about NGO jobs from other NGO workers. They were invited to enter NGOs. Seven interviewees said:

"I know "Miss A". She is my relative. She gave me an opportunity to work here" (Miss C/ NGO1)

"I knew a coordinator who worked for "NGO3". An accountant was required for doing a financial report" (Miss D/ NGO1)

"Someone invited me to work here because I was not doing anything at that time" (Miss G/ NGO2)

"In 1988, I was introduced to NGOs when I was a student of Ramkhamhaeng University. My friend recommended me to work with an NGO. My friend applied for a job for me in an NGO" (Mr. H/ NGO3)

""Mr. H" asked me to work with "NGO3"" (Miss I/ NGO3)

"Mr. H invited me to work for the project… I knew Mr. H since 12 to 13 years ago" (Mr. J/ NGO3)

""Mr. O" invited me to work with him" (Miss P/ NGO5)

It can be said that the respondents' decisions to join NGOs might be influenced by personal relationship with other NGO workers. One NGO professional who was invited by another NGO worker to join an NGO states that

she did not submit an application form when she began to work for the NGO. She got a chance to work with the NGO because the NGO worker invited her. She said:

> "I didn't fill an application form when I started to work with this NGO. This NGO didn't provide application forms for us" (Miss I/ NGO3)

On the other hand, some NGO professionals who submitted their application forms to "NGO4" could be recruited and selected by NGO workers through "one man, one vote". One source said:

> "We recruited new staff through "one man, one vote"" (Mr. K/ NGO4)

Similar to a study by Mitra (2011), some NGO professionals expressed that their decisions to work were influenced by their families. One NGO professional decided to work with an NGO in his hometown in the Songkhla province of Thailand, because his parents needed him to work and live in his hometown. One NGO professional stated that she chose to work with an NGO in her hometown in the Songkhla province because she has to take care of her mother. She said:

> "I have to stay with my mother and take care of her because my father had passed away… I decided to work with this NGO because I wanted to stay in my hometown, Songkhla" (Miss C/ NGO1)

After the NGO professionals entered NGOs, they could get involved in career development. The next section will present the career development of the NGO professionals.

5.6   THE CAREER DEVELOPMENT OF THE NGO PROFESSIONALS

The motivated NGO professionals might be actively involved in career development activities such as training programs (Garofano & Salas, 2005). Career development programs which corresponded to employee's career needs can maintain employee motivation (Chen et al., 2004). This section aims to answer the research question 2: How was the NGO professionals' motivation to work for NGOs influenced by career development?

After the career entry of the NGO professionals, they got involved in career development. NGOs supported the NGO professionals to develop their knowledge, skill, and ability. One NGO professionals stated that her NGO encouraged NGO workers to participate in seminars. She said:

> "I often attended the training courses. "NGO3" emphasized on organizational development… This NGO encourages us to attend seminars" (Miss I/ NGO3)

Two NGO professionals showed that they did not pay for seminars or training courses. Their NGOs supported them to participate in seminars and training courses. Two interviewees said:

> "My organization gave me financial support   (for seminars)" (Miss A/ NGO1)

> "I didn't pay for training courses. The NGO3's headquarters in Bangkok provided the training courses for us. Sometimes Thai Volunteer Service organized training courses for us. When other organizations which cooperated with "NGO3" organized training course, they often invited us to join them" (Miss I/ NGO3)

Based on the information gathered from the curriculum vitaes (CVs) of the NGO professionals, most NGO professionals participated in training courses, seminars, workshops, and study tours, particularly on the topics related to their NGO's roles such as social development and environmental issues. Some NGO professionals attended training programs which could be used to develop and evaluate the NGOs' projects (see Table 5.6). Seven NGO professionals participated in these activities only within the country, while six NGO professionals had a chance to go abroad. The NGO professional who had been working with NGO for the longest period of time compared with others, had attended training courses, seminars, and study tours in many countries such as Italy, Bangladesh, India, Tunisia, United States of America (USA), Canada, Japan, Denmark, United Kingdom (UK), Germany, and the Netherlands (see Table 5.6).

Thirteen NGO professionals gave some information about the training courses, seminars, workshops, and study tours which they had attended (see Table 5.6), whereas three NGO professionals did not specify these activities on their CVs.

Table 5.6

The Topics of the Training Courses, Seminars, Workshops, and Study Tours

Respondents		The Topics	Place
NGOs	Position		
NGO1	Officer (1)	1) Self-development	Thailand
	Officer (2)	1) The National Reconciliation Commission	Thailand
	Officer (3)	1) Practice in Women's Rights	Thailand
NGO2	Coordinator	1) Telecommunications	Hong Kong
		2) Consumer Right Protection	Thailand
	Officer	1) Consumer Right Protection	Thailand
		2) Telecommunication Consumer Protection	Thailand
NGO3	Coordinator	1) Principle of a Speaker and Trainer	Thailand
		2) Conflict Management	Thailand
		3) Free Trade Area (FTA) and Global Capital	Thailand
		4) Planning: using Appreciation Influence Control (AIC)	Thailand
		5) Participatory Rural Appraisal (PRA)	Thailand

Table 5.6 (Continued)

Respondents		The Topics	Place
NGOs	**Position**		
NGO3	Officer (1)	1) Potentiality of Development for Thai Society and Global Society Analysis	Thailand
		2) Project Evaluation	Thailand
		3) Water Management	Philippines
	Officer (2)	1) Effects of Thai-ASEAN Free Trade Area	Malaysia
		2) Techniques in Working with NGOs: Globalization Learning	Thailand
NGO4	Director	1) Fishery Cooperative	Italy
		2) Rural Development	Bangladesh, India
		3) Rural Development	Tunisia
		4) Asian NGO Leadership	USA
		5) Rural Development	Canada, Japan
		6) Social and Environment Development	Denmark, United Kingdom (UK), Germany
		7) the International Programs on the Management of Sustainability	Netherlands

Table 5.6 (Continued)

Respondents		The Topics	Place
NGOs	**Position**		
NGO4	Office manager	1) KPIs for Project Evaluation	Thailand
		2) Complexity Theory	Thailand
		3) Management Information System (MIS)	Thailand
	Officer	1) Assistant Lawyer	Thailand
NGO5	Coordinator	1) Community Organization	Thailand
		2) Small-Scale Fishery Organization	Philippines
		3) Consumer Protection Organization	Malaysia
		4) Agriculture in Japan	Japan
	Officer	1) Community Project	Thailand
		2) Peaceful Conflict Resolution	Thailand
		3) Thai-Burma Gas Pipeline Project	Thailand
		4) International Conference of Fisheries	Indonesia

Some NGO professionals attended seminars or training courses which they were interested in, or which could be used to improve their work. Two sources said:

"I could join seminars on any topic that I was interested in" (Miss A/ NGO1)

"Thai Volunteer Service provided the training plan for volunteers who will work with NGOs. When I worked with the project, I had to attend training and learn about all of our networks. The training and development depended on our responsibility. For example, I had been working for Cooperation Division. My tasks were related to policies. Then, I joined the training course regarding policies. When I worked with "NGO3", I had attended training course regarding the law which may affect agricultural issues… This NGO doesn't set the quota for training courses. The staff take their own initiative for different issues. If a training course is related to their work, they should participate. Actually the staff can join any training courses" (Miss I/ NGO3)

One NGO professional expressed that she improved her skills (such as listening, writing, and speaking) when she attended seminars. She said:

"I had to summarize the content of what was discussed in the seminar. Then, I presented the summary report in the monthly meeting. I got more experiences from this task. I had improved my skills for listening, writing, and speaking… The first time I joined a seminar I didn't present or give my opinion, but later I spoke more. I can develop my abilities because of this task" (Miss A/ NGO1)

One NGO professional stated that she often attended training course. After she had attended the training course, she shared knowledge to her co-workers. The comment said:

"After I attended the training courses, I presented and shared knowledge to our team in meetings" (Miss I/ NGO3)

Even though NGOs supported career development for all professionals, some professionals rarely participated in training course or seminar because they had no time for participation. Two sources said:

"…But we had more tasks. Sometimes we can't participate in seminars" (Miss I/ NGO3)

"I got few chances only (for outside training). My friends were also in similar situation as me. We were thinking about getting more training for NGO workers. But there were only few workers in this NGO while the area of project had expanded" (Mr. J/ NGO3)

Based on data from non-participant observation, the researcher found that the NGO professionals attended seminars on specific topics which could be useful for NGOs' operation such as the topics of project evaluation, social safety net, and environmental problems (see Appendix D, Research Diary, March 9, 2007; January 19, 2008; January 30, 2008; January 31, 2008).

Figure 5.6 aims to show the NGO professionals' participation in seminars. Some NGO professionals attended seminar on project evaluation on January 31, 2008.

Figure 5.6

The NGO Professionals' Participation in Seminars

Date: January 31, 2008

Activity: The NGO professionals attended seminar on project evaluation.

Place: JB Hotel, Hatyai District, Songkhla Province of Thailand

The NGO professionals not only participated in the career development programs provided by NGOs, but they also were involved in their own career self-management. The next section will present the findings on career self-management of the NGO professionals.

5.7   CAREER SELF-MANAGEMENT OF THE NGO PROFESSIONALS

Career self-management can lead to employee motivation (Hedge et al., 2006). The NGO professionals focused on career self-management, instead of waiting for career development support (such as trainings and seminars) from NGOs. Their knowledge, skills, and abilities could be developed through their work experiences. For example, the researcher found that the NGO professionals usually presented in meetings. Some NGO professionals were the presenters in seminars and meetings (see Appendix D, Research Diary, January 9, 2007; March 9, 2007; October 5, 2007; January 18, 2008). Figure 5.7 and 5.8 show career development of NGO professional through work experiences. These NGO professionals organized meetings in the villages in the Songkhla province of Thailand. Some villagers participated in the meetings. They shared their opinions and information with the villagers.

Figure 5.7

Career Development of NGO Professional through Work Experiences (1)

Date: December 17, 2007

Activity: The NGO professional was sharing her opinions with the villagers

Place: Satingphra District, Songkhla Province of Thailand

Figure 5.8

Career Development of NGO Professional through Work Experiences (2)

Date: January 18, 2008

Activity: The NGO professional was presenting about occupational health and safety to the villagers who work for shipyard in the meeting

Place: Singhanakhon District, Songkhla Province of Thailand

Six NGO professionals expressed that they improved their knowledge, skills, and abilities through work experiences. One NGO professional stated that she developed her thinking from non-systematic to systematic thinking. Then, she could communicate with other people better compared to before she entered

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the NGO. The NGO professionals thought that NGOs gave them a chance to develop their abilities. Additionally, one NGO professional focused on on-the-job training. He learned about writing skills from the senior staff. Six interviewees said:

"I had improved my ability because of the work opportunities" (Miss A/ NGO1)

"When I worked here, I learned more. Then, my work included other issues besides food and drug" (Mrs. F/ NGO2)

"I had improved my ability to communicate with other people. After I started working, my thinking developed from non-systematic to systematic thinking. Therefore, I can communicate better than before… I got the chance for self-development. I had developed my skills" (Miss I/ NGO3)

"I had learned more through my work experience. Before I started to work with this project, I did not like documentation work. But I had to do research which was related to documentation. I had learned more on how to create questions and how to get the answers (or the facts). This knowledge could be applied to my daily life. I was shy to speak to people before I started working here. But later I became the leader for many activities" (Mr. J/ NGO3)

"As time passed, I had learned more about my job. Mr. R taught me about writing. I tried to write the articles. I got some stories when I did fieldwork. I wrote interesting stories about the small-scale fishermen. These stories were put up on the website. I have been able to develop my abilities. Now I was assigned to work as a writer and to work on the journal… I had learned more about writing. I had read more articles. I had improved my writing. I like to write these articles. After I had improved my writing, my articles often showed causes and effects of the phenomena. So, my writing became reasonable. I had fun when I worked in publication. We had to look for writers. We had to contact others. I think I must continue to develop my abilities. I found that working in publication was challenging. So many people read my articles. They often gave their opinions" (Mr. N/ NGO4)

"After I participated with the people in community, my skills developed" (Miss P/ NGO5)

When the researcher observed NGO activities, she found that the NGO professionals publicized information on the specific issue such as coastal resources conservation (see Figure 5.9). This task might promote self-development. Figure 5.9 aims to show career development of an NGO professional through his work experiences.

Figure 5.9

Career Development of an NGO Professional through Work Experiences (3)

Date: January 25, 2008

Activity: The NGO professional publicized the information about coastal resources conservation.

Place: Kukud Subdistrict, Satingphra District, Songkhla Province of Thailand

In conclusion, the NGO professionals might be motivated to get involved in career self-management. They were satisfied when they had learned more through their work experiences. Since the career activities including career choice, career decision-making, career development and career self-management

could occur over some span of time (Priyabhashini & Krishnan, 2005), these career activities could be observed through the NGO professionals' career path in NGOs (Tremblay et al., 2002; Valcour & Ladge, 2008). The next section will present the career path of the NGO professionals.

5.8   THE CAREER PATH OF THE NGO PROFESSIONALS

Individuals who are allowed to pursue career path can experience career growth (Colakoglu, 2011). Many researches on career growth presented the process of growing in one's career (e.g. career development and career self-management) (Weng, McElroy, Morrow & Liu, 2010). Considering the career path of the NGO professionals, no one who was interviewed by the researcher had expressed or mentioned about the career progress or job promotion offered by the NGOs. The NGO professionals were likely promoted by themselves (also referred to as career self-management). It seemed like the NGO professionals were involved in their own career self-management through their career path in NGOs.

The NGO's structure was flexible as one comment said "Actually, the NGO's structure is flexible. Each individual can do any function and can replace each other any time during work" (Miss D/ NGO1). The NGO's structure found in this study was consistent with a study by Soakell-Ho and Myers (2011) which perceived that small NGOs do not have a rigid organizational structure. One

NGO professional expressed her satisfaction with the NGO's structure by stating that "The work style is good because no one gives orders to the workers" (Miss P/ NGO5).

NGOs did not have a certain chain of command. The organizational structure was not grouped by function. The NGO's structure might support career self-management of the NGO professionals because individuals were responsible for their jobs. Three comments said:

"The chain of command was not formed between coordinator and staff. I can't command anybody. I just asked for their cooperation. I also can't command the consultants. The organization structure was not grouped by function… We don't have a certain chain of command" (Miss E/ NGO2)

"This NGO doesn't have a certain chain of command. We followed horizontal command. The NGO doesn't have a specific job description… I think NGOs depend on individuals. NGOs can continue their work because of individuals' experience. NGOs don't have a systematic structure, while the government works with a certain work flow… they don't have a certain work structure. Their operation is based on their experiences" (Mrs. F/ NGO2)

"This NGO doesn't have a specific structure while the government sector has a chain of command. Sometimes I have to report my work to a coordinator of this NGO but we are not as strict as the governmental organizations" (Miss G/ NGO2)

As the NGOs' structure was flexible, the NGO professionals often helped their co-workers to work. One NGO professional stated that each professional could do various tasks. Two interviewees said:

"When someone faced a problem or was unable to finish their work, other officers will help them. We helped each other" (Miss E/ NGO2)

"In this NGO, we often help each other. For example, an office staff often conducted fieldwork in the village. I have been doing fieldwork but sometimes I also help the coordinator with his work. The coordinator often helps the officers in the fieldwork. We work as a team… Everyone could do all the tasks, for example, the officers who did fieldwork, could also work for accounting. If they were not able continue any task, someone else who was responsible for this task often helped them" (Miss I/ NGO3)

Four NGO professionals stated that career path was rarely promoted in

NGOs. They did not concentrate on career growth. Four sources said:

"There was no job promotion for me in this NGO" (Miss I/ NGO3)

"There was no career growth in NGOs. We didn't think much of career growth" (Mr. K/ NGO4)

"If I had more experiences, I must take on more responsibilities. It was not the growth that I have to attain. I don't think much about the job growth" (Mr. L/ NGO4)

"Career path was rarely promoted in NGOs… There were only two workers in the "NGO5"… It is a small structure because this NGO is a small organization" (Miss P/ NGO5)

One NGO professional explained how career path occurred in the NGO.

He said:

"We learned more. Then, we functioned in various ways. For example, this NGO has more workers. The area of project operation was expanded. So, we needed people to work as the administrator, coordinator, or director… I often did things that other workers couldn't do such as being a coordinator. I am able to work as a coordinator

because I have been working for long time. I also knew many organizations… No one had a position of full power for decision making because this is not private organization. There is a team in this NGO which consists of staff and senior staff" (Mr. K/ NGO4)

The NGO professionals who have more experiences often take more responsibilities than those who lack experiences. Two NGO professionals think that although they have been promoted to higher positions, it was not related to career progress or job promotion. They argued that after they had experienced many tasks, they became a senior staff who could play more roles. But they thought it was not their career growth in the NGO. Two comments said:

"I think I was placed in a higher position because I am experienced in many tasks and have been working for long time. Then, I became a senior staff who played more roles. The job growth was not the same as in the government sector. The senior staff must take on more responsibilities" (Mr. L/ NGO4)

"There was no job promotion. When I had more experience, I helped others. Job growth or job promotion refers to job experience" (Mr. O/ NGO5)

Two professionals had worked as volunteers before they changed their position to full-time officers, whereas fourteen professionals have never worked as volunteers. They initially worked with NGOs as full-time officers. As time passed, they became experienced staff or senior staff. Then, some of them promoted themselves to the coordinators or the directors (see Figure 5.10).

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│              │   Coordinator/ Director│                │
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│              │ Experienced Staff/ Senior Staff│        │
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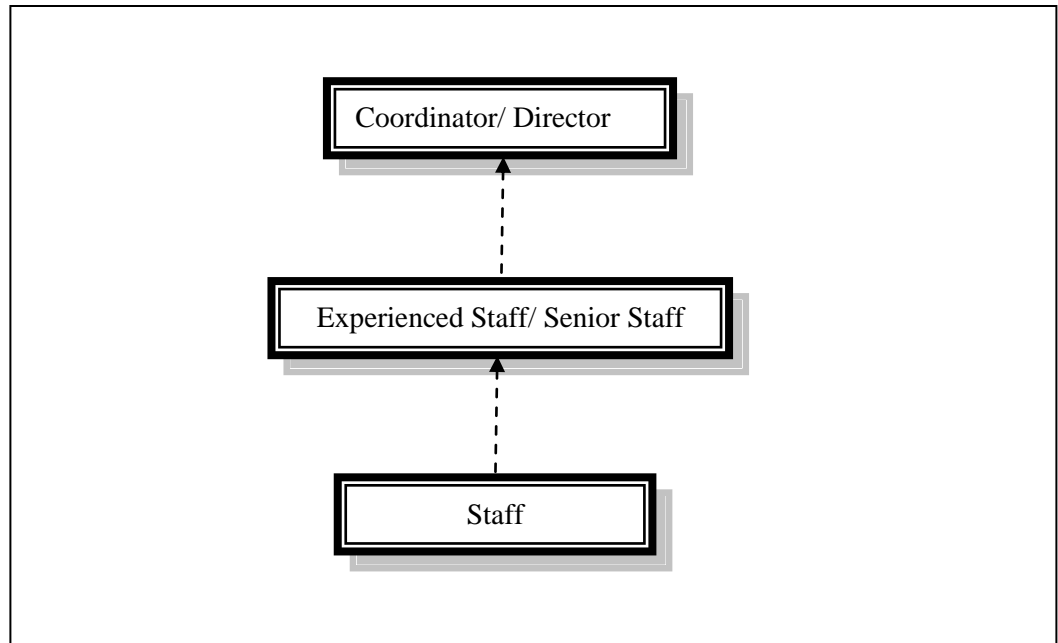
Figure 5.10

Career Path of the NGO Professionals

Source: Data from the NGO Professionals' Curriculum Vitaes (CVs) and In-Depth Interviews

Furthermore, one NGO had only identified the position of director when it applied to the sources of funding such as international organizations for getting financial support (Thai Sea Watch Association, n.d.), but the description of a director in NGOs may differ from the description of a director in the hierarchical structure of the governmental organizations. One source mentioned:

> "We created the project. We presented the project to international organizations. We named a director for our project but this director's function may differ from the function of a bureaucratic director in the government sector" (Mr. K/ NGO4)

The NGO professionals could get involved in career development throughout their career path in NGOs. For example, one NGO professional who had been working with NGOs for the longest period of time compared with others, might have attended more career development activities. He started to work with NGO as an officer. As time passed, he moved to higher positions such as coordinator and director (see Table 5.5). He had more chances for career development (e.g. participation in training courses, seminars, or study tours) compared with others who came later (see Table 5.6).

When the NGO professionals became experienced staff or senior staff, they could have more career alternatives in other organizations. Two NGO professionals stated that they were invited by other organizations to work for them because they were competent professionals (see Section 5.4, comments by Mr. H and Mr. J). But they decided to remain in NGO. They chose NGO over other career alternatives (i.e. career choice).

After the NGO professionals had been working with NGOs over some span of time (e.g. 5 years above), they had more experiences. Some of them had to decide whether they wanted to continue working or leave the NGO. But they decided that they still needed to remain in NGOs. "Miss D" was an officer who had been working with NGOs for 6 years. She still chose NGO over other career options. She said:

> "I will not leave here to work for other firms. Even if I cannot work for "NGO1", I would still work in a NGO… If I am unable to

continue working with "NGO1", I would still like to work for this NGO as a freelancer" (Miss D/ NGO1)

Similarly, "Miss I" and "Miss E" had been working with NGOs for 5 years and 6 years respectively. They confirmed that they will not leave the NGOs. The interviewees said:

"Now, it was confirmed that I will continue my work with this NGO… I confirm that I don't want to resign this job…. Maybe I will still work with "NGO3" without any compensation" (Miss I/ NGO3)

"I will continue to work with this NGO. I will not leave this organization" (Miss E/ NGO2)

In conclusion, the NGO professionals could get involved in career development and career self-management over time throughout their career path in NGOs. The NGO professionals who became experienced staff might have more career alternatives. Then, they could decide whether they wanted to leave or remain in NGOs.

5.9   CHAPTER SUMMARY

This chapter discussed the findings of the study made through interviews with individual professionals of the five NGOs and personal non-participant observation of the researcher supported by other documentary evidences. Since this study used Hahn's (2008) data analysis model, the refined themes for the level 3 data analysis were used for writing the results of this thesis. The themes

were derived from the research questions posed in this study. Therefore, these themes could be used to answer the research questions and objectives.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1   INTRODUCTION

This is the final chapter of the study. It presents the recapitulation of the study findings, discussion, recommendations, and the concluding remarks. Overall, this chapter tries to show whether the objectives of the study have been met.

6.2   RECAPITULATION OF THE STUDY FINDINGS

This section aims to recapitulate the most important points of the study findings. The study had developed the methodology used for analysis. Since this study focused on the use of multiple methodological techniques to obtain more aspects of the same phenomenon (Berg, 2001), it had adopted a mixed method within a qualitative study which was considered as the most suitable research method for the study compared with other research methods such as case study, ethnography, grounded theory, and action research. A mixed method within a qualitative study was useful to gain access to the information that might not be accessed through the use of only one methodological technique (Thurmond, 2001).

While other research methods (e.g. case study, ethnography, grounded theory, and action research) allow a variety of data sources to be used (Bowen, 2006; Creswell, 1998; French, 2009; Maneewat, 2009; Ṣandru, 2009), in terms of a mixed method or triangulation method within a qualitative study, it usually uses three methodological techniques to investigate the same phenomenon (Berg, 2001). Many researchers such as Brooks (2008), Facey (2010), and Yarwood (2007) adopted a mixed method within a qualitative study that was the combination of in-depth interviews, non-participant observation, and secondary documents. Similarly, this study paid attention to the use of triangulation method within a qualitative approach to establish confidence in the truth of the findings (Aselton, 2010).

In this study, a mixed method within a qualitative study is composed of in-depth interviews, non-participant observations, and secondary documents. These methodological techniques were suitable for a qualitative study of career motivation of NGO professionals in the Songkhla province of Thailand. Firstly, in-depth interviews were used to obtain a rich understanding of the career motivation of NGO professionals in the Songkhla province of Thailand. It was considered as an effective technique to use in order to gain a better understanding (Tieman, 2011).

This study used research protocol as a tool for conducting in-depth interviews (see Appendix A) while the researcher also created follow-up

interview questions to get more information about the career motivation of the NGO professionals. All interviews were recorded by using a tape recorder. Then later the interviews were transcribed. Hahn's (2008) data analysis model was used as the basis for data coding. Hahn's (2008) data analysis model was helpful for this study. It provides a clear process of data analysis as a step-by-step guide for data coding.

The study adopted level 1, 2, and 3 coding of Hahn's (2008) data analysis model. Initially, the level 1 coding was used as open coding. The large qualitative data from transcripts of the interviews was significantly reduced to become more manageable. The reduced set of data from the level 1 coding could be used to develop the level 2 coding. Next, the study adopted the level 2 coding to further refine the data and categorize the key themes using Microsoft Excel and Microsoft Word. Finally, the level 3 coding aimed to refine themes gathered from the level 2 coding. The refined themes of level 3 coding were more relevant to the research questions and objectives. Therefore, the data from the level 3 coding was used for writing the thesis. The significant opinions or ideas of the NGO professionals were determined.

Secondly, non-participant observation was used for this study because it was considered as less biased than participant observation in which the researcher is required to be a member of an NGO in the Songkhla province of Thailand (Househ, 2008; Gentile, 2009). Hence, the researcher had observed the

NGO activities as a non-participant observer. This method was useful for accessing the information from the NGO professionals in the Songkhla province of Thailand because the researcher was allowed by the respective NGOs to observe their meetings and their work. Some elements of trust seemed to have developed between the researcher and the NGO professionals. Without this trust, the data collection for this study would not have been possible. The importance of the role of trust in various contexts which has been shown by previous researchers supported this contention (Castelfranchi & Tan, 2002; Jarvenpaa, Shaw & Staples, 2004; Lui & Ngo, 2004). In addition, the researcher was also able to write the field notes in the form of a research diary during the data collection period. The data gathered from non-participant observation was used to validate the primary data gathered from in-depth interviews.

Thirdly, secondary documents were adopted for the study. The two primary data sources (such as in-depth interviews and non-participant observations) were supported by relevant secondary documents. The appropriate and relevant secondary documents complemented the primary data sources (Antwi & Analoui, 2008). The researcher sought for the secondary documents that were relevant to the research questions and objectives of the study. As a result, the validation of findings was confirmed by the researcher through a mix of approaches.

Since the data collection of the study was based on the use of three methodological techniques (i.e. in-depth interviews, non-participant observation, and secondary documents), the study had various data sources (e.g. research diary, secondary documents, taped cassettes, transcripts of the interviews, and photographs). Thus, this study adopted a data source matrix to validate the data gathered from the various data sources. A data source matrix could represent the link between in-depth interviews, non-participant observation, and secondary documents. In conclusion, doing a qualitative study in an uncharted territory (i.e. NGOs in Thailand) was very demanding (Cantwell, 2008; Fagring, 2009). The mixed method that was used for this study provided the insight into the lives of the NGO professionals in the Songkhla province of Thailand.

This study had analyzed and described career motivation of the NGO professionals in the Songkhla province of Thailand. The respondents of the study are the NGO professionals in the Songkhla province of Thailand. Overall, sixteen NGO professionals were selected for this study by using purposive selection sampling. Nine respondents were females while seven respondents were males. The average age of the respondents was thirty-five years old. All respondents are Thais who worked in NGOs in the Songkhla province of Thailand. They were university graduates. All NGO professionals graduated from local universities in the country. Two NGO professionals graduated with master's degrees while fourteen NGO professionals graduated with bachelor's degrees. They graduated in various fields (e.g. political science, public administration, community

development, environmental management, labor and welfare development, environmental science, pharmaceutical sciences, general management, accounting, education, mass communication, and marine and coastal resources management technology).

Some NGO professionals were student activists and participants of NGO activities before they entered NGOs. These professionals might have preferred to join particular activities that were similar to NGO activities. The NGOs in the Songkhla province of Thailand paid attention to various issues (e.g. the promotion of quality of work life for workers, the consumer rights protection, the promotion of alternative agriculture, the promotion of the strength of small-scale fishermen network and coastal resources reservation, and the publication of public policy effects).

At the time of data collection, this study found that the period of time the NGO professionals had worked with NGOs ranged from 6 months to 26 years. The average period of time the NGO professionals had worked with NGOs was 10 years and 3 months. Eleven NGO professionals had worked with NGOs right after they graduated with their bachelor's degrees, whereas five NGO professionals had initially worked for some governmental or business organizations. Even though some NGO professionals have worked with the respective NGOs for just several years, they had experienced NGO jobs with

other NGOs prior to joining their current NGOs. All NGO professionals had worked with the respective NGOs as full-time staff and also paid staff.

The NGO professionals who chose NGOs as their workplace were motivated by non-financial factors rather than financial factors. The NGO professionals believed that they were not motivated by financial factors such as salary and welfare benefits. They received uncertain and insecure compensation in NGOs. They might not be motivated by financial factors although they still needed salary and welfare benefits for living. However, they did not express their dissatisfaction with their salary although some professionals had worked with a lower rate of salary compared with the starting rate of salary in the government sector, or some professionals sometimes did not receive salary.

On the other hand, the NGO professionals seemed to be motivated by non-financial factors such as social goals, job characteristics, commitment, and happiness at work. Firstly, the NGO professionals needed to achieve the social goals that were related to several issues such as social equality, community development, and people's well-being. Their needs for achieving the social goals were consistent with their NGOs' operation that were focused on social goals (e.g. the promotion of quality of work life for workers, the consumer rights protection, the promotion of alternative agriculture, the promotion of the strength of small-scale fishermen network and coastal resources reservation, and the publication of public policy effects). Therefore, the respondents who had social

goals which were similar to the NGOs' roles might be motivated to work for NGOs.

Secondly, the NGO professionals had job characteristics similar to five core job characteristics developed by Hackman and Oldham (1980). The NGO professionals might be motivated by five core job characteristics: skill variety, task identity, task significance, autonomy, and feedback. Skill variety; they have used various skills to perform their work because they did various tasks. Some NGO professionals have performed as both the office staff and field workers. Task identity; the NGO professionals who often participated in all work processes can obtain a certain task identity. They knew how their jobs fit together with a completion of a task. Task significance; the NGO professionals perceived that their NGO jobs had an impact on the lives of people in their communities. They needed to help their target groups (e.g. laborers, agriculturists, consumers, and villagers) to solve particular problems. Autonomy; the NGO professionals had job autonomy. They planned their work and did it themselves. They also had flexible working hours. Feedback; the NGO professionals received feedback from their co-workers while they were also able to give feedback to their co-workers. The NGO professionals often discussed together. They worked as a team.

Furthermore, the NGO professionals concentrated on NGOs' operation. They chose to work for NGOs and did not want to leave NGOs because of their

commitment to NGOs. Since individuals need to find fulfillment from their work, it could promote their happiness at work (Gavin & Mason, 2004). The NGO professionals focused on fulfillment from work. They were happy not only when they performed the NGO jobs but they were also happy when they had positive relationship with their co-workers and the people whom they have been in contact with (e.g. villagers, members of trade unions, and academics).

The NGO professionals preferred to work for NGOs while they actually had other career alternatives (e.g. working with governmental or business organizations). However, their career choice might also be affected by family influences. Some NGO professionals were expected by their families to work for either governmental organizations or business organizations, but not for NGOs. These professionals did not follow their family's expectations because they chose to work with NGOs. Particularly, two NGO professionals perceived that NGOs had some advantages over the business sector such as flexible working hours and the focus on an individual's ideas.

Since motivated people could be motivated even more to get involved in the career decision-making process (Germeijs & Verschueren, 2009), some NGO professionals seemed to be motivated to get involved in their career decision-making process. They gathered information about themselves (e.g. what jobs they are interested in?). They gathered information about their career alternatives (e.g. what jobs are available for them?). Some professionals received information

about NGO jobs from other NGO workers. Then, they were invited by the NGO workers (e.g. a coordinator for the NGO) to work for NGOs. Some professionals were well aware that they were interested in particular activities similar to NGO activities. They might choose a career which was linked to their interests (e.g. rural development, politics, and health issues). However, some NGO professionals' decisions were influenced by their families. They chose to work for the local NGOs in the Songkhla province because their families needed them to live in their hometown in the Songkhla province.

After the NGO professionals entered NGOs, the motivated professionals might be actively involved in career development activities (e.g. training programs, seminars, workshops, and study tours) provided by NGOs. They often attended seminars on the topics which could be applied to their work (e.g. the topics of project evaluation, social safety net, and environmental problems). They preferred to attend career development programs.

The NGO professionals were not only involved in career development activities provided by NGOs, but they were also involved in their own career self-management. They could develop their knowledge, skills, and abilities through their work experiences. Some NGO professionals were aware that they had improved their knowledge, skills, and abilities through work experiences. They seemed to be satisfied that they had learned more through their work experiences.

The career activities (e.g. career choice, career decision-making, career development, and career self-management) could occur over some span of time. Then, these career activities could be observed through the NGO professionals' career path in NGOs. Two NGO professionals had worked as volunteers before they changed their job position to be the full-time staff, while fourteen NGO professionals initially worked for NGOs as full-time staff. Although no one had expressed their desire for career progress or job promotion offered by NGOs, the NGO professionals seemed to be promoted by themselves and not by the NGOs.

NGOs' structure which was formed as a flexible structure supported career self-management of the NGO professionals. The NGO professionals who had more experiences than other workers in their NGOs often took on more responsibilities. But some NGO professionals did not value their progress to a higher position as their career growth. Some professionals expressed that they became senior staff who could play more roles because they had experienced many tasks.

The senior staff not only had more chances to participate in career development activities provided by NGOs, but they also had more chances to get involved in their own career self-management. The experienced staff or senior staff could have more career alternatives in other organizations. They could get involved in career decision-making process whether they decide to leave or remain in NGOs. But this study gathered the data from the NGO professionals

who still remained in NGOs. Three NGO professionals confirmed that they did not want to leave NGOs.

6.3   DISCUSSION

The mixed method or triangulation method within a qualitative study usually uses three methodological techniques (Berg, 2001). Similarly, this study used three methodological techniques such as in-depth interviews, non-participant observations, and secondary documents. The research method was based on the objectives of the study that aimed to investigate career motivation of the NGO professionals in the Songkhla province of Thailand and the capability of obtaining the information about this issue. The three methodological techniques used for this study were considered as the possible techniques that could reflect the various aspects of the same phenomenon (Berg, 2001). The results of the qualitative investigation show the information gained from the level 3 data analysis which were derived from the transcripts of the interviews, the field note (research diary), and the secondary documents (brochures, official documents). The mixed method within a qualitative study could lead to a clear picture of career motivation of the NGO professionals in the Songkhla province of Thailand.

According to the findings of the study, the NGO professionals were motivated by non-financial factors such as social goals, job characteristics,

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commitment, and happiness at work. Their experiences on these non-financial factors are related to subjective work experiences identified by Coetzee and Bergh (2009) and Coetzee, Bergh and Schreuder (2010). Subjective work experiences include life satisfaction, job/career satisfaction, happiness in the workplace, and perceptions of work as a valuable activity (Coetzee & Bergh, 2009; Coetzee et al., 2010).

The NGO professionals valued subjective work experiences, for instance, some NGO professionals stated that they needed to find fulfillment from their work in NGOs. They perceived their work as meaningful work which has an impact on the lives of people in the community. This was consistent with many researches on meaning of work (e.g. Cartwright & Holmes, 2006; Fock et al., 2010; Harris, 2010; Konz & Ryan, 1999; Lips-Wiersma, 2002; Tombaugh, Mayfield & Durand, 2011) that emphasized the importance of meaningful work for individuals. Employees might prefer to find meaning in their lives (including their working lives) (Harris, 2010; Lips-Wiersma, 2002).

Similar to previous studies by Jackson (2003) and Wallis and Dollery (2002) which found that NGO employees seem to be motivated by ideological goals (or altruistic goals (Gauri & Galef, 2005; Johnson, 2001; Liu, Tang & Zhu, 2008)), the NGO professionals in the Songkhla province of Thailand were motivated by ideological goals too. Ideological motivation includes helping others or helping the society (Barron & Rihova, 2011). For example, most NGO

professionals needed to achieve social goals such as social equality, community development, and people's well-being. Particularly, three NGO professionals expressed their feelings that they like to help people in the community (e.g. people who suffered from the mega project) to solve their problems. Therefore, this study agreed with a study by Johnson (2001) which states that NGO professionals were committed to attaining particular goals rather than receiving a certain amount of remuneration (i.e. salary and welfare benefits provided by the NGOs).

Since all NGO professionals were paid staff (who have also worked as full-time employees) rather than voluntary staff, they still needed salary and benefits for their living. But some localized NGOs in the Songkhla province were unable to provide incentives or compensation to their employees because of the lack of budget. The NGO professionals, however, still continued to work for NGOs in order to achieve their ideological goals.

The next factor to be considered is commitment. A study by Shah (2011) considered employee commitment as active and positive behaviors and attitudes towards his/her organization. A committed employee has a high degree of willingness to get involved in and be identified with his/her organization (Neininger, Lehmann-Willenbrock, Kauffeld & Henschel, 2010; Paillé, Fournier & Lamontagne, 2011; Shah, 2011). Employee commitment is important to any organization (including NGOs) because high commitment to the organization

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increases employee retention (Cho, Johanson & Guchait, 2009; Paillé et al., 2011). The studies by Cho et al. (2009), Labatmedienė, Endriulaitienė and Gustainienė (2007), and Yurchisin, Park and O'Brien (2010) assert that employees who have more organizational commitment are less prone to leave the organization. Likewise, the NGO professionals in the Songkhla province chose to remain in NGOs because of their commitment to NGOs. Some NGO professionals especially confirmed that they chose to remain in NGOs although they received insufficient salary. They sometimes worked without salary but they still needed to remain in NGOs.

Furthermore, happiness at work is considered as the factor which motivated the NGO professionals to work for NGOs. Happiness at work refers to pleasant judgments (positive attitudes) or pleasant experiences (positive feelings) at work (Fisher, 2010). The NGO professionals expressed their happiness at work by stating that they were happy to work for NGOs, or they were fulfilled with their NGO jobs. This study, therefore, agreed with a study by Gavin and Mason (2004) which stated that happiness at work is accomplished by doing a good thing. The NGO professionals experienced happiness at work because they had the ideal job characteristics (e.g. having opportunities to help other people or to serve the country) as identified in a study by Harzing (2004).

Considering the job itself, the studies by Benz (2005) and Tortia (2008) maintain that employees in Non-Profit Organizations (NPOs) are more satisfied

with the job itself compared to those who work in business organizations. NPOs could more effectively motivate employees with the job itself (Bjerneld et al., 2006; Cruz et al., 2009; Pennerstorfer & Schneider, 2010). Consistently, this study found that the NGO professionals were motivated by the job itself. They experienced the job characteristics similar to five core job characteristics (e.g. skill variety, task identity, task significance, autonomy, and feedback) developed by Hackman and Oldham (1980). Their experiences on these core job characteristics could be seen as positive experiences in NGO jobs that could also lead to positive attitudes towards their jobs (Bontis et al., 2011; Saavedra & Kwun, 2000; Saks & Gruman, 2011). As a study by Bontis et al. (2011) maintains that employees who have positive attitudes towards their jobs seem to be more involved and satisfied with their work, the NGO professionals in the Songkhla province could also be perceived as being satisfied with their work because they had experienced five core job characteristics from NGO jobs. Particularly, three specific factors: skill variety, task identity, and task significance that can make work meaningful (Lunenburg, 2011; Miller et al., 2009; Rosso et al., 2010) might allow them to perceive their NGO work as meaningful work.

Additionally, the literature on career choice could be helpful to understand why the NGO professional chose to work for NGOs. While the NGO professional in the Songkhla province chose to work for NGOs, they actually had other career alternatives (e.g. working with governmental or business

organizations) because they were university graduates who had skills and abilities. Similarly, Brass (2012) presented the findings of the research on NGOs in Kenya where NGO workers, in general, have the skills and abilities to get high income jobs in business organizations.

Several previous studies on career choices focused on the career choices of university students (Jin et al., 2009; McCann, Clark & Lu, 2010; Roach & Sauermann, 2010; Van Zyl & De Villiers, 2011) in various careers such as accounting (Van Zyl & De Villiers, 2011), nursing (McCann et al., 2010), industrial, and academic careers (Roach & Sauermann, 2010). But very few studies investigated the career choices of university graduates (i.e. professionals) who choose to work for NGOs (Bjerneld et al., 2006). Factors influencing the career choices of university students (or university graduates) in NGO based careers might be different from those factors identified in the studies of career choices of university students in other careers (McCann et al., 2010; Roach & Sauermann, 2010; Van Zyl & De Villiers, 2011) since NGO has its specific fundamental concepts (Adivar et al. 2010; Edgar & Lockie, 2010; Jepson, 2005; Serra et al., 2010). NGO does not operate for profit or commercial purposes (Awio, Northcott & Lawrence, 2011; Brass, 2012; Nzimakwe, 2008).

The previous studies focusing on the decision of individuals to choose to work for NGOs (Bjerneld et al., 2006; Mitra, 2011) could be compared to the study findings. A qualitative study by Mitra (2011) investigated career choice of

women in NGOs. Mitra (2011) found that organizational structure influenced women's career choice in NGOs. Similarly, this study found that the NGO professionals (both men and women) needed flexible organizational structure. NGOs in the Songkhla province do not have a certain chain of command. The NGO professionals often assisted their co-workers in work. Thus, they had good relationships with co-workers. They felt like they were a family. The findings of this study are consistent with the findings in the study by Mitra (2011) which stated that flexible organizational structure could promote personal and friendly relationships among workers.

Mitra (2011) asserts that women who work for NGOs needed flexible working hours so that they will have the flexibility to reconcile their work and family life. This study found that flexible working hours allowed the NGO professionals to experience the feeling of freedom but they did not present the importance of flexible working hours as the tool for maintaining their family lives. Actually, they like job autonomy that gives them freedom and independence. The flexible organizational structure could support their career self-management because they were responsible for their work.

Another qualitative study by Bjerneld et al. (2006) collected data from Scandinavian health professionals who volunteered for humanitarian assignments in international NGOs. Since Bjerneld et al. (2006) presented that volunteers need to understand how their role related to other workers' roles within the

organization, this study is consistent with Bjerneld et al. (2006) in the sense that the NGO professionals were satisfied with their jobs when they obtained task identity (i.e. how their jobs fit with a completion of a task (McKnight et al., 2009)). Similar to a study by Bjerneld et al. (2006), the NGO professionals in the Songkhla province expected to learn more through their work experiences (i.e. personal development). However, there are differences between this qualitative study in NGOs in the Songkhla province of Thailand and those qualitative studies by Bjerneld et al. (2006) and Mitra (2011) because they collected their data from small group of NGO workers or professionals in different countries. The results of these studies may not be generalized to NGO professionals in other areas.

6.4   RECOMMENDATIONS

This section presents recommendations to the three main counterparts (such as NGO owners, the government, and the future researchers) that could involve themselves in NGOs issues.

6.4.1   Recommendations to NGO Owners

Based on the research findings, NGO owners could identify their present situation (in terms of career management). The results of this study could be used as a guideline for NGO owners to evaluate their strengths and weaknesses so that

they could improve their career management. For organizational career management (OCM), NGOs are required to support their professionals to achieve career success. While the NGO professionals are responsible for their own career management (i.e. individual career management (ICM) or career self-management), NGOs are still required to develop appropriate tools, resources and structures to support the career management process (Tzabbar et al., 2003). The organizational support for career development could be composed of training, mentoring, performance appraisal, and development programs (Kong et al., 2011).

Since smaller NGOs have limited funding and resources (Kongchantuk, 1995; Simmons, 2003; Suwannarat, 2003), their career management can be considered as an organizational challenge. The organizational career management should be carried out by NGOs to meet their goals and NGO professionals' goals. Thus, NGOs need to understand the needs of both NGOs themselves and NGO professionals. This study explains the factors that motivate the NGO professionals to work for NGOs. It reflects the needs of the NGO professionals in the Songkhla province of Thailand. An understanding of career motivation in NGOs could be applied to develop suitable motivational techniques and appropriate organizational support for career development in order to meet the needs of both NGOs and their professionals.

Furthermore, NGOs could improve their career management by developing a professional career path for the NGO workers (Ryfman, 2007). The career path for the NGO workers should be suitable for individuals to develop a career in NGOs, for example, NGOs should offer long-term contracts to their staff rather than short-term contracts (O'Sullivan, 2010). The challenge of the smaller NGOs is that they are required to maintain their workers (e.g. offering long-term contracts) while they have the limited budget.

For smaller NGOs, extrinsic rewards are less important than intrinsic rewards. While NGOs lack the capacity for giving financial rewards to their employees, they could develop intrinsic motivational techniques (such as job enrichment) for motivating employees as well as to provide sufficient extrinsic rewards for them.

On the other hand, there are strengths of the smaller NGOs such as teamwork, employee commitment, and flexible organizational structure. Hence, NGO owners should maintain the strengths of NGOs based on the nature of work of the NGO professionals.

Firstly, the effectiveness of teamwork should be supported by NGOs. Yang, Huang and Wu (2011) maintain that teamwork influences work outcomes and it could lead to organizational success. Based on the research findings, the NGO professionals had worked as a team. NGO owners could provide career

development support to the teams. However, some NGOs might not be able to send their employees to external training because they lack funding. Therefore, on-the-job training should be promoted in NGOs so that the NGO professionals could learn through performing their jobs.

Secondly, employee commitment is important to NGOs. Employee commitment could lead to work motivation and job satisfaction (Morrow, 2011). NGOs should maintain their workers' commitment. Although some NGOs in the Songkhla province of Thailand lacked funding to pay the employees' salaries, some NGO professionals still continued to work for the NGOs with lower salaries or without salaries because they were committed to NGOs. Therefore, NGOs should learn more on how to develop employee commitment.

Thirdly, a flexible organizational structure leads NGOs to respond effectively to the clients' needs. This type of organizational structure encourages team-building in organizations (Xu, 2009). Based on the research findings, the NGO professionals seemed to be satisfied with the flexible organizational structure. As a result, NGOs should consider the importance of a flexible organizational structure.

6.4.2 Recommendations to Policy Makers on NGOs (the Government)

In Thailand, the government still perceives NGOs as threats to the development of the country (Suwannarat, 2003). The government might not promote NGO activities. Based on the results of this study, the NGO professionals perceived that the government had negative perception of NGO activities. There was a lack of cooperation between the government and NGOs.

However, some previous literatures (e.g. Janya, 2007; Lortanavanit, 2009; Pednekar, 1995) argue that the NGOs in Thailand have been operating in parallel with the social and economic changes. Although the government could promote the economic growth of the country, it might cause to two core problems such as economic disparities between urban and rural areas, and environmental problems (Pednekar, 1995), NGOs have taken necessary actions to solve these problems (Pednekar, 1995). Many NGOs play important roles in rural development and urban (slum) development (Vadhanasindhu, 2002).

The research findings present a true understanding of career motivation of the NGO professionals. Since the NGO professionals were motivated by social goals which were related to several issues such as social equality, community development, and people's well-being, they could help the government to solve the problems. Similarly, the NGOs' operation involved specific issues that might have an impact on the lives of other people (e.g. the

promotion of quality of work life for workers, the consumer rights protection, the promotion of alternative agriculture, the promotion of the strength of small-scale fishermen network and coastal resources reservation, and the publication of public policy effects).

The government should be aware of the roles of NGOs and the NGO professionals' motivation so that it can develop a suitability policy on NGOs. For example, the government should develop cooperation with NGOs in order to achieve national development goals because NGOs could support the government in solving its problems. The research findings especially found that the NGO professionals had worked closely with the villagers. They appreciated a good relationship with the villagers. Therefore, they could access the information on community problems better than government officers. NGOs could support the government by performing public policy advocacy.

Similar to NGOs, employees who work in the public sector are less extrinsically motivated (Buelens & Van den Broeck, 2007; Wright, 2007) and have a less interest in financial rewards or monetary rewards than employees in the private sector (Crewson, 1997; Manolopoulos, 2008). As employees in the government sector are motivated by ideological goals similar to NGO professionals (Crewson, 1997; Liu et al., 2008), the government should learn about the career motivation of the NGO professionals. The research findings present that the NGO professionals seemed to be motivated by non-financial

factors (e.g. social goals, job characteristics, commitment, and happiness at work) rather than financial factors (e.g. salary and welfare benefits).

In addition to financial rewards, the government should provide non-financial rewards for its employees. A study by Manolopoulos (2008) asserts that the public sector attracts employees who value intrinsic motivation (i.e. individual's satisfaction with psychological needs rather than material rewards). Therefore, the non-financial factors which motivate the NGO professionals to work for NGOs could be applied to the public sector because NGOs and the public sector focus on ideological goals (Crewson, 1997; Liu et al., 2008). Then, the governmental organizations could motivate people who value serving the society to join them (Crewson, 1997; Liu et al., 2008).

The traditional structure (also referred to as hierarchical structure) in the governmental organizations probably makes it inefficient in serving the public (Lasierra, 2007), for example, the governmental organizations could not respond immediately to the community problems because of their hierarchical structure. As a result, the governmental organizations should support NGOs in running their operation in order to reach national development goals.

6.4.3 Recommendations to Future Researchers on NGOs

The issue of career motivation in NGOs particularly in the localized NGOs has been rarely studied in the past. Thus this area of research can be explored further so as to increase the employers' understanding of career motivation in NGOs. Since this study aimed to investigate the factors which motivate the NGO professionals to enter NGOs and continue to remain in NGOs in the Songkhla province of Thailand, there is an important need to extend an understanding of career motivation of NGO professionals in other regions where this issue might receive less attention.

Furthermore, the methodology to be used is important for any study. A suitable method should be developed and adopted to investigate career motivation in the discovered area. For the qualitative research, Hahn's (2008) data analysis model could be useful for qualitative coding. This model provides a clear picture of the qualitative data analysis process from the first stage to the final stage. The first stage (level 1 coding) could be applied to significantly reduce the qualitative data to become more manageable for the researcher. The second stage (level 2 coding) is to categorize the key themes. The third stage (level 3 coding) is to refine the themes to be used for writing research papers. The final stage (level 4 coding) of Hahn's (2008) data analysis model is to develop theory from the data which is analyzed by the researcher. The key themes are reexamined for theory development. Future researchers could adopt

Hahn's (2008) data analysis model to answer the research questions and reach their objectives.

6.5   CONCLUDING REMARKS

This study had determined the factors motivating the NGO professionals in the Songkhla province of Thailand to choose NGOs as their workplace and the factors motivating them to remain in NGOs. It has presented an in-depth description of career motivation based on the questions how and why posed in this study. It had investigated career motivation through the individuals' career activities such as career choice, career decision-making, career development, and career self-management that could occur over some span of time for individuals who work with NGOs. These career activities were related to the NGO professionals' motivation to enter NGOs and remain in NGOs. Therefore, this study had considered these career activities through the career path of the NGO professionals.

This study had used a mixed method within a qualitative study which is composed of in-depth interviews, non-participant observation, and secondary documents. The three methodological techniques used in this study allowed the researcher to obtain the more important aspects of reality (Berg, 2001). The use of only one methodological technique might not be sufficient to access meaningful information (Thurmond, 2001). The research findings show that the

NGO professionals who chose to work for NGOs were motivated by non-financial factors (e.g. social goals, job characteristics, commitment, and happiness at work) rather than financial factors (e.g. salary and welfare benefits). Their motivation to choose NGOs can be observed through their involvement in career activities. They seemed to be satisfied that they had opportunities for career development and career self-management in NGOs. Some NGO professionals were involved in career decision-making process, for example, they gathered information about themselves and their career alternatives which could be used to make a decision on whether they choose to work for NGOs or not. Some NGO professionals had more career alternatives but they chose NGO profession over other career alternatives.

Since NGO had a flexible organizational structure, it could support career self-management because the NGO professionals were likely to promote themselves to a higher job position (e.g. coordinator or director). They did not obtain job promotion offered by NGOs. Some NGO professionals who had more experiences than other NGO workers, had moved to a higher job position but they did not value their movement to a higher job position as their career growth in NGOs.

As this study focused on a specific area which is the Songkhla province of Thailand, which is in a developing country in Southeast Asia, more researches on career motivation of NGO professionals particularly in other regions need to

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be investigated for further understanding on the issue of career motivation in

NGOs.

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APPENDIX A

- o Research Consent Form

    - o Research Consent Form in English

    - o Research Consent Form in Thai

- o Research Protocol

    - o Research Protocol in English

    - o Research Protocol in Thai

UNIVERSITI UTARA MALAYSIA

RESEARCH CONSENT FORM

Research Title: Career Motivation of NGO Professionals in Songkhla Province of Thailand: A Qualitative Study

Name of Researcher: Phathara-on Wesarat

This is a consent form for persons participating in a research study. You are invited to participate in this study because you are a NGO professional who work with an NGO in the Songkhla province of Thailand. If you decide to participate, the researcher will ask you to sign this consent form and will give you a copy to keep.

The purpose of this study is to find out what factors motivate NGO professionals to choose NGOs as the workplace and what factors motivate them to remain in NGOs. Your participation will help the researcher to identify factors motivating NGO professionals to begin working for NGOs and remain in NGOs. Henceforth, the significant information about career motivation of NGO professionals could be applied to NGOs' human resource management in practice.

The expected duration of the interview will be approximately one hour. The interview will be audio-taped so that the researcher will be able to review the information. You will also be asked to fill out a short biographic information form (e.g. educational background and work experience). You will be photographed by the researcher when she observes you as a non-participating observer.

Your confidentiality will be protected. The results of this study may be published but your name will not be presented. The audio-tapes, the transcriptions generated from audio-tapes, and other sensitive information will be destroyed after five years.

Your participation in this study is voluntary. If you do not want to participate, you have the right to withdraw from the study at any time.

If you have any questions regarding this study, please call Phathara-on Wesarat at (081) 678-7991 or email at pwesarat@yahoo.com.

…………………………………………………………………………………..

I have read the consent form. I understand the information and I agree to participate in this study.

Name of Participant: …………………………………………………………………….

Participant Signature: …………………………… **Date:** …………………………………

UNIVERSITI UTARA MALAYSIA

หนังสือแสดงเจตนายินยอมเข้าร่วมการวิจัย

หัวข้อวิจัย:
แรงจูงใจในอาชีพของผู้ปฏิบัติงานในองค์กรพัฒนาเอกชนในจังหวั
ดสงขลาของประเทศไทย: การวิจัยเชิงคุณภาพ
ชื่อนักวิจัย: ภัทรอร เวสารัตน์

หนังสือแสดงเจตนายินยอมเข้าร่วมการวิจัยฉบับนี้ให้ไว้แก่ผู้ที่เข้าร่ว
มการวิจัยในครั้งนี้   ท่านคือผู้ที่ถูกเชิญให้เข้าร่วมในการวิจัยนี้
เนื่องจากท่านเป็นผู้ปฏิบัติงานในองค์กรพัฒนาเอกชนในจังหวัดสงข
ลาของประเทศไทย   หากท่านตัดสินใจเข้าร่วมการวิจัย
ผู้วิจัยก็จะขอให้ท่านลงลายมือชื่อในหนังสือแสดงเจตนายินยอมเข้า
ร่วมการวิจัยฉบับนี้
และจะมอบสำเนาจำนวนหนึ่งฉบับให้ท่านเป็นผู้เก็บรักษาไว้

วัตถุประสงค์ในการศึกษาวิจัยครั้งนี้
เพื่อศึกษาว่ามีปัจจัยอะไรบ้างที่จูงใจให้ผู้ปฏิบัติงานในองค์กรพัฒนา
เอกชนเลือกเข้าทำงานในองค์กรพัฒนาเอกชน
และปัจจัยอะไรที่จูงใจให้ผู้ปฏิบัติงานยังคงทำงานในองค์กรพัฒนาเอ

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กชนต่อไป

การเข้าร่วมการวิจัยของท่านในครั้งนี้จะมีส่วนช่วยให้ผู้วิจัยสามารถระบุถึงปัจจัยจูงใจที่ทำให้ผู้ปฏิบัติงานเข้าทำงานในองค์กรพัฒนาเอกชน

รวมทั้งปัจจัยจูงใจที่ทำให้ผู้ปฏิบัติงานยังคงทำงานอยู่ในองค์กรพัฒนาเอกชน

ซึ่งข้อมูลเกี่ยวกับแรงจูงใจในอาชีพของผู้ปฏิบัติงานในองค์กรพัฒนาเอกชนที่ได้จากการวิจัยนี้สามารถนำไปประยุกต์ใช้ในการจัดการทรัพยากรมนุษย์ในทางปฏิบัติได้

สำหรับเวลาในการสัมภาษณ์ คาดว่าจะใช้เวลาประมาณหนึ่งชั่วโมงโดยการสัมภาษณ์จะมีการบันทึกเทปเพื่อให้ผู้วิจัยสามารถทบทวนข้อมูลได้

ท่านจะถูกร้องขอให้กรอกแบบฟอร์มประวัติส่วนบุคคลโดยย่อ (เช่น ประวัติการศึกษา และประสบการณ์ทำงาน)

ท่านจะถูกถ่ายภาพโดยผู้วิจัยในขณะที่ผู้วิจัยทำการสังเกตท่านในฐานะผู้สังเกตแบบไม่มีส่วนร่วม

ความลับของท่านจะไม่ถูกเปิดเผย ผลการศึกษาวิจัยจะถูกตีพิมพ์แต่จะไม่มีการเปิดเผยชื่อของท่าน เทปบันทึกเสียงบทสัมภาษณ์จากการถอดเทป และข้อมูลที่อ่อนไหวเป็นความลับหรือมีความสำคัญมากจะถูกทำลายภายหลังจากนี้เป็นระยะเวลาห้าปี

การเข้าร่วมการวิจัยของท่านในครั้งนี้เป็นไปด้วยความสมัครใจ หากท่านไม่ต้องการเข้าร่วมการวิจัย ท่านมีสิทธิ์ที่จะถอนตัวออกจากการวิจัยได้ทุกเมื่อ

หากท่านมีคำถามใดๆ เกี่ยวกับการศึกษาวิจัยในครั้งนี้ กรุณาติดต่อ ภัทรอร เวสารัตน์ ที่หมายเลขโทรศัพท์ (081) 678-7991 หรือทางอีเมล pwesarat@yahoo.com

…………………………………………………………………………………………

ข้าพเจ้าได้อ่านหนังสือแสดงเจตนายินยอมเข้าร่วมการวิจัย
ข้าพเจ้าเข้าใจเนื้อหาในหนังสือฉบับนี้
และข้าพเจ้ายินดีที่จะเข้าร่วมการวิจัย

ชื่อผู้เข้าร่วมการวิจัย:
……………………………………………………………………………...

ลายมือชื่อของผู้เข้าร่วมการวิจัย: ……………………… **วัน เดือน ปี:** ……………………………

(English)

RESEARCH PROTOCOL

"WHY PEOPLE CHOOSE TO WORK FOR NON-GOVERNMENTAL

ORGANIZATIONS?"

PHATHARA-ON WESARAT

PHD CANDIDATE

UNIVERSITI UTARA MALAYSIA

6TH JULY 2007

QUESTIONS

A. BACKGROUND OF RESPONDENT

1. Position
   ☐ Manager
   ☐ Officer
   ☐ ……….

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2. Age

☐ ………..

3. Gender

☐ Male
☐ Female

4. Education

☐ ………………………….
☐ ………………………….

5. Experience

☐ ………………………….
☐ ………………………….

B. PLACE & TIME

Place: ……………........   Date: ………………..
Time Start: …………..   Time End: …………..

C. ACTUAL QUESTIONS

1. How long have you been with the NGO?

………………………………………………………………………………..
………………………………………………………………………………..

2. What does the NGO do?

………………………………………………………………………………..
………………………………………………………………………………..

3. What work did you perform initially? (when you first joined)

………………………………………………………………………………..
………………………………………………………………………………..

4. What work do you perform now?

………………………………………………………………………………..
………………………………………………………………………………..

5. Why do you work for this NGO?

………………………………………………………………………………..
………………………………………………………………………………..

6. Does this NGO pay you well?

………………………………………………………………………………..

…………………………………………………………………………………………..

7. Please explain whether money motivates you to work in this NGO.

…………………………………………………………………………………………..

…………………………………………………………………………………………..

8. Please explain what factors motivate you to work here apart from money.

…………………………………………………………………………………………..

…………………………………………………………………………………………..

(Thai)

แบบสัมภาษณ์

เหตุใดบุคคลจึงเลือกทำงานกับองค์กรพัฒนาเอกชน

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ภัทรอร เวสารัตน์
PHD CANDIDATE
UNIVERSITI UTARA MALAYSIA

6 กรกฎาคม 2550

ก. ข้อมูลพื้นฐานของคนทำงานองค์กรพัฒนาเอกชน (NGOs)

1. ตำแหน่ง
   ☐ ผู้จัดการ
   ☐ เจ้าหน้าที่

   ☐ …………..

2. อายุ

   ………….. ปี

3. เพศ
   ☐ ชาย
   ☐ หญิง

4. การศึกษา

   ……………………………………………….
   ……………………………………………….
   ……………………………………………….
   ……………………………………………….

5. ประสบการณ์ทำงาน

   ……………………………………………….
   ……………………………………………….
   ……………………………………………….

……………………………………………

ข. วัน เวลา และสถานที่

สถานที่: ………………………………………… วัน เดือน ปี: ………………………………………เวลาเริ่มต้นการสัมภาษณ์: ……………………. เวลาสิ้นสุดการสัมภาษณ์: ………………

ค. คำถาม

1. คุณทำงานกับองค์กรพัฒนาเอกชน (NGOs) มาเป็นระยะเวลานานเท่าใด

………………………………………………………… ………………………………………………………… …………………………………………………………

2. องค์กรพัฒนาเอกชนของคุณทำอะไรบ้าง

………………………………………………………… ………………………………………………………… ………………………………………………………… …..

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3. เมื่อคุณเริ่มต้นทำงานกับองค์กรพัฒนาเอกชนครั้งแรกนั้น คุณทำหน้าที่อะไร

....
....
....

4. ปัจจุบันนี้คุณทำหน้าที่อะไรในองค์กรพัฒนาเอกชน

....
....
....

5. คุณทำงานกับองค์กรพัฒนาเอกชนแห่งนี้ เพราะเหตุใด

....
....
....

6. องค์กรพัฒนาเอกชนที่คุณทำงาน จ่ายค่าตอบแทนให้คุณดีหรือไม่

....

....

....

7.
กรุณาอธิบายว่าเงินเป็นสิ่งจูงใจให้คุณทำงานในองค์กรพัฒนาเอกช
นหรือไม่ อย่างไร

....

....

....

8.
กรุณาอธิบายว่าปัจจัยอะไรที่จูงใจให้คุณทำงานกับองค์กรพัฒนาเอ
กชน นอกเหนือจากปัจจัยที่เป็นตัวเงิน

....

....

....

APPENDIX B

- o Map of Thailand

- o Map of Provinces in Thailand

Map of Thailand
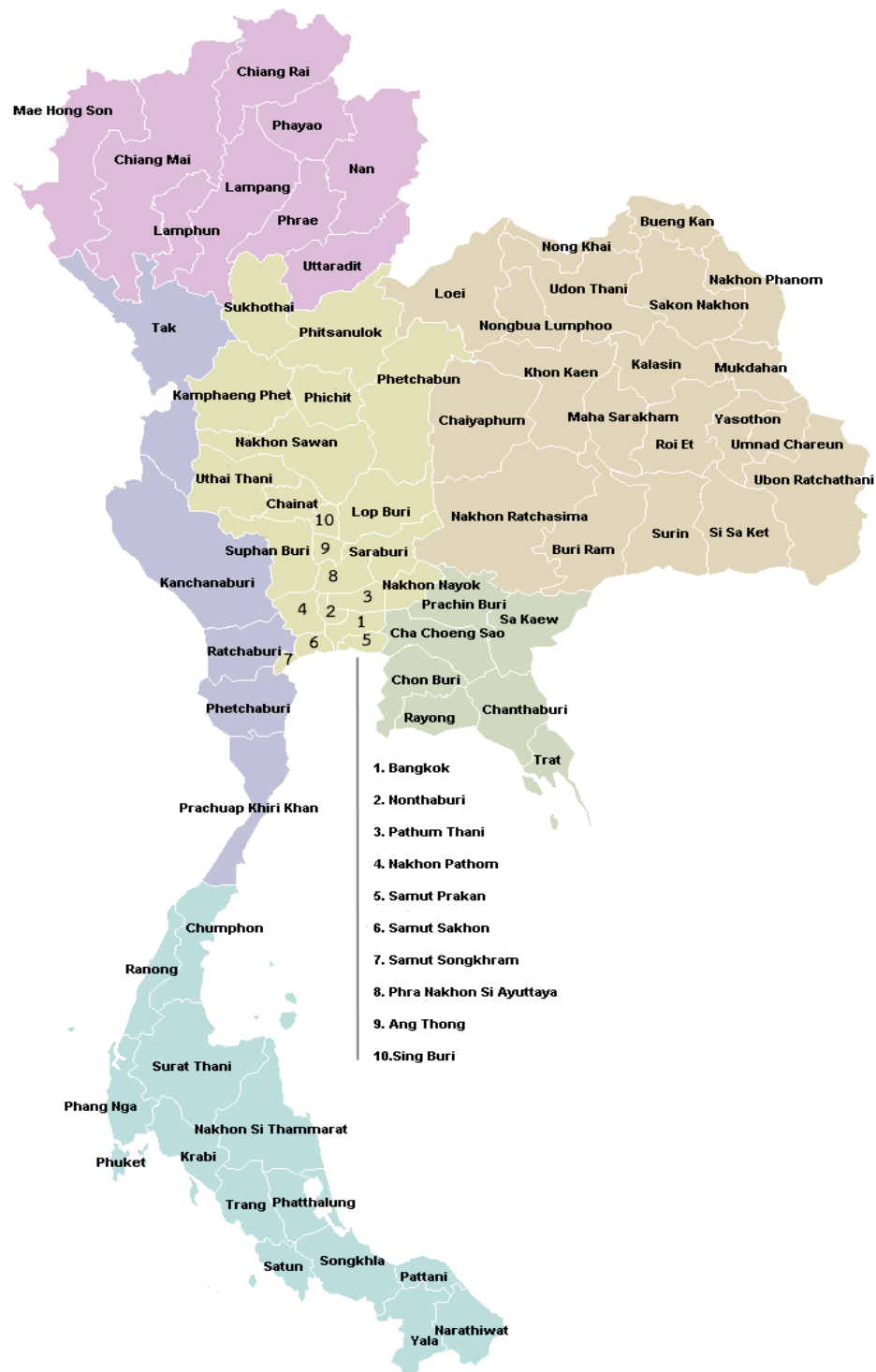
Source: United Nations (2004). *Map No. 3853 Rev. 1*. Retrieved June 24, 2009, from http://www.un.org/Depts/Cartographic/map/profile/thailand.pdf

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Map of Provinces in Thailand

1. Bangkok
2. Nonthaburi
3. Pathum Thani
4. Nakhon Pathom
5. Samut Prakan
6. Samut Sakhon
7. Samut Songkhram
8. Phra Nakhon Si Ayuttaya
9. Ang Thong
10. Sing Buri

APPENDIX C

- List of NGOs in Thailand

  - NGOs in Bangkok and Greater Metropolitan Area

  - NGOs in the Lower North and Central Region

  - NGOs in the North

  - NGOs in the North-eastern

  - NGOs in the East

  - NGOs in the West

  - NGOs in the South

List of NGOs in Thailand

In the Directory of Non-Governmental Organizations published in 2003 by Thai Development Support Committee, 575 NGOs that are the members of NGO Coordinating Committee (NGO-COD) were found. The list of NGOs are as follows: 1) 238 NGOs in Bangkok and Greater Metropolitan Area, 2) 16 NGOs in the Lower North and Central Region, 3) 155 NGOs in the North, 4) 115 NGOs in the North-eastern, 5) 10 NGOs in the East, 6) 6 NGOs in the West, 7) 35 NGOs in the South (Thai Development Support Committee 2003).

Table 1

NGOs in Bangkok and Greater Metropolitan Area

No.	List of NGOs
1	Greenpeace Southeast Asia
2	Community Organizing for People's Action (COPA)
3	Power of Life Group
4	Friends of the People
5	Fraternity for Aids Cessation in Thailand (FACT)
6	The Matches Group
7	Young Christian Workers
8	Young Christian Workers, Rangsit
9	RAHAB Beauty Shop
10	Gajidrid Educational Theatre Company
11	Drug Study Group (DSG)
12	Alternative Energy Project for Sustainability
13	Campaign for Alternative Industry Network
14	Grassroots Micro Media Project (Makhampom Theatre Group)
15	Media Link Group
16	Anjaree: Lesbian-Gay Rights Advocacy Group
17	World Wide Fund for Nature, Thailand Programme (WWF Thailand)
18	Catholic Commission of Ethnic Groups
19	Catholic Commission for Human Development

Table 1 (Continued)

No.	List of NGOs
20	Catholic Commission for Family (CCF)
21	Catholic Commission for Justice and Peace
22	Catholic Commission for the Youth
23	The Relatives Committee of May 1992, Heroes
24	NGO Coordinating Committee on Development
25	Coordinating Committee of Human Rights Organizations of Thailand
26	Coordinating Committee for Primary Health Care of Thai NGOs
27	Thai Development Support Committee
28	Campaign for Popular Democracy
29	Thai Action Committee for Democracy in Burma
30	Thai Inter Religious Commission for Development
31	South East Asian Committee for Advocacy
32	Thai NGO Coalition on AIDS
33	The Committee for Natural Resource and Environment Conservation 17 Institutes (CNEC)
34	Gender and Development Working Group
35	Good Shepherd Sisters
36	Christoffel Blinden Mission
37	Alternative Agriculture Network
38	Buddhist Network for Buddhism and Society
39	The October Network
40	Anti-Corruption Network
41	Women and Constitution Network
42	HomeNet Thailand
43	Child Workers in Asia
44	Alternative Asian Network on Burma (ALTSEAN BURMA)
45	Asian Network for Free Elections
46	Recycle Paper for Trees Project
47	Thai NGO-COD and DANCED Partnership Programme Towards Sustainable Management of Natural Resources, Central Support Unit
48	Responsible Ecological Social Tours Project
49	Think Earth Project
50	NAAM-CHEWIT
51	Youth Training Program for Social Development (YT)
52	Catholic Migration Commission/ Women's Desk
53	Project for Ecological Recovery
54	Towards Ecological Recovery and Regional Alliance
55	Thai Labour Campaign

Table 1 (Continued)

No.	List of NGOs
56	Women's Action & Research Initiative (WARI)
57	Health of the Poor Forum
58	Focus on the Global South
59	Constitutional Education for Citizen's Active Participation Reform in Thailand
60	Agricultural Technology Transfer Forum
61	Wednesday Friends Club
62	Rural Reconstruction Alumni and Friends Association
63	Candle Light for Life Club, Bamrasnaradura Hospital
64	Credit Union League of Thailand Limited
65	Frontiers for the Advancement of Women
66	Bangkok Forum
67	Welcome House
68	Development Support Consortion/Thai Fund Foundation
69	14 October Foundation
70	Saeng Tien Group Foundation
71	The Education for Development Foundation (Minsai Center Bangkok)
72	Agri-Nature Foundation
73	Civicnet Institute
74	Thai Education Foundation
75	The Foundation of Education for Life and Society
76	Sustainable Agriculture Foundation Thailand (SAFT)
77	Komol Keemthong Foundation
78	AIDS Access Foundation
79	Alliance Against Traffic in Women Foundation
80	Thailand Caulfield Foundation for the Blind Under the Royal Patronage of her Royal Highness
81	Child Protection Foundation
82	Wildlife Fund Thailand under the Royal Patronage of H.M. the Queen
83	Foundation for the Blind in Thailand (under the Royal Patronage of H.M. The Queen)
84	The Wild Animal Rescue Foundation of Thailand
85	Cheevajit Foundation
86	Chumchonthai Foundation
87	Duang Prateep Foundation
88	Foundation for Children
89	Foundation for Slum Child Care Under the Patronage of HRH Princess
90	Hand In Hand Foundation

Table 1 (Continued)

No.	List of NGOs
91	Habitat for Humanity (HFH)
92	Thai German Development Foundation
93	Foundation for Thailand Rural Reconstruction Movement Under Royal Patronage of H.M. The King
94	Pridi Banomyong Foundation
95	Anti-Air Pollution and Environmental Protection Foundation
96	Aids Prevention Foundation
97	Foundation for Women
98	Foundation for Peoples' Righteousness of May 1992
99	Development of Traditional Thai Medicine Foundation
100	Foundation for Quality of Life Development
101	Foundation for International Human Resource Development
102	Human Settlement Foundation
103	Foundation for the Protection of Environment and Tourism
104	Thai Labour Museum Foundation
105	Urban Development Foundation
106	Foundation for Children's Development
107	Sustainable Development Foundation
108	Foundation for Rehabilitation and Development of Children and Family
109	Foundation for Life Long Education of Thailand
110	Foundation for Children with Disabilities
111	Friends of the Asian Elephant (FAE)
112	Friends of Women Foundation
113	Foundation for Consumers
114	Foundation for Rural Youth
115	Collective Action for Women Workers Foundation (Committee for Asian Women)
116	Rural Doctor Foundation
117	Plan International Thailand Foundation
118	Friedrich Ebert Stiftung
119	Friedrich Naumann Stiftung
120	Foundation for Agricultural and Rural Management (FARM)
121	The Foundation of Organic Agriculture of Thailand
122	Friends For All Children Foundation
123	Action on Smoking and Health Foundation
124	Raks Thai Foundation/ Care Thailand
125	Lek-Prapai Viriyapan Foundation
126	Green World Foundation
127	Withithat Foundation

Table 1 (Continued)

No.	List of NGOs
128	Development Cooperation Foundation (DCF)
129	Bangkok Y.M.C.A. Foundation
130	World Vision Foundation of Thailand
131	The Environmental Law Center Thailand Foundation (ELCT)
132	Foundation For Rural Development Coordination Center
133	The Center for the Protection of Children's Rights Foundation
134	Asian Coalition for Housing Rights
135	Media Center for Development Foundation
136	Hotline Center Foundation
137	Christian Children's Fund Foundation in Thailand
138	Promotion of Human Resources for Community Development Foundation
139	Peace Way Foundation
140	Empower Foundation (Patpong)
141	Empower Foundation
142	Sodsri Saridwongsa Foundation
143	Rajapruek Institute Foundation
144	Gender and Development Research Institute Foundation
145	Thailand Development Research Institute Foundation (TDRI)
146	Foundation for the Better Life of Children
147	Sawasdee Foundation
148	Peace and Culture Foundation
149	Santisuk Foundation
150	Health & Development Foundation (H&DF)
151	Sarnsaeng-Arun Foundation
152	Earth Net Foundation (Green Net)
153	Sikkha Asia Foundation
154	Seub Nakhasathien Foundation
155	Creative Media Foundation
156	Thai Holistic Health Foundation
157	Sathirakoses Nagapradipa Foundation
158	Folk Doctor Foundation
159	Sem Pringpuangkeo Foundation
160	Village Foundation
161	The Asia Foundation
162	Arom Pongpangan Foundation-Labour Resource Center
163	Thai Volunteer Service
164	Peace and Human Rights Resource Center
165	Thailand Biodiversity Center, National Science and Technology Development
166	Center for AIDS Rights (CAR)

Table 1 (Continued)

No.	List of NGOs
167	Centre for Labour Information Service and Training
168	AIDS Counseling & Training Center: ACT Center
169	The Youth Center for the Promotion of Life Services and Environmental
170	The Regional Community Forestry Training Center for Asia and the Pacific
171	Training Center for Urban Poor Development
172	Tipuyeh Children's Development Center
173	United Slum Development Association
174	Human Development Center
175	Archdiocese Social Action Center, Bangkok (DISAC)
176	American Center for International Labor Solidarity
177	Japan International Volunteer Center (JVC)
178	Grassroots Development Institute
179	Local Development Institute (LDI)
180	Institute of Technology for Rural Development
181	Institute of Public Policy Studies
182	Institute of Social and Economic Policy
183	Institute of Political Development (IPD)
184	Community Organizations Development Institute
185	The Institute for Social Research and Action
186	Urban Development Research Institute Foundation
187	MAYA: The Art and Cultural Institute for Development
188	Santipracha Dhamma Institute
189	Thailand Environment Institute (TEI)
190	Asian Forum for Human Rights and Development (FORUM ASIA)
191	The National Council of Women of Thailand Under the Royal Patronage of H.M. The Queen
192	National Council for Children and Youth Development
193	National Council on Social Welfare of Thailand Under the Royal Patronage of HM the King
194	Bangkok Y.M.C.A. (Young Men's Christian Association of Bangkok)
195	Nonthaburi Society of Disabled Persons
196	Association of the Physically Handicapped of Thailand
197	Appropriate Technology Association (ATA)
198	The Association of Southern Thai Muslim
199	Thailand Business Coalition on AIDS
200	The Girl Guides Association of Thailand Under The Royal Patronage of Her Majesty The Queen

Table 1 (Continued)

No.	List of NGOs
201	Population and Community Development Association (PDA)
202	The Planned Parenthood Association of Thailand Under the Patronage of HRH the Princess Mother
203	Environmental Engineering Association of Thailand
204	Soon Klang Thewa Association
205	Young People Development Centers
206	Association for Strengthening Integrated National and Health Development Activities of Thailand
207	Association for the Promotion of the Status of Women Under the Royal Patronage of H.R.H. Princess Soamsawali
208	Association for Development Institute for Life
209	Thai Environmental and Community Development Association
210	Union for Civil Liberty
211	Reproductive Health for Quality of Life Development Association of Thailand
212	Bird Conservation Society of Thailand
213	Democracy Confederation
214	NGO Workers Credit Union Cooperative, Limited
215	Holt Sahathai Foundation
216	Student Federation of Thailand
217	Confederation of Consumer Organization, Thailand
218	Children and the Youth News Agency
219	Spirit in Education Movement
220	SOS Foundation of Thailand Under the Royal Patronage of H.M. the Queen
221	CUSO Thailand
222	Volunteer Service Overseas Thailand (VSO)
223	BIOTHAI: Biodiversity and Community Right Action Thailand
224	People Monitoring and Anti-Corruption Organization
225	Nonviolence International Southeast Asia (SEASIA)
226	Save the Children Fund (UK)
227	Terre des Hommes Germany
228	International Movement ATD Fourth World
229	Amnesty International (Thailand)
230	Program for Appropriate Technology in Health (PATH)
231	Pearl S. Buck International (Thailand)
232	AIDS Care Education and Training
233	SIAM CARE
234	Medicins Sans Frontieres/ French
235	Medicins Sans Frontieres/ Belgium (Thailand)
236	Ashoka Thailand

Table 1 (Continued)

No.	List of NGOs
237	Handicap International Thailand
238	ECPAT International

Table 2

NGOs in the Lower North and Central Region

Province	List of NGOs
Chai Nat	1. Joint Fellowship on Rural Development Association
Tak	1. Diocesan Social Action Center of Nakhonsawan
Nakhon Sawan	1. Phayuha Group for Environmental Protection
	2. Thai NGO Committee on Agrarian Reform and Rural
	3. Farmer Association for Agricultural and Environmental
Phichit	1. Development Network of Pho Thale
	2. Thai NGO Committee on Agrarian Reform and Rural
	3. Agricultural Promotion Association
Phitsanulok	1. Indo-China Intersection Development Institute
	2. Population and Community Development Association
	3. Agriculture & Environmental Rehabilitation Association
	4. Local Community for Environmental Conservation
Lop Buri	1. Thammarak Foundation (Thammarak Niwet Project, Hospice Care in Thailand)
Suphan Buri	1. Supanapoom Sustainable Agriculture Network
	2. Khao Kwan Foundation
Uthai Thani	1. Nongkayang Foundation for Rural Development Uthaithani

Table 3

NGOs in the North

Province	List of NGOs
Chiang Rai	1. The Development of Elders People Group
	2. Roong-oun Group
	3. The Mirror Art Group
	4. Environmental Care Volunteer Chiang Rai, Women's Development Foundation
	5. Chiang Rai Consumer Right Project
	6. Self Empowerment Program of Migrant Women (SEPOM)
	7. Project for Hilltribe Women and Youth Network
	8. Khiang Rim Kong Project
	9. Development Agriculture and Education Project for the Akha (DAPA)
	10. Raksa Mae Lao Project, NorthNet Foundation
	11. Self Empowerment Program of Migrant Women (SEPOM)
	12. Consumers Protection Association, Chiang Rai
	13. Aids Counseling Center and Education Support Services Foundation (ACCESS)
	14. Hill Area Development Foundation (HADF)
	15. Northern Women's Development Foundation
	16. Habor House Foundation
	17. Highland People's Education and Development Foundation
	18. Chiang Rai Y.M.C.A.
	19. Development and Education Programme for Daughters and Communities Center
	20. Wiang Pa pao Community Based Integrated Rural Development Center: CBIRD WPP
	21. Empower Mae Sai
	22. Center For Girls
	23. Baansikhaw Drug Rehabilition by Baan Nok Kamin Foundation
	24. Kwan Muang Institute
	25. Tribal Youth Development Center
	26. Population and Community Development Association Chiang Rai (PDA)
	27. Association for Akha Education and Culture in Thailand (AFECT)

Table 3 (Continued)

Province	List of NGOs
Chiang Rai (Continued)	28. Association for Community and Ecology Development
	29. Chan Raem Sources of Knowledge
	30. Lisu Organization for coping with AIDS (LOKWA)
	31. PLAN Program Unit of North
Chiang Mai	1. People's Organization for Participation (POP)
	2. Fraternity for Aids Cessation in Thailand (F.A.C.T.)
	3. The Volunteers Group for Children Development (VGCD)
	4. NGO Coordinating Committee on Rural Development in the North (NGO-CORD North)
	5. Coordinating Committee the Conservation of the Ping River and the Environment
	6. Fund Raising Committee For Development
	7. Committee for the Strengthening of Northern Farmers
	8. Northern NGOs for Aids Committee
	9. Alternative Agriculture Network in the North (AAN North)
	10. Karen Network for Culture and Environment (KNCE)
	11. Upper Northern of Thainetwork for People Living With HIV/AIDS
	12. Southeast Asia Rivers Network Thailand Chapter (SEARIN Thailand)
	13. Community Radio Network, Chiang Mai
	14. Integrated Natural Resources Conservation Project, Care International Thailand, Raks Thai Foundation
	15. The Upper Mae Ping River Basin Management Project, Wildlife Fund Thailand under the Royal Patronage of H.M. the Queen
	16. The Bhan Ruam Jai Project, the Highland Quality of Life Development Association
	17. Development of Quality of Life, Family, Children and Youth Project
	18. Project for Development of Alternative Agriculture Producers, Institute for a Sustainable Agriculture Community
	19. Project for Self-reliance Community Development

Table 3 (Continued)

Province	List of NGOs
Chiang Mai (Continued)	20. Highland Resource Integration Project, CARE International
	21. MUANG FANG Development Project
	22. Northern Watershed Development by Community Organization, Sustainable Development Foundation
	23. Project for the Development of Tha River Basin
	24. Alliance for Sustainable Forests and Communities
	25. Friend of Life
	26. Project for Women and Youth in Chiang Mai
	27. Fa Si Khao Project
	28. Project for Ecological Recovery (Northern Region)
	29. Protection of Rural Youth from Drug and Aids Project
	30. Community Theatre Project (Gabfai theatre group)
	31. Thai Youth AIDS Prevention Project
	32. Northern Community Forestry Action Research Project
	33. Micro Economic Development Project
	34. Union for Civil Liberty (UCL)
	35. Women Against Aids
	36. Holistic Health Project
	37. Health Project for Tribal People
	38. Commaids Care
	39. Migrant Action Programme (M.A.P.)
	40. Positive Living with Aids CARE International
	41. Chiang Mai Consumer Rights Society
	42. Walk for a Better Environment
	43. For Chiang Mai Group
	44. Doi Saket Widows' Group
	45. Forest Lover Community
	46. Im Jai House
	47. Friends Without Borders (FRIENDS)
	48. Consortium for Community Development (CCD)
	49. Support the Children Foundation
	50. Thai Highlanders Foundation
	51. Thai Foundation for Development of Human Resources in Rural Areas (Thai DHRRA)
	52. Thai Atorn Foundation Chiang Mai, ACT Center Aids Counseling and Training

Table 3 (Continued)

Province	List of NGOs
Chiang Mai (Continued)	53. The Dhammanaat Foundation for Conservation and Rural Development
	54. Foundation for Women, Law and Rural Development (FORWARD)
	55. AIDS Network Development Foundation North Office
	56. Northern Development Foundation
	57. NorthNet Foundation
	58. Chiangmai Buddhaka Setra Foundation
	59. Feed the Children Foundation Thailand
	60. Thai Worldview Foundation
	61. The YMCA for Northern Development Foundation
	62. The Foundation for Education and Development of Rural Areas
	63. South East Asian Mountain Peoples' for Culture and Development
	64. World Vision Foundation, Northern Regional Office
	65. Empower Foundation, Chiang Mai
	66. Sem Pringpuangkeo Foundation
	67. Heinrich Boell Foundation
	68. Centre for the Coordination of Non Government Tribal Development Organization (CONTO)
	69. Project for the Coordination and Support of the Hilltribe Development Network
	70. Life Development Center
	71. Mission for Hmong in Urban Area Center
	72. New Life Friend Centre
	73. Chiang Mai Diocesan Social Action Center (DISAC)
	74. Hotline Center Foundation (Chiang Mai)
	75. Institute for a Sustainable Agriculture Community NorthNet Foundation
	76. McKean Rehabilitation Center
	77. Institute of Education for Sustainable Development
	78. Center for the Coordination of Non-governmental Tribal Development
	79. Thailand Business Coalition on AIDS (TBCA)

Table 3 (Continued)

Province	List of NGOs
Chiang Mai (Continued)	80. The Girl Guides Association of Thailand under the Royal Patronage of H.M. the Queen
	81. Asia Pacific Forum on Women, Law and Development (APWLD)
	82. Population and Community Development Association (Chiang Mai Branch)
	83. The Planned Parenthood Association of Thailand (PPAT), Northern Project
	84. Inter Mountain Peoples Education and Culture in Thailand Association (IMPECT)
	85. Hmong Association for Development in Thailand (MDT.)
	86. The Northern Peasants Federation
	87. Habitat for Humanity Chiang Mai (HFH)
	88. CARE International Thailand Raksthai Foundation
	89. HelpAge International
	90. Images Asia (IA)
	91. Eu Pueng Clinic
	92. Lanna Wisdom School
Nan	1. Nan Alternative Agriculture Networks (AAN Nan)
	2. Nan Santisuk Project
	3. Project for Species Diversity and Integrated Agriculture
	4. Conservation of Local Plant Varieties Club, Nan
	5. Hak Muang Nan Foundation (HMN)
	6. The Thai Payap Development Association
	7. Life Development of People of Tambon Nam Kian
Phayao	1. Home for the Development of Quality of Life
	2. Phayao for Development Foundation (PDF)
	3. Foundation for Agricultural and Rural Management Payao (FARM)
	4. World Vision Foundation, Phayao
	5. Chiangmai DISAC, Phayao Area
	6. Empowerment of Localization Institute (ELI)
	7. Young Men's Christian Association (YMCA)
	8. Phayao Women and Child Development Association
Phrae	1. World Vision Foundation of Thailand (WVFT), Northern Region Project Coordination Centre

Table 3 (Continued)

Province	List of NGOs
Mae Hong Son	1. Project for Cultural Recovery of Life and Culture
	2. Mae Hong Son Development Foundation
	3. Development Center for Hilltribe Children, Youth and Women
Lampang	1. Community Forest Project Lampang
	2. The Quality of Life Ecology Development Project
	3. Development Program to Improve the Quality of Life and Environment, Foundation of Education for Life and Society
	4. Wang River Community Development Project, The Foundation of Education for Life and Society
	5. Project for the Recovery of Soy River Basin
	6. Community and Children Right Project
Lamphun	1. Lanna Women's Network
	2. Agrarian Reform and Rural Development
	3. Project for the Development of Li River Basin
	4. Integrated Rural Development Project, Northnet Foundation
	5. Community Resource Management Project
	6. Lamphun Women and Youth Development
	7. Young Men's Christian Association (YMCA), Lamphun

Table 4

NGOs in the North-Eastern

Province	List of NGOs
Kalasin	1. Kalayanamit Project
Khon Kaen	1. Praepun Group
	2. Esan Development Fund
	3. NGO Coordinating Committee on Rural Development in the Northeastern (NECORD)
	4. Project Review Committee (PRC)
	5. Consumer Network, Khonkaen
	6. The Northeastern Women's Network
	7. Japan International Volunteer Center (JVC)
	8. Sustainable Agricultural Development for Self-reliance Project (SAD)
	9. Urban Development Project, Khonkaen

Table 4 (Continued)

Province	List of NGOs
Khon Kaen (Continued)	10. Dong Lan Forest Recovery and Development Project
	11. Development and Ecological Recovery Project of the Phong River
	12. Credit Union League of Thailand Ltd., Northeastern Branch
	13. Child Help Foundation
	14. Tai Wisdom Association
	15. AIDS Network Development Foundation (AIDSNet), Northeast Office
	16. World Vision Foundation, Northeast Regional Office
	17. Foundation for Thai Rural Children Development
	18. Community Based Integrated Rural Development Center Ban Phai (CBIRD)
	19. Thai Concern Foundation (ACT Center Khonkaen Project)
	20. Northeastern Rural Development Association (NERDA)
	21. Population and Community Development Association Khon Kean (PDA)
	22. PLAN Thailand, Head office
	23. PLAN Program Unit of Phu Wieng
	24. PLAN Program Unit of Banphai
Nakhon Ratchasima	1. Provincial Programme for Sustainable Energy
	2. Small Farmers Development Project (SFDP)
	3. Nitat Show
	4. Jakkarat Development Foundation (JDF)
	5. Foundation for Disable People Development
	6. Local Information Center for Development
	7. Center of Technology for Villagers
	8. Community Based Integrated in Rural Development Center Sub Tai
	9. Diocesan Social Action Center, Nakhon Ratchasima (DISAC)
Buri Ram	1. Esan Human Right Network
	2. Consumer Network, Buriram
	3. Project for the Development Network of Integrated Agriculture and Alternative Market
	4. Integrated Agriculture and Community Business Network

Table 4 (Continued)

Province	List of NGOs
Buri Ram (Continued)	5. Community Forest and River Network Project Buriram
	6. Khru Thim Booning Foundation
	7. Community Based Integrated Rural Development Center-Nang Rong (CBIRD)
	8. Community Based Integrated Rural Development Center-Phutthaisong (CBIRD)
	9. Community Based Integrated Rural Development Center-Lamplaimat (CBIRD)
	10. Consumer Right Center
	11. Isan Development Institute
Maha Sarakham	1. Alternative Agriculture Network in the Northeast
	2. Mahasarakham Community Forest Network
	3. Consumer Right Network, Mahasarakham
	4. Northeast Sustainable Management of Natural Resources
	5. Green Movement Mahasarakham
	6. Mechai Aids Warning Foundation
	7. Community Based Integrated Rural Development Center-Maha Sarakham (CBIRD)
	8. PLAN Program Unit of Borabue
	9. PLAN Program Unit of Phayakaphumphisai
Mukdahan	1. Siam Care
	2. Arokaya Arsom Natural Therapy (Tri Group)
Yasothon	1. Project of the Strengthening of People's Organizations
	2. Center for Health Care and Development of Herbal Medicine, Wat Tha Lad Community
	3. Suthasinee Noi-in Foundation for Children and Youths
Roi Et	1. Street Teacher Net
	2. Local Weaving Development Project, Appropriate Technology Association
	3. Grassroots Integrated Development Foundation (GRID)
	4. Lower Isan Foundation for Development (LIFE)
	5. Suwannaphum Human Resource Development Foundation
	6. Foundation for Integrated Agricultural Management-Roi Et (FIAM)

Table 4 (Continued)

Province	List of NGOs
Roi Et (Continued)	7. Development Center for Children, Youth and Women (Roi Et)
	8. Community Development Kasetwisai Association Aids Alert Roi-Et Organization
Loei	1. Phu Luang Rural Revitalization and Conservation Project
	2. Phuphakhao Conservation
	3. Welcome House, Loei
Si Sa Ket	1. School Factory Project Foundation For the Better Life of Children
Sakon Nakhon	1. Conservation Songkram River Basin Club
	2. Tharae-nongsaeng Archdiocesan Social Action Center
Surin	1. The Children Love Forest Group
	2. Surin Forum
	3. Thai Inter Religious Commission for Development, Surin
	4. Esan NGOs Coalition on AIDS (ENCA)
	5. Consumers Network, Surin
	6. Mun River Wetland Recovery Project
	7. Bannet Project, Net Foundation
	8. Project for Rural Ecological Development
	9. Development of AIDS Networks along the Thai-Indochina Border
	10. Project for the Promotion of Learning Process for Community Development
	11. Surin Farmers Support (SFS)
	12. Small Enterprise Development Company Limited
	13. Esan Community Foundation (ECF)
	14. NET Foundation
	15. Pipit Prachanat Foundation
	16. Community Based Integrated Rural Development Center (CBIRD)
	17. Rural Friends Association
Nong Khai	1. Welcome House, Nong Khai
	2. Friends for All Children Foundation
	3. Village Vocational Training Center, Nong Khai
Nongbua Lumphoo	1. Mother of Perpetual Help Center
	2. PLAN program Unit of Nong Bualumphoo
Udon Thani	1. Welcome House, Udon Thani

Table 4 (Continued)

Province	List of NGOs
Udon Thani (Continued)	2. Foundation for Integrated Agricultural and Environmental Management – Udon Thani (FIAM)
	3. Raks Thai Foundation/ Care, Udon Thani
	4. Esan Development Foundation
	5. Udon Thani Children Development Center FHP
	6. Diocesan Social Action Center, Udon Thani (DISAC)
	7. Habitat for Humanity, Udon Thani (HFH)
	8. Pearl S. Buck International Thailand
	9. PLAN Program Unit of Udon Thani
Ubon Ratchathani	1. The Local Area Development Support Project (LADSP)
	2. Human Settlement Foundation
	3. Nature Care Ubon Ratchatani (NC)
	4. Foundation for Integrated Agricultural and Environmental
	5. Foundation for Agricultural and Rural Management-Ubon Ratchatani (FARM)
	6. Progressive Farmer Association
	7. Diocesan Social Action Center, Ubon Ratchathani (DISAC)
	8. Community Based Integrated Rural Development Center (CBIRD)
	9. Care International Thailand/ Rak Thai Foundation, Ubon Ratchathani (CARE)
	10. Services for the Health in Asia & Africa Regions (SHARE)
	11. Pearl S. Buck International Thailand

Table 5

NGOs in the East

Province	List of NGOs
Chanthaburi	1. Women and Children Care and Support in High/ AIDS Prevalence Areas, Raks Thai Foundation/ Chantaburi Branch
Cha Choeng Sao	1. NGO Coordinating Committee on Rural Development in the Lower North and Central Region
	2. Kwae Rabom-Siyad Development Project
	3. Eastern Forest Education and Conservation Club

Table 5 (Continued)

Province	List of NGOs
Chon Buri	1. Chonburi Association of People with Disabilities
	2. Foundation of Life Center, Good Shepherd Sisters
	3. The Redemptorist Vocational School for the Disabled
	4. The Redemptorist Job Placement for People with Disabilities
Sa Kaew	1. Diocesan Social Action Centre of Chanthaburi
Trat	1. Women and Children Care and Support in High/ AIDS Prevalence Areas, Raks Thai Foundation/ Trad Branch

Table 6

NGOs in the West

Province	List of NGOs
Kanchanaburi	1. Ban Thor Phan (Make Dream Come True)
	2. Aids Counseling Center and Education Support Services (ACCESS)
	3. Children's Village School, Foundation for Children
Phetchaburi	1. Network of Natural School for Hilltribe Community
	2. Nature Social Network
Ratchaburi	1. Diocesan Social Action Center of Ratchaburi

Table 7

NGOs in the South

Province	List of NGOs
Chumphon	1. Chumporn Club to Fight Aids
Trang	1. Civil Society of Tabtieng, Trang
	2. Art Circle Creative Center (ACC)
	3. Yadfon (Raindrops) Association
Nakhon Si Thammarat	1. Project on Promotion of Child and Family Welfare Southern Region/ Sahathai Foundation
	2. Union for Civil Liberty, Southern Region
	3. Capacity Building of Village Bank in Pakpanang River Basin Project

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Table 7 (Continued)

Province	List of NGOs
Nakhon Si Thammarat (Continued)	4. World Vision Foundation, Southern Regional Office
	5. Nakhon-Bovornrat Group
Narathiwat	1. Project for the Research on Indigenous Fishing Communities
Pattani	1. Coastal Wetlands Policy and Conservation Awareness Project, Wildlife Fund Thailand
Phatthalung	1. Women and Children Care and Support in High/ AIDS Prevalence Areas, Raks Thai Foundation/ Phattalung Branch
	2. Under Tree Schooling Project
Phuket	1. Gibbon Rehabilitation Project
	2. Coastal Wetland Policy and Conservation Awareness Project, Wildlife Fund Thailand
	3. Phuket Environmental Project Group
Ranong	1. Diocesan Social Action Center, Surat Thani (DISAC)
Songkhla	1. Strengthen Consumers Songkhla Group
	2. NGO Coordinating Committee on Rural Development in the South (NGO-COD South)
	3. Southern Alternative Agriculture Network (SAAN)
	4. Thai NGO-COD and Danced Partnership Towards Sustainable Management of Resources, Phase 2: Coastal Zone Management through Community Organization and Networks in Southern Thailand
	5. River Basin Management Through Community Organisation and Networks in Southern Thailand
	6. Consumers Right Protection Project
	7. Small Fishing Community Integrated Development Project of Songkhla
	8. Southern Urban Poor Community Development Project
	9. Wetlands International-Thailand Program
	10. The Jungle Fowl Conservation Club
	11. Think Globally Act Locally
Satun	1. Consumers Network, Satoon
	2. SAANTI-DHARMA Institute
	3. Love Hometown Club
Surat Thani	1. Forest and Sea for Life Project
	2. Consumers Capacity Building Project, Surat Thani
	3. Southern Credit Union Promotion Office

Table 7 (Continued)

Province	List of NGOs
Surat Thani (Continued)	4. Songkhla Village Reconstruction Association

Source: Thai Development Support Committee (2003). *Directory of non-governmental organization*. Bangkok: Set for Printing.

APPENDIX D

o   The Research Diary

(The research diary had used code words instead of the respondents' real names in order to protect their privacy)

December 22, 2006

I searched for some information regarding the current list of NGOs and the total number of NGO workers in Songkhla. I asked my friend (Mr. Q) about NGOs because he knew some NGO workers. He introduced me to a researcher who also participated in NGO activities. I called him and asked him about the list of NGOs in Songkhla. He told me that there are many NGOs that were not listed in the Thai NGOs Directory. Some of them are not members of the NGO Coordinating Committee on Rural Development in the South of Thailand (NGO-COD South). NGOs may not be permanent organizations but some of them work for a long period of time. These NGOs are the main NGOs in Songkhla. There aren't any international NGOs in Songkhla. But some NGOs received financial support from international organizations.

He introduced me to some NGO leaders such as Mr. K and Mr. H. He informed me that there is no evidence (book, directory) showing the total number of NGO workers. So, I had to do my own to survey. I thought that since it's very difficult to do a survey, I should go and see the coordinator of NGO-COD South and ask for the list of NGOs and the total number of workers listed in NGO-COD South.

■■■

January 9, 2007

My friend informed me about a meeting at Prince of Songkhla University (PSU). Some NGO workers also joined the meeting. She was an organizer for the meeting and allowed me to be an observer in their meeting.

I met Miss E, a worker from 'NGO 2' at the meeting room. She presented her project plan to the committees who worked in public and non-profit organizations. She got some budget from the government for doing health campaign. There is cooperation between the NGOs and other organizations for the promotion of certain issues.

Miss D told me that there are two workers who worked at her office. She gave me her own office telephone number (xxx, xxx) and hand phone number (xxx). Now, I find it possibly to get to know the main NGOs in Songkhla.

∎∎

January 10, 2007

I went to the office of NGO-COD South in Songkhla. It's located in the same area as the office of the Project of Coastal Zone Management through Community Organizations and Networks in Southern Thailand, a large NGO in Songkhla.

I met Mr. R, an NGO worker who works in the Trang province. He told me that the Directory of Non-Governmental Organizations in Thailand (2003) is out of date. He suggested that I ask for a current list of NGOs in South Thailand from Mr. L (his position is xxx). He gave me his office telephone number (xxx). Today, Mr. L was not in the office. So, I will call him later.

While I was talking with Mr. R, three students from Thaksin University came into the office. They asked for information regarding community development because they had to do a report. Mr. R and his friend cooperated with them well and gave them the information and suggestions they needed. They allowed the students to follow them to the villages for observation on any topic that they were interested in.

The first time I came to the office of NGO-COD South, I met Mr. K, the director of 'NGO 4'. So, I introduced myself. I told him that I am a researcher from Universiti Utara Malaysia. I am doing my thesis. He asked me about my research title. Then, he suggested that I ask for information from other workers in his office. I feel like he does not want to talk to a stranger.

■■

January 11, 2007

I called Mr. L (his position is xxx). I asked him for the list of NGOs and the number of NGO workers. He told me that there is no database regarding NGO workers because no one had done a survey to find information regarding this.

He said that he will send the list of NGOs and an estimated number of NGO workers in each organization by email to me within two days. He was very kind to me. I wished he would send the document to me soon.

■·■

January 12, 2007

I received the document from Mr. L (his position is xxx). He sent me a message and attached a file to me by email. He told me that the information may not be complete. According to this document, there are five NGOs in Songkhla.

I replied his message and thanked him for the information. I think I can ask him for help again next time.

■·■

January 25, 2007

I went to visit Mr. L (his position is xxx), at his office in Songkhla. He gave me more information about NGOs. He told me that NGOs' structure may not be sustainable. NGOs faced funding problem. Because of their image, they cannot motivate people to support them. The leaders' capabilities affect their organizations. Some project managers can find source of funding and can present project plans very well. Then, they get more money to continue their project.

He gave me an example of an NGO's structure. Some NGOs are composed of many projects. Each project often refers to an organization.

For example,

> Sustainable Development Foundation
>
> - Project A
>
> - Project B
>
> - Project C

NGO-COD South performs as a supporter. All NGOs are independent from NGO-COD South. They also cannot control each other. However, they support each other in some movements.

■■

March 9, 2007

I participated in a seminar at Prince of Songkhla University (PSU) on the topic regarding social safety net. Some NGO workers were there.

Mr. H, a coordinator for 'NGO 3', was a presenter at the seminar. He looked casual with T-shirt and jeans. When I met him, I introduced myself. I told him that I am doing a research and my topic is Factors Affecting Worker Motivation in NGOs. I asked him for permission to visit his office and get some information. He agreed to this.

■■

October 5, 2007

I went to Rajamankala Pavilion Beach Resort at 1:30 p.m. I knew that some NGO workers were there to attend a seminar as a friend of mine informed me about this.

I met Miss A (a coordinator for 'NGO 1') at the seminar room. She was a presenter. She presented the topic regarding the informal sector. She told me that she had worked with NGOs even before she graduated with a master's degree in Labor Development and Welfare from Thammasart University. She wore casual clothes. She did not prepare for her presentation. Her co-worker prepared the

presentation (PowerPoint) for her. It was just done the night before. She didn't looked through these slides before the presentation. She read the slides and explained more.

I helped the NGO staff to arrange chairs and tables at the seminar room before the starting of the seminar. They became more friendly after this. I felt like Miss A was friendly. She can get along with everyone. She invited me for tea in the future.

After this seminar, I took an NGO staff (Miss B) and her friend (Miss S) to Hatyai by my car. We discussed many issues. I felt close to them.

Around 6.00-6.30 p.m., I went to visit an NGO office, namely xxx (NGO 1). I took two people (who accompanied me from Rajamankala Pavilion Beach Resort, Songkhla to Hatyai) with me to this office. They invited me to come into the office. The staff (Miss B) gave me some information regarding her working conditions. The staff did not have to clock in or clock out. They had flexible working hours. They can go out any time.

This NGO got annual budget from the center in Bangkok and other organizations. This NGO paid 6,000 baht per month to rent their office.

Sometimes Miss B finished work too late. This depended on NGO's activities. She told me that she has received health insurance according to the National Health Security Act.

I visited the first floor (meeting room) and second floor (staff room) but I didn't visit the third floor (coordinator's room).

■■■

November 15, 2007

I went to the office of 'NGO 1'. I met three workers in the office.

I did not visit the third floor (coordinator's office) because the coordinator was not in the office today.

On the second floor, there were monthly calendars on the wall showing action plans for three months, from September to November, 2007.

The staff were cooking for lunch around 11.30 a.m. at the first floor. Miss B invited me to have lunch with her at a restaurant. Then, I went outside with her. Now, I'm close to Miss B. She promised that she will help me with my data collection.

■■■

December 17, 2007

I went to Sathing-Pra district, Songkhla province with Miss B. I picked her up at the office. Then, we went to Sathing-Pra district together by my car.

She participated in a meeting with the villagers. There was cooperation among villagers, government, and NGOs in occupational development. Miss B explained about her job. She looked so happy. She gave me more information about community development.

She also went to visit someone who was the member of an NGO network at a house in Sathing-Pra district. She could communicate with the villagers very well and was familiar with them.

■■

January 3, 2008

Today I interviewed two NGO workers from 'NGO 1' at their office. They gave me good cooperation. The allowed me to have a look around the office and take pictures.

Miss B called an NGO worker who worked with an NGO in Chana district, Songkhla province, namely xxx ('NGO 5'). Her name is Miss P. Miss B

introduced me to Miss P. I talked to Miss P and told her about my purpose. But Miss P asked me to interview other people because she does not want to be interviewed. I felt like she was afraid to give me information. During that time, there was a researcher sitting beside me. Her name is Miss S. She told me that she can help me. Then, she talked to Miss P. Miss S asked Miss P to cooperate. Then, Miss P agreed but she needed to check her schedule and said that she would make an appointment later.

I think the NGO staff (Miss P) trusted Miss S because she had worked with NGOs before. Miss S still participated in NGO activities. Miss S knew many NGO workers.

Miss B introduced me to a coordinator for 'NGO 2'. She made an appointment for me.

■■

January 4, 2008

I interviewed three NGO workers at the office of 'NGO 2'. I arrived there while they were in meeting. I sat in the same room and waited for them. They gave me good cooperation. One NGO worker asked me about my background. They needed to know about me. I told them about my background.

■■

January 18, 2008

I went to Sing-Ha-Nakorn district, Songkhla province with Miss B. She presented her project. The meeting was organized through the cooperation between the NGO and villagers. The topic was about occupational health and safety. The villagers who work as laborers for shipyard needed to improve their working conditions. Miss B presented the project very well. Most villagers understood and gave their opinions about the action plan for this project. This plan depended on villagers' opinions. Miss B functioned as a secretary for this project.

When I accompanied Miss B, she usually talked about topics regarding social problems. She looked so happy when she performed her duties. I think she is a very strong person.

■■■

January 19, 2008

I went to Trang province, Southern Thailand. There was an NGO meeting which was organized by the NGO Coordinating Committee on Rural Development in the South of Thailand (NGO-COD South). Three workers of 'NGO 1' and their friend (Miss S) accompanied me to Trang province by my car.

They participated in a seminar which was held in a small meeting room in the village. The topic was about environmental problems. They shared opinions about the NGOs' work.

I met many NGO workers here. I interviewed two NGO workers who worked with 'NGO 4'. I stayed over night with Miss S and the three workers of 'NGO 1' in Trang province.

**Miss B introduced me to some other workers. Some workers were friendly and gave me good cooperation, while some workers were skeptical about my purpose. One worker, a director of 'NGO 4' asked me many questions about my purpose. He did not give me much cooperation. I felt like he observed me.

■■

January 20, 2008

I participated in a meeting with NGO workers. There were sports activities in the evening and a New Year's party was at night.

I participated in the sports activities with the NGO workers. I found that they were very happy. I interviewed two workers today. I came back to Hatyai in the evening with Miss S and Miss B, while the New Year's party was still going on.

** I already talked to the director of 'NGO 4'. Today, he was friendly. He told me that I can call him later to make an appointment.

■■■

January 30, 2008

I interviewed an NGO worker from 'NGO 3' at JB Hotel, Hatyai, Songkhla. She participated in a seminar on Project Evaluation. She was friendly. Her name is Miss I. Miss B knew her and introduced me to her.

■■■

January 31, 2008

I participated in a seminar at JB Hotel, Hatyai, Songkhla. Now, I was familiar with some workers. I interviewed one worker from 'NGO 3' in the evening after the seminar ended.

While they were doing a case study and preparing for a presentation, I observed them. A coordinator from 'NGO 3' invited me to work with the NGO for project evaluation. He introduced me to other workers. He told them that I may become a staff for project evaluation of this NGO.

■■■

February 1, 2008

I participated in a seminar at JB Hotel from 8.30 a.m. to 1.00 p.m. I had lunch with the NGO workers. I accompanied Miss B to the office in the afternoon. She helped me to make an appointment with some other workers.

■■

APPENDIX E

o   Qualitative Data Analysis: Level 3 Coding

Qualitative Data Analysis
Level 3 Coding

Table 1

Thematic Coding for the Theme of Work Experience

Theme	Subtheme	Statement	Participant
Work experience	Period of time for working with NGOs	"I started to work in 1991"	Miss A/ NGO1
		"I have been with the NGO for three years, from September 2004 until now (December 2007)"	Miss B/ NGO1
		"I have been working with this organization for four months, from August 2007 until now (December 2007). Before I joined this organization, I had been working with another organization that cooperates with NGOs"	
		"I have been working with this NGO for two years, from 2006 until now (January 2008)"	Miss C/ NGO1
		"I have been working with this organization from 2006 until now"	Miss D/ NGO1
		"I have been working with this NGO for about six years, from 2001 until now"	Miss E/ NGO2
		"I have been with the NGO since 1997 until now (2008)"	Mrs. F/ NGO2
		"I have been working with this NGO for one year"	Miss G/ NGO2
		"I have been working with this NGO from 1997 until now (January 2008)"	Mr. H/ NGO3

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Period of time for working with NGOs (Continued)	"I have been working with the NGO from May 2003 until now (January 2008)"	Miss I/ NGO3
		"I have been working with this NGO for eight years, from 1999 until now"	Mr. J/ NGO3
		"I had been working as a staff for fieldwork from 1981 to 1985. In 1985, the project had no budget. We came up with a new project"	Mr. K/ NGO4
		"I have been working with NGOs for 19 years, from 1989 until now"	Mr. L/ NGO4
		"I have been working with this NGO for 12 years"	
		"I have been working with NGO for about one year"	Mr. M/ NGO4
		"I started to work with NGO after I graduated from university in 2005"	
		"I have been working for six months"	Mr. N/ NGO4
		"I have been with this NGO since 1990 until now (2008)"	Mr. O/ NGO5
		"I have been working with NGO since 1998"	Miss P/ NGO5
	Work experience in the past in other types of organizations (before entering NGOs)	"I had been working on action research while I was studying at the university"	Miss A/ NGO1

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Work experience in the past in other types of organizations (before entering NGOs) (Continued)	"When I started to work here, I had no experience from other organizations. I was a research assistant which was a part time job while I was studying at Ramkhamhaeng University in Bangkok"	Miss C/NGO1
		"My first job was as a lecturer. I was a student advisor in a club. My previous job was not related to consumer rights issues"	Mrs. F/NGO2
		"Actually I was an agriculturist. I was the lead agriculturists"	Mr. J/NGO3
		"I had continued to work as an assistant researcher for two years"	Mr. M/NGO4
		"I had been working as an employee of the Research Institute, Walailak University in the Nakhon Si Thammarat province for two years"	Mr. N/NGO4
	Work experience in the past with the former NGOs	"…as a volunteer while I was studying at the university. It was a part time job"	Miss A/ NGO1
		"I started my first job with a Catholic organization. This organization works for human rights"	
		"I had been working with some laborers in a slum"	
		"So I did this job (working with some laborers in a slum) until I graduated from university"	
		"I had been working with the Justice and Peace Commission from 1991 to 1997"	

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Work experience in the past with the former NGOs (Continued)	"Before I worked with "NGO3", I knew an officer in the Rakbankerd Foundation. I helped this NGO to do some accounting work" "I got a job at "NGO3". It was my first job" "I had been doing other tasks too such as accounting and house-keeping"	Miss D/ NGO1
		"when I was a student at Ramkhamhaeng University, I had been working as a volunteer for rural development" "I had been working with an international organization (non-profit organization) when I was a student of Ramkhamhaeng University" "I had started to work in 1996. I have been working with NGOs until now. Before I came to work in the South, I had been working with "Save the Children" in Nakhonsawan province. It was an organization from the USA. Next, I joined the Farmer Association for Agricultural and Environmental Development, Nakhonsawan. "I worked with Thailand Environment Institute (TEI) for six months. Then, I got a chance to work with "NGO2" in the South. I worked with this organization for one year, from 1996 to 1997. After I had finished this project, I started to work with "NGO3""	Mr. H/ NGO3

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Work experience in the past with the former NGOs (Continued)	"Before I worked with this NGO, I was a volunteer with Thai Volunteer Service. Next, I had worked with the Secretary Division of Southern Community Forest Network for two years. When I had finished this project, I worked for a pilot project for the development of small-holder farmers who were the members of Alternative Agriculture Network. Next, I worked with the Cooperation Division of Community-Based Research, Southern Rivers Network. This division received financial support from Thailand Research Fund"	Miss I/ NGO3
		"I had worked with another organization which cooperated with "NGO3" before I joined this organization"	
		"I had been working as a staff of the NGO Coordinating Committee on Rural Development in the South of Thailand (NGO-COD South). I had also been working as a fieldwork staff in the Yala province for a year and two months. After this project ended, I was unemployed for two to four months. Next, I worked with NGO-COD South again as a secretary in the office of NGO-COD South. I had been doing this job from 1990 to 1994. In 1995, I was selected to work as the coordinator of NGO-COD South. I had been in this position for a year"	Mr. L/ NGO4

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Work experience in the past with the former NGOs (Continued)	"I had been working with "Fishing Communities Integrated Development Project Songkhla". It was the first project of NGOs in Songkhla" "I was involved in data collection in Natab. I collected data regarding the pollution of rivers in Natab. This pollution affected villagers' occupation. I had been doing fieldwork. After that, I worked with the youths, the saving group, and the small-scale fishery network"	Mr. O/ NGO5
		"In 1998, I had been working as a volunteer of Dhammayatra for Songkhla Lake. After I graduated from university, there was an activity which was organized by Dhammayatra for Songkhla Lake… After that, I had been working as an assistant coordinator of Dhammayatra for Songkhla Lake for two years. Then, I worked for the Research Project of Sustainable Agriculture in the Forest. I had been working as the coordinator of this project. I had worked on behalf of the villagers who suffered from the National Park's announcement… I had worked with Southern Community Forest Network. Next, I had been working as a volunteer for Sustainable Development Foundation. Later I was an officer in this organization" "All the workers of Dhammayatra were volunteers. This organization was a religious organization. It was different from my current job"	Miss P/ NGO5

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Reasons for leaving a former job	"In 2006, "NGO3" had no budget to employ workers"	Miss D/ NGO1
		"After my parents asked me to work in my hometown in Songkhla, I resigned from the previous job"	Mr. H/ NGO3
	Starting the first job with this NGO	"It was my first job"	Miss E/ NGO2
		"This was my first job and I continued working for this NGO"	Mr. K/ NGO4
	Initial work in this NGO	"I have been working here as an officer for field work. I am a coordinator for our activities"	Miss B/ NGO1
		"I have been working here as a clerk until now. I also have to go to the villages for fieldwork. I can work in any situation, as an office staff or a field worker. I enjoy fieldwork. I get to know so many people because of this job. I coordinate the local administration organization and the villagers"	Miss C/ NGO1
		"At first, I was doing various tasks. I had been working as a full time volunteer"	Miss E/ NGO2
		"I did various tasks. These tasks were related to documentation, finance, and information. I also worked as a disc jockey"	Miss G/ NGO2

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Initial work in this NGO (Continued)	"Initially, when I joined "NGO3", I did various tasks. I was not an Assistant Coordinator. My function identified in this project was as the staff of training division. In practice, I had been doing various tasks. Some tasks were not related to my position. In everything, I worked according to the NGO's mission. I helped this network in every task"	Mr. H/ NGO3
		"My core tasks were cooperating with the networks, organizing information, developing project and supporting the movement of networks"	Miss I/ NGO3
		"I did many tasks such as organizing meetings, coordinating, and accounting"	Mr. J/ NGO3
		"My task was different from the tasks of employees in other organizations. I helped to develop and manage the project. I operated following the project plan such as data collection and occupational promotion"	Mr. K/ NGO4
		"In 1997 to 1999, I had been working as the assistant director of this NGO. In 2000 until now, I worked as an office manager for "NGO4""	Mr. L/ NGO4
		"I am an officer for fieldwork"	Mr. M/ NGO4
		"I was assigned to do campaigning and publicizing tasks through efforts such as producing booklets"	Mr. N/ NGO4
		"I had been doing fieldwork until now"	Mr. O/ NGO5

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Initial work in this NGO (Continued)	"There is no difference between being a volunteer and being an officer. The positions were different but I still did the same tasks"	Miss P/ NGO5
	Current work in this NGO	"Now I still do the same tasks"	Miss B/ NGO1
		"I still do the same tasks now"	Miss C/ NGO1
		"Now, I am a coordinator. The former coordinator had left this NGO"	Miss E/ NGO2
		"I became a coordinator. This NGO has no position for manager or director because it is a small project"	
		"As time passed, I gained more experience. This project also developed. We introduced the projects to sources of funding and asked them for financial support. I became a coordinator… I employed a new staff. I managed the projects for this NGO"	
		"I am a member of the work group and a consultant"	Mrs. F/ NGO2

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Current work in this NGO (Continued)	"Before, my work was related to documentation, but later I learned more. I organized the information regarding consumer rights protection for this NGO. It was a new task for me. I must learn more about the information regarding consumer rights protection and health insurance. I have to update this information"	Miss G/ NGO2
		"I have been doing fieldwork. My target groups are the consumers in the Songkhla province, and those who worked for the promotion of health insurance"	
		"Now I'm a full-time worker"	Mr. J/ NGO3
		"I had been working as a coordinator for the new project"	Mr. K/ NGO4
		"I still work as the office manager, but I have more responsibilities now. I also work as the coordinator for the southern border provinces. I am responsible for fieldwork"	Mr. L/ NGO4
		"I have been working as an officer for fieldwork. For my core job, I have been doing fieldwork in the Narathiwat province"	Mr. M/ NGO4
		"As time passed, I was given more responsibilities"	
		"I am doing fieldwork"	Mr. O/ NGO5

Table 1 (Continued)

Theme	Subtheme	Statement	Participant
Work experience (Continued)	Current work in this NGO (Continued)	"Now I am an officer in the "NGO5" "My core job is to promote the strength of villagers and establish groups for them. I supported the villagers in obtaining some information. I am a community assistant. "Mr. O" is the coordinator. A community assistant works to assist the villagers in some particular tasks. There are various names for this position in different projects. Sometimes this position was called the officer of fieldwork. Sometimes it was called the community assistant"	Miss P/ NGO5

Table 2
Thematic Coding for the Theme of NGO's Operation

Theme	Subtheme	Statement	Participant
NGO's operation	The focus of NGO's operation	"This project involves the promotion of health…We support them to improve their work environment"	Miss A/ NGO1
		"Our work relates to the promotion of quality of work life for workers in the informal sector"	Miss B/ NGO1
		"Our work is regarding health and safety promotion for labor in the informal sector"	Miss C/ NGO1

Table 2 (Continued)

Theme	Subtheme	Statement	Participant
NGO's operation (Continued)	The focus of NGO's operation (Continued)	"The core job is to promote issues such as the strengthening of network, policies, health and safety"	Miss D/ NGO1
		"We help the labor force in the informal sector to solve their problems so that they can look forward to their future"	
		""NGO2" has been operating for the consumers. This NGO emphasizes on the strength of the consumers"	Miss E/ NGO2
		"The core job of this NGO is to organize training courses in order to promote the strength of consumers. We coordinated with other organizations that were related to consumer rights protection. We promoted public policies and public campaigns regarding consumer rights protection"	Mrs. F/ NGO2
		"Our work is related to consumer rights protection and health insurance. The health insurance concerns consumer rights protection because the consumers should receive health insurance"	Miss G/ NGO1
		"The alternative agriculture is opposed to chemical agriculture. We promoted the wisdom recovery that could be adopted for community's organization. It should not lead to the commercial purpose. It would lead to the wellbeing and happiness of community"	Mr. H/ NGO3
		"This office deals with organizational development, knowledge development, promoting productive farming, and alternative agriculture marketing"	Miss I/ NGO3

Table 2 (Continued)

Theme	Subtheme	Statement	Participant
NGO's operation (Continued)	The focus of NGO's operation (Continued)	"The strategies can be divided into five dimensions… These dimensions were collapsed into three dimensions: 1) managing network of alternative agriculture 2) knowledge management and 3) managing factors of production"	Mr. J/ NGO3
		"The target group of this NGO was small-scale fishermen. The main group was the small-scale fishermen of the coastal zone"	Mr. M/ NGO4
		"This NGO was involved in helping the small-scale fishermen. We trained the small-scale fishermen. They faced some problems such as boundary problems and trawl problems" "This NGO also promoted the marine and coastal resources reservation"	Mr. N/ NGO4
		"The "NGO5" educated the villagers regarding the public policy effects"	Mr. O/ NGO5
		"This NGO works for the villagers who suffered from public policy"	Miss P/ NGO5
	Specific issue	"We had been working for a specific issue"	Miss A/ NGO1
		"This project had been operating for specific issues"	Miss E/ NGO2

Table 3

Thematic Coding for the Theme of NGO's Roles

Theme	Subtheme	Statement	Participant
NGO's roles		"We studied about social insurance regulations because we thought it should cover the workers in the informal sector"	Miss A/ NGO1
		"this project solved the problem by taking appropriate actions"	Mrs. F/ NGO2
		"We also promoted the labor welfare for the informal sector. The welfare should satisfy their needs"	Miss A/ NGO1
		"In areas where the government can't work effectively, NGOs should perform well. For example, the government will make agreement on FTA. Then, NGOs must campaign against this agreement"	Mrs. F/ NGO2
		"We presented the policy recommendation to the government. We suggested the Ministry of Agriculture and Cooperatives to change its policy from promoting mono-crop agriculture to promoting sustainable agriculture"	Mr. J/ NGO3

Table 4

Thematic Coding for the Theme of Personal Background

Theme	Subtheme	Statement	Participant
Personal back ground	An activist	"I also was an activist for student affairs at Ramkhamhaeng University."	Miss A/ NGO1
		"I was also an activist"	Mrs. F/ NGO2

Table 4 (Continued)

Theme	Subtheme	Statement	Participant
Personal back ground (Continued)	An activist (Continued)	"I followed my friend to observe the activities. There was cooperation among the villagers… I have never experienced this kind of activity before. I often stayed at home or studied. So, I questioned myself"	Mr. O/ NGO5
		"I didn't work for any NGO but my friend worked for "NGO3". I usually joined their activities"	Miss D/ NGO1
		"I had joined health insurance forum before I worked with this NGO"	Miss G/ NGO2
		"I had participated in some activities which were conducted by the Voluntary Southern Development Club. Then, I thought I should do this kind of job"	Mr. L/ NGO4

Table 5

Thematic Coding for the Theme of Social Goals

Theme	Subtheme	Statement	Participant
Social goals		"I need to know the actual problems and the real lifestyle of people"	Miss B/ NGO1
		"I like to help people. I can play a part in developing our society in order to achieve social equality"	
		"My purpose is to achieve better community development"	

Table 5 (Continued)

Theme	Subtheme	Statement	Participant
Social goals (Continued)		"This organization allowed me to choose the area of fieldwork myself. I think I will choose my own village for fieldwork because I want to develop my community. I would like to serve the people in the community"	Miss C/ NGO1
		"I think I worked here because I felt responsible not because of compensation"	Mrs. F/ NGO2
		"I get a chance to promote social values. I want to be a concerned citizen"	
		"We have social goals which we need to achieve"	Mr. H/ NGO3
		"I knew that the villagers faced some problems. So, I needed to help them to solve their problems. I continued to do this job"	Miss I/ NGO3
		"I like social work. I have done something like this. It was more than ideal. Some NGO workers impressed me when they helped me and other people in my village"	Mr. J/ NGO3
		"I was interested in coastal zone management. So, I continued working for this issue"	Mr. K/ NGO4
		"…they considered other dimensions besides income such as the social and political dimension"	
		"I appreciate this job. If I wasn't doing this job, I don't know what else I would be doing. If I didn't do anything, my life will be worthless"	

Table 5 (Continued)

Theme	Subtheme	Statement	Participant
Social goals (Continued)		"I was interested in community development and social development"	Mr. N/ NGO4
		"I knew about social problems. I had questioned myself about social problem. I thought our society should not be like this"	Mr. O/ NGO5
		"I feel like our society is bad. There is no place for weak or vulnerable people. These people are often hurt by others. This phenomenon was my motivating factor. I was proud when my work succeeded"	

Table 6
Thematic Coding for the Theme of Task Identity

Theme	Subtheme	Statement	Participant
Task identity		"I think that the NGOs' work style is attractive. Everybody could participate in all the work processes"	Miss A/ NGO1
		"We met once a week. In our meetings we often discussed about our activities and our plans. A consultant worked on academic papers"	Miss E/ NGO2
		"We work as a team. We often discussed the job procedure"	
		"We often discussed our work together"	Miss G/ NGO2
		"We often discussed together about strategies and goals"	Miss P/ NGO5

Table 7

Thematic Coding for the Theme of Task Significance

Theme	Subtheme	Statement	Participant
Task significance		"I feel like this job benefits me and others"	Miss G/ NGO2
		"I like to work here because this organization works for a specific issue. The promotion of quality of work life for workers is an interesting issue for me. Actually, labor issue is important in both the national and international level"	Miss B/ NGO1

Table 8

Thematic Coding for the Theme of Autonomy

Theme	Subtheme	Statement	Participant
Autonomy		"They plan their work and do it themselves. This job is interesting and not boring" "I can work on my own"	Miss A/ NGO1
		"I like freedom. I want to think and work independently"	Miss E/ NGO2
		"NGOs don't have the criteria for job appraisal"	Mrs. F/ NGO2
		"I planned my work schedule" "It was very flexible. I can decide on my own solutions when I faced problems. I just informed the coordinator on what I decided to do. Sometimes I can't wait for a coordinator, so I will take action myself regarding that task"	Miss G/ NGO2

Table 8 (Continued)

Theme	Subtheme	Statement	Participant
Autonomy (Continued)		"There was no commander in this NGO"	Mr. J/ NGO3
		"This NGO did not set normal working hours such as from 8.00 a.m. until 4.00 p.m. We could work anytime but we had to report at the meeting every three months. This NGO was okay for people who preferred freedom"	Mr. M/ NGO4
		"I chose this NGO because of the freedom of idea. I like to think for myself and be creative. Some organizations might not give me this freedom. When I worked with this NGO, I can plan my work. I have to present a report on what I did at the meeting every three months. Then, I have to plan my work for the next three months"	
		"The most important factor for me was the freedom. I think freedom is also an important factor for other NGO workers"	
		"This NGO's work style was flexible. There were no specific working hours for this NGO. The NGO workers can work any time"	Mr. N/ NGO4

Table 9

Thematic Coding for the Theme of Feedback

Theme	Subtheme	Statement	Participant
Feedback		"When I work in this NGO, I can share my ideas to my boss. We can share opinions because we work as a team"	Miss B/ NGO1
		"Our team usually discussed our work at the office. Sometimes we had meals together and discussed outside the office. This style of working strengthens our performance and relationship"	Miss D/ NGO1
		"We often consulted our team" "We often discussed together"	Mr. K/ NGO4

Table 10

Thematic Coding for the Theme of Happiness at Work

Theme	Subtheme	Statement	Participant
Happiness at work		"I had been working to achieve my ideals" "I think my ideals came true after I had taken action to do fieldwork"	Miss A/ NGO1
		"I am happy to help people. If I worked in other companies, I might lose this chance. I am happy to do this job"	Miss D/ NGO1
		"We were happy. If we were unhappy about doing something, then we didn't need to do it. We can't promote the project when we are unhappy" "I felt like this job was what I was looking for. I thought that I may be happy if I did this job"	Miss E/ NGO2

Table 10 (Continued)

Theme	Subtheme	Statement	Participant
Happiness at work (Continued)		"I saw one of my senior who usually wore the "mohom" (the traditional clothing). He had long hair. I thought he was usually full of idealism. I had watched some movies. It made me feel more deeply for idealism. Then, I applied to work as a volunteer for rural development"	Mr. H/ NGO3
		"I like to work in the community. It was my dream"	Mr. N/ NGO4
		"I think this job keeps me alive. This job fulfills my life"	Mr. O/ NGO5
		"I dreamed about this job… Maybe my motivation was derived from the books that I had read. It became my dream"	Miss P/ NGO5
	Co-workers relations	"We are not employer and employees. I feel like we are a family. This working style makes me happier"	Miss B/ NGO1
		"When I worked here, I got to know all the officers in this NGO and many villagers. I felt happier when I got to know them… I feel like they have accepted me now"	Miss C/ NGO1
		"It was fun when I joined their activities. "NGO3" asked me to work as a full time staff. I decided to join "NGO3" because I felt like we were a family"	Miss D/ NGO1
		"I feel like we are a family. We are not employer and employees. We are not headman and subordinates"	Mr. H/ NGO3

Table 10 (Continued)

Theme	Subtheme	Statement	Participant
Happiness at work (Continued)	Co-workers relations (Continued)	"We are involved in teamwork. We are more than friends. We know each other very well. We understand each other. We are bound by love"	Mr. J/ NGO3
	The need to contact other people	"I got to know many people when I joined the seminars. I had connection with many people such as the members of trade unions and academics"	Miss A/ NGO1
		"I like to maintain a good relationship with them. I am so proud when I can help them coordinate with other organizations. The development of their well-being makes me happy"	Miss D/ NGO1
		"The most important thing was that I knew many people. I had many friends. This was something valuable that I got from this job"	Mr. J/ NGO3
		"I received something more than mere benefits. I feel like I have worked for something valuable. I have many friends. We helped each other. There was no competition in this job. I experience the development of community… I can live in the village without having any money because I can eat at the villagers' houses and need not pay for the food"	Mr. O/ NGO5
		"I had visited the villages when I worked with the NGO. This was a good opportunity for my life"	Miss P/ NGO5

Table 11

Thematic Coding for the Theme of Career Choice

Theme	Subtheme	Statement	Participant
Career choice		"I practiced accounting for 2,000 hours at the accounting office while I was studying. After I finished the practice, I decided that I will not work as an accountant. Accounting was not difficult for me. I could be an accountant but I did not want to"	Miss A/ NGO1
		"I never applied to become an accountant in any company"	
		"Before I worked here, I got a job offer to work as an office staff at the National Human Rights Council of Thailand in Bangkok. It is a governmental organization"	Miss C/ NGO1
		"When I left "NGO3", I had two choices, to work with NGO or to join other firms"	Miss D/ NGO1
		"If I worked with other organizations such as Health Systems Research Institute, I will get a salary of at least 50,000 baht (RM 5,000) per month"	Mrs. F/ NGO2
		"Actually, I could have worked with other organizations that might have given me a better salary. I believe that I can find a new job with other NGOs which pay higher salary rate because I have the appropriate competence for them"	Mr. H/ NGO3

Table 11 (Continued)

Theme	Subtheme	Statement	Participant
Career choice (Continued)		"Now some organization invited me to work for them but I am not able to go anywhere… Last year the Community Organizations Development Institute invited me to do project evaluation. So I also worked with this organization. I was pleased to help this organization because we operated in the same area"	Mr. J/ NGO3
		"I was invited to work with other organizations. I was invited at least twice. Even though I was a competent person for those organizations, but I could not join them because of my responsibilities"	
		"After I got this job, Thailand Environment Institute also gave me a job"	Mr. N/ NGO4

Table 12

Thematic Coding for the Theme of Career Decision-Making

Theme	Subtheme	Statement	Participant
Career decision-making	Self-exploration	"I was interested in rural development, especially environmental issues"	Miss A/ NGO1
		"I feel like this job (working with some laborers in a slum) was something that I liked to do"	
		"I liked this job (work for informal workers)"	

Table 12 (Continued)

Theme	Subtheme	Statement	Participant
Career decision-making (Continued)	Self-exploration (Continued)	"I was concerned about my health. I was interested in this issue"	Mrs. F/ NGO2
		"I may like fieldwork because I get to meet so many people. I saw different lifestyles that I had not seen before" "I was also interested in this issue" "I want to do this job. I was interested in this issue"	Miss G/ NGO2
		"I was interested in politics after I had participated with other people in the community. Before, I thought politics was not related to my life. But later, I thought about the cause of the poor. I thought it was affected by the public policies"	Miss I/ NGO3
		"I also evaluated myself on whether or not I was suited to work in the government and private sector. I may not be suited to work in the business sector because of my background. For me, I may have gotten this job accidentally. I am a short man. So, I faced some problems because of my personality. My personality may not suit the government and private sectors. But the NGO doesn't consider appearances"	Mr. L/ NGO4

Table 12 (Continued)

Theme	Subtheme	Statement	Participant
Career decision-making (Continued)	Broad exploration of the environment	"I trust the leader of this NGO. I heard the stories about "Mr. K. He is the leader of the NGOs in Southern Thailand. He was invited to my university to make a speech. His topic concerned NGOs' work. When I was looking for jobs through the Internet, I also looked for information on the leaders of each organization. I wanted to know the leaders' capabilities. I was satisfied when I found out that "Mr. K" is the leader of this NGO"	Mr. N/ NGO4
		"I only knew about NGOs after I graduated. I didn't want to work in the business and government sectors. So, I searched for a job that I wanted to do. I knew Dhammayatra. I felt like maybe this job was something that I would want to do. I continued to do this job"	Miss P/ NGO5
	Family influences	"I did my bachelor's degree in accounting because my father asked me to choose the major in accounting. Then, I followed him. I thought an accountant can make more money.	Miss A/ NGO1
		"I decided to work with this NGO because I wanted to stay in my hometown, Songkhla" "I have to stay with my mother and take care of her because my father had passed away"	Miss C/ NGO1
		"I don't want to work with governmental organizations, although my family prefers me to work in the government sector"	Miss D/ NGO1
	Receiving invitation from NGOs	"I know "Miss A". She is my relative. She gave me an opportunity to work here"	Miss C/ NGO1

Table 12 (Continued)

Theme	Subtheme	Statement	Participant
Career decision-making (Continued)	Receiving invitation from NGOs (Continued)	"I knew a coordinator who worked for "NGO3". An accountant was required for doing a financial report"	Miss D/ NGO1
		"Someone invited me to work here because I was not doing anything at that time"	Miss G/ NGO2
		"In 1988, I was introduced to NGOs when I was a student of Ramkhamhaeng University. My friend recommended me to work with an NGO. My friend applied for a job for me in an NGO"	Mr. H/ NGO3
		""Mr. H" asked me to work with "NGO3""	Miss I/ NGO3
		"Mr. H invited me to work for the project… I knew Mr. H since 12 to 13 years ago"	Mr. J/ NGO3
		""Mr. O" invited me to work with him"	Miss P/ NGO5
	Recruitment and selection	"I didn't fill an application form when I started to work with this NGO. This NGO didn't provide application forms for us"	Miss I/ NGO3
	Career decision	"I will not leave here to work for other firms. Even if I cannot work for "NGO1", I would still work in a NGO"	Miss D/ NGO1
		"If I am unable to continue working with "NGO1", I would still like to work for this NGO as a freelancer"	Miss D/ NGO1
		"I will continue to work with this NGO. I will not leave this organization"	Miss E/ NGO2

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Table 12 (Continued)

Theme	Subtheme	Statement	Participant
Career decision-making (Continued)	Career decision (Continued)	"Now, it was confirmed that I will continue my work with this NGO" "I confirm that I don't want to resign this job.… Maybe I will still work with "NGO3" without any compensation"	Miss I/ NGO3

Table 13
Thematic Coding for the Theme of Career Development

Theme	Subtheme	Statement	Participant
Career development	Career development activities	"I could join seminars on any topic that I was interested in" "I had to summarize the content of what was discussed in the seminar. Then, I presented the summary report in the monthly meeting. I got more experiences from this task. I had improved my skills for listening, writing, and speaking" "The first time I joined a seminar I didn't present or give my opinion, but later I spoke more. I can develop my abilities because of this task"	Miss A/ NGO1

Table 13 (Continued)

Theme	Subtheme	Statement	Participant
Career development (Continued)	Career development activities (Continued)	"Thai Volunteer Service provided the training plan for volunteers who will work with NGOs. When I worked with the project, I had to attend training and learn about all of our networks. The training and development depended on our responsibility. For example, I had been working for Cooperation Division. My tasks were related to policies. Then, I joined the training course regarding policies. When I worked with "NGO3", I had attended training course regarding the law which may affect agricultural issues"

"This NGO doesn't set the quota for training courses. The staff take their own initiative for different issues. If a training course is related to their work, they should participate. Actually the staffs can join any training courses" | Miss I/ NGO3 |
| | Support from NGOs | "My organization gave me financial support" | Miss A/ NGO1 |

Table 13 (Continued)

Theme	Subtheme	Statement	Participant
Career development (Continued)	Support from NGOs (Continued)	"I didn't pay for training courses. The NGO3's headquarters in Bangkok provided the training courses for us. Sometimes Thai Volunteer Service organized training courses for us. When other organizations which cooperated with "NGO3" organized training course, they often invited us to join them" "I often attended the training courses. "NGO3" emphasized on organizational development" "This NGO encourages us to attend seminars"	Miss I/ NGO3
	Knowledge sharing	"After I attended the training courses, I presented and shared knowledge to our team in meetings"	Miss I/ NGO3
	The threats to career development	"But we had more tasks. Sometimes we can't participate in seminars"	Miss I/ NGO3
		"I got few chances only (for outside training). My friends were also in similar situation as me. We were thinking about getting more training for NGO workers. But there were only few workers in this NGO while the area of project had expanded"	Mr. J/ NGO3

Table 14

Thematic Coding for the Theme of Career Self-Management

Theme	Subtheme	Statement	Participant
Career self-management		"I had improved my ability because of the work opportunities"	Miss A/ NGO1
		"When I worked here, I learned more. Then, my work included other issues besides food and drug"	Mrs. F/ NGO2
		"I had improved my ability to communicate with other people. After I started working, my thinking developed from non-systematic to systematic thinking. Therefore, I can communicate better than before" "I got the chance for self-development. I had developed my skills"	Miss I/ NGO3
		"I had learned more through my work experience. Before I started to work with this project, I did not like documentation work. But I had to do research which was related to documentation. I had learned more on how to create questions and how to get the answers (or the facts). This knowledge could be applied to my daily life. I was shy to speak to people before I started working here. But later I became the leader for many activities"	Mr. J/ NGO3

Table 14 (Continued)

Theme	Subtheme	Statement	Participant
Career self-management (Continued)		"As time passed, I had learned more about my job. Mr. R taught me about writing. I tried to write the articles. I got some stories when I did fieldwork. I wrote interesting stories about the small-scale fishermen. These stories were put up on the website. I have been able to develop my abilities. Now I was assigned to work as a writer and to work on the journal"	Mr. N/ NGO4
		"I had learned more about writing. I had read more articles. I had improved my writing. I like to write these articles. After I had improved my writing, my articles often showed causes and effects of the phenomena. So, my writing became reasonable. I had fun when I worked in publication. We had to look for writers. We had to contact others. I think I must continue to develop my abilities. I found that working in publication was challenging. So many people read my articles. They often gave their opinions"	
		"After I participated with the people in community, my skills developed"	Miss P/ NGO5

Table 15

Thematic Coding for the Theme of Career Path

Theme	Subtheme	Statement	Participant
Career path	NGO's structure	"Actually, the NGO's structure is flexible. Each individual can do any function and can replace each other any time during work"	Miss D/ NGO1
		"The chain of command was not formed between coordinator and staff. I can't command anybody. I just asked for their cooperation. I also can't command the consultants. When someone faced a problem or was unable to finish their work, other officers will help them. We helped each other. The organization structure was not grouped by function" "We don't have a certain chain of command"	Miss E/ NGO2
		"This NGO doesn't have a certain chain of command. We followed horizontal command. The NGO doesn't have a specific job description" "I think NGOs depend on individuals. NGOs can continue their work because of individuals' experience. NGOs don't have a systematic structure, while the government works with a certain work flow" "…they don't have a certain work structure. Their operation is based on their experiences"	Mrs. F/ NGO2
		"This NGO doesn't have a specific structure while the government sector has a chain of command. Sometimes I have to report my work to a coordinator of this NGO but we are not as strict as the governmental organizations"	Miss G/ NGO2

Table 15 (Continued)

Theme	Subtheme	Statement	Participant
Career path (Continued)	NGO's structure (Continued)	"In this NGO, we often help each other. For example, an office staff often conducted fieldwork in the village. I have been doing fieldwork but sometimes I also help the coordinator with his work. The coordinator often helps the officers in the fieldwork. We work as a team" "Everyone could do all the tasks, for example, the officers who did fieldwork, could also work for accounting. If they were not able continue any task, someone else who was responsible for this task often helped them"	Miss I/ NGO3
		"We learned more. Then, we functioned in various ways. For example, this NGO has more workers. The area of project operation was expanded. So, we needed people to work as the administrator, coordinator, or director. We created the project. We presented the project to international organizations. We named a director for our project but this director's function may differ from the function of a bureaucratic director in the government sector" "I often did things that other workers couldn't do such as being a coordinator. I am able to work as a coordinator because I have been working for long time. I also knew many organizations" "No one had a position of full power for decision making because this is not private organization. There is a team in this NGO which consists of staff and senior staff"	Mr. K/ NGO4

Table 15 (Continued)

Theme	Subtheme	Statement	Participant
Career path (Continued)	NGO's structure (Continued)	"I think I was placed in a higher position because I am experienced in many tasks and have been working for long time. Then, I became a senior staff who played more roles. The job growth was not the same as in the government sector. The senior staff must take on more responsibilities"	Mr. L/ NGO4
		"The work style is good because no one gives orders to the workers"	Miss P/ NGO5
	Career growth	"There was no job promotion for me in this NGO"	Miss I/ NGO3
		"There was no career growth in NGOs. We didn't think much of career growth"	Mr. K/ NGO4
		"If I had more experiences, I must take on more responsibilities. It was not the growth that I have to attain. I don't think much about the job growth"	Mr. L/ NGO4
		"There was no job promotion. When I had more experience, I helped others. Job growth or job promotion refers to job experience"	Mr. O/ NGO5
		"Career path was rarely promoted in NGOs… There were only two workers in the "NGO5"… It is a small structure because this NGO is a small organization"	Miss P/ NGO5

Table 16

Thematic Coding for the Theme of Wage/Salary

Theme	Subtheme	Statement	Participant
Wage/Salary	Employee satisfaction with salary	"I am satisfied with my salary" "I was satisfied the rate of salary which I had received" "I got a higher rate compared with my friends who worked in the business sector. I was not depressed, while others who worked with business firms might have been" "I think the wages were okay for me"	Miss A/ NGO1
		"Yes. The pay is okay" " I get a higher salary rate than others who work in different firms in the government and private sectors"	Miss B/ NGO1
		"Yes. It pays well"	Miss C/ NGO1
		"I questioned myself in this situation. But my friends who worked with NGOs faced the same problem. They had been working without compensation. I was better than them because I received 4,000 (RM 400) per month" "I was satisfied my salary rate because I didn't compare myself with others"	Miss E/ NGO2
		"Yes, quite good"	Mrs. F/ NGO2
		"I was satisfied with this rate of salary"	Miss G/ NGO2

Table 16 (Continued)

Theme	Subtheme	Statement	Participant
Wage/Salary (Continued)	Employee satisfaction with salary (Continued)	"I think it is okay"	Mr. H/ NGO3
		"I can survive with this rate of salary… I feel okay"	Mr. J/ NGO3
		"It is not good compared with the business and public sector… It was not good compared with others"	Mr. K/ NGO4
		"…we were satisfied"	Mr. L/ NGO4
		"I think it is okay" "I can survive with this rate of salary"	Mr. M/ NGO4
		"I think the rate of salary is okay. It is enough for me. I am satisfied with this rate of salary"	Mr. N/ NGO4
		"I think the salary is okay" "Now, I feel okay with my salary"	Mr. O/ NGO5
		"It's okay" "… I can survive with this rate of salary"	Miss P/ NGO5
	Rate of salary	"The salary rate which I had received from both "NGO3" and "NGO1" is the same. The salary rate of the government sector often increased yearly, but we still received the same rate"	Miss D/ NGO1
		"…the salary is at the rate of 7,000 baht (RM 700) per month"	Mrs. F/ NGO2
		"I received 6,500 baht (RM 650) per month"	Miss G/ NGO2

Table 16 (Continued)

Theme	Subtheme	Statement	Participant
Wage/Salary (Continued)	Rate of salary (Continued)	"I got salary at the rate of 8,000 baht (RM 800)"	Miss I/ NGO3
		"I receive 8,800 baht (RM 880) per month"	Mr. M/ NGO4
		"I receive a salary around 15,000-16,000 baht (RM 1,500-1,600)"	Mr. O/ NGO5
	Salary criteria	"It depended on my capabilities"	Miss A/ NGO1
		"The salary rate depends on work experience"	Miss C/ NGO1
		"When I first joined this NGO, "Miss A" offered a higher rate of salary but I chose to get a lower rate because I did not want her to expect a higher job performance from me"	Miss D/ NGO1
		"…the staff of this NGO can negotiate for more salary if they thought their salary was not enough for their cost of living"	Miss I/ NGO3
		"…it (rate of salary) does not depend on seniority. It depends on personal satisfaction"	
		"This NGO often considered the appropriate salary for each worker. We made an agreement for the appropriate rate of salary in the meeting"	
		"It (rate of salary) depends on the responsibility. Some new staff got higher salary because they also worked for Cooperation Division. They did more functions, so they got higher salary"	
		"Actually it depends on personal satisfaction. The organization offered a salary at the rate of 8,000 baht (RM 800) to me according to my experiences. If I was not satisfied with this rate, I could ask for more salary"	

Table 16 (Continued)

Theme	Subtheme	Statement	Participant
Wage/Salary (Continued)	Salary criteria (Continued)	"NGOs also considered the work experience of each worker"	Mr. L/ NGO4
		"I know that the salary rate of each worker depends on his or her experience"	Mr. O/ NGO5
		"The salary depends on educational level and experience"	Miss P/ NGO5
	Work without salary	"I was acclimatized to this situation. I had been working without compensation for one year. My family had a farm. We sold our crops. So, I could live without salary"	Miss I/ NGO3
		"I had my own farm. I still had an income. So, I could continue to work with this NGO" "We often worked without salary. I'm okay about this situation"	Mr. J/ NGO3
		"… (Initially) I didn't receive any compensation"	Miss P/ NGO5

Table 17

Thematic Coding for the Theme of Welfare Benefits

Theme	Subtheme	Statement	Participant
Welfare Benefits		**"**I didn't receive social insurance" "I could ask for medical payment from my organization" **"**We received some welfare while working with NGOs such as medical payment"	Miss A/ NGO1
		"My organization provides welfare benefits for us such as accident insurance and life insurance" "I also get health insurance according to the National Health Security Act., 2002" "… my organization provides medical payment for me"	Miss B/ NGO1
		"Yes. I receive accident insurance and medical coverage"	Miss C/ NGO1
		"When I worked with "NGO1", I received a monthly salary, telephone allowance, traveling allowance, accident insurance, and life insurance. Everybody received the same rate for telephone and traveling allowances"	Miss D/ NGO1

Table 17 (Continued)

Theme	Subtheme	Statement	Participant
Welfare Benefits (Continued)		"We didn't apply for social insurance from the Social Security Office because our organization is an informal organization. I don't believe in the Social Security Scheme because I feel like the Social Security Scheme take advantage of us"	Miss E/ NGO2
		"For medical payment, Thai people could apply to the Nation Health Security Office for health insurance. I think I should claim for my medical payments from the Nation Health Security Office"	
		"Social Security Scheme gives us complex services. It's very difficult to access the services because of some regulations. Actually, we should receive good services after we paid towards the Social Security Fund"	
		"We didn't ask this NGO to provide welfare benefits for us. We will ask for all at the national level. For example, if we worked for the promotion of health insurance, we should promote the health insurance for all. NGO workers don't have job security. Thus, they may be supported by health security. All Thai people should have this fundamental right"	Mrs. F/ NGO2
		"Yes. I received call telephone allowance in the amount of 500 baht (RM 50) per month. I get traveling allowance in the amount of 500 baht (RM 50) per month"	Miss G/ NGO2

Table 17 (Continued)

Theme	Subtheme	Statement	Participant
Welfare Benefits (Continued)		"We have our savings fund for loaning money. Each staff can take a loan in the amount of 2,500 baht (RM 250) per month. We have our savings fund for promoting welfare"	Mr. H/ NGO3
		"We applied to Social Security Scheme for social insurance because we wanted to get around 2,000 (RM 200) to 3,000 baht (RM 300) when we retired from this NGO. At least we have a security of life"	
		"Yes. We have accident insurance. We don't have life insurance. For accident insurance, at least our family will receive some money when we die. The staffs have to apply and pay themselves for life insurance because this NGO does not provide life insurance for the staff"	
		"When this NGO took on some projects and received financial support, the organization provided some welfare for us such as social insurance, life insurance, travel allowance and telephone allowance"	Miss I/ NGO3
		"The NGO has a fund called "Fund for Friends". Each worker deposited 1% of their monthly salary into "Fund for Friends". Through this fund, workers could claim 1,500 baht (RM 150) per month from "NGO3". We had deposited 1% of monthly salary into this fund, so we can claim money when we had no income. "Fund for Friends" helped us for 3 months"	
		"We also received money for 3 months from Social Security Scheme when we were unemployed"	

Table 17 (Continued)

Theme	Subtheme	Statement	Participant
Welfare Benefits (Continued)		"We had social insurance. So, we got medical payment from this social insurance"	Mr. J/ NGO3
		"When I received my monthly salary, I deposited some money into "Fund for Friends". I continued to deposit money into "Fund for Friends" for the past five years or so. Now "NGO3" is facing funding problem. "NGO3" rented a building to be used as an office. Before, we paid rent at the rate of 6,000 baht (RM 600), but now the rate of rent has gone up tremendously. "Fund for Friends" gave this NGO 25,000 baht (RM 2,500) per month for 3 months"	
		"Each worker deposited into "Fund for Friends". But "Fund for Friends" gave money to the NGO. "Fund for Friends" did not give money to each worker. At least we could maintain our office because of "Fund for Friends""	
		""NGO4" provides medical payment and accident insurance for the workers"	Mr. L/ NGO4
		"The workers can claim for medical payment. This NGO often paid for medical cost which was shown on the receipt. But for certain workers who asked for higher medical payments, this NGO had to consider their claims in the meetings"	
		"This NGO provides life insurance for us"	Mr. N/ NGO4
		"I have to deposit 1,000 baht (RM 100) into the NGO's fund every month. It is a savings fund. I think it is good"	
		"This NGO provides reduced medical payments for me"	

Table 17 (Continued)

Theme	Subtheme	Statement	Participant
Welfare Benefits (Continued)		"I receive telephone and traveling allowances"	Mr. O/ NGO4
		"I receive traveling allowance and accident insurance. This NGO does not provide social insurance for us. We have to pay for medical expenses ourselves"	Miss P/ NGO5

Table 18
Thematic Coding for the Theme of Compensation Management

Theme	Subtheme	Statement	Participant
Compensation management		"I gave staff a lower rate of salary than the rate of salary which was offered on the project paper. For example, the rate of salary which was offered on the project paper was 12,000 baht (RM 1,200). I gave them 10,000 baht (RM 1,000) and added other benefits such as traveling expenses. I offered the project plan and asked for the wages of three workers. Actually, I gave them a lower rate of salary. So, I can employ one more worker. It is good for those three workers because they do not have to work too hard. Everybody was satisfied with their rate of salary. They received more benefits"	Miss A/ NGO1

Table 18 (Continued)

Theme	Subtheme	Statement	Participant
Compensation management (Continued)		"For a one year project, this NGO often paid only ten months compensation for the staff. This is because the staff compensation for the remaining two months was deposited into the NGO's fund. When the project ended, each worker received around 3,000-4,000 baht (RM 300-400) from the NGO's fund. This NGO often waited for four to five months before it started a new project" "There was the NGO fund. This NGO had a car. This NGO had a car before I started working here. Everybody could rent this car to carry out their activities. So, "NGO3" had car fund. There were committees for car fund. "NGO3" received some money from the car fund for running its operation"	Mr. J/ NGO3
		"This NGO is not responsible for compensating the workers. It had no funds for that"	Mr. K/ NGO4
		"I think my compensation depended on the NGO's budget. If the NGO had more funds, it can compensate the workers well. But if the NGO had no funds or not enough money, it can't pay more"	Mr. L/ NGO4

Table 19

Thematic Coding for the Theme of Suggestion of Welfare Development in NGOs

Theme	Subtheme	Statement	Participant
Suggestion of welfare development in NGOs		"NGOs should provide security of life for their workers. Most NGOs do not provide the security plan for their workers"	Miss A/ NGO1
		"I think an NGO saving fund should be developed to protect the workers' security of life"	
		"NGO workers may need other welfare such as scholarship for their children and for themselves… Other NGOs also didn't have this welfare benefit"	Mrs. F/ NGO2

Table 20

Thematic Coding for the Theme of Commitment to NGO

Theme	Subtheme	Statement	Participant
Commitment to NGO		"I have a commitment to my organization"	Miss A/ NGO1
		"I am thankful to join this NGO. I am satisfied with this organization. I feel like we have commitment in our network"	Mr. H/ NGO3
		"…I chose to work with "NGO3" because of my commitment to this organization"	
		"But nobody left this NGO. We still worked with "NGO3" because we needed to help this NGO"	Miss I/ NGO3
		"I promised myself that I won't leave this NGO"	Mr. J/ NGO3
		"Some workers still worked with this NGO without any compensation. They did not get compensation since the last five to six months until now but they still preferred to work with this NGO. So, how can I leave them? It is impossible"	

Table 20 (Continued)

Theme	Subtheme	Statement	Participant
Commitment to NGO (Continued)		"But we didn't do other job. We still did the same job even though we had no money. We like this job"	Mr. K/ NGO4

Table 21

Thematic Coding for the Theme of Reasons for Choosing NGOs

Theme	Subtheme	Statement	Participant
Reasons for choosing NGOs		"My friends who work in the private sector got a higher rate of salary. But I think maybe I am happier than my friends who get 40,000 baht (RM 4,000). I can go everywhere. I can take leave from my work when I want to take rest. My friends can't leave their work. They must go to the office every day. I am happy. I may be happier than those who receive 40,000 baht (RM 4,000) per month"	Miss E/ NGO2
		"I chose "NGO2" because it was concerning my daily live. This issue is interesting because some people take advantage of consumers. I felt like we had lost interest. I wanted to solve this problem"	
		"Because this NGO promotes better quality of life for all. This NGO promotes policies that affect the Thai society at the national level. There are only few organizations like this"	Mrs. F/ NGO2
		"I chose to work with agriculturists because they are the main group in our society"	Mr. H/ NGO3
		"I thought I should cooperate with them so that we could change the social structure to become better than before. It for this reason that I decided to work with NGO"	

Table 21 (Continued)

Theme	Subtheme	Statement	Participant
Reasons for choosing NGOs (Continued)		"The NGO considered the ideas of a person. The NGO is different from the business sector"	Mr. L/ NGO4
		"… I decided to work with this NGO because I had background knowledge regarding this job. I graduated with a bachelor's degree in Marine and Coastal Resources Management Technology. My knowledge could be used in this job"	Mr. N/ NGO4
		"I decided to work for this project because I wanted to help the villagers in the Chana district. The villagers have been fighting against the project (mega project) for ten years"	Miss P/ NGO5

Table 22

Thematic Coding for the Theme of Disadvantages of NGOs

Theme	Subtheme	Statement	Participant
Disadvantages of NGOs		"I think the funding source is important. When I received financial support from ILO, I could ask ILO to pay for staff compensation. Now many sources of funding do not give compensation to the staff. They gave us financial support for each activity without staff compensation. So, it is very difficult to manage the budget to cover all costs such as rent, electricity and staff compensation. It is very difficult to establish new non-governmental organizations. These organizations may change to become short term projects. The staff may have job insecurity"	Miss A/ NGO1

Table 22 (Continued)

Theme	Subtheme	Statement	Participant
Disadvantages of NGOs (Continued)		"Two to three years ago, we had a few sources of funding. Maybe it was because of the government, under Thaksin, had no policy to support NGOs. Some NGOs which works for natural resource issues asked for funding from international organizations. But the consumer issues received less attention from international organizations. Maybe the international organizations were interested in this issue, but we were not able to carry out the application process because were unable apply in English"	Miss E/ NGO2
		"We asked for funding support. The funding problem was caused by the source of funding and it was the NGO's fault. I feel like we didn't put enough effort to solve this problem"	Mr. H/ NGO3
		""NGO3" faced budget problems. When our projects ended, we often borrowed money from others. Then, we paid them back after we obtained a new project. So, this became the cycle of "NGO3""	Miss I/ NGO3
		"Sometimes we had no funds. We managed within our budget"	Mr. K/ NGO4
		"This NGO faced monetary problem. This NGO worked for idea management but it had did not have much money, while other organizations had more funds"	Mr. M/ NGO4
		"Sometimes we had no money because of the reputation of this project"	Mr. O/ NGO5
		"Some people think that NGO workers are radicals because they often fight against the government"	Miss P/ NGO5

Table 23

Thematic Coding for the Theme of Factors Affecting Individual's Motivation

Theme	Subtheme	Statement	Participant
Factors affecting individual's motivation	Money related factors	"No. Money is not the most important factor"	Miss A/ NGO1
		"Money is not important for me"	Miss B/ NGO1
		"No, money is not a motivator"	Miss C/ NGO1
		"No. When I started to work with "NGO3", I didn't think much about salary"	Miss D/ NGO1
		"I knew that NGOs had no more money"	Miss E/ NGO2
		"I received 4,000 baht (RM 400) per month and my family also supported me. Thus, money is not a motivation for me to work"	
		"Compensation is not important"	Mrs. F/ NGO2
		"No, money is not motivator"	
		"No. Money is not important because NGO's salary rate is not too high"	Miss G/ NGO2
		"No. I can survive because of money but it is not the core factor"	Mr. H/ NGO3
		"No, Money is not motivator"	Miss I/ NGO3
		"No. I had been working without compensation for a long time"	Mr. J/ NGO3
		"…the salary is not the most important factor for us. For NGO workers, they do not only need income…"	Mr. K/ NGO4
		"Money is not the motivator"	

Table 23 (Continued)

Theme	Subtheme	Statement	Participant
Factors affecting individual's motivation (Continued)	Money related factors (Continued)	"If I had no money, I can't survive. Then, I also can't work with an NGO. But I didn't ask this NGO for a high salary"	Mr. L/ NGO4
		"If I thought that money was a motivating factor, I may not work for this NGO. When I had been working as an assistant researcher, I got around 20,000-30,000 baht (RM 2,000-3,000) per month. But now I got only 7,800 baht (RM 780) per month. If I thought that money was an important factor, I might still be doing my previous job"	Mr. M/ NGO4
		"Actually Thailand Environment Institute offered better salary and welfare to me. But I preferred this job… money does not motivate me to work here"	Mr. N/ NGO4
		"If money motivated me, I would be a head teacher. After I graduated from university, my father let me work as the head teacher. My father is the owner of a private school… So, my family expected me to become the administrator of this school. If I wanted to get more money, I should be working for the school"	Mr. O/ NGO5
		"Money is not the core factor. But we need some financial support for living. Then, we can put a lot of effort into our work"	Miss P/ NGO5

APPENDIX F

o   Data Source Matrix

Table 1

Data Source Matrix for Interview Protocol

Research Question	Interview Protocol	In-depth Interview	Non-participant Observation	Secondary Document
1	1. How long have you been with the NGO?	Transcripts of the interviews		CV
1	2. What does the NGO do?	Transcripts of the interviews	Research Diary	Brochures
1	3. What work did you perform initially? (when you first joined)	Transcripts of the interviews		CV
1	4. What work do you perform now?	Transcripts of the interviews	Research Diary	CV
1	5. Why do you work for this NGO?	Transcripts of the interviews		
1	6. Does this NGO pay you well?	Transcripts of the interviews	Research Diary	Brochures
1	7. Please explain whether money motivates you to work in this NGO.	Transcripts of the interviews		
1	8. Please explain what factors motivate you to work here apart from money.	Transcripts of the interviews	Research Diary	

Table 2

Data Source Matrix for Follow-Up Interview Questions

Research Question	Follow-Up Interview Questions	In-depth Interview	Non-participant Observation	Secondary Document
2	1. How do you know this NGO?	Transcripts of the interviews		
2	2. Do you get any job promotion from this NGO?	Transcripts of the interviews		CV Brochures
1	3. Were you satisfied with your salary?	Transcripts of the interviews		
1	4. Do you receive any welfare?	Transcripts of the interviews	Research Diary	Brochures
1	5. Do you feel comfortable with this NGO's provision for your welfare?	Transcripts of the interviews		
2	6. Did you attend training courses when you worked with this NGO?	Transcripts of the interviews	Research Diary	CV

Table 2 (Continued)

Research Question	Follow-Up Interview Questions	In-depth Interview	Non-participant Observation	Secondary Document
2	7. Did your abilities improve when you worked with the NGO?	Transcripts of the interviews	Research Diary	
1	8. Did you get a chance to work for other organization?	Transcripts of the interviews		

APPENDIX G

- The Pictures of NGOs' Offices

    o The Promotion of Quality of Work Life for Informal

      Sector: Production Scheme

    o Consumer Right Protection Project

    o Southern Alternative Agriculture Network

    o Thai Sea Watch Association

    o Public Policy Effects Network

The Pictures of NGOs' Offices

1)   The Promotion of Quality of Work Life for Informal Sector: Production Scheme

Figure 1

The Office of the Promotion of Quality of Work Life for Informal Sector: Production

Scheme

Date: January 3, 2008

Figure 2
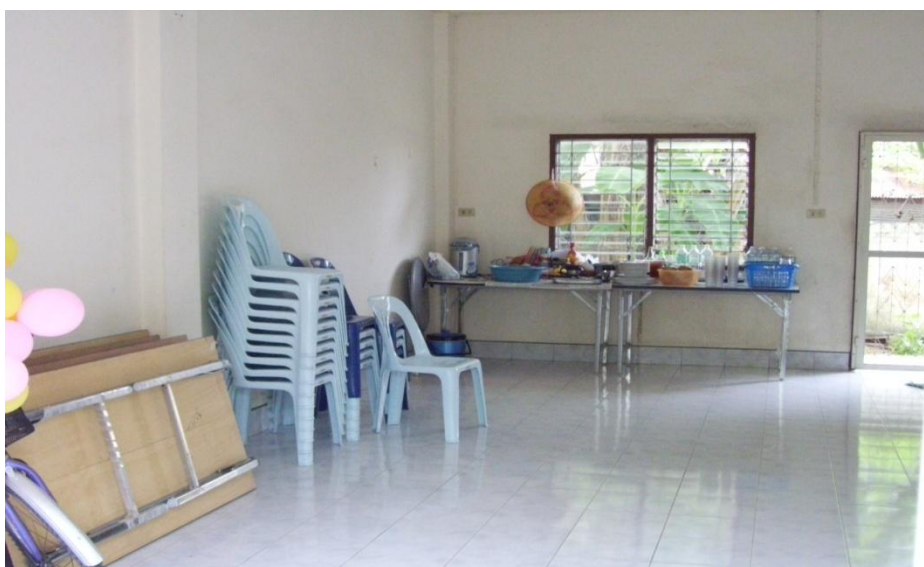
Staff's Room

Date: January 3, 2008

Figure 3

Meeting Room and Kitchen

Date: January 3, 2008

2)   Consumer Right Protection Project

Figure 4

The Office of Consumer Right Protection Project (on the right)

Date: May 20, 2008

Figure 5

Staff's Room

Date: May 20, 2008

3)   Southern Alternative Agriculture Network

Figure 6

The Office of Southern Alternative Agriculture Network

Date: November 1, 2008

Figure 7

Meeting Room

Date: November 1, 2008

4)   Thai Sea Watch Association

Figure 8

The Office of Thai Sea Watch Association
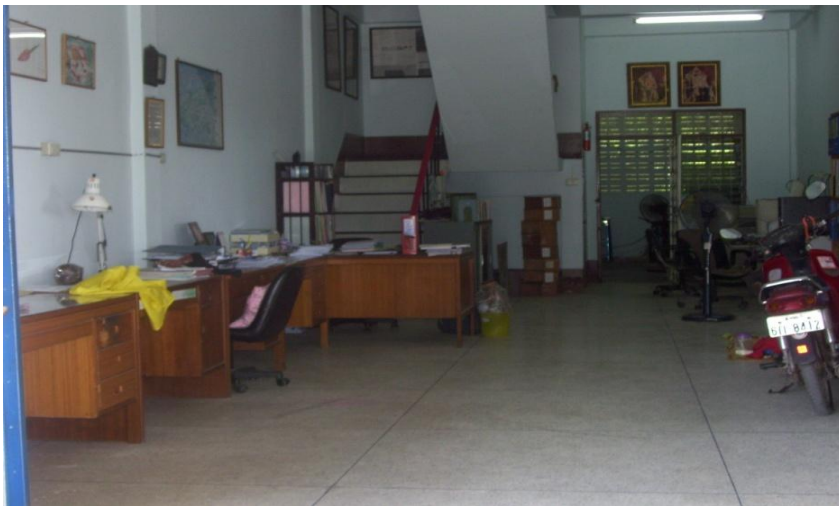
Date: May 20, 2008

Figure 9

Staff's Room

Date: May 20, 2008

5)   Public Policy Effects Network

Figure 10

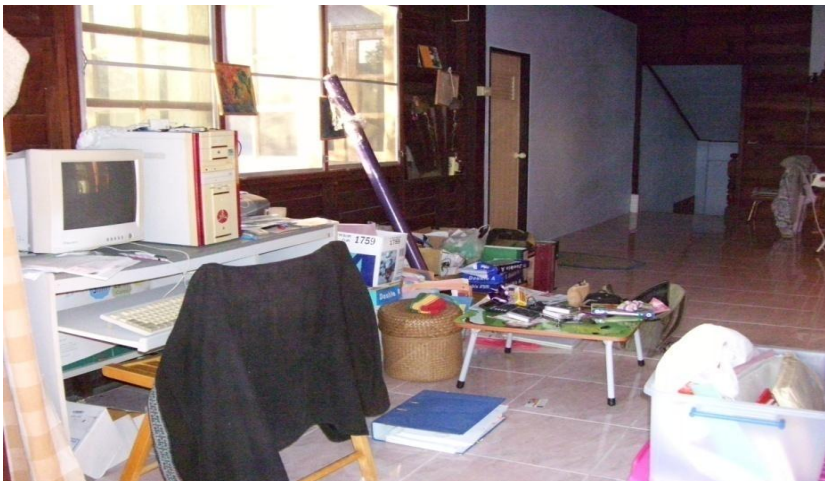*The Office of Public Policy Effects Network*

Date: January 23, 2008

Figure 11

Staff's Room

Date: January 23, 2008