

**FACTORS INFLUENCING JOB SATISFACTION
AMONG PUBLIC HEALTH EMPLOYEES
IN PATTANI PROVINCE, THAILAND**

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**UNIVERSITI UTARA MALAYSIA
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**FACTORS INFLUENCING JOB SATISFACTION
AMONG PUBLIC HEALTH EMPLOYEES
IN PATTANI PROVINCE, THAILAND**

**A thesis submitted to the College of Business in partial fulfillment
of the requirements for the degree
Master of Science (Management)
University Utara Malaysia**

By

EMEELA WAE-ESOR

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Abstract

The objective of this study is to determine the relationship and also influence of Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance on Job Satisfaction among public health employees in Pattani Province, Thailand. A total of 262 respondents from Public Health Center in Pattani participated in this study. The five factors were tested using the Pearson correlation. It indicates that all the five factors have positive relationship towards Job Satisfaction. However, by using the regression analysis technique it showed that only Work Life Balance and Job Autonomy influenced Job Satisfaction. Hence great attention should be given by the management team or policy makers in order to understand these factors which significantly influence the employees' performance.

Abstrak

Objektif kajian ini adalah untuk menentukan hubungan dan pengaruh di antara Autonomi Kerja, Jenis Kerja, Pampasan, Perhubungan Kakitangan dan Imbangan Kehidupan Kerja terhadap Kepuasan Kerja. Seramai 262 responden dari Pusat Kesihatan Awam di Pattani telah mengambil bahagian dalam kajian ini. Lima faktor telah diuji menggunakan korelasi Pearson. Hasil ujian menunjukkan bahawa kesemua lima faktor mempunyai hubungan yang positif terhadap Kepuasan Kerja. Walau bagaimanapun, dengan menggunakan teknik analisis regresi ia menunjukkan bahawa tidak semua faktor mempengaruhi kepuasan kerja. Hanya Imbangan Kehidupan Kerja dan Autonomi Kerja menyumbang pengaruh kepada Kepuasan Kerja. Oleh itu pengurusan organisasi perlu memberi perhatian yang bersungguh-sungguh untuk memahami faktor-faktor yang mempengaruhi prestasi organisasi mereka.

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Table of Content

CONTENT	PAGE
Permission to use	ii
Abstract	iii
Abstract	iv
Acknowledgement	v
Table of Content	vi
List of Tables	xi
List of Figures	xiii

CHAPTER 1: INTRODUCTION

1.0 Chapter Introduction	1
1.1 Background of Study	2
1.2 Overview of Public Health Center in Thailand	3
1.2.1 History of Thailand Public Health Center	3
1.2.2 Thai Health System	5
1.2.3 Public Health in Pattani Province	7
1.3 Problem Statement	9
1.4 Purpose of Study	9
1.5 Research Questions	9
1.6 Research Objectives	10

1.7 The Variables of the Study	11
1.7.1 Independent Variables	12
1.7.2 Dependent Variable	14
1.8 Theoretical framework	16
1.9 Hypotheses	17
1.10 Significant of study	18
1.11 Chapter Conclusion	19

CHAPTER 2: LITERATURE REVIEW

2.0 Chapter Introduction	20
2.1 Definition of Job Satisfaction	20
2.1.1 Facets of Satisfaction	22
2.1.2 Overall Job Satisfaction	24
2.2 Theory of Job Satisfaction	25
2.2.1 Fulfillment Theory	25
2.2.2 Equity Theory	26
2.2.3 Content Theory of Motivation	27
2.3 Determinants of Job Satisfaction	34
2.4 Job Dissatisfaction	35
2.5 Job Autonomy.. .. .	37
2.6 Nature of Work	40
2.7 Compensation	41

2.8 Staff Relations	43
2.9 Work Life Balance	44
2.10 Chapter Conclusion	45

CHAPTER 3: METHODOLOGY

3.0 Chapter Introduction	46
3.1 Research Design	46
3.2 Questionnaire Design	47
3.3 Sampling Design	49
3.3.1 Sample Size	50
3.4 Data Collection Technique	50
3.5 Hypotheses Testing	51
3.6 Pre-Test	52
3.7 Pilot Test	53
3.7.1 Reliability and Validity	53
3.8 Normality Test	55
3.9 Data Analysis Techniques	59
3.9.1 Descriptive Statistics	59
3.9.2 The t-test	59
3.9.3 Correlation	60
3.9.4 Regression Analysis	61
3.10 Chapter Conclusion	61

CHAPTER 4: FINDINGS

4.0	Chapter Introduction	62
4.1	Demographic Data	62
4.1.1	Gender of Respondents	63
4.1.2	Age of Respondents	63
4.1.3	Religion of Respondents	64
4.1.4	Marital Status of Respondents	65
4.1.5	Family Status of Respondents	65
4.1.6	Education Level of Respondents	66
4.1.7	Income of Respondents	67
4.1.8	Position of Respondents..	68
4.1.9	Working Period of Respondents	69
4.2	Descriptive Statistics	70
4.2.1	Job Autonomy	70
4.2.2	Nature of Work	71
4.2.3	Compensation	72
4.2.4	Staff Relations	73
4.2.5	Work Life Balance	74
4.2.6	Job Satisfaction..	75
4.3	Independent Sample T-Test	76
4.4	One-Way Analysis of Variance	77

4.5	Hypotheses Testing	83
4.6	Regression Analyses	87
4.7	Chapter Conclusion	91

CHAPTER 5: DISCUSSIONS, RECOMMENDATIONS AND CONCLUSION

5.0	Chapter Introduction	92
5.1	Discussion	92
5.2	Limitations of the Study	100
5.3	Recommendations	100
5.4	Conclusion	101

REFERENCES	103
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APPENDIX A

APPENDIX B

List of Tables

TABLE		PAGE
Table 2.1:	Summarization on Theory of Job Satisfaction	33
Table 3.1:	Summary of the Questionnaire Design	49
Table 3.2:	Internal Consistency Measurement	54
Table 3.3:	Reliability Test	55
Table 3.4:	Normal Q-Q Plot of Job Autonomy	56
Table 3.5:	Normal Q-Q Plot of Nature of Work	56
Table 3.6:	Normal Q-Q Plot of Compensation	57
Table 3.7:	Normal Q-Q Plot of Staff Relations	57
Table 3.8:	Normal Q-Q Plot of Work Life Balance	58
Table 3.9:	Normal Q-Q Plot of Job Satisfaction	58
Table 3.10:	Strength of Relationship for Coefficient Correlation (r) ..	60
Table 4.1:	Gender of Respondents	63
Table 4.2:	Age of Respondents	64
Table 4.3:	Minimum and Maximum Age of Respondents	64
Table 4.4:	Religion of Respondents	64
Table 4.5:	Marital Status of Respondents	65
Table 4.6:	Family Status of Respondents.. ..	66
Table 4.7:	Education Level of Respondents	66
Table 4.8:	Income of Respondents	67
Table 4.9:	Minimum and Maximum Income of Respondents	68
Table 4.10:	Position of Respondents	68
Table 4.11:	Period of Working Experience of Respondents	69
Table 4.12:	Minimum and Maximum Period of Working Experience of Respondents	69

Table 4.13:	Descriptive Statistics	70
Table 4.14:	Mean and Standard Deviation of Items Measuring Job Autonomy	71
Table 4.15:	Mean and Standard Deviation of Items Measuring Nature of Work	72
Table 4.16:	Mean and Standard Deviation of Items Measuring Compensation	73
Table 4.17:	Mean and Standard Deviation of Items Measuring Staff Relations	74
Table 4.18:	Mean and Standard Deviation of Items Measuring Work Life Balance	75
Table 4.19:	Mean and Standard Deviation of Items Measuring Job Satisfaction	76
Table 4.20:	Independent Sample T-Test between Gender and Job Satisfaction	77
Table 4.21:	One-Way ANOVA	81
Table 4.22:	Rubust Tests of Equality of Means	81
Table 4.23:	Multiple Comparisons for Family Status	82
Table 4.24:	Multiple Comparisons for Education Level	82
Table 4.25:	Correlation between Job Autonomy and Job Satisfaction ..	83
Table 4.26:	Correlation between Nature of Work and Job Satisfaction ..	84
Table 4.27:	Correlation between Compensation and Job Satisfaction ..	85
Table 4.28:	Correlation between Staff Relations and Job Satisfaction ..	86
Table 4.29:	Correlation between Work Life Balance and Job Satisfaction	86
Table 4.30:	Regression for Independent and Dependent Variable ..	88
Table 4.31:	Regression for Demographics, Work Life Balance, Job Autonomy and Dependent Variables	89
Table 4.32:	Multiple Regression Model Summary	90
Table 4.33:	Beta Coefficients	90

1

INTRODUCTION

1.0 CHAPTER INTRODUCTION

This study investigates the factors influencing job satisfaction among employees in Pattani Public Health Center. Specifically, it will discuss the importance of Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance in influencing Job Satisfaction. This chapter contains (1) Background of the Study, (2) Overview of Public Health Center in Pattani, (3) Problem Statement, (4) Purpose of Study (5) Research Questions, (6) Objectives of the Study, (7) Theoretical Framework, (8) Hypotheses and (9) Significance of the Study.

Part One, Background of the Study, explains the general description of Job Satisfaction. Part Two discusses on the overview of Public Health in Thailand and Pattani Province. Part Three, the Problem Statement, will describe the issue in this study. Part Four explains the purpose of the study. Part Five, Research Questions, provide the questions to be addressed in this study. Part Six, Objectives of the Study, provides the detailed overview on how to achieve the objectives of this study. Part Seven, Theoretical Framework, explains the theoretical framework for this study. Part Eight outlines the hypotheses of the study while Part Nine

discusses the importance of the study.

1.1 BACKGROUND OF STUDY

Employee management is an important aspect of organizational processes. A well-managed organization generally considers employees as one of the primary sources of productivity gains. Some organizations consider employees the capital as well as the core foundation of the business and contributors to firm development. To ensure the achievement of organization's vision and mission, the organization builds an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Basically, job satisfaction has close links with employees' motivation. Motivated employees increase both loyalty and commitment to the organization resulting in commitment as well as greater productivity.

In order to achieve employee job satisfaction and develop organizational commitment is not as simple as said, although there are best practices within organization itself. It depends on individual to determine what strategies that could be implemented to meet the needs and objectives of the organization. Job satisfaction describes a happiness of individual while he/she is taking his/her job. Each employee has unique needs and desires which need to be satisfied. Job satisfaction can be related with emotion, organization environment, motivation, behavior and so on, those are played a significant role in their preferences to be satisfied.

There are many factors that influence the level of employee job satisfaction. These include the compensation structure within an organization, nature of work it

self, the quality of the working conditions, leadership and social relationship. The more joyful employee is within their job, the more satisfied are they.

1.2 OVERVIEW OF PUBLIC HEALTH CENTER IN THAILAND

Thailand is divided into 77 provinces. Each province is divided into districts and the districts are further divided into sub-districts. The name of each province's capital city is the same as that of the province. For example, the capital of Pattani province is Mueang Pattani or Pattani.

1.2.1 History of Thailand Public Health Center

In the past, there was no public hospital in Thailand but only temporary hospitals were set up at various places to care for patients during epidemics. King Rama V (King Chulalongkorn) started a medical care programme for the poor by establishing a Hospital Management Committee in 1886 under the Chairmanship of the King's brother, Prince (Krommamueng) Siritachakulrajavidyalaya. A hospital was constructed and completed in 1888 and royally named it "Siriraj Hospital" in commemoration of his son, Prince Siriraj Kakuttaphan, who had died of dysentery.

On 25 December 1888, the King established a "Nursing Department" responsible for the management of Siriraj Hospital, replacing the Hospital Management Committee in 1889; teaching medicine and regulates other hospitals. The Department was under the Ministry of Education with the King's brother, Prince Damrong Rajanupab.

In 1905, the Nursing Department was dissolved and most of its health programmes and hospitals were moved to work under the Ministry of City Affairs. Siriraj Hospital and some of the programme remain under the Ministry of Education.

In 1916, His Royal Highness (HRH) Prince Jainad Narendhorn revised the medical education system by adding more clinical practices while withdrawing traditional medicine as the Western and traditional medical systems were incompatible and it was difficult to identify knowledgeable Thai traditional medicine practitioners who were willing to teach.

Health is related to numerous factors. The trend of the Thai health system requires comprehensive consideration on changes in both individual and environmental contexts that influence health such as economy, education, demography, family characteristic and migration, genetics, value and belief, culture, environment, government as well as health services system itself.

Instead of concentrating resources to urban hospital development, public health leaders placed more financing to rural areas from 1982 onwards, which has encouraged greater and affordable access to healthcare at the most local levels. The extensive network of primary healthcare facilities implemented through district health systems to improve health outcomes especially for the rural population.

In addition, Thailand has been successful in training nurses and doctors for its health system to rural areas by engaging new medical graduates to serve in a rural hospital, and providing additional monetary incentives. In addition, health volunteers

recruited from local communities also play important support and prevention thereby, it enhances community involvement.

Although Thailand has achieved universal coverage in nowadays but the challenges still remain. These include how to recruit foreign migrant workers into the healthcare system to enhance the innovation in health care sector; how to ensure sufficient and highly-trained human resources in health to meet current shortages.

1.2.2 Thai Health System

Thai Health System includes Health Situation, Social concern, The Evolution of Civil Society, Alternative Health Care Services and Responsibility organization.

- **Health Situation**

During the past decade, Thailand has undergone through a series of rapid changes. A development in economics, politics, cultures and information technology has all impacted the health systems. Thai health systems are moving towards a crisis similar to recent economic crisis which impact Thai people's life since 1997. The indicators and events in the Thai society which reflect the severity of the national health problems are as follows:

- More than 30,000 people with HIV infection die annually. More than 11 million Thais are addicted to tobacco-smoking, half of which would die of diseases caused by tobacco-smoking.

- The health service system is inefficient since it continues to increasingly misuse national resources as overhead expenditures. Thais have to pay for the health care services for up to 200,000 million Bahts per annum. The Asian Development Bank estimated that the real-term expenditures will increase five folds within the next few decades.
- More than 25 million Thais are without health insurance and will suffer the consequences when they get sick.

- **Social Concern**

Some of the Thai people still used traditional health systems. Thai people who lived in rural do not take control in solving their health problems. Illness and death are still considered as individuals' sufferings rather than infliction jointly shared by all members of the society.

- **Alternative Health Care Services**

Posing conflicts between the society's culture and the modern medical practice is the development of the alternative health care. Under the current health systems, the professional health personnel fully possess the authority to impose the medical technology that will be used for the treatment while the patients have to follow the order inarguably.

Various communities have introduced alternative health care practices. For example some communities use traditional medicine and bio-scientific evolution. The alternative methods result in a framework that differs from the western medicine perspective and it is going to expand the alternative health care process which can benefit the population since it increases the availability of health care options. However some choices may not be useful and even cause harmful effects. Therefore, it is important that the decision-making capability of the population be enhanced by developing resourceful information system.

- **Organization Responsible For Health**

The Health Systems Research Institute (HSRI) was founded under the Health Systems Research Institute Act of 1992. The HSRI is responsible for promoting and supporting research studies which aim at obtaining essential knowledge and information for health policy formulation or improving programme implementation for effectively solving health problems of the people.

1.2.3 Public Health in Pattani Province, Thailand

Public health is a fundamental of the health care system to minimize the effects of disease, injury and disability. Public Health Center in Pattani is located in Pattani province where it is one of Thailand southern border provinces. The main objective of Public Health Center is to promote a healthier lifestyle among the population in Pattani. This is essential in order to sustain the province healthcare service.

Healthcare employees are very important people for the public health system in Pattani. The presence of high skilled, motivated staff is a key aspect of healthcare system performance. Chief Nursing Officer of the Calgary Health Region of Canada said that “nurses play an important role in the health care system, and we know that it is important to maintain a positive and rewarding work environment for nurses and all health care workers. Job satisfaction studies are an excellent tool to help nurses and management achieve this goal. It supports the region's efforts to retain and attract nurses and to provide the best possible care for the community (Calgary Health Region, 2005)”.

Thailand Public Health promotes four main criteria. These criteria are : Mental Health, Environmental Health, Food and Drug Consumption, and Disease Prevention Control.

There are 304 employees working in Pattani Public Health Center. The organization core value states in Thai language as “SASUK” which means Public Health;

- S = Service Mind & Smile
- A = Accountability & Ethics
- S = Study (Continuous Learning)
- U = Unity (Team Work)
- K = Knowledge

There are twelve sub-districts Public Health offices under the Pattani Public Health Center. These sub-districts are: (1) Muang Pattani, (2) Saiburi, (3) Maikaen,

(4) Kapo, (5) Mayo, (6) Yaring, (7) Kokpho, (8) Nongjik, (9) Yarang, (10) Panarae, (11) Toongyandaeng, (12) Maelan.

In this relation, higher of job satisfaction among healthcare employees will lead to higher productivity gains, quality improvement. On the other hand, low job satisfaction can cause high staff absenteeism and turnover which will be affected the efficiency of health care services as a whole.

1.3 PROBLEM STATEMENT

The numbers of Public Health Employees turnover is increasing in recent years. Saifuddin, Hongkralert and Sermsri (2008) found that a high turnover and absenteeism in organization are related to job dissatisfaction.

1.4 PURPOSE OF STUDY

This study aims to explore the factors influencing job satisfaction among Public Health employees in Pattani. The theory of planned Behavior has been chosen as the theoretical basis of study.

1.5 RESEACH QUESTIONS

- (1) What is the relationship between job autonomy and job satisfaction among public health employees in Pattani?

- (2) What is the relationship between nature of work and job satisfaction among public health employees in Pattani?
- (3) What is the relationship between compensation and job satisfaction among public health employees in Pattani?
- (4) What is the relationship between staff relations and job satisfaction among public health employees in Pattani?
- (5) What is the relationship between work life balance and job satisfaction among public health employees in Pattani?
- (6) What is the influence of Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance on Job Satisfaction?

1.6 RESEARCH OBJECTIVES

The objectives of the study are:

- (1) To determine the relationship between Job Autonomy and Job Satisfaction.
- (2) To determine the relationship between Nature of Work and Job Satisfaction.
- (3) To determine the relationship between Compensation and Job Satisfaction.
- (4) To determine the relationship between Staff Relations and Job Satisfaction.
- (5) To determine the relationship between Work Life Balance and Job Satisfaction.

- (6) To determine the influence of Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance on Job Satisfaction.

1.7 THE VARIABLES OF THE STUDY

Variable is anything that varies or changes from one instance to another. Variables can exhibit differences in value, usually in magnitude or strength, or in direction. There are two types of variables in descriptive and causal research, namely dependent variables and independent variables. Independent and dependent variables are related to one another. Zikmund, Babin, Carr and Griffin (2010).

1.7.1 Independent Variable

It is a variable that stands alone and is not changed by the other variables a researcher trying to measure. There should be more than one independent variable for any valid experiment (Zikmund et al. 2010). The independent variables of this study are Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance.

- **Job Autonomy**

Autonomy refers to the level of control the employee have over their own work. The more freedom an employee has on his/her work the more autonomy he/she has.

Generally if autonomy or freedom increases, job satisfaction will increase too. The need for autonomy is sometimes felt more strongly if the employee is trying to fulfill his/her needs such as the need for status, self-esteem and knowledge.

Most employees want a job that provides the freedom to make decisions. They want to operate in an environment where they are not over closely supervised from their supervisors. A feeling of autonomy could result from the freedom to do what the employee considers best in a particular situation. However, in jobs that are highly structured and controlled by management, it is difficult to create tasks that lead to a feeling of autonomy.

- **Nature of work**

The nature of work is defined as the employees' satisfaction with the type of work they do (Spector, 1997). Employee prefers work that is spiritually challenging and providing them with opportunities to use their own skills and abilities. They also need feedbacks on how well or not they are performing.

- **Compensation**

Compensation is defined as the money, benefits, and rewards of employment (Drafke, 2006). Monetary reward is one of the main reasons for working. As in Maslow's hierarchy theory of Needs (1943) money can satisfy two needs which are physiologic and status. A certain amount is needed to satisfy the physiological needs.

After the basic needs of food, shelter, water and clothing are met, the remainder is mostly a matter of status or convenience.

- **Staff relations**

A good relationship among employees encourages flexibility. It helps to increase an organization workplace into a productive, satisfying workplace environment. If an employee cannot fit into the organization's culture or interact with other colleagues then the feeling of dissatisfaction may occur. These dissatisfied employees may prefer to find a different job than try to approach the issue directly. Workplace interactions have an impact on employee's satisfaction. Employees who have negative attitudes can lead to isolation which may bring employees' desire to resign.

- **Work life balance**

Work life balance is more likely to drive employees to remain with their current job and fulfill their job satisfaction. In any career, work life and personal life are interdependent. Spending more time in workplace, dealing with people and the pressures of job can affect the personal life, sometimes making it impossible to even complete the household undertaking. On the other hand, personal life can also be demanding if employees have kids or aging parents. It can lead to absenteeism from work, creating stress and lack of concentration at work. Work life unbalance occurs when the obligations and responsibilities of work and family roles become incompatible.

Work life balance can be understood as the balancing point, one side of which is work, while the other side is personal life. Emotional intelligence is required to maintain a balance between private and professional life. Emotional intelligence is required in order to complete day-to-day objectives of life which is a challenge to everyone to achieve it. It is the key to achieve the desired balance between work and life, which ultimately leads to success in the professional as well as personal life.

1.7.2 Dependent Variable

The dependent variable is a process outcome. It depends on the outcome of the independent variable. There can be only one dependent variable (Zikmund et al. 2010). The dependent variable of this study is Job Satisfaction.

- **Job satisfaction**

Job satisfaction is very important parameter that influences productivity and quality of work. This phenomenon is a mind-set or an attitude towards one's job which has an impact not only on motivation but also on career itself, health and relation with co-workers. Job satisfaction depends on the levels of internal and external outcomes and how the employee or jobholder views those outcomes. These outcomes have different values for different people.

Rosner and Putterman (1991), described that responsible and challenging on work may have neutral or even negative value depending on employee's attitude and

prior experience with work provided. Kickul, Lester and Finkl (2002) stated that work outcomes may have high positive values. Employee differs in the importance they attach to job outcomes. Those differences would account for different levels of job satisfaction for the same job tasks. Previous studies from Kragelj, Pahor and Billban (2005) showed that job satisfaction not depends only on nature of work but also depends on individual's expectations from work itself.

Job satisfaction among health care employees has a great impact on quality of work, effectiveness and work efficiency. Moreover it also importance for patients and health care system as a whole. Professional satisfaction in health care employees is connected with human relations and organization of work.

1.8 THEORETICAL FRAMEWORK

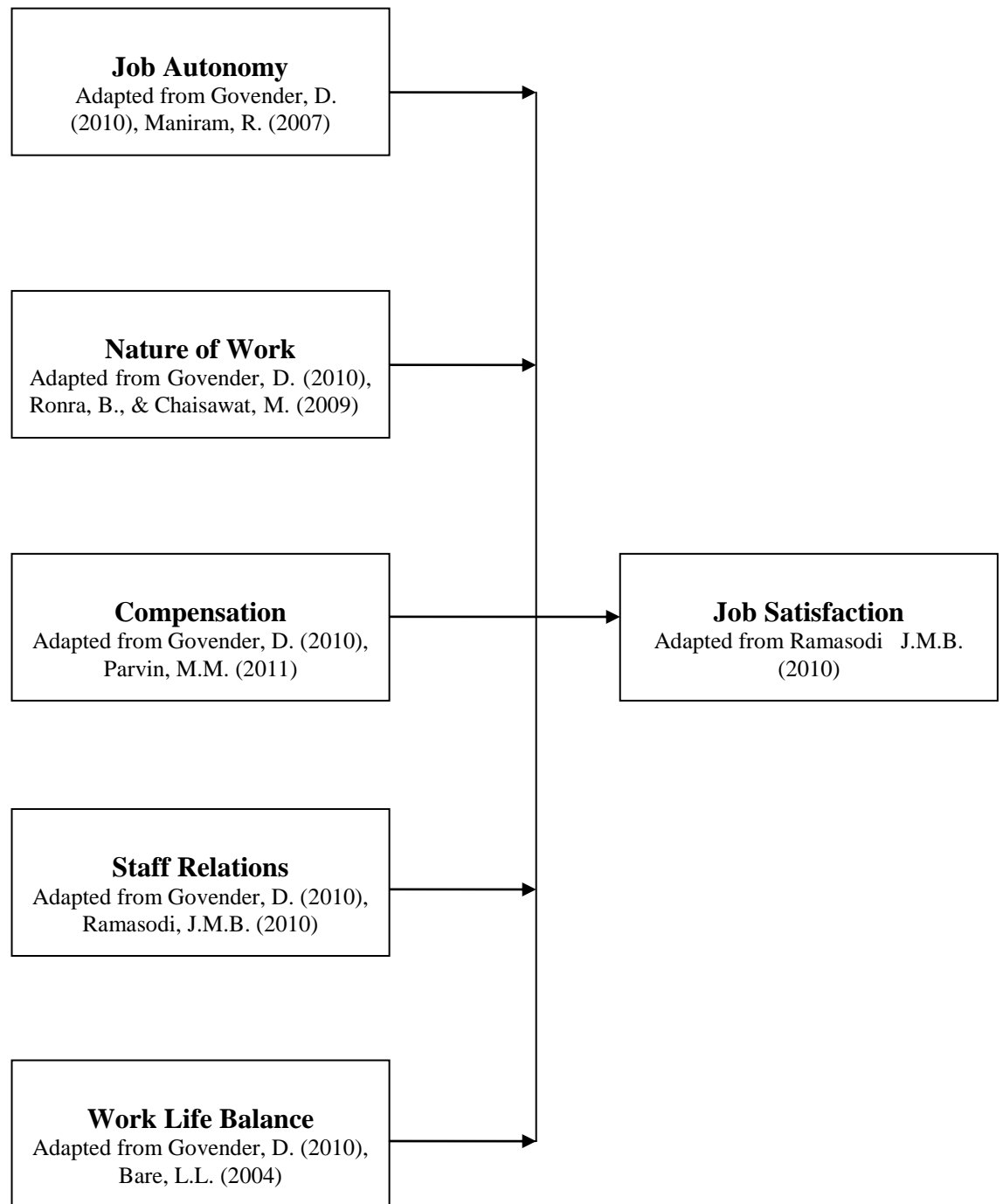


Figure 1.1: Theoretical Framework of the Study

1.9 HYPOTHESES

The hypotheses of the study are as follows:-

- Hypothesis 1

There is a significant relationship between job autonomy and job satisfaction amongst employees in a public health in Pattani.

- Hypothesis 2

There is a significant relationship between nature of work and job satisfaction amongst employees in a public health in Pattani.

- Hypothesis 3

There is a significant relationship between compensation and job satisfaction amongst employees in a public health in Pattani.

- Hypothesis 4

There is a significant relationship between staff relations and job satisfaction amongst employees in a public health in Pattani.

- Hypothesis 5

There is a significant relationship between work life balance and job satisfaction amongst employees in a public health in Pattani.

- Hypothesis 6

There is an influence of Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance significantly influence Job Satisfaction

1.10 SIGNIFICANT OF STUDY

This study provides an understanding of the various factors that affect the job satisfaction among public health employees. Health care staff plays important role in determining the efficiency of health care systems. It is important to understand what motivates them and to what extent they are satisfied by the organization and other contextual variables. Job satisfaction is also an essential part of ensuring quality care, as dissatisfied healthcare providers are likely to give poor quality and less efficient care. This is in turn the health of the population in a particular area.

1.11 CHAPTER CONCLUSION

In this chapter the study was contextualized with the overview of research paper and specific reference being made to the factors influence job satisfaction among public health service employees. The theoretical framework, the research objectives and hypotheses were highlighted. The chapter concludes with the significant of the study.

2

LITERATURE REVIEW

2.0 CHAPTER INTRODUCTION

This chapter reviewed job satisfaction literatures. There are three sections in this chapter. The first section describes the definitions of job satisfaction from the various authors, this chapter also explained about facet satisfaction and overall job satisfaction. The second section describes the theories related to job satisfaction studies, and also determinants of job satisfaction. Lastly, all the named independent variables are being described and discuss.

2.1 DEFINITION OF JOB SATISFACTION

Different authors have different approaches in defining job satisfaction. According to Rad and Yarmohammadian (2006) job satisfaction is defined as an attitude that people have about their job and the organization in which they work. Alavi and Askaripur (2003) mentioned that it is a concept that indicates the mental and spiritual enjoyment that one gains from their job through satisfaction of needs, interests and hopes. On the other hand Robbins (2005) defined job satisfaction as a collection of feelings that an individual holds towards his or her job. Spector (1997) refers to job satisfaction in term of how employees feel about their jobs and different aspects of

their jobs. Kaliski (2007) referred Job satisfaction as a workers' feeling of achievement on their job. It is recognized as productivity gain as well as personal well-being. Job satisfaction indicates happiness in working and while doing it well, reward will be given for one's efforts.

Job satisfaction is a key to obtain recognition, compensation and achievement that lead to have a feeling of fulfillment. While Kaliski (2007) found that job satisfaction is perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies enjoying on job, being rewarded for employee's efforts. Job satisfaction further implies enthusiasm and happiness with employee's work. Job satisfaction is one of the key elements which leads to achieve the goals also lead to a feeling of fulfillment. Similarly Lawler (1983) stated that job satisfaction is the attitudes one has at work. Individual develop a set of attitudes toward job characteristics, including duties, supervisors, pay and coworkers. The result is seen as affective attitudes or orientations towards the job which determine the degree of satisfaction.

Falkenburg and Schyns (2007) described job satisfaction as an emotional state of mind that reflects an effective reaction to the job being undertaken. In their study, they found that a job which was satisfying to workforce would be characterized by the employee's feeling that they received due to recognition for their good work and colleagues whom they worked with. Furthermore, it was considered that a satisfied employee would feel that communications among members within the organization were good, their supervisor was fair and their work was appreciated. Similarly, employees feel that they had been properly rewarded for

their work efforts. However, Spector (2005) argued that work environment also is one of the main driving forces behind job satisfaction rather than the personalities of employee itself.

2.1.1 Facets of Satisfaction

Facet satisfaction refers to the tendency for an employee to be more or less satisfied with various facets or aspects of the job. It is multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation but it is not the same as motivation. Job satisfaction is more of an attitude, an internal state and it could be associated with a personal feeling of achievement. (Mullins, 2005). Johns (1988) contrasted facet satisfaction with overall satisfaction. The work itself, pay, promotion, recognition, benefits, working conditions, supervision, co-workers and organizational policy are considered as the most relevant facets. On the other hand Cherrington (1994) refers to the facet of the job as the individual's attitude about their pay, the work itself - whether it is challenging or attractive, and the supervisors - whether they possess the softer managerial skills as well as being competent in their jobs. However, two employees might have the same overall level of job satisfaction but might have different profiles concerning facet satisfaction.

Lawler (1994) summarized some of the implications of the facet satisfaction as follows:

- Employee with high perceived inputs will be more dissatisfied with a given facet than employee with low perceived inputs.

- Employee who perceives their job to be demanding will be more dissatisfied with a given facet than people who perceive their jobs as undemanding.
- Employee who perceives similar others as having a more favorable input-outcome balance will be more dissatisfied with a given facet than people who perceive their own balance as similar to or better than that of others.
- Employee who receives a low outcome level will be more dissatisfied than those who receive a high outcome level.
- The more outcomes an employee perceives his comparison-other receives, the more dissatisfied he will be with his own outcomes. This should be particularly true when the comparison-other is seen to hold a job that demands the same or fewer inputs.

According to Colquitt, Lepine and Wesson (2009) stated that the most common facets that employees consider in judging their job satisfaction are pay, promotions, supervision, coworkers and the work itself. The first facet, *pay satisfaction*, refers to employees' feeling about their pay, including whether it is as much as they deserve and adequate for both normal expenses and luxury items. Pay satisfaction is depends on a comparison of the pay that they want and the pay they receive. Second facet, *promotion satisfaction* reflects to employee's feeling about the organization's promotion policies and their execution, including whether promotions are frequent, fair and based on ability. Contrasting with pay satisfaction, some employees may not want frequent promotions because promotions bring them feel more to have responsibility and increased workloads. However many employees value promotions because they provide opportunities for more personal growth and reputation.

The third facet, *supervision satisfaction* refers to employee's feeling about their boss including whether the boss is knowledgeable, polite and good in communication. Most employees would love their boss helps them in obtaining necessary resources, provide rewards for good performance and protect them from unnecessary distractions. The fourth facet, *coworker satisfaction* reflects to employee's feeling about their colleagues, including whether their fellow friends are smart, responsible, helpful and fun. Colleagues who are pleasant and fun can make the workweek go much faster.

The last facet is *satisfaction with the work itself*. It refers to employee's feeling about their actual tasks, including whether those tasks are challenging, interesting, respected and make use of key skills rather than being repetitive and uncomfortable. However, the first two facets which are pay and promotion satisfactions described the outcomes or result from work and supervisors, coworkers satisfactions focused on people who surround work but the only one facet focuses on what employees actually do is work itself satisfaction.

2.1.2 Overall Job Satisfaction

The overall job satisfaction is determined by some combination of all facet-satisfaction feelings. Thus, overall job satisfaction is determined by the difference between all the things a person feels he should receive from his job and all the things he actually does receive.

Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual. Positive experiences in terms of friendly colleagues, good remuneration, compassionate supervisors and attractive jobs create a positive internal state. Negative experiences emanating from low pay, less than stimulating jobs and criticism create a negative internal state. Therefore, the feeling of overall satisfaction or dissatisfaction is a holistic feeling that is dependent on the intensity and frequency of positive and negative experiences (Cherrington, 1994).

2.2 THEORIES RELATED TO JOB SATISFACTION

The study of job satisfaction is a topic of wide concern for both people who work in organizations and people who study about it. According to Lawler (1994) there are several of job satisfaction theories to determine and improve employees' job satisfaction in an organization.

2.2.1 Fulfillment Theory

Fulfillment theorists have concluded how facet-satisfaction measures and determines overall satisfaction. The term job satisfaction refers to employee's attitude and feelings about their work. Positive attitude indicates job satisfaction while negative or unfavorable attitude indicates job dissatisfaction (Armstrong, 2006). Locke (1969) stated that employees' satisfaction is a function of how much they receive and how much they feel they should and want to receive. Employees' reaction to what they receive are not just a meaning of how much they receive but their reactions are influenced by individual difference factors as what they want and what they feel they

should receive. Individual difference factors suggest that the fulfillment-theory approach to job satisfaction is not valid, since this approach fails to take into account differences in people's feelings about what outcomes they should receive.

Morse (1953) states that satisfaction would simply be a function of how much a person received from the situation or what we have called the amount of environmental return. It made sense to feel that those who were in more need-fulfilling environments would be more satisfied. But the amount of environmental return did not seem to be the only factor involved. Another factor obviously had to be included in order to predict satisfaction accurately. This variable is the strength of an individual's desires, or his level of aspiration in a particular area. If the environment provided little possibility for need satisfaction, those with the strongest desires, or highest aspirations, were the least happy.

2.2.2 Equity Theory

Equity theory is a motivation theory but also focuses on the causes of satisfaction or dissatisfaction. Equity theory emphasizes the importance of other employees' input in determining how a person will judge the equity of his own input-outcome balance. Equity theory argues that employee evaluates the fairness of their own input-outcome balance by comparing it with their perception of the input-outcome balance of their colleagues.

Robbins (2003) explained that the equity theory is a theory concerns on perceiving fairness of an individual. An employee reflects how much effort he/she has expended and compares this to what he/she has got from it.

Adams (1963) stated that satisfaction is determined by an individual's perceived input-outcome balance. The perceived equity of an employee's rewards is determined by his/her input-outcome balance. Satisfaction occurs when equity exists, and dissatisfaction occurs when inequity exists. Hence, job satisfaction is determined by the perceived ratio of what an employee receives from his job relative to what an employee puts into his job. According to equity theory, either under-reward or over-reward can lead dissatisfaction, even though the feelings are fairly different. The theory highlights that over-reward leads to a feeling of guilt, while under-reward leads to unfair treatment feeling.

2.2.3 Content Theory of Motivation

Content theory focuses on how to discover the needs and motivates employees in organization. The theory emphasizes the individual needs that drive employees to act in a particular way in their workplace. Content theory suggests that the management team determine and predict the needs of employees by observing their actions. There are two main categories under the content theory which focusing on motivation to job satisfaction. These two categories are the Maslow's Hierarchy of Needs and Herzberg Two Factor Theory. These will be discussed in the following paragraph.

1. Maslow's Hierarchy of Needs

Hierarchy of needs is a basic approach to establish a pattern of human needs. One pattern is developed by Abraham Maslow. The core of Maslow's theory of human motivation is a hierarchy of five need categories which are physiological needs, safety and security needs, social needs, esteem needs and the need for self-actualization. Maslow's need hierarchy is depicted in Figure 2.1.

According to the Maslow's Hierarchy of Needs, a person's needs are arranged in a hierarchy from the lower level physiological needs to the higher level needs for self-actualization. The physiological needs are the highest priority because until they are responsibly satisfied. Other higher level needs will not emerge to motivate behavior.

Maslow's Hierarchy

Examples of how needs can be satisfied by the organization

Self-actualization needs

Realizing one's potential growth using creative talents

Challenging work allowing creativity; opportunities for personal growth and advancement

Esteem needs

Achievement, recognition and status

Title and responsibility of job; praise and recognition for work done; promotions; competent management; pay as related to status; prestigious facilities

Social needs

Love, belonging, affiliation, acceptance

Friendly associates; organized employee activities such as bowling or tennis clubs, picnics, parties

Safety needs

Protection against danger, freedom from fear, security

Benefit programmes such as insurance and retirement plans; job security; safe and healthy working conditions; competent, consistent and fair leadership.

Physiological needs

Survival needs: air, water, food, clothing, shelter and sex

Pay, benefits, working conditions

Figure 2.1: Maslow's Hierarchy of Needs and how needs are satisfied

Source: Mondy, R., Holmes R. and Flippo, E. *Management: Concept and Practices*, 2nd edn, Allyn & Bacon, Boston, 1983, p.321

The use of the universal needs hierarchy by a manager in motivating employees is based on the concept that reasonably well-satisfied needs do not motivate. Therefore if an individual's lower level needs are reasonably well satisfied, management cannot use these needs to motivate behavior.

2. Herzberg's Two Factor Theory

Herzberg's two factor theory became known as the two-factor theory and was proposed by Frederick Herzberg (1959). Herzberg believed that human has two sets of needs, one related to the avoidance of pain and one related to the desire for psychological growth. Conditions in the workplace would affect one or the other of these needs. Work conditions relate to satisfaction of the need for psychological growth was labeled *motivation factors*. Work conditions related to dissatisfaction caused by discomfort or pain was labeled *hygiene factors*. Each factors related to one aspect of what Herzberg identified as the human being's dual nature regarding the work environment. Hence, motivation factors relate to job satisfaction, and hygiene factors relate to job dissatisfaction.

- **Motivation factors**

Job satisfaction is produced by creating motivation factors into a job, according to Herzberg this process is known as job enrichment which means arranging jobs so that they provide greater chances of recognition, increased opportunities to take responsibility, higher levels of autonomy, and participation in decision making. Basically job enrichment involves the

elimination of repetitive tasks, ensuring workers receive feedback on performance, and providing some coordinating responsibility.

The motivation factors were identified as responsibility, achievement, recognition, advancement and the work itself. It leads to positive mental health and challenge people to grow, contribute to the work environment, and invest them in the organization. According to the theory, the absence of these factors does not lead to dissatisfaction but it leads to the lack of satisfaction.

- **Hygiene Factors**

Job dissatisfaction occurs when the hygiene factors are either not present or not sufficient. The hygiene factors included company policy and administration, technical supervision, salary, interpersonal relations with one's supervision, working conditions and status. These factors relate to the context of the job and may be considered support factors. They do not directly affect an employee's motivation to work but influence the extent of the employee's discontent. They cannot stimulate psychological growth or human development but may be thought of as maintenance factors. Excellent hygiene factors result in employees' being not dissatisfied and contribute to the absence of complaints about these contextual considerations.

Maslow's hierarchy

Self-actualization needs

Realizing one's potential growth using creative talents

Esteem needs

Achievement, recognition and status

Social needs

Love, belonging, affiliation, acceptance

Safety needs

Protection against danger, freedom from fear, security

Physiological needs

Survival needs: air, water, food, clothing, shelter and sex

Herzberg's motivators

- Achievement
- Work itself
- Recognition
- Responsibility
- Opportunity for growth and advancement

Herzberg's hygiene factors

- Interpersonal relations
- Company policies and administration practices
- Working conditions
- Supervision
- Status
- Job security
- Pay
- Benefits

Figure 2.2: Comparison between Maslow and Herzberg Theory

Source: Mondy, R. Holmes, R. and Flippo, E. *Management: Concepts and Practices*, 2nd ed, Allyn and Bacon, Boston, 1983, p.325

Table 2.1: Summarization on Theories related to Job Satisfaction

THEORY	EXPLANATION
Fulfillment Theory	<ul style="list-style-type: none">• It determines overall satisfaction, and it defined satisfaction as the difference between rewards desired and rewards received.
Equity Theory	<ul style="list-style-type: none">• The equity theory defined satisfaction as a social comparison process of perceived equity.• It assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what rewards follow them.
Content Theory of Motivation	<ul style="list-style-type: none">• Content theories explain the specific factors that motivate people.• There are two types of Content Theory which are Maslow's Hierarchy of Needs and Herzberg's two factor theory.

2.3 DETERMINANTS OF JOB SATISFACTION

Job satisfaction represents how employees feel about their job and what they think about their job. Employee with high level in job satisfaction experience positive feelings when they think about their responsibility or take part in task activities while employee with low in job satisfaction experience negative feelings when they think about their duties or their tasks.

According to Lawler (1994), the determinants of satisfaction have classified at two relationships as follows:

- (1) The relationship between satisfaction and the characteristics of the job
- (2) The relationship between satisfaction and the characteristics of the person.

The research shows that job satisfaction is a function for both personal employee and workplace environment. Personal factors influence what employees feel that they should receive and job conditions influence both what employees perceive they actually receive and what employees perceive they should receive. Lawler stated that there are four factors determine job satisfaction included pay and benefits, promotion, job itself and working conditions.

Donders, Bos and Gulden (2007) expected that differences in determinants of job satisfaction will be found due to differences in career, position, work-life balance. However, Hodgetts (1991), the factors which consider establishing the cause of job satisfaction in organizational include pay and benefits, promotion, nature of job, leadership, work group and working conditions. Many researchers have studied

the relationship between job satisfaction and productivity and it has been special interest to researchers. Early interest in job satisfaction arose from the belief that satisfied employee would perform better in organizations. In the studies conducted by Mayo (1933) he concluded that the most important factor affecting organizational productivity was interpersonal relationships among co-workers. Higher productivity is occurring when the social and psychological needs of the workers have been satisfied. An implication of this conclusion is satisfaction with at least one feature of the job, interpersonal relationships, and result will be greater in productivity.

2.4 JOB DISSATISFACTION

Job dissatisfaction is the opposite of job satisfaction. The absence of the factors that can lead to satisfaction can be the cause of dissatisfaction. Employees who dissatisfied with their job can negatively affect a company because they typically lack motivation, perform poorly and possess negative attitudes. The lack of opportunity to participate in decision making is one of the reasons which can lead to be job dissatisfaction. Peskin (1973) stated that many employees feel discontent when deprived of control, lack of decision making and problem solving opportunities. These feeling of discontent are most common among skilled technicians and achievement oriented employees.

Interest in improving job satisfaction generally stems from perceptions about the effects of dissatisfaction and the interest in avoiding those outcomes. Dissatisfaction may result in inconsistent efforts to achieve, complaints, disputes, absences, lack of punctuality, reduced commitment to work, lower production and

social concerns (Barbash, 1976). It is important for the management team to know the reasons of job dissatisfaction in order to undertake them effectively. (Suvajit, 2009)

According to Rose (2013), she believed that underpaid is one of the primary reasons for job dissatisfaction. The stress of paying bills with limited income causes many workers to feel dissatisfied with their jobs. Moreover, Suvajit (2009) agreed that sudden cuts in salaries and withdrawal of expected bonuses causes job dissatisfaction in an employee. Employer must be remembered that an employee must get the suitable compensation as they have worked for.

Portugal (1976) stated a strong relationship between turnover and job dissatisfaction and a weaker relationship between dissatisfaction and absenteeism. Portugal pointed out the lack of clear-cut evidence to link dissatisfaction to sabotage, lower production. Portugal also stated that there is evidence of job dissatisfaction linking to poorer mental health and declines in longevity. The results of job dissatisfaction were also discussed by Johns (1988); negative effects on physical health and mental health are viewed as outcomes of job dissatisfaction. Absence from work, increased turnover and poorer performance were also examined as outcomes.

With regard to the relationship between job satisfaction and turnover, Lee and Mowday (1987) conclude that employees who are satisfied with their jobs are less likely to leave the organization than those who are dissatisfied. However, there is still commitment to the workplace from long-standing employees who may not be as

satisfied with their jobs as previously but they are close to retirement. They are of an age which it may be not easy to get another job of similar status or they cannot see themselves doing any other kind of job and they are stayed on higher level of the position.

There are some studies on an inverse relationship between job satisfaction and level of absenteeism, Scott and Taylor (1985) stated that when job satisfaction is low, absenteeism tends to be high. The relationships between job satisfactions and absenteeism could be moderated by the importance of the job to employees, the opportunity to use a variety of skills in the job where clear objectives exist, and the existence of good relationships with superiors and peers. These variables could enhance the level of job satisfaction. Even when satisfaction is high, absenteeism could occur when employee are feigning illness, take time off work to go to some important sporting fixture in the realization that they are not going to lose pay.

2.5 JOB AUTONOMY

Several studies have investigated the relationship between job autonomy and employee satisfaction. Mayo (1933) found that by giving the worker an opportunity to express his feelings regarding his job, his working conditions, and the individual will develop and improve feeling of self-worth and self-satisfaction. Job Autonomy refers to the opportunity of employees to make decisions on their job (Abraham, 2000) and the power to control their individuals has over how and when job tasks are undertaken (Daniels et al., 2007).

Rick (2011) said that employees who believe they are free to make decisions in the workplace, they are happier on their job and more in productive. Marylene and Devasheesh (2010) stated that the perception of autonomy has positive effects on workers. However autonomy can take in many different forms, for example organizations may allow employees set their own schedules or even give a chance to work from their home. It does no matter how autonomy is defined, while people feel they have freedom, the results are impressive. Potential benefits include higher employee satisfaction, better in job performance, improved productivity and lower turnover.

Pelz (1952) found that supportive or considerate behavior on the part of influential leaders was related to subordinate satisfaction. The extent to which the superior knows and understands the problems faced by his subordinates had been shown to be associated with increases satisfaction. An openness of communication is one way for superiors to know and understand difficulties faced by their employees.

Burke and Wilcox (1969) examined the proposition that openness of communication is associated with a satisfying and effective superior-subordinate work relationship. Their results indicated that greater openness of communication by one or both members of the relationship was associated with increased satisfaction. In addition, openness of one member of the pair was significantly related to openness of other members.

Wexley, Alexander, Greenawalt and Couch (1980) examined the relationship of both actual similarity and perceptual congruence with job satisfaction

and performance evaluation in 194 manager subordinate dyads. They found that the more cognizant a manager was of a subordinate's work-related attitude, the more positively the subordinate was evaluated by the manager. Similarly, it was shown that the more congruently a subordinate perceived the manager's attitude, the more satisfied the subordinate was with supervision received from the manager.

Putman (1930) takes the position that supervision is the most important determinant of worker attitudes. In a study of women office workers, Kornhauser and Sharp (1932) compared two groups which were essentially the same in conditions of work with the exception of the quality of supervision. The authors conclude that the great dissatisfaction in one group could only be attributed to poor supervision.

On the other hand Bergen and Dean (1939) found differences in supervision to be one of the most important determinants of favorable or unfavorable attitudes. Weschler, Kahen and Tannenbaum (1952) compared perceived job satisfaction, supervision and productivity in two groups of naval laboratory workers and found that the group with a human relations oriented leader scored higher on six out of seven indices of job satisfaction, productivity and morale.

There are some evidences that role ambiguity plays a key role in the relationship between leader behavior and worker's satisfaction. Greene and Organ (1973) concluded that role ambiguity had a highly significant and negative correlation with satisfaction. House and Mitchell (1974) adopt the view that directive leader should have a positive relationship with subordinates' satisfaction for subordinates who are engaged in ambiguous tasks.

2.6 NATURE OF WORK

Many researchers believe that nature of work is important factor in determining the satisfaction of employee at work. It is generally accepted that the way in which a job is designed has a substantial impact upon the attitudes, beliefs and feelings of the job holder. The nature of an employee's work is defined as the type of work that he/she does (Lewis, 2013). It can refer to the daily tasks those he carries out as part of his/her job and it also can refer to other non-routine tasks that may be required by the job.

Gordon and Arvey (1975) examined the proposition that better educated workers will be less satisfied with the actual content of their job than will less educated workers. Subjects were 259 employees of a leading manufacturer of mechanism materials. The author found that satisfaction with the work itself does not vary according to the amount of formal education. Instead, the data collected revealed that the more highly educated members of the work-force were less satisfied with the general way the organization was being managed than the less educated workers.

However, there were a contrast findings from Gordon and Arvey (1975) which reported by Taylor (1981), he had studied and shown that a high job variety and task complexity are required to satisfy well-educated employee than less well-educated individuals. Seybolt (1976) found that the well-educated individuals get their satisfaction from organizational inducements such as job variety and task complexity.

2.7 COMPENSATION

Many aspects of job satisfaction investigated in recent years, satisfaction with compensation seems to be one of the most deserving of additional attention. Employee satisfaction with pay should be particular importance to organizations to consider. Some studies research finding show that compensation is highly associated with job satisfaction and in some other studies, it may not even be remotely associated with it (Johnston, 1975).

Compensation is one of the most vital factors that construct the relationship between the company and its employees. Bloom (2004), supports the idea that the compensation must be bonded with the fairness and not only the economic factor must be taken into consideration but also psychological, social and moral effects should be apart of the compensation decision.

Some of the early studies suggest pay as being low on a list of needs of jobs and only leads to feelings of dissatisfaction. Herzberg, Mausner, Peterson and Capwell (1957) stated when workers are asked to rank different aspects of the work role in terms of their importance, wages tend to be rated as less important than security, opportunity for advancement and management but as more important than job content, supervision communication, working conditions, the social aspects of the job and benefits. However, when workers were asked to describe what makes them dissatisfied with their job, salary was found to be the most frequent source of dissatisfaction. The evidence seems to support Herzberg and his associates only to

the extent that we know pay is a major source of dissatisfaction (Lawler, 1971; Vroom, 1964).

Robbins and Coulter (2000) an enhanced reward in organizations enhances job satisfaction. However, pay and security were greater motivators for private organization than public sector (Karrasch, 2003). Weaver (1977) found that workers who earn higher pay report higher job satisfaction. However, when the effects of other variable were removed, the relationship between pay and job satisfaction were not statistically significant.

Johnston (1975) showed that 80% reported overall satisfaction with their jobs. In the rank order of frequency with which the various aspects of the job were mentioned as a reason for liking it, the males ranked pay in fourth place as a reason for liking their jobs, while the females put it in fifth place as a reason for liking their jobs. Other aspects of the job, such as job interest and co-worker's friendliness, took first or second place according to gender. While on the opposite side from Johnson, it was found by Walker and Guest (1952) that car workers were almost exclusively concerned with the amount of pay their work brought in.

In a survey that covered secretarial staff, computer programmers, accountants and machine operators in marketing organizations, Hinrichs (1968) found that pay is all important reason for job satisfaction. A number of studies have shown that pay is able to satisfy lower order physiological and security needs as well as higher order needs such as esteem and recognition (Lawler and Porter, 1963; Myers, 1964).

As stated earlier, workers may not attach much importance to the question of how much pay they receive or they may give special attention to their amount of pay. Apparently, money means different things to different people and to the same people, it means different things at different times. Some studies found that pay satisfaction was associated with occupational levels (Harris and Locke 1974). Other studies found that pay satisfaction was rather associated with the educational level (Andrews and Henry, 1963; Seybolt, 1976).

2.8 STAFF RELATIONS

Interpersonal factor influences job satisfaction in many complex ways. A number of studies have shown relations among staff to be an important factor in workers' overall job satisfaction. Good relationship motivates employees and increase morale. By getting to know peers, employees can understand each other to be able to work together more effectively in a team for a more job satisfying (Ramjee, 2013).

Adams and Slocum (1971) examined the relationship between job satisfaction and group cohesiveness for 142 employees. The sample was divided into 12 groups, 8 were composed of members involved in routine, repetitive tasks on an assembly line, 3 of the groups were composed of machine operators on an assembly line, and one group was a skilled trades group. The results supported the hypothesis that the cohesiveness of work groups is a salient factor affecting the satisfaction of individual workers. The authors found those employees whose work group was characterized by high degrees of cohesiveness to be significantly higher in satisfaction than members of less cohesive groups. Starcevich (1972) had conducted a study in which three position levels of employees: first line managers, middle

managers and professional employees judged the importance of ten context factors as contributing to job satisfaction. From the ten context factors examined, relations with co-workers ranked first, followed by relations with supervisor in the three occupational levels.

Aram, Morgan and Esbeck (1971) measured the degree of team collaboration of 16 product-line groups and related it to indices of individual satisfaction and organizational performance. The results showed that team collaboration is significantly related to satisfaction of individuals' needs but generally not significantly related to organizational performance.

Katz, Maccoby and Floor (1951) stated that group cohesiveness has come to hold a prominent place in investigations of group phenomena. It has been assumed that members of highly cohesive work groups would display a higher level of job satisfaction.

2.9 WORK LIFE BALANCE

Lockwood (2003) defined Work Life Balance as a state of equilibrium in which the demands of both a person's job and personal life are equal. However, when the demand of job and personal life increases it creates an unbalance situation and work life conflict happened. Burke (2000) found that the employees are more satisfied and committed to their job if organizations are supportive of work life balance.

Many firms involved with Work-Life Balance offer company packages that include a menu of options for flexible working time arrangements as a recruitment and retention strategy, particularly given a more diverse workforce and these measures that it helped lower in employee turnover, reduce absenteeism and retain employees, particularly female employees. Hogarth (2001)

Kolbin (1982) stated that “Employers now recognize a link between productivity and mental health and work and family relationships. They are establishing counseling services, exploring child-care needs of workers, reexamining retirement policies... and family life education...” This led to a significant growth of employee in organization.

2.10 CHAPTER CONCLUSION

This chapter reviewed the relevant literature and analysis of the research reflected to Job Autonomy, Nature of Work, Compensation, Staff Relations, Work Life Balance and Job Satisfaction.

3

METHODOLOGY

3.0 CHAPTER INTRODUCTION

This chapter discusses the methodology of the research. It also explains the research procedures, questionnaire design, sampling design, data collection methods and hypotheses testing methods. This chapter also describes the pilot test and discusses the data analysis techniques.

3.1 RESEARCH DESIGN

The methodology used for this study is survey method since it is the common method used to generate the primary data. A sample of employees among Public Health Center in Pattani has been chosen randomly as the respondents to this study. All data are being analyzed by using statistical analysis. The analysis describes the relationships between the independent variables on job satisfaction.

3.2 QUESTIONNAIRE DESIGN

Questionnaire represents the most common form of measurement in research survey. Questionnaires are simply a formalize approach in asking someone for information. As such, their function is as a measurement tool. (Oppenheim, 1966).

In this study, the questionnaire was designed to measure factors influencing the job satisfaction among Public Health employees in Pattani. There are two sections in the questionnaire. In the first section respondents were asked about their general background such as gender, age, religion, family status, education background level, income per month, position and period of working experience in current work. In the second section, questions related to the dependent variable and five independent variables were adapted from various authors. (as being explained in the following paragraph)

Items for the variables studied in this research were adopted from the previous literature and measured using Six Point Likert scale ranking from 1 (Extremely Disagree) to 6 (Extremely Agree).

The summary of each variables that were adopted and used in this study are as follows:

1. **Job Autonomy:** Adopted from Govender, D. (2010) and Maniram, R. (2007).
2. **Nature of Work:** Adopted from Govender, D. (2010) and Ronra, B., & Chaisawat, M. (2009).

3. **Compensation:** Adopted from Govender, D. (2010) and Parvin, M. (2011).
4. **Staff Relations:** Adopted from Govender, D. (2010) and Ramasodi J.M.B. (2010).
5. **Work Life Balance:** Adopted from Govender, D. (2010) and Bare L.L. (2004).
6. **Job Satisfaction:** Adopted from Ramasodi J.M.B. (2010).

Table 3.1: Summary of the Questionnaire Design

Variables	No. of Items	Items
Section A: Demographics		
Gender	1	Section A: Item 1
Age	1	Section A: Item 2
Religion	1	Section A: Item 3
Marital Status	1	Section A: Item 4
Highest Education Level	1	Section A: Item 5
Income Per Month (BAHT)	1	Section A: Item 6
Position	1	Section A: Item 7
Period of working in current work	1	Section A: Item 8
Section B: Independent Variables and Independent Variable		
Job Autonomy	7	Section B: Item 1-7
Nature of Work	7	Section B: Item 8-14
Compensation	5	Section B: Item 15-19
Staff Relations	7	Section B: Item 20-26
Work Life Balance	6	Section B: Item 27-32
Job Satisfaction	6	Section B: Item 33-38

3.3 SAMPLING DESIGN

Sampling design is a process of selecting a number of units for a study. It covers all aspects of how the samples in survey is specified and selected. The design of samples

is a principally important aspect of survey methodology. Basically it provides for measurement of economic and social phenomena from surveys of businesses and households.

3.3.1 SAMPLE SIZE

In general, large sample size lead to increased precision when estimating parameters. In this research the population was defined as all employees working at Public Health Center in Pattani and the samples size are 304 respondents among those Public Health employees. In this study, 304 questionnaires were distributed but only 262 were usable, 8 were unreturned and 34 were rejected due to incompleteness.

3.4 DATA COLLECTION TECHNIQUES

Data collection in this study was conducted by distributing a self- administered questionnaire to all respondents. The questionnaire was designed based on prior literatures that were noted and distributed to the samples which are employees who work at Public Health Center in Pattani.

The questions were carefully translated and worded into Thai language by an expert in Thai-English language so that it would be easily understood and consistency in expression by the respective respondents.

3.5 HYPOTHESES TESTING

The aim of this study is to examine the effect of five independent variables (Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance) on Job Satisfaction. Each variable was known to have different effect on job satisfaction and thus the respective outcome for each variable will have been at great attention of this study. The hypotheses of this study are as follows:

Hypothesis 1:

H01: There is a significant relationship between job autonomy and job satisfaction amongst employees in a public health in Pattani.

Hypothesis 2:

H02: There is a significant relationship between nature of work and job satisfaction amongst employees in a public health in Pattani.

Hypothesis 3:

H03: There is a significant relationship between compensation and job satisfaction amongst employees in a public health in Pattani.

Hypothesis 4:

H04: There is a significant relationship between staff relations and job satisfaction amongst employees in a public health in Pattani.

Hypothesis 5:

H05: There is a significant relationship between work life balance and job satisfaction amongst employees in a public health in Pattani.

Hypothesis 6:

H06: Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance positively influence Job Satisfaction.

3.6 PRE-TEST

Pre-testing is used to identify questionnaire problems regarding question content. This step occurs before taking Pilot Test. Since the respondents in this study were Thais, hence the questionnaire was sent using Thai language version.

In this study pre-testing questionnaire was made by the specialists both in Thai and English language to ensure that there is no any misinterpretation of the questions especially with the overall meaning of the question both in Thai and English.

3.7 PILOT TEST

Pilot test involves conducting a preliminary test of data collection tools and procedures to identify and eliminate errors, allowing researcher to make corrective changes or adjustments before collecting real data from the target population. In this study pilot test was conducted whereby initial questionnaires were sent to 30 respondents to obtain their feedback. Pilot test give an opportunity to make revisions to instruments and to ensure that appropriate questions are being asked and the right data will be collected.

3.7.1 RELIABILITY AND VALIDITY

Reliability is an indication of the degree to which measures are free from error. It is the degree of consistency between two measures of the same thing (Mehrens and Lehman, 1987). Reliability test measures of how stable, dependable, trustworthy, and consistent a test is in measuring the same thing each time. (Worthen, Borg and White 1993).

Cronbach's alpha (α) is commonly used as an estimate of the reliability test. It is known as an internal consistency estimate of reliability of test scores. Based on George and Mallery (2003) and Kline (1999), a commonly accepted rule for describing internal consistency is by using Cronbach's alpha is as follows. Table 3.2 below shows the value of Cronbach's alpha and its internal consistency.

Table 3.2: Internal Consistency Measurement

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Validity refers to the level which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure. While reliability is concerned with the accuracy of the actual measuring instrument or procedure, validity is concerned with the study's success at measuring what the researchers set out to measure.

The results from the Pilot test are used to measure validity and reliability. The result of pilot test of this study is shown in Table 3.3. It shows the reliability coefficients (alpha) of the variables are between 0.70 and 0.91. Hence, the measure of variables in this study are considered acceptable reliability because all the alpha value are 0.7 and above.

Table 3.3: Reliability Test

Variables	Items	Cronbach's Alpha	
		Pilot Test	Real Test
Job Autonomy	7	0.91	0.96
Nature of Work	7	0.79	0.88
Compensation	5	0.88	0.88
Staff Relations	7	0.90	0.89
Work Life Balance	6	0.83	0.87
Job Satisfaction	6	0.70	0.82

3.8 NORMALITY TEST

Normality Test is used to determine whether a data set is well-modeled by a normal distribution or not. In order to determine normality graphically, Researcher can use the output of a normal Quantile-Quantile or Q-Q Plot issued. Based on the Q-Q Plot theory, if the data are normally distributed the data points will be close to the diagonal line. If the data points stray from the line in an obvious non-linear pattern the data are considered not normally distributed.

From the results of the normality test is shown in Table 3.4 till Table 3.9, it can be concluded that the data of this study is considered to be normally distributed as it follows the diagonal line closely and does not appear to have a non-linear pattern.

Table 3.4: Normal Q-Q Plot of Job Autonomy

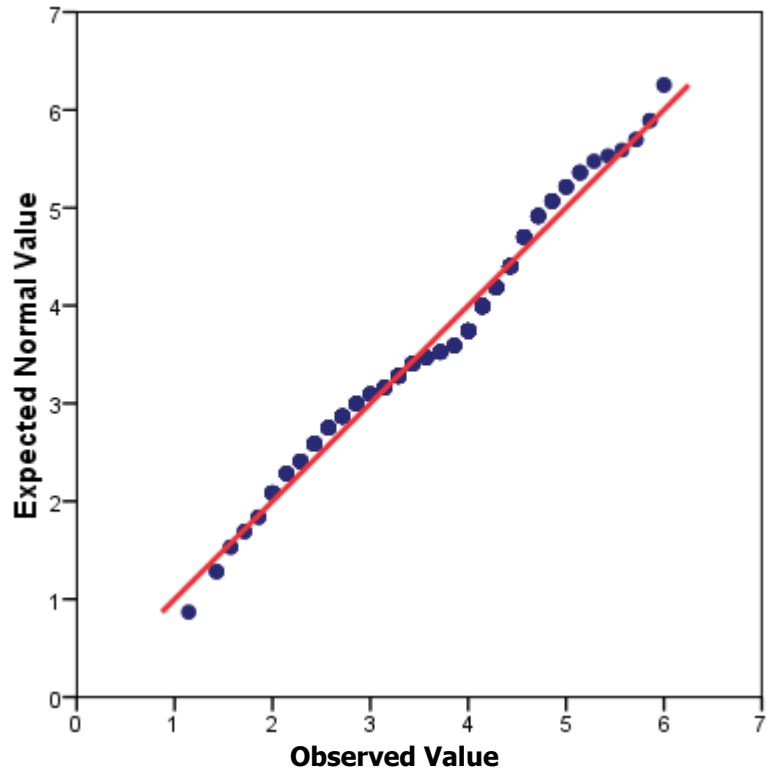


Table 3.5: Normal Q-Q Plot of Nature of Work

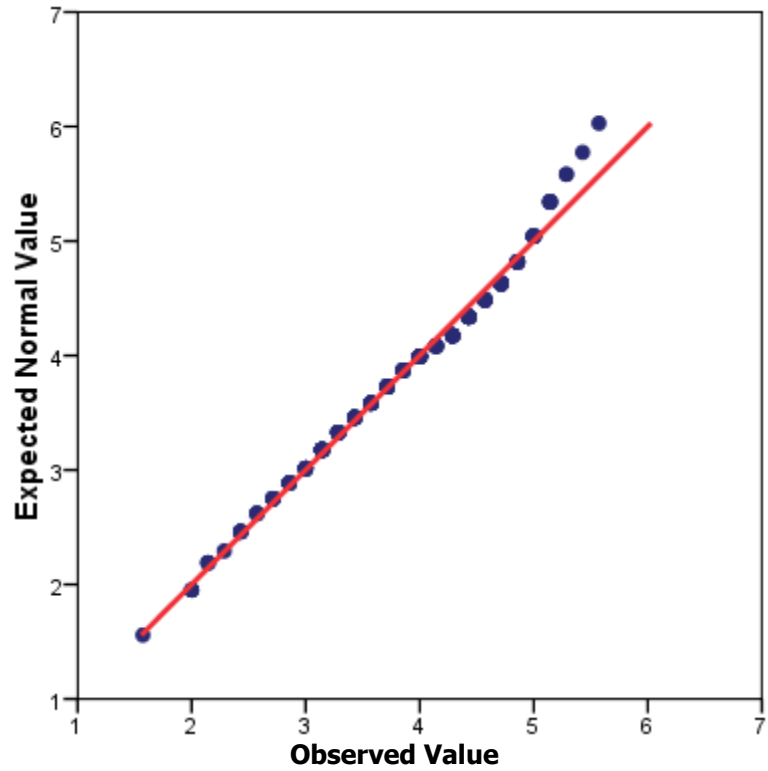


Table 3.6: Normal Q-Q Plot of Compensation

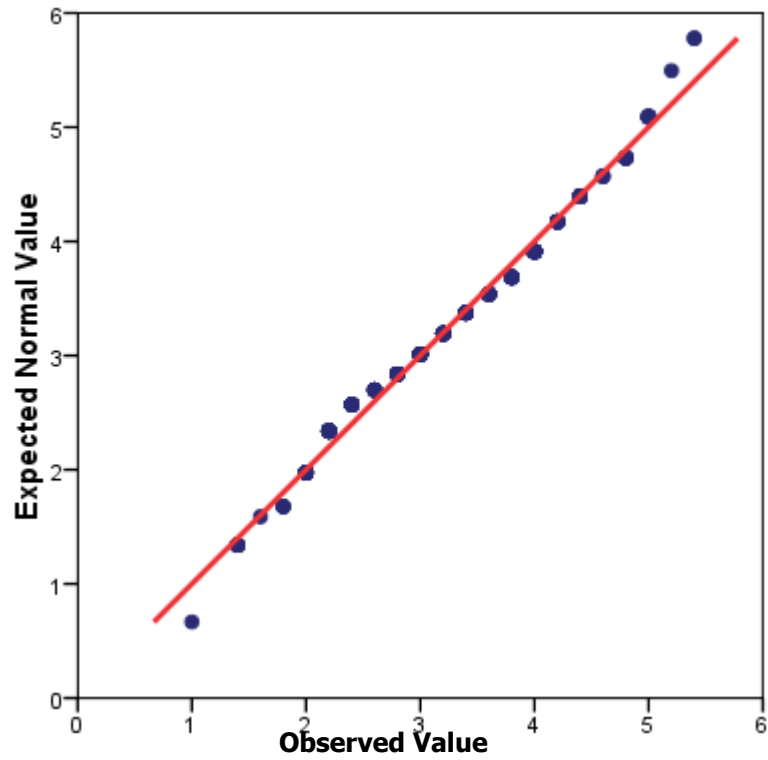


Table 3.7: Normal Q-Q Plot of Staff Relations

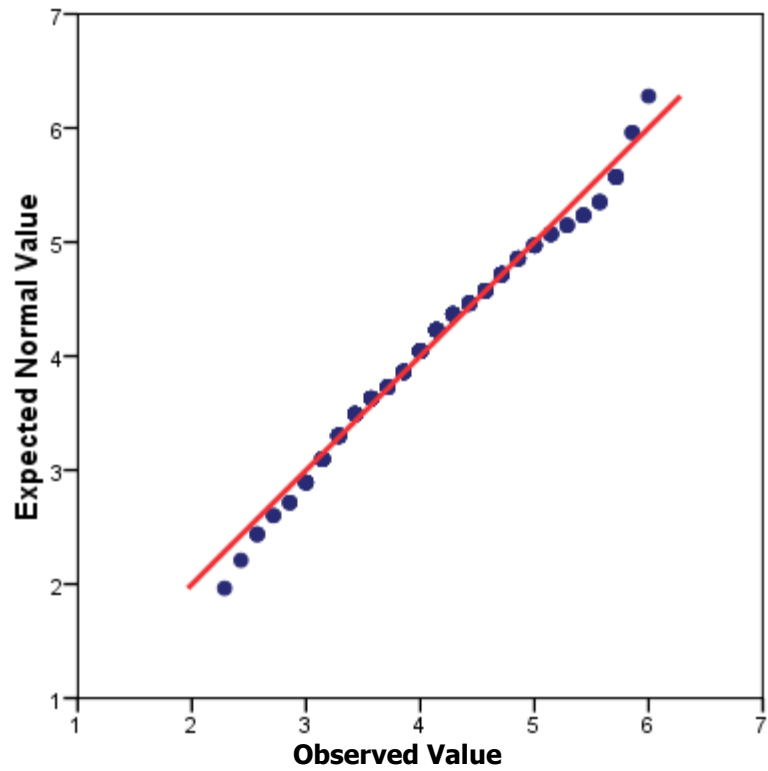


Table 3.8: Normal Q-Q Plot of Work Life Balance

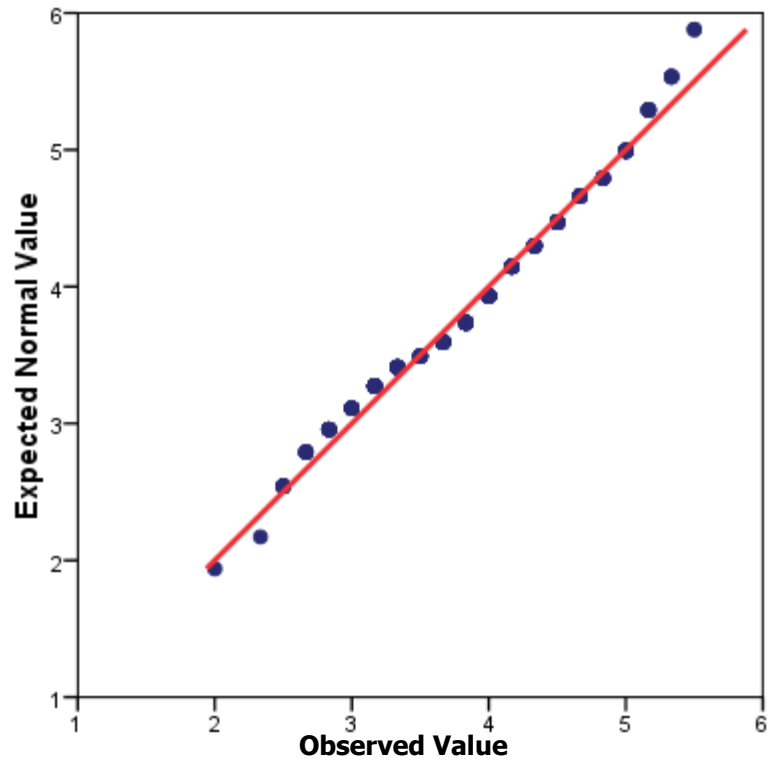
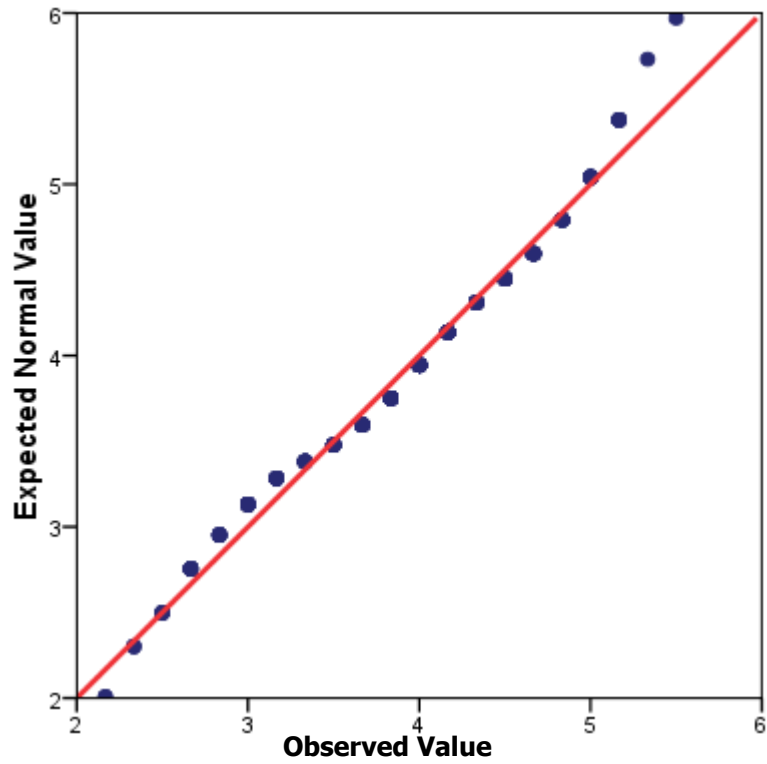


Table 3.9: Normal Q-Q Plot of Job Satisfaction



3.9 DATA ANALYSIS TECHNIQUES

The data collected were processed using the Statistical Package for the Social Sciences (SPSS) version 19.0. Data were analyzed using several statistical methods which are descriptive statistics and inferential statistics. Descriptive statistics refer to frequency, mean, mode, median, standard deviation and variance. Inferential statistics refer to reliability, correlation and regression.

3.9.1 DESCRIPTIVE STATISTICS

Descriptive statistics describes the basic features of the data in a study. They provide simple summaries about the sample and the measures. It describe together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. In this study, descriptive statistics help to simplify large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary.

3.9.2 THE T-TEST

Compare Means Analyses cover procedures for testing the differences between two means. In this research study, it's used for running Independent-Samples T-Test and One-Way ONOVA. The Independent Samples T-Test basically compares the mean scores of two groups on a given variable. The t-test is used to compare the values of the means from two samples and test whether it is likely that the samples are from populations having different mean values. When two samples are taken from the same population it is very unlikely that the means of the two samples will be

identical. When two samples are taken from two populations with very different means values, it is likely that the means of the two samples will differ.

3.9.3 CORRELATION

Statistical correlation is measured by coefficient of correlation (r). Its numerical value ranges from +1.0 to -1.0. It indicates the strength of relationship. In general, $r > 0$ indicates positive relationship, $r < 0$ indicates negative relationship while $r = 0$ indicates no relationship (or that the variables are independent and not related). Here $r = +1.0$ describes a perfect positive correlation and $r = -1.0$ describes a perfect negative correlation. Closer the coefficients are to +1.0 and -1.0; greater is the strength of the relationship between the variables.

According to Choudhury (2009), the guidelines on the strength of relationship are shown in Table 3.5:

Table 3.10: Strength of Relationship for Coefficient Correlation (r)

Value of r	Strength of Relationship
-1.0 to -0.5 or 0.5 to 1.0	Strong
-0.5 to -0.3 or 0.3 to 0.5	Moderate
-0.3 to -0.1 or 0.1 to 0.3	Weak
-0.1 to 0.1	None or very weak

In this study correlation analysis was conducted to determine the relationship between the independent variables (Job Autonomy, Nature of Work, Compensation, Staff Relation and Work Life Balance) with the dependent variable (Job Satisfaction).

3.9.4 REGRESSION ANALYSIS

Regression analysis is a statistical tool for the investigation of influences between variables. It includes many techniques for analyzing several variables, when the focus is on the influence between a dependent variable and one or more independent variables. Regression analysis helps to understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. Regression analysis is also used to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships. This study the regression analysis was conducted to investigate the influenced of the independent variable on to the dependent variable.

3.10 CHAPTER CONCLUSION

This chapter review on the research design applied in this study. It explained the pilot test, questionnaire design and overview of data collection techniques. Hypotheses testing and normality testing are also being discussed

4

FINDINGS

4.0 CHAPTER INTRODUCTION

This chapter discussed on the findings of this research. Data were analyzed using several statistical methods which are descriptive statistics and inferential statistics. Descriptive statistics refer to frequency, mean, mode, median, standard deviation and variance. Inferential statistics refer to reliability, correlation and regression.

4.1 DEMOGRAPHIC DATA

Demographic characteristics are facts about the make up of a population. It's useful to consider the possible areas diversity of respondents. In this study, demographic data include Gender, Age, Religion, Family Status, Education Level, Salary, Position and Period of working experience on current position. Data on demographic were analyzed by using descriptive statistics. The total numbers of respondents are 262.

4.1.1 Gender of Respondents

The results of gender of respondents are shown in the Table 4.1. The table shows that there were 71 respondents (27.1%) are male while 191 respondents (72.9%) are female. Hence the majority of respondents from this study are female.

Table 4.1: Gender of respondents

Gender	Frequency	Percent
Male	71	27.1
Female	191	72.9
Total	262	100.0

4.1.2 Age of Respondents

Tables 4.2 and Table 4.3 shows the rage of the respondents. It shows that there were 137 respondents (52.3%) who were younger than 30 years old or 30 years old. The majority of respondents were from this range. On the other hand 75 respondents (28.6%) aged between 31-40 years old. 35 respondents (13%) aged between 41-50 years old. However, only 15 respondents (5.7%) were 51 years old or older.

Table 4.2: Age of Respondents

Age	Frequency	Percent
30 or below	137	52.3
31-40	75	28.6
41-50	35	13.4
51 or above	15	5.7
Total	262	100.0

Table 4.3: Minimum and Maximum Age of Responders

	Minimum	Maximum
Age	22	60

4.1.3 Religion of Respondents

Table 4.4 shows the religion of the respondents. Majority of the respondents are Muslim (201 respondents or 76.7%). Only 61 respondents or 23.3% are Buddhist.

Table 4.4: Religion of Respondents

Religion	Frequency	Percent
Buddhist	61	23.3
Muslim	201	76.7
Total	262	100.0

4.1.4 Marital Status of Respondents

Table 4.5 shows the marital status of respondents. A total of 152 respondents (58.0%) are married. On the other hand, 109 respondents (41.6%) were single and the remainder one respondent (0.4%) had divorced.

Table 4.5: Marital Status of Respondents

Status	Frequency	Percent
Single	109	41.6
Married	152	58.0
Divorced	1	.4
Total	262	100.0

4.1.5 Family Status (Number of Children) of Respondents

Table 4.6 shows family status of respondents. Out of 262 respondents, 129 respondents (49.2%) have no children, 54 respondents (20.6%) have only one child, 48 respondents (18.3%) have two children, 26 respondents (9.9%) have three children and there are 5 respondents (1.9%) who have four or more children.

Table 4.6: Family Status of Respondents

Family Status	Frequency	Percent
No children	129	49.2
One child	54	20.6
Two children	48	18.3
Three children	26	9.9
Four or more children	5	1.9
Total	262	100.0

4.1.6 Education Level of Respondents

The education level for respondents is shown in Table 4.7. The table shows that 203 respondents (77.5%) acquired First Degree education. However, 51 respondents (19.5%) obtained Diploma, and the remaining 8 respondents' (3.1%) had attained Master degree.

Table 4.7: Education Level of Respondents

Education Level	Frequency	Percent
Diploma	51	19.5
First Degree	203	77.5
Master Degree	8	3.1
Total	262	100.0

4.1.7 Income of Respondents

The income per month of the respondents is shown in Table 4.8. In the table it shows that the majority of Public Health employees had income between 10,001 Baht – 20,000 Baht (160 respondents or 61.1%). There were 65 respondents (24.8%) who earned 20,001 Baht – 30,000 Baht. On the other hand, 26 respondents (9.9%) earned 10,000 Baht or lower while 8 respondents (3.1%) earned between 30,001 Baht – 40,000 Baht. In addition, only 3 respondents (1.1%) earned 40,001 Baht or more.

Table 4.9 shows the minimum and maximum income earned by respondents. The maximum was 43,000 Baht and the minimum income earned by respondents was 8,000 Baht per month.

Table 4.8: Income of Respondents

Income	Frequency	Percent
10,000 BHT and below	26	9.9
10,001 BHT – 20,000 BHT	160	61.1
20,001 BHT – 30,000 BHT	65	24.8
30,001 BHT – 40,000 BHT	8	3.1
40,001 BHT or above	3	1.1
Total	262	100.0

Table 4.9: Minimum and Maximum of Respondents' Income

	Minimum	Maximum
Income Per Month (BHT)	8,000	43,000

4.1.8 Position of Respondents

Table 4.10 shows the position of respondents. Most of the respondents are nurse (138 respondents or 52.7%). In addition, there were 54 Public Health Officers (20.6%), 52 Public Health Technical Officers (19.8%), 10 Office Clerk (3.8%), 4 Finance Officers (1.5%), 2 Medical X-Ray Technicians (0.8%), 1 Public Health Administrator (0.4%) and one Statistic Officer (0.4%).

Table 4.10: Position of Respondents

Position	Frequency	Percent
Nurse	138	52.7
Public Health Officer	54	20.6
Public Health Technical Officer	52	19.8
Office Clerk	10	3.8
Finance Officer	4	1.5
Medical X-Ray Technician	2	.8
Statistic Officer	1	.4
Public Health Administrator	1	.4
Total	262	100.0

4.1.9 Period of Working Experience in Current Position of Respondents

Table 4.11 shows the Period of Working for respondents. It is found that 157 respondents (59.9%) have worked for 1 to 10 years, while, 68 respondents (26.0%) have worked between 11 to 20 years. On the other hand, 32 respondents (12.2%) were found to have worked between 21 to 30 years. Only 5 respondents (1.9%) had worked for over than 30 years.

Table 4.12 shows that one year is the minimum period of experience while respondent working in his/her current position. The maximum period of experience working in current position was 38 years.

Table 4.11: Period of Working Experience in Current Position of Respondents

Period	Frequency	Percent
1 year – 10 years	157	59.9
11 years - 20 years	68	26.0
21 years - 30 years	32	12.2
31 years or above	5	1.9
Total	262	100.0

Table 4.12: Minimum and Maximum Period Working Experience of Respondents

	Minimum	Maximum
Period of working in current work (year)	1	38

4.2 DESCRIPTIVE STATISTICS OF VARIABLES

In order to identify how well variables predict to other variables, descriptive statistic must be calculated to each variable. Mean shows the average value and Standard Deviation shows how much variation exists from the average.

Table 4.13 presents the mean and standard deviation for each independent variable (Job Autonomy, Nature of Work, Compensation, Staff Relations, and Work Life Balance) and Dependent Variable which is Job Satisfaction. The variable of Staff Relations has the highest mean value which was 4.12 and the lowest mean was 3.31 for Compensation.

Table 4.13: Descriptive Statistics

	Mean	Std. Deviation
Job Autonomy	3.66	0.99
Nature of Work	3.79	0.79
Compensation	3.31	0.94
Staff Relations	4.12	0.76
Work Life Balance	3.98	0.72
Job Satisfaction	3.73	0.61

4.2.1 Job Autonomy

Table 4.14 shows the mean and standard deviation value of items from variable Job Autonomy. The most dominant factor in measuring Job Autonomy is “I am given the opportunity to work independently and creativity” with mean value of 3.74.

Whereas, the item “I am free to use my own judgment at work” scored the lowest mean value (3.57).

Table 4.14: Mean and Standard Deviation of Items Measuring Job Autonomy

Items	Mean	Std. Deviation
My boss always supports my decision	3.59	1.17
I am free to use my own judgment at work	3.57	1.15
I am given the freedom to make decisions about my work on my own	3.60	1.11
I am allowed to try my own methods of completing my job	3.71	1.10
My boss always supports my work methods	3.70	1.05
In my office, I have the opportunity to voice my opinion	3.69	1.10
I am given the opportunity to work independently and creativity	3.74	1.06
Average	3.66	0.99

4.2.2 Nature of Work

Table 4.15 shows the mean and standard deviation value of items from variable Nature of Work. The most dominant factor in measuring Nature of Work is “My work requires a lot of creativity” with mean value of 3.85. Whereas, the item “The amount of work I am expected to do is reasonable” scored the lowest mean value (3.70).

Table 4.15: Mean and Standard Deviation of Items Measuring Nature of Work

Items	Mean	Std. Deviation
My job challenges me frequently	3.84	1.14
I am clear and satisfied with my job description	3.77	0.99
The amount of work I am expected to do is reasonable	3.70	0.97
The work I do make use most of my skills & capability	3.84	0.91
My work requires a lot of creativity	3.85	0.98
My work is challenging	3.81	1.05
The work I do is non-repetitive and varied every time	3.75	1.19
Average	3.79	0.79

4.2.3 Compensation

Table 4.16 shows the mean and standard deviation value of items from variable Compensation. The most dominant factor in measuring Compensation is “I am happy with the recognition and rewards for my outstanding job” with mean value of 3.48. Whereas, the item “I am satisfied with the existing salary structure of my office” scored the lowest mean value (3.20).

Table 4.16: Mean and Standard Deviation of Items Measuring Compensation

Items	Mean	Std. Deviation
I am satisfied with the existing salary structure of my office	3.20	1.245
I am satisfied with the compensation I get from my job	3.22	1.188
I am happy with the recognition & rewards for my outstanding job	3.48	1.060
I have an equitable salary when compared to other people in other organization	3.24	1.190
I received a performance bonus when my job exceed the expectation	3.42	1.028
Average	3.31	0.94

4.2.4 Staff Relations

Table 4.17 shows the mean and standard deviation value of items from variable Staff Relation. The most dominant factor in measuring Staff Relations is “I have a good working relationship with my colleagues” with mean value of 4.26. Whereas, the item “I am happy with the management style in my workplace” scored the lowest mean value (3.97).

Table 4.17: Mean and Standard Deviation of Items Measuring Staff Relations

Items	Mean	Std. Deviation
I have a good working relationship with my colleagues	4.26	1.09
There is an atmosphere of co-operation between staff and management	4.16	1.12
There is a clear channel of communication at my workplace	4.02	0.96
I am happy with the management style in my workplace	3.97	0.89
My workplace provides opportunities for social interaction among staffs	4.08	0.88
My workplace provides opportunities to develop close relationship with colleagues	4.19	0.93
My colleagues are friendly and supportive	4.16	0.95
Average	4.12	0.76

4.2.5 Work Life Balance

Table 4.18 shows the mean and standard deviation value of items from variable Work Life Balance. The most dominant factor in measuring Work Life Balance is “My workplace provides flexible working hours” with mean value of 4.07. Whereas, the item “There is sufficient time to spend for non-work activities (hobbies, sports etc)” scored the lowest mean value (3.90).

Table 4.18: Mean and Standard Deviation of Items Measuring Work Life

Balance

Items	Mean	Std. Deviation
There is sufficient time to spend on my family	4.03	0.92
There is sufficient time to spend for non-work activities (hobbies, sports etc)	3.90	0.93
There is sufficient time to spend with my friends outside of work	3.94	0.92
My organization offers an adequate sick leave periods	3.98	0.91
My organization offers an adequate vacation	3.95	0.90
My workplace provides flexible working hours	4.07	1.01
Average	3.98	0.72

4.2.6 Job Satisfaction

Table 4.19 shows the mean and standard deviation value of items from variable Job Satisfaction. The most dominant factor in measuring Job Satisfaction is “My income is a reflection of the work I do” with mean value of 4.24. Whereas, the item “If I could choose the career again I would make the same decision” scored the lowest mean value (3.13).

Table 4.19: Mean and Standard Deviation of Items Measuring Job Satisfaction

Items	Mean	Std. Deviation
In general I am satisfied with my work	4.00	0.90
I am really enjoy my work	3.77	0.98
My income is a reflection of the work I do	4.24	1.02
My job has more advantages than disadvantages	3.82	0.97
I would like to change my work	3.44	1.50
If I could choose the career again I would make the same decision	3.13	1.54
Average	3.73	0.61

4.3 INDEPENDENT SAMPLES T-TEST

Independent samples test between gender and Job Satisfaction is shown in Table 4.20 below. The mean value for female (3.76) is higher than the mean value for male (3.67). A *p*-value of 0.010 for Levene's test shows that the samples have equal variance. The group means are not significantly different as the significant value (0.35) is more than 0.05. Therefore, this means that there is no significant different of Job Satisfaction between male and female respondents.

Table 4.20: Independent Sample T-Test between Gender and Job Satisfaction

	Gender	N	Mean	Standard Deviation	T	Significant Value
Job satisfaction	Male	71	3.6690	.70850	0.010	0.347
	Female	191	3.7574	.56524		

4.4 ONE-WAY ANALYSIS OF VARIANCE

The assumption of the one-way ANOVA is the variances of the groups comparing are similar. The table Test of Homogeneity of Variances (see Appendix SPSS Output) shows the result of Levene's Test of Homogeneity of Variance, which tests for similar variances. If the significance value is greater than 0.05 (found in the Sig. column), means the assumption of homogeneity of variance is met.

The results of ANOVA for Marital Status, Family Status, Education Level and Income with Job Satisfaction are shown in Table 4.21.

For Marital Status case, the Levene's *F* Statistic's significance value (0.043) is less than 0.05, thus, the assumption of homogeneity of variance is not met between Marital Status and Job Satisfaction. The significance level is 0.032, which is below 0.05 and, therefore, there is significant difference in the mean of Marital Status towards Job Satisfaction.

Since the Levene's F statistic was significant, therefore instead of using ANOVA, Robust Tests of Equality of Means is used by applying the Welch test. However, Robust tests of equality of means cannot be performed for Job Satisfaction because at least one group has the sum of case weights less than or equal to 1 and also Post hoc tests are not performed because at least one group has fewer than two cases.

For Family Status case, the Levene's F Statistic's significance value (0.037) is less than 0.05, thus, the assumption of homogeneity of variance is not met between Family Status and Job Satisfaction. The significance level is 0.008, which is below 0.05 and, therefore, there is significant difference in the mean of Family towards Job Satisfaction.

Since the Levene's F statistic was significant, therefore instead of using ANOVA, Robust Tests of Equality of Means is used by applying the Welch test. However, the table 4.22 shows that there is significant difference in Family Status and Job Satisfaction at significance level 0.019.

The table 4.23 below, Multiple Comparisons shows which groups different from each other. The Tukey post-hoc test is generally the preferred test for conducting post-hoc tests on a one-way ANOVA. From the table 4.23, it shows and summarized as follows;

- There is a significant difference in Job Satisfaction between the respondents who have no children and one children ($p = 0.022$).

- There is a significant difference in Job Satisfaction between the respondents who have two children and no children the ($p = 0.037$).
- However, there is no significant difference in Job Satisfaction between the respondents who have no children and three children($p = 0.568$),
- There is no significant difference in Job Satisfaction between the respondents who have no children and four or more children (0.857),
- There is no significant difference in Job Satisfaction the respondents who have; one child and two children, one child and four or more children, two and four or more children (1.000).
- There is no significant difference in Job Satisfaction between the respondents who have one child and three children (0.952).
- There is no significant difference in Job Satisfaction between the respondents who have two children and three children (0.964).
- There is no significant difference in Job Satisfaction between the respondents who have three children and four or more children (0.999).

For Education Level case, the Levene's F Statistic's significance value (0.013) is less than 0.05, thus, the assumption of homogeneity of variance is not met between Education Level and Job Satisfaction. The significance level is 0.000, which

is below 0.05 and, therefore, there is significant difference in the mean of Education Level towards Job Satisfaction.

Since the Levene's F statistic was significant, therefore instead of using ANOVA, Robust Tests of Equality of Means is used by applying the Welch test. However, the table 4.22 shows that there is significant difference in Education Level and Job Satisfaction at significance level 0.007.

The Table 4.24 below, Multiple Comparisons shows which groups different from each other. It can be summarized as follows;

- There is a significant difference in Job Satisfaction between the respondents who are in first degree education level and diploma level ($p = 0.000$).
- There is no significant difference in Job Satisfaction between the respondents who are in diploma and master education level (0.399).
- There is no significant difference in Job Satisfaction between the respondents who are in diploma and master education level (0.873).

Finally, for the Income case, the Levene's F Statistic's significance value (0.619) is greater than 0.05, thus, the assumption of homogeneity of variance is met between Income and Job Satisfaction. The significance level is 0.152, which is greater than 0.05 and, therefore, there is no significant difference in the mean of Income towards Job Satisfaction.

Table 4.21: One-Way ANOVA

	Levene's F	P-Value
Marital Status	0.043	0.032
Family Status	0.037	0.008
Education Level	0.013	0.000
Income	0.619	0.152

Table 4.22: Robust Tests of Equality of Means

	Sig. Value
Family	0.019
Education Level	0.007

Table 4.23: Multiple Comparisons for Family Status

		Sig. Value
No children	One child	0.022
	Two children	0.037
	Three children	0.568
	Four or more children	0.857
One child	No children	0.022
	Two children	1.000
	Three children	0.952
	Four or more children	1.000
Two children	No children	0.037
	One child	1.000
	Three children	0.964
	Four or more children	1.000
Three children	No children	0.568
	One child	0.952
	Two children	0.964
	Four or more children	0.999
Four or more children	No children	0.857
	One child	1.000
	Two children	1.000
	Three children	0.999

Table 4.24: Multiple Comparisons for Education Level

		Sig. Value
Diploma	First Degree	0.000
	Master Degree	0.399
First Degree	Diploma	0.000
	Master Degree	0.873
Master Degree	Diploma	0.399
	First Degree	0.873

4.5 HYPOTHESES TESTING

The correlation analysis is used in this study to explain the relationship between independent variables (Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance) and independent variable (Job Satisfaction). In this study, the correlation analysis is used to test the Hypothesis 1 until Hypothesis 5 and Regression analysis was used to proof Hypothesis 6.

Hypothesis 1:

H₀₁: There is a significant relationship between Job Autonomy and Job Satisfaction amongst employees in a public health in Pattani.

Table 4.25 shows the result of Pearson Correlation Test. Based on the significant level of 0.01, it indicated that there is a relationship between Job Autonomy and Job Satisfaction. The positive value of Pearson correlation indicates the strength of association between Job Autonomy and Job Satisfaction is very strong ($r = 0.519$). Therefore, Hypothesis 1 is accepted.

Table 4.25: Correlation between Job Autonomy and Job Satisfaction

Variable	Pearson Correlation, R	Significant, p	Mean	Standard Deviation	Results
Job Autonomy	0.519	0.000	3.658	0.988	H ₀₁ Accepted

Hypothesis 2:

H02: There is a significant relationship between Nature of Work and Job Satisfaction amongst employees in a public health in Pattani.

Based on Table 4.26, H02 was accepted after Pearson correlation test was conducted. Based on the significant level of 0.01, it indicates that there is a relationship between Nature of Work and Job Satisfaction. The positive value of Pearson correlation indicates the strength of association between Nature of Work and Job Satisfaction is strong ($r = 0.523$).

Table 4.26: Correlation between Nature of Work and Job Satisfaction

Variable	Pearson Correlation, R	Significant, p	Mean	Standard Deviation	Results
Nature of Work	0.523	0.000	3.793	0.792	H02 Accepted

Hypothesis 3:

H03: There is a significant relationship between Compensation and Job Satisfaction amongst employees in a public health in Pattani.

Based on Table 4.27, H₀₃ was accepted after Pearson correlation test was conducted. Based on the significant level at 0.01, it indicates that there is a relationship between Compensation and Job Satisfaction. The positive value of Pearson correlation indicates the strength of association between Compensation and Job Satisfaction is moderate ($r = 0.410$).

Table 4.27: Correlation between Compensation and Job Satisfaction

Variable	Pearson Correlation, R	Significant, p	Mean	Standard Deviation	Results
Compensation	0.410	0.000	3.314	0.938	H ₀₃ Accepted

Hypothesis 4:

H₀₄: There is a significant relationship between Staff Relations and Job Satisfaction amongst employees in a public health in Pattani.

Based on Table 4.28, H₀₄ was accepted after Pearson correlation test was conducted. Based on the significant level at 0.01, it indicates that there is a relationship between Staff Relations and Job Satisfaction. The positive value of Pearson correlation indicates the strength of association between Staff Relations and Job Satisfaction is strong ($r = 0.516$).

Table 4.28: Correlation between Staff Relations and Job Satisfaction

Variable	Pearson Correlation, R	Significant, p	Mean	Standard Deviation	Results
Staff Relations	0.516	0.000	4.122	0.765	H ₀₄ Accepted

Hypothesis 5:

H₀₅: There is a significant relationship between Work Life Balance and Job Satisfaction amongst employees in a public health in Pattani.

Based on Table 4.29, H₀₅ was accepted after Pearson correlation test was conducted. Based on the significant level at 0.01, it indicates that there is a relationship between Work Life Balance and Job Satisfaction. The positive value of Pearson correlation indicates the strength of association between Work Life Balance and Job Satisfaction is strong ($r = 0.524$), while the correlation coefficient is very highly significantly different from zero ($P < 0.001$).

Table 4.29: Correlation between Work Life Balance and Job Satisfaction

Variable	Pearson Correlation, R	Significant, p	Mean	Standard Deviation	Results
Work Life Balance	0.524	0.000	3.979	0.723	H ₀₅ Accepted

Hypothesis 6:

H₀₆: There is an influence of Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance on Job Satisfaction

Based on table 4.30 the study of regression found that the higher feeling of employee Job Autonomy and Work Life Balance at Public Health Center in Pattani, the greater of Job Satisfaction level ($P < 0.001$). However, the employee's Nature of Work, Compensation and Staff Relations did not meet the criteria to be considering as the variables which influenced employee's Job Satisfaction.

Hence, only Job Autonomy and Work Life Balance influence on Job Satisfaction but there is no influence of Nature of Work, Compensation and Staff Relations on Job Satisfaction.

4.6 REGRESSION ANALYSIS

Regression analysis is used next step after correlation. It is used to predict the value of a variable based on the value of another variable. The variable uses to predict the other variable's value is called the independent variable or the predictor variable. The variable wishing to predict is called the dependent variable or the outcome variable.

From the Table 4.30, Job Autonomy and Work Life Balance were found to be the independent variables with a significant impact on Job Satisfaction ($P < 0.001$) when all of the variables were entered into the regression equation. The study found that the higher feeling of employee Job Autonomy and Work Life Balance at Public Health Center in Pattani, the greater of Job Satisfaction level. However, the employee's Nature of Work, Compensation and Staff Relations did not meet the necessary criteria to significantly impact employee's Job Satisfaction; hence they played no role at this stage of the analysis.

Table 4.30: Regression for Independent and Dependent Variable

Variables	<i>t</i>	Significant Value
Job Autonomy	4.086	0.000
Nature of Work	0.385	0.700
Compensation	2.231	0.027
Staff Relations	0.155	0.877
Work Life Balance	5.090	0.000

Table 4.31 shows the Regression for Demographics, Variables of Work Life Balance and Job Autonomy. From the table it shows that both Work Life Balance and Job Autonomy variables (Significant Value = 0.000) had a significant impact on job satisfaction among employees in Public Health Center in Pattani.

Table 4.31: Regression for Demographics, Work Life Balance, Job Autonomy and Dependent Variables

	<i>t</i>	Significant Value
Gender	0.240	0.810
Religion	0.481	0.631
Marital Status	-0.912	0.362
Family Status	-1.001	0.318
Highest Education Level	2.509	0.013
Income Per Month	1.737	0.084
Position	-1.085	0.279
Period of working in Current Work	-0.297	0.767
Work Life Balance	7.581	0.000
Job Autonomy	7.406	0.000

Adjusted R Square in model 1 is shown in Table 4.31 which included Work Life Balance accounted for 27.2% of the variance (Adjusted $R^2 = 0.272$). It means Job Autonomy in Model 2 resulted in an additional 12.7% of the variance being explained (R^2 change = 0.127)

Table 4.32 shows the Standardized Beta Coefficients which measure the contribution of each variable model. The high value indicates a unit change in the independent variable which has a large effect on the dependent variable. A Beta value of 0.39 (39%) for Work Life Balance means that The variable of Work Life Balance is relatively more important than Job Autonomy with Beta value of 0.381 (38.1%) in predicting Job Satisfaction.

Table 4.32: Multiple Regression Model Summaries

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.524 ^a	0.275	0.272	0.51805
2	.634 ^b	0.402	0.397	0.47152

a. Predictors: (Constant), Work Life Balance

b. Predictors: (Constant), Work Life Balance, Job Autonomy

Table 4.33: Beta Coefficients

	Standardized Beta Coefficients	<i>t</i>	Significant Value
Work Life Balance	0.390	7.581	0.000
Job Autonomy	0.381	7.406	0.000

4.7 CHAPTER CONCLUSION

Using a sample of 262 respondents, data was obtained from Public Health employees in Pattani, Thailand. T-tests and analysis of variance (ANOVA) are used to compare means between groups. The results showed that demographic factors such as marital status, family's status and education level had a significant difference towards Job Satisfaction, however there was no significant difference in the mean of Income towards Job Satisfaction.

Another analysis were used in this study are correlation and regression. Correlation reflects the closeness of the linear relationship between independent variables (Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance) and dependent variable (Job satisfaction). Regression was used to describe how dependent variable (Job Satisfaction) is numerically influenced to independent variables (Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance).

The five hypotheses were tested by the Pearson correlation and the results showed that all five hypotheses were accepted. This indicates that the independent variables (Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance) have positive relationship towards Job Satisfaction. However, result from the regression analysis showed that not all of the independent variable influenced Job Satisfaction. Only Work Life Balance and Job Autonomy influenced on Job Satisfaction.

5

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.0 CHAPTER INTRODUCTION

This chapter presents the discussion, recommendations and the limitations of the study. The outcome from Chapter Four will be summarized in this chapter. The statistical findings from the previous results of the study will be explained. Limitations and recommendations of the study will also be discussed. Lastly, a conclusion will be made.

5.1 DISCUSSION

The purpose of this study is to examine the effect variables of Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance towards Job Satisfaction among Public Health Employees in Pattani, Southern part of Thailand. A sample of 262 employees from Public Health Center in Pattani participated in this study. Demographics factors included gender, age, religion, marital status, highest

education level, income, position and period of working in current work. All data were recorded from the respondents through a self administered questionnaire.

The results of gender of respondents showed that there were 71 respondents (27.1%) of male and 191 respondents (72.9%) are female. The majority of respondents from this study were female.

In term of the age of respondents, there were 137 respondents (52.3%) who were younger than 30 years old or 30 years old, and the majority of respondents were from this range. 75 respondents (28.6%) were aged during 31-40 years old. On the other hand, 35 respondents (13%) who were aged during 41-50 years old. The minority of respondents from this study was from the employees who were 51 years old or older which were 15(5.7%) of respondents. The youngest of respondent was 22 years old and the oldest was 60 years old. In terms of religion, majority of the respondents are Muslim (76.7%) while 23.3% are Buddhist. According to Hsu (2013), a workplace consultant tied the high job dissatisfaction among younger employees to unrealistic expectations due to their desire to work in an engaging and fast-paced environment

From the aspect of marital status, majority of respondents are married (152 respondents 58.0%) of them. On the other hand, 109 respondents (41.6%) are single and only 1 respondent (0.4%) who is divorced. There are 129 respondents (49.2%) that have no children, 54 respondents (20.6%) that have only one child, 48 respondents (18.3%) having two children and 26 respondents (9.9%) having three children. Only 5 respondents (1.9%) have four or more children.

In the aspect education level of respondents, the majority of the respondents had first degree (203 respondents 77.5%). On the other hand, 51 respondents (19.5%) had diploma while 8 respondents (3.1%) had a master degree. Among these respondents, 160 respondents (61.1%) had income between 10,001 Baht – 20,000 Baht, 65 respondents (24.8%) who earned 20,001 Baht – 30,000 Baht. On the other hand, 26 respondents (9.9%) earned 10,000 Baht or lower while 8 respondents (3.1%) earned between 30,001 Baht – 40,000 Baht. In addition, only 3 respondents (1.1%) earned 40,001 Baht or more.

In term of work position, the majority of respondents are nurses (138 respondents or 52.7%). The study also showed the majority of the respondents had 1-10 years (157 respondents or 59.9%). On the other hand, 68 respondents (26.0%) had worked in the organization between 11 – 20 years. 32 respondents (12.2%) have experienced working between 21 – 30 years. Only 5 respondents (1.9%) had work experienced for more than 31 years.

The study used one- way ANOVA to analyze demographic factors for Marital Status, Family Status, Education Level, Income and Job Satisfaction. For Marital Status, the Levene's *F* Statistic's significance value (0.043) was less than 0.05, thus, the assumption of homogeneity of variance was not met between Marital Status and Job Satisfaction. The significance level was 0.032, which was below 0.05 and, therefore, this indicates that there was significant difference between Marital Status and Job Satisfaction.

For Family Status, the Levene's *F* Statistic's significance value (0.037) was less than 0.05, thus, the assumption of homogeneity of variance was not met between

Family Status and Job Satisfaction. The significance level was 0.008, which was below 0.05 and, therefore, this indicates that there was significant difference between Family Status and Job Satisfaction.

The Tukey post-hoc test is generally the preferred test for conducting post-hoc tests on a one-way ANOVA. There was a significant difference in Job Satisfaction between the respondents who have no children and one children ($p = 0.022$) and the respondents who have two children and no children the ($p = 0.037$).

However, there was no significant difference in Job Satisfaction between the respondents who have no children and three children ($p = 0.568$), the respondents who have no children and four or more children (0.857), the respondents who have one child and two children, one child and four or more children, two and four or more children (1.000). Furthermore, there was no significant difference in Job Satisfaction between the respondents who have one child and three children (0.952), the respondents who have two children and three children (0.964), the respondents who have three children and four or more children (0.999).

For Education Level, the Levene's *F* Statistic's significance value (0.013) was less than 0.05, thus, the assumption of homogeneity of variance was not met between Education Level and Job Satisfaction. The significance level was 0.000, which it was below 0.05 and, therefore, there was significant difference in the mean of Education Level towards Job Satisfaction.

The study of multiple comparisons also showed that there was a significant difference in Job Satisfaction between the respondents who are in first degree education level and diploma level ($p = 0.000$). There was no significant difference in Job Satisfaction between the respondents who are in diploma and master education level (0.399). Similarly, there was no significant difference in Job Satisfaction between the respondents who are in diploma and master education level (0.873).

Finally Income of respondents, the Levene's F Statistic's significance value (0.619) was greater than 0.05, thus, the assumption of homogeneity of variance was met between Income and Job Satisfaction. The significance level was 0.152, which was greater than 0.05. This indicates that there was no significant difference between Incomes towards Job Satisfaction.

The relationship between Job Satisfaction and various factors has been previously studied. Kavanaugh, Duffy and Lilly (2006) examined the relationship between Job Satisfaction and demographic predictors among healthcare professionals such as working experience. Their study showed that working experience impacts Job Satisfaction significantly. The same study revealed that age, education and race had little effect on job satisfaction. However, gender and hospital term did not impact job satisfaction significantly.

In this study, all Hypotheses (1-5) were accepted. The result showed that there was a significant relationship between independent variables (Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance) and dependent variable (Job Satisfaction).

The hypothesis testing revealed that there was a relationship between Job Autonomy and Job Satisfaction. The positive value of Pearson correlation indicates the strength of association between Job Autonomy and Job Satisfaction is very high ($r = 0.519$). A similar finding was reported by Saleem et al. (2002) the most important sources of satisfaction among Primary Health Care (PHC) employees in Egypt were appreciation, self-esteem, autonomy, social advantage, self expression, work style and work group.

In a study conducted by Buciuniene et al (2005) showed that work environments that provide more autonomy and less repetitiveness are likely to impact Job Satisfaction. Furthermore, a research paper by Society for Human Resource Management (2011) found that there were more than half of employees (52%) agreed that autonomy was very important Job Satisfaction factor. It provides employees with freedom, flexibility and discretion to make decisions on the job. Job Autonomy can give them a greater sense of responsibility for the outcomes of their work.

In relation to Hypothesis 2 it was found that there is a significant relationship between nature of work and job satisfaction amongst employees in a public health in Pattani after Pearson correlation test was conducted. The positive value of Pearson correlation indicates the strength of association between Nature of Work and Job Satisfaction is strong ($r = 0.523$). Jex, (2002) revealed that the nature of an individual's job and the characteristics of the organization that the employee works for significantly relates with job satisfaction.

Similarly, Hypothesis 3 was accepted after Pearson correlation test was conducted. This showed that there is a relationship between Compensation and Job

Satisfaction. The positive value of Pearson correlation indicates the strength of association between Compensation and Job Satisfaction is medium ($r = 0.410$). In this relation, Siu (2002) found that pay, limited earning potential and huge work load be the main factors for job dissatisfaction among Hong Kong nurses. A research paper by Society for Human Resource Management (2011) reported that compensation had always remained one of the top five job satisfaction factors to employees. In 2011, 54% of employees showed that this aspect was very important to their job satisfaction, putting it almost 10 percentage points below job security and only 1 percentage point below relationship with immediate supervisor.

In this study, Hypothesis 4 was accepted. This indicates that there is a relationship between Staff Relations and Job Satisfaction. The positive value of Pearson correlation indicates the strength of association between Staff Relations and Job Satisfaction is very high ($r = 0.516$). A number of studies have concluded similar findings. For example Mosammod (2011) concluded that Relations of Co-Workers was the most important factor contributing to job satisfaction among employees in Australia Pharmaceutical Industry. Whereby, the overall job satisfaction of the employees in this sector is at the positive level. While a study by Dunn, Wilson and Esterman (2005) identified that relationship among nursing staff is the single most important factor for building job satisfaction. Similarly McNeese (1999) showed that a good relationship among nurses with health care staff is an essential ingredient for job satisfaction.

In this context, Jain, Mathur, Joshi, Goklani, Kothari, Prabu and Kulkarni (2009) also found that the most important predictor of job satisfaction among dentist industry in India was relationships with colleagues. They suggested that the ability of

an organization to support and deliver quality patient care is important to healthcare professionals' job satisfaction. Organizational factors such as teamwork, autonomy, management support and workload have a great persuade on job satisfaction because they impact on the delivery of quality patient care.

In this study, Hypothesis 5 was also accepted after Pearson correlation test was conducted. Based on the result, it indicates that there is a relationship between Work Life Balance and Job Satisfaction. The positive value of Pearson correlation indicates the strength of association between Work Life Balance and Job Satisfaction is strong ($r = 0.524$). The regression analysis resulted also shown that Work Life Balance is the most impact factor towards job satisfaction. A study by Nassab's (2008) on factor that has impact on job satisfaction amongst plastic surgery trainees in the United Kingdom showed that the consistent finding which time pressure was strongly associated with job dissatisfaction. Reduction in working hours may enhance job satisfaction. However, Mosammod (2011) concluded that Relations of Co-Workers was the most important factor contributing to job satisfaction among employees in Australia Pharmaceutical Industry

In relation to Hypothesis 6, the results of the regression analysis showed that the higher the Job Autonomy and Work Life Balance the greater will be the Job Satisfaction level. However, employee's Nature of Work, Compensation and Staff Relations did not meet the criteria to be considering as the variables which influenced employee's Job Satisfaction. Hence, it was found that only Job Autonomy and Work Life Balance influence Job Satisfaction.

5.2 LIMITATIONS OF STUDY

The procedure used for the data collection in this research study is very common. The data collection was done by using only questionnaire method, since other data collection method such as discussion and interview could also been used for the research purposes. At the same time, the study was restricted and specific to small size of population which only one province, Pattani, Thailand.

Another limitation of this study is some respondents refuse to give reliable answer to protect their privacy hence the researcher need to decline some questionnaire papers which may lead to get incomplete data.

5.3 RECOMMENDATIONS

Based on the research findings, only Job Autonomy and Work Life Balance are the factors influenced Job Satisfaction. Hence in order to enhance the employees' performance in Public Health Center in Pattani, the management team may build employees' competence and self confidence through giving them the opportunity to express his feelings regarding his/her job and working conditions because greater openness of communication by one or both members of the relationship was associated with increased satisfaction.

The organization should concern more on employees' decision making because employees who believe they are free to make decisions in the workplace, they are happier on their job and more in productive.

The organization may offer a menu of options for flexible working time to reduce absenteeism and also to retain employees in the organization. The management team needs to encourage positive workplace relations and may implement Work Life Balance Programme to make employees feel a greater balance in their lives for example enabling the employees to be involved in family and school activities during the week.

5.4 CONCLUSION

The main objective of this study was to identify the factors that impact job satisfaction among Public Health employees in Pattani. The determination of job satisfaction causes and impacts on organizational performance in the health care system. Improving performance can significantly improve the quality of patient care. From the study, five factors included Job Autonomy, Nature of Work, Compensation, Staff Relations and Work Life Balance were tested by the Pearson correlation and it indicates that all five factors have positive relationship towards Job Satisfaction. However, by using the regression analysis technique it showed that not all factors influenced Job Satisfaction but only Work Life Balance and Job Autonomy contributed to be influenced on Job Satisfaction. And the most significant impact on Job Satisfaction in this study is Work Life Balance. Hence the organization management should be given great attention by management team or policy makers to understand the factors significantly influencing their organization's performance.

However, this study was restricted and specific to small size of population which only one province which is Pattani. The future research should examine greater size of population which included all three provinces (Pattani, Yala, Narathiwat) of Thailand southern border provinces.

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