

JOB SATISFACTION OF TEMPORARY EMPLOYEES UNDER THE OFFICE OF THE
PERMANENT SECRETARY OF THE MINISTRY OF PUBLIC HEALTH

MASTER'S PROJECT
BY
KAWEEPORN WACHIRARANGSIMAN

Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University
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ABSTRACT

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The objectives of the study were to determine the extent to which temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health were satisfied with their jobs and to what extent they intended to pursue temporary employment should contract renewals be offered by the Ministry. Job satisfaction factors which most influenced the employees' decisions to continue or discontinue working on temporary contracts with the Ministry were also examined. The Job Satisfaction Survey (JSS) developed by Paul E. Spector (2007) was employed as the basic research instrument to survey the levels of satisfaction of the 79 temporary employees working for the central administration agencies under the Ministry in March 2009. Questions related to the demographic profile of the respondents and their intention to pursue or not to pursue employment with the Ministry were added to achieve the objectives of the study.

The findings of the study revealed that temporary employees under the Ministry were generally ambivalent toward their jobs and the degree of their ambivalence tended toward slight dissatisfaction. The nature of work and coworkers were the only job facets that satisfied the employees, yet only to a slight degree. Temporary employees were moderately dissatisfied with the fringe benefits facet and ambivalent, or slightly dissatisfied, with the other six job facets: pay, promotion, supervision, contingent rewards, operating conditions, and communication. The findings also revealed that a small majority of

temporary employees were undecided about their pursuit of temporary employment with the Ministry if renewals of their employment contracts were offered.

ความพึงพอใจในการปฏิบัติงานของลูกจ้างชั่วคราวสังกัดสำนักงานปลัดกระทรวงสาธารณสุข

บทคัดย่อ
ของ
กวีภรณ์ วชิรรังสิมันต์

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา
ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต
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ปรึกษาสารนิพนธ์: อาจารย์ สิริอย เอ ควิก.

การวิจัยนี้มีวัตถุประสงค์เพื่อสำรวจระดับความพึงพอใจในการปฏิบัติงานของลูกจ้างชั่วคราวสังกัดสำนักงานปลัดกระทรวงสาธารณสุข และจำนวนของลูกจ้างที่ตั้งใจจะปฏิบัติงานในตำแหน่งชั่วคราวต่อไป หากกระทรวงฯ เสนอต่อสัญญาจ้าง รวมทั้งตรวจสอบปัจจัยความพึงพอใจในการปฏิบัติงานที่มีผลต่อการตัดสินใจของลูกจ้างว่าจะทำงานภายใต้สัญญาจ้างชั่วคราวกับกระทรวงฯ ต่อไปหรือไม่ ในการวิจัยครั้งนี้ ผู้วิจัยใช้แบบสอบถามความพึงพอใจในการปฏิบัติงาน (Job Satisfaction Survey) ซึ่งพัฒนาโดย พอล อี. สเป็คเตอร์ (Spector, 2007) เป็นเครื่องมือวิจัยพื้นฐานในการสำรวจระดับความพึงพอใจของลูกจ้างชั่วคราวสังกัดหน่วยงานบริหารส่วนกลางต่างๆ ของกระทรวงฯ จำนวน 79 คน ในเดือนมีนาคม 2552 โดยมีการเพิ่มคำถามในแบบสอบถามซึ่งเกี่ยวข้องกับข้อมูลโดยรวมของประชากรกลุ่มตัวอย่าง และความตั้งใจของกลุ่มตัวอย่างที่จะปฏิบัติงานกับกระทรวงฯ ต่อไปหรือไม่ เพื่อให้บรรลุวัตถุประสงค์ของการศึกษา

ผลการวิจัยชี้ว่า ลูกจ้างชั่วคราวของกระทรวงฯ มีความรู้สึกกำลังในงานที่ตนเองปฏิบัติ และความรู้สึกกำลังนั้นโน้มเอียงไปทางความรู้สึกไม่พึงพอใจเล็กน้อย โดยลูกจ้างรู้สึกพึงพอใจในปัจจัยเกี่ยวกับงานเพียงปัจจัยลักษณะงาน และปัจจัยเพื่อนร่วมงานเท่านั้น อีกทั้งความรู้สึกพึงพอใจในสองปัจจัยนี้ยังอยู่ในระดับน้อย ขณะเดียวกัน ลูกจ้างชั่วคราวรู้สึกค่อนข้างไม่พึงพอใจกับปัจจัยสวัสดิการ และไม่พึงพอใจเล็กน้อยกับ 6 ปัจจัยเกี่ยวกับงานที่เหลือ ได้แก่ ค่าตอบแทน การเลื่อนตำแหน่ง การบังคับบัญชา การให้รางวัลตามสถานการณ์ สภาวะในการปฏิบัติงาน และการสื่อสาร นอกจากนี้ผลการวิจัยยังแสดงว่า ลูกจ้างชั่วคราวประมาณกึ่งหนึ่งซึ่งเป็นเสียงส่วนใหญ่ รู้สึกลงใจ

เกี่ยวกับการปฏิบัติงานในตำแหน่งชั่วคราวต่อไปกับทางกระทรวงฯ หากได้รับการเสนอต่อสัญญา
จ้าง

The Master's Project Advisor, Chair of the Program, and the Oral Defense Committee have approved this Master's Project, Job Satisfaction of Temporary Employees Under the Office of the Permanent Secretary of the Ministry of Public Health, by Ms. Kaweeporn Wachirarangsiman as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication at Srinakharinwirot University.

Master's Project Advisor:

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(Mr. Leroy A. Quick)

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(Ms. Sopin Chantakloi)

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(Dr. Phnita Kulsirisawad)

....., Committee Member

(Mr. Leroy A. Quick)

The Master's Project has been approved as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication at Srinakharinwirot University.

....., Dean of the Faculty of Humanities

(Assoc. Prof. Supha Panjaroen)

March....., 2011

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Kaweeporn Wachirarangsiman

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CHAPTER 1

INTRODUCTION

Background

According to Nankervis, Compton, and McCarthy (1996), organizations need their available and effective resources in order to pursue organizational objectives. These resources can be divided into the domains of technology, finance, and people. While all three domains are important to the success of organizations, the domain of people is of paramount importance because organizations require people to manage all organizational resources. In other words, “people design, operate, and repair the technology, people control the financial resources, and people manage other people in all organizations” (Nankervis et al., 1996, p. 4).

The success of an organization is dependent on its ability to manage human capital or “the economic value of employee’s knowledge, skills, and capabilities” (Snell & Bohlander, 2007, p. 15). These intangible assets affect the organization’s performance. Compared to technology and finance, people or employees are “the most unpredictable and the largest ongoing cost factor in any organization” (Nankervis et al, 1996, p. 4). When valued employees leave a company, any investment the particular organization has made in training and developing those people will be lost while the employees take their own human capital with them (Snell & Bohlander, 2007). Personal and work-related needs of employees must be managed carefully to insure that valuable human resources are willing

to continue contributing their efforts toward achieving the objectives of organizations (Nankervis et al., 1996).

People employed in the government sector are commonly referred to as the “civilian workforce” or “civil service personnel” because the labor of these individuals serves civilian departments and agencies as distinguished from the armed forces. In Thailand, the Office of the Civil Service Commission is a body responsible for the human resource management of the civilian workforce. The Office of the Civil Service Commission’s authority and duties are defined as “to make proposals and give advice to the Cabinet concerning policies and standards of managing public human resources as well as to formulate civil service human resource management policies, rules, regulations and directives in accordance with the Civil Service Act” (Office of the Civil Service Commission, 2007e, para. 7). Lorlerdlad (2000), a former Deputy Secretary-General of the Office of the Civil Service Commission, stated that the “3 Ms”, “material” (technology), “money” (finance), and “men” (people), must all be utilized for the success of organizations in the government sector.

Yawaprapad (2003) pointed out that the civilian workforce covers as many as 400 different work fields, forming an essential part of the labor force and making the Thai government the largest employer in the Thai economy. Like other sectors of society, human resources in the government sector need effective management so as to recruit, develop, and maintain civil service personnel who are “good, smart, brave, lively, and healthy” (Yawaprapad, 2003, p. 15). Yawaprapad (2003) said further that Tipawadee Meksawan, a former Secretary-General of the Office of the Civil Service Commission (1997 – 2002), believed the government employment criteria she proposed were to insure the success of government organizations and the country as a whole.

When each fiscal year of the Thai government ends, the Office of the Civil Service Commission publishes a booklet called the “Civilian Workforce in Thailand”, presenting an overview of the civilian workforce of the Thai government sector. The said workforce comprises “government officials” (ข้าราชการ), “permanent employees” (ลูกจ้างประจำ), “temporary employees” (ลูกจ้างชั่วคราว), “government employees” (พนักงานราชการ), and “local temporary employees” (พนักงานจ้าง), not including employees of state enterprises (Office of the Civil Service Commission, 2007b). A brief look at the proportions of the Thai government’s civilian workforce in the fiscal year 2007 is presented below, followed by the definitions and descriptions of the various types of civilian workers.

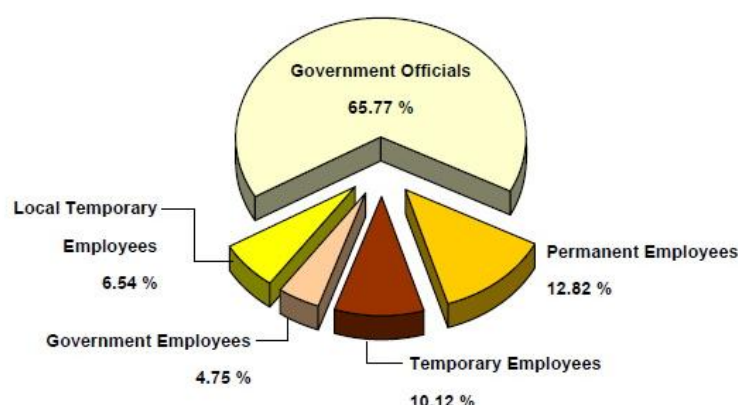


FIGURE 1 Civilian Workforce of the Fiscal Year 2007

Source: Office of the Civil Service Commission. (2007b). *Civilian Workforce in Thailand 2007*. p.1.

Figure 1 above illustrates the proportions of the civilian workforce employed by the Thai government in the fiscal year 2007. Based on the “Civilian Workforce in Thailand

2007” (Office of the Civil Service Commission, 2007b), in the fiscal year 2007, 1.94 million persons were in the civilian workforce, totaling 2.95% of the total population (65.80 million persons) or 5.16% of the labor force (37.61 million persons). The majority of civil service personnel, or 65.77%, were government officials totaling 1.27 million persons while permanent employees ranked second with 12.82%, or 248,547 persons, and temporary employees were in the third rank with 10.12%, or 196,299 persons. Local temporary employees ranked fourth with 6.54%, or 126,824 persons, and government employees ranked fifth with 4.75%, or 92,138 persons. Each type of the Thai civil service personnel is defined below.

First, according to the Civil Service Act B.E. 2551 (2008), “government officials” (ข้าราชการ) are persons instated and appointed to government service and draw salaries from budgetary appropriations to civil ministries and departments. Government officials are either: 1) civil officials instated and appointed to government service under the Civil Service Act, or 2) other types of officials in civil ministries and departments under the specific laws of administration of such types. An example of the former group or civil officials is a public health officer under the Ministry of Public Health who is under the personnel policies and employment conditions of the Civil Service Act. The other types of government officials include the following seven types: teachers, university officials, legislative body officials, police officials, public prosecutors, judges, and autonomous organization officials.

Government officials of these seven types have various acts which govern their employment. For instance, teachers at public schools are employed under the Teachers and Educational Personnel Council Act B.E. 2546 (2003) while lecturers at Srinakarinwirot University are under the Srinakarinwirot University Act B.E. 2541 (1998).

Government officials, once instated and appointed to government service, are covered by state welfare programs for themselves and their families. The said government officials' welfare are divided into two types; benefits and services. Benefits are retirement benefits, cost-of-living allowances, health benefits, children's allowances, special allowances, and leave with pay. On the other hand, services are special aids (ex. housing facilities, medical assistance, and education assistance or the eligibility to request a leave of absence with full pay for studying) and social and recreational programs (Office of the Civil Service Commission, 1985).

Second, "permanent employees" (ลูกจ้างประจำ) are defined in the "Manual of Personnel Administration: Permanent and Temporary Employees of the Civil Workforce" (Office of the Permanent Secretary of the Ministry of Public Health, 2002) as employees who are employed by the government sector to perform permanent jobs and whose monthly salaries are appropriated from the same budget category as government officials or the budget for salaries. Permanent employees are eligible for most welfare benefits and services that government officials receive. The exceptions are that permanent employees are not aided with housing facilities and their retirement benefits are in the form of a one-time payment of money (lump sum gratuity) without a system of pension like for government officials (National Health Association of Thailand, 2008).

Permanent employees are largely categorized into two groups by the different natures of their jobs (Office of the Permanent Secretary of the Ministry of Public Health, 2002). The first group includes permanent employees whose job positions are identical with government officials such as general administration officers and accounting officers. The second group comprises permanent employees who operate jobs specified for

permanent employees. The second group is further broken into five categories namely “labor-oriented”, “semi-skilled”, “skilled”, “specially skilled -beginning”, and “specially skilled-intermediate” (National Health Association of Thailand, 2008).

Third, “temporary employees” (ลูกจ้างชั่วคราว), different from both government officials and permanent employees, are persons contracted for employment in the government sector (ex. bureaus, departments, or offices of the ministries) with no fringe benefits or services granted. Further, the employment period specified in each temporary employee’s contract cannot be made longer than one fiscal year while government officials and permanent employees, unless being fired for misconduct, death, or resignation, stay in government service until retirement at the age of 60. Should a government agency wishes to continue employing any existing temporary employees, applications must be forwarded to the management of the organization one month before the following fiscal year begins, stating the intent of the renewed contracts with particular temporary employees.

Regarding salaries of temporary employees, if they are contracted to government service for existing job positions held by government officials or permanent employees, temporary employees will not be paid higher than the minimum salaries of such jobs. If temporary employees are hired for jobs which never have been held by government officials or permanent employees, the supervisors of the temporary employees in question must submit proposals on job titles, qualifications, employment conditions, and rates of salaries to management of the organization (Office of the Permanent Secretary of the Ministry of Public Health, 2002).

Fourth, “government employees” (พนักงานราชการ) are persons appointed to government service through contract-based employment like temporary employees but the

length of employment varies according to necessity but cannot be longer than a maximum of four years. After four years, the contracts of government employees may be reviewed for renewal. According to the Office of the Civil Service Commission (2007d), the system for government employees, compared to temporary employees, makes the employees feel both pride and honor working as civil service personnel alongside government officials.

However, government employees are not eligible for such benefits and services as free medical services or financial support for child education as are government officials and permanent employees. Nonetheless, each government employees are compensated with a monthly subsidy of 20% of the value of their salaries. The said 20% is broken down as follows: 10% for retirement, to which they are not entitled as are permanent employees; 5% in compensation for the social security fund deducted monthly from their salaries; and 5% for other benefits and services that government officials and permanent employees enjoy but are not provided to government employees (Office of the Civil Service Commission, 2007d).

And lastly, in the civilian workforce, “local temporary employees” (พนักงานจ้าง) are basically “temporary employees” as defined above (i.e. having neither benefits nor services and being contracted for employment not longer than one fiscal year). The only difference between local temporary employees and temporary employees is that the former are contracted by and appointed to service for the local administration organizations such as municipalities and sub-district administrations and the latter to central civilian departments and agencies.

When the number of personnel in the civilian workforce out of the total population for the fiscal year 2006 is compared with the fiscal year 2007, it increased slightly from

2.94% to 2.95%. The number of personnel in the civilian workforce in the fiscal year 2005 and that in the fiscal year 2004 also changed very slightly (less than 1%) from the number in the fiscal year 2007. In sum, the size of the civilian workforce has remained stable. The percentage of government officials in the civilian workforce has always remained the largest with permanent employees and temporary employees ranked in the second and the third positions respectively.

However, the portion of permanent employees in the civilian workforce has gradually declined and the number of temporary employees has increased (Office of the Civil Service Commission, 2007b). This trend has resulted from a cabinet resolution in 1998 voiding the vacancy of permanent employees' job positions under three circumstances: first, those vacant job positions that are identical to government officials' jobs; second, those jobs that are labor-oriented (replaceable with contracted services and employing temporary employees; and third, those jobs that are vacant because of retirements of the former job holders (Office of the Permanent Secretary of the Ministry of Public Health, 2002). With the percentage of temporary employees in the civilian workforce ranked in the third position and the second-ranked permanent employees' vacant jobs being gradually eliminated, temporary employees are on the way to becoming the second most important group of civilian workers next to government officials.

Regarding temporary employees at the Ministry of Public Health, the Office of the Permanent Secretary has always employed the largest number of temporary employees whereas the Office of the Minister has never employed this type of employee. The Office of the Permanent Secretary of the Ministry of Public Health employed temporary 66,274 employees in the fiscal year 2005; 66,608 persons in the fiscal year 2006; and 74,873

persons in the fiscal year 2007 (Office of the Civil Service Commission, 2007a). The steadily increasing trend of temporary employees employed by the Office of the Permanent Secretary of the Ministry of Public Health reflects the growing importance of temporary employees in the civilian workforce.

Lorlerdlad (2000) said that the well-being of all human resources in the Thai bureaucratic system should be considered when civil service personnel are regarded as “human resources” with potential to determine the success or failure of the bureaucracy’s administration and the country’s development. As the government sector employs the largest number of employees in the Thai economy, apart from ensuring that these personnel are recruited into government organizations with capabilities in desired fields, at the required amounts, and in time of need, it is important that these valuable people are continuously developed so as to be able to respond to the constantly changing directions and policies of the government while being motivated to devote themselves to jobs and continue working for the well-being of the government (Yawaprapad, 2003).

Job satisfaction reflects the degree to which individuals are gratified or fulfilled by their work (Moorhead & Griffin, 1998) and correlates with a number of variables related to work. For example, job satisfaction has a positive relationship with employee motivation and performance while it has a negative relationship with employee withdrawal cognitions (thoughts and feelings about quitting) and turnover (Kreitner & Kinicki, 2004). Johns (1996) argued that job satisfaction can be differentiated into two aspects; facet satisfaction and overall satisfaction. The former aspect refers to “the tendency for an employee to be more or less satisfied with various facets of the job” (Johns, 1996, p. 137). John (1996) confined by noting that research indicates only a small group of facets are highly significant to job

satisfaction. These facets include: work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, and organizational policy. Overall satisfaction is the sum of the attitudes employees hold toward various job facets. This suggests that “two workers might express the same level of overall satisfaction for different reasons” (Johns, 1996, p. 138). Similarly, Kreitner and Kinicki (2004) stated that since job satisfaction is an emotional response based on personal beliefs and values and organizational factors (different facets of one’s job), individuals can be satisfied with one job facet and relatively dissatisfied with another or more.

Because job satisfaction potentially influences an array of behaviors in organizations and determines levels of well-being of employees, it is one of the work attitudes most important and extensively researched (George & Jones, 2008). Johns (1996) claimed that the most popular measure of job satisfaction is the “Job Descriptive Index” (JDI) which is a questionnaire modeled upon five facets of satisfaction; work, pay, promotion, supervision, and people. While researchers at Cornell University developed the JDI, those at Minnesota University saw that there are 20 different dimensions determining job satisfaction and developed another measure of satisfaction called the “Minnesota Satisfaction Questionnaire” (MSQ) (Kreitner & Kinicki, 2004). The 20 dimensions of MSQ, or job facets determining job satisfaction, include ability utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, human relations supervision, technical supervision, variety, and working conditions (George & Jones, 2008).

Apart from the JDI and the MSQ, the “Job Satisfaction Survey” (JSS) by Professor Paul E. Spector from the University of South Florida is a job satisfaction measurement

designed to cover all the areas of interest that other scales fail to. Spector (1985) stated that the JSS measure was developed specifically for human services, public, and non-profit sector organizations. It measures nine facets of job satisfaction; work, salary (pay), promotion, supervision, coworkers (people), benefits, contingent rewards (appreciation, recognition, and rewards for good work), operating conditions, and communication. Regardless of the fact that the JDI, MSQ, and JSS use different sets of job facets to measure satisfaction, one of the earliest theories laying the foundation for these scales is Frederick Herzberg's motivator-hygiene theory which "focuses on the effects of certain types of job facets on job satisfaction" (George & Jones, 2008, p. 90).

As mentioned earlier, Thai civil service personnel constitute the largest percentage of the labor force in the Thai economy and contribute to the success of the government sector and the nation as a whole. Managers of government organizations should bear in mind the importance of job satisfaction which contributes to the motivation and retention of their valuable human resources. When compared to government officials, permanent employees, and government employees, temporary employees appear to have the least secure and possibly the least satisfying working conditions. Short-term contracts and the lack of welfare benefits may make temporary employees susceptible to job dissatisfaction.

With the trend to hire more civil service personnel on a temporary basis as a result of the attempts to reduce the number of government officials and permanent employees who account for a large proportion of the budget for salaries of the Thai government, job satisfaction of temporary employees in the government sector is a meaningful topic worth investigation. The researcher worked as a temporary employee of the Bureau of Policy and Strategy, the Office of the Permanent Secretary of the Ministry of Public Health from

December 2007 to September 2008 and is personally aware of the impact of job satisfaction/dissatisfaction on temporary personnel motivation and performance on their jobs as well as the desire of many temporary employees to continue employment in the Ministry of Public Health.

Research Questions

The preceding background leads directly to the three research questions for this study.

1. To what extent are temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health satisfied with their jobs?
2. To what extent do temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health intend to pursue their employment if the Ministry offers to renew their contracts?
3. Which job satisfaction factors most influence temporary employees' decisions to continue or discontinue working on temporary contracts with the Office of the Permanent Secretary of the Ministry of Public Health?

Significance of the Study

The significance of the study is four-fold. First, the findings of the study will benefit the supervisors of temporary employees and those in charge of personnel policy and administration under the Office of the Permanent Secretary of the Ministry of Public Health. They will learn which factors cause job satisfaction and/or dissatisfaction among temporary

employees. Since the employment of temporary employees is one of the government's strategies for decreasing the number of government officials and permanent employees, the retention of temporary employees is crucial for organizations in the government sector. The examination of job satisfaction factors influencing temporary employees to continue or discontinue working on temporary contracts also should be beneficial for government authorities in human resource administration and assist them to design employment contracts favoring the retention of temporary employees.

Second, apart from government authorities, this study will be of interest to researchers in the fields of human resource management and organizational behavior since previous studies on job satisfaction of the Thai civil service personnel have largely targeted permanent employees.

Third, temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health will learn to what extent they, as a group, are satisfied with their temporary jobs. The results of this study may help temporary employees and others considering employment to decide whether or not to seek temporary employment with the Office of the Permanent Secretary of the Ministry of Public Health.

Finally, the general reader can gain insights into the job satisfaction levels of this important group of civil service personnel who are crucial in times of the government's efforts to downsize government officials and permanent employees.

Scope of the Study

This study examined the job satisfaction of the temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health in the fiscal year 2009 (ending 30th September 2009). Ninety temporary employees were identified in March 2009. These temporary employees worked for central administration agencies under the Office of the Permanent Secretary of the Ministry of Public Health, namely: 1) the Bureau of Policy and Strategy, 2) the Bureau of Inspection and Evaluation, 3) the Information and Communication Technology Center, and 4) the Praboromrajchanok Institute of Manpower Development.

All 90 temporary employees were included in the survey group and 79 (87.78%) responded to the questionnaire distributed in April 2009.

Methodology

The primary data was collected by means of the Job Satisfaction Survey (JSS) developed by Paul E. Spector (see Appendix A). The questionnaire was translated into Thai to insure clear communication with the respondents (see Appendix B). To answer research questions two and three of this study, two additional questions were added to the end of the JSS to determine: 1) if the respondents intended to pursue their employment as temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health, and 2) which factors most influenced their decisions to continue or discontinue working as temporary employees.

Definitions of Terms

The definition of the terms used throughout this study are presented below:

Job Satisfaction:	the positive emotional response of temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health to various facets of their jobs based on their individual frames of reference
Office of the Permanent Secretary of the Ministry of Public Health:	the organization that deals with “strategy development, the translation of the Ministry’s policies into operational plans, and the allocation of resources and general administration” of the Ministry of Public Health (Ministry of Public Health, 2003)
Temporary Employees:	employees hired by the Office of the Permanent Secretary, the Ministry of Public Health to execute jobs with lengths of employment not extending beyond one fiscal year and with no fringe benefits or services provided

CHAPTER 2

REVIEW OF RELATED LITERATURE

This chapter is a literature review designed to lay the foundations for the study of job satisfaction of temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health and is divided into five parts.

1. History of the Thai Civil Service System
2. Definitions of Job Satisfaction
3. Theory of Job Satisfaction: Herzberg's Two-Factor Model
4. Measurement Tools of Job Satisfaction
5. Review of Previous Studies on Job Satisfaction of Thai Civil Service Personnel

History of the Thai Civil Service System

According to the Office of the Civil Service Commission (1985), the history of the present civil service system in Thailand can be traced back in terms of its evolution to the bureaucracy of the monarchy in the Sukhothai period in the late 13th century. The creation of bureaucracy at that time was undertaken to serve the King. Siffin (1975) described the ancient king as the absolute, sacred, and charismatic ruler. "There was only the king's domain. He owned what was in it, and it existed for his aims and purposes" (Siffin, 1975, p. 15). Mosel (1957) wrote that the government in the Sukhothai period was a monarchical type with the concept of the monarch as a benevolent paternal king. The society was similar to a large family under the fatherly rule of the king who united all functions of the

government in himself. The Sukhothai kingdom deteriorated quickly when King Rama Kamhaeng passed away in 1317. In 1350, King Rama Thibodi, a rival ruler established his capital at Ayutthaya on the site of a former Khmer city and rapidly expanded his territory over larger areas including the kingdom of Sukhothai, marking the beginning of the Ayutthaya period. Siffin (1975) noted that, in the Ayutthaya era, while the kingship was more formalized as the kingdom kept expanding, the former patriarchal tradition of the Sukhothai era was maintained.

Two kings were cited as laying foundations for the Thai bureaucracy today. One is King Boromotrailokanat (often simplified as Trailok) of the Ayutthaya period (1448 to 1488) who reorganized the bureaucracy in the 15th century and another is King Chulalongkorn (Rama V) of the Chakri Dynasty (1868 to 1910) (Mosel, 1957; Siffin, 1975). When King Trailok ascended the throne in 1448 following the Cambodian conquest of 1431, he was faced with the task of “consolidating a large, unwieldy political state, and seized upon the learning of his Khmer captives to reorganize his administration” (Mosel, 1957, p. 285). With the assistance of Brahman officials and advisers acquired during the conquest, King Trailok created what Mosel (1957) called “the complete hierarchization of everyone in the kingdom” (p. 288) with a system of ranks and titles for royal princes and commoner officials in terms of their relative hierarchical distance from the king. In addition, Siffin (1975) wrote that King Trailok introduced another classifying arrangement by dividing the entire population into two parts, the civilian and the military groups.

Siffin (1975) added that King Trailok’s creation of a hierarchical pattern throughout the Kingdom was a successful effort to lay a bureaucratic structure for his kingdom which survived until the bureaucracy reformation in the 19th century by King Chulalongkorn.

Mosel (1957) called this creation by King Trailok “a centralized and functionally specialized administration” (p. 287). The bureaucratic reformation by King Trailok changed the government structure inherited from the Sukhothai period. King Trailok’s administrative structure consisted of two crucial parts, a headquarters and a set of provinces. The headquarters organization included the king and two chief ministers who were “the heads of the civilian and military divisions of the populace” (Siffin, 1975, p. 19). The civilian division had a parallel structure with the military division, that is, each side consisted of four ministries namely the Palace, Treasury, Capital, and Lands Ministries (Siffin, 1975; Office of the Civil Service Commission, 1985). King Trailok not only initiated reform on the central administration, he sought to further strengthen the control of the throne over the warrior nobles who ruled the provinces by promulgating the Law of Civil, Military, and Provincial Hierarchies of 1454. Under this law, Mosel (1957) explained that every citizen owed his services directly to the king, including the warrior nobles who were transformed into government officials and were transferred to the capital working in the central departments under the king’s eyes. Provincial governors were appointed by the king and they provided services to him through the two chief ministers who “acquired jurisdiction over certain kinds of provincial affairs” (Siffin, 1975, p. 23).

Following the fall of the Ayutthaya kingdom after the second Burmese attack in 1767, General Taksin, a governor of Kamphaeng Phet province then, ended the battle and liberated the country in June 1767. In 1768, he was crowned King Taksin (1768 to 1782) in the new capital at Thonburi (Wikipedia, The Free Encyclopedia, 2009a). King Taksin was soon replaced in power by Maha Kshatriyaseuk, one of his generals who staged a rebellion against him and enthroned himself becoming King Buddha Yotfa Chulaloke or

Rama I in 1782, establishing the Chakri Dynasty and moving the capital to the present site of Bangkok (Mosel, 1957; Wikipedia, The Free Encyclopedia, 2009a). Mosel (1957) wrote that the kings of the Chakri dynasty were principally concerned with restoring the prosperity of Ayutthaya. By the middle of the 19th century, the country witnessed new directions appearing under the reign of King Monkut, or Rama IV, (1851 to 1868), starting the period entitled the Chakri Reformation. Mosel further noted that this Chakri Reformation was “essentially an era of “westernization”, motivated by the desire for protection against the threat of British and French colonialism” (p. 293).

In the late 19th century, when King Chulalongkorn (Rama V) of the Chakri Dynasty (1868 to 1910) succeeded King Rama IV to the throne in 1868, the trend toward modernization was continued and the Chakri Reformation was a major theme of his reign (Siffin, 1975). In 1868, bureaucratic reform was a pressing need as a means of survival for there was “no fixed code of law; no system of general education; no proper control of revenue and finance; no postal or telegraph service...there was no medical organization...there was no army or modern railways and almost no roads” (Siffin, 1975, p. 51). Not only internal problems in the late 19th century were pressing, but also external pressure on the country's territorial integrity was becoming more severe. Bunnag (1977) asserted that reforms in the central government and the provincial administration became absolutely unavoidable. However, it took a long time before the earliest reforms occurred because King Chulalongkorn had to wait until he came of age and the regency was dissolved in 1873. Bunnag noted that the monarch was able to gradually take over the government in the 1880s because the king had to “wait for death to take its toll of the ruling clique whose members belonged to an older generation” (p. 56). King Chulalongkorn saw

that the political control seized back from the old clique paved the way for a total reform and it took the form of what Bunnag (1977) called “a gradual introduction of the principles of functional differentiation into the government between 1885 and 1892” (p. 60).

On April 1, 1892, King Chulalongkorn issued a reorganization decree changing the basic structure of the government. According to Siffin (1975), immediately prior to the reorganization, there were six traditional ministries namely Interior (civilian), Defense (military), Palace, Treasury, Capital, and Lands Ministries with two chief ministers for the civilian and military divisions. Under the new structure, the Council of Ministers with 12 members of equal rank was created, abolishing the system of chief ministers. Bunnag (1977) noted that the 12 ministries established after the reorganization decree were the Ministry of Interior, Ministry of Defense, Ministry of Foreign Affairs, Ministry of the Royal Household, Ministry of the Capital, Ministry of Lands and Agriculture, Ministry of Finance, Ministry of Justice, Ministry of War and Marine, Ministry of Public Instruction, Ministry of Public Works, and Ministry of the Privy Seal. Regarding the reformation of provincial administration, in the 1870s, when the country, under the reign of King Chulalongkorn, had to defend the territory and its integrity under the increasing pressure from France and Great Britain, a centralized administration was a solution, according to Bunnag (1977). Siffin (1975) wrote that within the new administrative system, the provincial governors lost much of their former power and “their assimilation was furthered by the conversion of the governorships into salaried posts” (p. 72). Mosel (1957) explained that King Chulalongkorn placed all provinces under the jurisdiction of the Ministry of Interior and replaced local rulers with governors centrally appointed. Governors no longer extracted their earnings locally,

but were placed on fixed salaries and regular work hours in the same way that other royal officials of the central administration were transformed into civil servants.

With new departments and new ministries established in response to the contemporary needs of the society, governors became government officials “under the jurisdiction of the Ministry of Interior, instead of heads of hereditary fiefdoms” (Office of the Civil Service Commission, 1985, p. 336). A major problem that arose from these changes was a shortage of personnel competent and trustworthy enough to work for the central administration or to be sent out to the provinces. Siffin (1975) wrote that by 1898, Prince Damrong, a younger brother of King Chulalongkorn, suggested that a school should be established in the Department of Royal Pages (personal servants of the king) in the palace to produce officials competent to work for new ministries with functionally specialized work while continuing to have loyalty toward the king and knowing the customs of the court. With the king’s consent, Prince Damrong appointed his former secretary to run the Royal Pages School which was established on April 1, 1902 and was considered the first school of civil servants (Siffin 1975; Office of the Civil Service Commission, 1985). According to Siffin (1975), the Royal Pages School hardly met the demands for personnel during the Chakri Reformation. Ultimately, this led to personnel procurement from the population in general. Siffin added that by the turn of the 20th century, “the civil service was staffed by several thousand clerks, artisans, and semiskilled and unskilled laborers” (p. 101) who were schooled under the tradition of Buddhist education.

Siffin (1975) noted that under King Vajiravudh, or Rama VI, (1910 to 1925), the royal pages became once again personal servants of the king, being separated from the mainstream of administration. According to the Faculty of Political Science, Chulalongkorn

University (2009), in 1910, King Vajiravudh expressed his concern that graduates of the Royal Page School principally served the Ministry of Interior and that the training curriculum needed to be broadened to enable alumni to go into the service of all ministries. The king also renamed the school in commemoration of King Rama V as the School of Civil Servants of King Chulalongkorn on January 1, 1910, and the program of study was extended from 3 years, when it was the Royal Pages School, to 4 years. A year later, on March 26, 1911, King Vajiravudh made a royal command to promote the School of Civil Servants of King Chulalongkorn to Chulalongkorn University. Mosel (1957) noted that it was by the reign of King Vajiravudh that a growing number of commoners, who had been educated in western countries during the scholarship program of King Rama V began filling the civil service workforce to the point of overstaffing. Faced with the great economic depression following World War I (1914 to 1918), Mosel added that Rama VI needed to apply necessary but demoralizing measures to curb the government's spending on personnel to cope with the chaotic financial state of the country as "the budget [was] heavily in deficit, the palace [was] greatly in debt and the royal accounts were a nightmare of debts and questionable transactions" (p. 297). Those measures included staffing reductions, salary cutbacks, and slow promotions.

During the reign of King Prajadhipok, Rama VII (1925 to 1935), the educated middle class grew quickly in size and they became frustrated with the budget-tightening measures on the civil service workforce adopted since King Rama VI. Mosel (1957) wrote that the frustrated middle-class, who were largely western-educated civil servants, became more disgruntled with the king's awarding of high-ranking, administrative posts to princes who were arrogant toward subordinates. Mosel went on to say that when personal

ambitions were fueled with “the ideology of constitutionalism and democracy” (p. 297), a small group of civilian servants with the assistance of the military, who were then equally disgruntled with military cutbacks, staged a revolution on June 24, 1932, demanding King Prajadhipok to become a constitutional monarch and grant Thai people a constitution which was later promulgated on December 10, 1932 (Wikipedia, The Free Encyclopedia, 2009b). However, before the downfall of the absolute monarch, led by a revolution party comprising civil servants and military officials, in 1928, the first Civil Service Act was promulgated to standardize administrative procedures and practices in civil ministries because it had been proposed that “the selection [of government officials] should be done through examinations and that all ministries should abide by common directives and regulations” (Office of the Civil Service Commission, 1985, p. 336). This Act created the Committee for the maintenance of the Civil Service Act as a central agency in charge of personnel management and control in civil ministries (Office of the Civil Service Commission, 1985). After the coup d’état of 1932, another Civil Service Act was promulgated in 1933 and replaced the said committee with the “Civil Service Commission (CSC)” responsible for recruiting government personnel and controlling ministerial personnel administration and practices. After the Civil Service Act of 1933, the Act underwent several amendments before the latest Civil Service Act was promulgated in 2008. The process of bureaucratic reform in Thailand is ongoing (Office of the Civil Service Commission, 1985).

Contemporary Bureaucratic Reforms

The Office of the Civil Service Commission (2003) defined bureaucratic reforms as changes or modifications applied to the bureaucracy covering the administrative structures at different levels, the management and implementation systems, roles and duties, regulations, organizational culture, and socioeconomic and politic systems. Bureaucratic reform is based on the principle that it aids the bureaucracy develop efficiency, excellence, and principled administrative machinery so that the bureaucratic system can respond to the civilian needs and the nation's development. Any reform in the bureaucracy involves improvements and changes in several areas at once and in an integrated fashion covering all sectors of the government system.

The modernization of the bureaucratic system in Thailand was rationalized by the Office of the Civil Service Commission (2003) and focused principally on the internal problems of the Thai bureaucracy. The first problem was the lack of efficiency, inter-organizational collaboration and cooperation, and planning that complemented the budgetary system of the government's administrative system. Second was the oversupply of government officials in large-sized bureaucratic organizations. Third was the duplication of projects and activities. Fourth was the obsolescence of rules and regulations coupled with the shortage of expertise and skills to run public enterprises competitively in the market amid the government's decision to adopt market-oriented schemes in business administration and economic development. The end results of the four problems were that the bureaucracy provided inferior public services and the national debt grew.

Apart from internal problems encumbering the Thai bureaucracy, the economic crisis of Thailand in 1997 was cited by the Office of the Civil Service Commission (2003) as a major catalyst for bureaucratic modernization to take place. At that time, Thailand relied deeply on financial aid from the International Monetary Fund (IMF) to survive the crisis and the Thai government needed to minimize expenditure in the government sector as much as possible. Since the budgetary appropriations for salaries for government officials and employees were very high, the government carefully scrutinized the changes to be applied to the bureaucracy in order to become more efficient with scarce budgets. The oversupply of human resources became a major concern.

Downsizing Measures and Their Impacts

According to the Office of the Civil Service Commission (2007c), human resources contribute to organizational success in a major way. Yet, the oversupply of “human resources” in the civilian workforce increases the government’s expenditure on personnel, consuming financial resources for the country’s development unnecessarily and undesirably.

The Office of the Civil Service Commission (2007c) reported that the Thai government did not begin to pay attention to the problem of personnel oversupply in bureaucratic organizations only after the 1997 economic crisis, but as early as 1980 with the policy of limiting the growth rate of the civilian workforce to a maximum of 2% annually. In 1992, the government introduced a policy on modernizing the bureaucracy and the civil servant system. Two years later, in 1994, the government moved forward in response to the oversupply of personnel by adopting a policy of downsizing the civilian workforce which

laid the foundation for the designation of the Bureaucratic Reform Committee with the authority and duty to plan and develop policies, goals, strategies, and activities to downsize the civilian workforce and achieve a functional size with civil service personnel distributed evenly among bureaucratic organizations.

The performance of the Bureaucratic Reform Committee gradually became effective (The Office of the Civil Service Commission, 2007c). Between 1998 and 2007, the Bureaucratic Reform Committee succeeded in slowing down the growth rate of the civilian workforce by cutting a total of 135,985 positions (94,602 positions for government employees and 41,383 positions for permanent employees). The downsizing of excess positions in bureaucratic organizations over the nine years lessened the financial burden on budgetary appropriations for civil service personnel salaries and wages as much as 21,569 million Baht annually. Besides, trimming the civilian workforce, the Bureaucratic Reform Committee also transferred the allotment of government employees' positions existing in less necessary clusters to those more crucial instead of appointing new government officials.

In summary, the present Thai civil service system has evolved from the Sukhothai period in the late 13th century. Bureaucratic reform has taken several forms to serve contemporary sociopolitical needs such as modifications to ministries' functions and regulations governing civil servants. Several reforms were concerned with the domain of personnel which is of paramount importance to any organization. For example, the conversion of governors into civil servants to centralize the administration and strengthen territorial integrity, the establishment of the school of civil servants to meet the demands of the bureaucracy for qualified personnel after the Chakri Reformation, and the promulgation

of the Civil Service Act along with the formation of a central agency for personnel administration.

Definitions of Job Satisfaction

Job satisfaction is one of the most studied variables of organizational behavior. A selection of definitions of job satisfaction is presented below.

George & Jones (2008) defined job satisfaction as a collection of feelings and beliefs people have about their present jobs. George and Jones stated that job satisfaction can affect a wide range of organizational behaviors as well as the levels of well-being of the employees. For them, four factors determined a person's experience with satisfaction or dissatisfaction in work: personality, values, the work situation, and social influences.

Robbins (1998) referred to job satisfaction as the general attitude of a person toward his or her job. Robbins believed positive attitudes toward jobs belong to individuals with a high level of job satisfaction while negative job attitudes are held by those with job dissatisfaction. The assessment of how satisfied or dissatisfied people feel about their jobs is the summing of a number of individual job factors. For Robbins, the determinants of job satisfaction were mentally challenging work, equitable rewards, healthy working conditions, supportive colleagues, personality – job fit, and genetics.

Drafke & Kossen (2002) defined job satisfaction as the overall feeling people receive from jobs as they view their quality of work life. They categorized job satisfaction factors into three groups: internal factors (inherent in the work itself); external factors (related to the work or to the working environment); and individual factors (concerning the

job holders, their families, and friends). They believed that employees needed to identify which factors contributed to job satisfaction and which ones caused job dissatisfaction in order to take action and eliminate problems, leading to maximum job satisfaction.

Davis (1989) argued that job satisfaction is a set of job-related, favorable or unfavorable feelings as viewed by an employee. Job satisfaction can be looked at as an overall attitude of an individual toward his or her job. Studies of job satisfaction may be divided into elements directly related to the nature of the job (job content) and those elements which are part of the job context (supervisors, coworkers, and the organization). Like other attitudes, job satisfaction is principally obtained over a period of time as the individual becomes accustomed to the workplace. Nonetheless, the satisfaction that one views in work is very dynamic and it is likely to decline faster than it developed.

Kreitner & Kinicki (2004) stated that job satisfaction, a reflection of the extent an individual is fond of his or her job, is an emotional response toward various job facets. An employee could be comparatively satisfied with one job aspect and dissatisfied with another or other aspects.

Spector (1985) studied the attitudinal literature and found that job satisfaction is commonly referred to an emotional-affective reaction to a job or particular aspects of a job. An individual uses his frame of reference to evaluate various aspects of the job. Satisfaction is derived from the discrepancy between what the job offers and what the person expects or the degree to which the job fulfills the individual values. Naturally, Spector believed, an individual would continue working in a satisfying job and discontinue working in a dissatisfying job. Spector treated job satisfaction as representing a mixture of evaluative feelings about different facets of a job which can be measured individually.

In sum, job satisfaction is drawn from the difference between job offerings and employees' expectations based on personal values, resulting in different levels of job satisfaction among individuals. Job satisfaction is not a unitary concept but multifaceted with job-related factors and personal factors. In this study, job satisfaction refers to the positive emotional response of temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health to various facets of their jobs based on their individual frames of reference.

Theory of Job Satisfaction: Herzberg's Two-Factor Model

Frederick Herzberg, a management theorist and psychologist, is famous for his two-factor model (also called a dual-structure, motivation-maintenance, motivator-hygiene, or motivation-hygiene model) which has been used by later researchers as a foundation for the study of job satisfaction and job motivation in organizational behavior. In the 1950's, Herzberg conducted research to discover what people wanted from their jobs. He and his colleagues interviewed approximately 200 engineers and accountants in Pittsburgh, Pennsylvania, asking the respondents to recall times when they felt particularly satisfied and motivated as well as when they were dissatisfied and unmotivated about their work (Moorhead & Griffin, 1998). Herzberg concluded that there was a significant difference in responses people gave when they felt bad and when they felt good about their jobs (Robbins, 1998). In other words, employees named conditions for bad and good feelings differently, e.g. the lack of achievement caused negative feelings while the feeling of achievement caused positive feelings (Davis, 1989).

Herzberg discovered that employees consistently related dissatisfying incidents with the working conditions and satisfying ones with the work itself (George & Jones, 2008). Job dissatisfaction was primarily associated with factors in the work environment and he called this set hygiene or maintenance factors. Job satisfaction was frequently associated with outcomes related to the content of the job performed and he labeled this set of factors as motivators. (Kreitner & Kinicki, 2004; Drafke & Stan, 2002). Figure 2 below shows a comparison of hygiene factors and motivation factors based on Herzberg's findings.

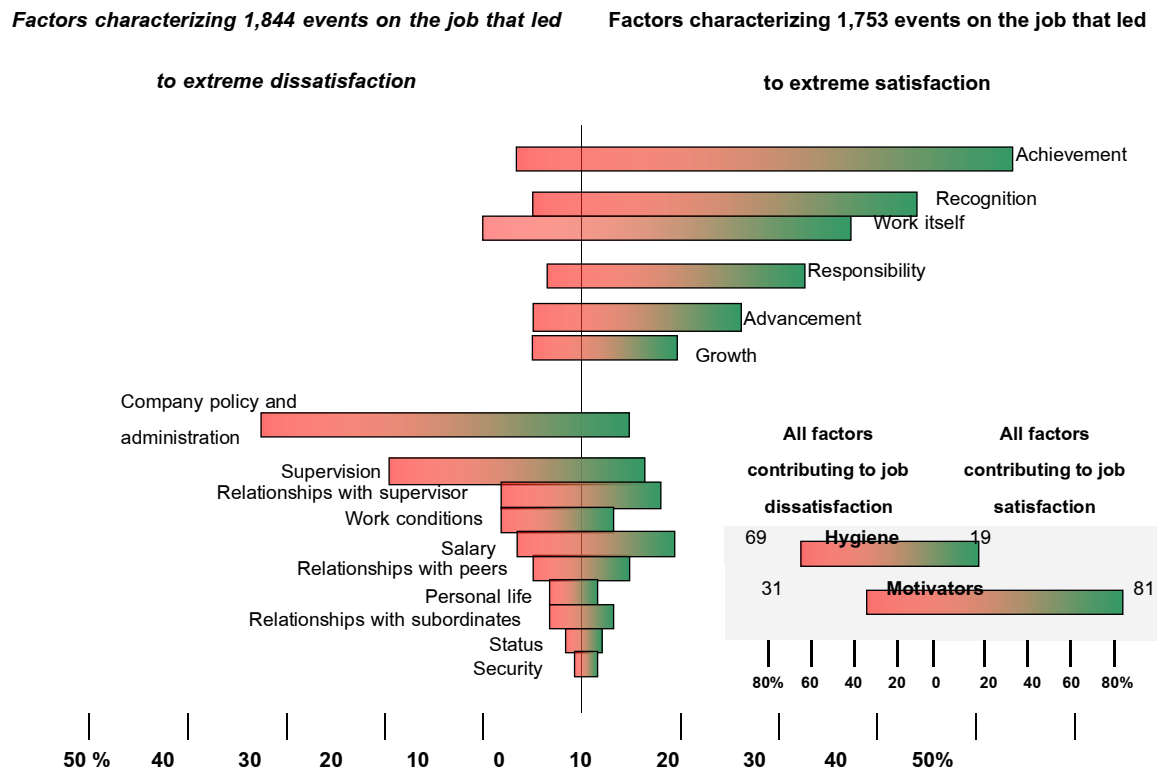


FIGURE 2 Comparison of Motivation Factors and Hygiene Factors

Source: Stephen B. Robbins. (1998). *Organizational Behavior*. p. 172. (citing Frederick Herzberg.) (1987). *One More Time: How Do You Motivate Employees?*

The left hand side of Figure 2 shows hygiene factors listed from the most dissatisfying to least dissatisfying factors. Hygiene factors are job facets of which the presence makes the job “at least minimally acceptable” (Drafke & Stan, 2002, p. 280) to employees. These facets include company policy and administration, supervision, relationships with superiors, work conditions, salary, relationships with peers, personal life, relationships with subordinates, status, and security. The other side of the figure shows motivators which are job facets that actually motivate employees to develop in their work and satisfy them. These included achievement, recognition, the work itself, responsibility, advancement, and growth (arranged in the order of most satisfying to least satisfying). Overall, approximately 70% of hygiene factors contributed to job dissatisfaction while around 80% of motivator factors led to job satisfaction, as illustrated on the lower part of the right-handed side of Figure 2.

Based on the above findings, Herzberg concluded that the traditional view of job satisfaction as a single-structured construct, in other words, dissatisfaction and satisfaction being opposites on a single continuum, was not correct. He argued that two different dimensions must be involved in job satisfaction as a dual-structured phenomenon (Moorhead & Griffin, 1998). Herzberg proposed that one dimension ranges from dissatisfaction to no dissatisfaction and the other from satisfaction to no satisfaction (Kreitner & Kinicki, 2004). This view of Herzberg, as contrasted with the traditional view, is illustrated in Figure 3.

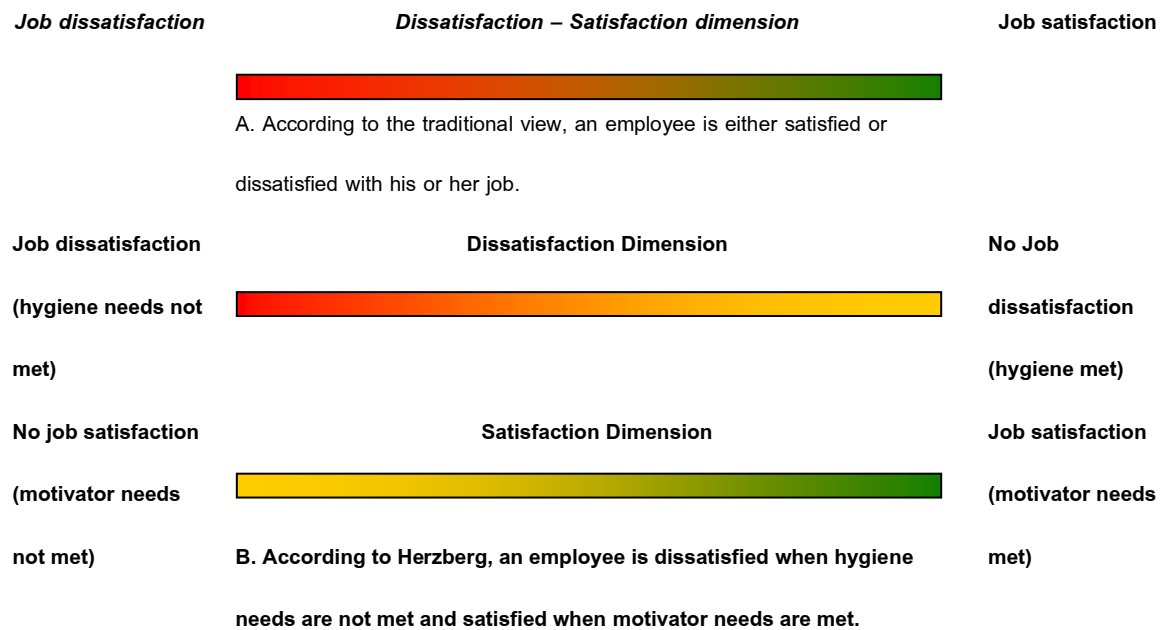


FIGURE 3 Two Views on Job Satisfaction

Source: Adapted from Jennifer M. George; & Gareth R. Jones. (2008).

Understanding and Managing Organizational Behavior. p. 90.

Figure 3 shows dissatisfaction and satisfaction as two dimensions as proposed by Herzberg. He believed that an employee's location on the dissatisfaction continuum depends on to what extent hygiene needs are met while an employee's location on the satisfaction continuum is dependant upon the extent to which motivator needs are met (George & Jones, 2008). Herzberg asserted that each continuum include "a zero midpoint at which dissatisfaction and satisfaction are absent" (Kreitner & Kinicki, 2004). When hygiene factors are adequate, an employee will merely have no dissatisfaction and when motivators are inadequate, an employee only will have no satisfaction but not dissatisfaction (Drafke, 2002). Therefore, removing dissatisfying factors from a job does

not necessarily make a job satisfying (Robbins, 1998). According to the Herzberg's two-factor theory, a supervisor's first goal should be to try to achieve a state of no dissatisfaction by promoting hygiene factors among subordinates. Once hygiene issues are treated satisfactorily, the supervisor should address motivators to help subordinates feel satisfied and motivated (Moorhead & Griffin, 1998).

Herzberg's two-factor theory, like other theories of job satisfaction, and motivation, has been criticized for its limitations. Criticisms against the theory are concerned largely with its high level of applicability with managerial, professional, and upper-level white-collar employees, but its reduced applicability with lower levels of employees, as well as its data collection method, that is, self-reports which could produce biased responses led by the respondents' egos (Davis, 1989). Despite these criticisms, Herzberg's model offers a useful distinction between hygiene factors which are necessary but not adequate to satisfy employees and motivator factors which have potential for satisfying employees and motivating them to contribute greater efforts to their jobs. The two-factor theory has been widely read and his findings and recommendations have contributed to the understanding of job satisfaction of both managers and employees (Robbins, 1998; Davis, 1989).

Behavioral researchers, though not all accepting Herzberg's concepts, have been benefited by this theory as it reinforces the awareness that some factors tend to motivate employees while others, which seem positive, hardly contribute to employee satisfaction and motivation (Drafke, 2002).

Measurement Tools of Job Satisfaction

As previously discussed, job satisfaction of an employee is a positive emotional response based on the individual's frame of reference toward various job facets which are both inherent in the work itself and related to the work or to the working environment (or motivators and hygiene factors in Herzberg's words). Robbins (1998) asserted that the multifaceted nature of job satisfaction signifies that the extent to which an employee is satisfied or dissatisfied with a job is a complex process of summing a number of distinct job-related factors. Robbins added that the two most widely used approaches for measuring job satisfaction are called a single global rating and a summated rating. He explained that the method of the single global rating amounted to asking employees to respond to only one question about how satisfied they were when all things in their jobs were considered. Robbins argued that the summated rating approach is more sophisticated as it identifies crucial job facets (which are typically the work nature, supervision, present pay, promotion opportunities, and relations with colleagues) and asks employees to rate feelings about each facet.

Measurement tools of job satisfaction using the summated rating approach include the Job Descriptive Index (JDI), the Minnesota Satisfaction Questionnaire (MSQ), and the Job Satisfaction Survey (JSS). Reviews of these three scales are presented below.

Job Descriptive Index (JDI)

The Job Descriptive Index has remained one of the most extensively used measures of job satisfaction since its first publication in 1969 by a group of researchers at Cornell University headed by Patricia C. Smith (Bowling Green State University, 2008). Stanton et al. (2002) reported that the JDI emerged from a definition of job satisfaction given by Smith and her research team as feelings or affective responses to different facets of the work situation. Five important job facets are examined by the JDI, namely: work on the present job, present pay, opportunities for promotion, supervision, and coworkers (Bowling Green State University, 2008). Smith and her research group did not suggest that the scores of satisfaction for each of the facets could be summed to achieve an overall satisfaction measurement. Smith and others, however, invented another scale to accompany the JDI called the Job-in-General (JIG) scale to determine overall, global satisfaction with a job (Stanton et al., 2002).

The JDI scale is composed of 72 items with either 9 or 18 items per facet scale. The possible response choices per item are "yes", "no", and "uncertain". Each item is written as a short and descriptive word or phrase and worded in both positive and negative directions. Every facet scale is accompanied by a brief explanation. Figure 4, below, presents a sample of JDI items (Bowling Green State University, 2008).

Think of the work you do at present. How well does each of the following words or phrases describe your job? In the blank beside each word or phrase: below, write:

- Y for "Yes" if it describes your work
 N for "No" if it does NOT describe it
 ? for "?" if you can not decide

WORK ON PRESENT JOB

- Fascinating
 Boring
 Can see results

PRESENT PAY

- Fair
 Well-paid
 Bad

OPPORTUNITIES FOR PROMOTION

- Good opportunities for promotion
 Promotion on ability
 Infrequent promotions

SUPERVISION

- Knows job well
 Doesn't supervise enough
 Around when needed

COWORKERS

- Stimulating
 Unpleasant
 Smart

JOB IN GENERAL

- Pleasant
 Worse than most
 Worthwhile

FIGURE 4 Sample of the Job Descriptive Index items

Source: Bowling Green State University. (2008). Sample JDI Items. *Job Descriptive Index*. para 1.

The JDI has been translated into several languages and used in a large number of research studies which support the scale's reliability and validity. The JDI is copyrighted

and researchers must pay for access to the scale (Bowling Green State University, 2008).

Spector (1985) noted that the biggest limitation of the JDI is its coverage of only five of the most studied job facets. The scale also has been attacked as including particular items which are not applicable to all groups of employees.

Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire (MSQ) is a scale measuring satisfaction of employees with several specific facets of the work itself and work environments. The MSQ has been developed in two forms, long and short. Weiss et al. (1967) claimed the MSQ could enable a user to obtain “a more individualized picture of worker satisfaction” (p. 6) and to differentiate facets that satisfied individual employees who may have the same amount of general satisfaction. Weiss et al. added that research has supported the idea that individual differences exist in vocational needs and in facets reinforcing satisfaction with the work of employees. Since individuals find different job facets potent for job satisfaction, Weiss et al. wrote that it is valuable to measure satisfaction with specific facets of the work, both its content and context and the MSQ is such a measurement tool.

According to Vocational Psychology Research of the University of Minnesota (2007), the MSQ questionnaire is available in long and short forms. The long form is available in two versions, a 1967 version and a 1977 version which was revised for wording of response choices. The MSQ covers 20 job facets with 5 items per facet, totaling 100 items for the long version and 20 items representing the best of each facet for the short version. Figure 5 shows the 20 facets included in the MSQ.

Ability Utilization	Authority	Creativity	Social Status	Supervision - Human Relations
Achievement	Company Policies	Independence	Moral Values	Supervision - Technical
Activity	Compensation	Security	Recognition	Variety
Advancement	Co-workers	Social Service	Responsibility	Working Conditions

FIGURE 5 Job facets of the Minnesota Satisfaction Questionnaire

Source: Vocational Psychology Research of the University of Minnesota. (2007). *Minnesota Satisfaction Questionnaire (MSQ)*. para. 2.

According to Vocational Psychology Research of the University of Minnesota (2007), the MSQ long form requires around 20 minutes to complete while the short form takes about five minutes. The MSQ developers strongly recommend that the long form be used if the 20 minutes required are practical, because it essentially provides more information. Like the JDI, the MSQ and its manual are copyrighted and a fee must be paid prior to access, commercially or academically.

Job Satisfaction Survey

According to Spector (2007), the Job Satisfaction Survey (JSS) is a 36-item scale for measuring employee attitudes about the nature of the work and the work environment. The JSS includes nine job facets, namely: Pay, Promotion, Supervision, Fringe Benefits, Contingent (performance-based) Rewards, Operating Conditions, Coworkers, Nature of Work, and Communication as shown in Table 1 with a brief description for each facet.

TABLE 1 Description of Job Facets on the Job Satisfaction Survey (JSS)

Facet	Description
Pay	Pay and remuneration
Promotion	Promotion opportunities
Supervision	Immediate supervisor
Fringe Benefits	Monetary and nonmonetary fringe benefits
Contingent Rewards	Appreciation, recognition, and rewards for good work
Operating Conditions	Operating policies and procedures
Coworkers	People you work with
Nature of Work	Job tasks themselves
Communication	Communication within the organization
Total	Total of all facets

Source: Paul E. Spector. (2007). Job Satisfaction Survey, JSS. *Job Satisfaction Survey, JSS Page*. para. 1.

The nine job facets shown in Table 1 contain four items each, totaling 36 items for the entire scale. With the summated rating scale format, responses are categorized into six choices ranging from “disagree very much” to “agree very much”. Items are worded in both positive and negative directions and around half of the items must be reversed. The JSS can be hand-computed by using the JSS scoring instructions.

Spector (1985) stated that though the JSS may be applicable to all sectors, the scale was designed specifically for human services, public administration, and organizations in the non-profit sector. He added that the JSS scale was designed specifically to cover all important aspects of job satisfaction with clearly distinguished facets, reasonably including all the areas of interest unlike such scales as the JDI that covers only five out of the nine

facets investigated by the JSS. This was accomplished in only 36 items, statistically validated and tested in hundreds of surveys since the scale was first introduced in 1985. The nine job facets of Spector's JSS are related to Herzberg's motivators (Promotion, Contingent Rewards, Nature of Work, and Communication) and hygiene factors (Pay, Supervision, Fringe Benefits, Operating Conditions, and Coworkers). The JSS scale is offered free of charge for academic and non-commercial purposes.

Because the JSS is well-rounded and covers the nine most commonly investigated facets of job satisfaction; is well suited for use with governmental organizations; is of a reasonable length; has been statistically validated; and can be used free of charge, it will be used as the tool to collect the primary data in this research project.

Review of Previous Studies on Job Satisfaction of Thai Civil Service

Personnel

The body of literature on job satisfaction of the Thai civil service workforce is relatively small compared to that for private-sector organizations. Further, only few research studies on this topic in English have been conducted over recent decades. Below is a review of previous studies on job satisfaction of civil service personnel or government officials. Only one study reviewed herein involves permanent employees as the research respondents. The fact that temporary employees have rarely been treated in studies of job satisfaction of the Thai civil service personnel is a concern for the researcher.

Thammasaroj et al. (2006) conducted a survey on levels of job satisfaction of 2,389 government officials of the Ministry of Public Health (central and regional administrations).

Four factors were considered: financial status, present work, personal life, and child education. It was discovered that overall satisfaction was in a neutral position. Child education was rated as very satisfying while the other three factors were rated as neutral. While child education was evaluated as very satisfying overall, the respondents with earnings levels below their expenditures were less satisfied with this factor than respondents with no financial concerns.

Jittham (2007) studied job satisfaction of 196 government officials of the Personnel Administration Division under the Office of the Permanent Secretary of the Ministry of Public Health. The study focused on eight factors: nature of the work, job security, career opportunities, work conditions, salary, compensation and welfare, recognition, and relationships with peers. Differences in personal variables were also studied. The study revealed that the respondent government officials rated the eight job factors at a moderate level of job satisfaction and only two personal variables, education and salary, showed a statistically significant difference between satisfied and dissatisfied officials at the 0.5 level; government officials with higher levels of income and upper levels of education were more satisfied. In addition, job security was rated as more satisfying than the salary factor.

Kaosamran (2005) studied job satisfaction of 155 government officials and permanent employees in the City Planning Department of the Bangkok Metropolitan Administration (BMA) with regard to motivators and hygiene factors as well as personal variables. The findings were that gender, age, educational level, marital status, work department, working status, years of work, income, and personality had no statistical difference. In other words, personal factors were not determinants of job satisfaction among the sample.

Pasuwan (1972) assessed the adaptability of the Herzberg's theory on job satisfaction and dissatisfaction to vocational teachers in Thailand. A questionnaire was constructed by imitating Herzberg's research in the 1950s using Thai graduate students on Indiana University's Campus as raters. After testing and retesting, the questionnaire was mailed to Thailand for reproduction and distribution to 375 Thai vocational teachers. The return rate of the questionnaire was 84.5%, or 317 teachers. No relationship between the level of job satisfaction and age, level of education, or educational background of the respondents was found. Overall, the results of the study resembled Herzberg's theory. Satisfied vocational teachers perceived motivators positively and lesser for hygiene factors to a lesser degree while dissatisfied teachers reported the opposite. Three dissimilarities were found. First, recognition, one motivator, was rated low by both satisfied and dissatisfied groups of the respondents. Second, interpersonal relationships, a hygiene factor, was rated high by both groups. And third, personal life, another hygiene factor, was rated high among dissatisfied teachers while it should have been low theoretically.

Chandrasurin (2005) conducted a study to identify and compare the levels of job satisfaction between 11 Thai and 10 foreign lecturers in the Faculty of Humanities at Srinakarinwirot University based on Herzberg's two-factor model. The study results showed that the global satisfaction of both Thai and foreign lecturers were similarly at a neutral state with mean scores below four on the 5-point summated rating scale of responses for both groups. It was also found that the Thai lecturers had somewhat higher levels of satisfaction with all factors based on Herzberg's theory except working conditions, about which foreign lecturers felt more satisfied.

In summary, the body of research on job satisfaction of Thai civil service personnel is limited, but by and large indicates a neutral level of job satisfaction; neither satisfied nor dissatisfied.

CHAPTER 3

METHODOLOGY

This chapter describes the methodology employed for the collection and analysis of research data and is divided into four parts: research respondents, research instrument, data collection, and data analysis procedures.

Research Respondents

The group of respondents targeted by this research included the temporary employees working for the central administration agencies under the Office of the Permanent Secretary of the Ministry of Public Health with contract terms not extending beyond the fiscal year 2009 (ending 30th September 2009). A survey of the total number of temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health was conducted by visiting the five central administration agencies in October 2008 accompanied by Ms. Suparanee Ratanachatchai, the then Chief of the Foreign Affairs and International Health Economy Unit of the Health Insurance Group under the Office of the Permanent Secretary of the Ministry of Public Health. It was determined that one out of the five central administration agencies, the Bureau of Central Administration, had no central database on temporary employment. This agency therefore was excluded from this study. The other four central administration agencies, i.e. the Bureau of Policy and Strategy, the Bureau of Inspection and Evaluation, the Information and Communication Technology Center, and the Praboromrajchanok Institute of Manpower Development, all maintained

databases on temporary employees and were included in the study. One officer was identified in each agency to assist with the data collection process. Ninety temporary employees were identified in the four agencies at the time of the survey.

Research Instrument

The research instrument used to collect the primary data for this study was a specifically designed questionnaire which included the "Job Satisfaction Survey" (JSS) developed by Paul E. Spector (2007). The latest updated version of the JSS was employed. This version was first copyrighted in 1994 and is included in its entirety in Part 2 of the questionnaire (see Appendix A).

The questionnaire is divided into two parts.

Part 1: Personal Information: The first part of the questionnaire draws the profile of the respondents in terms of gender, age, level of education, and years of temporary employment at the Office of the Permanent Secretary of the Ministry of Public Health.

Part 2: Job Satisfaction: The second part of the questionnaire employs Spector's JSS which is a scale assessing the attitudes of employees about their jobs. The JSS contains a total of 36 items assessing nine job facets, namely: Pay, Promotion, Supervision, Fringe Benefits, Contingent (performance-based) Rewards, Operating Conditions (rules and procedures), Coworkers, Nature of Work, and Communication. The respondents were asked to indicate their degree of agreement or disagreement with each item with six choices ranging from "disagree very much" to "agree very much".

Two additional questions were added at the end of the JSS in order to respond to research questions two and three. The first question inquired if the respondents intended to pursue their employment as temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health if contract renewals were offered by the Ministry. The second question asked which factors most influenced their decisions to continue or discontinue working as temporary employees in the Ministry.

To ensure the respondents' clear understanding of the entire questionnaire, it was translated into Thai (see Appendix B). The validity of the Thai translation and its rigorous correspondence to the original JSS was verified by an expert from the Department of Western Languages, Faculty of Humanities of Sirinakarinwirot University on 13th March 2009 (see Appendix D). The Thai version questionnaire was then pilot tested on 16th March 2009 on a group of ten civil service employees (equivalent to 10% of the research target respondents) employed by the Health Insurance Group under the Office of the Permanent Secretary of the Ministry of Public Health. These employees were not part of the target group of respondents for this study. They confirmed their clear comprehension of the research tool. Based on the findings of the pilot test, the questionnaire was employed for the purpose of data collection.

Data Collection

In March 2009, 90 copies of the questionnaire were distributed to the temporary employees through the officers identified in the four central administration agencies (see Appendix E for the Approval of the Office of the Permanent Secretary of the Ministry of

Public Health for conducting the survey). Each copy of the questionnaire was delivered in a sealable return envelope for the purposes of guaranteeing the confidentiality of the information provided and the respondents themselves. The researcher collected 79 questionnaires (87.78% of the 90 questionnaires distributed) returned in sealed envelopes from the same officers at the four central administration agencies one week after the initial distribution of the questionnaires.

The difference between the number of questionnaires distributed and the number of copies returned was due to temporary staff rotation after the initial survey of the number of temporary employees in October 2008 and before the job satisfaction survey was conducted in March 2009.

Data Analysis Procedures

In this study, the collected primary data were analyzed in percentages and mean scores. The analysis procedures were divided into three steps.

1. Using data acquired in Part 1 of the questionnaire, personal information of the respondent temporary employees was used to draw the profile of the respondents in terms of gender, age, level of education, and years of temporary employment at the Office of the Permanent Secretary of the Ministry of Public Health.

2. Under Part 2 of the questionnaire, job satisfaction data collected by the use of the Job Satisfaction Survey were analyzed based on instructions for scoring the JSS by Spector (2007). The analysis employed is summarized below.

On the 6-point scale of response choices, each of the JSS items were scored ranging from one to six with one representing the strongest disagreement and six representing the strongest agreement.

Since the thirty-six JSS items are worded in both positive and negative directions, the scoring for items written negatively were reversed with the strongest disagreement valued at six and strongest agreement at one instead. Negatively worded items are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36.

The JSS scale, consisting of nine job facets, or subscales, were assessed by four items each, totaling 36 items. After the reversals of the 19 negatively worded item scores, the summed scores of the responses to the 36 items yielded the score of total job satisfaction. Each separate facet score was attained by summing the scores of the four items assessing that particular facet as shown in Table 2.

TABLE 2 Numbering of Items for the Job Facets on the JSS

Facet	Item numbers
Pay	1, 10, 19, 28
Promotion	2, 11, 20, 33
Supervision	3, 12, 21, 30
Fringe Benefits	4, 13, 22, 29
Contingent Rewards	5, 14, 23, 32
Operating Conditions	6, 15, 24, 31
Coworkers	7, 16, 25, 34
Nature of Work	8, 17, 27, 35
Communication	9, 18, 26, 36
Total Job Satisfaction	1 – 36

Source: Paul E. Spector. (2007). Instructions for Scoring the Job Satisfaction

Survey, JSS. *Job Satisfaction Survey, JSS.* para. 5.

Single item scores of the respondents in each facet (Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions , Coworkers, Nature of Work, and Communication) will fall into one of the following three score ranges: dissatisfaction, satisfaction, or ambivalence. On the 6-point scale of response choices, item scores of 2.99 or less represent dissatisfaction, while those of 4.00 or more show satisfaction. Items rated with responses valued between 3.00 and 3.99 mean ambivalence.

If an item was not rated by a respondent, an adjustment was made to prevent the total score of the particular job facet subscale and the total satisfaction score from becoming too low. In accordance with Spector's scoring instructions

(2007), this was accomplished by computing the mean score of the total facet and placing the mean score as the score of the missing item. For example, if an individual did not respond to one item, the researcher summed the other three scores of the job facet and divided the sum by three.

Each 4-item job facet satisfaction subscale score may range from 4.00 to 24.00. Respondents scoring 11.99 or less are dissatisfied with the particular job facet, while those in the range of scores of 16.00 or above show satisfaction. Respondents with scores ranging between 12.00 and 15.99. are ambivalent toward the job facet

The 36-item total job satisfaction scores of the respondents may range from 36 to 216, given that each item is rated on a 6-point scale of response choices. Respondents with the scores from 36 to 108 are generally dissatisfied with their jobs whereas those in the score range between 144.00 and 216.00 are satisfied at work. Respondents with total scores ranging from 108.00 to 143.99 demonstrate ambivalent attitudes toward their jobs, that is, they are slightly dissatisfied or slightly satisfied at work.

3. Following the scoring of the JSS, and with regard to the closed question asking whether or not the respondents would pursue temporary employment with the Office of the Permanent Secretary of the Ministry of Public Health if renewal contracts were offered, the responses were divided into three groups based on the respondent choices made, namely: "Yes", "Uncertain", and "No". The responses were then tabulated.

With regard to the open question inquiring which job satisfaction factors most influenced the respondents to continue or discontinue working as temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health, the responses were ranked in terms of frequency among each of the three groups of choices made in the previous closed question and as a whole.

The findings of the study are presented and discussed in Chapter 4. Conclusions drawn in Chapters 5.

CHAPTER 4

FINDINGS

This chapter presents the findings of this study on the degrees of job satisfaction among temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health and their intentions to continue or discontinue their temporary employment with the Ministry if renewal contracts were offered to them as well as the job satisfaction factors influencing such intentions. The chapter is divided into two parts: Part 1, Personal Information and Part 2, Job Satisfaction as in the questionnaire.

Part 1: Personal Information

Out of the 90 questionnaires distributed to the respondents, 79 (87.78%) were returned. The profile of the 79 respondent temporary employees in terms of gender, age, level of education, and years of employment at the Office of the Permanent Secretary of the Ministry of Public Health is presented below.

With regard to the gender spread of the respondents, it was found that 15 persons (18.99%) were male and 64 persons (81.01%) were female.

Table 3 presents the age distribution of the respondents.

TABLE 3 Age Distribution

Age	Respondents	Percent
30 Years Old or Less	56	70.89
31-40 Years Old	18	22.78
41-50 Years Old	3	3.80
More than 50 Years Old	2	2.53
Total	79	100.00

The majority of the respondent temporary employees, or 56 persons (70.89%), were 30 years old or less, 18 persons (22.78%) aged between 31-40 years old, three persons (3.80%) were in the age group between 41-50 years old, and only two persons (2.53%) were more than 50 years of age.

Table 4 describes the educational levels of the 79 respondents.

TABLE 4 Educational Levels

Educational Level	Respondents	Percent
Lower than a Bachelor's Degree	7	8.86
Bachelor's Degree or Equivalent	66	83.54
Higher than a Bachelor's Degree	5	6.33
No Answer	1	1.27
Total	79	100.00

A large majority of the respondents, or 66 persons (83.54%), had bachelor's degrees, seven persons (8.86%) completed educational degrees lower than the bachelor's

level and five persons (6.33%) had earned degrees above the Bachelor's level. One person (1.27%) did not respond to this item.

Table 5 presents the years of employment of the respondents under the Office of the Permanent Secretary of the Ministry of Public Health.

TABLE 5 Years of Employment in the Ministry of Public Health

Years of Employment	Respondents	Percent
Less than One Year	20	25.32
1-5 Full Years	52	65.82
More than 5-10 Full Years	5	6.33
More than 10 Years	1	1.27
No Answer	1	1.27
Total	79	100.00

A majority of the respondents, or 52 persons (65.82%), had worked between one and five full years, 20 persons (25.32%) had been employed less than a year, five persons (6.33%) had been temporary employees between five and ten full years, and one person (1.27%) had worked as a temporary employee for more than ten years. One person (1.27%) did not answer.

In sum, the majority of the respondents consisted of females (81.01%) who were 30 years old or younger (70.89%), who had completed bachelor's degrees (83.54%), and had worked as temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health between one and five full years (65.82%). In other words, the respondents were in general young, educated women who had served the Ministry of

Public Health less than five full years.

Part 2: Job Satisfaction

The second part of the questionnaire consisted of Spector's Job Satisfaction Survey (JSS) and two additional questions inquiring if the respondents intended to pursue employment as temporary employees of the Ministry and asking which job satisfaction factors most influenced their intentions to do so. The findings are divided into three sections: Degrees of Job Satisfaction, Pursuit of Temporary Employment, and Factors Most Influencing the Pursuit of Temporary Employment. The findings follow.

Degrees of Job Satisfaction

The JSS includes nine job facets (i.e. Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating conditions, Coworkers, Nature of Work, and Communication) which are assessed by four items each, totaling 36 items. Each JSS item is measured on a 6-point scale of response choices with the strongest disagreement valued at one and the strongest agreement valued at six. When scoring the 19 negatively worded items on the scale, the values are reversed with the strongest disagreement valued at six and the strongest agreement valued at one.

As described in Chapter 3, each job facet satisfaction score is achieved by summing scores of its four corresponding items whereas the summing of 36-item scores provides the total job satisfaction score. In terms of the scoring interpretation, there are three categories of score ranges, i.e. dissatisfaction, ambivalence, and satisfaction.

Ambivalence can be further characterized as slightly dissatisfied or slightly satisfied. The interpretation of scores of the single-item level; the four-item, or facet level; and the 36-item, or scale level, are summarized below.

Item level:

Dissatisfaction represented by scores of 2.99 or less

Ambivalence represented by scores between 3.00 and 3.99

Satisfaction represented by scores of 4.00 or more

Facet level:

Dissatisfaction represented by scores of 11.99 or less

Ambivalence represented by scores between 12.00 and 15.99

Satisfaction represented by scores of 16.00 or more

Scale level:

Dissatisfaction represented by scores of 107.99 or less

Ambivalence represented by scores between 108.00 and 143.99

Satisfaction represented by scores of 144.00 or more

The findings with regard to the job satisfaction of the respondents are presented below with the corresponding tables placed in Appendix C.

1. Pay

Items measuring the respondents' attitudes on the pay facet were positively-worded item numbers 1 and 28 and negatively-worded item numbers 10 and 19. As shown in Table 6, the mean scores for the pay satisfaction items reveal that the respondents were

ambivalent with item numbers 1 ($\bar{x}$ 3.38), 19 ($\bar{x}$ 3.28), and 28 ($\bar{x}$ 3.53); if they were paid fairly for their work; if they were appreciated by the organization considering how they were remunerated; and if they were pleased with their chances of receiving salary increases. On this subscale, the respondents were moderately dissatisfied with item number 10 ($\bar{x}$ 2.15); frequency of pay increases. Overall, the respondents felt slightly dissatisfied toward the pay facet with the score of $\bar{x}$ 12.34.

2. Promotion

Items surveying degrees of satisfaction with the promotion facet of the respondent employees were positively-worded item numbers 11, 20, and 33 along with negatively-worded item number 2. Table 7 shows that the respondents were slightly satisfied with item number 11 ($\bar{x}$ 4.04), promotion opportunities for people performing well on the job being fair; ambivalent toward item number 33 ($\bar{x}$ 3.16), one's own chances to be promoted being satisfactory; and moderately dissatisfied with item numbers 2 ($\bar{x}$ 2.34), promotion on one's own job being unpromising, and 20 ($\bar{x}$ 2.59), employee opportunities for career growth being as good as those in other organizations. The score for the promotion facet was $\bar{x}$ 12.14 which indicates the respondents' slight dissatisfaction toward promotion possibilities at the Ministry of Public Health.

3. Supervision

Attitudes of the respondents on the supervision facet were measured with positively-worded item numbers 3 and 30 as well as negatively-worded item numbers 12

and 21. As shown in Table 8, the scores for the supervision satisfaction items illustrate that the respondents were slightly satisfied with item number 3 ($\bar{x}$ 4.39), the supervisor's level of competency; while they were ambivalent with item numbers 12 ($\bar{x}$ 3.77), 21 ($\bar{x}$ 3.11), and 30 ($\bar{x}$ 3.97), the supervisors' fairness, interest in the feelings of subordinates, and his or her likability. The score of $\bar{x}$ 15.25 for the supervision facet shows that the respondents were slightly dissatisfied with their supervisors.

4. Fringe Benefits

Positively-worded item numbers 13 and 22 along with negatively-worded item numbers 4 and 29 evaluated the respondents' degrees of satisfaction with fringe benefits. In Table 9, the respondents moderately disagreed with item numbers 13 ($\bar{x}$ 2.16) and 22 ($\bar{x}$ 2.67), benefits received being equal to what most organizations offered their employees, and benefit packages being equitably provided to all in the organization. Item numbers 4 ($\bar{x}$ 2.67) and 29 ($\bar{x}$ 2.06), present package benefits being not satisfying, and certain benefits they deserved being not provided, were moderately agreed with. In general, the respondents felt moderately dissatisfied toward their present fringe benefit packages with the score of $\bar{x}$ 9.57 for this facet.

5. Contingent Rewards

The respondents' attitudes toward contingent rewards (i.e. appreciation, recognition, and rewards for good work) were examined using one positively-worded item, number 5, as well as negatively-worded item numbers 14, 23, and 32. As presented in Table 10, the

scores for contingent rewards' item numbers 5 ($\bar{x}$ 3.84), 14 ($\bar{x}$ 3.66), and 23 ($\bar{x}$ 3.06) demonstrate that the respondents were ambivalent with being recognized when performing well, toward their accomplishments being appreciated, and toward the organization offering few rewards. The respondents were dissatisfied with item number 32 ($\bar{x}$ 2.95), how one's own work effort was rewarded. On the whole, the respondents' degree of satisfaction with the contingent rewards facet was slightly dissatisfied with the score of $\bar{x}$ 13.51.

6. Operating Conditions

One positively-worded item, number 15, together with three negatively-worded item numbers 6, 24, and 31 were used to assess the respondents' opinions of the operating conditions, or policies and procedures, they needed to adhere to at work. The scores for the operating conditions items, as shown in Table 11, revealed the respondents' slight dissatisfaction with item number 6 ($\bar{x}$ 2.86), rules and procedures at work making work difficult; slight satisfaction with item number 15 ($\bar{x}$ 4.18), working efforts not obstructed by red tape; and ambivalence toward item numbers 24 (3.04) and 31 ($\bar{x}$ 3.09) regarding task overload and heavy paperwork. The score of $\bar{x}$ 13.16 for the facet of operating conditions points to a slight dissatisfaction of the respondents toward organizational policies and procedures of the Ministry of Public Health.

7. Coworkers

Attitudes toward the coworkers of the respondents were appraised using two positively-worded item numbers 7 and 25 as well as two negatively-worded item numbers

16 and 34. The scores for satisfaction items of the coworker facet can be seen in Table 12. The respondents felt slightly satisfied toward item numbers 7 ($\bar{x}$ 4.66), 16 ($\bar{x}$ 4.08), and 25 ($\bar{x}$ 4.51); the likability, enjoyability, and competence of their coworkers. However, they felt slightly dissatisfied toward item number 34 ($\bar{x}$ 3.04), frequent bickering and fighting at work. In general, the respondents were slightly satisfied with the people they worked with as shown by the facet score of $\bar{x}$ 16.28.

8. Nature of Work

Degrees of satisfaction with the nature of work of the respondents were measured with three positively-worded item numbers 17, 27, and 35, and one negatively-worded item number 8. Based on the mean item scores presented in Table 13, the respondents were slightly satisfied with three out of four nature of work facet items, i.e., item numbers 17 ($\bar{x}$ 4.28), 27 ($\bar{x}$ 4.70), and 35 ($\bar{x}$ 4.06); i.e. they enjoyed their work and felt pride in their jobs. The respondents were almost slightly satisfied with item number 8, the meaningfulness of their jobs, with the score of $\bar{x}$ 3.92. Overall, the research respondents felt slightly satisfied toward the nature of their jobs at the Ministry of Public Health with the score of $\bar{x}$ 16.96.

9. Communication

The last facet of the JSS concerned communication. The respondents' satisfaction with communication was assessed using the positively-worded item number 9 and negatively-worded item numbers 18, 26, and 36. As shown in Table 14, the scores for

communication satisfaction items suggest that the respondents felt ambivalent toward item numbers 9 ($\bar{x}$ 3.62); good organizational communications, 18 ($\bar{x}$ 3.49); clear goals of the organization, and 36 ($\bar{x}$ 3.51); fully explained assignments. They, however, were dissatisfied with item number 26 ($\bar{x}$ 2.90), how they often lost track of goings-on in the organization. In general, the facet score of $\bar{x}$ 13.52 reveals the respondents' slight dissatisfaction toward how communications flowed in the Ministry of Public Health.

Table 15 summarizes the total job satisfaction scores of the respondents' responses to the nine JSS facets (see Appendix C). The respondents felt slightly satisfied toward two facets: coworkers ($\bar{x}$ 16.28) and the nature of work ($\bar{x}$ 16.96) and moderately dissatisfied toward one facet, fringe benefits ($\bar{x}$ 9.57). They were slightly dissatisfied with the following six job facets: pay ($\bar{x}$ 12.34), promotion ($\bar{x}$ 12.14), supervision ($\bar{x}$ 15.25), contingent rewards ($\bar{x}$ 13.51), operating conditions ($\bar{x}$ 13.16), and communication ($\bar{x}$ 13.52).

Overall, the JSS facet scores reveal that the respondents were in general ambivalent, or slightly dissatisfied, with their jobs but they felt moderately, rather than slightly, dissatisfied toward their present fringe benefit packages. While the respondents were satisfied with their coworkers and the nature of work, the satisfaction toward these two job facets was slight. No job facet was rated with the facet score showing that the respondents were moderately or very satisfied.

Pursuit of Temporary Employment

In the questionnaire, the first of the two additional questions at the end of the JSS was a closed question asking whether or not the respondents intended to pursue temporary

employment with the Ministry if contract renewals were offered. Three response options were offered: “yes”, “uncertain”, or “no”.

Table 16 shows the findings regarding the respondents’ decisions as to whether or not to pursue temporary employment with the Ministry of Public Health (see Appendix C). It was found that slightly more than half of the respondents, or 40 individuals (50.63%), had not decided if they intended to remain in the service of the Ministry as temporary employees at the end of the 2009 fiscal year. Most of the other respondents, or 35 persons (44.30%), were in favor of pursuing temporary employment should contract renewals be offered. Only four of the 79 respondents (5.06%) intended not to continue their employment contracts after the 2009 fiscal year.

In sum, slightly more than half of the respondents were undecided as to whether or not to pursue continued temporary employment with the Ministry of Public Health. Most of the other half of the respondents reported their intention to seek continued temporary employment with the Ministry of Public Health.

Most Influential Job Satisfaction Factors over the Pursuit of Temporary

Employment

The closed question asking the respondents about their intentions to pursue temporary employment was followed by a second question asking which job satisfaction factor most influenced their individual decisions to continue or not continue working as temporary employees with the Ministry of Public Health if renewal contracts were offered. Of the 79 respondents, 40 (50.63%) answered this question. The respondents were asked

to use their own words to identify the job satisfaction factors that most influenced their decisions to continue or not to continue working as temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health. The responses, written in Thai, along with the English translations and a notation indicating the correlation between the responses and the various JSS job facets, are presented in Table 17, Job Satisfaction Factors Influencing Respondents to Pursue Temporary Employment; Table 18, Job Satisfaction Factors Influencing Respondents Not to Pursue Temporary Employment; and Table 19, Job Satisfaction Factors Influencing Respondents Who Remained Undecided. These three tables are presented in Appendix C.

Job satisfaction factors most influencing the respondents who reported that they would pursue temporary employment with the Ministry, as correlated to the JSS job facets, are shown in Table 20.

TABLE 20 Citation Frequency of Job Satisfaction Factors Influencing Respondents to Pursue Temporary Employment

Facet	Frequency	Percentage
Pay	8	21.62
Promotion	5	13.51
Supervision	2	5.41
Fringe Benefits	10	27.03
Contingent Rewards	1	2.70
Operating Conditions	1	2.70
Coworkers	4	10.81
Nature of Work	5	13.51
Communication	1	2.70
Totals	37	100.00

Among the 35 respondents who responded “yes” to the first question, i.e. those who decided to continue working for the Ministry of Public Health should renewal contracts be offered, 19 respondents (54.29%) named 37 factors which concerned all nine job facets of the JSS. The factors most named were related to the fringe benefits facet (27.03%), the pay facet (21.62%), and the promotion facet as well as the nature of work facet (13.51% each).

Of the four respondents answering “no” to the first question, or reported that they had decided not to continue working as temporary employees with the Ministry after the 2009 fiscal year ended, only one person responded to the open question. This is shown in Table 21.

TABLE 21 Citation Frequency of the Job Satisfaction Factors Influencing Respondents Not to Pursue Temporary Employment

Facet	Frequency	Percentage
Promotion	1	100.00
Total	1	100.00

The most influential job satisfaction factor offered by the sole respondent intending not to pursue temporary employment with the Ministry was career advancement which is relevant to the promotion facet of the JSS.

Table 22 shows the job satisfaction factors that most influenced the respondents who were undecided about the pursuit of temporary employment with the Ministry of Public Health.

TABLE 22 Citation Frequency of Job Satisfaction Factors Influencing Respondents Who Remained Undecided

Facet	Frequency	Percentage
Pay	10	23.81
Promotion	2	4.76
Supervision	9	21.43
Fringe Benefits	16	38.10
Contingent Rewards	1	2.38
Operating Conditions	0	0.00
Coworkers	2	4.76
Nature of Work	2	4.76
Communication	0	0.00
Totals	42	100.00

Twenty (50%) of the 40 respondents who answered “uncertain” to the closed question identified 42 factors that left them uncertain about continuing their employment with the Ministry of Public Health. Only seven of the nine JSS facets were cited. The facets most often named were in descending order: fringe benefits (38.10%), pay (23.81%), and supervision (21.43%). The four other named facets lagged far behind.

In summary, the respondents who reported that they decided to pursue temporary employment with the Office of the Permanent Secretary of the Ministry of Public Health and those who remained undecided about the pursuit of employment as temporary employees with the Ministry considered fringe benefits as the most influential facet and also cited pay and promotion as important contributing facets. The individual who reported deciding not to

continue employment with the Ministry identified the promotion facet as the most important reason.

In the following chapter, the findings are discussed and conclusions drawn.

Limitations of the study and recommendations for further study are also offered.

CHAPTER 5

CONCLUSIONS AND DISCUSSION

This chapter presents the conclusions of the study in respect to the three research questions, followed by a discussion. Both limitations of the study and recommendations for further study are offered following the discussion.

Conclusions

Presented below are the conclusions of the study, or the answers to the three research questions, based on the findings.

Research Question 1: To what extent are temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health satisfied with their jobs?

Overall, the respondents felt ambivalent toward their jobs with the total job satisfaction score of $\bar{x}$ 122.73, or 3.41 per item. With 3.00 being “slightly dissatisfied” and 4.00 being “slightly satisfied” on the JSS scale, the degree of ambivalence of the respondents tended toward “slight dissatisfaction”.

The 79 respondents felt slightly satisfied toward two job facets, moderately dissatisfied toward one job facet, and ambivalent, or slightly dissatisfied, toward six job facets. The two slightly satisfying facets were nature of work and coworkers whereas the moderately dissatisfying facet was fringe benefits. Meanwhile, the six ambivalent, or slightly

dissatisfying, facets were pay, promotion, supervision, contingent rewards, operating conditions, and communication.

Research Question 2: To what extent do temporary employees of the Office of the Permanent Secretary of the Ministry of Public Health intend to pursue their employment if the Ministry offers to renew their contracts?

Thirty-five persons (44.30%) reported their intention to continue serving the Ministry of Public Health as temporary employees should contract renewals after the 2009 fiscal year be offered to them. Only four of the 79 respondents (5.06%) responded that they intended not to pursue temporary employment with the Ministry even if they were offered renewal contracts. Forty persons (50.63%), or a small majority of the respondents, remained undecided if they would pursue the possibility of working under temporary contracts with the Ministry for the following fiscal year.

Research Question 3: Which job satisfaction factors most influence temporary employees' decisions to continue or discontinue working on temporary contracts with the Office of the Permanent Secretary of the Ministry of Public Health?

Of the 79 respondents, forty (50.63%) answered the question which asked them to identify factors that most influenced their decisions as to whether or not they intended to continue working as temporary employees for the Office of the Permanent Secretary of the Ministry of Public Health. Of the 40 respondents who identified factors that most influenced their decisions over the pursuit of temporary employment with the Ministry, 19 were offered by respondents who intended to continue working with the Ministry if possible, one came

from the individual who decided not to pursue further temporary employment with the Ministry, and 20 came from the respondents who remained undecided whether or not they would continue working on temporary contracts with the Ministry.

Among the respondents who intended to pursue temporary employment with the Ministry of Public Health and those who were undecided, fringe benefits and pay were the job facets that ranked first and second respectively in terms of their citation frequencies. The respondents, whose intention was to continue their temporary positions in the Ministry of Public Health cited the promotion and nature of work facets with equal frequency in third place. The undecided respondents cited the supervision facet in third position. Lastly, the sole respondent, who intended not to pursue temporary employment with the Ministry, cited promotion as the only influential facet.

It should be noted that fringe benefits, pay, and promotion, which were job facets that slightly dissatisfied the respondents overall, were cited frequently by those who intended to pursue temporary positions under the Ministry of Public Health. However, these respondents added comments on how these dissatisfying facets should be transformed into satisfying facets rather than how these facets influenced them to continue working with the Ministry. It was the slight satisfaction with the nature of work facet that most influenced the 35 respondents to pursue temporary employment with the Ministry of Public Health if contract renewals were offered. While the respondents overall felt slightly satisfied with both the nature of work and coworkers facets, the slight satisfaction with the coworkers facet had no influence over their decisions to pursue further employment in the Ministry even though the respondents liked and enjoyed their coworkers in general.

The slight dissatisfaction of the respondents with the promotion facet, or how they were slightly dissatisfied with their individual chances to be promoted on the job and opportunities for growth, were responsible for the intention of the one respondent not to pursue further temporary employment in the Ministry.

Although the respondents' attitudes towards the seven facets of the JSS (except nature of work and coworkers) fell in the range between slight and moderate dissatisfaction, it was their moderate dissatisfaction with the fringe benefits facet and slight dissatisfaction with the pay and supervision facets that most influenced a small majority of the respondents (40 individuals) to remain undecided as to whether they would pursue employment under temporary contracts with the Ministry of Public Health after the 2009 fiscal year.

Discussion

As discussed in some detail in Chapter 1, the government's aims in contracting temporary employees in government service were to engage interim personnel to satisfy provisional manpower requirements while the government downsized their bureaucracy while, at the same time avoiding the financial burdens incurred from employing more expensive permanent personnel, or government officials and government employees. For this strategy to work, it is necessary that temporary employees find their jobs at least "not satisfying" but not "dissatisfying". In other words, temporary employees with pay and benefits privileges below other categories of employees at the Ministry of Public Health must be just "satisfied" enough to remain on their jobs long enough for the government to

streamline its organization, but not “dissatisfied” enough to leave their temporary positions, and the day-to-day work of the government undone before their contracts end. Maintaining the job satisfaction level at “not satisfying” at a minimum would prevent the untimely departure of the valued temporary employees from the organization since, according to Spector (1985), an individual would continue working in a satisfying job and discontinue working in a dissatisfying job.

To make one’s job at least tolerable, “not satisfying” but not “dissatisfying”, Herzberg argued that the presence of hygiene factors, which concern the job environment, must be present (Drafke & Stan, 2002). As seven out of the nine facets of the JSS (i.e. pay, promotion, supervision, fringe benefits, operating conditions, coworkers, and communication) correspond to Herzberg’s hygiene factors and the mean scores for these facets in this study, except the coworkers facet, fell in the range between slight and moderate dissatisfaction, the respondents’ dissatisfaction with their jobs was slightly to moderately intolerable. This is reflected in the findings of this study by the fact that the majority of the respondents remained undecided about the pursuit of employment under temporary contracts with the Ministry of Public Health after the 2009 fiscal year.

However, modifications to the present scheme related to the fringe benefits factor for temporary employees in the Ministry should be made to encourage temporary employees to agree to contract renewals. The fringe benefits factor was cited by most of the respondents as the factor which most influenced their decisions on whether or not to work as temporary employees under the Office of the Permanent Secretary of the Ministry of Public Health. The lack of benefits such as sick and business leaves and registration in

the national social security system was found to be dissatisfying to the respondents and counterproductive for the government.

The nature of work facet, which influenced a number of the respondents to decide to continue serving the Ministry of Public Health as temporary employees should contract renewals be offered to them, is related to the job content, or the work itself, and does not need any adjustments by the authorities.

Aside from adjustments to the scheme of fringe benefits, the design of employment contracts for temporary employees should concentrate on the other most frequently cited facets concerning the environment in which the job is performed, i.e. pay, promotion, and supervision, since these job facets caused the majority of the respondents in this study to doubt whether or not they wanted to continue as temporary employees at the Ministry of Public Health. The government should adjust the temporary employee contract to make it slightly less “dissatisfying” without making employment “satisfying” enough to make temporary employees desire to work permanently in the Ministry.

The majority of literature concerning job satisfaction of Thai civil service personnel deals principally with government officials. It is interesting to note that the facets of the job that determined satisfaction and dissatisfaction of the 79 respondent temporary employees in this study were found to be similar to those facets influencing the levels of job satisfaction of government officials in former studies.

In the study of Pasuwan (1972) regarding the adaptability of the Herzberg's Two-Factor Model to vocational education personnel in Thailand, recognition appeared to be a factor that dissatisfied the Thai vocational teachers. Additionally, Charoensuk (1998) studied the morale of government academic support officials at King Mongkut's Institute of

Technology Ladkrabang. The study found that the respondents' low morale was related to recognition possibly due to the nature of support service jobs in which individuals can hardly claim ownership over the tasks they complete.

Since the temporary employees in this study were contracted to support government officials in order to increase work efficiency (Office of the Permanent Secretary of the Ministry of Public Health, 2002), the respondents in this study performed support services like the respondents in Charoensuk's study. The overall dissatisfaction of the 79 respondents with the Contingent Rewards facet's item number five, recognition of good job performance, implies that the respondents felt their achievements were not recognized by their supervisors as they deserved to be.

Regardless of the temporary nature of their employment, the respondents in this study found their relationships with coworkers as a satisfier as did permanent government officials in former studies. Kaewsai (1975) conducted a study to find the factors determining satisfaction and dissatisfaction of public primary school teachers in Chiang Rai. It was found that the overall satisfaction of the respondents was essentially characterized by their relationships with peers. Kaewsai argued that the similar educational and socioeconomic backgrounds among the respondent teachers enabled them to have satisfying relationships with their coworkers. As the respondents in this study were mostly young, educated women serving the Ministry of Public Health as temporary employees with minimum salaries and benefits, their similar backgrounds also resulted in good interpersonal relationships with their coworkers.

In the study of Charoensuk (1998), the respondents were government academic support officials at King Mongkut's Institute of Technology Ladkrabang. The study found

that the respondents aged between 21-25 years of age were most satisfied with their interpersonal relationships with coworkers while the older respondents felt most satisfied with their own achievements. Charoensuk noted that the younger respondents were in the transition from adolescence to adulthood and they had joined the organization for a shorter period of time when compared to the older respondents. Being accepted and keeping good relationships with coworkers was crucial to the morale of the younger government officials. Considering that the 79 respondents of this study were mostly 30 years old or younger and had been employed as temporary employees of the Ministry of Public Health between less than one year and five full years, it is reasonable to assume that the coworkers aspect functioned as a satisfier for the respondents due to young people's desire to maintaining good interpersonal relationships with peers.

In summary, civil service personnel of all types, including temporary employees, need to be managed effectively in order to maintain valued human resources in government organizations and motivate personnel to devote themselves to work for the well-being of the government and the country as a whole. Based on the findings of this study, most of the respondents remained undecided about pursuing temporary employment for the following fiscal year because of their slight dissatisfaction with their jobs. They found only the nature of work and coworkers facets slightly satisfying and regarded the other seven job facets of the JSS scale as slight to moderate dissatisfiers, particularly the fringe benefits facet.

By offering no fringe benefits and salaries at minimum level to persons contracted for temporary employment in the government sector and whose contracts may or may not be renewed at each fiscal year's end, the government's aims of downsizing the civilian workforce and minimizing expenditures on personnel may be achieved. However, in

satisfying the government's provisional manpower requirements, two aspects should be considered. First, the premature resignation of dissatisfied temporary employees when job opportunities with better employment conditions arise may result in the workflow discontinuity and the loss of the investments made in recruitment and training as well as the economic value of their knowledge and skills. Second, the fairness of contracting temporary employees in insecure jobs with low salaries and limited benefits should be considered.

Since, based on this study, what the majority of temporary employees found most satisfying about their jobs was the nature of the work, the government should improve the factors related to the job environment so that the job would be at least not dissatisfying and the temporary employees would be satisfied enough to work productively and find their jobs tolerable enough to remain in until their contracts ended. However, such improvements to the temporary employees' job environment factors should not be so satisfying that the government's aims of satisfying provisional manpower requirements, downsizing of the civilian workforce, and lessening of the financial burden on budgetary appropriations for civil service personnel's salaries and wages are neglected.

The government should modify only the job facets that need to be improved such as fringe benefits and by registering temporary employees in the national social security system for health care and welfare. In addition, as previously discussed, temporary employees should be made to feel their achievements are recognized. This can be achieved at a low cost by promoting activities that encourage recognition for temporary employees with outstanding work performance, e.g. starting a temporary employee's recognition board.

Limitations of the Study

The respondents of the study included all temporary employees working for the central administration agencies under the Office of the Permanent Secretary of the Ministry of Public Health except for one agency, the Bureau of Central Administration, which had no central database on temporary employment. This study also excluded temporary employees employed elsewhere in the Ministry of Public Health.

Recommendations for Further Study

Based on the findings, the areas recommended for further study are listed below:

1. Studies should be completed annually on job satisfaction of temporary employees of the Office of the Permanent of Secretary of the Ministry of Public Health in order to identify trends in their satisfaction levels and allow the Ministry to plan appropriate actions.

2. Further research should be conducted on job satisfaction of temporary employees in comparison with civil service personnel of other categories who are employed under the Office of the Permanent of Secretary of the Ministry of Public Health. This will help determine satisfaction levels of various types of personnel in the civilian workforce and assist the Ministry in planning appropriate actions.

3. Further research should be done on job satisfaction of temporary employees in provincial agencies under the Ministry of Public Health and the Ministry of Education where a larger number of temporary employees with long years of temporary employment can be found. This will help those agencies adapt their employment practices to better achieve the aims of the government.

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APPENDICES

APPENDIX A:
English Questionnaire

QUESTIONNAIRE

This survey is a part of a master's degree research project in Business English for International Communication at the Srinakarinwirot University, Bangkok. Your cooperation in completing this questionnaire will be highly appreciated. All personal information you provide will be kept in strict confidentiality.

Part 1: Personal Information

Please mark (✓) in front of the answer that best describes you.

1. Gender:

- ☐ Male
- ☐ Female

2. Age:

- ☐ 30 years old or less
- ☐ 31-40 years old
- ☐ 41-50 years old
- ☐ More than 50 years old

3. Level of education:

- ☐ Less than a bachelor's degree
- ☐ Bachelor's degree or equivalent
- ☐ Higher than a bachelor's degree

4. Years of employment as a temporary employee of the Office of the Permanent Secretary of the Ministry of Public Health:

- ☐ Less than 1 year
- ☐ 1-5 full years
- ☐ More than 5-10 full years
- ☐ More than 10 years

Part 2: Job Satisfaction

Please circle the one number for each statement that comes closest to reflecting your opinion.

		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6

		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6

		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

Do you intend to pursue your employment as a temporary employee of the Office of the Permanent Secretary of the Ministry of Public Health if a contract renewal is offered to you?

() Yes

() Uncertain

() No

In your own words, what job satisfaction factors most influenced your decision to continue or discontinue working as a temporary employee of the Office of the Permanent Secretary of the Ministry of Public Health?

Thank you very much for your kind cooperation.

APPENDIX B:
Thai Questionnaire

แบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของงานวิจัยเรื่อง “ความพึงพอใจในการปฏิบัติงานของลูกจ้างชั่วคราว สังกัดสำนักงานปลัดกระทรวงสาธารณสุข” ในการศึกษาหลักสูตรปริญญาโท สาขาภาษาอังกฤษ ธุรกิจเพื่อการสื่อสารนานาชาติ ของมหาวิทยาลัยศรีนครินทรวิโรฒ ผู้วิจัยใคร่ขอความกรุณาจากท่านตอบแบบสอบถามนี้ และขอขอบพระคุณอย่างสูงในความร่วมมือของท่าน ทั้งนี้ข้อมูลทั้งหมดของท่าน ผู้วิจัยจะเก็บเป็นความลับ และใช้เพื่อการวิจัยเท่านั้น

ตอนที่ 1: ข้อมูลส่วนบุคคล

กรุณาทำเครื่องหมายถูก (✓) หน้าตัวเลือกที่ตรงกับตัวท่านที่สุด

1. เพศ

- () ชาย
- () หญิง

2. อายุ

- () 30 ปี หรือน้อยกว่า
- () 31-40 ปี
- () 41-50 ปี
- () มากกว่า 50 ปี

3. วุฒิการศึกษา

- () ต่ำกว่าระดับปริญญาตรี
- () ปริญญาตรีหรือเทียบเท่า
- () สูงกว่าปริญญาตรี

4. ระยะเวลาของการทำงานของท่านในฐานะลูกจ้างชั่วคราว สังกัดสำนักงานปลัดกระทรวงสาธารณสุข

- () น้อยกว่า 1 ปี
- () 1-5 ปีเต็ม
- () มากกว่า 5-10 ปีเต็ม
- () มากกว่า 10 ปี

ตอนที่ 2: ความพึงพอใจในงาน

กรุณาวางกลมรอบตัวเลขที่ใกล้เคียงกับความคิดเห็นของท่านมากที่สุดในแต่ละข้อ

		ไม่เห็นด้วยอย่างมาก	ค่อนข้างไม่เห็นด้วย	ไม่เห็นด้วยเล็กน้อย	เห็นด้วยเล็กน้อย	ค่อนข้างเห็นด้วย	เห็นด้วยอย่างมาก
1	ฉันได้รับเงินเดือนเหมาะสมกับงานที่ทำ	1	2	3	4	5	6
2	ด้วยลักษณะงานที่ทำ ฉันมีโอกาสเลื่อนตำแหน่งน้อยมาก	1	2	3	4	5	6
3	หัวหน้าของฉันค่อนข้างมีความสามารถในการปฏิบัติงาน	1	2	3	4	5	6
4	ฉันไม่พอใจกับสวัสดิการต่างๆที่ได้รับ	1	2	3	4	5	6
5	ฉันจะได้รับการชมเชย เมื่อทำงานได้ดี	1	2	3	4	5	6
6	กฎระเบียบและวิธีการดำเนินงานหลายอย่างเป็นอุปสรรคที่จะทำงานให้ได้ดี	1	2	3	4	5	6
7	ฉันชอบคนที่ฉันทำงานด้วย	1	2	3	4	5	6
8	บางครั้งฉันรู้สึกว่างงานที่ทำ ไม่มีความหมาย	1	2	3	4	5	6
9	การสื่อสารภายในองค์กรนี้ค่อนข้างดี	1	2	3	4	5	6
10	การปรับขึ้นเงินเดือนมีน้อยครั้งและมักจะทิ้งช่วงนาน	1	2	3	4	5	6
11	ผู้ทำงานดี มีโอกาสค่อนข้างดีที่จะได้เลื่อนตำแหน่ง	1	2	3	4	5	6
12	หัวหน้าของฉันไม่ยุติธรรมกับฉัน	1	2	3	4	5	6
13	สวัสดิการเราได้รับดี เทียบเท่ากับสวัสดิการขององค์กรอื่น	1	2	3	4	5	6
14	ฉันรู้สึกว่า ไม่มีใครเห็นคุณค่างานที่ฉันทำ	1	2	3	4	5	6
15	กฎระเบียบไม่ค่อยเป็นอุปสรรค เมื่อฉันพยายามทำงานให้ได้ดี	1	2	3	4	5	6
16	ฉันต้องทำงานหนักมากขึ้นเพราะเพื่อนร่วมงานไม่ค่อยมีความสามารถ	1	2	3	4	5	6
17	ฉันชอบภาระหน้าที่ที่ได้รับมอบหมายให้ทำที่ทำงาน	1	2	3	4	5	6

		ไม่เห็นด้วยอย่าง มาก ค่อนข้างไม่ เห็นด้วย ไม่เห็นด้วย เล็กน้อย เห็นด้วย เล็กน้อย ค่อนข้างเห็น ด้วย เห็นด้วยอย่าง มาก					
18	เป้าหมายขององค์กรนี้ไม่ชัดเจน	1	2	3	4	5	6
19	ฉันรู้สึกว่าการไม่ให้คุณค่าของฉัน เมื่อพิจารณาจาก ค่าตอบแทนที่ได้รับ	1	2	3	4	5	6
20	คนที่ทำงานในองค์กรนี้มีโอกาask้าวหน้ารวดเร็ว เช่นเดียวกับ องค์กรอื่นๆ	1	2	3	4	5	6
21	หัวหน้าของฉันไม่ค่อยจะแสดงความสนใจต่อความรู้สึกของ ผู้ใต้บังคับบัญชา	1	2	3	4	5	6
22	รูปแบบสวัสดิการที่คนในองค์กรนี้ได้รับ เสมอภาคกัน	1	2	3	4	5	6
23	ในองค์กรนี้ไม่ค่อยมีรางวัลสินน้ำใจ	1	2	3	4	5	6
24	งานของฉันมากจนล้นมือ	1	2	3	4	5	6
25	ฉันชอบเพื่อนร่วมงาน	1	2	3	4	5	6
26	หลายๆครั้งที่ฉันไม่ทราบว่ามีอะไรเกิดขึ้นบ้างในองค์กรนี้	1	2	3	4	5	6
27	ฉันภาคภูมิใจในการปฏิบัติงานของฉัน	1	2	3	4	5	6
28	ฉันรู้สึกพอใจที่ได้มีโอกาสปรับขึ้นเงินเดือนหลายครั้ง	1	2	3	4	5	6
29	พนักงานในองค์กรนี้ยังไม่มีสวัสดิการบางอย่างที่สมควรจะมี	1	2	3	4	5	6
30	ฉันชอบหัวหน้าของฉัน	1	2	3	4	5	6
31	ฉันต้องรับผิดชอบงานเอกสารมากเกินไป	1	2	3	4	5	6
32	ฉันรู้สึกว่าฉันไม่ได้รับผลตอบแทนที่ดีเมื่อเทียบกับสิ่งที่ฉันได้ทำ ให้กับองค์กรนี้	1	2	3	4	5	6
33	ฉันพึงพอใจกับโอกาสในการเลื่อนตำแหน่งของฉัน	1	2	3	4	5	6

		ไม่เห็นด้วยอย่างมาก ค่อนข้างไม่เห็นด้วย ไม่เห็นด้วยเล็กน้อย เห็นด้วยเล็กน้อย ค่อนข้างเห็นด้วย เห็นด้วยอย่างมาก					
34	มีความขัดแย้งเกิดขึ้นบ่อยมากในที่ทำงานของฉัน	1	2	3	4	5	6
35	งานที่ฉันทำเป็นงานที่สนุก และฉันชอบที่จะทำ	1	2	3	4	5	6
36	งานที่ได้รับมอบหมาย ไม่มีคำอธิบายรายละเอียดของงานที่ชัดเจน	1	2	3	4	5	6

ท่านตั้งใจที่จะทำงานในฐานะลูกจ้างชั่วคราวสังกัดสำนักงานปลัดกระทรวงสาธารณสุขต่อไปหรือไม่ หากได้รับการต่อสัญญาจ้าง

() ต้องการ

() ไม่แน่ใจ

() ไม่ต้องการ

ในความเห็นส่วนตัวของท่าน ปัจจัยใดที่มีผลมากที่สุดในการตัดสินใจทำงานหรือไม่ทำงานต่อไป ในฐานะลูกจ้างชั่วคราวสังกัดสำนักงานปลัดกระทรวงสาธารณสุข หากท่านได้รับการต่อสัญญาจ้าง

ขอขอบคุณอย่างสูงในความร่วมมือของท่าน

APPENDIX C:
Tables of Findings

TABLE 6 Pay Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
1. I feel I am being paid a fair amount for the work I do	6	18	16	18	21	0	79	267	$\bar{x}$ 3.38
28. I feel satisfied with my chances for salary increases.	8	13	15	22	14	7	79	279	$\bar{x}$ 3.53
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
10. Raises are too few and far between.	1	3	8	13	24	30	79	170	$\bar{x}$ 2.15
19. I feel unappreciated by the organization when I think about what they pay me.	4	15	15	19	17	9	79	259	$\bar{x}$ 3.28
Pay Facet Totals	19	49	54	72	76	46	79	975	$\bar{x}$ 12.34

TABLE 7 Promotion Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
11. Those who do well on the job stand a fair chance of being promoted.	5	10	9	24	15	16	79	319	$\bar{x}$ 4.04
20. People get ahead as fast here as they do in other places.	22	18	16	17	5	1	79	205	$\bar{x}$ 2.59
33. I am satisfied with my chances for promotion.	13	16	11	26	10	3	79	250	$\bar{x}$ 3.16
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
2. There is really too little chance for promotion on my job.	5	2	11	7	26	28	79	185	$\bar{x}$ 2.34
Promotion Facet Totals	45	46	47	74	56	48	79	959	$\bar{x}$ 12.14

TABLE 8 Supervision Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
3. My supervisor is quite competent in doing his/her job.	5	8	4	16	23	23	79	347	$\bar{x}$ 4.39
30. I like my supervisor.	11	7	5	20	25	12	79	314	$\bar{x}$ 3.97
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
11. My supervisor is unfair to me.	9	23	17	9	13	8	79	298	$\bar{x}$ 3.77
21. My supervisor shows too little interest in the feelings of subordinates.	5	15	14	13	14	18	79	246	$\bar{x}$ 3.11
Supervision Facet Totals	30	53	40	58	75	61	79	1,205	$\bar{x}$ 15.25

TABLE 9 Fringe Benefits Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
13. The benefits we receive are as good as most other organizations offer.	34	20	10	10	3	2	79	171	$\bar{x}$ 2.16
22. The benefit package we have is equitable.	25	18	11	12	9	4	79	211	$\bar{x}$ 2.67
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
4. I am not satisfied with the benefits I receive.	11	2	9	9	24	24	79	211	$\bar{x}$ 2.67
29. There are benefits we do not have which we should have.	2	4	7	11	15	40	79	163	$\bar{x}$ 2.06
Fringe Benefits Facet Totals	72	44	37	42	51	70	79	756	$\bar{x}$ 9.57

TABLE 10 Contingent Rewards Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
5. When I do a good job, I receive the recognition for it that I should receive.	5	9	10	29	22	4	79	303	$\bar{x}$ 3.84
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
14. I do not feel that the work I do is appreciated.	7	13	25	21	6	7	79	289	$\bar{x}$ 3.66
23. There are few rewards for those who work here.	6	12	12	14	21	14	79	242	$\bar{x}$ 3.06
32. I don't feel my efforts are rewarded the way they should be.	2	5	26	14	18	14	79	233	$\bar{x}$ 2.95
Contingent Rewards Facet Totals	20	39	73	78	67	39	79	1,067	$\bar{x}$ 13.51

TABLE 11 Operating Conditions Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
15. My efforts to do a good job are seldom blocked by red tape.	2	11	7	22	25	12	79	330	$\bar{x}$ 4.18
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
6. Many of our rules and procedures make doing a good job difficult.	5	5	12	23	20	14	79	226	$\bar{x}$ 2.86
24. I have too much to do at work.	1	7	21	25	15	10	79	240	$\bar{x}$ 3.04
31. I have too much paperwork.	2	5	24	24	15	9	79	244	$\bar{x}$ 3.09
Operating Conditions Facet Totals	10	28	64	94	75	45	79	1,040	$\bar{x}$ 13.16

TABLE 12 Coworkers Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
7. I like the people I work with.	4	4	5	12	31	23	79	368	$\bar{x}$ 4.66
25. I enjoy my coworkers.	7	2	8	14	23	25	79	356	$\bar{x}$ 4.51
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
16. I find I have to work harder at my job because of the incompetence of people I work with.	13	23	17	13	9	4	79	322	$\bar{x}$ 4.08
34. There is too much bickering and fighting at work.	2	12	14	23	15	13	79	240	$\bar{x}$ 3.04
Coworkers Facet Totals	26	41	44	62	78	65	79	1,286	$\bar{x}$ 16.28

TABLE 13 Nature of Work Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
17. I like doing the things I do at work.	3	6	6	23	33	8	79	338	$\bar{x}$ 4.28
27. I feel a sense of pride in doing my job.	1	3	4	23	28	20	79	371	$\bar{x}$ 4.70
35. My job is enjoyable.	6	8	9	20	24	12	79	321	$\bar{x}$ 4.06
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
8. I sometimes feel my job is meaningless.	16	17	11	20	10	5	79	310	$\bar{x}$ 3.92
Nature of Work Facet Totals	26	34	30	86	95	45	79	1,340	$\bar{x}$ 16.96

TABLE 14 Communication Facet

Positively-Worded Items	Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Agree Slightly 4	Agree Moderately 5	Agree Very Much 6	Total Responses	Raw Score	Mean Score
9. Communications seem good within this organization.	6	16	9	27	13	8	79	286	$\bar{x}$ 3.62
Negatively-Worded Items	Disagree Very Much 6	Disagree Moderately 5	Disagree Slightly 4	Agree Slightly 3	Agree Moderately 2	Agree Very Much 1	Total Responses	Raw Score	Mean Score
18. The goals of this organization are not clear to me.	5	18	16	19	14	7	79	276	$\bar{x}$ 3.49
26. I often feel that I do not know what is going on with the organization.	4	4	12	30	18	11	79	229	$\bar{x}$ 2.90
36. Work assignments are not fully explained.	7	12	20	22	11	7	79	277	$\bar{x}$ 3.51
Communication Facet Totals	22	50	57	98	56	33	79	1,068	$\bar{x}$ 13.52

TABLE 15 Summary of the Total Job Satisfaction Scores of the Respondents

Facet	Total Raw Score	Total Mean Score
Pay	975	12.34
Promotion	959	12.14
Supervision	1,205	15.25
Fringe Benefits	756	9.57
Contingent Rewards	1,067	13.51
Operating Conditions	1,040	13.16
Coworkers	1,286	16.28
Nature of Work	1,340	16.96
Communication	1,068	13.52
Totals	9,696	122.73

TABLE 16 Decisions over the Pursuit of Temporary Employment of the Respondents

Option	Respondents	Percent
Yes	35	44.30
Uncertain	40	50.63
No	4	5.06
Total	79	100.00

TABLE 17 Job Satisfaction Factors Influencing Respondents to Pursue Temporary Employment

Original Response	English Translation	Equivalent JSS Job Facet
1. อยู่ที่โอกาส เพราะทุกคนต้องการความก้าวหน้าในหน้าที่การงาน ต้องหาทางเลือกที่ดีที่สุด	It depends on any career opportunities coming my way because everyone needs career advancement and the best choices for themselves.	Promotion
2. มีความรู้สึกรักที่ทำงาน เพื่อนร่วมงาน และหลายๆ อย่างประกอบกัน ซึ่งบางครั้งบางหนก็อาจจะมีบางคนที่เป็นปัญหา แต่เราก็จะมองผ่านสิ่งที่ไม่ดีของบางคน ก็จะทำให้เรามีความสุขกับการทำงาน มีความสุขกับการทำงานที่กระทรวงสาธารณสุข	I'm fond of the workplace and my colleagues. Occasionally, some co-workers make trouble, but I choose not to take bad points of those people into consideration and that helps me work happily. I'm happy working at the Ministry of Public Health.	Coworkers
3. อยากจะให้ มีสวัสดิการให้ลูกจ้างบ้าง เช่น ประกันสังคม เพราะลูกจ้างที่กระทรวงสาธารณสุขไม่มีสวัสดิการใดเลยสักอย่าง และอยากให้ลูกจ้างมีวันลาบ้าง ไม่ใช่ลาหักเงินอย่างเดียว เพราะเงินเดือนก็น้อยอยู่แล้ว	Temporary employees working at the Ministry of Public Health should be granted some welfare benefits such as being registered with the social security fund. Besides, temporary employees should have the right to take certain days off as leaves of absence. At the moment, our salaries, which are already at low levels, are deducted from days absent from work.	Pay and Fringe Benefits

TABLE 17 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
4. ไม่อยากเป็นผู้ว่างงาน	I do not want to be jobless.	Pay
5. เพื่อนร่วมงาน และหน้าที่ที่ได้รับมอบหมาย	Coworkers and assigned tasks	Coworkers, and Nature of work
6. ความมั่นคงทางตำแหน่งหน้าที่การงาน, เงินเดือนและสวัสดิการที่ได้รับ, ภาระงานต้องชัดเจน	Job security, salary and welfare benefits, clearly defined duties and tasks	Pay, Fringe Benefits, and Nature of Work
7. การที่ทำงานอยากได้สวัสดิการที่ดูแลลูกจ้างมากกว่านี้ เช่น ถ้าจะมีประกันสังคมให้กับลูกจ้างน่าจะดี เพราะลูกจ้างก็ต้องดูแลตัวเองด้วยเพื่อเจ็บป่วย เพราะตอนนี้ไม่มีอะไรรองรับลูกจ้างเลย	I would like to see welfare benefits offered to temporary employees (basically no benefits are granted at all at the moment) such as being included in the social security fund so that we can rest assured of medical care in times of sickness.	Fringe benefits
8. ทำๆไปก่อนดีกว่าตงงานถึงแม้ว่างานจะหนักเกินความรู้ปริญญาตรีก็ต้องทำ ลูกจ้างถูกใช้งานหนัก ผอ. ใหม่ ขาดวิจรณ์ญาณในการจัดสรรเงินเดือนที่เหมาะสมกับลูกจ้างในสังกัด (เซ็งเป็ด!)	I have more-or-less endured this job, but may become jobless even though tasks assigned to me are beyond the knowledge of my bachelor's degree. Temporary employees are loaded with assignments and the new director lacks decision-making skill in determining proper levels of salaries for temporary employees under his/her supervision. (This is totally frustrating!)	Pay, Supervision, and Nature of Work

TABLE 17 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
9. อยากให้มีตำแหน่งที่สามารถบรรจุเป็นข้าราชการได้	I wish there were jobs opened for temporary employees to be promoted as government officials.	Promotion
10. 1) การมีโอกาสดำรงราชการ 2) หัวหน้า/ผอ./เพื่อนร่วมงานที่ดี แคร่ความรู้สึกคนอื่น 3) เงินเดือน	1) Opportunity to be instated as a government official 2) Caring and considerate supervisor/ director/ coworkers 3) Salary	Promotion, Supervision, Coworkers, and Pay
11. ปัจจัยที่มีผลมากที่สุดในการตัดสินใจทำงานต่อ เพราะที่ทำงานเป็นกันเอง เสมอต้นเสมอปลาย ทำให้สนุกกับการทำงานเป็นอย่างมาก กับหน่วยงานที่นี้สอนและให้ความรู้ต่างๆเพิ่มขึ้นมาก	I decide to pursue my present temporary employment if a contract renewal is offered because people at work are friendly and reliable, making working here so enjoyable for me. Besides, I've acquired considerable on-the-job knowledge at the present workplace.	Coworkers, Nature of Work
12. 1) อัตราเงินเดือน ซึ่งต้องสอดคล้องกับค่าครองชีพ ปัจจุบัน 2) โอกาส ฯลฯ 3)สวัสดิการต่างๆที่เอื้อต่อการใช้ชีวิตในปัจจุบัน	1) Salary which must be suited to the current costs of living 2) (Job) Opportunities 3) Welfare benefits accommodating my present lifestyle	Pay, Promotion, and Fringe Benefits

TABLE 17 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
13. งานสมัยนี้หายาก บวกกับเศรษฐกิจที่ไม่ค่อยดีในปัจจุบัน トラバใดที่เรายังหางานทำที่ดีกว่านี้ไม่ได้ ก็ต้องทำต่อไปก่อน เพื่อความอยู่รอด ถึงแม้จะไม่ได้รับสวัสดิการอะไรมากมาย	At present, it is difficult to find jobs with the economic depression going on. As long as I cannot find a better job, it is a must that I pursue the present temporary employment to survive even though temporary employees are not granted many welfare benefits.	Pay and Fringe Benefits
14. อยากให้มีสวัสดิการให้ลูกจ้างมากกว่านี้ เช่น มีประกันสังคม มีวันลาของลูกจ้าง วันไหนลาหยุดก็ไม่หักเงิน	I wish there were more welfare benefits extended to temporary employees such as being registered in the social security fund and being able to take leaves of absence without my salary being deducted on absence days.	Fringe Benefits
15. อยากให้มีระเบียบของงานที่ชัดเจนมากกว่านี้ และกฎระเบียบที่ชัดเจนมากๆ	I want to see regulations concerning the completion of tasks and other aspects being more clearly defined.	Operating Conditions
16. - ความก้าวหน้าของตำแหน่ง - ลักษณะงาน - เงินเดือน - สวัสดิการในการทำงาน	- Career Advancement - Job Characteristics - Salary - Employee Welfare Benefits	Promotion, Nature of Work, Pay, and Fringe Benefits

TABLE 17 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
17. เกี่ยวกับสวัสดิการต่างๆที่ควรได้รับ น่าจะได้มากกว่าที่เป็นอยู่ และเพื่อความก้าวหน้า น่าจะมีสิทธิประกันสังคมด้วย	Temporary employees should have employee welfare benefits that we deserve but haven't been granted. We should get the right to be registered in the social security fund.	Fringe Benefits
18. อยากให้มีสวัสดิการให้กับลูกจ้างชั่วคราวบ้าง เช่น ในกรณีลาเจ็บ ลาป่วย ลากิจ โดยไม่หักเงินเดือน	I wish there were some welfare benefits for temporary employees such as paid leaves of absence due to sickness or errands.	Fringe Benefits
19. อยู่อย่างมีคุณค่า	Stay working with self-esteem/dignity	Contingent Rewards

TABLE 18 Job Satisfaction Factors Influencing Respondents Not to Pursue Temporary Employment

Original Response	English Translation	Equivalent JSS Job Facet
ความก้าวหน้า	Career advancement	Promotion

TABLE 19 Job Satisfaction Factors Influencing Respondents Who Remained Undecided

Original Response	English Translation	Equivalent JSS Job Facet
1. - งานที่ได้พัฒนาตนเอง และได้ประสบการณ์ที่ดี - งานที่ได้ทำประโยชน์ มีคุณค่า - สภาพแวดล้อมที่ดี เช่น เพื่อนร่วมงาน, นาย	- On-the-job opportunities for self-development and good experience - Socially beneficial and meaningful tasks - Good colleagues and supervisors	Nature of Work, Coworkers, and Supervision
2. - อัตราค่าจ้าง -สวัสดิการต่างๆ เช่น การลา	- Salary level - Welfare benefits such as paid leaves of absence	Pay and Fringe Benefits
3. - กลัวการว่างงาน - เพื่อหาประสบการณ์การทำงานไปก่อน - เงินเดือน แต่สวัสดิการไม่มีเลย (หยุดงาน ป่วย โดนหักเงิน)	- Fear of unemployment - Strengthening of work experience in the meantime - Salary (but poor employee welfare benefits – losing pay with leaves of absence and sick leaves)	Pay, Nature of Work, and Fringe Benefits
4. สวัสดิการต่างๆ เช่น สามารถลาป่วย ลากิจได้ โดยไม่หักค่าตอบแทน	Employee welfare benefits such as paid sickness or errand leaves	Fringe Benefits
5. เงินเดือน สวัสดิการ และความพึงพอใจ	Salary, employee welfare benefits, and satisfaction	Pay and Fringe Benefits
6. มีสวัสดิการ มีประกันสังคม มีวันหยุดวันลา โดยไม่หักเงิน	Being enlisted in the social security fund, paid on days of leaves of absence, holidays, and being granted other employee welfare benefits	Fringe Benefits

TABLE 19 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
7. ความไม่ยุติธรรมในองค์กร การวางตัวของ ผู้บังคับบัญชาไม่เหมาะสม ไม่เด็ดขาด ถ้าไม่ชอบลูกน้อง คนไหนก็จะมีงานมาก เงินเดือนขึ้นน้อย แต่ในทาง ตรงกันข้ามถ้าชอบลูกน้องคนไหน งานก็จะน้อยเงินเดือน ก็เยอะหรือเท่ากับคนทำงานมากกว่า สรุป เจ้านาย ลำเอียง	Organizational biases - The supervisor is indecisive and partial. Subordinates who are not preferred are delegated a number of tasks while salaries are raised only slightly. On the contrary, those favored employees are assigned tasks in small quantities but their salaries are higher or equal to those not preferred by the supervisor. In short, the supervisor is prejudiced.	Supervision and Pay
8. สวัสดิการในการทำงาน	Employee welfare benefits	Fringe Benefits
9. สวัสดิการ และ วิสัยทัศน์ของหัวหน้างาน รวมทั้ง ความมีเหตุผลและการควบคุมอารมณ์	Employee welfare benefits and the supervisor's vision, rationale, and self-control over his/her temper	Fringe Benefits and Supervision
10. ใช้งานลูกจ้างหนัก ข้าราชการเอาเปรียบ เข้าข่าย กดขี่	Temporary employees are overloaded with tasks, taken advantage of, and oppressed by government officials.	Supervision
11. สวัสดิการ ความก้าวหน้า	Employee welfare benefits and job advancement	Fringe Benefits and Promotion
12. เงินเดือน สวัสดิการ	Salaries and employee welfare benefits	Pay and Fringe Benefits
13. - เกี่ยวกับสวัสดิการต่างๆ - ประกันสังคม	- Employee welfare benefits - Social security fund	Fringe Benefits

TABLE 19 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
14. ยังไม่มีที่ไป แต่ถ้าจะให้ดีควรปรับปรุงระบบการทำงาน และผู้บังคับบัญชาควรมีเมตตากับผู้ใต้บังคับบัญชามากกว่านี้โดยเฉพาะลูกจ้าง เพราะตั้งแต่เปลี่ยนผอ.สถาบันใหม่ เลยทำให้ไม่แน่ใจอยากทำงานที่นี่ต่อไปดีหรือไม่ เพราะผอ.สถาบันชอบตัดสิทธิ์ของลูกจ้างในการเบิกจ่าย ทั้งที่ลูกจ้างก็มีสิทธิ์เบิกจ่ายได้ตามระเบียบ น่าจะมีความเมตตากรุณามากกว่าที่เป็นอยู่ไม่ควรคิดว่าตัวเองทำถูกไปทุกเรื่อง ควรจะเอาใจเขามาใส่ใจเรามากกว่านี้ ไม่ควรคิดแต่ความมีอำนาจฝ่ายเดียว	I don't see a job opportunity elsewhere. But I think the work system should be improved and supervisors should be more considerate toward subordinates. Since after the new director came into power, I'm not certain if I would like to work here any longer because he/she is prone to discontinue reimbursement of expenses of temporary employees while we have the right to reimbursements according to the existing regulations. The director should be more generous and not regard his/her actions/decisions as "righteous". He/she should put him/herself into others' shoes more and not think only about the power in hand.	Supervision and Fringe Benefits
15. 1) เงินเดือนเพิ่มใหม่ 2)สวัสดิการต่างๆ 3) เพื่อนร่วมงาน 4) เจ้านายให้ความสำคัญ มีความเสมอภาคใหม่ ยุติธรรมหรือเปล่า	1) Chances of salary increases 2) Welfare benefits 3) Colleagues 4) Impartial and considerate supervisors	Pay, Fringe Benefits, Coworkers, and Supervision

TABLE 19 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
16. จริงๆต้องการที่จะทำงานต่อเพราะเนื่องจากงานช่วงนี้หายากมาก แต่ตอบว่าไม่แน่ใจเนื่องจากตั้งแต่มีการปรับเปลี่ยนผู้อำนวยการทำให้ไม่แน่ใจว่าถ้าได้จ้างต่อจะอยู่ต่อดีหรือไม่ เพราะผู้อำนวยการคนใหม่สร้างระบบบางอย่างที่คิดว่าไม่น่าจะทำ เช่น การเบิกจ่ายหรือการทำโอทีของลูกจ้าง เบิกจ่ายยากมาก ฯลฯ	Actually, I wanted to answer “yes” instead of “uncertain” when asked if I intended to pursue the present temporary employment because it’s very difficult to look for a job these days. Since the new director has been instated, I have become uncertain if I wish to continue working should a contract renewal be offered. The new director has initiated certain systems that he/she shouldn’t have come up with as they affect the benefits of temporary employees, for example, the reimbursement of expenses and the payment of overtime allowances to temporary employees have been modified and become difficult.	Supervision, Fringe benefits, and Pay
17. 1) เงินเดือน 2) สวัสดิการ 3) ความรู้สึกที่ดี 4) มีเจ้านายที่มีความยุติธรรม ไม่มองใครว่าเป็นที่หนึ่งที่สอง มีความเสมอภาค	1) Salary 2) Welfare benefits 3) Good feelings 4) Fair supervisor, i.e., not seeing subordinates as number 1 or 2 and treating everyone equally	Pay, Fringe benefits, Contingent Rewards, and Supervision

TABLE 19 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
18. 1) อัตราการขึ้นหรือปรับเงินเดือนให้เท่ากับวุฒิหรือสูงกว่า 2)สวัสดิการที่พึงมี เช่น ประกันสังคม ค่าครองชีพ ฯลฯ 3) ความมั่นคงทางหน้าที่การงาน เช่น การปรับหรือเลื่อนขั้นเป็นพนักงานราชการ เมื่อทำงาน 3-5 ปี เหมือนหน่วยงานภาครัฐอื่นๆ เช่น ครู อบต. เทศบาล เป็นต้น	1) Salary adjusted according to or higher than the level of the highest educational degree held 2) Essential welfare benefits granted, for example, being registered in the social security system and subsidized living allowances 3) Job security and the promotion of temporary employees to become government officials after the 3 to 5 years in service which is practiced by other government agencies such as public educational institutes, Tambon administration organizations, and municipalities	Pay, Promotion, and Fringe Benefits
19. ควรที่จะให้พนักงานลูกจ้างชั่วคราวได้รับสิทธิเท่าเทียมกันโดยเฉพาะในเรื่องของเงินเดือน และสวัสดิการเวลาเจ็บไข้ได้ป่วย เนื่องจากในขณะนี้ลูกจ้างชั่วคราวได้รับเงินเดือนไม่ตรงเวลาและไม่มีบัตรประกันสังคมด้วยโปรดพิจารณาด้วย	Temporary employees should be granted employee rights just like other types of civil service personnel, especially in terms of salary and medical welfare benefits. At the moment, temporary employees are not paid salaries punctually and our names haven't been registered in the social security fund. Please take these issues into consideration.	Fringe Benefits and Pay

TABLE 19 (Continued)

Original Response	English Translation	Equivalent JSS Job Facet
20. “หัวหน้า” คนนี้แหละสำคัญที่จะทำให้ฉันตัดสินใจอยู่ต่อไปหรือไม่ เนื่องจากหัวหน้าของฉันไม่ค่อยมีความรู้ความเข้าใจในงานที่ทำมากพอสมควร ไม่ค่อยมีการแยกแยะระหว่างงานกับความรู้สึกส่วนตัว ไม่มีเหตุผลเอาแต่ใจและความรู้สึกของตัวเองเป็นที่ตั้ง บางครั้งจึงจน่ากลัว แต่บางครั้งก็โหดจนน่าตกใจ ไม่มีลักษณะความเป็นผู้นำเลย คนแบบนี้ไม่ควรจะมาเป็นหัวหน้าคน โอเค อาจจะดีนะ แต่โอเคนี่ไม่มีอะไรเลย	This particular “supervisor” that I work with is the factor determining my continuing or discontinuing working here because my supervisor does not have an adequate level of knowledge and understanding to do the job. He/she often gets personally involved on the job, has no rationale, and ignores others’ feelings but his/her own. Sometimes, this supervisor is creepily nice but he/she can be shockingly merciless. He/she doesn’t have what it takes to be a supervisor and shouldn’t have been promoted as one. This supervisor may have a high intelligent quotient (IQ) but no emotional quotient (EQ) at all.	Supervision

APPENDIX D:
Memorandum to the Expert



บันทึกข้อความ

ส่วนราชการ บัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ โทร. 5730

ที่ ศธ 0519.12/๖4๘๖

วันที่ 1/ มีนาคม 2552

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญ

เรียน คณะคณบดีมนุษยศาสตร์

เนื่องด้วย นางสาวกวิภรณ์ วชิรรังสิมันต์ นิสิตระดับปริญญาโท สาขาวิชาภาษาอังกฤษ
ธุรกิจเพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ได้รับอนุมัติให้ทำสารนิพนธ์ เรื่อง
“ความพึงพอใจในการปฏิบัติงานของลูกจ้างชั่วคราว สังกัดสำนักงานปลัดกระทรวงสาธารณสุข” โดยมี
อาจารย์ Leroy A Quick เป็นอาจารย์ที่ปรึกษาสารนิพนธ์ ในการนี้ บัณฑิตวิทยาลัยขอเรียนเชิญ
ผู้ช่วยศาสตราจารย์ศิริณา บุญยสงวน เป็นผู้เชี่ยวชาญตรวจสอบถามความพึงพอใจในการ
ปฏิบัติงานของลูกจ้างชั่วคราว สังกัดสำนักงานปลัดกระทรวงสาธารณสุข

จึงเรียนมาเพื่อขอความอนุเคราะห์ ได้โปรดพิจารณาให้ข้าราชการในสังกัดเป็นผู้เชี่ยวชาญให้
นางสาวกวิภรณ์ วชิรรังสิมันต์ และขอขอบพระคุณเป็นอย่างสูง ณ โอกาสนี้

(รองศาสตราจารย์สมชาย สันติวัฒนกุล)

คณบดีบัณฑิตวิทยาลัย

APPENDIX E:

Ministry's Approval for Conducting the Survey

ที่ ศธ 0519.12/๖๕๔๐



บัณฑิตวิทยาลัย
มหาวิทยาลัยศรีนครินทรวิโรฒ
สุขุมวิท 23 กรุงเทพฯ 10110

13 มีนาคม 2552

เรื่อง ขอความอนุเคราะห์เพื่อการวิจัย

เรียน นายแพทย์ปราชญ์ บุญยวงศ์วิโรจน์ ปลัดกระทรวงสาธารณสุข

เนื่องด้วย นางสาวกวีภรณ์ วชิรรังสมันต์ นิสิตระดับปริญญาโท สาขาวิชาภาษาอังกฤษธุรกิจ เพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ได้รับอนุมัติให้ทำสารนิพนธ์ เรื่อง “ความพึงพอใจในการปฏิบัติงานของลูกจ้างชั่วคราว สังกัดสำนักงานปลัดกระทรวงสาธารณสุข” โดยมี อาจารย์ Leroy A Quick เป็นอาจารย์ที่ปรึกษาสารนิพนธ์ ในการนี้ นิสิตมีความจำเป็นต้องเก็บข้อมูลเพื่อการวิจัย โดยขอให้ลูกจ้างชั่วคราว ปีงบประมาณ 2551 ซึ่งทำงานในปัจจุบันอยู่ที่ศูนย์เทคโนโลยีสารสนเทศและการสื่อสาร / สถาบันพระบรมราชชนก / สำนักตรวจและประเมินผล และ สำนักนโยบายและยุทธศาสตร์ ตอบแบบสอบถามความพึงพอใจในการปฏิบัติงานของลูกจ้างชั่วคราว สังกัดสำนักงานปลัดกระทรวงสาธารณสุข ในระหว่างเดือนมีนาคม - เมษายน 2552

จึงเรียนมาเพื่อขอความอนุเคราะห์ ได้โปรดพิจารณาให้ นางสาวกวีภรณ์ วชิรรังสมันต์ ได้เก็บข้อมูลเพื่อการวิจัย และขอขอบพระคุณเป็นอย่างสูง ณ โอกาสนี้

อนุญาต

ขอแสดงความนับถือ

(นางศิริพร กัญชนะ)

(รองศาสตราจารย์ ดร.สมชาย สันติวัฒนกุล)

รองปลัดกระทรวง ปฏิบัติราชการ

คณบดีบัณฑิตวิทยาลัย

ปลัดกระทรวงสาธารณสุข

16 มี.ค. 2552

สำนักงานคณบดีบัณฑิตวิทยาลัย

โทร. 0-2649-5067

หมายเหตุ : สอบถามข้อมูลเพิ่มเติมกรุณาติดต่อ นิสิต โทรศัพท์ 089-431-9532

VITAE

VITAE

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