

OPINIONS OF PUBLIC HEALTH CENTER PERSONNEL
IN PAKCHONG DISTRICT, NAKHONRATCHASIMA PROVINCE
TOWARDS JOB RETENTION



SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
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DEPARTMENT OF WESTERN LANGUAGES
SRINAKHARINWIROT UNIVERSITY
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This study attempted to explore the opinions of public health center personnel towards factors influencing job retention. The instrument used for collecting data in this study was a questionnaire. The participants of this study were 91 public health center personnel in Pakchong District, Nakhonratchasima Province. The questionnaire distribution and data collection were conducted in April 2012. The data were analyzed by using percentage, mean scores, and standard deviations.

The results of the study revealed that the overall factors regarding job retention including job characteristics, working timetable, trust in the leader, interpersonal relationships with colleagues, remuneration, welfare, career advancement, and family responsibility influenced public health center personnel at a high level. In sequence of means, it was found that job characteristics was the most influential factor to public health center personnel in retaining in the health center, especially in terms of task significance and task identity.

ความคิดเห็นของเจ้าหน้าที่สาธารณสุข

ในอำเภอปากช่อง จังหวัดนครราชสีมา ต่อการคงอยู่ในงาน



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

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การวิจัยนี้ มีวัตถุประสงค์เพื่อศึกษาความคิดเห็นของเจ้าหน้าที่สาธารณสุข ในอำเภอปาก
ช่อง จังหวัดนครราชสีมา ต่อปัจจัยที่มีอิทธิพลต่อการคงอยู่ในงาน เครื่องมือที่ใช้ในงานวิจัย คือ
แบบสอบถาม กลุ่มประชากรในการวิจัย คือ เจ้าหน้าที่สาธารณสุขที่ทำงานในอำเภอปากช่อง
จังหวัดนครราชสีมา จำนวน 91 คน ผู้วิจัยได้ดำเนินการแจกแบบสอบถามและเก็บข้อมูลในเดือน
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มาตรฐาน

ผลการวิจัยพบว่า เจ้าหน้าที่สาธารณสุข มีความคิดเห็นว่า ทุกปัจจัยมีอิทธิพลมากต่อการ
คงอยู่ในงาน โดยปัจจัยเหล่านั้น ได้แก่ ลักษณะงาน ตารางการปฏิบัติงาน ความไว้วางใจที่มีต่อ
หัวหน้างาน ความสัมพันธ์กับเพื่อนร่วมงาน ค่าตอบแทน สวัสดิการ ความก้าวหน้าในอาชีพ และ
ภาระครอบครัว ทั้งนี้ผลการศึกษาพบว่าลักษณะงานมีอิทธิพลมากที่สุด ต่อการคงอยู่ในงานของ
เจ้าหน้าที่สาธารณสุข โดยเฉพาะด้านความสำคัญของงาน และ ความมีเอกลักษณ์ของงาน

The Master's Project Advisor, Chair of the Master's Program in Business English for International Communication, and Oral Defense Committee have approved this Master's Project, "Opinions of Public Health Center Personnel in Pakchong District, Nakhonratchasima Province towards Job Retention," by Nonnapa Phaka as partial fulfillment of the requirements for the Master of Arts in Business English for International Communication at Srinakharinwirot University.

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CHAPTER I

BACKGROUND OF THE STUDY

Introduction

In today's business setting, the goal of employers is to motivate and retain highly competent employees to achieve company's goals. Hiring knowledgeable people for the job is essential for an employer, but retention is even more important than hiring. Hale (1998) stated that 86% of employers were experiencing difficulty attracting new employees and 58% of organizations claim that they are experiencing difficulty retaining their employees. All organizational processes are handled by the employees, thus they are powerful engines that push a business forward. Andrew Carnegie, the famous industrialist of the 19th century who is known for having built one of the most powerful and influential corporations in U S, once commented, "Take away my factories, my railroads, my ships, my transportation, my money; strip me of all of these but leave me my key people, and in two or three years, I will have them all again" (Lee, 2011). Even in today's new era of globalization, these words are still very true.

Retaining valued employees has become a challenging task for human resource management. Goolsby (2006, as cited in Tantisewee, 2007) indicated that employee turnover is an enormous problem for any organization, as it impacts negative bottom-lines. The costs associated with employee turnover show up in such areas as advertising for new employees, the time and money necessary to screen the applicants, training new employees, lost productivity, decreased accuracy, and quality of work among the employees left behind.

Similarly, Fitz-enz (1997) stated that the average company loses approximately one million dollars with every ten managerial and professional employees who leave the organization. There is significant economic impact on an organization losing any of its critical employees, especially given the knowledge that is lost with the employee's departure. Because of this high cost of turnover, the organization needs to understand their employee's turnover intentions and the reasons for the potential turnover.

Statement of Problem

In today's highly competitive labor market, there is extensive evidence that organizations are facing retention challenges. Job retention has become very important for most businesses and also challenged the development of human resources in the healthcare industry. This is particularly applicable in Thailand. The health system in Thailand is made up of three levels: primary, secondary, and tertiary care (World Health Organization, 2007). Primary care applies mostly to rural areas, while secondary and tertiary care are located in urban areas. For healthcare at the primary level, there are public health center personnel who provide services within the scope of a sub-district (Tambol) and village stationed at public health centers, while medical doctors, dentists, pharmacists, and registered nurses are generally deployed to urban areas. From the distribution of public health professionals at different levels, primary health care is an important unit for people living in remote areas.

Public health center personnel such as public community health officers, public health technical officers, and public health administrative officers are responsible for arranging a suitable aggregate of health services for rural people living in a sector of 1,000-5,000 people (Pagaiya & Noree, 2009). The roles and responsibilities of these health centers

vary and involve several activities. Some of these roles include medical services and treatments, health promotion, infectious disease control, rehabilitation, monitoring hygiene and environmental sanitation, strengthening the community development of local organizations and community leaders, and supporting the implementation of basic public health services through health volunteers in the village.

Health centers, which provide all basic health services to rural Thai communities, have faced a critical shortage of resources, especially manpower. The Northeastern region is reported to have the ratio with the highest disparity between the density of health workers per population (Report of Health Resources, Bureau of Policy and Strategy, MoPH, 2002). Nakhonratchasima in the Northeastern region is the biggest province in Thailand and Pakchong is the largest district in Nakhonratchasima. Pakchong district is subdivided into 12 subdistricts, with 19 public health centers. According to Mr. Cherdchai Junbunjua, Head of Chalermprakiat Health Center and Public Health Technical Officer (Professional level), the number of public health center personnel working in this area is insufficient. This critical shortage of public health center personnel directly affects people living in the community because the healthcare staff cannot provide thorough medical services and treatments to the public, a decrease in quality of health service is unavoidable. Because of the problems mentioned above, the researcher was interested in conducting a study to explore the opinions of public health center personnel in Pakchong District, Nakhonratchasima Province towards factors influencing job retention.

Objective of the Study

To explore the opinions of public health center personnel in Pakchong District, Nakhonratchasima Province towards factors influencing job retention.

Research Question

What factors influence the public health center personnel in Pakchong District, Nakhonratchasima Province to retain in the organization?

Significance of the Study

Since the number of health staff directly affects the service offered to people in certain areas, the results from this study will help administrators to develop new policies or incentive schemes to enhance job retention of health staff as well as to retain experienced staff.

Scope of the Study

The participants of this study were health center personnel working during the period of the study in nineteen health centers throughout Pakchong District, Nakhonratchasima Province including Nongkainam, Nongkratum, Bothong, Wangsai, Subnoi, Nongmaka, Chalermprakiet, Klangdong, Nongnumdang, Kanongpratai, Klongmuang, Subploo, Kanongpranua, Nonkradan, Tachang, Nongkwang, Klongdindum, Wangkata, and Nongkum Health Center.

Definition of Terms

Definitions of the terms used in this study are defined as follows:

Public health center personnel: public health officers working in health centers at the sub-district level in Pakchong District, Nakhonratchasima Province namely: head of the health center, community health officer, public health technical officer, and registered nurses.

Health center: a governmental establishment providing health services to people in sub-districts or villages. It is administratively under the Ministry of Public Health.

Job retention: the extent to which employees stay at their present job and volunteer to continue working in the same career without any thought of changing occupation.

CHAPTER II

REVIEW OF RELATED LITERATURE

The purpose of this chapter is to review theories that are relevant to this study in order to explore the opinions of public health center personnel in Pakchong District, Nakhonratchasima Province towards factors influencing job retention. This chapter presents an overview of related literature providing concepts and theories as guidelines for this study.

Definitions of Job Retention

According to Ariyakulnimit (2003), job retention refers to person's loyalty to the organization where they work with willingness and satisfaction for the longest period of time without any thought to resign. Similarly, Luangsak (2002) states that job retention is aim of workers to continue working without changing to other careers, and do not consider resigning. Furthermore, job retention involves the extent to which workers intend to stay at their present job (Ellenbecker, 2003). It can be concluded that job retention is the extent to which employees stay at their present job and volunteer to continue working in the same career without any thought of changing occupation.

Need Theories of Job Retention

Sunil (2004) indicated that employee retention can be more effective by identifying, analyzing, and applying motivation theories. Three important theories are:

(a) Maslow's Needs Hierarchy, (b) The Motivator-Hygiene Theory, and (c) The Job Characteristics Model of Hackman and Oldham.

Maslow's needs hierarchy. Retention has a direct and casual relationship with employee needs and motivation. Applying a motivation theory model, such as Maslow's needs hierarchy, is an effective way of identifying effective retention protocol. Maslow's needs hierarchy is often portrayed in the shape of a pyramid, with the largest and most fundamental levels of needs at the bottom, and the need for self-actualization at the top. These needs are defined as the following:

1. Physiological needs are the needs for food, drink, shelter, and relief from pain.
2. Safety and security needs refer to the needs for freedom from threat, that is, the security from threatening events or surroundings.
3. Belongingness, social, and love needs refer to the needs for friendship, affiliation, interaction, and love.
4. Esteem needs are the needs for self-esteem and for esteem from others.
5. Self-actualization needs are the needs to fulfill oneself by making maximum uses of abilities, skills, and potential.

Based on Maslow's needs hierarchy, Ivancevich and Matteson (1999) have converted the theory to reflect people's needs at work. The details are as follows:

1. Physiological needs at work include elements such as a place to eat, comfortable temperatures, and salary.

2. Security needs include benefits (health, disability, and pension) and wage increases.

3. Belongingness and social needs include creating social connectedness in the workplace and social get-togethers at work and outside of work, supervision that considers the individual needs of employees, and teams that were created with consideration of the compatibility of individual personality traits.

4. Esteem needs include wages raises on merit, information sharing, recognition systems that compliment individual performance, and job designation by title.

5. Self-actualization needs represent the highest order of needs. Representatives of this include opportunities for development and skill utilization, challenging projects, and promotions.

It can be concluded that each of the five tiers of Maslow's needs hierarchy relates to optimal retention strategy. Managers should employ strategies attempting to stimulate each of the five human needs described above to optimize retention rates. When applied to the organizational model, meeting the self-actualization and esteem needs of an employee tends to correlate to better retention. However, physiological, security, and social needs are important as well and must be addressed to better the work environment.

The motivator-hygiene theory. An alternative motivation theory to Maslow's needs hierarchy is the Motivator-Hygiene or Herzberg's theory (1959). Herzberg explored job satisfaction theory by interviewing 200 accountants and engineers on factors that bring about satisfaction and dissatisfaction at work. He concluded that there are two types of factors which are related to job satisfaction and dissatisfaction: namely motivator and hygiene factors.

1. Motivator factors are the factors which are directly related to work, motivate people to love, and be satisfied with their work. These factors can create job satisfaction of the staff in the organization and the staff will work more efficiently. Five motivator factors are achievement, recognition, the work itself, responsibility, and advancement.

2. Hygiene factors are the factors which constantly motivate and induce staff members to perform their work. Without these factors or if the factors are not satisfactory, the staff will be dissatisfied with their work. The hygiene factors are salary, interpersonal relationship with colleagues, professional status, policy and administration, working conditions, personal life, job security, and supervision. These factors do not stimulate an increase in productivity but they are preliminary agreements to keep the staff away from job dissatisfaction. Therefore, it can be seen that the hygiene factors can affect job dissatisfaction, and the motivator factors affects job satisfaction.

Herzberg's theory is similar to Maslow's needs hierarchy. The theories are overlapping, but the fundamental nature of each model differs (Luthan, 1998). While Maslow's needs hierarchy implies the addition or removal of the same need stimuli will enhance or detract from the employee's satisfaction, Herzberg's findings indicate that factors obtaining job satisfaction are separate from factors leading to poor job satisfaction and employee turnover. Herzberg's system of needs is segmented into motivator and hygiene factors. These hygiene factors prevent dissatisfaction, but they do not lead to satisfaction. Only motivators motivate employees on the job. According to Herzberg's theory, only a challenging job that has the opportunities for achievement, recognition, responsibility, advancement, and growth will motivate personnel. Employers must utilize positive

reinforcement methods, while maintaining expected hygiene factors to maximize employee satisfaction and minimize retention (Breugh & Mary, 2000).

The job characteristic model of Hackman and Oldham (1980). On the basis of Herzberg's theory, Hackman and Oldham (1980) developed the theory that the job itself should be designed to possess fundamental characteristics needed to create conditions for high work motivation, satisfaction, and performance. The concepts of their job characteristics theory are diagrammed in Figure 1.

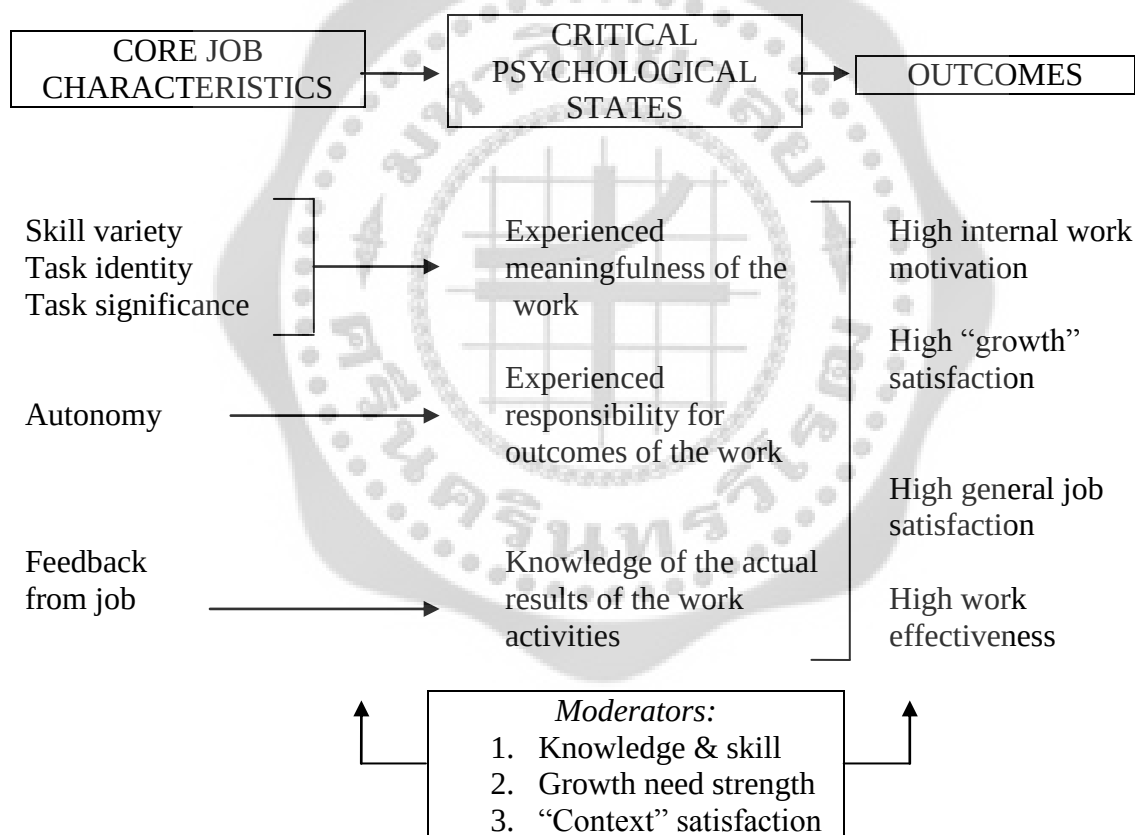


Figure 1 The Job Characteristics Model (Hackman and Oldham, 1980: 90)

Hackman and Oldham began searching for the basic psychological states that promote high-performance motivation and satisfaction at work. The three conditions they suggested were: (a) a person must experience the work as meaningful as something which is generally valuable and worthwhile; (b) a person must experience responsibility for the results of the work that is he/ she must feel personally accountable and responsible for the work results; (c) a person must have knowledge of the final results of the work being done, that is, he/ she must understand the effectiveness of his/ her job performance. For the development and maintenance of strong internal work motivation, Hackman and Oldham asserted that it is necessary for all three critical psychological states of experienced meaningfulness, experienced responsibility, and knowledge of results to be presented.

Factors Influencing Job Retention

Taunton, Krampitz, and Woods (1989) points out four main factors influencing job retention. First, personal factors involve education, and family responsibility. Second, work factors include job characteristics, and working timetable. Third, organizational factors include fair payment, job advancement, promotion, good relationship among colleague, and work participation. Fourth, supervisor factors refer to the participation in governing and making important decision, leadership style such as open minded and fair, and information providing and good human relationship.

Related to the factors influencing job retention proposed by Wolf (1981, as cited in Satasuvon, 1995), nurses resign from organization because of four reasons as follows:

1. Personal aspects: when nurses are faced with unexpected situation at work and realize that their job is not what they expected, then they will look for a new job.

Responsibility to family is another factor contributing to resignation. When a nurse is attempting to resign, motivation to retain their position should be implemented.

2. Work conditions: these factors cause nurses to be unable to look after patients' needs which reflect the quality of nursing services. Another reason is that they are dissatisfied with their work conditions such as over working responsibility or inadequate nurses. It is a reason for nurses to resign because of working errors.

3. Supervising and coordination: the relationship between nurse and supervisor is an important factor for job satisfaction. Supervisors who lack leadership, management skills, support, and response to nurses' needs cause nurses to be dissatisfied at work. Moreover, if supervisors lack competence, occupational authority, coordination, and giving reward or punishment, these will affect nurses' job retention.

4. Management systems: management policies and philosophies are important factors which influence a nurse to quit a job. The salary policy is one of many factors causing job dissatisfaction among nurses. The limitation of privileges and professional promotion are also important factors. Nurses believe that they are taking care of patients' health, but they are not considered equal to doctors or management. Nurses are not allowed to control operations by themselves and have no right to make decisions or defend themselves against any factors affecting them directly.

The management should concern about these factors since it can increase employee retention. As a result, the company will be able to retain experienced staff. In this regard, it can be concluded that job retention involves four main factors including personal aspects, work conditions, supervising and coordination, and management systems.

Factors Influencing Job Retention of Public Health Center Personnel

This study focuses on the opinions of public health center personnel towards factors influencing job retention. As mentioned above, there are four main factors influencing job retention: (a) personal aspects, (b) work conditions, (c) supervising and coordination, and (d) management systems. Each of these factors will now be discussed in greater detail in order to better understand what influences employees to retain or leave their jobs.

Personal aspects. A number of studies have shown many of the personal aspects that influence job retention including: age, education, work duration, and family responsibility.

Age. The age of workers is a crucial factor that influences job retention. Several studies have shown that older people tend to job longer than young people because older people usually have higher positions with higher remuneration and benefits, and they are better able to adapt themselves to work conditions. Yin and Yang (2002) carried out a meta-analysis derived from 126 research studies related to nurses resigning between 1978 and 1998. They examined the relationship between personal factors and intention to stay or leave from hospital in Taiwan. The results show that age is a major factor relating to intention to stay in a job. Job transference in organizations decreases when persons get older and stay in an organization longer (Chan & Morrison, 2000; Ellenbecker 2003).

Education. Education also correlates to job retention. Many retention studies indicate that workers with higher degrees have more motives to work than workers with lower degrees because higher educated workers have more opportunities for job advancement than those with lower degrees (Taunton, Krampitz & Woods, 1989; Strachota,

2003). As a result, job turnover of higher educated workers occurs less than less educated workers.

Work duration. Work duration relates to being satisfied with one's job position. Chances of getting promoted means higher remuneration, thus turnover of workers with long work duration is less likely than the turnover of new workers. Strachota (2003) mentioned that newer workers have a higher turnover rate than workers with longer work duration. Similarly, Muldary (1983) found that the turnover rate of nurses in the first year of working at state hospitals in America was high, at 70 percent. It appears that work duration is a personal decision for workers to stay at or leave an organization (Ellenbecker, 2003).

Family responsibility. Family responsibility is one of the many factors on which studies focus. Besides working, workers have to take care of their families and themselves. Each person has different responsibilities according to individual conditions and problems. Most people give priority to family situations, such as illness, which can affect working ability. Ellenbecker (2003) proposed that family responsibility is one factor influencing intention to continue or cease working in an organization. Ellenbecker's study confirms the research of Luangsak (2002) and Mrayyan (2005) showing that family responsibility is a personal factor that management should be concerned with since it increases job retention. As a result, if a company understands its workers' family responsibility, they will be able to retain experienced staff.

Work conditions. Most researchers on the cases of job retention have focused on two aspects of work conditions faced by employees namely: job characteristics and working timetable.

Job characteristic. Good job characteristics motivate people to work in order to create a greater outcome and achieve personal reward. Job characteristics are the first factor that workers consider when choosing to work at an organization. The job characteristics model designed by Hackman and Oldham (1980) is based on the idea that the task itself is a key element to employee retention. It states that there are five core job characteristics including skill variety, task identity, task significance, autonomy, and feedback. From the review on literature and research related to job characteristics, job characteristics of workers based on Hackman and Oldham are related to job retention (Chan & Morison, 2000; Laungsak, 2002; Foongladda, 2005). Job characteristic is an organizational factor that any organization designs work patterns to suit an individual worker and motivate people on job satisfaction and affect the quality of their working lives (Mathis & Jackson, 2004). In this regard, good job characteristics are necessary for the workers because they will motivate people at work and reduce the rate of resignation.

Working timetable. A working timetable is very important to a persons' job retention and arranging a satisfying working timetable is a key factor to retain persons in an organization (Mathis & Jackson, 2004). Working timetable different from normal working time such as night shift and overtime works affects a person's satisfaction working in that organization. Choi et al. (1989) mentioned that arranging the proper working timetable will increase retention of nurses in hospitals. In addition, Precott and Bowen (1987) surveyed the turnover of nurses and the result showed that improper or inflexible timetables are a factor influencing workers quit their jobs at an organization. Therefore, providing a day off and allowing rotating working timetable should be applied by the supervisor so that workers can have more private time and be able to meet their friends working in normal time.

Supervising and coordination. Supervising and coordination are important factors that influence job retention. Two aspects regarding the role of supervisor and coordination factors are trust in the leader and interpersonal relationships with colleagues.

Trust in the leader. Johns and Sake (2005) defined trust as the level of expectation, belief, honesty, reliability, openness, and fairness of persons who make the promises. Supervisors are important in the retention of employees and their transference in an organization because employees want to work with supervisors whom they trust. Reynolds (1997) identified four major elements of trust relationships including competence, openness, reliability, and equity. According to Reynolds, supervisors have to understand how the leader's level of trust influences the organization, employees, and working teams. Similarly, Mathis and Jackson (2004) found that key success factor in retaining staff in an organization is trust, especially trust in the leader. If there is low level of trust in an organization, it will cause persons to resign from organizations. Accordingly, leaders must understand how to build trust in organization to attract persons to continue working (Osborne, 2004).

Interpersonal relationships with colleagues. An interpersonal relationships with colleagues means good relationships, and good communication and interaction among co-workers sharing the same objective. This is expressed by showing friendly manners, having a good feeling, and respect toward each other. Unity and cooperation as well as being open to change and accepting one another in an organization contribute a solid interpersonal relationship among employees at work (Galang, 1999; Mathis & Jackson, 2004).

Evidently, creating a good relationship among co-workers is necessary and essential in any organization. There are many different types of job pressures and personalities in an organization, so good relationships make better coordination and successful outcomes.

Taunton, Krampitz and Woods (1989) explored that a good relationship among colleagues is a key factor in job retention. Management, supervisor, and staff need to share a good working relationship to run the organization smoothly and efficiently. Hence, good interpersonal relationship among co-workers in a work unit is needed in order to work happily and retain working in long period (Mrayyan, 2005).

Management systems. Management systems of organizations are particularly concerned about retaining their best employees. Sunil (2004) explained that effective employee retention practices serve as a strategy to increase organizational performance. Most researchers on the cases of job retention have focused on various aspects of management system including: remuneration, welfare, and career advancement.

Remuneration. Remuneration means fair total money and/ or benefits received by workers based on their output. Proper remuneration affects employee satisfaction and quality of work. When wage rate and salary in any organization is at the standard level and employees are satisfied, they will not struggle to find other jobs. Moreover, they will work with heart and full competence and devote themselves to work in order to achieve job advancement and security in the organization. Accordingly, remuneration is an important factor influencing job retention (Borda & Norman, 1997; Chan & Morisson, 2000; Ellenbecker, 2003; Mrayyan 2005).

Welfare. Welfare means privilege and service for employees provided by their employers so that their lives have better convenience, healthcare, and safety during working hours, and have access to temporary leave and permanent leave. This is provided so employees work with willingness and satisfaction. The importance of welfare allocation gives the organization advantages in motivating persons to engage and retain their

employment in an organization. If any organization provides less welfare than other organizations, that organization will have high employee turnover rate. Marthis and Jackson (2004) mentioned that welfare is a benefit or privilege besides remuneration influencing employees to retain their job in an organization. In this regard, employers have to learn which types of welfare can attract their employees to retain their jobs in the organization (Borda & Norman, 1997; Chan & Morisson, 2000; Yin & Yang, 2002).

Career advancement. Career advancement means a person's opportunities for advancement in an organization. Employees not only work for personal satisfaction and rewards of monetary remuneration but also expect for career advancement and security. If a person feels that his organization is unable to provide career advancement, he will not retain his job in the organization any longer. Organizations need to have policies and methods to promote and support career advancement. These policies and methods will help organizations retain their competent personnel the longest. As a result, career advancement opportunity is one factor to retain workers to work in an organization (Mathis & Jackson, 2004; Hensinger, 2004).

Related Research

Several studies have been conducted to explore the opinions towards job retention of workers; accordingly, research relevant to this study is summarized as follows:

Satasuvon (1996) studied and compared caring behaviors and job satisfaction with job retention, and searched for variables that could predict job retention of professional nurses in hospitals under the jurisdiction of Bangkok Metropolitan Authority. The findings showed a positively significant relationship between the mean scores of head nurses' caring

behaviors, job satisfaction, and job retention of professional nurses. The variables that significantly predicted the nurses' job retention include personal life, working experience, professional status, and relationships among nursing personnel.

Another research entitled, *"Factors influencing the retention and turnover intentions of registered nurses in a Singapore hospital"* was carried out by Chan and Morrison (2000). The study investigated important factors that influenced the retention and turnover intentions of registered nurses in a Singapore hospital. The results showed that more freedom at work, challenging work, good feedback, good wages, acceptance at work, and high monthly income influenced specialist nurses to retain in an organization. Inadequate staffing, poor salary and welfare were the primary influences on nurses' intention to leave their job.

Besides, Luangsak (2002) carried out a research regarding factors affecting job retention of professional nurses in the Hospital under the Jurisdiction of the Ministry of Public Health in Ratchaburi Province. The research findings showed that the variables of positive effect on job retention of professional nurses were organizational commitment, job satisfaction, and year of work. The variables which indirectly affected job retention were social support, job characteristics, age, and job satisfaction.

Yin and Yang (2002) studied the relationship between demographic factors, organization factors, and environmental factors, and nurses' intention to retain or to resign at Taiwanese hospitals. The study was done by reviewing 126 research literatures related to nurses' intention to retain their job or to resign between 1978 and 1998 using Meta-Analysis method. The results from this study presented that demographic factors such as age and marital status; organization factors such as remuneration, benefit, acceptance, flexible work schedule, job advancement, supervisor and colleague manners, employee engagement,

management policy, and job satisfaction; and environmental factors such as distance between house and hospital and convenience in transportation between house and hospital; were factors related to nurses' intention to work at hospitals.

Fungladda (2005) determined the variable discriminating professional nurses' job retention working at governmental hospitals and private hospitals in Bangkok. The research findings showed three variables discriminating professional nurses' job retention at governmental hospitals included benefits, interpersonal relationships, and age. The four variables discriminating professional nurses' job retention at private hospitals included work environment and safety, convenience to commute, compensation, and career advancement.

From the review of related research on job retention, the findings revealed that there are four main factors influencing job retention as follows: (a) personal aspects; (b) work conditions; (c) supervising and coordination; and (d) management systems. In terms of healthcare industry, a study concerning with the opinions towards factors influencing job retention of public health center personnel has not been carried out. Therefore, this study is attempted to explore the influence of job retention factors to public health center personnel in retaining in the organization.

CHAPTER III

METHODOLOGY

This chapter describes the methodology employed for the collection and analysis of research data. It is divided into three sections: participants of the study, research instrument, and procedures of the study. The details are as follows:

Participants of the Study

The participants of the study were 91 public health center personnel currently working in 19 health centers in Pakchong District, Nakhonratchasima Province. The participants were asked to voluntarily participate in this study. They were notified and assured that the information gained from the questionnaire was used only in this study and was confidentially kept.

Research Instrument

A questionnaire was employed as an instrument in this study. The researcher designed the first draft of the questionnaire based on the factors influencing job retention proposed by Wolf (1981, as cited in Satusuvon, 1995). The questions explored eight aspects including job characteristics, working timetable, trust in the leader, interpersonal relationships with colleagues, remuneration, welfare, career advancement, and family responsibility.

To validate the questionnaire, the researcher asked the project advisor and the head of Chalermprakiet Health Center in Pakchong District, Nakhonratchasima Province to examine the questionnaire. Accordingly, the feedback and suggestion made by the two experts were used to develop the questionnaire.

The researcher conducted a pilot test before it was used in the main study by randomly distributing the second draft of the questionnaire to ten public health center personnel at Sekhew District, Nakhonratchasima Province, which was not included in the selected area in the main study. A total number of ten public health center personnel constituted 10% of the overall number of participants in the main study. Then the researcher individually interviewed the trial group for their comments and suggestions regarding the comprehension of the questions in the questionnaire. Accordingly, if any unclear questions and ambiguous wording were found, they were revised and clarified. Finally, the final revised draft was developed to effectively answer the research question.

The questionnaire consisted of two parts as follows:

Part I: General Information of Participants

The first part focused on general information of participants including gender, age, duration of work, education, and job position.

Part II: The Participants' Opinions toward Factors Influencing Job Retention

The second part was designed in accordance with the objective of the study. This part consisted of twenty-five items concerning factors influencing job retention of public health center personnel at public health centers including job characteristics, working timetable, trust in the leader, interpersonal relationships with colleagues, remuneration, welfare, career advancement, and family responsibility. The participants were asked to

indicate the level of the importance of each factor based on their opinion, and the five-point Likert scales were employed to measure the level of the importance of such factor ranged from 5 (highest) to 1 (lowest).

Procedures of the Study

Data collection. The purposive sampling method was used to select the participants of this study. The participants of this study were health center personnel currently working in public health centers in Pakchong District, Nakhonratchasima Province during the period of the study. The researcher distributed the questionnaires to the target group in the early of April 2012 through the head of public health centers. 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 participants themselves. A cover letter, which was printed on a separate page, stated the purpose of the study, asked the participants to voluntarily participate in the study, and assured the participants of their individual confidentiality. The participants were asked to complete and return the questionnaires to their head of public health centers in one week. Accordingly, by the third week of the month, the researcher collected all return of the questionnaire in sealed envelopes from the head of public health centers.

Data analysis. The data collected from the questionnaires were analyzed by the use of Statistical Package for Social Sciences (SPSS) and presented through descriptive statistics: percentage, mean, and standard deviation. The percentage was used to present general information of the participants. The value of mean was interpreted using the range introduced by Pisarnbut (2007) as follows:

1.00 – 1.80 = Very Low

1.81 – 2.60 = Low

2.61 – 3.40 = Moderate

3.41 – 4.20 = High

4.21 – 5.00 = Very High



CHAPTER IV

FINDINGS

This chapter presents the findings from analysis of the data obtained from the completed questionnaires, including the general information of the participants and the participants' opinions towards factors influencing job retention.

General Information of the Participants

This section presents the general information of 91 public health center personnel in Pakchong District, Nakhonratchasima Province regarding gender, age, duration of work, education, and job position. The general information is presented in percentage (%) and followed by a brief description. The findings are presented in Table 1 as follows:

Table 1

General Information of the Participants (N=91)

General Information	n	%
Gender:		
Male	22	24.17
Female	69	75.83
Age:		
Less than 30 years old	40	43.96
30-40 years old	25	27.47
41-50 years old	17	18.68
More than 50 years old	9	9.89
Duration of work:		
Less than 1 year	12	13.19
1-5 years	31	34.06
6-10 years	11	12.09
More than 10 years	37	40.66
Education:		
Diploma/Certificate	35	38.46
Bachelor's degree	53	58.24
Master's degree	3	3.30
Others	-	-
Job Position:		
Head of the public health center	19	20.88
Community public health officer	38	41.75
Public health technical officer	6	6.60
Registered nurse	22	24.17
Others	6	6.60

Table 1 shows the general information of the participants as follows:

In terms of gender, the majority or 75.83% of the participants were female. The remaining (24.17%) were male.

The participants in this study fell into different age groups. Most of the participants (43.96%) were less than 30 years old. Twenty-seven point four seven were 30-40 years old. Eighteen point six eight were 41-50 years old. Only 9.89% of them were more than 50 years old.

Concerning duration of work, most of the participants (40.66%) have worked at the public health centers for more than 10 years. Participants working for 1-5 years were 34.06%. Participants working less than 1 year came to 13.19%. Finally, 12.09% has worked for 6-10 years.

In terms of the education of the participants, most of them (58.24%) graduated with a Bachelor's degree and 38.46% of them held a Diploma or Certificate's degree. Only 3.30% of them graduated with a Master's degree.

The job position held by most of participants was community public health officer (41.75%). The other positions were registered nurse (24.17%), head of the public health center (20.88%), and public health technical officer (6.60%).

The Participants' Opinions towards Factors Influencing Job Retention

This part reveals the opinions of public health center personnel in Pakchong District, Nakhonratchasima Province towards factors influencing job retention. The five-point Likert scale was employed to measure the level of the importance of eight factors according to the participants' opinion including job characteristics, working timetable, trust in the leader,

interpersonal relationships with colleagues, remuneration, welfare, career advancement, and family responsibility. The data in this part were presented in mean (M) and standard deviation (SD) followed by a brief explanation of the findings. Mean (M) was used to describe the average degree of the participants' opinions on the importance of factors influencing job retention. The mean scores were interpreted according to the mean range introduced by Pisarnbut (2007) (see page 24). The standard deviation (SD) indicated the variation in the distribution of the data. The results are presented in Tables 2-10.

Table 2

Public Health Center Personnel's Opinions towards Factors Influencing Job Retention

Factors	M	SD	Meaning
1. Job Characteristics	4.15	0.65	High
2. Working Timetable	3.98	0.67	High
3. Trust in the leader	4.05	0.69	High
4. Interpersonal relationships with colleagues	3.97	0.57	High
5. Remuneration	3.60	0.84	High
6. Welfare	3.67	1.40	High
7. Career advancement	3.72	0.73	High
8. Family responsibility	3.77	0.91	High
Total	3.86	0.61	High

Table 2 presents the mean score of public health center personnel's opinions towards factors influencing job retention. The participants indicated that all of the factors influenced their job retention at a high level ($M = 3.86$). The data from Table 2 show that among the

eight factors, job characteristics was rated at the highest level ($M = 4.15$), followed by trust in the leader ($M = 4.05$), working timetable ($M = 3.98$), interpersonal relationships with colleagues ($M = 3.97$), family responsibility ($M = 3.77$), career advancement ($M = 3.72$), welfare ($M = 3.67$), and remuneration ($M = 3.60$).

Table 3

Public Health Center Personnel's Opinions towards Job Characteristics

Job characteristics	<i>M</i>	<i>SD</i>	Meaning
1. Your work is respected and accepted by the community.	4.37	0.69	Very high
2. Your work is important to the achievement of the organization's goal.	4.34	0.67	Very high
3. Your work needs initiative and creative thinking.	4.14	0.72	High
4. You are able to express your opinions at work.	3.97	0.75	High
5. You have been advised by your supervisor on self-improvement.	3.92	0.76	High
Total	4.15	0.65	High

According to Table 3, the participants indicated that overall aspects of job characteristics affected their job retention at a high level ($M = 4.15$). The participants considered two aspects out of five as very important to their job retention. The first aspect emphasized that their work was respected and accepted by the community ($M = 4.37$), and the second one focused on the importance of their work to the achievement of the organization's goals ($M = 4.34$). Additionally, the participants considered the other three

aspects important to their job retention including initiative and creative thinking at work, being able to express their opinions at work, and being advised by their supervisor on self-improvement with means of 4.14, 3.97, and 3.92 respectively.

Table 4

Public Health Center Personnel's Opinions towards Working Timetable

Working timetable	<i>M</i>	<i>SD</i>	Meaning
1. You can request leave of absence in advance when necessary.	4.03	0.71	High
2. You can exchange your work shift with other employees when necessary.	4.00	0.73	High
3. The work shift schedules are designed based on staff's convenience.	3.90	0.89	High
Total	3.98	0.67	High

As presented in Table 4, the findings reveal that working timetable highly affected the participants' job retention at a high level ($M = 3.98$). The participants stated that being able to take leave of absence in advance, being able to exchange their work shift with other employees when necessary, and having convenient work shift schedules were considered important to their job retention with means of 4.03, 4.00, and 3.90 respectively.

Table 5

Public Health Center Personnel's Opinions towards Trust in the Leader

Trust in the leader	<i>M</i>	<i>SD</i>	Meaning
1. Your supervisor supervises you at work.	4.13	0.70	High
2. Your supervisor listens to your opinions.	4.11	0.66	High
3. Your supervisor can make decisions and solve problems.	4.08	0.75	High
4. Your supervisor is fair.	3.90	0.84	High
Total	4.05	0.69	High

According to Table 5, the participants considered trust in the leader regarding job retention at a high level ($M = 4.05$). With the highest mean score, the participants thought that supervision during work influenced their job retention ($M = 4.13$). Additionally, the participants considered that supervisor's listening towards participants' opinions, supervisor's ability to make decisions and solve problems, and supervisor's fairness highly affected their job retention with means of 4.11, 4.08, and 3.90 respectively.

Table 6

Public Health Center Personnel's Opinions towards Interpersonal Relationships with Colleagues

Interpersonal relationships with colleagues	<i>M</i>	<i>SD</i>	Meaning
1. Colleagues accept your capabilities.	3.99	0.59	High
2. Colleagues accept your opinions.	3.97	0.59	High
3. Colleagues respect you.	3.96	0.61	High
Total	3.97	0.57	High

Table 6 reveals that the overall aspects of interpersonal relationships with colleagues influenced the participants' job retention at a high level ($M = 3.97$). The participants felt that acceptance of one's capabilities, acceptance of one's opinions, and receiving respect from colleagues highly affected their job retention with means of 3.99, 3.97, and 3.96 respectively.

Table 7

Public Health Center Personnel's Opinions towards Remuneration

Remuneration	<i>M</i>	<i>SD</i>	Meaning
1. You get paid for over-time job.	3.77	0.89	High
2. Your salary is appropriate to your position.	3.43	1.02	High
Total	3.60	0.84	High

Table 7 shows that the overall aspects of remuneration influenced the participants' job retention at a high level ($M = 3.60$). It was found that over-time payment and appropriate salary were important aspects affecting their job retention with the means of 3.77, and 3.43 respectively.

Table 8

Public Health Center Personnel's Opinions towards Welfare

Welfare	<i>M</i>	<i>SD</i>	Meaning
1. Medical welfare for staff is provided.	3.84	1.34	High
2. Your parents can get medical welfare.	3.67	1.47	High
3. You can get a retirement fund/ pension fund.	3.51	1.47	High
Total	3.67	1.40	High

As presented in Table 8, the findings reveal that welfare influenced participants' job retention at work. The total mean score of participants' opinions on all aspects was at a high level ($M = 3.67$). The participants viewed that getting medical welfare of their own, getting medical care for their parents, and getting retirement fund or pension fund influenced their job retention with the means of 3.84, 3.67, and 3.51 respectively.

Table 9

Public Health Center Personnel's Opinions towards Career Advancement

Career advancement	<i>M</i>	<i>SD</i>	Meaning
1. You have the opportunity to attend trainings or academic conferences.	3.90	0.69	High
2. You have the opportunity to get higher education.	3.85	0.83	High
3. You have the opportunity for promotion.	3.40	0.95	Moderate
Total	3.72	0.73	High

Table 9 shows that overall participants felt that career advancement highly affected their job retention ($M = 3.72$). It was found that the opportunity to attend trainings or academic conferences and the opportunity to get higher education were rated at high levels with the means of 3.90, and 3.85 respectively. One noteworthy observation is that the participants considered the opportunity for promotion only moderately influenced their job retention ($M = 3.40$).

Table 10

Public Health Center Personnel's Opinions towards Family Responsibility

Family responsibility	<i>M</i>	<i>SD</i>	Meaning
1. You are able to allocate your time to take care of your family members.	3.84	0.87	High
2. You are able to allocate your time to help with family business.	3.70	1.00	High
Total	3.77	0.91	High

According to Table 10, it was found that family responsibility highly affected the participants' job retention ($M = 3.77$). The participants revealed that being able to allocate their time to take care of their family members and to help with family business were considered important to their decision to stay or leave an organization with means of 3.84, and 3.70 respectively.

To summarize, the findings indicated that the overall factors regarding job retention including job characteristics, working timetable, trust in the leader, interpersonal relationships with colleagues, remuneration, welfare, career advancement, and family responsibility influenced participants' job retention. It was found that among the eight factors, job characteristics was considered the most influential factor to the participants in retaining in the organization.

Conclusion of the study, discussion of major findings, limitations of the study and recommendations for further studies are presented in Chapter 5.

CHAPTER V

CONCLUSION AND DISCUSSION

This chapter contains three main sections: conclusion, discussion of major findings, and limitations of the study and recommendations for further studies. The details are as follows:

Conclusion

This study was conducted to explore the opinions towards factors influencing job retention of public health center personnel in Pakchong District, Nakhonratchasima Province. The instrument used for collecting data in this study was a questionnaire consisting of two parts: (a) general information of the participants and (b) the participant's opinions towards factors influencing job retention. The participants of this study were 91 public health center personnel working in public health centers in Pakchong District, Nakhonratchasima Province during the research period. The study was conducted in April 2012, and the data from 91 returned questionnaires were analyzed using the Statistical Package for Social Sciences (SPSS) to answer the research question of this study. The details of the findings are as follows:

Discussion of Major Findings

The following presents a discussion of the major findings in accordance with the research question.

Research Question: What factors influence the public health center personnel in Pakchong District, Nakhonratchasima Province to retain in the organization?

According to the research question, the participants were asked to indicate their opinions towards the importance of factors influencing job retention, including job characteristics, working timetable, trust in the leader, interpersonal relationships with colleagues, remuneration, welfare, career advancement, and family responsibility. The study found that all of the factors influenced the participants' job retention.

The findings indicated that job characteristics including task identity, skill variety, task significance, autonomy, and feedback was considered the most important factors influencing job retention of public health center personnel. Interestingly, the participants considered two aspects out of five as very important to their job retention. The findings showed that the participants were highly concerned with task significance (receiving respect and acceptance from the community) and task identity (the importance of the work to the achievement of the organization's goal) as very important aspects affecting their job retention. The results of the study can be well supported by the job characteristics model of Hackman and Oldham (1980) stating that a job high in motivating potential must be high on at least one of the three core job characteristics including skill variety, task identity, and task significance, which prompt employees to experience meaningfulness of work.

Regarding task significance, Hackman and Oldham (1980) identified it as the degree to which a job has a substantial impact on the lives of other people. The results showed that

public health center personnel will be motivated to continue working in the organization if their work is significantly important to the community. This is consistent with the roles and responsibilities of public health center personnel which vary and involve several activities emphasizing on providing all basic health services and promoting a healthy population in all rural areas of Thailand. Generally, public health center personnel are called “doctor” by local people because those people respect and accept such an occupation as a real physician would. It can be assumed that public health center personnel consider their work as meaningful to the community; therefore they are likely to stay in the organization. According to Hackman and Oldham, when a person experiences their work as meaningful, valuable, and worthwhile, he/she will continue working in the organization. If employees perceive their work as significant, they may contribute to the satisfaction of esteem needs. This is well supported by Maslow’s needs hierarchy stating that meeting the esteem needs of an employee tends to correlate to better job retention. Therefore, it can be plausibly assumed that public health center personnel will continue working in the organization because they perceive that their work is significant for other people.

According to Hackman and Oldham (1980), task identity is identified as a job which requires completion of a “whole”. The findings showed that public health center personnel believed task identity was very important to their job retention. This is well explained by the fact that public health center personnel not only provide medical services to local people at the health centers but also follow up on the clinical treatment each case of patients at their homes, especially patients with chronic diseases such as diabetes, hypertension, cardiovascular disease, and paralysis. According to their job responsibilities, public health center personnel are supposed to provide medical services from the beginning to the end of

the medical processes. Therefore, it can be plausibly assumed that public health center personnel perceive their work as meaningful because they are capable of completing the patients' case. According to Hackman and Oldham (1980), a job will be meaningful to an employee to the extent that it involves the completion of a whole job. As a result, it can be plausibly assumed that task identity is one aspect affecting public health center personnel to retain their job in the organization.

Additionally, the study revealed that among the five aspects of job characteristics, skill variety, autonomy, and feedback were also influential. In terms of skill variety, it is the degree to which a job requires a variety of different activities in carrying out work, involving the use of a number of different skills and talents of the person (Hackman & Oldham, 1980). According to the findings, public health center personnel considered this aspect as affecting their job retention. This is well explained by the fact that the work of public health center personnel requires a variety of different skills and talents such as medical services and treatments, health promotion, infectious disease control, rehabilitation, monitoring hygiene and environmental sanitation, and supporting the implementation of basic public health services through health volunteers in the village. According to Hackman and Oldham (1980), work which requires the use of multiple talents are experiences that are more meaningful, and therefore more intrinsically motivating, than jobs that require the use of only one or two types of skills. Therefore, it can be plausibly assumed that public health center personnel feel their work is significant because they use a variety of professional skills and talents to complete their tasks. This is relevant to self-actualization needs proposed by Maslow referring to the needs that should be fulfilled by oneself by making maximum use of abilities, skills, and potential. He stated that if a person has the opportunities to develop and

utilize his/her skills, he/she will be stimulated enough to remain in the organization.

Therefore, it can be plausibly assumed that skill variety motivates public health center personnel to continue working in the organization.

Furthermore, public health center personnel considered that if they are able to express their opinions at work as well as being advised by their supervisor on self-improvement, they are likely to retain their position in the organization for a long period.

In brief, public health center personnel considered job characteristics, proposed by Hackman and Oldham (1980), as the most significant factor affecting their job retention, especially in terms of task significance and task identity. Public health center personnel believed that if the community honors their services as well as being able to handle the completion of a whole task, they will be greatly encouraged to retain their jobs in the health centers. That is, the more achievement they gain from the work, the more willing they are to continue working in the organization.

Based on the findings, therefore, management should develop and maintain strong internal work motivation which will create interesting, meaningful, and challenging work patterns to enhance employee's motivation and satisfaction at work. This will motivate public health center personnel to work and help an organization achieve its goal and reduce the rate of resignation.

Trust in the leader which ranked second among public health center personnel is an influential factor to their job retention. Four aspects of trust in the leader proposed by Reynold (1997) including openness, reliability, equity, and competence were explored in this study. According to the findings, it was found that public health center personnel were highly concerned with the overall aspects of trust in the leader.

The study revealed that public health center personnel considerably desire to work with a supervisor who supervises them at work and listens to their opinions. Evidently, this is well supported by a study from Reynolds (1997), which emphasized identifying the relationships between individuals within an organization, especially between the members and their leader. He proposed that employees will have trust in the leader if he/she can maintain employees' commitment at work and has the ability to encourage employees to be confident. Generally, public health center personnel have a weekly meeting with the department chair and the health center chair to report any problems at work and share their opinions in order to create a greater outcome and develop the quality of services. Therefore, if public health center personnel are facing any problems at work, they can consult as well as share openly and honestly with the supervisor about solutions at the regular meetings. This is well supported by Herzberg's theory (1959) stating that supervisors who seek to eliminate factors that create job dissatisfaction, such as supervisory styles and coworker relations, can bring about peace in the organization. Therefore, it can be plausibly assumed that trust in the leader is important in the retention of public health center personnel in terms of reliability and openness.

Additionally, the current study found that supervisor competence and equity are also important to public health center personnel and influence them to continue working in an organization. According to the results of the study, public health center personnel claimed that if the supervisor can make decisions and solve problems as well as be fair, they will have trust in the supervisor and remain in the health center for a long period. This is well supported by Reynolds (1997) stating that a supervisor who is able to meet the employees' expectations will influence the degree of trust within the relationship. In addition, he

suggested that a supervisor who values fair treatment will cause the employees to be motivated to maintain fairness within the relationships between the employees and the leader. Therefore, trust in the leader in terms of competence and equity plays an important role in retaining subordinates in the organization.

In brief, public health center personnel realized that all aspects of trust in the leader including openness, reliability, equity, and competence, as proposed by Reynolds (1997), influenced their job retention. The results of the study are consistent with the findings of Mathis and Jackson (2004) who claimed that key success factors in retaining staff in an organization is trust, especially trust in the leader. Additionally, Beardwell (2004) concluded that if staff have trust in the management team, they will be interested in remaining as members of the organization. As a result, to reduce employee departure, the supervisor should understand how the supervisor's level of trust influences the organization, employees, and working teams. This could probably motivate public health center personnel to retain their present job.

Moreover, the study found that among the eight factors regarding job retention, working timetable, interpersonal relationships with colleagues, family responsibility, career advancement, welfare, and remuneration also highly affected job retention of public health center personnel.

In terms of working timetable, the results indicated that public health center personnel are highly concerned with their work schedules. Public health center personnel stated that being able to take leave of absence in advance, being able to exchange their work shift with other employees when necessary, and having convenient work shift schedules were considered important to their job retention. The findings were ascertained by several studies

investigating the influential factors of job retention. For instance, Yin and Yang (2002) studied the relationship between demographic factors, organization factors, and environmental factors, and nurses' intention to retain their jobs or to resign at Taiwanese hospitals. The study was conducted by reviewing 126 research studies related to nurses' intentions to retain their job or to resign between 1978 and 1998 using a Meta-Analysis method. The study revealed that a flexible work schedule was a factor related to nurses' intention to work at hospitals. In addition, Precott and Bowen (1987) carried out a research study regarding controlling nursing turnover, and the results showed that improper or inflexible timetables were a factor influencing nurses to quit their jobs. Another study conducted by Choi et al. (1989) mentioned that arranging a proper working timetable will increase retention of nurses in hospitals. Therefore, it can be plausibly assumed that arranging a satisfying working timetable will possibly influence the retention of public health center personnel to continue working in the organization.

Regarding interpersonal relationships with colleagues, the findings indicated that it influenced the job retention of public health center personnel to continue working in the health centers. They thought that acceptance of their capabilities, acceptance of their opinions, and receiving respect from colleagues highly affected their job retention. The findings are consistent with Mathis and Jackson's study (2004) claiming that being open to change and accepting one another in an organization contribute to a solid interpersonal relationship among employees at work. Therefore, it can be plausibly assumed that public health center personnel may stay in the current health center if they have a good relationship among colleagues. As a result, interpersonal relationship with colleagues is one factor influencing job retention of public health center personnel.

Another factor public health center personnel considered as influential towards job retention factor is family responsibility. Public health center personnel revealed that they would be willing to work in the health center because they would be able to allocate their time to take care of their family members and help with family business. This may be plausibly explained by the fact that Thai people, especially rural people, are generally an extended family in which several generations live together within a single household. In addition, the majority of public health center personnel in the study were less than 30 years old. Therefore, it can be plausibly assumed that public health center personnel at this age still live with their family and they are responsible for supporting and helping family members live happily. According to Ellenbecker (2003), family responsibility is one factor influencing intention to continue or cease working in an organization. Consequently, if an organization understands the factor regarding the family responsibility of public health center personnel, it will possibly be able to retain staff in the organization.

With regard to career advancement, the study revealed that public health center personnel considered this factor to affect their job retention. Public health center personnel felt that if they have the opportunity to attend trainings or academic conferences and to get higher education, they will be encouraged to continue working in the health centers. Interestingly, public health center personnel considered the opportunity for promotion as moderately important to their job retention. This is well explained by the fact that the job positions at the health center are limited according to the population in that area. The number of public health center personnel working in each health center is determined through calculation of the population registered for the universal healthcare coverage program in that community: one public health center personnel per 1,250 people. It can be

plausibly assumed that public health center personnel considered their organization may be unable to provide them the opportunity for promotion; therefore, they were moderately concerned this aspect as a reason to retain their job in the health centers.

Concerning the welfare, the findings indicated that it highly influenced the job retention of public health center personnel, especially receiving their own medical welfare and their parents. In addition, public health center personnel revealed that getting a retirement fund or pension fund influenced their job retention as well. It can be plausibly assumed that public health center personnel will continue working at the health center as long as the welfare provided by the organization covers the medical care of their own and their parents, as well as covers the retirement fund or pension fund.

In terms of remuneration, the results indicated that it also highly affected job retention of public health center personnel. It was found that over-time payment and appropriate salary were important aspects influencing their job retention. This is relevant to the security needs proposed by Maslow including benefits, wages, and salary. He stated that employees are motivated by the desire to achieve or maintain these basic amenities. Therefore, it can be plausibly assumed that if public health center personnel are satisfied with their wage rate and salary, they will not struggle to find other jobs.

According to the findings in answering the research question, it can be concluded that the eight factors regarding job retention including job characteristics, working timetable, trust in the leader, interpersonal relationships with colleagues, remuneration, welfare, career advancement, and family responsibility influenced job retention of public health center personnel in this study. The results suggested that job characteristics was considered as the most important factor for public health center personnel to stay at or leave an organization,

especially in terms of task significance and task identity. As a result, the management should be most concerned about these factors in order to enhance the motivation and maximize retention of public health center personnel. When people are attempting to resign, the retention strategy should be implemented to retain the experienced staff.

Limitations of the Study and Recommendations for Further Studies

Limitations of the study including recommendations for further studies are as follows:

1. One limitation of this study was the limited number of participants. The study was conducted with 91 public health center personnel working in Pakchong district, Nakhonratchasima province during the period of the study. Therefore, the results might not represent the opinions towards factors influencing job retention of all public health center personnel in general. Further studies should investigate in all health centers in Nakhonratchasima Province to effectively generalize the overall opinions towards job retention, and then the findings could represent public health center personnel in this region overall.

2. This research study employed a closed-ended questionnaire focusing on the participants' opinions towards factors influencing job retention; accordingly, it may not provide in-depth results. Conducting in-depth and open-ended questionnaires, and/or short interviews with the participants are recommended for further studies as they would provide more in-depth information and personal participants' attitude towards factors influencing their job retention.

3. This study only explored the opinions of public health center personnel towards the importance of factors influencing job retention. It is recommended that future research should investigate public health center personnel's behavior and/or public health center personnel's satisfaction with their job which resulted from the influential factors from this study. This may help the organization efficiently and effectively reach its goals to decrease the rate of turnover.



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APPENDICES



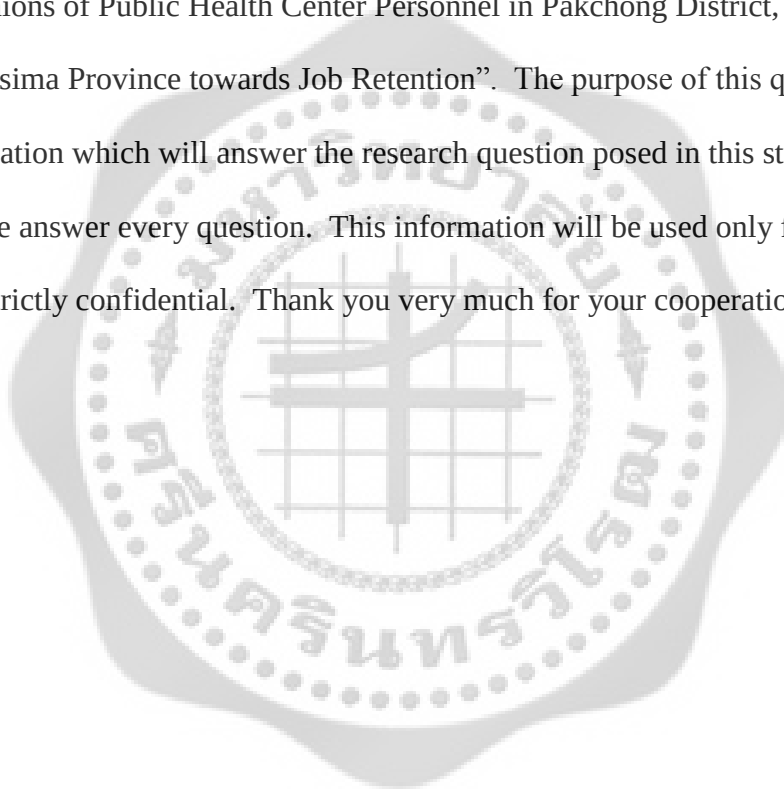
APPENDIX A

QUESTIONNAIRE (ENGLISH VERSION)

QUESTIONNAIRE

The questionnaire is designed by Miss Nonnapa Phaka, a graduate student majoring in Business English for International Communication, Faculty of Humanities, Srinakharinwirot University. Miss Nonnapa Phaka is now working on a Master's Project entitled "Opinions of Public Health Center Personnel in Pakchong District, Nakhonratchasima Province towards Job Retention". The purpose of this questionnaire is to collect information which will answer the research question posed in this study.

Please answer every question. This information will be used only for this study and will be kept strictly confidential. Thank you very much for your cooperation.



Part 1: General Information of Participants

Instruction: Please mark ✓ on the appropriate answer.

1. Gender ☐ Male ☐ Female

2. Age ☐ less than 30 years old ☐ 30-40 years old
☐ 41-50 years old ☐ more than 50 years old

3. Duration of Work as of March 2012 ☐ less than 1 year ☐ 1-5 years
☐ 6-10 years ☐ more than 10 years

4. Education ☐ Diploma/Certificate
☐ Bachelor's degree
☐ Master's degree
☐ Others (please specify:)

5. Job Position ☐ Head of the public health center
☐ Community public health officer
☐ Public health technical officer
☐ Registered nurse
☐ Others (please specify:)

Part 2: Factors Influencing Job Retention of Public Health Center

Personnel

Instruction: Please indicate the level of the importance regarding the factors influencing your job retention at your current health center by marking ✓ in the provided columns according to your opinion.

Level of importance ranged from 5 (**highest**) to 1 (**lowest**).

Factors influencing job retention at public health center	Level of importance				
	5	4	3	2	1
1. Job characteristics					
1.1 Your work is important to the achievement of the organization's goal.					
1.2 Your work needs initiative and creative thinking.					
1.3 Your work is respected and accepted by the community.					
1.4 You are able to express your opinions at work.					
1.5 You have been advised by your supervisor on self-improvement.					
2. Working timetable					
2.1 You can exchange your work shift with other employees when necessary.					
2.2 You can request leave of absence in advance when necessary.					
2.3 The work shift schedules are designed based on staff's convenience.					
3. Trust in the leader					
3.1 Your supervisor listens to your opinions.					
3.2 Your supervisor supervises you at work.					
3.3 Your supervisor is fair.					
3.4 Your supervisor can make decisions and solve problems.					
4. Interpersonal relationship with colleagues					
4.1 Colleagues accept your capability.					
4.2 Colleagues accept your opinions.					
4.3 Colleagues respect you.					

Factors influencing job retention at public health center	Level of importance				
	5	4	3	2	1
5. Remuneration					
5.1 Your salary is appropriate to your position.					
5.2 You get paid for over-time job.					
6. Welfare					
6.1 Medical welfare for staff is provided.					
6.2 Your parents can get medical welfare.					
6.3 You can get retirement fund / pension fund.					
7. Career advancement					
7.1 You have the opportunity to get higher education.					
7.2 You have the opportunity in promotion.					
7.3 You have the opportunity to attend training programs or academic conferences.					
8. Family Responsibility					
8.1 You are able to allocate your time to take care of your family members.					
8.2 You are able to allocate your time to help with family business.					

****Thank you for your cooperation****



APPENDIX B
QUESTIONNAIRE (THAI VERSION)

แบบสอบถาม

แบบสอบถามนี้จัดทำโดยนางสาวนนภา ผาภา นิสิตระดับปริญญาโท วิชาเอกภาษาอังกฤษธุรกิจ เพื่อการสื่อสารนานาชาติ คณะมนุษยศาสตร์ มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อใช้เป็นข้อมูลในงานวิจัยเรื่อง ความคิดเห็นของเจ้าหน้าที่สาธารณสุข ในอำเภอปากช่อง จังหวัดนครราชสีมา ต่อการคงอยู่ในงาน

ขอความกรุณาท่านตอบคำถามทุกข้อตามความเป็นจริง ซึ่งจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยครั้งนี้ ผู้วิจัยขอรับรองว่าคำตอบและข้อมูลของท่านจะนำมาใช้ประกอบการวิจัยนี้เท่านั้น และเก็บเป็นความลับ ขอขอบพระคุณเป็นอย่างยิ่งที่ท่านให้ความร่วมมือในการตอบแบบสอบถาม



ลำดับที่.....

ตอนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถามคำชี้แจง : โปรดกาเครื่องหมาย ☒ ลงในช่อง ☐ หน้าข้อความที่ตรงกับความเป็นจริงของท่าน

1. เพศ ☐ ชาย ☐ หญิง
2. อายุ ☐ น้อยกว่า 30 ปี ☐ 30-40 ปี
☐ 41-50 ปี ☐ 50 ปีขึ้นไป
3. ระยะเวลาในการทำงาน ☐ น้อยกว่า 1 ปี ☐ 1-5 ปี
นับถึงเดือน มีนาคม 2555 ☐ 6-10 ปี ☐ 10 ปีขึ้นไป
4. ระดับการศึกษา ☐ อนุปริญญา/ประกาศนียบัตร
☐ ปริญญาตรี
☐ ปริญญาโท
☐ อื่นๆ (โปรดระบุ)
5. ตำแหน่งงาน ☐ หัวหน้าสถานีอนามัย
☐ เจ้าพนักงานสาธารณสุขชุมชน
☐ นักวิชาการสาธารณสุข
☐ พยาบาลวิชาชีพ
☐ อื่นๆ (โปรดระบุ)

ตอนที่ 2 ปัจจัยที่มีอิทธิพลต่อการคงอยู่ในงานอาชีพเจ้าหน้าที่สาธารณสุข

คำชี้แจง : โปรดพิจารณาว่า ข้อความต่อไปนี้มีความสำคัญเพียงใดที่ทำให้ท่านยังคงปฏิบัติงานในสถาน
อนามัยในปัจจุบัน

กรุณาทำเครื่องหมาย ✓ ลงในช่องว่างที่ตรงกับความคิดเห็นของท่านที่สุด
ระดับความสำคัญเริ่มจาก ระดับที่ 5 = มากที่สุด ถึงระดับที่ 1 = น้อยที่สุด

ปัจจัยที่ทำให้ท่านยังคงปฏิบัติงานในสถานอนามัย	ระดับความสำคัญ				
	5	4	3	2	1
1. ลักษณะงาน					
1.1 งานของท่านมีความสำคัญต่อความสำเร็จตามเป้าหมายขององค์กร					
1.2 งานของท่านเป็นงานที่ต้องใช้ความคิดริเริ่มสร้างสรรค์ใหม่ๆ					
1.3 งานของท่านเป็นงานที่มีเกียรติ และเป็นที่ยอมรับของสังคม					
1.4 ท่านมีอิสระในการทำงานทั้งในด้านความคิด และการปฏิบัติ					
1.5 ท่านได้รับคำแนะนำจากหัวหน้างานเพื่อพัฒนาตนเอง					
2. ตารางเวลาปฏิบัติงาน					
2.1 ท่านสามารถแลกเปลี่ยนเวรในตารางปฏิบัติงานได้ตามความจำเป็น					
2.2 ท่านสามารถขอลาช่วงหน้าได้เมื่อมีเหตุจำเป็น					
2.3 ตารางปฏิบัติงานจัดโดยคำนึงถึงความสะดวกของผู้ปฏิบัติงาน					
3. ความไว้วางใจที่มีต่อหัวหน้างาน					
3.1 หัวหน้างานยอมรับฟังความคิดเห็นของท่านในการปฏิบัติงาน					
3.2 หัวหน้างานให้คำแนะนำ และเป็นพี่ปรึกษาในการปฏิบัติงาน					
3.3 หัวหน้างานวางตัวเป็นกลางและมีความยุติธรรม					
3.4 หัวหน้างานมีความสามารถในการตัดสินใจและแก้ปัญหา					
4. สัมพันธภาพระหว่างผู้ร่วมงาน					
4.1 ผู้ร่วมงานยอมรับในความสามารถของท่าน					
4.2 ผู้ร่วมงานยอมรับในการแสดงความคิดเห็นของท่าน					
4.3 ผู้ร่วมงานให้ความเคารพและให้เกียรติท่าน					

ปัจจัยที่ทำให้ท่านยังคงปฏิบัติงานในสถานีนอมนัย	ระดับความสำคัญ				
	5	4	3	2	1
5. ค่าตอบแทน					
5.1 ท่านได้รับเงินเดือนที่เหมาะสมกับตำแหน่งงาน					
5.2 ท่านได้รับเงินตอบแทนจากการทำงานล่วงเวลา					
6.สวัสดิการ					
6.1 ท่านสามารถเบิกค่ารักษาพยาบาลของตัวเองได้					
6.2 ท่านสามารถเบิกค่ารักษาพยาบาลของบิดา/ มารดาได้					
6.3 ท่านได้รับเงินบำเหน็จ บำนาญ/ เงินกองทุนสำรองเลี้ยงชีพหลังเกษียณอายุ					
7. โอกาสก้าวหน้าในอาชีพ					
7.1 ท่านมีโอกาสในการศึกษาต่อในระดับที่สูงขึ้น					
7.2 ท่านมีโอกาสในการเลื่อนตำแหน่งสูงขึ้น					
7.3 ท่านมีโอกาสในการเข้าฝึกอบรมหรือประชุมวิชาการ					
8. ภาระครอบครัว					
8.1 ท่านยังคงสามารถจัดสรรเวลาเพื่อดูแลสมาชิกในครอบครัวได้					
8.2 ท่านยังคงสามารถจัดสรรเวลาเพื่อช่วยครอบครัวประกอบอาชีพได้					

****ขอขอบคุณที่ให้ความร่วมมือในการตอบแบบสอบถาม****



APPENDIX C
CONSENT LETTER



ที่ ศธ 0519.12/1984

บัณฑิตวิทยาลัย
มหาวิทยาลัยศรีนครินทรวิโรฒ
สุขุมวิท 23 กรุงเทพฯ 10110

๕ เมษายน 2555

เรื่อง ขออนุมัติโครงการวิจัย

เรียน หัวหน้าสถานอนามัยในอำเภอปากช่อง จังหวัดนครราชสีมา

เนื่องด้วย นางสาวนภา ผากา นิสิตระดับปริญญาโท สาขาวิชาภาษาอังกฤษธุรกิจเพื่อ
การสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ได้รับอนุมัติให้ทำสารนิพนธ์ เรื่อง “ปัจจัยที่มีอิทธิพล
ต่อการคงอยู่ในงานอาชีพเจ้าหน้าที่สาธารณสุข ในอำเภอปากช่อง จังหวัดนครราชสีมา” โดยมี
อาจารย์โสภณ จันทะคล้อย เป็นอาจารย์ที่ปรึกษาสารนิพนธ์ ในการนี้ นิสิตมีความจำเป็นต้องเก็บข้อมูล
เพื่อการวิจัย โดยขอใช้สถานที่ เพื่อขอให้เจ้าหน้าที่สาธารณสุข ในอำเภอปากช่อง จังหวัดนครราชสีมา
ตอบแบบสอบถาม ในระหว่างเดือนเมษายน 2555

จึงเรียนมาเพื่อขออนุมัติโครงการ ได้โปรดพิจารณาให้ นางสาวนภา ผากา
ได้เก็บข้อมูลเพื่อการวิจัย และขอขอบพระคุณเป็นอย่างสูง ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.สมชาย สันติวัฒนกุล)

คณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย

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VITAE

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