

**WORK MORALE OF PUBLIC HEALTH PERSONNEL
AT HEALTH CENTERS IN KRABI PROVINCE**



Mr. Sanya Raksarut

A Thesis Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Public Health Program in Health Systems Development

College of Public Health Sciences

Chulalongkorn University

Academic Year 2007

Copyright of Chulalongkorn University

502053

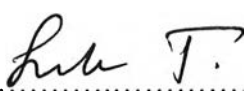
Thesis Title WORK MORALE OF PUBLIC HEALTH PERSONNEL AT
HEALTH CENTERS IN KRABI PROVINCE

By Sanya Raksarut

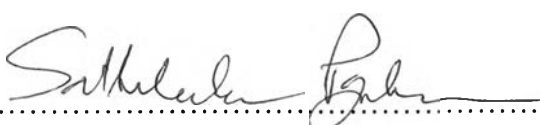
Field of Study Health Systems Development

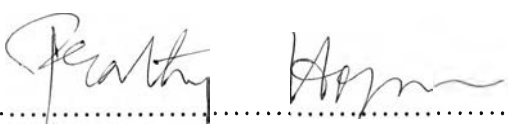
Thesis Advisor Prathurng Hongsrnagon, Ph.D.

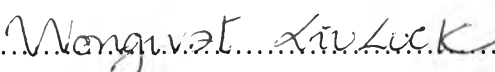
Accept by College of Public Health Sciences, Chulalongkorn University in
partial fulfillment of the requirement for the Master's Degree

.....Dean of College of Public Health Sciences
(Professor Surasak Taneepanichsakul, M.D.)

THESIS COMMITTEE

.....Chairperson
(Associate Professor Sathirakorn Pongpanich, M.A., Ph.D.)

.....Thesis Advisor
(Prathurng Hongsrnagon, Ph.D.)

.....External Member
(Wongwat Liuluck, M.D.)

PH 032405: MAJOR HEALTH SYSTEMS DEVELOPMENT
 KEY WORDS: WORK MORALE / PUBLIC HEALTH PERSONNEL /
 HEALTH CENTER / KRABI

SANYA RAKSARUT: WORK MORALE OF PUBLIC HEALTH
 PERSONNEL AT HEALTH CENTERS IN KRABI PROVINCE.

THESIS ADVISOR: PRATHURNG HONGSRANAGON, Ph.D., 106 pp.

This cross-sectional descriptive survey had the objectives to find the level of work morale in health center staff in Krabi province; to find the relationship between the level of work morale and the subjects' personal factors; and to find the differences between the work morale with different subjects' personal factors. The target group was the consensus sample size (year 2007-2008) of 241 health center staff in the province. The research tool was the self-administered questionnaire which gained both content validity and reliability values. Data collection was during February to April 2008. Returned questionnaires were 215 copies accounting for 89.21% response rate. Data analysis was done by SPSS V.13. Frequency, percentage, mean, and standard deviation, were employed for descriptive statistics; Chi-square for relationship test; and post-hoc comparison was done by mean value with T-test and F-test.

The research found that majority of the subjects were female (67.4%) with an average age of 34.44 years, married (61.9%) with Bachelor's degree (74.9%). Most of them (71.6%) worked in health centers as government officers (79.1%) which could be broken down into 28.4% registered nurse, 27.4% community health officer, 24.2% public health administrator, 17.2% technical public health officer, and 2.8% dental community health officer. Their service time was less than 10 years (48.4%), with an average household monthly income of 33,000 baht per subject.

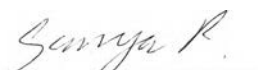

Overall, the subjects' level of work morale was moderate. When taking into consideration each aspect of work morale, the aspect of relationship with peers had work morale on the high level, all other aspects' level were only moderate. On the other hand, the aspect with the lowest level of work morale was household economic status. In terms of relationship analysis between personal factors and the level of work morale, it found that only household monthly income variable had the relationship with the level of work morale at 0.05 level of statistical significance, the rest were not significant. Regarding the post-hoc comparison between the work morale and the subjects' personal factors, it found that only household monthly income had the differences with the work morale at 0.05 level of statistical significance.

Information gained from an open-ended question part of the questionnaire showed that the executives should look into the salary/wages and other types of welfare in order to assist the living standard of health center staff. More manpower at the health centers to match with an increased work load was also requested. Based on this study result, recommendation on the policy level is that the patients' good health outcome should be emphasized which can be derived from a variety of elements. These elements cover the high level of work morale in health center staff, the high level of happiness in work of the staff, and consequently, the high level of patients' satisfaction in the services provided. Community participation should be an integral part of this process with 360 degrees feedback in order to achieve good health outcomes. As for future research, certain indicators of good health outcome should also be identified.

Field of Study Health Systems Development Student's signature

Academic year 2007

Advisor's signature

ACKNOWLEDGEMENTS

I would like to specially acknowledge the best contribution from everyone, which recognized as a part of my success in helping me gather the data at Health Centers. Those people include Mrs. Saowadee Sudchan. Specialist in health promotion and development at Krabi Provincial Public Health Office, Mr. Anun Lukeang, District Public Health Officer in Plaipraya district and Public Health Personnel in the Health Centers.

I particular thank Dr. Prathurng Hongsrnagon, my thesis advisor for the great support valuable suggestion in statistical data analysis on my study and guidance throughout this project. Associate Professor Dr. Sathirakorn Pongpanich Chairman of the Thesis Examination Committee, I am also grateful to Dr. Wongwat Liuluck, member of the Thesis Examination Committee. Additionally, I would like to thank all lecturers in Public Health Sciences College, Chulalongkorn University for the constructive comment, given facilities and the constant encouragement.

Finally, I am grateful to my colleagues who always give me the best support, encouragement, great assistance and work relief during my Master study.

Sanya Raksarut

TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES.....	viii
LIST OF FIGURES	xi
CHAPTER I INTRODUCTION	1
1.1 Backgrounds and Rationale	1
1.2 Research Objectives	2
1.3 Research Questions	2
1.4 Conceptual Framework	3
1.5 Definitions	3
1.6 Contributions	5
CHAPTER II LITERATURE REVIEWS	6
2.1 Organization structure, roles and responsibilities and manpower of the health center	6
2.2 Work morale concepts and theories	9
2.3 Building and assessing work morale	17
2.4 Concepts about motivation.....	24
2.5 Related studies.....	28
CHAPTER III RESEARCH METHODOLOGY.....	34
3.1 Research design.....	34
3.2 Populations and samples.....	34

	Page
3.3 Study period.....	35
3.4 Krabi health center as the study site	35
3.5 Variables and Measurement	35
3.6 Research tool	36
3.7 Pre-test of the research tool	37
3.8 Data collection.....	38
3.9 Data analysis.....	38
CHAPTER IV RESEARCH RESULTS.....	40
4.1 Personal factors of the sample.....	40
4.2 Data on levels of work morale of public health personnel of health centers in Krabi province	43
4.3 Data on relationship between work morale and personal factors of public health personnel of health centers in Krabi province.....	51
4.4 Data on the difference (s) in terms of work morale of public health personnel of health centers in Krabi province with different personal factors.....	55
4.5 Data on opinions and suggestions regarding how to promote work morale in the personnel	71
CHAPTER V CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS	74
5.1 Conclusions	74
5.2 Discussions	79
5.3 Recommendations	82

REFERENCES	85
APPENDICES.....	89
Appendix A Questionnaire (English)	90
Appendix B Questionnaire (Thai)	97
Appendix C Pre-Reliability	105
CURRICULUM VITAE	106

LIST OF TABLES

Table	Page
1 Frequency and percentage of the samples classified according to their personal factors	41
2 Mean and standard deviation of work morale of public health personnel of health centers in 7 aspects.....	43
3 Mean and standard deviation of the samples regarding work morale in.....	44
4 Mean and standard deviation of the samples regarding work morale in terms of opportunities for advancement.....	45
5 Mean and standard deviation of the samples regarding work morale in terms of relationships with supervisors.....	46
6 Mean and standard deviation of the samples regarding work morale in terms of relationships with peers	47
7 Mean and standard deviation of the samples regarding work morale in terms of intrinsic aspects of the job	48
8 Mean and standard deviation of the samples regarding work morale in terms of job satisfaction	49
9 Mean and standard deviation of the samples regarding work morale in terms of work conditions.....	50
10 The relationship between sex and work morale of public health personnel of health centers in Krabi province	51
11 The relationship between age and work morale of public health personnel of health centers in Krabi province	51

Table	Page
12 The relationship between marital status and work morale of public health personnel of health centers in Krabi province.....	52
13 The relationship between highest education and work morale of public health personnel of health centers in Krabi province.....	52
14 The relationship between job position and work morale of public health personnel of health centers in Krabi province.....	53
15 The relationship between job status and work morale of public health personnel of health centers in Krabi province.....	53
16 The relationship between job post in line of work and work morale of public health personnel of health centers in Krabi province.....	54
17 The relationship between working experiences and work morale of public health personnel of health centers in Krabi province.....	54
18 The relationship between monthly household income and work morale of public health personnel of health centers in Krabi province.....	55
19 The comparison of difference between the mean of work morale of public health personnel of health centers and sex.....	56
20 Analysis of variance of work morale of public health personnel of health centers in Krabi province and age.....	57
21 Comparison of the mean of work morale of public health personnel of health centers in Krabi province and age range.....	58
22 Analysis of variance of work morale of public health personnel of health centers in Krabi province and marital status.....	59

Table	Page
23 Comparison of the mean of work morale of public health personnel of health centers in Krabi province and marital status	60
24 Analysis of variance of work morale of public health personnel of health centers in Krabi province and highest education level.....	61
25 The comparison of difference between the mean of work morale of public health personnel of health centers and job position	62
26 Analysis of variance of work morale of public health personnel of health centers in Krabi province and job post in line of work	6
27 Comparison of the mean of work morale of public health personnel of health centers in Krabi province and job post in line of work	64
28 Analysis of variance of work morale of public health personnel of health centers in Krabi province and job status	66
29 Analysis of variance of work morale of public health personnel of health centers in Krabi province and working experiences	67
30 Comparison of the mean of work morale of public health personnel of health centers in Krabi province and working experiences	68
31 Analysis of variance of work morale of public health personnel of health centers in Krabi province and monthly household income	69
32 Comparison of the mean of work morale of public health personnel of health centers in Krabi province and monthly household income	70
33 Numbers of opinions and suggestion regarding the promotion for work morale.....	72

LIST OF FIGURES

Table	Page
. 1 Conceptual Framework	3
. 2 Flow chart aspects of good health outcome	82