



CHAPTER IV

RESULTS

Results from the analysis of the job satisfaction of 222 public health staff in Krabi province are presented in the following order;

Section 1: Demographic characteristics of the public health staff

Section 2: Leadership of the district health officer in the perception of the public health staff and their job satisfaction

Section 3: Correlation between the demographic characteristics of the public health staff and their job satisfaction

Section 4: Correlation coefficient between the leadership of the district health officer and the job satisfaction of the public health staff

4.1 Demographic characteristics of the public health staff

Results on the demographic characteristics of the public health staff indicate that female staff members outnumbered the male in the ratio of 1.5: 1 and their average age was 34.16 year. The majority of the staff members fell in the age range of 30-34 (26.1%). Most of them were married (70.7%) and had 10-14 years of work experience (23.9%). In addition, more than half of the staff members graduated with a Bachelor's degree or higher (52.2%) while the rest (44.5%) did not complete an undergraduate program. The majority of the staff members (43.2%) were currently working as public health officers (see table 3).

Table 3: Frequency and percentage of the public health staff by the demographic characteristics (N = 222)

Demographic characteristics	Frequency	Percentage
Sex		
Male	80	36.0
Female	142	64.0
Total	222	100.0
Age		
Below 25	20	9.0
25-29	45	20.3
30-34	58	26.1
35-39	38	17.1
40-44	38	17.1
45-49	14	6.3
50 or over	9	4.1
Total	222	100.0
Means = 34.16 years / Standard deviation = 8.38		
Marital status		
Single	59	26.6
Married	157	70.7
Widowed/divorced/separated	6	2.7
Total	222	100.0
Duration of employment (year)		
1-4	47	21.2
5-9	45	20.3
10-14	53	23.9
15-19	31	14.0
20-24	29	13.1
25-29	9	4.0
30 or over	8	3.5
Total	222	100.0
Means = 12.48 years / Standard deviation = 9.13		
Education		
Certificate	62	27.9
Diploma	39	17.6
Bachelor's degree	118	53.2
Master degree	3	1.4
Total	222	100.0
Job post		
Head of the health center	67	30.2
Technical public health officer	21	9.5
Nurse	38	17.1
Public health officer	96	43.2
Total	222	100.0

4.2 Leadership of the district health officer in the perception of the public health staff and the job satisfaction of the public health staff

Results point out that in the perception of the public health staff members, the leadership of the district health officer was rated at the high level for the overall aspects (74.8%). If looking into each facet of the leadership, the results share some similarities as charisma (77%), individualized consideration (76.5%), intellectual stimulation (68.5%) and inspirational (67.1%) all were rated at the high level

Regarding perception of the public health staff, the district health officer must be able to inspire his/her colleagues to love their work, feeling proud of it and giving it their priority. The district health officer has to give moral support when the staff feel like giving up and he/she must have charisma and individualized consideration at higher levels than intellectual stimulation and inspirational. (see table 4).

Table 4: Frequency and percentage of the transformational leadership in the perception of the public health staff (N = 222)

Leadership	Frequency	Percentage
Transformational leadership of the district health officer		
Low	6	2.7
Medium	50	22.5
High	166	74.8
Means = 80.10 / Standard deviation = 14.10		
Charisma		
Low	4	1.8
Medium	47	21.2
High	171	77.0
Means = 20.55 / Standard deviation = 3.85		
Individualized consideration		
Low	4	1.8
Medium	47	21.2
High	171	77.0
Means = 20.26 / Standard deviation = 3.49		
Intellectual stimulation		
Low	9	4.0
Medium	61	27.5
High	152	68.5
Means = 19.66 / Standard deviation = 3.68		
Inspirational		
Low	14	6.3
Medium	59	26.6
High	149	67.1
Means = 19.64/ Standard deviation = 4.27		

The job satisfaction of the public health staff members was at the high level for the overall (54.1%) and in some aspects; namely, supervision (61.7%), work itself (66.7%) and co-workers (49.5%). On the other hand, pay and promotions were rated at the medium level at 59.9% and 50.9% respectively

In making the staff satisfy with their work, the district health officer must understand and have sympathy for his/her public health staff. Generally, most people

do not satisfy with their income and job promotion because they are unlimited factors. Nowadays, to increase the staff's income, the district health officer has to support his/her staff to further their education, so they could have a higher educational degree and thus would be qualified to earn more income. In addition, the district health officer has to build faith among his/her staff, so they have job satisfaction and can perform their work efficiently. (see table 5).

Table 5: Frequency and percentage of the job satisfaction of the public health staff

(N = 222)

Job satisfaction	Frequency	Percentage
Overall job satisfaction		
Low	3	1.4
Medium	90	44.6
High	120	54.1
Means = 46.64 / Standard deviation = 6.25		
Supervision		
Low	8	3.6
Medium	77	34.7
High	137	61.7
Means = 10.01 / Standard deviation = 1.88		
Work itself		
Low	2	0.9
Medium	72	32.4
High	148	66.7
Means = 10.27 / Standard deviation = 1.66		
Pay		
Low	39	17.6
Medium	133	59.9
High	50	22.5
Means = 8.24 Standard deviation = 1.96		
Promotions		
Low	39	17.6
Medium	113	50.9
High	70	31.5
Means = 8.48 / Standard deviation = 2.14		
Co-workers		
Low	17	7.7
Medium	95	42.8
High	110	49.5
Means = 9.64 Standard deviation = 2.30		

4.3 Association between the demographic characteristics of the public health staff and their job satisfaction

Below are results from the analysis to identify the association between the demographic characteristics of the public health staff members and the job satisfaction.

Chi square is used to test the association between the demographic characteristics of the public health staff members and their job satisfaction. The results as shown in table 4 point out that sex, marital status, job post and education were not related to the job satisfaction (chi square = 2.008, 1.408, 2.137 and 1.888 respectively).

As staff of the district health office were more interested in performing their work than being motivated by and gaining friendliness from the district health officer, the district health officer should allow them to work more independently.

Table 6: Association between the demographic characteristics and the job satisfaction of the public health staff

Demographic characteristics of the staff	Chi-square	df	p-value
Sex	2.608	1	0.106
Marital status	1.408	1	0.135
Job post	2.137	1	0.144
Education	1.888	3	0.596

Table 7 illustrates results of the Association between the demographic characteristics and the job satisfaction of the public health staff members and it shows

that age and duration of employment were related to the job satisfaction of the public health staff members at the value of $r = -0.066$ and -0.88 .

Age was correlated to work satisfaction; that is, the younger the staff is, the more is their job satisfaction. In addition, the less time they have worked in their job, the more satisfaction they have. In other words, if they have worked for a long time, they will have less job satisfaction.

Table 7: Association between the demographic characteristics and the job satisfaction of the public health staff

Demographic characteristics of the staff	Simple correlation (r)	p-value
Age	-0.066	0.931
Duration of employment	-0.880	0.191

4.4 Association between the leadership of the district health officer and the job satisfaction of the public health staff

The followings are results from the analysis to identify the correlation between the leadership of the district health officer and the job satisfaction of the public health staff members.

The leadership of the district health officer had strong degree of positive correlation with the staff's job satisfaction ($r = 0.531$ and $p\text{-value} < 0.001$). Likewise, charisma, individualized consideration, intellectual stimulation and inspirational all had strong degree of positive correlation with their job satisfaction ($r = 0.448, 0.505, 0.505$ and 0.488 respectively and $p\text{-value} < 0.001$ as shown in table 8).

The public health staff members were confident with their operational capacity and would like to apply their knowledge and competencies to solve problems at work. They were aware of problems and obstacles at work and found them challenging. They tried very hard to improve their work and solve the problems rather than focusing on building the charisma or inspiring other public health staff like the district health officer. The public health staff members tended to be more focused in their work and responsibilities and were eager to perform the work rather than paying attention on whether the district health officer would inspire or intellectually stimulate them or making acquaintances with them. The district health officer should build autonomous authorities at work for the public health staff to perform their work.

Table 8: Association between the leadership of the district health officer and the job satisfaction of the public health staff

Nature of work	Job satisfaction	Supervision	Work itself	Pay	Promotions	Co-workers
Transformational	0.531 ($<.001$)*	0.746 ($<.001$)*	0.321 ($<.001$)*	0.239 ($<.001$)*	0.406 ($<.001$)*	0.270 ($<.001$)*
Charisma	0.448 ($<.001$)*	0.701 ($<.001$)*	0.254 ($<.001$)*	0.188 ($<.001$)*	0.374 ($<.001$)*	-0.038 (0.563)
Individualized consideration	0.505 ($<.001$)*	0.697 ($<.001$)*	0.312 ($<.001$)*	0.236 ($<.001$)*	0.396 ($<.001$)*	0.025 (0.826)
Intellectual stimulation	0.505 ($<.001$)*	0.660 ($<.001$)*	0.314 ($<.001$)*	0.234 ($<.001$)*	0.378 ($<.001$)*	0.061 (0.363)
Inspirational	0.488 ($<.001$)*	0.679 ($<.001$)*	0.298 ($<.001$)*	0.219 ($<.001$)*	0.345 ($<.001$)*	0.057 (0.400)

Remark: Figures in the bracket are p-value and * indicates statistical significance level at 0.01.

In conclusion, demographic characteristics were not positively related with the job satisfaction at the statistical significance level of 0.05 but the leadership of the district health officer was positively related to the job satisfaction of the public health staff members.