



## CHAPTER V

### CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

The research on “Work morale of public health personnel at health centers in Krabi province” Is a cross-sectional descriptive study with the purpose to learn about the level of work morale, the relationship between work morale and personal factors and the difference in terms of work morale among public health personnel of health centers in Krabi province with different personal factors. The samples were 241 health officers in all health centers in Krabi province. They filled in the questionnaire which was pre-tested for content validity and reliability. The total returned questionnaires were 215 accounted for 89.21% of the total distributed questionnaire. SPSS V. 13 was employed for data analysis.

#### 5.1 CONCLUSIONS

##### 5.1.1 Personal factors of the sample

The samples mostly were female (67.4%), Ratio Male to Female = 1:2, aged average 34 years. Their marital status was mostly married (61.9%), highest education level with majority of Bachelor’s degree (74.9%). Their job post in line of work was Public Health Administrator (24.2%), Public Health Technical Officer for 17.2%, Registered Nurse for 28.4%, Community Health Officer for 27.4% and Community Dental Health Officer for 2.8%. Their work experiences were less than 10 years old (48.4%) In terms of their household income, the majority of them were between 15,000-30,000 baht per month, (average 33,000 Bath)

### 5.1.2 Level of work morale

5.1.2.1 Work morale of public health personnel of health centers in Krabi province in an overall picture was on moderate level ( $\mu=3.38$ ). When taking into consideration each aspect, it found that relationships with peers had work morale in the high level ( $\mu=3.68$ ). The rest were on moderate level with the lowest one on household economic status ( $\mu=2.68$ ).

5.1.2.2 Work morale in terms of household economic status of public health personnel of health centers in Krabi province was on moderate level ( $\mu=2.68$ ). When looking into each item, it found that the highest level of work morale was in the statement of “your present income is appropriate with the work load and your job responsibility” ( $\mu=3.01$ ). The lowest one was in the statement of “you do not need to find extra income in addition to your regular work”. ( $\mu=2.36$ ).

5.1.2.3 Work morale in terms of opportunities for job advancement of public health personnel of health centers in Krabi province was on moderate level ( $\mu=3.17$ ). When looking into each item, it found that the highest one was in the statement of “you have opportunities to be trained to develop your knowledge and capability” ( $\mu=3.40$ ), and the lowest one was in the statement of “you have opportunities for advancement in your line of command”. ( $\mu=2.73$ ).

5.1.2.4 Work morale in terms of relationships with supervisors of public health personnel of health centers in Krabi province was on moderate level ( $\mu=3.56$ ). The highest one was in the statement of “The supervisor honors you and gives you an

opportunity to work to your fullest capability” ( $\mu=3.77$ ) and the lowest one in “Your opinion and suggestion are usually accepted by the supervisor” ( $\mu=2.39$ )

5.1.2.5 Work morale in terms of relationships with peers of public health personnel of health centers in Krabi province was on high level ( $\mu=3.68$ ). The highest one was in the statement of “You and your peers honor one another when expressing opinions and also listen to each other legitimately” ( $\mu=3.97$ ) and the lowest one in “You have a chance to party with your peers beyond work hours or in some special occasions.” ( $\mu=3.35$ ).

5.1.2.6 Work morale in terms of Intrinsic aspects of the job of public health personnel of health centers in Krabi province was on moderate level ( $\mu=3.60$ ) The highest one was in the statement of “Your present position is appropriate with your knowledge and capability.” ( $\mu=3.71$ ) and “You are free to express your ideas fully” ( $\mu=3.71$ ), the lowest one in “Your can use your knowledge and capability in your work to a full extent.” ( $\mu=3.45$ )

5.1.2.7 Work morale in terms of job satisfaction of public health personnel of health centers in Krabi province was on moderate level ( $\mu=3.51$ ) The highest one was in the statement of “The assigned work is interesting and useful.” ( $\mu=3.72$ ) , the lowest one in “The workload of responsible job is appropriate, not too little and not too much..” ( $\mu=3.26$ ).

5.1.2.8 Work morale in terms of work conditions of public health personnel of health centers in Krabi province was on moderate level ( $\mu=3.43$ ) The highest one

was in the statement of “The health center you are working for has noise, light, and weather, which are appropriate for work..” ( $\mu=3.78$ ), the lowest one in “The health center you are working for has materials and equipments, which are adequate for work.” ( $\mu=3.15$ ).

### **5.1.3 Relationship between personal factors and work morale of the samples**

From the analysis, sex, age, marital status, highest education obtained, job position, job post in line of work, job status, working experiences, and monthly household income and work morale of the sample, it found that monthly household income had 0.05 statistical significance with work morale.

### **5.1.4 The comparison of difference between work morale of the samples and personal factors**

5.1.4.1 Work morale of public health personnel of health centers in Krabi province and sex in an overall picture and found no difference. When looking into each item, it was household economic status that had the difference with  $p<0.05$ .

5.1.4.2 Work morale of public health personnel of health centers in Krabi province and age in an overall picture and found no difference. When looking into each item, it was relationship with peers, job satisfaction, and work conditions, that had the difference with  $p<0.05$ .

5.1.4.3 Work morale of the samples with marital status in an overall picture and found no difference. Looking into each item, the statistical difference at 0.05 level were in relationship with peers and job satisfaction.

5.1.4.4 Work morale of the samples with highest education obtained in an overall picture as well as in each item and found no difference.

5.1.4.5 Work morale of the samples with job position in an overall picture and found no difference. Looking into each item, the statistical difference at 0.05 level were in relationship with peers and job satisfaction.

5.1.4.6 Work morale of the samples with job post in line of work in an overall picture and found no difference. Looking into each item, the statistical difference at 0.05 level were in relationship with supervisor, with peers, and job satisfaction.

5.1.4.7 Work morale of the samples with job status in an overall picture and each item and found no difference.

5.1.4.8 Work morale of the samples with working experiences in an overall picture and found 0.05 statistical significance. When looking into each item, there were 0.05 statistical significance, in terms of relationship with peers, intrinsic aspect to job, job satisfaction, and work conditions

5.1.4.9 Work morale of the samples and monthly household income in an overall picture and found 0.05 statistical significance. In each item, it found that household economic status, relationship with peers, job satisfaction, and work conditions, had 0.05 statistical significance.

### **5.1.5 Opinions and suggestions regarding work morale**

The opinions and suggestions of the samples for the first top 5 were adjust salary rate/wage for higher to be in line with economic situation for 42 samples, followed with Should arrange for more welfare from present ones i.e. per diem, rewards for 33 samples, increase manpower to be in line with more tasks for 27 samples, should have provincial executives to give an orientation/visit the centers on a

constant basis for 24 samples and should have training to revive knowledge on a constant and continuing basis for 23 sample

## **5.2 DISCUSSIONS**

From data analysis on work morale of public health officers at health centers in Krabi province, there are some key discussion themes as follows:

### **5.2.1 Level of work morale**

5.2.1.1 This study result shows an overall picture of work morale of the samples on the moderate level which is in line with the study by Hatsiri et al (1994) on morale of personnel in the Institute of Mental Health, Ministry of Public Health. It found that personnel had moderate level of morale. This is consistent with the study by Pao-Ngon (2005) on factors affecting morale of public health personnel in health centers of Khet 9 which found that personnel had moderate level of morale.

5.2.1.2 The comparison of work morale of this study in the samples with 7 aspects, it found that relationship with peers were on a high level. This is consistent with the study by Netsrithong & Chotiban (2005) on impacts toward health service provision and morale of public health personnel in the far southern 3 provinces. It found that the relationship with peers were on a high level as they were around 2-3 personnel per center, thus they needed to give hands to each other.

### **5.2.2 Relationships between personal factors and work morale of the samples**

From an analysis of relationship between personal factors, including sex, age, marital status, highest education obtained, job position, job status, job post in line of work, working experiences, and monthly household income, of the samples, it found that only the variable of monthly household income had relationship with work morale with 0.05 statistical significance. This is contrary to the study by Hatsiri

(1994) on morale of personnel in the Institute of Mental Health, Ministry of Public Health, which composed of doctors, dentists, pharmacists, social workers, psychologists, registered nurse, technical nurse, nurse, patient helper, and workers. It found that sex, age, position, service time, and salary had the relationship with morale. It is also contradictory to the study by Pao-Ngon (2005) on factors affecting morale of public health personnel in health centers of Khet 9 and found that salary had no relationship with morale. This might due to the fact that in Krabi province, which is one of the tourist spots in the area, there is a high cost of living, and thus expenditure of public health personnel is also high.

### **5.2.3 Comparison of morale and personal factors of the samples**

5.2.3.1 Work morale in comparison to different sex, age, marital status, found no statistical difference. This is consistent with the study by Thongton (1994) on morale of permanent employees at Songklanakarin University which found that different sex, age, marital status had no different morale. However, this is contradictory to the study by Hadsiri et al (1994) on morale of personnel in the Institute of Mental Health, Ministry of Public Health, which found that the personnel with different sex, age, marital status, had different level of morale.

5.2.3.2 Work morale in comparison to highest education obtained found no difference since executives on provincial level do promote and support employees' further education at all levels, therefore, everyone has a chance to heighten their degree.

5.2.3.3 Work morale in comparison to different job position found no difference since in real life, in health centers, head of the center and the employees do

have good relationship to one another, give hands to one another, thus work morale does not differ.

5.2.3.4 Work morale in comparison to different job post in line of work found no difference which is in line with the study by Hadsiri (1994) on morale of personnel in the Institute of Mental Health, Ministry of Public Health, which composed of doctors, dentists, pharmacists, social workers, psychologists, registered nurse, technical nurse, nurse, patient helper, and workers, and found no difference morale in different job posts.

5.2.3.5 Work morale in comparison to job status found no difference since the way the welfares are organized for salary and wage for permanent and temporary employees of the Ministry of Public Health are higher than employees in other ministries or units.

5.2.3.6 Work morale in comparison to different working experiences found no difference which is contradictory to the study by Thongton (1994) on morale of permanent employees at Songklanakarin University which that different service time had no different in morale. Since public health personnel in Krabi had quite a long period of working experiences with better knowledge and understanding than the new comers.

5.2.3.7 Work morale in comparison to different monthly household income found the difference statistically which is contradict to the study by Thongton (1994) on morale of permanent employees at Songklanakarin University which found that different salary had no different morale. Since long working experienced people can build up firmer economic status than the starters.



## 5.2 RECOMMENDATIONS

### 5.2.1 Recommendations made for the policy level

From the result of the study, it is recommended that following components should be taken into consideration, namely, high level of work morale in healthcare service providers – high level of happiness in work of healthcare service providers- high level of patients’ satisfaction in the services provided- and most importantly, good health outcomes. In this process, it is recommended that community participation and transparency should be emphasized. Health education for self-care to the grass root level of the community should be realized. The 360 degrees feedback (from healthcare service provider supervisor; their peers; their patients’; and self-evaluation) should be employed in order to arrive the success of healthcare services provided. This model may first be used in Krabi and then to be the role model for other areas of the country.

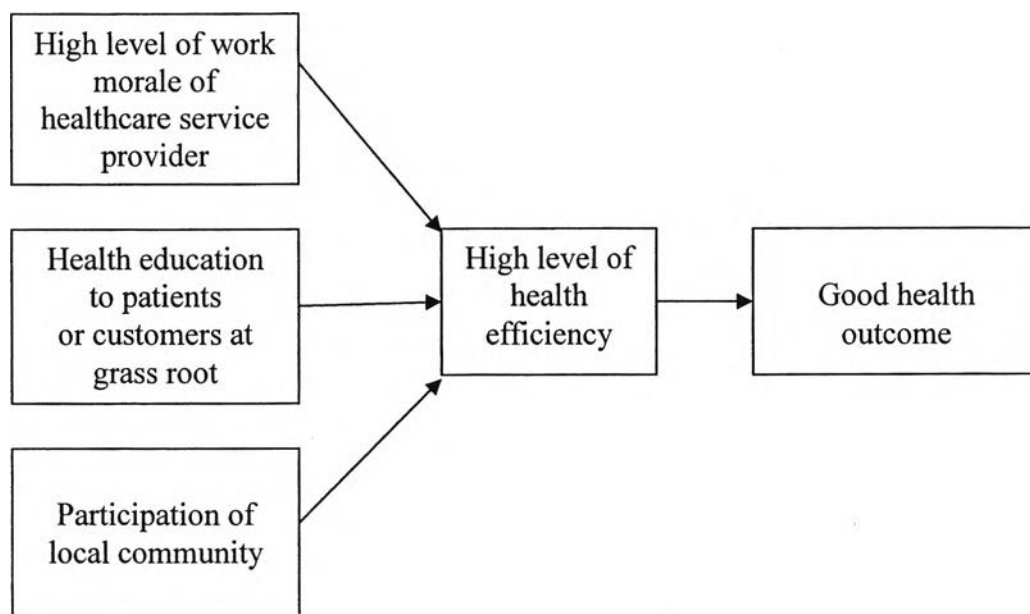


Figure 2: Flow chart aspects of good health outcome

### **5.2.2 Recommendations made for the organizations**

1. To boost up the level of work morale in the organization is the issue all executives in all organizations should pay attention to. This is especially true for arrangement of welfare in terms of salary and wage, on an adequate basis. There should also be the support and promotion for advancement. There should also be an evaluation of work performance with justice. There should be an audit for work morale in place on a continuing basis.

2. When assigning for the job, it should be in line with one's skills, knowledge, competency, including a serious approach to support people to participate in opining the development of one own organization.

3. An evaluation of work performance as a component for promotion of salary, wage, and for higher job position, employees should be participative in opining the indicator and pattern of evaluation, in order to have justice which will lead to good work morale and willingness to co-work to achieve the set goals of the organization.

### **5.2.3 Recommendations made for future research:**

From the evidence of this study, some recommendations for future research include:

1. A study on satisfaction of work of health center personnel, and satisfaction of customers getting the services at the centers, so as to complete better-rounded picture of the health center performance

2. A study on more male samples should be conducted as in this study, too many female may represent one result which might differ if the male were the major sample group

3. A study and development of indicators for evaluating work morale of public health personnel and medical field should be conducted in order to audit their work morale to be standardized and generally accepted.

4. A study on factors affecting work morale of health center personnel should be conducted. The purpose is to determine the guideline for boosting up personnel work morale.

5. A study on work morale of other personnel in the Ministry of Public Health ie hospitals, Amphur Public Health Office, or Krabi Public Health Bureau should be conducted to audit work morale level in the involved personnel.

6. A study on the indicators of good health outcome should be made.

7. A comparison study on happiness of healthcare service providers and their job satisfaction in Krabi context with existing literatures should be conducted.