

**JOB SATISFACTION AMONG THAI TRADITIONAL
MASSEURS IN CHAOPHYA ABHAIBHUBEJHR HOSPITAL,
PRACHINBURI PROVINCE, THAILAND**



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THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF PRIMARY HEALTH CARE MANAGEMENT
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ABSTRACT

This study investigated the job satisfaction among Thai traditional masseurs in Chaophya Abhaibhubejhr Hospital, Prachinburi province, Thailand, and described job satisfaction by socio-demographic characteristics and perception of motivation and hygiene factors.

The study design was a descriptive cross-sectional study combining quantitative and qualitative approaches. The quantitative target group of the study was all Thai traditional masseurs working in Chaophya Abhaibhubejhr Hospital during January, 2005 which was used as a sample. For the qualitative approach, $\bar{X} \pm S.D.$ was used as a cut-off point for cases selection. The research instruments were a structured questionnaire and a guideline for in-depth interviews. Data were analyzed by using descriptive statistics such as percentage, mean and standard deviation.

The findings revealed that job satisfaction was relatively high. Generally, respondents had a high perception toward motivation and hygiene factors at the proportion of 73.7% and 64.1% respectively. Additionally, the results from the qualitative approach showed that in respondents' perception this job could generate income. The situation creating job satisfaction was patients' improvement from illness whereas the situation creating job dissatisfaction was conflict among colleagues. Job satisfaction was linked to the ability to help people. Lastly, the masseurs needed the hospital to solve conflict problems among colleagues, which was the cause of most dissatisfaction.

Based on these findings, job satisfaction of Thai traditional masseurs should be of concern in the maintenance of Thai traditional medicine in Thailand. Moreover, job satisfaction of Thai traditional masseurs working in different health settings should be conducted and comparisons performed which will bring understanding of the factors affecting their job satisfaction.

**KEY WORDS: JOB SATISFACTION ,THAI TRADITIONAL MASSEURS,
THAI TRADITIONAL MEDICINE**

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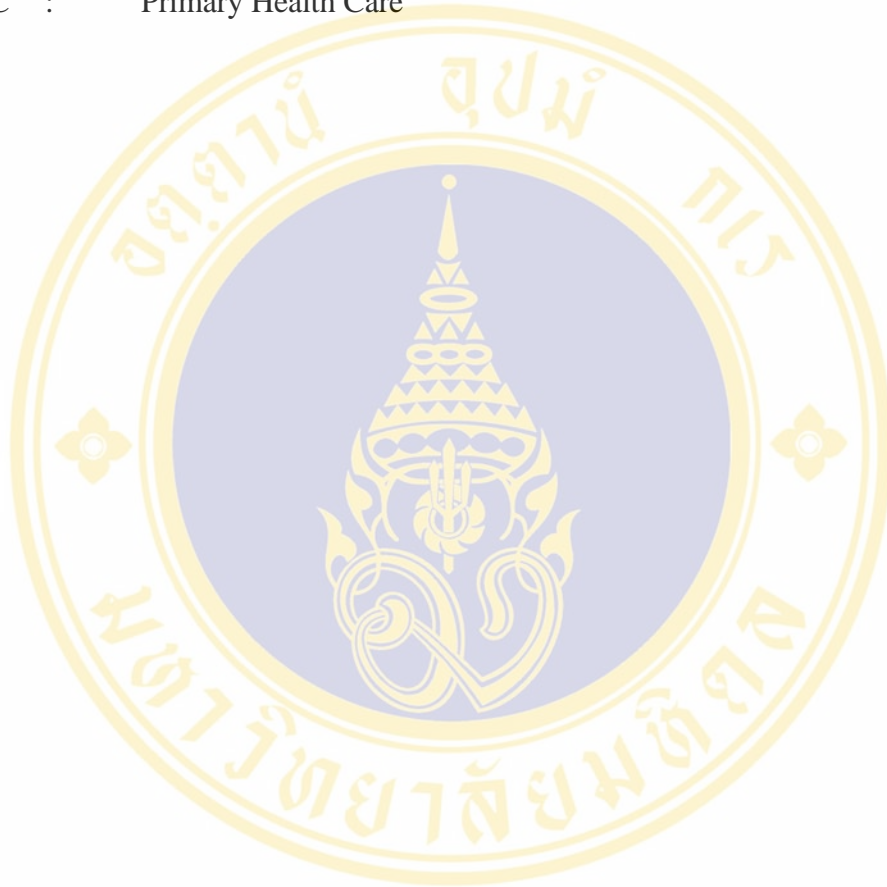
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LIST OF ABBREVIATIONS

- TTM : Thai traditional Medicine
PHC : Primary Health Care



CHAPTER 1

INTRODUCTION

1.1 Rationale and justification

Thai traditional medicine (TTM) is a crucial issue in Primary Health Care (PHC). Colleen R. et al (1) reported that Thai massage was an important aspect of PHC system in Thailand. The foundation of PHC emphasized the role of individual and his responsibility for his health by utilizing Thai massage as a means of preventive and curative care. The Thai community can inexpensively and actively take responsibility for their own health.

Therefore, Ministry of Public Health had a policy in restoration of Thai traditional medicine (TTM) since the fourth national social economic development plan (1977-1981) (2). The government has declared to legislate for the integration of TTM in government hospitals. The aim for integration is health for all people in Thailand.

Moreover, the use of TTM can save money for the individuals as well as for the Thai government in diminishing expense for the purchase of expensive imported medicine and switch this money to the other advantage. This statement can be observed obviously from Thai massage. Thai massage can reduce muscular pain and side effect from taking analgesic drugs such as gastric ulcer and ulcer bleeding. As mentioned above, it is benefit for the hospitals because they will save money from treatment gastric ulcer patients. As well as, they can use this money for other advantage such as building and medical equipment supply.

Above statement was confirmed by these researches. In 1990, Tantipathananandh P. (3) found that Thai massage was used for muscular pain. The

people used Thai massage expressed that modern medicine was dangerous and could not really cure. It could only suppress the symptoms for short periods.

Vattakeejarearn J. (4) studied the result of Thai massage and Paracetamol for relief the level of pain and duration of cure time. It was found that Thai massage could reduce pain from headache better than taking Paracetamol. The patients who get a headache felt better after being given massage for 15, 25 and 30 minutes. Besides, massage could reduce the urgent headache faster than using medicine 15 minutes.

For maintenance TTM use among Thai society, there are 2 main concerns; clients' satisfaction and providers' satisfaction which reflect the quality of care. Since, there is no professional standard for TTM services; the clients' satisfaction has been used as an indicator for measure the quality of service. On the other hand, Micheal J. et al. (5) indicated that satisfied employees tended to be more productive, creative and committed to their hospital. Definitely, there is a direct correlation between staffs' satisfaction and patients' satisfaction.

Even though, clients' satisfaction was used quite popular but there are few studies conducted about TTM services. For example, Kunchok G. (6) conducted the study on clients' satisfaction at the clinic of Ayurvedic school, Bangkok. The 5 criteria used as satisfaction evaluation were convenience, courtesy, information, quality of care and service cost. He found that seventy percent of 200 respondents had a moderate level of satisfaction while high and low satisfaction proportions were approximately fifteen and twelve percent.

Tou PB. (7) studied clients' satisfaction on utilization of Thai traditional massage at MOPH, the criteria for evaluating satisfaction were similar as Kunchok. His finding was that ninety percent of 400 respondents had high satisfaction. Whereas Do TP. (8) found the negative perception of TTM utilization in 4 hospital communities of Prachinburi province. The respondents perceived that TTM department lacked of facilities as compared to western medicine department. Moreover, they did not believe TTM practitioners' performance. The main reason for

using to TTM department was suggestion from someone such as family members, close friends and relatives etc.

Even the above findings indicate that clients' satisfaction toward TTM services are at moderate to high level. But these do not reflect the quality of care. These can be explained by three reasons. First, patients coming to TTM services, at least they have favorable feeling to TTM before use. When researchers ask them whether they satisfy with TTM services, they tend to answer yes. Second, the condition of TTM department is better than western medicine department in criteria used as indicators such as convenience, courtesy and information providing to patients. Since the number of patients using TTM department is less than patients using western medicine. So, the providers have time to take care and give more information to patients that seem to be more convenience. Lastly, even the last indicator for measure clients' satisfaction; perception to quality of TTM, this does not reflect to the existing quality of service. Since clients were asked how they perceive to quality of care.

Regarding to providers side, there are few studies done in job satisfaction of TTM providers. For instance, Nakaprasertkul S. (9) reported the situation of TTM services in 56 health centers of Suphanburi province that only 3 health centers from 56 health centers provided Thai massage services. Almost eighty percent of health officers working in health centers gave the reason for not providing Thai massage were insufficient personnel (67.3%), lack of skill (60.4%) and increase workload (26.4%).

Chaophya Abhaibhubejhr Hospital is the pioneer hospital in introducing TTM use in hospital since 1985. This hospital has been used for study and observation TTM services in order to TTM development for other hospitals. It is regional hospital where responsible for health of Prachinburi of citizen and province nearby; Nakorn Nayok and Sakeo. The acceptance of TTM among people in these 3 provinces is observed from increasing in the number of visitors using TTM services of hospital.

Table 1 Number of patients uses TTM services in Chaophya Abhaibhubejhr Hospital, Prachinburi province.

Year Services	2001	2002	2003	2004	Total
Thai massage	2,335	30,244	15,202	22,728	70,509
Herbal sauna	1,134	7,981	1,407	638	11,160
Hot compress	1,462	3,638	10,021	5,195	20,316

Source: Chaophya Abhaibhubejhr Hospital Annual Report 2003 (10).

As the large number of clients, TTM providers especially Thai traditional masseurs have faced with many clients day by day. Because not only massage that they have to provide to patients. They also have some duties in TTM department such as hot compress and herbal steam services, preparing herbal ball and collecting information for improvement their services.

So, Thai traditional masseurs should be concerned for TTM maintenance in public health system. Since, they are the real providers in TTM services and they have unique characters which are totally different from other personnel in hospitals. Since generally they come from low income family. So, they do not have high education. As compared with other professional, there is no professional standard for this professional. Being only temporary employees of hospitals, they receive low salary and social status in hospital. These cause may make them lack of satisfaction with their job that reduce their performance directly and clients' satisfaction indirectly.

Problem statement

Service improvement of TTM will be achieved if providers are paid attention by administrators. In this case, the Thai traditional masseurs play important role in providing TTM. The job satisfaction of Thai traditional masseurs has directly affected upon their performance and on patients' satisfaction indirectly.

Consequently, if Thai traditional masseurs' performance and patients' satisfaction are excellent, quality of service is certainly obtained.

Presently, there is no study about job satisfaction of Thai traditional masseurs. Thus this study would significantly contribute toward understanding the job satisfaction of these personnel. In addition, this study was done in the famous hospital where provide good condition for working of Thai traditional masseurs. Besides, investigating of factors affecting job satisfaction is important for administrators for the reason that they will adjust factors to promote the job satisfaction of these personnel. Conclusively, the TTM quality services will be enhanced if providers are so blissful.

1.2 Research Objective

1.2.1 General objective

This study aimed to investigate job satisfaction among Thai traditional masseurs working in Chaophya Abhaibhubejhr Hospital, Prachinburi province.

1.2.2 Specific objectives

1. To investigate the job satisfaction among Thai traditional masseurs working in Chaophya Abhaibhubejhr Hospital, Prachinburi province.
2. To identify socio-demographic characteristics of Thai traditional masseurs.
3. To identify Thai traditional masseurs' perception toward factors related to job satisfaction in term of hygiene and motivation factors of Herzberg's Motivation – Hygiene Theory.
4. To describe the job satisfaction by socio-demographic characteristics of Thai traditional masseurs and their perception toward factors related to job satisfaction.

1.3 Conceptual framework

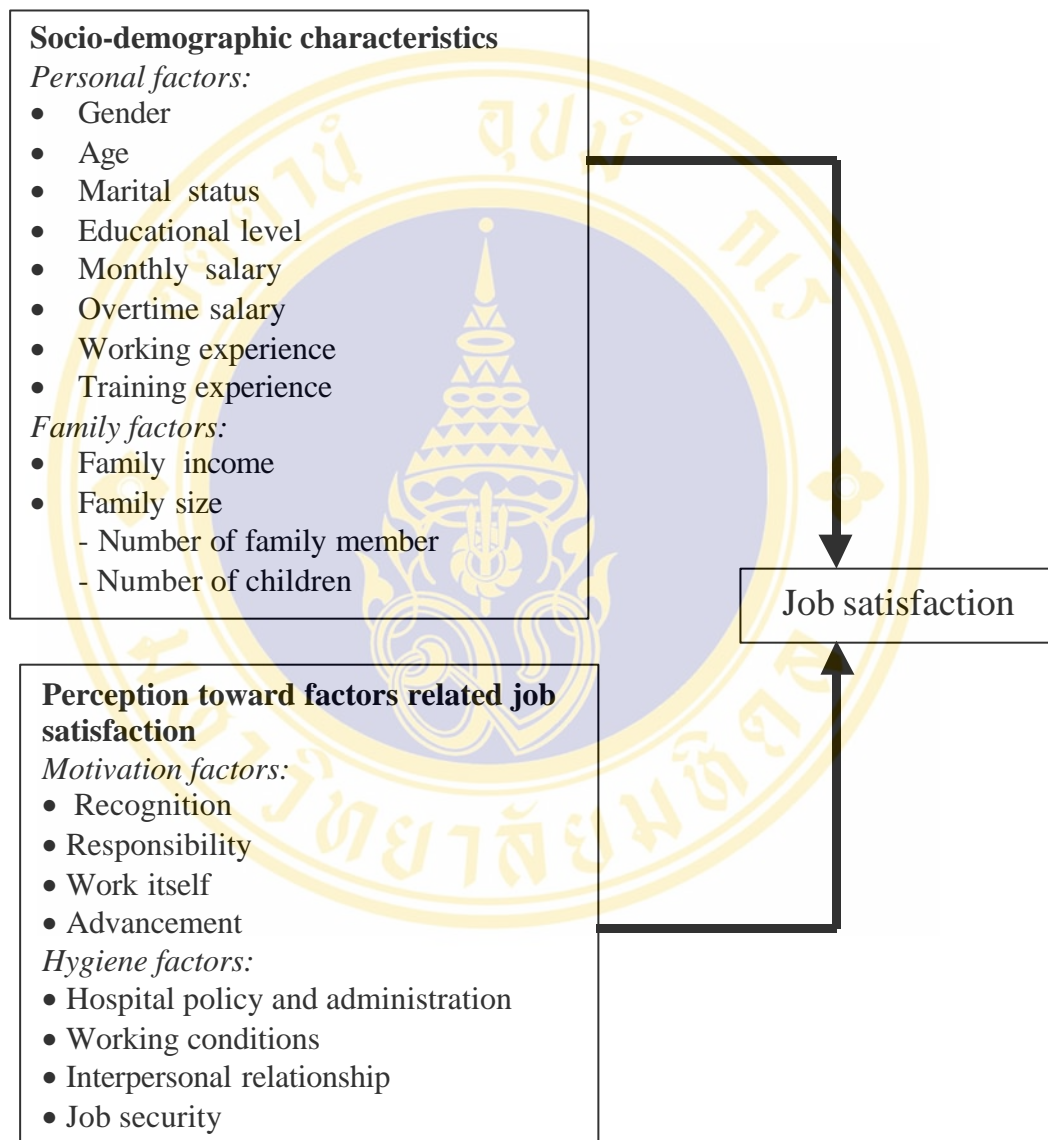


Figure 1 Conceptual framework

1.4 Operational definition

Thai traditional masseurs

They refer to a person practices massage and presently working in Chaophya Abhaibhubejhr, Prachinburi province.

Abhaibhubejhr Thai massage

It referred to a technique of massage used by Thai traditional masseurs working in Chaophya Abhaibhubejhr Hospital. It combined both types of original Thai massage; Royal and Folk massage. Abhaibhubejhr Thai massage emphasized on an individual for greatest response. The massage posture was also polite. Abhaibhubejhr Thai massage involved manual manipulation of skin, muscle and joint mostly by hands to relax muscle spasm, relieve tension, improve blood circulation and eliminate wastes based on Thai traditional medicine concept.

Socio-demographic characteristics

They referred mainly two factors; personal and family factors

Personal factors

They referred to gender, age, marital status, educational level, monthly salary, overtime salary, working experience and training experience of Thai traditional masseurs.

Gender

It referred to physical gender of Thai traditional masseurs. It can be male or female.

Age

It referred to current age in year of Thai traditional masseurs.

Marital status

It referred to the status of the Thai traditional masseurs whether he/she is single, married or widow/ divorced/separated.

Educational level

It referred to the level of formal education of Thai traditional masseurs. It can be primary school and secondary school, high school, and bachelor degree.

Monthly salary

It referred to total monthly salary personally earned by Thai traditional masseurs from their jobs.

Overtime salary

It referred to average extra money per month that Thai traditional masseurs earn from TTM service after office hours in Chaophya Abhaibhubejhr Hospital.

Working experience

It referred to the number of years or months that being Thai traditional masseurs in the Chaophya Abhaibhubejhr hospital.

Training experience

It referred to the number of training course, and time of the last training that Thai traditional masseurs have attended. In addition, information about the training sites was collected.

Family factors

They referred to family income and family size of Thai traditional masseurs' families.

Family income

It referred to the total monthly income of Thai traditional masseurs' family from any other work or business excluding the Thai traditional masseurs' salary and overtime salary.

Family size

They referred to total number of people living in the same household of Thai traditional masseurs. In addition the number of Thai traditional masseurs' children was asked.

Perception toward factors related to job satisfaction

It referred to Thai traditional masseurs' notice or feeling about two main factors related to job satisfaction based on Herzberg's Motivation- Hygiene Theory.

Motivation factors

They referred to factors promoting job satisfaction of individual; provided by job duties and responsibility attached to the job. Those factors included

- A. **Recognition** referred to the state of being recognized by superiors, Colleagues or patients. Recognition can be in the forms of praise, admiration, supports or other actions those imply the admiration.
- B. **Responsibility** referred to realizing in the responsibilities and being authorized to make decision on the services and on job assigned by the superiors.
- C. **Work itself** referred to the feeling about work nature whether the job was important or valuable.
- D. **Advancement** referred to having opportunities to be promoted including increased salary, being trained and opportunity for higher education.

Hygiene factors

They referred to factors preventing individual from feeling unsatisfied with their work. These factors included

- A. Hospital policy and administration** referred to ideas or plans of action agreed as the regulation in Chaophya Abhaibhubejhr Hospital. In addition, they include the activities done in order to organize the personnel in hospitals by administrators.
- B. Working conditions** referred to the working conditions those facilitate to the work of Thai traditional masseurs such as environment, location of hospital, equipment and facilities for TTM services. This factor included the patients load and number of Thai traditional masseurs in hospital and number of working hours.
- C. Interpersonal relationship** referred to the cooperation, teamwork, consultation, friendliness and helping relationship of Thai traditional with supervisors and colleagues.
- D. Job security** referred to the feeling and attitudes those Thai traditional masseurs felt with their jobs as a secure job and feeling to find new jobs.

Job satisfaction

It referred to feelings or opinion related to being a Thai traditional masseur of Chaophya Abhaibhubejhr Hospital. Thai traditional masseurs were asked if they higher satisfied or satisfied or less satisfy with their job.

CHAPTER 2

LITERATURE REVIEW

2.1 Thai traditional medicine

The basic concepts of diagnosis and treatment within Thai traditional medicine are found in original textbooks such Phrakhampee Samutthwinichai, Phrakhampee Rokanthan. These textbooks showed that TTM has the basic concept of four elements or Dhatus. It is believed that imbalance and disharmony between the four body elements cause disease. Human diseases can be traced back to irregularity and abnormality in these four body elements as follow; (11)

The earth body element refers to any entity that is non-liquid, tangible and visible.

The water body element refers to the fluid composition of the human body such as blood, tears, nasal mucous, secretion and urine.

The wind body element which circulates throughout the body.

The fire body element which burns the food consumed by human and transformed into body waste material.

2.2 Thai traditional massage

Although Thai massage cannot solve severe problems but it can help relieve the problems related to the body structures such as muscles, bones, nerves and some problems in blood flow system. Besides, Thai massage can cure chronic diseases such as paralysis. It can alleviate the stress of muscles and body (12).

Traditional Thai massage is believed to have come from India along with the expansion of Buddhism and Indian culture into Thailand. Some scholars speculate that possibly there might have been Chinese influences on Thai culture, through

trading relationship over a long period, which also played a part in the development of Thai massage. Massage exemplifies the “Four Divine State of Mind” of Buddhist teaching: loving kindness, compassion, vicarious joy and equanimity (13).

There are mainly two pattern of Thai traditional massage namely unofficial Thai massage (Folk massage) and Royal massage. In this study focused on Abhaibhubejhr Thai massage which combined both two pattern of Thai massage. Futuremore, Abhaibhubejhr is the typical Thai massage in Thailand which has initiated from the same Thai traditional medicine concept as others. Regularly it has been use to serve patients in Chaophya Abhaibhubejhr Hospital.

Thai massage theories

Traditional Thai massage is based on the notion of the basic ten bodily lines (Sen Pratin Sib). According to an inscription, the lines are comprised 72,000 tendons (12). Sen is the hole that blood circulates. The flow of blood, if obstructed will be cause illness. The principle of Thai massage is to ultimately help the blood to flow thoroughly so that illness can be prevented or cured. So, Thai massage is the way to balance physical and mental part because it makes blood normally circulate.

Beliefs of Sen are not only found in Thai massage but also in Japanese massage (Shiatsu). According to the Japanese belief, massage is the way to balance power of life through pressing great 12 lines with fingers, elbows, knees or feet at certain (Suebo). Shiatsu has defects on muscles, blood circulation system, lymph system and can also protect and recover patients during convalescent period (14).

In Thai massage, the great 10 lines are the pathways of energy that originate at around navel. The lines end at sensory organs such as eyes, ears, noses, tongue, arms, legs and rectum. Thus, illness is caused by uncomfortable flow of power that can be relieved by Thai massage at the points of the great lines.

Benefit from massage (15)

1. An experience of relaxation throughout the body, and tranquility of the mind. All day-to-day tensions and concerns will evaporate, tight muscles will relax.
2. With relaxed muscles, the circulation of blood and lymph are improved. The body will receive more oxygen and nutrients and the immune system will be more efficient in fending off disease agents thus lessening the chances of becoming ill.
3. Internal organs will be stimulated to function to their best capacity. There will be an improvement in digestion, the absorption of nutrients and the elimination of waste.
4. When one feels alert and refreshed after a massage, one should have more courage and energy to cope more effectively with daily work and problems.

2.3 Traditional medicine services in Chaophya Abhaibhubejhr Hospital

Chaophya Abhaibhubejhr Hospital, located in Muang district of Prachinburi province. Chaophya Abhaibhubejhr hospital is responsible for health of Prachinburi citizen and nearby provinces citizen; Nakron Nayok and Sakeo provinces. This hospital has been the pioneer in introducing TTM use in hospital since 1985. They started with herbal medicine dispensary. Medical doctors could prescribe herbal medicine to their patients. They are famous in herbal medicine production. However, they have established TTM department in 1999 for coverage TTM services. In this department, patients can be served treatment according to TTM concept. Apart from TTM services, there are alternative medicine services such as acupuncture, hydrotherapy and aromatherapy provided to patients as well.

Thai traditional masseurs mostly are temporally employees in hospitals. Some transferred from the other departments in hospital and has been trained in Abhaubhubejhr Thai massage training by the hospital for working as Thai traditional masseurs. Some from community, they have worked as a farmer or plant employee before. Every Thai traditional masseur has to attend Abhaibhubejhr Thai massage

training from hospital before working in hospital. Mainly, they give massage service for patients or clients. Besides they may be assigned to help some personnel in department such as cleaning the service area, preparing herbal ball etc.

Thai traditional medicine in the hospital

Nowadays, there are 3 main services as follows:

- 1. Abhaibhubejhr Thai massage** is treatment for decreasing pain and abating the feeling of soreness or depression. The Abhaibhubejhr Thai massage is comprised of 3 types namely body massage, oil massage and foot massage (Reflexology)
 - **Body massage;** this massage is famous among Thai and foreigners. It can stimulate blood circulation which reduces pain and inflammation. Additionally, body massage improves waste drainages from lymph node.
 - **Oil massage;** the purpose of oil massage is for reducing the inflammation or pain from the patients. Thai traditional masseurs will apply volatile oil to the patients' bodies after that they will give massage to patients. The volatile oil has anti - inflammatory effects and makes refreshment to the patients.
 - **Foot massage (Reflexology);** based on the principle that there are areas or reflex points on the feet and hands that correspond to each organ, gland and structure in the body. A typical foot massage lasts about 30-40 minutes. Taking one of foot at the time, Thai traditional masseurs work on the reflexes on the sole, side and top, using the appropriate thumb and finger techniques. The main benefit of foot massage is relaxation. But in reducing tension patients also improve the blood supply, bring about unimpeded nerve functioning and reestablish harmony or homeostasis among all body function (14).
- 2. Hot compress** is treatment that uses the herbal ball, the preparation of hot herbs in wet towels. It is applied for treating muscular tension or warming up parts of the body that are too painful to massage on directly. Many herbs can be used, including lemongrass, kaffir-lime peel, ginger, turmeric and

many others. Some Thai traditional masseurs use the combination of hot compress and massage for treatment process.

- 3. Herbal steam sauna** is the same concept with sauna. They use volatile oil from herb for improve blood circulation and body balance. The herbs that can give volatile oil are the same as use in hot compress. There are exemptions for some conditions such as pregnancy, high fever, active heart diseases and high/low blood pressure.

2.4 Definition of job satisfaction

Satisfaction was a function of the difference between perceived performance and expectations (16).

The term “Job satisfaction” had many different meanings and was widely used, but the most accepted definition modified from Locke and cited by Wagner and Hollenbeck (17) was as follow:

“Job satisfaction is a pleasurable feeling that results from the appraisal of one’s job as attaining or allowing the attainment of one’s important job values, providing these values are congruent with or help to fulfill one’s basic needs”

Job satisfaction resulted from the perception that one’s job fulfills or allowed the fulfillment of one’s own important job values, proving and to a degree that those values were congruent with one’s needs. Such a definition outlined the cognitive processes which led to the affective experience of job satisfaction, suggesting that this was essentially a personal experience. It was therefore possible that different sources of satisfaction and dissatisfaction might be experienced by individuals with in the same occupational group (18).

2.5 Importance of job satisfaction

Schultz proposed the relationship between job satisfaction and job behavior as following (19)

1. **Productivity**, research suggested a positive relationship between satisfaction and productivity.
2. **Counterproductive behavior**, high job satisfaction has been related to social behavior that was to helpful behavior directed at customers, co-workers and supervisors to the benefit of employees and their organization.
3. **Absenteeism**, absence from work was the by-product of employee job dissatisfaction. People who disliked their jobs would be more likely to miss work than people who liked their jobs.
4. **Turnover**, factors related to high turnover included job dissatisfaction. Turnover also related to poor promotion opportunities and dissatisfaction with supervision and with pay.

Reshader et al (20) emphasized that there was relationship between job satisfaction and performance. If workers were satisfied with their work, they would become active and work production would eventually be increased. The result of job satisfaction would influence work, absence from work and turnover from work. That was, in a work unit whose workers had high level job satisfaction, attendance would be high and absence would be low, turnover from work depends on other factors in the environment. In, contrast, dissatisfaction with work could cause poor job performance, lower productivity and staff turnover, and was costly to organizations. The most important correlate of job satisfaction was retention. Employees who were satisfied with their work tended to remain in their jobs.

2.6 Measurement of job satisfaction

A person's job is more than just the obvious activities of shuffling papers, waiting on customers or driving a truck. Job required interaction with co-workers and

supervisors, following organization rules and policies, meeting performance standards, living with working conditions that are often less than ideal and the like.

The two most widely used approaches are a single global rating and a summation score made up of a number of job facets. The single global rating method is the method for asking individuals to respond to one question such as “All things considered, how satisfied are you with your job?” Respondents then reply by circling a number between one and five that corresponds to answers from “highly satisfy” to “highly dissatisfy.”

The other approach – a summation of job facets – is more sophisticated. It identifies key elements in a job and asks for the employee’s feeling about each. Typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities and relations with co-workers (21).

Job Descriptive Index (JDI), one kind of this approach, measured five aspects of job satisfaction: satisfaction with the work itself, satisfaction with pay, satisfaction with promotion, satisfaction with supervision, satisfaction with co-workers. This instrument is widely used and considered well validated (22). Herzberg’s Motivation-Hygiene Theory, emphasize in mainly two factors – motivation and hygiene factors. Motivation factors improve job satisfaction where as hygiene factors prevent job dissatisfaction. The respondents were asked what situation they felt good or bad and these situations changed their feeling about their job.

2.7 Theoretical Model

Various theories relate job satisfaction, the following section attempts to describe some of the major theories which have been used for measurement of job satisfaction in the workplace.

Maslow's Hierarchy of Needs Theory

Maslow proposed that the most fundamental level we are totally driven by the need for physiological survival. We must breathe, eat, drink, sleep, exercise, keep warm and so forth; if these needs are denied, they ultimately take precedence over anything else. But once they are satisfied, other needs develop, firstly the need for security. We seek to be physically safe, free from danger, sheltered, and assured that we understand our environment, that we have some essential control over it and that we can expect some future (23).



Source: Horny P. and Sidney E. Motivation and health service performance. World Health Organization (WHO), 1999 (23).

Figure 2 Maslow's Hierarchy of Needs Theory .

Organization and managers should strive to meet unsatisfied needs. According to Maslow, the lowest unsatisfied need level become the most powerful or important need to the individual. The lower levels of needs do not necessarily motivate an individual. However, once lower-level needs are met, a person will act to satisfy needs at the next highest level. Motivation is increased at work when the esteem and self-actualization needs are being satisfied. Consequently, research has indicated that

there are actually only two or three relevant categories of needs and that the order of their importance varies from one individual to another. In addition, Maslow's theory can not be labeled as universal due to the variation in its sequencing of needs from country to country (24).

Herzberg's Motivation-Hygiene Theory

Frederick Herzberg, a U.S. clinical psychologist, first published his hygiene-motivation theory in "The motivation to Work" in 1959. He studied attitudes toward work by interviewing 200 engineers and accountants and asked them to express their good and bad feeling toward work. Herzberg found two main factors those can affect job satisfaction. Herzberg named these two factors; motivation and hygiene factors (25).

Motivation factors are used to describe feeling of accomplishment, professional growth and recognition which are experienced in a job that offers sufficient challenge and scope to the worker. Motivation factors are directly related to work and are mentioned by employees when they feel good toward their work. These factors increase sustained satisfaction which increases productivity. They consist of achievement, recognition, responsibility, work itself and advancement.

Hygiene factors are factors cited by employees as reasons when they have bad feeling toward work. Hygiene factors are essentially preventive actions taken to remove sources of dissatisfaction from the environment. When any of these factors are deficient, employees are quite likely to be unhappy and to express their displeasure. These factors consist of company policy and administration, working condition, interpersonal relationship and security.

According to Herzberg's motivation-hygiene theory, motivation factors can increase job satisfaction but they can not prevent or eliminate job dissatisfaction. While hygiene factors can prevent or eliminate job dissatisfaction, they can not increase job satisfaction (5).

The most recent psychological approach to understanding motivation factors is based on the cognitive theory. This theory emphasizes on the expectation and belief of the worker. This means that the individuals are viewed as rational beings that make conscious decisions about their present and future behavior on the basis of what they will happen. Most of their decisions are influenced by past behaviors many of the individuals believe that the past has an effect on the future events. For example, if an individual does not believe that his boss will reward him for extra effort based on the past experience, he is likely to put in more effort and energy beyond the expectation. (25).

For hygiene factors, the relationship between Maslow's Hierarchy of Human Needs and the job satisfaction was mentioned by Sullivan. He said that the hospital administrators should meet the basic need of their employees by providing sufficient welfare and attractive salary since this would bring higher job satisfaction among employees (24).

2.8 Related researches on job satisfaction

Yamashita (26) investigated job satisfaction in 613 Japanese nurses based on Herzberg's Motivation – Hygiene Theory. The results concluded that nurses were not satisfied but not dissatisfied. The extrinsic factors such as having few opportunities for promotion or less favorable working conditions appeared to negatively influence job satisfaction. Her finding supports the dual factors of Herzberg.

Cano J. et al (27) investigated job satisfaction among 293 Ohio agricultural teachers divided to 81 female and 212 male. The study also sought to determine overall level of job satisfaction. Specific job satisfier factors investigated were achievement, advancement, recognition, responsibility and the work itself. Job dissatisfier factors investigated were interpersonal relations, policy and administration, salary, supervision and working conditions. The results were found that all of the job satisfier factors except responsibility were significantly related to

the overall level of female agriculture teacher job satisfaction. None of the job satisfier factors were significantly related to overall male teacher job satisfaction. Moreover, all of the job dissatisfier factors were significantly related to overall level of female teacher job satisfaction. Again, none of the job dissatisfier factors were related to male teacher job satisfaction. Overall, female and male teachers were slightly satisfied with their jobs and did not differ significantly. They recommended that particular attention be given to the discrepancies between the relationships of job satisfier/dissatisfier factors by gender.

Schultz et al (19) suggested that that job satisfaction tended to be increased with level of education. Therefore, employees in high education had more opportunity for a good work, more skill and performance and more challenge and creation. However, some studies have shown that education had a slight negative relationship with job satisfaction, the higher the level of formal education, the more likely a person was to be dissatisfied with the job. One explanation was that better educated persons had higher expectations and believed that their work should provide greater fulfillment and responsibility.

Absolutely, job satisfaction tended to increase with working experience. During the initial stage of employment, new employees tended to be satisfied with their jobs. This period involved the stimulation and challenge of skill and ability development. And the work may seem attractive just because it was new. This early satisfaction waned employees received evidence of progress and growth. After a few years on the job, discouragement was common, often being brought on by the feeling that advancement in the hospital was too low, job satisfaction appeared to increase after a number of year experiences and improve steadily thereafter. The relationship between job satisfaction and length of working paralleled the relationship with age (19).

Odell et al (28) investigate relationship between job satisfaction and marital satisfaction of secondary agricultural teachers and their spouses. The antecedents were marital satisfaction of teachers, marital satisfaction of spouses, demographic characteristics; age, years married, level of education, years teaching, income and

presence of children. The consequence of interest was the job satisfaction of the secondary agriculture teachers. Finding of this study indicated that the job satisfaction of secondary agriculture teachers was not entirely dependent upon job related factors. Family attributed particularly the marital satisfaction of the spouse, made a contribution to the job satisfaction expressed by teachers. Presence of children at home also factored in the job satisfaction of the teacher in this study.

Noel W. et al (29) conducted job satisfaction of 202 hospital pharmacists and of 131 support personnel in two Arizona cities were compared. Thirteen facet-specific questions measured job satisfaction were ability utilization, advancement, work challenge, company goals and plans, company policies and practices, staffing, amount compensation, compensation compared with colleagues, compensation based on performance, feedback from supervisors, supervisors' competencies, supervisions' relationship and general satisfaction. The finding was support personnel reported lower mean scores than pharmacists on all 13 facet – specific measures, however, age, sex, academic degree, position held and tenure on present job had no effect on satisfaction for support personnel. For the pharmacists, consistent and significant differences were found in facet – specific measures relative to age, tenure and position held. The facets which gave highest impact to pharmacists and support personnel were money. Nearly three fourths of them indicated they would continue to work if given enough money to live comfortably for the rest of their lives. This study implied the same facets may not use as job satisfaction of different jobs. Since, different jobs had different perception toward facet related to job satisfaction.

Adams A. (30) studies toward job satisfaction among hospital nurses which included individual and organization characteristics. Her study on aspect of individual nurse's characteristics revealed that individual characteristics such as age, years of experience and education were found to have order but were stable correlation across studies. They had been shown to contribute far less to understanding of nurses' job satisfaction than perceptions of the ward, quality of working relationship, contentment and standards achievement in work.

Mcneese S. (31) studied on content analysis of job satisfaction among nursing staff. They found that job satisfaction was derived from the following categories: good patient care, conducive environment, balanced workload, and relations with amount of carbon monoxide release in working area, personal factors, salary and benefits, professionalism, cultural background of the nurse and career stage of nurse. Job dissatisfaction was primarily influenced by patient care. Themes related to the following categories have the greatest influence on job dissatisfaction: feeling of overloaded work, factors those interfere with patient care, carbon monoxide related to work and who do not provide good care and situations those feel unfair.

The study of Eliason B. et al (32) found the family physician who viewed benevolence as a guiding principle in their lives have higher level of professional satisfaction and family physicians who have working longer hours had lower level of job satisfaction even they received more compensation.

Soe et al (33) conducted the study for investigation of job satisfaction among 540 nurses working in two general, acute care hospitals of Korean. The used the casual model consisting of three mainly variables; structural variables, psychological variables, environmental variables.

Firstly, eight structural variables: autonomy, role ambiguity, role conflict, work load, resource inadequacy, co – worker support, supervisory support, job growth, routinization, distributive justice, promotional chances and pay. The finding that workload had the second largest impact emphasized the relative of job stress in determining levels of nurses' job satisfaction. Supervisory support was found to have a significant effect on job satisfaction. This implied that hospital nurses who had supportive supervisors were more likely to be satisfied with their job. Routinization was an intrinsic job reward. It showed that increased job variety played an important role in the development of nurses' job satisfaction. More generally, this finding implied that inherent job features were the proximate cause of job satisfaction. The last factor, pay had a significant effect on job satisfaction. This result provided some evidence of cultural norms at work. Conclusively, these suggested that supervisory

support, workload, routinization and pay should be good predictors of job satisfaction in Korean worksite.

Secondly, both of two psychological variables, positive affectivity and negative affectivity, had the first and third largest impact on job satisfaction, respectively. The result supported that existing personality traits held by employees prior to joining the organization influence their subsequent levels of job satisfaction. Therefore, it can be said that knowing an employee's disposition would help predict the employees' future job satisfaction.

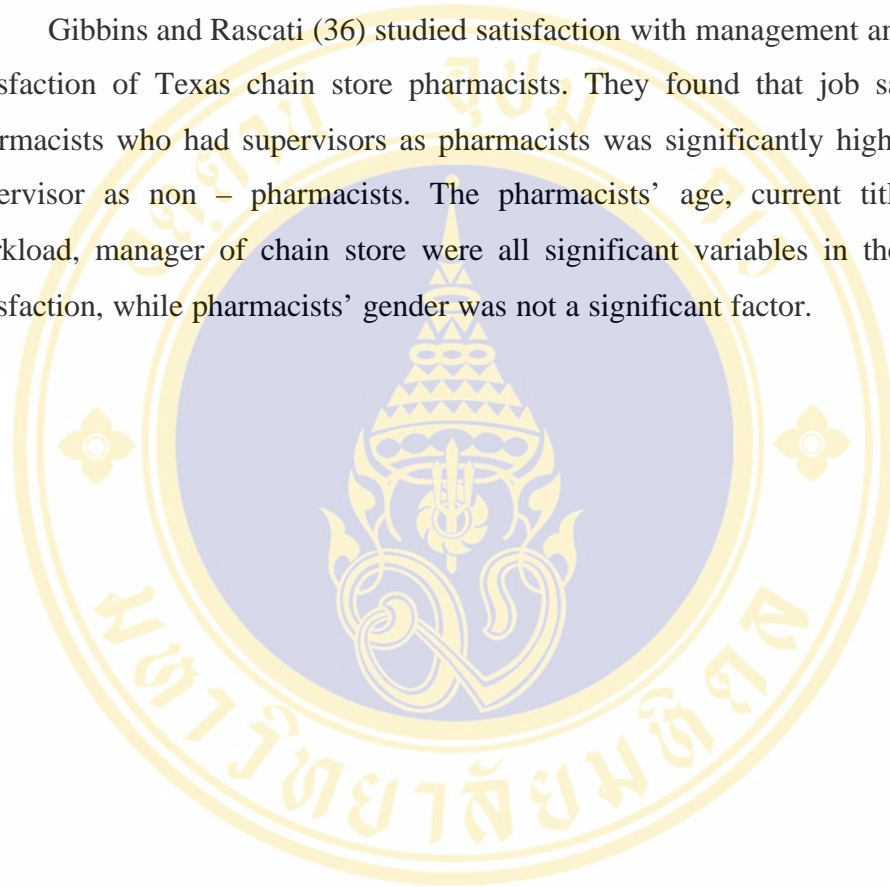
Thirdly, with regard to the environmental variable, job opportunity was found to have a significant effect on job satisfaction. Job opportunity referred to the degree of job availability outside the organization. This significant effect presented that importance of job opportunity in determining levels of job satisfaction. The greater the number of alternative jobs outside the organization, the less likely nurse was satisfied with their jobs.

Wanitthanom R. (34) conducted survey study on job satisfaction and commitment to organization of Rajavithi hospital's staffs. She distributed 8 factors related to job satisfaction contained questionnaire. Eight factors were management by supervisors, colleagues, job characteristics, salary and welfare, promotion, working experience, working condition and working advantage. Totally, almost sixty percent of staffs had moderate job satisfaction. The factors they were most satisfied and dissatisfied were management by supervisors and salaries and welfare respectively. Additionally, around sixty percent of them had commitment to organization at moderate level. The factors which influenced to predict their commitment to organization were salary and welfare, promotion, job characteristics and working experience. This study showed relation between job satisfaction and commitment to organization.

Kwanchuen Y. (35) studied the job satisfaction of health center personnel in Ayudhaya Province. Results showed that the overall job satisfaction was high. Apart

from that, recognition, interpersonal relationship, work itself, achievement, working condition, responsibility, policy and management, job security, salary and benefit and supervision were moderate. Personal factors those related to job satisfaction were age and working experience.

Gibbins and Rascati (36) studied satisfaction with management and overall job satisfaction of Texas chain store pharmacists. They found that job satisfaction of pharmacists who had supervisors as pharmacists was significantly higher score than supervisor as non – pharmacists. The pharmacists' age, current title, perceived workload, manager of chain store were all significant variables in the overall job satisfaction, while pharmacists' gender was not a significant factor.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Study design

This was a descriptive cross-sectional study combining qualitative and quantitative approaches. The main purpose of this study was to identify job satisfaction among Thai traditional masseurs working in Chaophya Abhaibhubejhr Hospital of Prachinburi province.

3.2 Study population

The study population comprised of 56 Thai traditional masseurs who were working in Chaophya Abhaibhubejhr Hospital during January 2005.

3.3 Sample size

The 56 target population was used as sample.

3.4 Research instrument

The instrument used in this study was structured questionnaire and in – depth interview guideline. Questionnaire and guideline were developed mainly based on Herzberg’ s motivation-hygiene factors theory.

The structured questionnaire consisted of 3 parts as follows;

Part 1 Socio-demographic characteristics of the respondents; this part was multiple choices and open – ended 13 questions. It asked about personal and family factors.

Personnel factors: gender, age, marital status, educational level, monthly salary, overtime salary, working experience and training experience

Family factors: family income, number of family member and children.

Part 2 Perception toward factors related job satisfaction; the respondents were assessed about perception on Herzberg's Motivation - Hygiene Theory which revised by use the results of pilot study.

Motivation factors: Recognition, Responsibility, Work itself and Advancement

Hygiene factors: Hospital policy and administration, Working condition, Interpersonal relationship and Job security

Scores were assigned as follows;

1 = Disagree

2 = Undecided

3 = Agree

A subject's score on each factor was determined by summing the value assigned to his/her individual responses. Additionally, the summation in each factor of all respondents was analyzed by statistical technique.

The perception toward factors related to job satisfaction was classified into 2 level; high and low. The classification was done by group reference using mean.

Low < \bar{X}

High $\geq \bar{X}$

Part 3 Job satisfaction; the respondents were assessed whatever they high satisfied or satisfied or less satisfied on their work. The questions consisted of favorable 15 statements.

Scores were assigned as follows;

- | | | |
|---|---|----------------|
| 1 | = | Less satisfied |
| 2 | = | Satisfied |
| 3 | = | High satisfied |

A subject's score for job satisfaction was determined by summing the value assigned to his/her individual responses. The job satisfaction was classified into 2 groups; high and low for description by other factors. The classification used mean as group reference as follows;

- | | | |
|------|---|-----------|
| Low | < | \bar{X} |
| High | ≥ | \bar{X} |

For selecting cases for in – depth interview, it used $\bar{X} \pm S.D.$ as a cut point. The 13 respondents having job satisfaction scores more or less than cut point were selected for in – depth cases.

The in – depth interview was used for finding the causes for working as Thai traditional masseurs in this hospital, the situation creating job satisfaction and dissatisfaction, overall job satisfaction assessment and hospital' s support needed by the respondents. Every in – depth interview case was ask permission for tape recording during interview.

3.5 Validity and Reliability

Content validity: The complete questionnaire was revised and evaluated by Thesis committee. Adjustment was made accordingly.

Reliability: The approve questionnaire was tired out by distributed to group of 30 Thai traditional masseurs in community hospitals of Nakornratchasima province. These results were analyzed for reliability of the questionnaire by using the alpha

coefficient of Cronbach. The Cronbach alpha coefficient for perception and job satisfaction parts were 0.76 and 0.64 respectively.

3.6 Data collection procedure

Since the researcher has worked in Chaophya Abhaibhubejhr Hospital So, the research assistances were trained for interview firstly. After cases selection for in – depth interview, the researcher was done alone.

The researcher asked permission to conduct the study to hospital director before implementation. The trained research assistances asked respondents by structured questionnaire individually. The research assistances check completeness of all 56 questionnaires. For in – depth interview was recorded by tape recorder after receiving their permission. Luckily, all 13 cases permit for recording.

3.7 Data analysis procedure and statistics used

After data collection, the Minitab program was performed data analysis. Univariate statistics such as means, standard deviations, frequencies, maximums, minimums and percentages were used to describe socio-demographic characteristics of respondents, perception toward factors related to job satisfaction and job satisfaction.

CHAPTER 4

RESULTS

This study was aimed to investigate job satisfaction among 56 Thai traditional masseurs working in Chaophya Abhaibhubejhr Hospital, Prachinburi province, Thailand. Besides job satisfaction investigation, socio – demographic characteristics of respondents were identified. Moreover, job satisfaction was described by socio – demographic characteristics and perception toward factors related to job satisfaction.

This chapter presented the finding of the study as mentioned above. Firstly, research assistances interviewed all respondents by using a structured questionnaire. After examining job satisfaction, 13 respondents having job satisfaction score above and below $\bar{X} \pm S.D.$ were chosen for in – depth interview. The data analysis was conducted to describe socio – demographic characteristics, perception toward factors related to job satisfaction, job satisfaction and explanation of job satisfaction by socio - demographic characteristic and perception toward factors related to job satisfaction. Furthermore, the result from in – depth interview was examined the reasons for working in this hospital, causes of job satisfaction and dissatisfaction, overall job satisfaction assessment, the needed support from hospital for improvement of the respondents' performance. This chapter was presented in 6 parts as the followings;

Part1: Socio – demographic characteristics of the respondents.

Part2: Perception toward factors related to job satisfaction

Part3: Job satisfaction of the respondents.

Part4: Description of job satisfaction by socio – demographic characteristics.

Part5: Description of job satisfaction by perception to motivation and hygiene factors.

Part6: Job satisfaction from in-depth interviews.

Part 1: Socio – demographic characteristics of the respondents

The socio – demographic characteristics were investigated mainly on two components; personal factors and family factors. Personal factors included gender, age, marital status, educational level, monthly salary, overtime salary, working experience. Moreover, the personal factors also included TTM training experience, number of attended TTM training courses and the latest TTM training. Whereas, family factors included family income, number of family member and children. The result was shown in Table 2

Most of the 56 respondents (85.7%) were female. Their age ranged from 18 to 55 years old, with the average age of 31.20 years and standard deviation of 7.49. Around half (51.8%) was between 26 and 35 years old and one – fourths was between 18 and 25 years old.

More than half (53.6%) was married followed by single (30.3%) and widow/divorced/separated (16.1%). Regarding their education, approximately three – fourths (73.2%) of them graduated from high school. The rest graduated from primary or secondary school (26.8%). For monthly salary, almost all (92.8%) were temporary employees receiving 4,230 baths per month. There were only 3.6% employed as permanent employees receiving monthly salary of 5,000 and 7,000 baths. For overtime per diem, more than half (58.9%) received between 1,001 and 2,000 baths per month followed by receiving less than 1,000 baths per month (37.5%) and between 2,001 and 3,000 baths per month (3.6%). The average and standard deviation of overtime per diem were 1,354.46 baths per moth and 436.86 respectively.

It was found that average working experience was 2.32 years. Almost sixty percent (57.1%) has worked between 1 to 3 years. The remaining, (30.4%) has worked less than 1 year. While only 12.5% has worked quite longer between 4 to 6 years. Almost all (98.2%) has attended in TTM training courses. More than eighty percent (83.9%) has attended 1 to 3 training courses. The average attended training

courses were quite few around 1.86 courses. The maximum courses attended were 10. Approximately sixty percent (61.8%) attended training courses during 2004.

For family factors, the average family income was 14,178.57 baths per month. Almost half (48.2%) of their families received income between 10,001 to 20,000 baths per month. The rest received less than 10,000 and 20,001 to 30,000 baths per month in proportion 44.6% and 7.2% respectively. The range of family member was 2 to 8. Almost sixty percent (57.1%) of their families consisted of 4 to 6 persons, remaining was 2 to 3 (39.3%) and 7 to 8 (3.6%) persons respectively. The average of family members was 3.91 persons. Nearly forty percent (39.3%) of them did not have children. The proportion was decreasing with increasing number of children (37.5%, 17.8%, 3.6% and 1.8% for number of children 1, 2, 3 and 4 respectively).

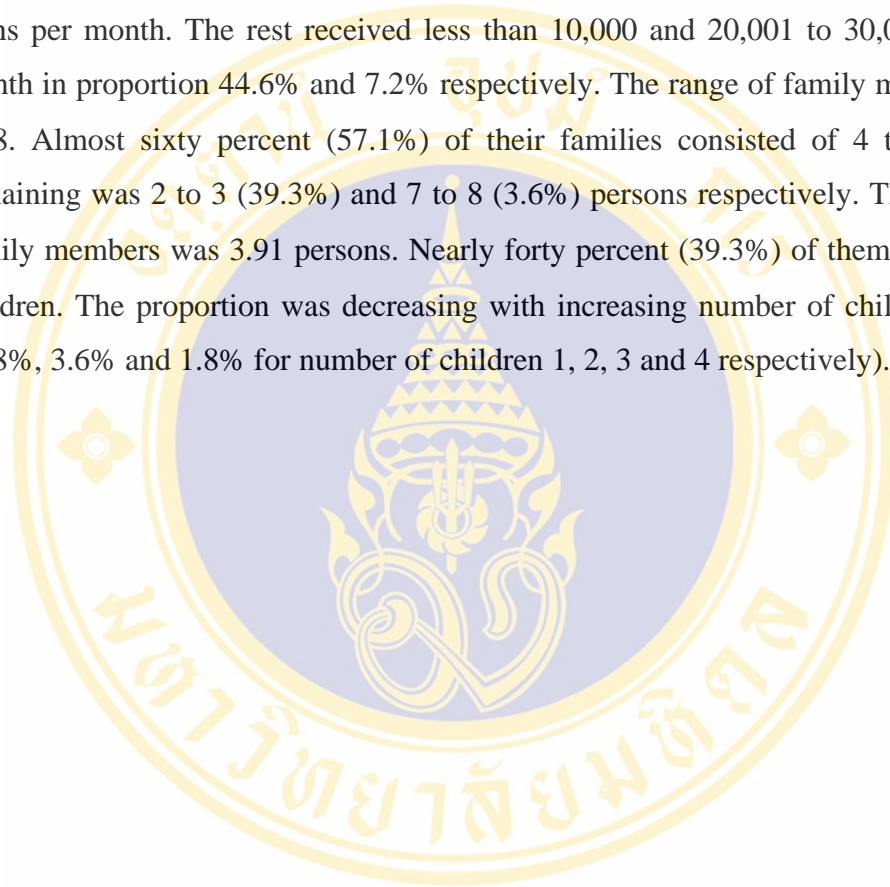


Table 2 Socio-demographic characteristics of respondents (n = 56).

Characteristics	Frequency	Percentage	Mean	S.D.	Max/Min
Gender					
Male	8	14.3			
Female	48	85.7			
Age (years)			31.20	7.49	18/55
18 - 25	14	25.0			
26 - 35	29	51.8			
36 - 45	10	17.9			
46 - 55	3	5.3			
Marital status					
Single	17	30.3			
Married	30	53.6			
Widow/Divorced/Separated	9	16.1			
Educational level					
Primary/Secondary school	15	26.8			
High school	41	73.2			
Monthly salary (baths/month)			4,353.11	534.04	4,230/7,000
4,230	52	92.8			
5,000	2	3.6			
7,000	2	3.6			
Overtime salary (baths/month)			1,354.46	436.86	800/3,000
≤ 1,000	21	37.5			
1,001 – 2,000	33	58.9			
2,001 – 3,000	2	3.6			
Working experience (years)			2.32	1.32	0.25/6
< 1	17	30.4			
1 – 3	32	57.1			
4 - 6	7	12.5			

Table 2 Socio-demographic characteristics of respondents (n = 56). (cont.)

Characteristics	Frequency	Percentage	Mean	S.D.	Min/Max
TTM training experience					
Yes	55	98.2			
No	1	1.8			
No. of TTM training courses			1.86	1.57	0/10
0	1	1.8			
1 - 3	47	83.9			
4 - 6	3	5.4			
7 - 10	5	8.9			
Latest TTM training					
During 2000	2	3.6			
During 2001	1	1.8			
During 2002	3	5.6			
During 2003	8	14.5			
During 2004	34	61.8			
During 2005	7	12.7			
Family income (baths/month)			14,178.57	5,933.50	8,000/30,000
≤ 10,000	25	44.6			
10,001 – 20,000	27	48.2			
20,001 – 30,000	4	7.2			
No. of family member (persons)			3.91	1.28	2/8
2 - 3	22	39.3			
4 - 6	32	57.1			
7 - 8	2	3.6			
No. of children (persons)			0.91	0.94	0/4
0	22	39.3			
1	21	37.5			
2	10	17.8			
3	2	3.6			
4	1	1.8			

Part 2: Perception toward factors related to job satisfaction

The perception toward factors related to job satisfaction was classified into 2 levels; high and low level. The high level group had the score equal to and more than mean. The low level group had the score less than mean.

The factors related to job satisfaction were mainly 2 groups based on Herzberg's Motivation - Hygiene Theory as shown in Table 3 and 4. The motivation factors combined with recognition, responsibility, work itself and advancement. On the other hand, the hygiene factors combined with policy and administration, working condition, interpersonal relationship and job security.

For motivation factors, recognition was the first factors contained with 4 statements that reflected respondents were recognized by the others including their patients, colleagues and supervisor. Almost sixty percent (58.9%) of them perceived that they were consulted by their colleagues when there was problem in their work. In addition, they also perceived that patients always request their massage (64.3%). Around fifty percent (51.8%) perceived that they were being trusted and assigned to do important task. On the other hand, almost sixty percent (58.9%) moderately perceived that their opinions were well accepted in TTM department.

Responsibility was presenting respondents' realization about their responsibility and authorization on job. The finding showed that they had highly perception toward their responsibility. Most of them perceived that they gave massage to patients following guideline, what they should do in their work and they finished their work on time. However, about forty percent (41.1%) did not perceive that they could solve the problems occurred to patients from their massage without consultation supervisor.

Work itself showed the nature of massage job. Since almost all (98.2%) perceived that massage job was very important, being able to serve and help patients and considered as a prestigious occupation. Moreover, the average score for nature of

massage job was the highest as compared to other factors which indicated that massage job was a valuable job in their perception.

Advancement was the last factor of motivation. More than eighty percent perceived that they had opportunities for attending TTM training or continuing education in TTM. Whereas, seventy percent (69.6%) perceived that they were promoted based on their performance.

Hygiene factors preventing job dissatisfaction showed attractive finding. The respondents had trace lower perception score toward hygiene factors as compared to motivation factors. Policy and administration was one factor contained in hygiene factors. More than eighty percent perceived that hospital director strongly supported TTM activities (85.7%), they could consult supervisor when facing working problems (85.7%) and they were able to follow rule and regulation of department (83.9%). However, they perceived quite low that they had opportunities to share opinions.

Surprisingly, the perception toward working condition had the lowest score as compared to others. The working condition mentioned to the facilities, patients load, location of residence and number of colleagues. Almost eighty percent (78.6%) perceived that TTM department environment was good. Approximately sixty percent perceived that TTM equipments were sufficient (64.3%) and the number of Thai traditional masseurs was adequate (58.9%) for services. Nonetheless, more than half (58.9%) moderately perceived that their houses were far from the hospital.

Interpersonal relationship revealed the support from their supervisor, colleagues and patients. Almost ninety percent (87.5%) perceived that patients believed in their advices. Around three fourths (73.2%) perceived that their supervisor gave good advices to them and their colleagues were delight to help them when they faced any problems. Additionally, three fourths did not perceive that they were happy if some colleagues moved to another place. Interestingly, around forty percent (42.9%) moderately perceived that some colleagues had not good attitude to them.

For job security, eighty percent (80.4%) perceived that they would work as Thai traditional masseurs as long as they might. Furthermore, sixty five percent (64.3%) perceived that they had a secured job.

Table 3 Average scores of perception to motivation and hygiene factors

Factors	Perceptual level	
	High (n)	Low (n)
Motivation factors	21	35
Average mean = 2.59, S.D. = 6.44, Median = 41, Minimum = 35, Maximum = 73		
Recognition	35	21
Average mean = 2.44, S.D. = 1.46, Median = 10, Minimum = 6, Maximum = 12		
Responsibility	25	31
Average mean = 2.64, S.D. = 1.08, Median = 10, Minimum = 8, Maximum = 12		
Work itself	42	14
Average mean = 3.06, S.D. = 4.08, Median = 12, Minimum = 10, Maximum = 42		
Advancement	27	29
Average mean = 2.96, S.D. = 4.15, Median = 8, Minimum = 7, Maximum = 39		
Hygiene factors	23	33
Average mean = 2.49, S.D. = 2.07, Median = 42, Minimum = 38, Maximum = 47		
Policy and administration	46	10
Average mean = 2.81, S.D. = 0.79, Median = 11, Minimum = 9, Maximum = 12		
Working condition	27	29
Average mean = 2.26, S.D. = 1.67, Median = 11, Minimum = 7, Maximum = 15		
Interpersonal relationship	24	32
Average mean = 2.39, S.D. = 1.23, Median = 14, Minimum = 12, Maximum = 18		
Job security	28	28
Average mean = 2.73, S.D. = 0.60, Median = 5.5, Minimum = 4, Maximum = 6		

Table 4 Perception toward factors related to job satisfaction in term of motivation and hygiene factors.

Statement	Perception		
	%Agree	%Undecided	%Disagree
Motivation factors	73.7	17.0	9.3
Recognition	53.1	37.5	9.4
Being asked suggestions, in case of problems.	58.9	25.0	16.1
Being asked massage from patients.	64.3	32.1	3.6
Opinion is well accepted.	37.5	58.9	3.6
Being trusted and assigned to do important task.	51.8	33.9	14.3
Responsibility	75.5	12.9	11.6
Give massage following the guideline.	96.4	3.6	
Being able to solve the problems without consultation supervisors.	37.5	21.4	41.1
Knowing what you must do.	91.1	8.9	
Finishing work on time.	76.8	17.8	5.4
Work itself	92.9	7.1	
Work is very important.	98.2	1.8	
Work is able to serve patients.	98.2	1.8	
Massage is a prestigious occupation.	98.2	1.8	
Having a clear job description.	76.8	23.2	
Advancement	78.5	15.5	6.0
Opportunities for TTM training.	85.7	8.9	5.4
Opportunities for continuing education.	89.3	10.7	
Being promoted based on performance	69.6	26.8	3.6
Opportunities for TTM training.	85.7	8.9	5.4

Table 4 Perception toward factors related to job satisfaction in term of motivation and hygiene factors. (cont.)

Statement	Perception		
	%Agree	%Undecided	%Disagree
Hygiene factors	64.1	25.9	10.0
Policy and administration	81.2	18.3	0.5
Director supports TTM.	85.7	14.3	
Rules are able to follow.	83.9	16.1	
Opportunity to share opinions.	69.6	28.6	1.8
Being able to consult supervisors.	85.7	14.3	
Working condition	46.1	31.4	22.5
TTM department environment is good.	78.6	21.4	
Hospital is far from house.	3.6	58.9	37.5
Patients in one day are too many.	25.0	39.3	35.7
Thai traditional masseurs are adequate.	58.9	16.1	25.0
Equipments for service are sufficient.	64.3	21.4	14.3
Interpersonal relationship	56.5	26.2	17.3
Supervisor gives the good advices.	73.2	26.8	
Colleagues are pleased to help in case of facing problems	73.2	26.8	
Be happy if some colleagues move out.	10.7	14.3	75.0
Some colleagues have not good attitude to you.	28.5	42.9	28.6
Colleagues cooperated nicely with you.	66.1	33.9	
Patients believed in your advices.	87.5	12.5	
Job security	72.4	27.6	
You will work as masseurs as long as you might.	80.4	19.6	
You have a secured job.	64.3	35.7	

Part 3: Job satisfaction among respondents

The average mean and standard deviation of job satisfaction score were 38.36 and 5.52 respectively. More than half of them (55.4%) were satisfied with their job condition at moderate level. The proportion of less satisfied and higher satisfied was relatively the same (23.2% and 21.4% correspondingly).

Satisfaction with their job was generally at high level. The proportions of satisfaction with each item ranging from 75% for career advancement, 71.4% for TTM policy, 67.9% for equipments provided to patients, 62.5% for work evaluation by supervisor, 57.1% for recommendation from supervisor, 53.6% for supervisor's administration and lastly 51.8% for result of massage given to patients.

The items which most of them were moderately satisfied ranking from highest proportion to lowest proportion as follows; compensation, rule and regulation of TTM department, patients' action toward them, welfare provided hospital, overtime payment system and working environment with proportion 69.6%, 58.9%, 57.2%, 55.4%, 53.6% and 51.8% accordingly.

As compared to the other items, almost thirteen percent (12.5%) was less satisfied with welfare provided by hospital most, remaining was overtime payment system (8.9%), compensation (5.4%) and working environment (5.4%).

Table 5 Job satisfaction of respondents (n = 56).

No.	Statement	Job satisfaction		
		%Higher satisfied	%Satisfied	%Less satisfied
	Job satisfaction	21.4	55.4	23.2
	Are you satisfied with			
1.	Rule and regulation?	37.5	58.9	3.6
2.	Compensation?	25.0	69.6	5.4
3.	Patients' action toward you?	42.8	57.2	
4.	Working environment?	42.8	51.8	5.4
5.	Recommendation from supervisor?	57.1	42.9	
6.	TTM policy?	71.4	28.6	
7.	The result of massage given to patients?	58.9	41.1	
8.	The relation between you and your colleagues?	51.8	48.2	
9.	Advancement in career?	75.0	25.0	
10.	Equipment provided to patients?	67.9	32.1	
11.	Your advice given to patients?	69.6	30.4	
12.	Administration of supervisors?	53.6	46.4	
13.	Work evaluation by supervisor?	62.5	35.7	1.8
14.	Current overtime payment system?	37.5	53.6	8.9
15.	Welfare provided by hospital?	32.1	55.4	12.5

Table 6 List of job satisfaction score

No.	Job satisfaction score	No.	Job satisfaction score
1.	43	29.	39
2.	34	30.	36
3.	33	31.	40
4.	38	32.	41
5.	36	33.	34
6.	33	34.	33
7.	39	35.	37
8.	37	36.	38
9.	41	37.	32
10.	30	38.	41
11.	43	39.	35
12.	34	40.	39
13.	36	41.	40
14.	33	42.	41
15.	36	43.	41
16.	33	44.	35
17.	42	45.	34
18.	33	46.	39
19.	37	47.	36
20.	42	48.	38
21.	34	49.	43
22.	35	50.	40
23.	36	51.	40
24.	35	52.	40
25.	40	53.	41
26.	37	54.	43
27.	35	55.	37
28.	35	56.	39

Job satisfaction score and level of each respondents revealed in Table 6. The job satisfaction scores were relatively high. The average score was 38.36, maximum and minimum scores were 43 and 30 respectively. More than half (53.6%) had job satisfaction scores more than 37.

Part 4: Description of job satisfaction by socio – demographic characteristics

Description of job satisfaction by socio – demographic characteristics was revealed in Table 7. The study showed the differences of job satisfaction when there were described by socio – demographic characteristics of respondents. Generally, socio – demographic characteristics was divided into 2 main groups of factors namely personal factors and family factors.

Starting with personal factors, gender has affected to job satisfaction. Male tended to have higher job satisfaction (46.2%) as compared to female (41.9%). The job satisfaction increased with age. The respondents who having age more than 30 years old tended to have higher job satisfaction (48.1%) as compared to having age less than and equal to 30 years old (37.9%). According to marital status, the one who were single had higher job satisfaction (52.9%) as compared to who were not single (38.5%). Regarding educational level, the respondents having higher education tended to have lower job satisfaction.

The study found the truth that the more salary and overtime salary they received, the higher job satisfaction they had. Because the proportions of receiving monthly salary less than and equal to 4,230 baths and more than 4,230 baths were shown as 41.2% and 60.0% respectively. As well as, job satisfaction between receiving overtime salary less than and equal to 1,500 baths per month and more than 1,500 baths per month was 41.3% and 50.0%.

On the topic of working experiences, the difference was not revealed obviously. The proportions of experiences less than 2 and more than and equal to 2 years were 41.2 and 43.6 correspondingly. Unexpectedly, the number of TTM

training has affected to job satisfaction due to the one who attended more training courses tended to have lower job satisfaction. Concerning on the latest training, the one who attended last training before 2004 had higher job satisfaction (68.8%) than after 2004 (51.3%).

Interestingly, there were not much job satisfaction differences when it was described by family factors. For number of family member, the job satisfaction decreased with the increasing number of family member. The respondents' families consisting of 1-3 persons had higher job satisfaction as compared with families consisting of 4-9 persons. These contrasted with number of children. Respondents having more children tended to have higher job satisfaction. The detail was shown in Table 7.

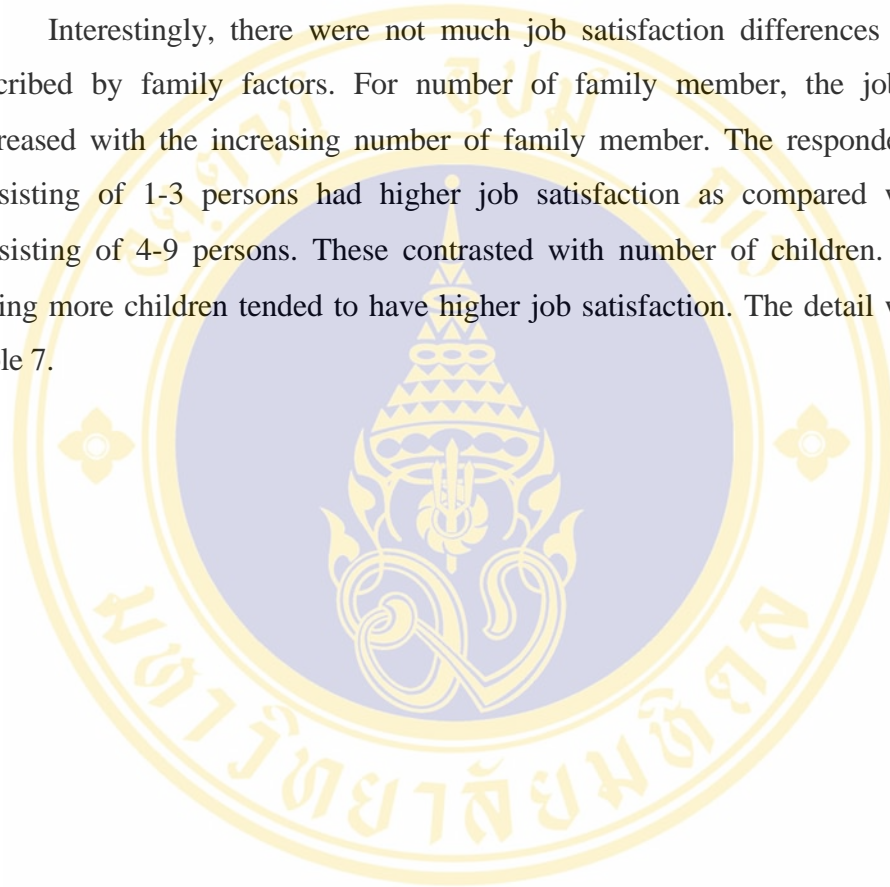


Table 7 Description of job satisfaction by socio – demographic characteristics

Socio – economic characteristics	Level of job satisfaction			
	High		Low	
	n	%	n	%
Gender				
Male	6	46.2	7	53.8
Female	18	41.9	25	58.1
Age (years)				
≤ 30	11	37.9	18	62.1
> 30	13	48.1	14	51.9
Marital status				
Single	9	52.9	8	47.1
Not single	15	38.5	24	61.5
Educational level				
Primary/Secondary school	7	46.7	8	53.3
High school	17	41.5	24	58.5
Monthly salary (baths/month)				
≤ 4,230	21	41.2	30	58.8
> 4,230	3	60.0	2	40
Overtime salary (baths/month)				
≤ 1,500	19	41.3	27	58.7
> 1,500	5	50.0	5	50.0
Working experience (years)				
< 2	7	41.2	10	58.8
≥ 2	17	43.6	22	56.4
No. of TTM training (courses)				
0 - 3	21	44.7	26	55.3
4 – 12	3	33.3	6	66.7
Latest TTM training				
Before 2004	5	31.2	11	68.8
After 2004	19	48.7	20	51.3
Family income (baths/month)				
< 15,000	14	42.4	19	57.6
≥ 15,000	10	43.5	13	56.5
No. of family member (persons)				
1 - 3	10	45.5	12	54.5
4 - 9	14	41.2	20	58.8
No. of children (persons)				
0 - 1	18	41.9	25	58.1
2 - 4	6	46.2	7	53.8

Part 5: Description of job satisfaction by perception to motivation and hygiene factors

The description of job satisfaction by perception toward motivation and hygiene factors was revealed in Table 8. Although, there was no statistical significance between respondents' job satisfaction and their perception but there were some trends showing from the study.

For motivation factors, respondents having high perception toward motivation factors had higher job satisfaction (52.4%) as compared with having low perception (38.1%). As the same result with recognition and work itself, the one having high perceptions toward recognition and work itself, they also had high job satisfaction showing with 51.4% and 47.6% correspondingly. Nonetheless, the tendencies were not seen obviously for responsibility. Conversely, job satisfaction increased with the lower perception of advancement.

The perception toward hygiene factors has revealed the same trend as motivation factors. Entirely, the one having high perception toward hygiene factors had higher job satisfaction (52.2%) than having low perception (36.4%). The difference of job satisfaction was not seen apparently for describing by perception toward hospital policy and administration. The tendency of job satisfaction described by perception toward working conditions was quite seen noticeably. As seen from the table, respondents having high perception toward working conditions had higher job satisfaction (55.6%) than low perception (31.0%). On the contrary, the tendencies of job satisfaction increased in the low perception of interpersonal relationship group. For job security, job satisfaction increased with the high perception toward job security which the same result as hospital policy, working condition and job security.

Table 8 Description of job satisfaction by perception to motivation and hygiene factor.

Perception towards factors related job satisfaction	Level of job satisfaction			
	n	High %	n	Low %
Motivation factors				
High	11	52.4	10	47.6
Low	13	38.1	22	62.9
Recognition				
High	18	51.4	17	48.6
Low	6	28.6	15	71.4
Responsibility				
High	11	44.0	14	56.0
Low	13	41.9	18	58.1
Work itself				
High	20	47.6	22	52.4
Low	4	28.6	10	71.4
Advancement				
High	11	40.7	16	59.3
Low	13	44.8	16	55.2
Total	24	42.9	32	57.1
Hygiene factors				
High	12	52.2	11	47.8
Low	12	36.4	21	63.6
Hospital policy and administration				
High	20	43.5	26	56.5
Low	4	40.0	6	60.0
Working conditions				
High	15	55.6	12	44.4
Low	9	31.0	20	69.0
Interpersonal relationship				
High	9	37.5	15	62.5
Low	15	46.9	17	53.1
Job security				
High	13	46.4	15	53.6
Low	11	39.3	17	60.7

Part 6: Job satisfaction from in – depth interview

Frederick Herzberg and his colleagues conducted many studies about job attitudes. The technique for discovery job satisfaction and dissatisfaction was asking about the situation employees felt good and bad respectively. Subsequently, 13 respondents were asked about job satisfaction and dissatisfaction by this technique. In addition, their feelings on overall job satisfaction were asked directly and reasons for job satisfaction also asked for usefulness of improvement respondents' job satisfaction by hospital administrators. Lastly, their needed support from hospital for performance improvement was accessed. However, appearance of respondents' name was a sensitive issue. So, the English alphabets were used instead of name. The result was shown as 2 groups; high job satisfaction, having job satisfaction score more than and equal to $\bar{X} \pm S.D.$ and low job satisfaction, having job satisfaction score less than $\bar{X} \pm S.D.$

High job satisfaction

A was the first interviewee. She told about the reason for working in this hospital since almost two years ago, she heard that Abhaibhubejhr Thai massage was different from other Thai massage and she really wanted to know what Abhaibhubejhr Thai massage was. Once she had a chance to go to hospital because of her sickness. Therefore, she asked the staff in this hospital about Abhaibhubejhr Thai massage, that staff recommended her to apply and study Abhaibhubejhr Thai massage for 4 month. At that time, she was a housewife and did not have work. Eventually, she applied for massage training course. During training course, head of TTM department invited her to work as a Thai traditional masseur due to her massage was quite good. Once, she finished the course, she applied to work in this hospital as well.

She explained about the situation of felling good was impression of her colleagues. Last year, she went to Bangkok for TTM exhibition arranged by MOPH. There, she gave massage to many visitors for 3 days. In the last day, she was faint and her colleagues helped her. They took care of her by finding water and smelling salts. They told her to take a rest and asked permission from her supervisor for giving her a

rest as well. This situation changed her thinking for working in this hospital. At first, she thought that she would work for this job only 1 – 2 years after that she would find new job later. Because this hospital was far from her house, her husband drove a car to bring her to work every day. She could not drive a car. However, this situation made her rethinking. Actually, she had good friends here, she should continue this work. She used to work somewhere else. But she resigned due to terrible colleagues. They liked to have gossip each other. She did not like such situation.

As she has worked in this hospital for one year, she did not have any bad feeling. She told that this hospital was very nice. It gave her opportunity to work. She still emphasized about colleagues. Colleagues here were friendly. They have helped her many things. She was so happy to be here. Conclusively, she satisfied with job. Nonetheless, she could not find the exact reason for job satisfaction. It may originate from good job and good friends. Even she did not have bad feeling to any situation. She still needed support from hospital for improving her performance. She needed a rest before starting new cases and at least 1 hour during lunch time. She gave more explanation that massage used so much energy. If she gave massage too much, she would be tired. And she would not have any energy for giving massage to other patients. She expressed about her responsibility that as long as patients came, it was her duty to serve them even in lunch time. Finally, if hospital permitted her to rest during lunch time, it would be better. However, she concluded that it was impossible.

B used to work in another department in this hospital. Her friends working in TTM department invited her to be trained in Thai massage arranged by hospital. It was the same time that she got bored from the previous work. She decided to try the new work as a Thai traditional masseur. Eventually, she did not make the wrong decision. She loved this job, it was interesting. It was art. When she gave massage to patients, she would adjust postures according to patients' status and preference. The situation making her felt good was receiving compliments from patients. This situation made her happy. She said she did not know why she received compliments. She tried to guess the reason, it may cause from the effectiveness of Thai massage. The effectiveness was proved by almost ninety percent of patients improved by her

massage. On the other hand, the situation made her felt bad was conflict among colleagues. She explained about current overtime payment. Every masseur would receive 30% from each massage. It meant that the more cases masseurs provided, the more salary they earn. She expressed that sometimes her colleagues argued about cases. They wanted to get more cases as compared to others. Even though, TTM department had a queue for masseurs for providing services to patients. But the queue did not work when the time was tight. Her supervisor tried to solve this problem but it did not work. The supervisor wanted every masseur to serve patients as fast as they can. Once situation happened, there was no solution. After daily service ended, her boss would solve the problem. For her opinion, the problems should be solved suddenly. Anyway, she was satisfied with job. She told that she was satisfied with everything in this hospital. She did not need any support from hospital for improving her performance. She explained that performance should come from an individual. If individual tries his best, performance also would be the best.

C decided to working in this hospital because her relatives worked here for 2 years and recommended her to work here as well. Her relatives gave the reason to convince her that this hospital gave staffs many opportunities such as continuing education and training. It was right when she worked here for 4 years. She was permitted from hospital director to continue higher education of Thai traditional pharmacy. Next year, she would take examination for her licensing. She expressed her feeling with pleasure that even she was only a temporary employee but hospital director gave her importance by permission her to continue higher education. After she received the license, she would help department to develop TTM services. She was so happy to work in this hospital. So far, she has never faced any bad situation. Though, she could not specify what situation she felt bad. She was quite lucky. Her supervisor was very nice. The hospital was good also.

The reputation of the hospital invited a lot of visitors came and used TTM services. She earned a lot of money from these visitors. Entirely, she satisfied with her job since she has never had any working problems. She stated that if people did not have working problems, they would be happy and satisfy with their work. Lastly, she

wanted hospital to develop more services like SPA and other alternative medicine services. The hospital could train masseurs to have more knowledge about these services. If masseurs had more knowledge, their performance would be improved.

D told reason for working in this hospital that her relative working here. He recommended H to use her skill for earn money. At that time, she just finished Mattayom 3. She did not have any job. Ultimately, she applied to be a Thai traditional masseur. Before she started working, she attended Abhaibhubejhr Thai massage around 3 -4 months. She felt happy when there were many people came and used Abhaibhubejhr Thai massage as well as many people increasingly accept Abhibhubejhr Thai massage. Therefore, she wanted to work as long as she might. She loved here. She could earn more money because of being Thai traditional masseur.

She told about bad situation that currently, there was a private company who brought Abhaibhubejhr Thai massage to Bangkok. The hospital masseurs had to rotate for working in this private company every month. She did not like this situation. She was stress from working there. Because that company was in Bangkok, she had to leave her family for a month. Every time she worked there, she felt frightful. Nevertheless, she did not want to quit from this job because she loved this hospital so much. She wanted hospital to find more masseurs for rotation in that company. This way would be better than resign. Definitely, she satisfied for working in this hospital because she could use her capability to help people. She expressed that she could help many patients and those patients loved her, too. She needed hospital to solve personal problem. She mentioned the busy working process regularly originated from personnel.

E used to work as a Thai traditional masseur before working in this hospital. She went to give massage to patients in their house. The patients would call her if they wanted her massage. As working for 5 years, her patients told her that this hospital needed Thai traditional masseurs working in TTM department. She thought working in hospital would be benefit for patients more than working private. She expressed that she had good colleagues. They were friendly and help her in working.

They gave good advices when she had problems. As compared with working privately, she did not know much about TTM but here she attended training which made her update the old knowledge. She has learned many things from this hospital. She has received more knowledge. These were the best things she has received from here. Without doubt, she earned more money from this hospital.

She emphasized that this was her favorite job. She worked by heart. Anyway, she felt bad sometimes when the department was lacking of unity. Her colleagues liked to have gossip about nonsense stories. They liked to talk about others which were not totally true. One time, she was absent due to sick. But her colleague told her supervisor that she went to do her own business without getting permission from supervisor. This was the bad situation she faced. She explained that this situation gave her experience that she could not trust anybody. She did not like this situation, she wanted to quit, sometimes. But she could not quit, she had mother and children to take care. However, she was satisfied with this job. She was proud to work in Chaophya Abhaibhubejhr Hospital which even foreigners knowed this place. The support needed from hospital was solution of personal problem. She finished shortly that if we worked with bad people, we would not be happy which decrease our performance.

F heard that this hospital provided the best TTM services Thus, she tried to work here. She told about impressed situation, her patient was brought from southern part because patient's daughter saw the news about Thai massage here. The patient was admitted and stayed in this hospital for 3 months. At first, the patient sat on a wheel chair. Before discharge, patient could walk by herself. She was so proud that she could use her knowledge for helping patient. Nevertheless, she could not bear if colleagues were gossipers. They liked to talk others' stories which were not their business. She could not recall the specific situation that made her felt bad. But she insisted that gossip occurred every day. The gossip ruined relationship among colleagues. Wherever, gossip occurred, lack of unity was there. She gave opinion that if hospital had system to reduce gossip, everybody in workplace would be happy. Due to she received many complliments, she felt satisfied with her work. She said these

compliments could support her spirit. In addition to, only training she needed from the hospital to improve her performance.

Since G's mother worked here, hence she was suggested to work here. After, she graduated from Matthayom 6 she applied for working as a Thai traditional masseur. Her family didn't have money since her father died almost 10 years. She had a house and car from working here for 4 years. This was the most impression as working in this hospital. Moreover, she wanted to continue her work evermore. She felt that she was quite lucky. She had good colleagues and supervisor. Additionally, she could help people by her skill. She has never felt bad during 4 year working during 4 years. She did not explain much. She just summarized that she was satisfied with her work. Since, she had income for taking care of her mother who retired, last year. She expected that she would make her mother happy. She wanted hospital to increase the number of masseurs for balance workload. Now, the quantity was not enough. If there were more masseurs, quality for services would be better.

Low job satisfaction

H was a middle aged man. Firstly, he explained about the reason for working here. He heard about the reputation of TTM, he wanted to be a part of successful hospital. He used to work as a gardener of Prachinburi province. His neighbor suggested him to apply a job in this hospital, after she knew that he wanted to work in this hospital. He gave an example of situation making him felt good. It was providing massage to stroke patients for one month. That patient was admitted as an in-patient of the hospital. At first, that patient could not walk, just lied down on the bed. He gave massage and mental support to patient in the same time. He tried to talk and encourage patient to walk and help himself. One month later, he could walk by using walking stick. He explained about the massage used that he combined body massage, foot massage and oil massage together. The type massage he used up to doctor's order. However, he adjusted the posture according to patient's status. He gave his opinion that giving only massage was not enough. The good masseurs should give mental support to patients as well since most of patients coming as stroke patients had psychological problem. This was true for this patient, he had psychological problem.

Before being sick with stroke, he was an owner of department store. Once he got stroke, he could not do anything. He just lied down and cry on the bed, wait for nurses to take care him. He practiced this patient such as walking, remove his shirt, using spoon for eating; the purpose for help himself. His idea for usefulness of massage in this case was blood circulation stimulation. He told that usually blood flow to every organ. If blood flowed easily, totally all organs would be in the good function. Another point was Thai traditional masseurs could help patient for relaxation; both physical and psychological relaxation. Since patients stayed in the hospital for a long time, they did not have so many people talk to them even nurses. Because, nurses were so busy, they did not have time to talk with patients. However, Thai traditional masseurs still had time for take care patients. He said masseurs respected every patient as their relative. They try to take care patients as best as they can. From helping this patient, he wanted to be a Thai traditional masseur as long as he could, because this job would be benefit for many people especially patient who did not improve from western treatment.

He explained about situation made him felt badly was complaints from patients. One time, he just finished massage; he heard some complaints from patients that Thai traditional masseurs here were so lazy. They allowed patients wait for a long time. At that time, he tired to explain politely but patients did not want to listen. Consequently, he and patients argue each other. His supervisor came and told him to apologize to patients. He tried to clam down and said sorry to them. This situation made him sad; he could not give massage to other patients after that day. He left hospital early. He expressed his feeling at that time he was so angry, he wanted to quit from this job. He did not want to work as a masseur any more. Anyone could look down this career. He thought that this job as a servant. However, the time changed, he released angry. Now, he was so happy with this job and wanted to work as long as he could.

Totally, he satisfied with this job. However, he wanted other staffs understand him more than this. Although, most of masseurs were only temporary employees but they had their own duties. Others liked to ask them for doing other business which

was individual business. The reason he satisfied this job because this job was advantage to others. He could teach people how to give massage to their relative. People did not need to pay money for purchase analgesic in order to relief pain. Massage could relieve pain effectively. The support he needed from hospital was equipment. In his idea, the equipment should be increased. Furthermore, he wanted hospital to increase his salary. His expresses that actually salary did not affect his performance directly but salary would support their courage. Finally, his performance would be improved.

I came to this hospital because her father was admitted in this hospital. She saw announcement that there were Abhaibhubejhr Thai massage training in this hospital. At that time, she did not have a job, so she applied and trained for 4 months. After she finished this course, she practiced as a Thai traditional masseur here. She told more that she felt happy every time her patients could improve from their illness. She could not specify what situation made her happy most. She gave reason for being happy for working that this job could save patients' life. Thai traditional masseurs did not want only money even though money was so important for their life. But they were health professional who used their knowledge and skill to help people from patients' illness. She wanted to be a masseur as long as possible. On the other hand, he was anxious that he could not give massage for a long time. Because massage used a lot of energy, she may not be able to give massage to patients. Conversely, she felt bad when she compared her work with other staffs' in this hospital. She worked nearly all day. If patients still came, it was her duty to serve them. But, other staffs had a rest at least one hour at noon. If they did not have any task, they could sit and take a rest. For herself, he earned only 4,230 baths per month which was not enough for her. In fact other temporary employees received salary with the same amount but she complained that work was not equal for example other staffs could take a rest after finishing daily task. Even, she still earned around 1,000 – 2,000 baths/month, but it was not enough for her 2 children.

Regarding overall satisfaction, she was not confident whether she satisfied with her job or not. She was so impressed for her colleagues and working

environment. Nevertheless, salary was very low as compare to hard work. She expressed that truly money was not more important than work. But money was needed for her family. Nowadays, she had debt since salary was not enough. Ideal could not help her survive. Absolutely, the support needed was increasing salary. That was only thing she needed.

J told that her sister worked as employee in this hospital and invited her to apply for being a Thai traditional masseur. She did not have any job at that time. She was a housewife and wanted to help her husband to earn more income for her family. This was the reason of working in this hospital. She expressed about impressed situation, it was providing massage to foreigners in Thai traditional medicine exhibition last year. It has seemed that she was a representative for publication TTM. This situation made foreigners knew about Abhaibhubejhr Thai massage. This massage did not provide for money only. They highly concerned about patients' health. Some patients informed her that other masseurs dressed nicely but they did not provide good massage. As compared with masseurs in this hospital, they did not dress nicely but they provide patients good massage. Well, she felt pleased when patients requested her to give them massage. She explained more that the good masseurs did not have only good skill but they also had to know how they could apply massage to each patient properly. She thought that Thai traditional massage was the most suitable job for her. If she had opportunity, she would open her own massage place. Nonetheless, she felt bad when there was no unity in her department. She said sadly her colleagues argued each other so often. Because they wanted to earn more money, so they wrested patients. During argument they did not care about the nice relationship in the old day. Even it was true that money was god. It could buy everything. But money could not buy pleasant relationship. Regarding her job, it was not bad. She could not say that she satisfied or dissatisfied with her job. She emphasized that as long as she worked as a Thai traditional masseur, she must do as best as she could. However, she faced good and bad situation happened to her during she worked here. The one support needed from hospital to improving her performance was understanding form her supervisor. She concluded shortly that supervisors could create bad and good incidents to their subordinates.

K wanted to be a Thai traditional masseur since she did not have a job. She saw her mother gave massage to her grandmother everyday. She was so impressed since massage could build the strong relationship in family. Regarding feeling good situation, she affirmed that patients were good. Hospital also was excellent. There was nothing bad. Everything was good. This place gave her a job. She could earn money in each month from this place. Nevertheless, she was not confident how long she would work in this hospital. On the other hand, even she mentioned about happiness here, she still did not like conflict among her colleagues. They had arguments about quantity of cases they served. The hospital had overtime salary payment based on case services. She claimed that it was not fair sometimes. The staff who managed the queue did not have management skill. This staff did not care whose queue was coming. Masseurs walking around the counter would get the new cases. She explained sorrowfully unfair situations occurred in her workplace and she could not solve these problems. Due to facing these situations, she was bored. Occasionally, she wanted to quit from this job. If she quitted, she would not face any terrible situation. On the other hand, she was satisfied with this job because she had money from this hospital. She wanted hospital gave her more training. She explained that even she gained experiences from providing massage to patients everyday, but she still needed current knowledge. This knowledge could support her performance.

L wanted to use his ability to help patients. He told one situation that he was proud because he was a part of TTM department for earning nearly two million baths in last March. He wanted to continue this job as long as possible. However, he did not like his colleagues who took advantage from him. Besides massage, Thai traditional masseurs had other duties such as cleaning the places before services. Some colleagues didn't like to work. They came to work very late. When they arrived, it was the time for serving patients precisely. He felt some colleagues were selfish, only minority was good. On the other hand, he satisfied with her job. He thought that masseur was an honest occupation and this occupation could help a lot of people. She emphasized that hospital should realize about personal problem. In fact, working environment here was the best. If the hospital could solve personal problem, this hospital would be the perfect workplace. She explained more that many problems

came from people working in workplace. The hospital did not have the system for control bad people. If hospital had good system, they could control bad people and maintain good people. Another thing was training. Hospital should emphasize on education. The hospital provided few training courses. They should update new knowledge for masseurs.

M told about her history before working in this hospital. She used to work as a plant employee in Bangkok. In 1998, the economic status was crisis. She was laid off. Hence, she moved to Prachinburi province which was her hometown. And she heard that hospital wanted new Thai traditional masseurs. This was the same time she wanted a job. So, she applied to work here. The one thing she most satisfied was having her own professional. Several times, she has used her massage to help people. She could not specify which situation she satisfied most, however she wanted to continue her work forever. On the other hand, she felt bad when she received a complaint from patient. Patient told her supervisor that she served them impolitely. Since, she talked with her colleague during massage. In fact, she only wanted to change queue with her colleague and she talked only 5 minutes. She felt upset with this patient. She wanted her patient understand her more. She did not have much time to talk with other. As long as patients came, she would give massage to patients. Even she was sad from this complaint, but she still wanted to continue her work. Anyway, she was satisfied with her job. She loved this professional because this professional could help people. She wanted hospital to improve service system. She got many complaints about complicated system. Patients did not know which place they should go first. They did not know that they could come to TTM department directly. They did not need to go to western OPD clinic. The hospital should announce to patients as well about the service process.

Conclusively, most of them applied to work in this hospital because of they needed to find a job due to unemployment. They thought that this job could generate income for their living and their families. Some heard about the hospital's reputation for TTM and wanted to work in reputed hospital. One transferred from other department because of being bored from previous work. Two expressed their

inspiration to help people from their illness by their massage; one has been worked as a private Thai masseur before.

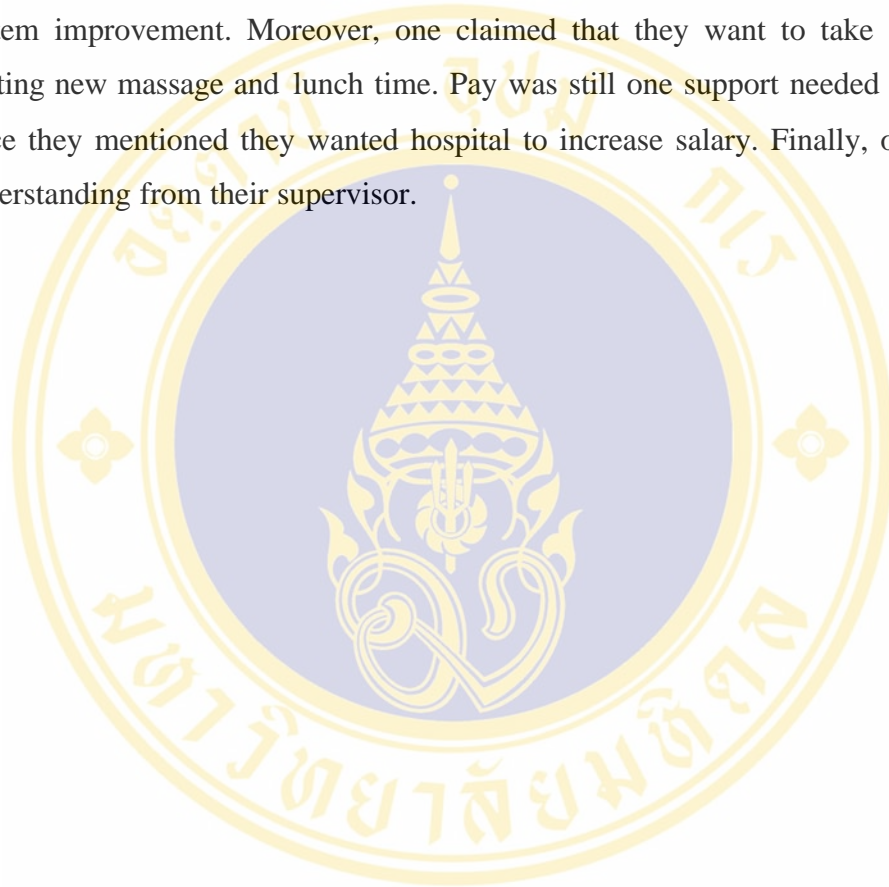
From above causes could be concluded according to Herzberg' s Motivation-Hygiene Theory. The factors creating job satisfaction among respondents were work itself, interpersonal relationship, recognition, advancement and pay. Most of them were proud with their work which could help patients. If patients improved from their illness, they would be happy. Moreover, their work was accepted among people would make them pleased as well. Some mentioned about having good colleagues was the reason for continuing their job. Some was recognized by patients showing by compliments given from patients or even one was a part of increasing income of hospital. For advancement, some felt satisfied when they were permitted to continue their higher education. Lastly, pay was confirmed by respondents that they would continue this job since it could create income.

On the other hand, the situation creating most dissatisfied were interpersonal relationship since most of them claimed about conflict, gossip and being taken advantage from colleague as well as complaints receiving from patients. Apart from that, work itself was mentioned by respondents. Some claimed that their work is quite hard and rotation to work in private company. However, three of them were not dissatisfied with this job.

For overall satisfaction with their job; almost of them were satisfied, only two were not confident whether they were satisfied or not. Four mentioned the job could help people from their illness. Two mentioned that they received good compensation. Some gave the reasons because of receiving the compliments from patients, giving massage to foreigners, good friends and good work, not facing any problems and excellent place. For undecided group whether satisfied or not satisfied; the reasons were low salary and no confrontation with any bad or good situation.

Mostly they needed support from hospital for improve their performance, only one did not need support. She said performance should come from an individual. If an

individual has done best, the performance would be the best as well. The topics needed support from the hospital was personal problems solution which revealed from dissatisfaction situation. Some wanted the hospital to provide more training. However, they still wanted hospital to arrange the good working condition such as increase more Thai traditional masseurs and equipments for services and service system improvement. Moreover, one claimed that they want to take a rest before starting new massage and lunch time. Pay was still one support needed from hospital since they mentioned they wanted hospital to increase salary. Finally, one requested understanding from their supervisor.



CHAPTER 5

DISCUSSION

The finding from this study has showed various important features. Therefore, the discussion was discussed based on the objectives of the study as follows;

Part 1 Job satisfaction among respondents

Part 2 Respondents' perception toward factors related to job satisfaction based on Herzberg's Motivation – Hygiene Theory.

Part 3 Description the job satisfaction by socio – demographic characteristics of respondents and their perception toward factors related to job satisfaction.

Part 1 Job satisfaction among respondents

The statement which they felt highly satisfied most was advancement in their career. In fact, there was not much advancement in their career since mostly they were temporary employees. Even they worked hard they could not go to higher position like permanent employees and civil servants in government system. Nevertheless, the reason for satisfaction to advancement was opportunities for higher education. This result could be confirmed from the perception toward the opportunities for training and continuing education. Their perceptions were quite high. Sprinkling ninety percent said that they had these opportunities. The hospital had policy to support masseurs to have higher education or short courses training which was different from other hospitals. After, they graduate from their study or training, they could help TTM department for develop more services. They might feel that they could work more. Actually, their positions were still temporary employees but their and their colleagues' perception perceived that they had higher position due to more work. This would make them feel satisfier as compared with being only Thai traditional masseurs. One case from in – depth interview also mentioned that she would be happy from help TTM department developing more services after graduation in Thai traditional pharmacist.

The item which they felt least satisfied most was welfare provided by hospital. Actually, the welfare provided to temporary employees was social security scheme for their illness, labors, retirement and unemployment. Usually, the employees pay 5% from their salary every month and hospital pays the same rate as employees. Hence, it seemed that hospital did not provide real welfare to them due to co-payment from employees.

Interestingly, around half of them had moderately satisfied to current overtime payment and about ten percent were less satisfied to this item. Truly, they should have higher job satisfaction to this component since this was the first hospital paying overtime salary based on cases service to their Thai traditional masseurs. The result from in – depth interview has shown that they did not like per cases payment due to this system created conflict between colleagues. This reflected to the management system from supervisor which was not asked from interview. Herzberg et al suggested that supervisor was often instrumental in structuring the work. He play important role for achievement of his subordinates and organization (25). In addition, one mentioned that they wanted more understanding from their supervisor. Furthermore, some mentioned that their supervisor did not solve the conflict due to queue disorder. She liked to solve in the end of the day which the problems were already occurred.

Nevertheless, one concern was financial incentives. Bonnie et al. (37) suggested that financial incentives were used when hospital relied on quantity of output from medical doctors. For quality of work should find out the other methods such as fringe benefits instead of incentive. Importantly, the hospital should have quality control system or patients satisfaction reflection.

In – depth interview result has shown interesting notices. Respondents thought this career could support their primary and secondary need according to Maslow's Hierarchy of Needs Theory (23). This job could create money for their living and their family. Some mentioned about income receiving from here can help them take care of their family. The money could respond their physiological needs as well as

money made respondents felt secured. Anyhow, not only income was needed by them but two of them also would like to help people through their massage.

On the other hand the cause of job dissatisfaction revealed obviously from in - depth interview. The relationship between colleagues seemed to be a problem. Six from thirteen mentioned about conflict, gossip and being taken advantage between their colleagues which made them dissatisfaction. This finding was not revealed apparently from interview. This was support Herzberg' Theory since relationship with colleagues was hygiene factor. If there were not good relationship, the job dissatisfaction could be occurred.

Part 2 Respondents' perception toward factors related to job satisfaction based on Herzberg's Motivation – Hygiene Theory.

As regards to work itself, more than ninety percent perceived that their work was important and prestigious. This agreement coincided with in – depth interview result which they were proud to help people by their massage. Since, work itself could represent the interesting aspects and special characteristics of work. If a person felt that the work he or she done was creative, useful and challenging, that person would be satisfied to work (38).

The perceptions toward recognition among respondents were quite varied as compared to the others. In detail of recognition, they could not decide whether their opinions were accepted and they were being trusted and assigned to do important task. This reflected the management in government system which was more likely to be top down management even now the government has been reformed. Thus, practitioners as Thai traditional masseurs still waited for order from their supervisor.

Startlingly, the perception toward working condition score was the lowest. As mentioned before, this hospital was well accepted as a model of TTM services. They should provide excellent working condition but their employees did not perceive this issue. As explained by Ebru K. (39) that normally workers compared their working conditions with the conditions of the society, under the variable of social conditions.

If the social conditions were worse than the individual's working conditions, then this would result in satisfaction of the individual, as the workers deemed themselves relatively in good position. In this case, the respondents perceived that hospital was famous so the hospital should provide better working condition such as quantity of Thai traditional masseurs and equipments. Apart from that too many patients was another perception which related to their comparison between number of providers and patients as well.

Even though, perception toward interpersonal relationship was higher than recognition and working condition. However, the perception was pretty low. Since almost thirty percent perceived that some colleagues had not good attitude toward them. This finding coincided with finding from in – depth interview showing the relationship among their colleagues. A part from that they did not perceived that they were trusted and assigned to do important tasks as well as their opinion was not accepted.

Part 3 Description of the job satisfaction by socio – demographic characteristics of respondents and their perception toward factors related to job satisfaction.

Male was likely to satisfy with their job more than female which agreed with the study of Togia A. et al (40) done in Greek librarians. He found that male librarians had higher job satisfaction than female. However, Clark (41) found that job satisfaction among female tended to be higher than male. The explanation was transitory phenomena which female's improved position in the labour force relative to their expectation. Once female' s labour market rewarded stop improving (or, more accurately, only improve at the same rate as those of male) female' s and male' s reported satisfaction should be identical, once other individual and job attributes were controlled for, as there would be no gender difference in rewards relative to expectations.

Job satisfaction increased with age in this study given the same result from the studies of Robbin (21) and Yamashita (26). Since age is normally related to maturity

and compensation. When getting older, people will have higher experiences which bring to adjustment themselves with their work. Moreover, the older usually received higher salary.

The single was more prone to have higher job satisfaction since they don't have much burden for their families as compared with married. However, this finding contrasted with the study of Suwanna (42). She conducted study on nurses' job satisfaction and found that married nurses who were living with spouse had more job satisfaction than those were single or living alone. Because married nurses had emotional and mental support from their spouses. On the other hand, it was possible for single would have higher job satisfaction since the single might not have more responsibility for their families as compared with non – single.

For monthly salary and overtime salary, it was true. Usually, receiving more compensation should be more satisfied. Actually, compensation is a factor in hygiene factors which prevent job dissatisfaction. It may reflect that high compensation could promote job satisfaction as well. In addition, Money is very instrumental in fulfilling several important needs of individuals; it facilitates the need of food, shelter, and clothing and provides pursue valued leisure interests outside the work. Second, pay can serve as a symbol of achievement and recognition (25).

For working experiences, there was not much difference of job satisfaction among higher and lower working experiences. This finding contradicted with Sari (43) and Njuki (44). Usually, higher working experiences would bring high maturity as same as age and the high maturity led to adjustment themselves to their work and society. Conclusively, higher working experiences should have higher job satisfaction.

There was not different of job satisfaction among perception of motivation and hygiene factors. This finding contrasted with Herzberg Motivation – Hygiene Theory. He found that motivation factors would play directly role toward job satisfaction whereas hygiene factors would play indirectly role by prevent job dissatisfaction (25).

From this study, hygiene factors might play important role to job satisfaction as the same with motivation factors.

The perception toward responsibility and job satisfaction was not seen trend obviously. It could be explained that their work did not have much authorization of making decision in their work. For example, if patients have pain or bruises from their massage, they could not solve the problem by themselves without consultation their supervisor.

Higher perception toward advancement would be prone to lower job satisfaction which contradicted with job satisfaction assessment. From job satisfaction, three – fourths of them was highly satisfied with advancement in their career. Usually, job satisfaction should be increased with the increasing of advancement.

From this study, family factors such as family income, number of family member and children did not play role for job satisfaction. However, Bergman T et al (45) found the significant relationship between nurses' job satisfaction and good relation in their family as well as job satisfaction and presence of adult member in families. It meant that if there were adults as the member of family, they would discussed to nurse which brought to mental support and release pressure from nurses' job. The good relationship in family also made nurses happy; they would be ready for work.

CHAPTER 6

CONCLUSION AND RECOMMENDATION

6.1 Conclusion

This study investigated job satisfaction among Thai traditional masseurs employed by Chaophya Abhaibhubejhr Hospital of Prachinburi province, Thailand. Moreover, socio – demographic characteristics and perception toward factors related to job satisfaction were identified. Additionally, job satisfaction was described by socio – demographic characteristic and perception toward factors related to job satisfaction.

The research design of this study was a descriptive cross – sectional study consisting of quantitative and qualitative approach. The target population was 56 Thai traditional masseurs working in Chaophya Abhabhubejhr Hospital during 2005. All target population was used as a sample. The instruments used were structured questionnaire and guideline for in – depth interview. First of all, respondents were interviewed by structured questionnaire. After that 13 respondents having job satisfaction score higher or less than $\bar{X} \pm S.D.$ were in – depth interviewed by researcher. The data was analyzed by univariate statistics.

Regarding socio – demographic characteristics, female was a majority of them (85.7%). More than half (51.8%) were the age group 26 – 35 years old. The average age was 31.20 years old.

The respondents' perception toward motivation and hygiene factors based on Horzberg's Motivation – Hygiene Theory was access. Generally, respondents had high perception toward motivation and hygiene factors with the proportion of 73.7% and 64.1% correspondingly.

The job satisfaction was relatively high. The average score was 38.36 and maximum and minimum scores were 43 and 30 respectively.

In – depth interview revealed interesting finding. Mostly they had reason for working in this hospital as earning income due to unemployment. They agreed that the situation caused job satisfaction was patients' improvement as their massage result. Where as, the situation caused job dissatisfaction was conflict among colleagues. Totally, eleven cases were satisfied with their job, however two case did not confident whether they were satisfied or not.

6.2 Recommendation

These finding provided several essential implications for hospital administration and TTM future researches.

6.2.1 Implications for hospital administration

Increase job satisfaction among Thai traditional masseurs working in Chaophya Abhaibhubejhr Hospital, both job content and job context factors should be focused. Working condition should be provided according to Thai traditional masseurs' expectation while the relationship with colleagues and supervisor and patients should be improved. Recognition of Thai traditional masseurs status among colleagues supervisor and patients should be prompted. They should be given opportunities to share their opinions for improving their work. However, salary of temporary employees may not be increased but the hospital should provide fringe benefits such as traveling costs and other welfare.

Since some complained about conflict among colleagues due to per case payment as current overtime payment. So, the hospital administrators should review on the issue of overtime payment whether it is suitable for their employees or not. Furthermore, conflict for this matter should be solved for improving the relationship among colleagues.

Notably, job satisfaction is dynamic. It could be decline even more quickly than it developed and individual's needs might change suddenly. Administrators need to pay attention to employees' job satisfaction month after month, or year after year.

6.2.2 Implication for future researches

Since job satisfaction of providers was done in this study so, client satisfaction in TTM department of Chaophya Abhaibhubejhr Hospital should be performed which lead to more understanding the relationship between provider satisfaction and client satisfaction. Finally, this understanding will bring to developing TTM quality.

Apart from that, job satisfaction of Thai traditional masseurs working in other places should be conducted for broader picture of job satisfaction in these personnel. It would be benefit if there are comparisons of job satisfaction working in different health settings.

The instrument used is very important for data collection. Qualitative approach gives more and deeper detail. Since respondents can express their opinions by their own thinking without question frame. Therefore, future studies should focus more on qualitative approach.

Limitation of study

1. Researcher may influence to the answer of respondents because researcher has worked in the pharmacy department which closely related to TTM department of hospital. So, respondents might think that their answer from in – depth interview would give them unfavorable outcome.
2. The questionnaire had three scale scoring. Mostly respondents did not want to decide, they tended to answer as score 3.

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APPENDIX A

QUESTIONNAIRE

*For thesis title “Job Satisfaction among Thai traditional masseurs
in Chaophya Abhabhuhubejhr Hospital
Prachinburi province, Thailand”*

This questionnaire is used for a Master’ s thesis study focused on the job satisfaction of Thai traditional masseurs in Chaophya Abhaibhubejhr Hospital ,Prachinburi province, Thailand. Please answer all questions with facts. Your answer will be kept confidential and data will be analyzed and interpreted as a group. Your response will not have any impacts on your working position.

This questionnaire is divided into 3 parts:

Part 1: Socio-demographic characteristics

Part 2: Perception toward factors related to job satisfaction

Part 3: Job satisfaction

The research assistance will read each question slowly. Please answer each question in all parts. Since, the research will not be able to interpret the data if only one question is missing. If you can not catch up, please ask them for re - reading.

Pakakrong Kwankhao
Master of Primary Health Care Management
Asean Institute for Health Development
Mahidol University

Part 1: Socio-demographic characteristics

After reading each question, please answer truly.

1. Gender

Male

Female

2. Ageyears

3. Marital status

Single

Married

Widow/divorced/separated

4. Number of family member including yourself persons.

5. The number of your children..... persons.

6. Family monthly income bahts/month
(excluding your salary and overtime)

7. Monthly salary..... bahts/month

8. Overtime salary bahts/month

9. Highest education level

Primary/Secondary school

High school

Bachelor

Other.....

10. Number of years becoming Thai traditional masseurs this hospital
..... years or months

11. Since working as a Thai traditional masseur, have you ever attended any training course in TTM?

Yes

No (if no, skip to Part 2)

12. If 'yes' then how many courses in TTM you have attended? courses

13. When was your last training in TTM? month.....year.....

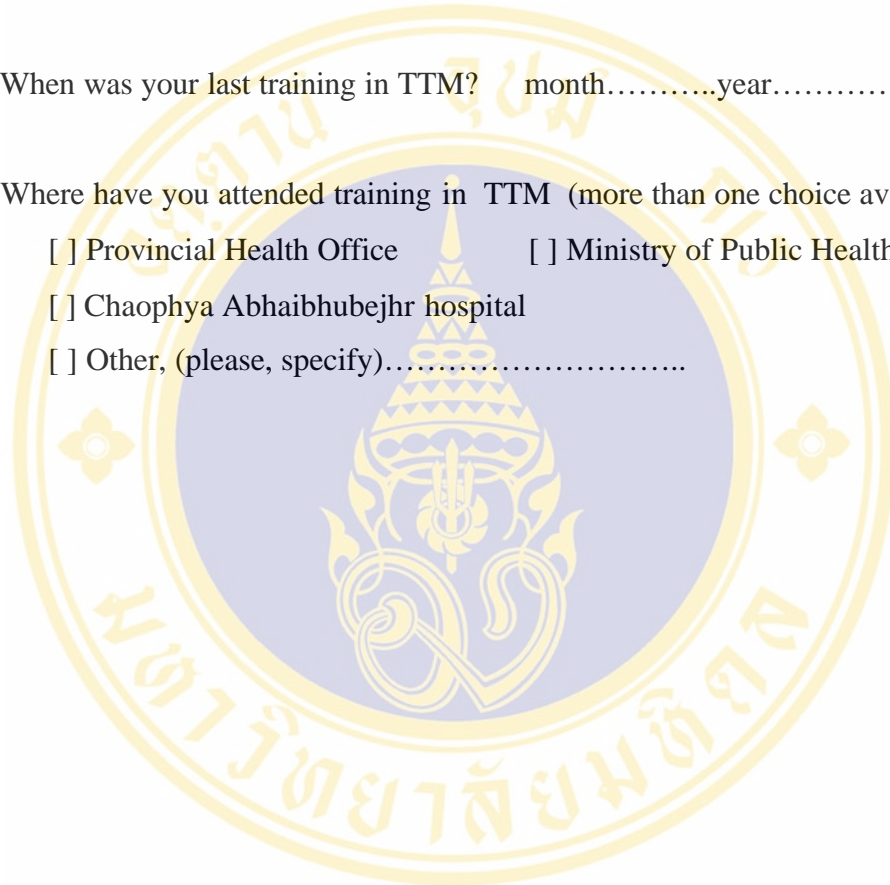
14. Where have you attended training in TTM (more than one choice available) ?

Provincial Health Office

Ministry of Public Health

Chaophya Abhaibhubejhr hospital

Other, (please, specify).....



Part 2: Perception toward factors related to job satisfaction

Each statement will be read one time, please choose perception level; Agree, Undecided and Disagree correspond to your perception

No.	Statement	Perceptual level		
		Agree	Undecided	Disagree
1.	Most colleagues ask you for some suggestions, if they have working problems.			
2.	Your work is very important.			
3.	You always give the patients massage following the guideline			
4.	Patients always ask for your massage			
5.	Your TTM department environment is good.			
6.	Thai traditional massage is considered as a prestigious occupation.			
7.	Hospital director strongly support TTM activities.			
8.	Your opinion is always well accepted in your work place.			
9.	If patients have problems from massage such as pain or bruise, you can solve the problems without consultation your supervisors.			
10.	You are being trusted and assigned to do important task.			

No.	Statement	Perceptual level		
		Agree	Undecided	Disagree
11.	You will work as Thai traditional masseurs as long as you might.			
12.	Whenever you face any problems your colleagues are pleased to help you.			
13.	When you have working problems, you are able to consult your supervisors.			
14.	You know what you must do in your work.			
15.	You have been promoted based on your performance.			
16.	You always finish your work on time.			
17.	You have a clear job description.			
18.	You have opportunities to attend in some TTM training courses.			
19.	You have opportunities to attend continuing education in TTM.			
20.	You feel that you have a secured job.			
21.	A number of Thai traditional masseurs in this hospital are adequate to provide TTM services.			
22.	The rules and regulation of workplace are able to follow.			

No.	Statement	Perceptonal level		
		Agree	Undecided	Disagree
23.	You are given opportunity to share opinions to improve the work.			
24.	Most patients believed in your advices.			
25.	You and your colleagues always cooperated nicely.			
26.	Equipments for service are sufficient.			
27.	You will be happy if some colleagues move to another place.			
28.	Some colleagues have not good attitude toward you.			
29.	The hospital is far from your house.			
31.	A number of patients in one day are too many for you.			
32.	Your supervisor always gives the good advices for your working.			

Part 3: Job satisfaction

After reading each statement, please choose “Higher satisfied, Satisfied or Less satisfied” correspond to your feeling.

No.	Statement	Job satisfaction		
		Higher satisfied	Satisfied	Less satisfied
1.	Are you satisfied with rule and regulation in your workplace?			
2.	Are you satisfied with compensation for working as a Thai traditional masseur?			
3.	Are you satisfied with patients' action toward you?			
4.	Are you satisfied with working environment prepared by hospital?			
5.	Are you satisfied with recommendation given from your supervisors?			
6.	Are you satisfied with TTM policy of your hospital?			
7.	Are you satisfied with the result of massage you give to patients?			
8.	Are you satisfied with the relation between you and your colleagues?			
9.	Are you satisfied with the advancement in your career?			
10.	Are you satisfied with the equipment provided to patients?			

No.	Statement	Job satisfaction		
		Higher satisfied	Satisfied	Less satisfied
11.	Are you satisfied with your advice given to patients?			
12.	Are you satisfied with the administration of your supervisors?			
13.	Are you satisfied with the result from work evaluation by your supervisors?			
14.	Are you satisfied with overtime payment now?			
15.	Are you satisfied with the welfare provided by hospital?			

APPENDIX B

PERCEPTION TO MOTIVATION AND HYGIENE FACTORS

Table 9 Total score and frequency of perception to motivation and hygiene factors by statements

No.	Statement	Perceptual level		
		Agree Total score (%n)	Undecided Total score (%n)	Disagree Total score (%n)
Motivation factors				
Recognition				
1.	Most colleagues ask you for some suggestions, if they have working problems.	99 (58.9%)	28 (25.0%)	9 (16.1%)
2.	Patients always ask for your massage	108 (64.3%)	18 (32.1%)	2 (3.6%)
3.	Your opinion is always well accepted in your work place.	63 (37.5%)	66 (58.9%)	2 (3.6%)
4.	You are being trusted and assigned to do important task.	87 (31.8%)	38 (33.9%)	8 (14.3%)
Responsibility				
5.	You always give the patients massage following the guideline.	162 (96.4%)	4 (3.6%)	
6.	If patients have problems from massage such as pain or bruise, you can solve the problems without consultation your supervisors.	21 (37.5%)	24 (21.4%)	69 (41.1%)

Table 9 Total score and frequency of perception to motivation and hygiene factors by statements (cont.)

No.	Statement	Perceptual level		
		Agree Total score (%n)	Undecided Total score (%n)	Disagree Total score (%n)
7.	You know what you must do in your work.	153 (91.1%)	10 (8.9%)	
8.	You always finish your work on time.	129 (76.8%)	20 (17.9%)	3 (5.4%)
Work itself				
9.	Your work is very important.	165 (98.2%)	2 (1.8%)	
10.	Your work is able to serve and Help patients	165 (98.2%)	2 (1.8%)	
11.	Thai traditional massage is considered as a prestigious occupation.	165 (98.2%)	2 (1.8%)	
12.	You have a clear job description.	129 (76.8%)	26 (23.2%)	
Advancement				
13.	You have opportunities to attend in some Thai traditional medicine training courses.	144 (85.7%)	10 (8.9%)	
14.	You have opportunities to attend continuing education in Thai traditional medicine.	150 (89.3%)	12 (10.7%)	
15.	You have been promoted based on your performance.	117 (60.6%)	30 (26.8%)	2 (3.6%)

Table 9 Total score and frequency of perception to motivation and hygiene factors by statements (cont.)

No.	Statement	Perceptual level		
		Agree Total score (%n)	Undecided Total score (%n)	Disagree Total score (%n)
Hygiene factors				
Policy and administration				
16.	Hospital director strongly support TTM activities.	144 (85.7%)	16 (14.3%)	
17.	The rules and regulation of workplace are able to follow.	141 (83.9%)	18 (16.1%)	
18.	You are given opportunity to share opinions to improve the work.	117 (69.6%)	32 (28.6%)	1 (1.8%)
19.	When you have working problems, you are able to consult your supervisors.	144 (85.7%)	16 (14.3%)	
Working condition				
20.	Your TTM department environment is good.	132 (78.6%)	24 (21.4%)	
21.	The hospital is far from your house.	6 (3.6%)	66 (58.9%)	21 (37.5%)
22.	A number of patients in one day are too many for you.	14 (25.0%)	44 (39.3%)	60 (35.7%)
23.	A number of Thai traditional masseurs in this hospital are adequate to provide TTM services.	99 (58.9%)	18 (16.1%)	14 (25.0%)
24.	Equipments for service are sufficient.	108 (64.3%)	24 (21.4%)	8 (14.3%)

Table 9 Total score and frequency of perception to motivation and hygiene factors by statements (cont.)

No.	Statement	Perceptual level		
		Agree Total score (%n)	Undecided Total score (%n)	Disagree Total score (%n)
Interpersonal relationship				
25.	Your supervisor always gives the good advices for your working.	123 (73.2%)	30 (26.8%)	
26.	Whenever you face any problems your colleagues are pleased to help you.	123 (73.2%)	30 (26.8%)	
27.	You will be happy if some colleagues move to another place.	6 (10.7%)	16 (14.3%)	126 (75.0%)
28.	Some colleagues have not good attitude toward you.	16 (28.5%)	48 (42.9%)	48 (28.6%)
29.	You and your colleagues always cooperated nicely.	111 (66.1%)	38 (33.9%)	
30.	Most patients believed in your advices.	147 (87.5%)	14 (12.5%)	
Job security				
31.	You will work as Thai traditional masseurs as long as you might.	135 (80.4%)	22 (19.6%)	
32.	You feel that you have a secured job.	108 (64.3%)	40 (35.7%)	

APPENDIX C

JOB SATISFACTION

Table 10 Total score and frequency of job satisfaction by statements

No.	Statement	Job satisfaction		
		Higher satisfied Total score (%n)	Satisfied Total score (%n)	Less satisfied Total score (%n)
	Job satisfaction	36 (21.4%)	63 (55.4%)	13 (23.2%)
1.	Are you satisfied with rule and regulation in your workplace?	63 (35.0%)	66 (55.0%)	2 (3.3%)
2.	Are you satisfied with compensation for working as a Thai traditional masseur?	42 (25.0%)	78 (69.6%)	3 (5.4%)
3.	Are you satisfied with patients' action toward you?	72 (42.8%)	64 (57.2%)	
4.	Are you satisfied with working environment prepared by hospital?	72 (42.9%)	58 (51.8%)	3 (5.4%)
5.	Are you satisfied with recommendation given from your supervisors?	96 (57.1%)	48 (42.9%)	
6.	Are you satisfied with Thai traditional medicine policy of your hospital?	120 (66.7%)	32 (26.7%)	
7.	Are you satisfied with the result of massage you give to patients?	99 (58.9%)	46 (41.1%)	

Table 10 Total score and frequency of job satisfaction by statements (cont.)

No.	Statement	Job satisfaction		
		Higher satisfied Total score (%n)	Satisfied Total score (%n)	Less satisfied Total score (%n)
8.	Are you satisfied with the relation between you and your colleagues?	87 (51.8%)	54 (48.2%)	
9.	Are you satisfied with the advancement in your career?	126 (75.0%)	28 (25.0%)	
10.	Are you satisfied with the equipment provided to patients?	114 (67.9%)	36 (32.1%)	
11.	Are you satisfied with your advice given to patients?	117 (69.6%)	34 (30.4%)	
12.	Are you satisfied with the administration of your supervisors?	90 (53.6%)	52 (46.4%)	
13.	Are you satisfied with the result from work evaluation by your supervisors?	105 (62.5%)	40 (35.7%)	1 (1.8%)
14.	Are you satisfied with overtime payment now?	21 (37.5%)	30 (53.6%)	5 (8.9%)
15.	Are you satisfied with the welfare provided by hospital?	18 (32.1%)	31 (55.4%)	7 (12.5%)

BIOGRAPHY

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