

## Satisfaction Evaluation by Employees towards the Operation of the National Health Commission Office for the Fiscal Year 2016

### การประเมินความพึงพอใจของบุคลากรต่อการดำเนินงานของสำนักงานคณะกรรมการ สุขภาพแห่งชาติ ปีงบประมาณ ๒๕๕๙

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#### Abstract

The objectives of this study were to: 1) evaluate the satisfaction of operation of the National Health Commission; 2) evaluate the organizational commitment of the National Health Commission; and 3) study the opinions of staff for the National Health Commission. The research tool was questionnaires for collecting data from 72 staff. The research found that the level of satisfaction in the aspects of internal staff operation, action plan collaboration and organization development, and work quality and efficiency were evaluated at the high level and in the aspects of compensation, career path progression, welfare and security and facilities information system and work environment were evaluated at the moderate level. Besides, eight of ten aspects of the organization commitment of staff were evaluated at the high level but the rest were moderate. Finally, the opinions towards operation were found in 3 issues including; career path progression, constrains in work and facilities; and work development in the future.

**Keywords:** 1. Evaluation 2. Satisfaction 3. Commitment 4. the National Health Commission Office

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## บทคัดย่อ

การศึกษาครั้งนี้มีวัตถุประสงค์ 3 ประการ ได้แก่ 1) เพื่อประเมินความพึงพอใจที่ทำงานร่วมกับสำนักงานคณะกรรมการสุขภาพแห่งชาติ (สช.) โดยภาพรวม 2) เพื่อประเมินความผูกพันของบุคลากรที่มีต่อสำนักงานคณะกรรมการสุขภาพแห่งชาติ (สช.) และ 3) เพื่อศึกษาข้อคิดเห็นจากบุคลากร สช. ต่อการดำเนินงานของสำนักงานคณะกรรมการสุขภาพแห่งชาติ (สช.) เครื่องมือที่ใช้ได้แก่ แบบสอบถาม โดยเก็บข้อมูลกับบุคลากรจำนวน 72 ราย ผลการประเมิน พบว่า ระดับความพึงพอใจต่อการดำเนินงานด้านบุคลากรภายในองค์กร ด้านการมีส่วนร่วมในการวางแผนการปฏิบัติงานและการพัฒนาองค์กร และด้านคุณภาพและประสิทธิภาพของงานผลการประเมินอยู่ในระดับมาก ส่วนด้านค่าตอบแทน ความก้าวหน้า สวัสดิการและความปลอดภัย และด้านสิ่งอำนวยความสะดวก ระดับความพึงพอใจต่อสำนักงานคณะกรรมการสุขภาพแห่งชาติ (สช.) ระดับมาก จำนวน 8 ใน 10 ด้าน สำหรับความคิดเห็นต่อการดำเนินงาน พบ 3 ประเด็นได้แก่ ประเด็นความก้าวหน้าในสายอาชีพ ข้อจำกัดต่อการดำเนินงานและการอำนวยความสะดวกความสะดวกของบุคลากร และการพัฒนางานในอนาคต

**คำสำคัญ:** 1. การประเมิน 2. ความพึงพอใจ 3. ความผูกพัน 4. สำนักงานคณะกรรมการสุขภาพแห่งชาติ

## Introduction

The National Health Commission Office (Sor Chor) is a public organization which was established under the specific Acts of National Health 2003 and its function was to mobilize a healthy public policy in Thailand. Besides, Sor Chor supports and facilitates the Acts of National Health 2003 in order to push out and mobilize the participatory public health policy in all levels of health networks in Thailand. The National Health Commission Office (Sor Chor) has been working out and supporting at least sixty issues and resolutions in health policy derived from the local health assemblies since 2007 and the issues and resolutions in health will be gradually increased in the future. By the Acts of Nation Health 2003, the National Health Commission Office (Sor Chor) has to be inevitably evaluated the organizational performance each and every fiscal year. It is compulsory by laws. (the National Health Commission, 2015)

This evaluation is a part of the organizational operation evaluation research which the researchers collected data from seventy two staff of Sor Chor who were the stakeholders. This research intends to reflect the satisfaction of staff towards the operation and to collect data for the organization efficiency and effectiveness improvement in the future.

### **Research Objectives**

There are three research objectives for the evaluation including;

- 1) To evaluate the satisfaction of staff towards the organizational operation, administration and working together with the National Health Commission Office (Sor Chor).
- 2) To evaluate the organization commitment from the National Health Commission Office (Sor Chor)'s staff.
- 3) To study staff's opinions towards the operation of the National Health Commission Office (Sor Chor).

### **Research Methods**

The researcher methods were the mixed methods between quantitative and qualitative research. The research tools were questionnaires and in-depth interview. Therefore, the researchers collected data by using the questionnaires with all staff of Sor Chor and interviewing the administrative officers from each department.

### **Research Results**

The results of this satisfaction evaluation towards the organizational operation and administration by seventy two staff could be described into five parts as hereunder;

Part I: Number and percentage of general data of the staff that fulfill the questionnaires.

Part II: Level of Satisfaction Evaluation towards staff towards the organizational operation and administration of the National Health Commission Office (Sor Chor).

Part III: Level of Satisfaction Evaluation towards working together with the National Health Commission Office (Sor Chor).

Part IV: Level of the organization commitment from the National Health Commission Office (Sor Chor)'s staff.

Part V: Staff's opinion towards the operation of the National Health Commission Office (Sor Chor).

**Part I: Frequency and percentage of general data of the staff that fulfill the questionnaires.**

In part I, the results were composed of general data of staff including; affiliation, sex, age and duration of working experiences for the National Health Commission Office (Sor Chor). The research found that the most staff's affiliation were the office of the president (25.00%), department of area operation support (13.89%), department of social communication (12.50%) department of HIA coordination (11.11%), department of health and social development coordination (9.72%), department of academic development and knowledge management (8.33%), department of rights support in health (6.94%), department of strategic plan and evaluation (4.17%), department of board of national health committees support (2.78%), department of international affairs (2.78%) and department of human resource management (2.78%) respectively (Table I). In addition, fifty one staff belonged to full time employees and twenty one staff belonged to project employees (Table II). Most of staff's sex was female (80.56%) and male (19.44%) (Table III). The youngest staff's age range was between 20-30 years and the oldest staff's age range was between 31-40 years respectively (Table IV)

**Table 1: Frequency and percentage of staff's affiliation**

Affiliation	Frequency	Percentage
Office of the president	18	25.00
Department of area operation support	10	13.89
Department of social communication	9	12.50
Department of HIA coordination	8	11.11
Department of health and social development coordination	7	9.72
Department of academic development and knowledge management	6	8.33
Department of rights support in health	5	6.94
Department of strategic plan and evaluation	3	4.17
Department of board of national health committees	2	2.78
Department of international affairs	2	2.78
Department of human resource management	2	2.78
<b>Total</b>	<b>72</b>	<b>100.00</b>

Table 2: Frequency and Percentage of staff's employment type

Type of Employment	Frequency	Percentage
Full time employees	51	70.83
Project employees	21	29.17
<b>Total</b>	<b>72</b>	<b>100.0</b>

Table 3: Frequency and Percentage of staff's sex.

Sex	Frequency	Percentage
Male	14	19.44
Female	58	80.56
<b>Total</b>	<b>72</b>	<b>100.00</b>

Table 4: Frequency and Percentage of staff's age.

Age	Frequency	Percentage
20 – 30 Years	7	9.72
31 – 40 Years	36	50.00
41 – 50 Year	25	34.72
More than 50 Year	4	5.56
<b>Total</b>	<b>72</b>	<b>100.00</b>

Table 5: Frequency and Percentage of Duration of working experience for Sor Chor.

Duration of working experience for Sor Chor	Frequency	Percentage
Below 1 year	6	8.33
1 – 5 year	36	50.00
5 – 10 year	24	33.34
More than 10 year	6	8.33
<b>Total</b>	<b>72</b>	<b>100.00</b>

**Part II: Level of satisfaction evaluation towards staff towards the organizational operation and administration of the National Health Commission Office (Sor Chor)**

The research findings in this part revealed the level of Satisfaction towards staff towards the organizational operation and administration of the National Health Commission Office (Sor Chor) and could be classified and presented into 5 issues including;

1. Issue of personnel administration in organization.
2. Issue of participation in operational plan and organizational development.
3. Issue of compensation, career path, welfare and security.
4. Issue of facilities, information system and environment in workplace.
5. Issue of work's quality and efficiency.

**1. Issue of personnel administration in organization.**

The research found that the personnel administration in organization was evaluated at the high level which means very satisfied. Especially, the good human relation, politeness and friendship with colleagues was at the level of very satisfied ( $\bar{x} = 4.08$ ,  $SD = .69$ ). (Table VI)

**Table 6: Frequency and percentage of satisfaction evaluation in the issue of personnel administration in organization.**

Issue of personnel administration in organization	Satisfaction evaluation of the National Health Commission Office (Sor Chor)									Meaning
	Unsatisfied	Very little satisfied	Little satisfied	Moderate satisfied	Very satisfied	Extremely satisfied	Total	$\bar{x}$	S.D.	
1. Colleagues have good human relation, politeness and friendship.	0 (0.0)	0 (0.0)	0 (0.0)	14 (19.4)	38 (52.8)	20 (27.8)	72 (100.0)	4.08	.69	Very satisfied
2. Colleagues have responsibilities and activeness in works.	0 (0.0)	0 (0.0)	0 (0.0)	16 (22.2)	42 (58.3)	14 (19.4)	72 (100.0)	3.97	.65	Very satisfied

Issue of personnel administration in organization	Satisfaction evaluation of the National Health Commission Office (Sor Chor)									Meaning
	Unsatisfied	Very little satisfied	Little satisfied	Moderate satisfied	Very satisfied	Extremely satisfied	Total	$\bar{x}$	S.D.	
3. Colleagues have willingness to assist with each other.	0 (0.0)	0 (0.0)	2 (2.8)	16 (22.2)	37 (51.4)	17 (23.6)	72 (100.0)	3.96	.76	Very satisfied
4. Colleagues are able to advise and recommend for work solution accurately and clearly.	0 (0.0)	0 (0.0)	0 (0.0)	22 (30.6)	41 (56.9)	9 (12.5)	72 (100.0)	3.82	.64	Very satisfied

**2. Issue of participation in operational plan and organizational development.**

The research found that the participation in operational plan and organizational development was evaluated at the high level which means very satisfied. Especially, the support for staff participation in organizational development by Sor Chor was evaluated at the level of very satisfied ( $\bar{x} = 3.83$ , SD = .71). (Table VII)

Table 7: Frequency and percentage of satisfaction evaluation in the participation in operational plan and organizational development.

Issue of participation in operational plan and organizational development	Satisfaction evaluation of the National Health Commission Office (Sor Chor)									Meaning
	Unsatisfied	Very little satisfied	Little satisfied	Moderate satisfied	Very satisfied	Extremely satisfied	Total	$\bar{x}$	S.D.	
1. Staff can participate in operation plan and organizational pathway.	0 (0.0)	0 (0.0)	3 (4.2)	18 (25.0)	42 (58.3)	9 (12.5)	72 (100.0)	3.79	.71	Very satisfied

Issue of participation in operational plan and organizational development	Satisfaction evaluation of the National Health Commission Office (Sor Chor)									Meaning
	Unsatisfied	Very little satisfied	Little satisfied	Moderate satisfied	Very satisfied	Extremely satisfied	Total	$\bar{x}$	S.D.	
2. Sor Chor communicates with staff to make them understand organization's vision strategy and missions continuously.	0 (0.0)	0 (0.0)	4 (5.6)	28 (38.9)	31 (43.1)	9 (12.5)	72 (100.0)	3.63	.78	Very satisfied
3. Sor Chor supports staff to participate in organizational development.	0 (0.0)	0 (0.0)	2 (2.8)	19 (26.4)	40 (55.6)	11 (15.3)	72 (100.0)	3.83	.71	Very satisfied

**3. Issue of compensation, career path, welfare and security.**

The research found that most issues of compensation, career path, welfare and security were evaluated at the moderate level which means moderate satisfied. There was only the staff's protect for security and safety from work is evaluated at very satisfied level ( $\bar{x} = 3.56$ , SD = .87). (Table VIII)

Table 8: Frequency and percentage of satisfaction evaluation in the compensation, career path, welfare and security.

Issue of compensation, career path, welfare and security	Satisfaction evaluation of the National Health Commission Office (Sor Chor)									Meaning
	Unsatisfied	Very little satisfied	Little satisfied	Moderately satisfied	Very satisfied	Extremely satisfied	Total	$\bar{x}$	S.D.	
1. Staff was protected for security and safety from work.	0 (0.0)	1 (1.4)	7 (9.7)	23 (31.9)	33 (45.8)	8 (11.1)	72 (100.0)	3.56	.87	Very satisfied
2. Performance and competency assessment were appropriate and fair, justified and accountable.	0 (0.0)	1 (1.4)	12 (16.7)	29 (40.3)	27 (37.5)	3 (4.2)	72 (100.0)	3.26	.84	Moderately satisfied
3. Criteria for performance and competency assessment's perception and understanding were made for promotion and career path progression clearly.	0 (0.0)	1 (1.4)	10 (13.9)	35 (48.6)	21 (29.2)	5 (6.9)	72 (100.0)	3.26	.84	Moderately satisfied
4. Compensation and welfare for employees were suitable and relevant to workload.	0 (0.0)	0 (0.0)	10 (13.9)	30 (41.7)	31 (43.1)	1 (1.4)	72 (100.0)	3.32	.73	Moderately satisfied

Issue of compensation, career path, welfare and security	Satisfaction evaluation of the National Health Commission Office (Sor Chor)									Meaning
	Unsatisfied	Very little satisfied	Little satisfied	Moderate satisfied	Very satisfied	Extremely satisfied	Total	$\bar{x}$	S.D.	
5. Compensation and welfare can be competitive to other public and private organization	0 (0.0)	0 (0.0)	7 (9.7)	34 (47.2)	28 (38.9)	3 (4.2)	72 (100.0)	3.38	.72	Moderate satisfied
6. There are moral support activities in Sor Chor.	0 (0.0)	0 (0.0)	7 (9.7)	28 (38.9)	32 (44.4)	5 (6.9)	72 (100.0)	3.49	.77	Moderate satisfied
7. There are appropriate development plans and potentiality development supports for staff.	0 (0.0)	0 (0.0)	8 (11.1)	33 (45.8)	22 (30.6)	9 (12.5)	72 (100.0)	3.44	.85	Moderate satisfied
8. There are clearly and specified career path for progression.	0 (0.0)	3 (4.2)	7 (9.7)	36 (50.0)	22 (30.6)	4 (5.6)	72 (100.0)	3.24	.86	Moderate satisfied

#### 4. Issue of facilities, information system and environment in workplace.

The research found that all issues of facilities, information system and environment in workplace were evaluated at the very high level which means very satisfied. There were work atmosphere and environment are appropriate for staff such room, light and noise ( $\bar{x} = 3.96$ , SD = .88), Tools and equipment for operation are sufficient and modern ( $\bar{x} = 3.74$ , SD = .92) and Information technology system is suitable for organization workloads ( $\bar{x} = 3.56$ , SD = 1.03) respectively. (Table IX)

Table 9: Frequency and percentage of satisfaction evaluation in the facilities, information system and environment in workplace.

Issue of facilities, information system and environment in workplace	Satisfaction evaluation of the National Health Commission Office (Sor Chor)									Meaning
	Unsatisfied	Very little satisfied	Little satisfied	Moderate satisfied	Very satisfied	Extremely satisfied	Total	$\bar{x}$	S.D.	
1. Work atmosphere and environment are appropriate for staff such room, light and noise.	0 (0.0)	2 (2.8)	2 (2.8)	11 (15.3)	39 (54.2)	18 (25.0)	72 (100.0)	3.96	.88	Very satisfied
2. Tools and equipment for operation are sufficient and modern.	0 (0.0)	2 (2.8)	2 (2.8)	24 (33.3)	29 (40.3)	15 (20.8)	72 (100.0)	3.74	.92	Very satisfied
3. Information technology system is suitable for organization workloads.	0 (0.0)	3 (4.2)	7 (9.7)	22 (30.6)	27 (37.5)	13 (18.1)	72 (100.0)	3.56	1.03	Very satisfied

##### **5. Issue of work's quality and efficiency**

The research found that most issues of work's quality and efficiency were evaluated at the very high level which means very satisfied. There was Sor Chor's assignment for staff is very challenging and forcing to be self-learning. ( $\bar{x} = 3.99$ , SD = .741, T Staff can make decision within their responsibilities for organization goals ( $\bar{x} = 3.63$ , SD = .83) and Job assignment is suitable and relevant to staff's skills and potentiality ( $\bar{x} = 3.62$ , SD = .70) respectively.(Table X)

Table 10: Frequency and percentage of satisfaction evaluation in the work's quality and efficiency.

Issue of work's quality and efficiency.	Satisfaction evaluation of the National Health Commission Office (Sor Chor)									Meaning
	Unsatisfied	Very little satisfied	Little satisfied	Moderate satisfied	Very satisfied	Extremely satisfied	Total	$\bar{x}$	S.D.	
1. Sor Chor's assignment for staff is very challenging and forcing to be self-learning.	0 (0.0)	0 (0.0)	2 (2.8)	14 (19.4)	39 (54.2)	17 (23.6)	72 (100.0)	3.99	.74	Very satisfied
2. Staff can make decision within their responsibilities for organization goals.	0 (0.0)	1 (1.4)	4 (5.6)	25 (34.7)	33 (45.8)	9 (12.5)	72 (100.0)	3.63	.83	Very satisfied
3. Job assignment is suitable and relevant to staff's skills and potentiality.	0 (0.0)	0 (0.0)	5 (6.9)	21 (29.2)	42 (58.3)	4 (5.6)	72 (100.0)	3.62	.70	Very satisfied
4. Job assignment is relevant to staff's personnel interest.	0 (0.0)	0 (0.0)	4 (5.6)	29 (40.3)	31 (43.1)	8 (11.1)	72 (100.0)	3.60	.76	Very satisfied
5. Staff's assignment is suitable for job position in terms of quantity and complexity	0 (0.0)	0 (0.0)	7 (9.7)	32 (44.4)	29 (40.3)	4 (5.6)	72 (100.0)	3.42	.75	Moderately satisfied
6. Staff's assignment is suitable, relevant and balanced to personal life.	1 (1.4)	2 (2.8)	9 (12.5)	36 (50.0)	20 (27.8)	4 (5.6)	72 (100.0)	3.17	.92	Moderately satisfied

**Part III: Level of satisfaction evaluation towards working together with the National Health Commission Office (Sor Chor).**

The level of satisfaction evaluation towards working together with the National Health Commission Office (Sor Chor) can be classified into 10 levels (0-10). The research found that level 7 is mostly evaluated (43.1%), level 8 (27.8%) and level 9 (12.5%) respectively and the least level of satisfaction is evaluated at level 4 (1.4%). There are no research results at the level 1, 2 and 3. (Table XI)

**Table 11: Frequency and percentage of satisfaction evaluation towards working together with the National Health Commission Office (Sor Chor)**

Criteria of meanings for satisfaction evaluation towards working together with the National Health Commission Office (Sor Chor) can be divided into 6 levels as hereunder;

Level of satisfaction = 0	means Unsatisfied
Level of satisfaction = 1 and 2	means Very little satisfied
Level of satisfaction = 3 and 4	means Little satisfied
Level of satisfaction = 5 and 6	means Moderate satisfied
Level of satisfaction = 7 and 8	means Very satisfied
Level of satisfaction = 9 and 10	means Extremely satisfied

Level of satisfaction towards working together with the National Health Commission Office (Sor Chor)	Frequency (%)	Total (%)	Meanings
Level of satisfaction = 0	0 (0.00)	0.00	Unsatisfied
Level of satisfaction = 1	0 (0.00)	0.00	Very little satisfied
Level of satisfaction = 2	0 (0.00)		

Level of satisfaction towards working together with the National Health Commission Office (Sor Chor)	Frequency (%)	Total (%)	Meanings
Level of satisfaction = 3	0 (0.00)	1.40	Little satisfied
Level of satisfaction = 4	1 (1.40)		
Level of satisfaction = 5	3 (4.20)	8.40	Moderate satisfied
Level of satisfaction = 6	3 (4.20)		
Level of satisfaction = 7	31 (43.10)	70.80	Very satisfied
Level of satisfaction = 8	20 (27.80)		
Level of satisfaction = 9	9 (12.50)	19.40	Extremely satisfied
Level of satisfaction = 10	5 (6.90)		
<b>Total</b>	<b>72 (100.00)</b>	<b>100.00</b>	

**Part IV: Level of the organization commitment from the National Health Commission Office (Sor Chor)'s staff.**

The research found that most issues of the organization commitment from the National Health Commission Office (Sor Chor)'s staff were evaluated at the high level which means high commitment. Especially, the issues of the assignment completion was successful and efficient because you realized that it is valuable for society is evaluated highest ( $\bar{x} = 4.28$ ,  $SD = .56$ ). There were only 2 issues evaluated at the moderate level. (Table X)

Table 12: Frequency and percentage of organization commitment towards the National Health Commission Office.

Issues of organization commitment	Level of organization commitment towards the National Health Commission Office.									
	Uncommitment	Lowest Commitment	Low Commitment	Moderate Commitment	High Commitment	Highest Commitment	Total	$\bar{x}$	S.D.	Meaning
1. You will always mention about Sor Chor optimistically.	0 (0.0)	0 (0.0)	1 (1.4)	19 (26.4)	33 (45.8)	19 (26.4)	72 (100.0)	3.97	.77	High
2. You will recommend others to apply for a job with Sor Chor.	1 (1.4)	0 (0.0)	6 (8.3)	25 (34.7)	35 (48.6)	5 (6.9)	72 (100.0)	3.50	.86	Moderate
3. You receive more things than expectation.	0 (0.0)	0 (0.0)	4 (5.6)	29 (40.3)	30 (41.7)	9 (12.5)	72 (100.0)	3.61	.78	High
4. You will always work for Sor Chor until retirement.	0 (0.0)	1 (1.4)	7 (9.7)	30 (41.7)	25 (34.7)	9 (12.5)	72 (100.0)	3.47	.89	Moderate
5. You are always eager to find new way for your own job development.	0 (0.0)	0 (0.0)	1 (1.4)	15 (20.8)	38 (52.8)	18 (25.0)	72 (100.0)	4.01	.72	High
6. You dedicate your life to work for Sor Chor.	0 (0.0)	0 (0.0)	0 (0.0)	2 (2.8)	34 (47.2)	36 (50.0)	72 (100.0)	4.47	.56	High

Issues of organization commitment	Level of organization commitment towards the National Health Commission Office.									
	Uncommittment	Lowest Commitment	Low Commitment	Moderate Commitment	High Commitment	Highest Commitment	Total	$\bar{x}$	S.D.	Meaning
7. You will successfully and efficiently complete the assignment because you realized that it is valuable for society.	0 (0.0)	0 (0.0)	0 (0.0)	4 (5.6)	44 (61.1)	24 (33.3)	72 (100.0)	4.28	.56	High
8. You realize that Sor Chor is a famous and acknowledged organization in society.	0 (0.0)	0 (0.0)	6 (8.3)	25 (34.7)	28 (38.9)	13 (18.1)	72 (100.0)	3.67	.87	High
9. You are proud of being Sor Chor's staff.	0 (0.0)	0 (0.0)	0 (0.0)	18 (25.0)	32 (44.4)	22 (30.6)	72 (100.0)	4.06	.75	High
10. You are very committed Sor Chor.	0 (0.0)	1 (1.4)	2 (2.8)	25 (34.7)	31 (43.1)	13 (18.1)	72 (100.0)	3.74	.84	High

**Part V: Staff's opinion towards the operation of the National Health Commission Office (Sor Chor).**

As staff's opinions toward the operation of the National Health Commission Office (Sor Chor), the research findings can be categorized into 3 issues including;

**1. Career Path and Professional Progression.**

Sor Chor should develop a career path and professional progression system vividly because most of staff will be develop themselves for the career and organization improvement and progression. This is a way to maintain talented staff and employees in organization. It will make the organization becomes more competitive.

**2. Operation and facilities constrains**

Sor Chor should develop and updated information technology system for the more efficient operation such computer devices and etc. This will facilitate staff in working more and rapidly and it is because Sor Chor should work together with other external networking organizations so the information technology system has to be able to synchronize or link to information technology system. In addition, Sor Chor should have human resource management plan which add up a plan of happy workplace and work-life balance plan.

**3. Future work development.**

Human resource selection for employment should be systematically done because Sor Chor's missions is unique and differ from other organizations so it needs a specific human resource who can work with integration skills of field and office works.

**Discussion**

As the research results mentioned, the satisfaction evaluation by employees towards the operation of the National Health Commission Office for the fiscal year 2016 were mostly evaluated at the high level in both satisfaction and commitment. The research results were similar to other previous researches which study the satisfaction of all stakeholders not only staff and employees but also external networks in all provinces of Thailand. Besides, the findings of this research accord with the previous research of both internal and external evaluation in the fiscal year 2013 which conducted by Porntida, V. and others (2013), Patchana J. and others (2013) and Somboon Sirisunhirun and others (2016) in terms of 5 evaluation factors for success including; organizational strategic mobility, project mobility, organizational competencies, stakeholders' satisfactions, and organizational achievement. Most of the results from all evaluations were found at the high level. Moreover, as staff's opinions toward the operation of the National Health Commission Office (Sor Chor), the research findings can be categorized into 3 issues including; career path and professional progression, operation and facilities constrains, future work development reflect the basic need of work life of employees

that they need to receive for the better work and life. Especially, in the issue of work-life balance and happy workplace can cause the satisfaction of all employees. These match up with the research of Mehlsen, Platz and Fromholt (2003) that balance of life correlated between a person's general of life satisfaction or subjective well-being, and demographic variables including marital status, income, and education which means the quality of life and these should be also construct in the same time of work life period.

### Recommendation

The National Health Commission Office should improve the internal organizational operation in the aspects of compensation, welfare and security, and facilities and information system, and working environment which were evaluated at the moderate level for the more efficiency and engagement of staff on organization.

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