

# Job Satisfaction and Organizational Citizenship Behavior of Personnel at One University Hospital in Thailand

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**Objective:** To investigate the relationship between job satisfaction and Organizational Citizenship Behavior (OCB) of the personnel at one university hospital in Thailand.

**Material and Method:** This cross-sectional descriptive study was conducted on 296 respondents who worked in the Office of the Dean, 13 departments and 2 Offices of Research Center and Office of Community Medicine Center. All of them were personnel in one university hospital in Thailand. The Organizational Citizenship Behavior Questionnaire of Niehoff and Moorman using the five dimensions scale developed by Podsakoff and Mackenzie and Job Descriptive Index (JDI) were used for assessing job satisfaction. For inferential statistics, Pearson's product moment correlation coefficient was used for correlation.

**Results:** The percentage mean score of job satisfaction was 58.67 and subscale of job satisfaction was found that satisfaction with supervision held the highest of the mean score, while satisfaction with pay and promotion had the lowest and low of the mean score. The mean score of OCB was high and the facets of OCB was found that conscientiousness had the highest mean score and sportsmanship had the lowest. By using Pearson's Product Moment Correlation Coefficient to analyze the relationships between satisfaction and OCB, it showed that there were statistically significant low positive correlations between job satisfaction and OCB ( $r = 0.173, p < 0.01$ ).

**Conclusion:** The one university hospital executives should promote the pay, promotion and supervision factors which encourage personnel to be satisfied and demonstrate their OCB as their reciprocal reaction.

**Keywords:** Organizational citizenship behavior, Job satisfaction

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Human resource is an essential key of successful management, because it serves as a machinery of an organization. Moreover, it leads to continuous and systematic developments of the organization including promoted the effective function and successful organization. Thus, all organizations required human or the employees that are able to perform effective cooperation. When focusing on employee behaviors that enhance and contributes organizational success, Katz<sup>(1)</sup> identifies three basic types of employees' behaviors that are critical for the overall effectiveness of any organization system. These three behavior patterns include people who (1) are entering and remaining with the system, (2) carrying

out their role assignment in a dependable fashion and (3) creating innovation and activities that support the achievement of organizational objectives. These behaviors can be divided into 2 types. There are: "in-role" behaviors and "extra-role" behaviors. Katz mentioned that extra-role behaviors are vital to organizational survival and effectiveness. Recently Organ<sup>(2)</sup> dubbed this last type of employee behavior that "organizational citizenship behavior" (OCB) are defined as "behaviors that is discretionary not directly or explicitly recognized by the formal reward system and that on the aggregate promotes the effective functioning of the organization. Organ<sup>(3)</sup> has suggested five dimensions of OCB which are: Altruism (helping specific others); Courtesy (consulting others before taking action); Sportsmanship (not complaining about trivial matters); Conscientiousness (compliance with norms); and Civic virtue (keeping up with important matters within the organization).

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Organizational Citizenship Behaviors (OCB) is defined as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations<sup>(4)</sup>. Since these efforts are made beyond the requirements specified in the job description, their presence cannot be enforced. According to Organ, Podsacoff and Mackenzie<sup>(5)</sup>, OCB refers to “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization”. This behavior is seen not as an enforceable requirement of their job descriptions but the personnel’s choice that when they failed to perform OCB they are not liable for punishment. OCB can be described in term of social exchange model. Social exchange does not occur on calculated basis but the relationship is based on individuals’ trust that the other parties’ exchanges will fairly discharge their obligations in the long run. In contrast to economic exchange, the prototype rests on a formal contract that stipulates the exact exchange and can be enforced through legal sanctions. It does not tend to the feeling of personal obligation, gratitude and trust. Thus reciprocity in employee-organizational is combine between social exchange and economic exchange. However, OCB is reflected by social exchange because it is based on employee-organization’s trust. When they perceived the macro motives-loyalty, trust, fairness and commitment from their exchange organizations, OCB is one likely avenue for employees’ reciprocation. These macro motives create individual’s inducement or satisfaction and exhibit OCB. In short, satisfaction is important factor that made the employees show OCB.

Turnover is work behavior consequence of dissatisfaction<sup>(6,7)</sup>, this behavior should be given to the impact on the organization. It has a direct bearing on ultimate effectiveness and sometimes successively lower amount of innovation and creativity<sup>(8)</sup>. Thus, the executives have got to look for the factors that promoted the employees satisfaction, because it aimed at organizational success and made the employees express OCB. In addition, the present study of Chen, et al<sup>(9)</sup> find that the employees who show low level of OCB are more likely to leave an organization than those who exhibit high level of OCB. Moreover, many studies indicated that OCB was associated with job satisfaction<sup>(10-17)</sup>. In the present study, the researcher was interested in the relationship between OCB and job satisfaction of the personnel at university hospital. The research questions are 1) what is the level of OCB

as perceived by the personnel 2) what is the level of job satisfaction and 3) is OCB associated with job satisfaction of the personnel at university hospital.

### **Material and Method**

In Administration Structure of one university hospital there were 4 sections as follows: Office of the Dean (400 persons), 13 Departments (3,831 persons), 2 Offices (Research Center and Office of Community Medicine Center- 98 persons). There were 4,329 persons, the sample size was selected by the stratified random sampling technique. The proportion of the simple size was calculated in each section. This cross-sectional descriptive study, a total of 473 questionnaires were distributed to full-time permanent personnel who worked in the Office of the Dean, 13 departments and 2 Offices of Research Center and Office of Community Medicine Center in one university of Thailand. 296 participants completed the questionnaire for a 62.58 percent respond rate.

At all stage of data collection the appropriate ethical principles were as follows: to ask for the Documentary Proof Ethic Clearance from the Committee on Human Rights Related to Research Involving Human Subjects of one university hospital. Informed consent was obtained from all respondents and each one was informed that they could leave the present study at any stage without prejudice. The researcher explained the purpose of the present study to the chief of each section and asks for their co-ordination to apply the instrument to the respondents.

The instrument for data collection is the questionnaire, composed of 3 parts: 1) Organizational Citizenship Behavior Questionnaires (OCBQ), 2) Job Description Index (JDI), 3) demographic data recording Form. First, the Organizational Citizenship Behavior Questionnaires, the researcher used the questionnaire of Niehoff and Moorman that base on five dimensions proposed by Organ and developed by Podsakoff and Mackenzie<sup>(18)</sup>. There are 20 items (4 altruism items, 4 courtesy items, 4 sportsmanship items, 4 conscientiousness items and 4 civic virtue items) describing specific behaviors that included the positive and negative items. The questionnaire consists of five rating scales on a 5-score likert scale (1 = never, to 5 = always).

Second, the Job Description Index (JDI)<sup>(19)</sup> measurement contains five areas of job: type of work, the pay, the opportunities for promotion, the supervision, and the co-worker on the job. Each items is a list of adjectives or short phrases that is descriptive of the job. The instructions for each scale asked the

subject to put Y for “Yes” if it describes the particular aspect of respondents job. N for “No” if it does not describe it and “?” if the samples cannot decide. The 72-items scale (work 18 items, pay 9 items, promotion 9 items supervision 18 items and co-worker 18 items) was used to test for reliability before study.

Three experts had examined the constructed questionnaires focusing on the content completeness, and to clarified the language and relevant of the issue. Some corrections were made based on the suggestion provided in order to cover the necessary content. The reliability of the questionnaires, the OCBQ and JDI were tried out to the samples (n = 30) at Ramathibodi Hospital to test for reliability before study. From the analysis of content reliability regarding OCBQ and JDI questionnaire, the Cronbach’s Alpha Coefficient were 0.83 and 0.89 respectively.

## Results

Data were collected by mailed questionnaires. A total of 296 completed questionnaires (62.6%) were received for analysis. It was found that the respondents were predominantly female (88.9%), 11.1% were male, 29.7% were aged between 26-30 years followed by 27.8% were 35 years and older. Approximate two-thirds of them (65.9%) were obtaining a four-year college or higher degree (master’s degree or doctorate). The tenure of the samples was more than 5 years (68.6%), most of them were government officers (40.5%) and their incomes were 5,000-10,000 baht per month (42.9%).

Moreover, relocated that they wish to do most (39.6%) transfer (34.5%) and quit the job (15.9%).

## Job satisfaction

The present study demonstrated that the mean score of job satisfaction was 1.76 (SD = 0.43) and percentage of mean was 58.67. Percentage of mean of the subscale: work, supervision, co-worker, promotion, and pay were 61.33, 74.33, 65.67, 48.33 and 43.67 respectively. When focusing on the subscale of job satisfaction, it was found that satisfaction with supervision held the highest of the mean score (M = 2.23, SD = 0.61 and percent of mean = 74.33), while satisfaction with pay and promotion had the lowest and low of the mean score. The details of these data are shown in Table 1.

## Organizational citizenship behavior

From Table 2, the mean score of OCB of the samples was 4.29 (SD = 0.34). In addition, when focusing on the facets of OCB, it was found that conscientiousness had the highest mean score and sportsmanship had the lowest.

## Correlations between job satisfaction and Organizational Citizenship Behavior

To analyze the correlations between job satisfaction and OCB, the correlations were examined as with prior analyses. The results of the analyses are shown in Table 3.

**Table 1.** Mean, standard deviation, percentage of mean of job satisfaction (n = 296)

Job Satisfaction	M	SD	% Of Mean	Level
JS	1.76	0.43	58.67	Satisfied
Work	1.84	0.44	61.33	Satisfied
Pay	1.31	0.74	43.67	Satisfied
Promotion	1.45	0.75	48.33	Satisfied
Supervision	2.23	0.61	74.33	Satisfied
Co-work	1.97	0.65	65.67	Satisfied

**Table 2.** Mean, standard deviation, the level of OCB (n = 296)

Organizational Citizenship Behavior	M	SD	Level
OCB	4.29	0.34	High
Altruism	4.24	0.52	High
Courtesy	4.41	0.47	High
Sportsmanship	3.83	0.72	High
Conscientiousness	4.61	0.45	Highest
Civic virtue	4.38	0.52	High

According to the results of testing the correlations between variables, 'job satisfaction' and 'OCB' have the low correlation with 0.173. In addition, it was significantly and positively related to satisfaction with work ( $r = 0.323$ ) and satisfaction with co-worker ( $r = 0.141$ ), showing a significant correlation at the 0.01 level of significance.

Altruism and sportsmanship were significantly and positively related to overall job satisfaction ( $r = 0.137$ ,  $p \leq 0.05$ ,  $r = 0.161$ ,  $p \leq 0.01$  respectively). Altruism, courtesy, sportsmanship and civic virtue were significantly and positively related to satisfaction with work ( $r = 0.236$ ,  $p \leq 0.01$ ,  $r = 0.128$ ,  $p \leq 0.05$ ,  $r = 0.128$ ,  $p \leq 0.05$ ,  $r = 0.266$ ,  $p \leq 0.01$  respectively). Courtesy was significantly and positively related to satisfaction with work ( $r = 0.128$ ,  $p \leq 0.05$ ) and satisfaction with co-worker ( $r = 0.156$ ,  $p \leq 0.01$ ). Sportsmanship was significantly and positively related to satisfaction with pay ( $r = 0.154$ ,  $p \leq 0.01$ ). Civic virtue was significantly and positively related to satisfaction with co-worker ( $r = 0.119$ ,  $p \leq 0.05$ ). Conscientiousness was not significantly related to measure of job satisfaction and sub-variables of job satisfaction.

When focusing on sub-variables of job satisfaction, it showed that pay, promotion and supervision were not significantly related to OCB and sub-variables of OCB.

### Discussion

In summary, OCB of the personnel at one university hospital in Thailand was high. Conscientiousness of OCB held the highest mean score; while sportsmanship of OCB was the lowest. However, the levels of five behaviors: altruism, courtesy, sportsmanship, conscientiousness and civic virtue of the personnel at one university hospital was high to highest.

The present study demonstrated that the personnel were satisfied with their job. They were also satisfied with their supervision at the high level whereas pay satisfied them the lowest.

The result of Pearson's product moment correlation coefficient analysis revealed that was significantly job satisfaction and low positively related to OCB ( $r = 0.173$ ,  $p < 0.01$ ).

The result found that hypothesis was supported in terms of the significant and positive relationship that was found between job satisfaction and OCB. Its correlation coefficient of these variables was 0.173. This can be interpreted that when the personnel at one university hospital in Thailand

**Table 3.** Correlation between job satisfaction and Organizational Citizenship Behavior (OCB). (n=296)

Correlations	Mean	SD	Altruism	Courtesy	Sportsmanship	Conscientiousness	Civic Virtue	Work	Pay	Promotion	Supervision	Co-Worker	Job Satisfaction
1 Altruism	4.237	0.521											
2 Courtesy	4.410	0.473	0.499**										
3 Sportsmanship	3.832	0.722	0.102	0.077									
4 Conscientiousness	4.609	0.448	0.225**	0.326**	0.155								
5 Civic Virtue	4.378	0.517	0.284**	0.312**	0.302**	0.280**							
6 Work	1.840	0.441	0.236**	0.128*	0.281**	0.053	0.266**						
7 Pay	1.308	0.738	0.103	-0.100	0.154**	-0.027	0.039	0.304**					
8 Promotion	1.449	0.745	0.061	0.089	0.061	-0.040	0.009	0.284**	0.310**				
9 Supervision	2.229	0.607	0.064	0.054	0.047	0.056	-0.005	0.319**	0.195**	0.394**			
10 Co-Worker	1.972	0.653	0.052	0.156**	0.063	0.069	0.119*	0.330**	0.146**	0.357**	0.404**		
11 Job Satisfaction	1.762	0.428	0.137*	0.081	0.161**	0.025	0.109	0.605**	0.619**	0.738**	0.677**	0.665**	
12 OCB	4.293	0.338	0.637**	0.647**	0.613**	0.57**7	0.683**	0.323**	0.074	0.061	0.068	0.141**	0.173**

\*, Correlation is significant at the 0.05 level

\*\*, Correlation is significant at the 0.01 level

manifested OCB, they were also satisfied with their jobs.

The result of the present study was consistent with the present study of Bateman & Organ<sup>(20)</sup>, which found a significant relationship between general measures of job satisfaction and supervisory ratings of citizenship behavior. Cross-lagged pattern of the relationships between OCB and specific facets of job satisfaction revealed essentially the same results as overall satisfaction. Bolon<sup>(21)</sup> examined the relationship between organizational commitment and OCB with 202 employees in tertiary hospital in the southeastern United State, it showed a significant and positive relationship between OCB and overall job satisfaction. Lampert<sup>(22)</sup> examined the relationship between OCB and job satisfaction, turnover intent, life satisfaction and job burnout, it showed that OCB had a significant positive relationship with job satisfaction and life satisfaction, and a significant negative relationship with turnover intent and the three areas of job burnout of emotional exhaustion, depersonalization and perceived in effectiveness at work. Metee Sriviriyalertkul<sup>(23)</sup> surveyed 392 employees from a large company and found a significant relationship between job satisfaction and OCB. In the present study yielding similar results, Murphy et al<sup>(17)</sup> examined the relationship between OCB with 33 human service workers showed that OCB was correlated to job satisfaction. In addition, a survey of professional nurse in region hospital center, Amporn Pornpongsuriya<sup>(15)</sup> revealed that overall job satisfaction was significantly and positively related at the moderate level to OCB. And the result of the present study supported the concept of Organ<sup>(3)</sup> to mention that when employees are satisfied with their jobs, they reciprocate. This reciprocation includes attachment to the organization and behavior such as organization citizenship. Dissatisfied people can choose to do less of it without incurring the risk of sanctions or lost benefits. Because cutting back on OCB does not hurt the ego, as would inferior task performance. In addition it consistent with Dyne et al<sup>(27)</sup> mentioned that positive job attitudes or satisfaction leads to individual willingness to cooperate and willingness to contribute to cooperative system that leads to OCB.

When focusing on sub-variables of OCB, it was found that altruism, courtesy and sportsmanship of the personnel were high. They manifest their behaviors such as; helping the others who have work loads or who have been absent; willingly taking his/her time to help those who were busy and assisting to orientate new people. Courtesy of the personnel

showed these behaviors such as; consulting with those who might be affected by his/her actions or decision, not infringing the right of others, taking steps to prevent problems with other workers, informing others before taking any important actions. Sportsmanship of the personnel compared to the other behavior, it had the lowest mean score. Since some personnel manifested the behaviors that did not encourage/promote sportsmanship behavior. For example, they consumed too much time complaining about trivial matters, made problems look bigger than they were, constantly talked about their desires to quit his/her job, always focused on the negative side rather than the positive side. Conscientiousness-the mean score of this was 4.61 (SD = 0.45) and it was the highest than the others. It implied that conscientiousness of OCB of the personnel was highest. They manifested of conscientiousness behavior *e.g.* they were always punctual, had never taken long lunch or break, did not take extra break and followed company rules, regulations and procedures although nobody was watching.

Any organizations can be successful and effective if their personnel not only entered and remained with the system or carried out their role assignment but they also performed extra-role behaviors or 'OCB'. The result of the present study showed that OCB was positively related to job satisfaction. It was indicated that if the personnel were satisfied with their job at the high level, they also expressed their behaviors, which enhanced the efficient organizations to reach the high level as well. Thus, the executives should promote the factors that encouraged the personnel to be satisfied, especially, pay factor and promotion factor, the result of the present study showed that the personnel satisfied with these factors were trivial nevertheless, promotion factor was not related to OCB but advocating opportunities for promotion that to respond the basic needs of human. Future research might assess the level of job satisfaction and OCB of the personnel in each workplace or in each profession.

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#### **Potential conflicts of interest**

None.

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## ความพึงพอใจในงานและการเป็นสมาชิกที่ดีในองค์การของบุคลากรโรงพยาบาลมหาวิทยาลัยในประเทศไทย

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**วัตถุประสงค์ :** เพื่อวิเคราะห์ความสัมพันธ์ระหว่างความพึงพอใจในงานและการเป็นสมาชิกที่ดีขององค์การของบุคลากรโรงพยาบาลมหาวิทยาลัย ในประเทศไทย

**วัตถุประสงค์และวิธีการ:** เป็นการศึกษาเชิงบรรยาย กลุ่มตัวอย่างคือ บุคลากรโรงพยาบาลมหาวิทยาลัยที่ทำงานในสำนักงาน คณบดี ภาควิชา 13 ภาควิชา และ สำนักงานวิจัย และสำนักงานศูนย์เวชศาสตร์ชุมชน จำนวน 296 คน แบบสอบถามการเป็นสมาชิกที่ดีขององค์การของนีฮอฟและมูแมน ซึ่งพัฒนาโดยพอสคอฟและแมคเคนซี และแบบสอบถามดัชนีลักษณะงานเพื่อประเมินความพึงพอใจในงาน โดยใช้สถิติสหสัมพันธ์เพียร์สัน ในการวิเคราะห์ข้อมูล

**ผลการศึกษา :** ความพึงพอใจในงานมีค่าร้อยละคะแนนเฉลี่ยเท่ากับ 58.67 ความพึงพอใจในงานด้านการนิเทศงานมีคะแนนเฉลี่ยมากที่สุด ความพึงพอใจในค่าจ้างมีคะแนนเฉลี่ยน้อยที่สุด การเป็นสมาชิกที่ดีขององค์การมีคะแนนเฉลี่ยอยู่ในระดับสูง และพฤติกรรมสำนึกในหน้าที่มีคะแนนเฉลี่ยมากที่สุด พฤติกรรมการมีน้ำใจนักกีฬา มีคะแนนเฉลี่ยน้อยที่สุด ผลการวิเคราะห์ความสัมพันธ์ด้วยสถิติสหสัมพันธ์สหสัมพันธ์แบบเพียร์สัน พบว่า ความพึงพอใจในงานมีความสัมพันธ์ทางบวกระดับต่ำอย่างมีนัยสำคัญทางสถิติกับการเป็นสมาชิกที่ดีขององค์การ ( $r = 0.173, p < 0.01$ )

**สรุป :** ผู้บริหารโรงพยาบาลน่าจะสนับสนุนส่งเสริมความพึงพอใจในงาน โดยเฉพาะอย่างยิ่งปัจจัยค่าจ้างการเลื่อนตำแหน่งและการนิเทศงาน เพื่อกระตุ้นให้บุคลากรพึงพอใจ และแสดงพฤติกรรมในการเป็นสมาชิกที่ดีขององค์การ

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