

Appendix

มหาวิทยาลัยราชภัฏธนบุรี

## Appendix A

List of Experts for Research Instrument Assessment

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## List of Experts for Research Instrument Assessment

1. Assoc. Prof. Dr. Siripapun Leephaijaroen  
Faculty of Business Administration and Management  
Ubon Ratchathani Rajabhat University
2. Asst. Prof. Dr. Thanakorn Sirisugandha  
Faculty of Management Science  
Lampang Rajabhat University
3. Asst. Prof. Dr. Weerawit Piyanonthasin  
Mae Hong Son College  
Chaing Mai Rajabhat University

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## Appendix B

Employee Survey Questionnaire on Reasons for Leaving Employment

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## Employee Survey Questionnaire on Reasons for Leaving Employment

Dear Sir/Madam:

Greetings! I am a student of Dhonburi Rajabhat University and this is the questionnaire for my thesis. It is filled out anonymously. Your answers will help me to collect the reasons for leaving and analyze the problems. It will help to promote the development of hospitals and human resource management departments. Relevant statistical data is only for the use of this study, any of your answers will not affect your departure procedures and your smooth departure from the hospital, please fill in the questionnaire according to your actual situation and true thoughts. Thank you for your cooperation!

Working hours in the hospital	Less than three years 3-5 years 5-10 years More than 10 years
Household registration situation	This city, other cities within the province, outside the province
Reasons for leaving	Work intensity Dissatisfaction with the hospital To seek new development opportunities No longer engaged in such an industry
The next plan	Further study Different cities: different industries or the same industry The same city: different industries or the same industry

## Appendix C

Employee Satisfaction Survey Questionnaire

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## Employee Satisfaction Survey Questionnaire

Dear Sir/Madam:

Greetings! I am a student of Dhonburi Rajabhat University and this is the questionnaire for my thesis. It is filled out anonymously. Your answers will help me to collect satisfaction and analyze the problems. Relevant statistics are only for the use of this study, any of your answers will not affect your current work, please fill in the questionnaire according to your actual situation and true thoughts. Thank you for your cooperation!

Questions	Options		
Are you satisfied with your job position?	Satisfied	Average	Not satisfied
Are you satisfied with how well you match your job?	Satisfied	Average	Not satisfied
Whether the work is consistent with your own interests?	Satisfied	Average	Not satisfied
Are you satisfied with the division of your job responsibilities and power?	Satisfied	Average	Not satisfied
How satisfied are you with the current salary?	Satisfied	Average	Not satisfied
Are you satisfied with the fairness of the hospital's performance?	Satisfied	Average	Not satisfied
Do you think the incentive system of hospitals is perfect?	Satisfaction	Average	Dissatisfaction
Are you satisfied with the current employee welfare policy?	Satisfaction	Average	Dissatisfaction
Are you satisfied with your career development?	Satisfaction	Average	Dissatisfaction
Satisfied with the professional title promotion mechanism?	Satisfaction	Average	Dissatisfaction
Satisfied with the hospital talent training mechanism?	Satisfaction	Average	Dissatisfaction

Questions	Options		
Satisfied with the development prospects of hospitals and the industry?	Satisfaction	Average	Dissatisfaction

Satisfied with the current working environment?	Satisfaction	Average	Dissatisfaction
Satisfaction with the hospital rules and regulations and the implementation results?	Satisfaction	Average	Dissatisfaction
How is the sense of belonging in this hospital?	Satisfaction	Average	Dissatisfaction

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## Appendix D

Expert Interview Record Sheet

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# Expert Interview Record Sheet

**1. Interview topic:** "The current situation of human resource management in XYZ Hospital" Interview

**2. Interview time:** May 1, 2023

**3. Interview location:** XYZ Hospital conference room

**4. Basic information of the interviewee:**

President Yang (overall leader of the hospital)

Director Qin (hospital administrator, responsible for hospital administration and personnel work)

Director Hou (office director of the hospital, responsible for accounting for the hospital's income, expenditures and benefits, and organizing payroll)

**5. Purpose of the interview:** to understand the current situation of human resources in the hospital, to find out the problems of human resources management and to propose effective solutions.

**6. Interview Record**

6.1 Human resource management:

1) Employee shortage and staff turnover problems: due to lower salaries and limited equipment and medical resources, employees often choose to work in larger hospitals that are more competitive, resulting in primary hospitals facing frequent staff departures and recruitment needs.

2) Inadequate staff training and development: hospitals lack professional training faculty and financial support to provide good training and development opportunities for staff.

3) Difficulty in recruiting doctors and nurses with high level of competence: due to the remote location and limited infrastructure of the hospitals, they are unable to attract doctors and nurses with higher level of competence, which increases the work pressure and workload of healthcare staff.

6.2 Recruitment:

1) The remote location and difficult working conditions of the hospital lead to high staff mobility and turnover.

2) The hospital lacks professional trainers and financial support to provide good training and development opportunities for staff.

6.3 Training:

1) The hospital lacks internal training mechanism and mainly relies on external training and online training.

2) Lack of professional training faculty and financial support to meet the training and development needs of staff.

#### 6.4 Configuration:

1) Shortage of medical and nursing staff, resulting in the hospital's inability to provide high-quality medical services.

2) Limited equipment resources in remote areas and hospitals put higher demands on medical human resources.

#### 6.5 Selection:

Due to the remote location and limited infrastructure of the hospital, it is not possible to attract higher level doctors and nurses, which increases the work pressure and workload of the existing medical and nursing staff.

#### 6.6 Remuneration:

Due to the limited funds and resources of the hospital, the remuneration level is lower than that of large general hospitals and advanced healthcare organizations, resulting in employees choosing to leave and look for better job opportunities.

In summary, the problems of primary hospitals in terms of human resource management, recruitment, training, staffing, selection and remuneration include staff shortage and turnover problems, insufficient staff training and development, difficulties in recruiting doctors and nurses with high level of qualifications, shortage of medical and nursing staff, lack of in-house training mechanism, limited healthcare resources, inability to attract high level of qualifications of doctors and nurses, and low level of remuneration. For future development, it is recommended that primary hospitals provide a more comprehensive and specialized level and quality of service, attract high-level medical and nursing staff, and enhance training and improve professional skills and standards.

## Biography

Name Shi Yangmengying

Day Month Year of Birth 25 July 1997

### Academic Background

- 2021 Bachelor of Management  
Lanzhou University of Finance and Economics
- 2023 Master of Business Administration  
Dhonburi Rajabhat University

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