

**ABSTRACT**

**Title of Research Paper** : Work Morale of the Officials at the Provincial Offices in the Upper Central Region.  
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**Degree** : Master of Arts (Social Development)  
**Year** : 2001

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The research aimed to find out the work morale of the official at the provincial offices in the Upper Central Region and the factor related to their work morale. A questionnaire was employed to collect the data from 60 officials at the provincial offices in the Upper Central Region (Ayuthaya, Saraburi, Angthong, Lopburi, Singburi and Chainat Provinces). Frequency, percentage, mean and chi-square were used to analyze up as follows.

The findings were summed up as follow:

1. Characteristics of the samples. Their were more female than male official in the study (50.61 % and 43.33 %, respectively). About half (51.67) were 41-50 years old. Most (66.67 %) had a Bachelor's degree or higher. About there-fourths (76.67) had worked for more than 10 years
2. Finding about their work morale. As a whole, the officers, work morale was found to be moderate. When the components of work moral were considered separately, enthusiasm in work, sense of belonging, satisfaction with salary and welfare and satisfaction with career advancement were all found to be at a moderate level (mean 3.34, 3.21, 2.75 and 2.72, respectively). Their deviation to work, however, was found to be rather high mean (3.80).
3. The work environment as a whole was found to be moderate. When its component were considered separately, relationship with colleague received the highest mean (3.21), followed by the native of work, the administrative system the

relationship with the superior and the work condition, respectively mean (3.03, 3.03, 2.87 and 2.69)

#### 4. Hypothesis testing.

4.1 The factor found to have no relationship with the work morale of the officers at the provincial offices in the Upper Central Region were sex, age, education, and number of working years.

4.2 The factors found to be significantly related to their work morale were nature of work, work condition, administrative system, relationship with colleagues and the relationship with the superior.

#### 5. Recommendations

5.1 The personnel administrative system should be improved. It should be transparent and the patronage system should be lessened. Standard should be set for recruitment and promotion to be fair for all. In other word, the merit system should be put to use.

5.2 The officers should be given an opportunity to progress in their career by extending the C-level for the technical line to C7, C8 and C9 for example. This will lead to their enthusiasm in the work and boost their work morale.

5.3 The work environment should be improved. Especially the work system in the general division, the clerical work, filing of documents and other should be streamlined.

5.4 Sufficient work material, facilities and equipment, including vehicles should be available.

5.5 The office should be improved to build a good working atmosphere.

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5.6 Activities should be held for the subordinates to meet the superior at least once amount in order to build a good relationship between them. Also, their should be recreational activities on special occasions in order to being about a good understanding among them, which intern in would be useful for work.