

## ABSTRACT

Title of Research Paper : Desirable Qualities of the Administrators

Perceived by a Hospital Officials in Narathiwat  
Province.

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The objectives of this research are 1. to study the administrator's quality perceived by the inferiors, 2. to study ways to promote the administrator's qualification along the needs of their inferiors, and 3. to find out problems and obstacles in promoting the administrator's quality.

The method of study is a qualitative one by using the in-depth interview technique to gather data from 18 key-informants who work in a hospital in Narathiwat province; the data collected were later analysed with logical context description and descriptive statistics of frequency and percentage.

Results of the study reveal that the majority of key-informants want an administrator who possesses leadership qualities, i.e., having reason, showing empathic ability to the inferiors, strong decision-making and knowledgeable. The important characters include good looking, neatly dressed, clean, clear-sweet talking and emotionally controllable, among others. In the aspect of administration, the desired qualities are responsibility, sufficient administrative know-how, far-sighted, delegation of work properly; ability to supervise, monitor and evaluation of the inferior's work. Other qualities include work experience, sufficient knowledge in public health work, sense of justice, honesty and ready to help the inferior, for example.

Administrative behavior desired by the inferior are listening to the inferiors' opinion, be more rational than emotive and joint responsibility in work performance; these qualities correspond with the democratic principles.

In promoting the desired administrative qualities , the informants propose training , continuing education and rewards properly as incentive measures for the promotion. In addition , self-development and peer-learning are also suggested as other means to promote higher administrative quality.

Among problems and obstacles to promoting the desired administrative qualities are inadequate personnel replacement , limited budget for personnel development and others.

Recommendations to improve the administrative qualities , among others , are increased budget for personnel development , on-the-job advices , superior's evaluation and self-evaluation , improving the administrative system, etc.