

Thesis Title

Leaders' Behavior of Department
Heads as Related to Subordinates'
Morale and Job Satisfaction in
the Office of the Permanent Secretary
for Public Health.

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Abstract

The purposes of this research were to study the relationships among leaders' behavior in terms of personal relations and work relations of superiors as well as the levels of morale and job satisfaction of subordinates; and to compare the levels of morale and job satisfaction of subordinates in divisions where superiors had different levels of leadership in regarding to personal relations and work relations. A total of 258 subordinates working in 18 divisions and other equivalent offices in the Office of the Permanent Secretary for Public Health were included in the study by using questionnaires.

The results of the study revealed that the levels of leadership of superiors in the Office of the Permanent Secretary for Public Health regarding both personal and work relations were moderate and had positive relationship with morale and job satisfaction levels of subordinates. Significant different levels of morale and job satisfaction were found among subordinates in divisions where superiors had different levels of leadership. The conclusion was that, morale and job satisfaction levels of subordinates were varied directly with leaders' behavior of superiors.