

## Abstract

Title : The Relationship Between Personality of Private Sector Administrators and the Morale and Work Efficiency of Their Personnel.

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The works on general personality, leadership personality, morale and work efficiency theories serve as a conceptual framework of the hypotheses of this study that :

- (1) General personalities of the private sector male and female administrators are not different;
- (2) Private sector administrators with different ages possess no different general personalities;
- (3) Private sector administrators with different work experiences possess no different general personalities;
- (4) Private sector administrators with different levels of education possess no different general personalities;
- (5) Private sector male and female administrators possess no different leadership personalities;

(6) Private sector administrators with different ages possess no different leadership personalities;

(7) Private sector administrators with different work experiences possess no different leadership personalities;

(8) Private sector administrators with different levels of education possess no different leadership personalities;

(9) Private sector administrators' leadership personalities are related to employees' morale;

(10) Private sector administrators' leadership personalities are related to employees' work efficiency; and

(11) Private sector administrators' leadership personalities are related to employees' morale and work efficiency

Data used in this study were drawn from a questionnaire mailed to 90 administrators and 300 employees attached to 30 companies. Of these, 390 persons or 100% of the samples have returned the questionnaire. And based on an analysis of the data utilizing the statistical values of the split-half, t-value, correlation coefficient, and multiple correlation in order to find the relationship between and among variables, it was found that :

(1) Out of the total 16 measures of the general personalities of the administrators, 13 are positive : A<sup>+</sup> (outgoing), B<sup>+</sup> (more intelligent), C<sup>+</sup> (emotionally stable), E<sup>+</sup> (assertive), F<sup>+</sup> (happy-go-lucky), G<sup>+</sup> (conscientious), H<sup>+</sup>

(venturesome), L<sup>+</sup> (suspicious), N<sup>+</sup> (shrewed), Q<sub>1</sub><sup>+</sup> (experimenting) Q<sub>2</sub><sup>+</sup> (Self-sufficient), Q<sub>3</sub><sup>+</sup> (Controlled), and Q<sub>4</sub><sup>+</sup> (tense). On the contrary, the three negative measures are as follows : I<sup>-</sup> (tough-minded), O<sup>-</sup> (placid) and M<sup>-</sup> (practical);

(2) Sex is related to general personalities of the private sector administrators in such measures as A, C, F, G, I, L, O, Q<sub>1</sub>, Q<sub>2</sub> and Q<sub>3</sub>; but it is not related to such measures as B, E, H, M, N and Q<sub>4</sub>. These findings reflect that Hypothesis No.1 is both confirmed and rejected;

(3) Age is related to general personalities of the private sector administrators in such measures as B, E, I, M, Q<sub>1</sub> and Q<sub>2</sub>; but it is not related to such measures as A, C, F, G, H, L, N, O, Q<sub>3</sub> and Q<sub>4</sub>. These findings reflect that Hypothesis No.2 is both confirmed and rejected;

(4) Work experience is related to general personalities of the private sector administrators in such measures as A, E, I and Q<sub>1</sub>; but it is not related to such measures as B, C, F, G, H, L, M, N, O, Q<sub>2</sub>, Q<sub>3</sub> and Q<sub>4</sub>. These findings reflect that Hypothesis No.3 is both confirmed and rejected;

(5) Education level is related to general personalities of the private sector administrators in such measures as A, B, C, F, G, I, L, M, N, Q<sub>1</sub>, Q<sub>2</sub> and Q<sub>3</sub>; but it is not related to such measures as E, H, O and Q<sub>4</sub>. These findings reflect that Hypothesis No.4 is both confirmed and rejected;

(6) Upon computation, the private sector administrators' leadership personalities are rather high on all 8 measures (T<sub>1</sub> to T<sub>8</sub>);

(7) Sex is related to leadership personalities of the private sector administrators in six measures :  $T_1, T_3, T_4, T_5, T_6$  and  $T_8$ ; but it is not related to 2 measures :  $T_2$  and  $T_7$ ; These findings reflect that Hypothesis No.5 is both confirmed and rejected;

(8) Age is related to leadership personalities of the private sector administrators in 3 measures :  $T_2, T_3$  and  $T_6$ ; but it is not related to 5 measures :  $T_1, T_4, T_5, T_7$  and  $T_8$ . These findings reflect that Hypothesis No.6 is both confirmed and rejected;

(9) Work experience is related to leadership personalities of the private sector administrators in 2 measures :  $T_1$  and  $T_4$ ; but it is not related to other 6 measures :  $T_2, T_3, T_5, T_6, T_7$  and  $T_8$ . These findings reflect that Hypothesis No.7 is both confirmed and rejected;

(10) Education is related to leadership personalities of the private sector administrators in 3 measures :  $T_1$  to  $T_3$ ; but it is not related to other 5 measures :  $T_4$  to  $T_8$ . These findings reflect that Hypothesis No.8 is both confirmed and rejected.

(11) Upon computation, the private sector employees' morale scores the highest on the satisfaction of job ( $M_2$ ) and the lowest on the responsibility ( $M_3$ ). Others measures of the morale are relatively equivalent;

(12) The alpha coefficient of the relationship between the private sector administrators' leadership personalities and the employees' morale was statistically

significant at .05 to .01. These findings reflect that administrators' leadership personalities are mostly related to employees' morale, hence Hypothesis No.9 is mostly confirmed;

(13) Upon computation, the private\*sector employees' work efficiency on job success ( $E_1$ ) scores the highest; job responsibility ( $E_4$ ), the lowest while all other measures of work efficiency score relatively equivalent;

(14) The alpha coefficient of the relationship between the private sector administrators' leadership personalities and the employees' work efficiency was statistically significant at .05 to .01. These findings reflect that administrators' leadership personalities are mostly related to employees' work efficiency, hence Hypothesis No.10 is mostly confirmed;

(15) Upon computation, the multiple correlation based on the relationships among leadership personalities of the private sector administrators and employees' morale and work efficiency was found to be significant. These findings reflect that Hypothesis No.11 is confirmed.

From this study, it is evidently clear that these research findings are very beneficial for the improvement of personnel activities, especially with regard to general and leadership personalities of the private sector administrators vis à vis employees' morale and work efficiency.