

# ABSTRACT

Title : FACTORS INFLUENCING THE MORALE OF CIVIL SERVICE OFFICIALS

A CASE STUDY OF OFFICE OF THE PERMANENT SECRETARY FOR FINANCE

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Research on "Factors Influencing the morale of Civil service Officials: A Case Study of Office of the Permanent Secretary for Finance had the following objectives : 1) to study the level of work morale of officials at the Office of the Secretary of the Ministry of Finance, 2) to study factors that influence the work morale of officials at the Office of the Secretary of the Ministry of Finance, 3) to compare the level of work morale of officials at the Office of the Secretary of the Ministry of Finance, and 4) to compare the factors influencing the work morale of officials at the Office of the Secretary of the Ministry of Finance. These objectives were studied according to age, sex, educational degree, and length of service of the officials. The level of work morale was measured according to the following 6 variables : work satisfaction, feelings of belonging to the work unit, work responsibility, feeling towards supervision, feelings towards administration and feelings towards fellow colleagues. The scale regarding factors influencing the work morale of officials at the Office of the Secretary of the Ministry of Finance included the following 6 variables : opportunity for Promotion, fairness in working, relationship with colleagues, manner and role of

supervisor, work conditions, and involvement in administration.

For this study, the researcher constructed a Questionnaire to collect data from officials at the Office of the Secretary of the Ministry of Finance in four sections comprising 152 officials. A total of 131 Questionnaires were returned or 86.18 percent. Analysis was carried out for percentage, mean, standard deviation, and t-test using SPSS (Statistical Package for the Social Sciences) and presented in terms of tables and discussion.

It was found that most of the officials at the Office of the Secretary of the Ministry of Finance were female between 30-39 years of age holding bachelor's degree who have from 0-5 years of service. In studying the level of work morale, it was found that most officials rated work satisfaction as not good. With regard to feelings of belonging, feeling towards administration, and feelings towards fellow colleagues most officials rate them as average. As for feelings of work responsibility and feelings towards supervision, most officials rated them as good. The overall mean rating for work morale was average with the exception of feeling of work responsibility for which the work morale was good. A comparison of work morale showed that for the most part there were no differences with the exception of work satisfaction for which officials 30 years and older had higher work morale than those under 30. With regard to feelings of belonging, officials with 11 years or more of service had better work morale than those with 1-10 years of service. With regard to feelings towards fellow colleagues, officials with 1-10 years of service had better work morale than those with 11 years or more of service. Turning to factors which influence work morale, it was found that most officials agreed that opportunities for promotion, fairness in work, relationship with colleagues, and involvement in administration were factors having an average level of influence. The supervisor's manner and role and work conditions were found to have a great influence on work morale. However, the average score from all

officials showed that all 6 factors equally influenced work morale. A comparison of the factors influencing work morale showed that there were no differences in the 6 factors with the exception that officials with 1-10 years of service felt that involvement in administration was a more important influence than did officials with more than 11 years of service.