



**MORALE OF STAFF PRACTICING
IN METTAPRACHARAK (WATRAIKHING) HOSPITAL**

JEERADA THAMMAPHIMUK

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บัณฑิตวิทยาลัย มหาวิทยาลัยมหิดล

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(WATRAIKHING) HOSPITAL**

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This study aimed to investigate the level of morale of staff practicing in Mettapracharak (Watraikhing) Hospital, to study the factors relating to the personnel's operation, and to study the opinions and suggestions that can be used as a guideline for the administration of the organization. These opinions and suggestions could also increase the morale of the staff. This study was a survey research in which the population was 226 governmental officials, permanent employees, and temporary employees who do not hold any administrative positions. Questionnaire and interview were used to collect the data and then the data was analyzed by the SPSS/PC⁺ program, percentage, mean, standard deviation, t-test, the One-way ANOVA and Pearson Product Moment Correlation.

The results indicate that the staff practicing in the hospital have an average level of morale with a trend towards a low level. Different personal factors such as age, income, and the operational position resulted in different levels of morale with a statistical significance level of 0.05. Operational factors such as the operational environment, nature of the work, sufficiency of income, opportunity for advancement, fringe benefits, relationships between superiors and colleagues, justice and operational security, and stability positively related to morale with a statistical significance level of 0.01. A study of the opinions, suggestions, and the interview reveals that the factors discouraging staff are the operational system, the administration, and fringe benefits. Consequently, the hospital should solve the problems in these systems in order to increase the operational efficiency which would encourage good morale among the staff.

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จिरดา ธรรมากิมุข : ขวัญในการปฏิบัติงานของบุคลากรในโรงพยาบาลเมตตาประชารักษ์ (วัดไร่ขิง) (MORALE OF STAFF PRACTICING IN METTAPRACHARAK (WATRAIKHING) HOSPITAL) คณะกรรมการควบคุมวิทยานิพนธ์ : จิราภรณ์ สว่างเนตร ค.บ.,ผ.ม.,พบ.ค.,สมบูรณศิริสรรหิรัญ ร.ม. (บริหารรัฐกิจ), ประทุม สาครเสถียร M.P.A. 139 หน้า. ISBN 974-04-0867-2

การศึกษานี้มีวัตถุประสงค์ เพื่อศึกษาระดับขวัญในการปฏิบัติงานของบุคลากรในโรงพยาบาลเมตตาประชารักษ์ (วัดไร่ขิง) ปัจจัยที่มีความสัมพันธ์กับขวัญในการปฏิบัติงานของบุคลากร และศึกษาความคิดเห็นและข้อเสนอแนะ อันจะนำมาเป็นแนวทางในการบริหารของหน่วยงาน และส่งเสริมขวัญในการปฏิบัติงานของบุคลากรให้สูงขึ้น ดำเนินการศึกษาโดยการวิจัยเชิงสำรวจ กลุ่มประชากรที่ศึกษา ได้แก่ บุคลากรในโรงพยาบาลที่เป็นข้าราชการ ลูกจ้างประจำ และลูกจ้างชั่วคราว ที่ไม่ได้ดำรงตำแหน่งทางบริหาร จำนวน 226 คน โดยใช้แบบสอบถามและแบบสัมภาษณ์ เป็นเครื่องมือ นำข้อมูลที่ได้ไปวิเคราะห์ด้วยโปรแกรมสำเร็จรูป SPSS/PC⁺ สถิติที่ใช้ได้แก่ ค่าร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน T-Test One-way-ANOVA และ Pearson Product Moment Correlation

ผลการศึกษา พบว่าบุคลากรในโรงพยาบาล มีขวัญในการปฏิบัติงานอยู่ในระดับปานกลาง โดยมีแนวโน้มไปในทิศทางต่ำ ตัวแปรปัจจัยส่วนบุคคล ได้แก่ อายุ รายได้ และสถานภาพการปฏิบัติงาน ที่แตกต่างกัน มีผลทำให้ขวัญในการปฏิบัติงานของบุคลากร แตกต่างกัน อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05 ตัวแปรปัจจัยด้านการปฏิบัติงาน ได้แก่ สภาพแวดล้อมในการปฏิบัติงาน ลักษณะงานที่ทำ ความเพียงพอของรายได้จากการปฏิบัติงาน โอกาสความก้าวหน้า สวัสดิการของหน่วยงาน ความสัมพันธ์ระหว่างผู้บังคับบัญชาและเพื่อนร่วมงาน ความยุติธรรมในหน่วยงาน ความมั่นคงปลอดภัยในการปฏิบัติงาน มีความสัมพันธ์เชิงบวกกับขวัญในการปฏิบัติงานอย่างมีนัยสำคัญทางสถิติที่ระดับ 0.01 และจากการศึกษาความคิดเห็น ข้อเสนอแนะ รวมทั้งแบบสัมภาษณ์ พบว่าปัจจัยที่ทำให้บุคลากรขาดขวัญในการปฏิบัติงาน ได้แก่ ปัญหาระบบการทำงาน ระบบบริหาร และระบบสวัสดิการ ดังนั้น โรงพยาบาลจึงต้องปรับปรุงปัญหาาระบบดังกล่าวเพื่อให้เกิดประสิทธิภาพในการทำงาน อันจะนำมาซึ่งแรงจูงใจให้บุคลากรเกิดขวัญที่ดีในการปฏิบัติงาน

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CHAPTER I

INTRODUCTION

1.1 Background and Essence of the Problem

During the mid 1997, Thailand encountered a severe economical crisis, and its outcomes were obvious in the later year. For instance, the level of unemployment increased up to 4%. The export rate was more than 3% decreasing. Additionally, the amount of the international reserved account was almost completely decreased. The economical growth rate was about 8% receded, and there were several social effects also taking place (Office of the Civil Service Reform Committee, 1999 : 36-37). The government, therefore, had no choice except to revolute the entire system in order to build up a strong governmental system that essentially brings about the victories, and to create the steadily economical and social systems. The vital measures that the cabinets had appointed on developing the governmental operational efficiency were as follows.

- A creation of the main governmental revolution plan of 1997 - 2001 so that it could be the boundary in revoluting the governmental system.
- A limitation on governmental manpower. There must be no new positions for the governmental officials or employees from the 1998 fiscal year. Moreover, 80% of the retired positions would be cancelled; meanwhile, the other 20% would be gathered and sent to the National Committee on Public Sector Human Resources Policy to distribute them to the necessary offices. In case the distribution is not sufficient, the positions would be cancelled. Moreover, a policy to urge the governmental offices to cancel the vacant positions as well as to cancel the employees in the labor section and to hire a particular service instead of to employ someone is stimulated among the governmental offices.

These measures resulted in the governmental offices' effort to enhance their personnel's competency to facilitate the national development and to build up the motivating policy in the office so that the personnel would work willingly and effectively. This is because the organizational administration needs these elements as the key to achieve the established goals efficiently and effectively: money, material, management and man. A crucial objective of every organization is that the personnel work with their full abilities so that they would produce the highest and best products with the lowest costs. Man is considered the most important in the organizational development, consequently. Sompong Kasemsin (1980 : 26) indicated the essence of man that "Amongst the factors in the national development, man is the most important. If there are enough men with the knowledge and abilities suitable for the duties and a good management, there would be more chances to gain advantages and to reduce the cost. Man is much more essential than money and materials because if there are enough men with abilities, everything can be successful rapidly."

Besides, in the 8th national social and economical development plan, human development is appointed as the developmental center, and the economical development which is just only a tool for the human development is to build up human competency and good social environment for human wellness. It is also to be aware of the effects that can be happened to human and the society. Additionally, the focus is put on maintaining the economical stability rather than the high economical growth as in the past. It, then, means putting emphasis on human as the developmental designer, the beneficial receiver and the ones who gain the impact from the development.

It can be said that human is a vital resource that is considerably valuable to the organizational administration. Hence, it is necessary to take care and maintain human. Although there is much technology and equipment presently, the work cannot be successful if there isn't anybody who understands the process to work. The organization which has a lot of personnel with high abilities, the operation of that organization would be more successful than those which have low quality personnel, and there also need changes in the organization in order that it can conduct the activities effectively (Sarawut Kongkanont, 1999 : 1-2).

Regarding public health which is an essential duty of the government, it can be said that public health must be provided to the whole population thoroughly, and it must coincide with the people and communities' needs. According to the 9th health development plan of 2002 - 2006, the emphasis is put on building up good health and preventing the diseases. Moreover, all Thai people are insured in terms of health. The health service offices both in the city and in the countries must be improved. The roles and the system of the government in health improvement must be adjusted. Decentralization in health improvement must be supported. The hospitals must be developed. People, families and communities' health must be improved. Health industry must be supported. Finally, Thai medical science as well as herbs must be improved, too. These plans cannot be successful if the personnel in public health are not improved qualitatively. They must employ their profession into practice, and they must be motivated to work well as good morale would result in good quality of work and cooperation in order to approach the organizational goals. Personnel would be disciplined, behave as assigned by the rules and regulations, understand the organization better, create up new things, and trust in the organization. Accordingly, the organization would be strong and able to overcome the obstacles. The public health officers must, consequently, develop their personnel's abilities and satisfaction in work and organization so that they would function with their full abilities to service people.

Mettapracharak hospital (Watraikhing) is a general hospital located in Tambon Raikhing, Sampran District, Nakornpathom Province, with the capacity of 200 beds. It is responsible to public health service, under the control of Department of Medical Services, the Ministry of Public Health. Moreover, it is founded in 1988 by the devoted fund of Watraikhing. It functions as the uninfectious disease controlling center. The hospital is responsible in preventing and controlling the uninfectious diseases in order to be an appropriate public health center and the patron for the people with faith in the hospital. After the reconstruction in the structure of the Department of Medical Services, the functions of the hospital are changed to be the specialist in the environmental medical treatise, as a section according to the royal decree for the governmental office division of the Department of Medical Services in 1984.

Therefore, it is now responsible to study, analyze and make medical researches in general diseases, especially on environmental medical treatise, as well as to train, instruct and transfer the medical technology to the medical personnel, and to check up, diagnose and treat the patients in order to improve the medical science. In accordance with the royal decree, the hospital must function mostly in the academic improvement; however, it must service people both inside and outside its location from the primary to the third levels, practically. As the government's policy is also on health service decentralization so that the local would be in charge of administration, the changes in the hospital duties by reducing the primary services to the local organizations would cause confusion to the personnel. To accord with the principles of decentralization so that the central government can truly transfer the duties on servicing the people to the local organizations, the hospital must revise about reducing the roles in general services. Possibly, the budget can be decreased and given to the relevant organizations, so the personnel would be reduced accordingly. With these reasons, the hospital is necessary to develop its personnel adequately and qualitatively. Importance is that the personnel must have a good morale in work since the hospital may have some more changes in the future.

At present, the target of Mettapracharak hospital is to be the accredited academic hospital. Its visions are to be standard and excellent in environmental medical treatise, and its mission is to be the medical science hospital for the good quality in life of people. The administrative structure is separated into these following divisions.

1. Office of Director
2. Division of General Administration
3. Division of Finance and Asset
4. Division of Nursing
5. Division of Academic
6. Division of Medical Treatment
7. Division of Ophthalmology
8. Division of Otolarygology
9. Division of Service Technique

10. Division of Pharmacy

11. Division of Service Quality Development

Nowadays, there are more patients who undergo the services from the hospitals. In 2000, there are 241,614 external patients; meanwhile, there are 225,092 ones in 1999. The hospital must improve the administration and the service system rapidly in order to respond people's needs. Furthermore, the government has set up the policies that the hospitals must establish the standard and accreditation as the Department of Medical Services appoints all the offices under its control to be evaluated for hospital accreditation within 2001. Mettapracharak hospital, therefore, sets up the service quality improvement project in order to prepare itself for hospital accreditation that is a stimulant for quality improvement in the hospitals as well as learning changes and being guaranteed from the external organizations, with the patient-centered principle. Additionally, quality improvement must be continuous to accord with the standard of the central hospital in order to ensure the patients as well as their relatives, people and the personnel ultimately.

From the above mentioned situations, the process can't be completed if the hospital cannot upgrade its personnel to work with their full capacities and satisfaction and feeling related to the organization in order that the organization would achieve its goal. Presently, the problem that the hospital is encountering and needs urgent solutions is about entry and quit of the temporary employees who are the main workers of the hospital. The problem results in the suppression and incontinuity in work and the hospital must spend time training the new personnel.

As an official in the hospital, the researcher is interested in the causes of the problem. Is the morale one of the factors? How good is the personnel's morale? What are the factors relating to the operational morale? Since the morale is the vital factor that makes organizations successful, that the organizations would work efficiently also depends on the personnel. If the personnel have good morale, there would be more feeling to devote and co-operate. The organization would achieve the goal easily. On the other hand, if the personnel have bad morale, they would not trust

in one another, or they would feel suspicious. They, consequently, would get bored in work, and that causes fruitlessness in the organization. It can be said that morale plays a very important role in every work. Arun Raktham (1979 : 98) states about the importance of morale that morale really influences the operational condition especially on those who work in the governmental sections. If the governmental officials have bad morale, they would not work effectively, but unwillingly and slowly. In contrast, if they have good morale, they would work and co-operate in order that the organization would achieve its goal. Faith and honesty can be created up in the organization, then. Davis (1967 : 356) has stated about the influences of morale upon operation that morale creates up operational co-ordination and objective achievement in the organization as well as honesty and faith. Furthermore, the personnel would be disciplined, behaving as appointed by the regulations, understanding in the organization and initiating some more activities. The organization is then strong and able to overcome the obstacles in the crisis.

In sum, the researcher realizes in importance of morale of staff practicing in Mettapracharak (Watraikhing) hospital, so this study is conducted in order to employ the findings to develop and enhance the personnel's morale as well as to support the measures to maintain the personnel's morale. It is expected that the hospital would then work smoothly and effectively, and it would be able to solve the problems well. Moreover, the personnel would get confident and devote themselves to work in order to achieve the goal of the organization finally.

1.2 Objectives of the study

1. to measure the level of morale of staff practicing in Mettapracharak (WaiRaikhing) hospital
2. to find out the factors relating to morale of staff practicing in Mettapracharak (Watraikhing) hospital
3. to study the opinions and suggestions in order to select the appropriate factors to improve and maintain morale of staff practicing in Mettapracharak (Watraikhing) hospital

1.3 The Study Boundaries

This study is focused on measuring the level of morale in operation as well as studying the factors relating to morale of staff practicing , who are the governmental officials, the permanent employees and the temporary employees who do not hold any administrative positions at Mettapracharak (Watraikhing) hospital.

1.4 Definitions of Terms

In this study, some terms are defined as follows.

Staff is defined as the operational officials working in each division at Mettapracharak (Watraikhing) hospital i.e. the governmental officials, the permanent employees and the temporary employees who do not hold any administrative positions.

Operational status is defined as the position of the officials e.g. governmental officials, permanent employees, temporary employees who are not the director, the deputy director, or the head of any departments.

Operational environment refers to the physical conditions of work such as adequacy of the facilities (drinking water, toilets), appropriateness of operational environment (air, light, quietness), adequacy of operational equipment and instruments.

Characteristics of work refer to the general characteristics i.e. appropriateness to knowledge and ability, difficulty, interest and challenge.

Adequacy of income from work is defined as the adequacy of salary to the expenses for a living in the current situation.

Promotion chance reveals to the opportunity to be promoted in work as well as the opportunity to be trained specially and the opportunity to continue studying.

Welfare is defined as the other benefits despite of the salary such as accommodation, health cost, travel expenses for work, etc.

Relationship with the Superiors and the Colleagues means the status of relationship to the head and the colleagues in the positive way, both personally and operationally. It brings about fondness and co-ordination among people in the group.

Justice reveals to the status that the officials have been treated fairly from the head and other officials in the organization such as promotion chance in accordance with knowledge and abilities.

Work stability reveals to the feelings to work in terms of stability, being treated equally, being confident to work without any unfair treat, safety in work, and enough income and insurance for work.

Morale in practicingis defined as the mental condition, opinions, attitudes and behaviors of the personnel at Mettapracharak (Watraikhing) hospital towards different operational environments such as enthusiastic, devoting time and power for work, co-operation for struggling obstacles, feeling of being a part of the organization etc. These feelings are work satisfaction, commitment to work and the organization.

Work satisfaction is defined as the feelings towards work and quantity, policy and administration and feeling like to work further.

Commitment to the organization reveals to the status that the officials feel related and honest to the hospital in terms of accepting the goal, social values and being a part of the hospital as well as feeling wanting to be an official of the hospital.

Commitment to work is the desire to continue working as well as the intention and effort to work, and being confident and accepting the values and the operational goals.

1.5 Variables in the study

1. Independent variables are as follows.

1.1 Personal factors i.e.

- gender
- age
- marital status
- educational level
- income (salary)

- operational status
- operational duration

1.2 Factors concerning operation

- operational environment
- characteristics of work
- sufficiency of income
- promotion opportunity
- social benefits
- relationships with the superiors and the colleagues
- justice
- work stability

2. The dependent variable is the morale of staff practicing in Mettapracharak (Watraikhing) hospital.

1.6 Variables and Level of Measurement

1. Independent Variables

1.1 Personal factors

	Level of Measurement
- gender	Nominal
- age	Interval
- marital status	Nominal
- educational level	Nominal
- income (salary)	Interval
- operational status	Nominal
- operational duration	Nominal

1.2 Factors concerning operation

- operational environment	Interval
- characteristics of work	Interval
- sufficiency of income	Interval
- promotion opportunity	Interval
- social benefits	Interval
- relationships with the superiors and colleagues	Interval

- justice Interval
- work stability Interval

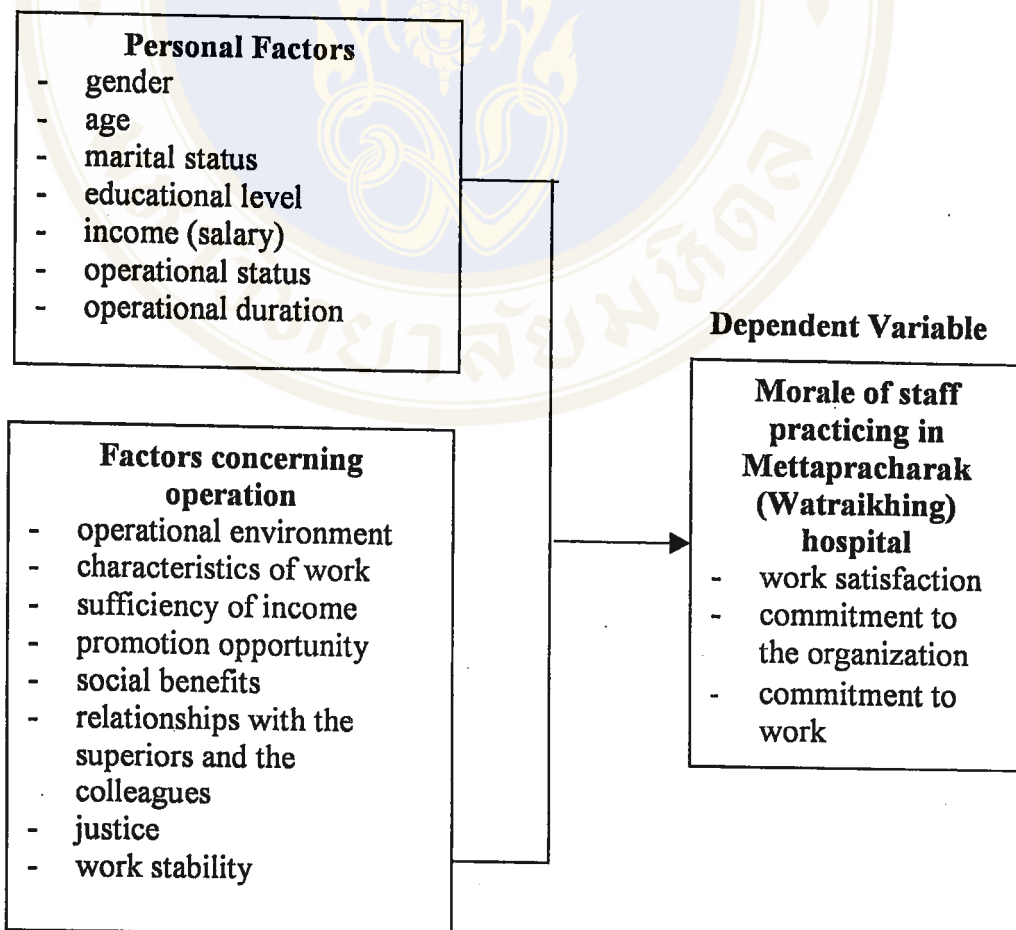
2. Dependent variable

- Morale of staff practicing in Interval
- Mettapracharak (Watraikhing) hospital

1.7 The research boundaries

From the study on approaches, theories and related researches, the researcher has set up the boundaries of the study on the morale of staff practicing in Mettapracharak (Watraikhing) hospital as follows.

Independent Variables



1.8 Hypotheses of the study

In this study, the researcher has set up three hypotheses as follows.

1. The morale of staff practicing in Mettapracharak (Watraikhing) hospital is at an average level.
2. The different personal factors of the personnel at Mettapracharak (Watraikhing) hospital i.e. gender, age, marital status, educational level, income (salary), operational status and operational duration result in the different levels of morale in practicing.
3. The factors concerning operation i.e. operational environment, characteristics of work, sufficiency of income, promotion opportunity, social benefits, relationships with the superiors and colleagues, justice and work stability relate to the levels of morale of staff practicing in Mettapracharak (Watraikhing) hospital.

1.9 Advantages of the study

1. We can know the level of morale of staff practicing in Mettapracharak (Watraikhing) hospital.
2. We can understand the factors relating to morale of staff practicing in Mettapracharak (Watraikhing) hospital.
3. The findings can be employed as a guide to improve and select the appropriate factors to foster morale of staff practicing in Mettapracharak (Watraikhing) hospital in order to create up the most efficiency.
4. The opinions and suggestions of staff in Mettapracharak (Watraikhing) hospital can be used in the administration of the hospital itself.
5. It can be a guide for the other studies on the morale in practicing in the other organizations.

CHAPTER II

LITERATURE REVIEW

For the study on "Morale of staff practicing: Case Study from Staff in Mettapracharak (Watraikhing) Hospital, the researcher has learned the relevant approaches, theories and studies in order to use them as a guideline for the study, based on the following topics.

- 2.1 Approaches about operational morale
 - 2.1.1 Definitions of operational morale
 - 2.1.2 Elements of operational morale
 - 2.1.3 Measurement for operational morale
- 2.2 Theories about operational morale
- 2.3 Relevant factors to operational morale
- 2.4 Related Research

2.1 Approaches about operational morale

The main objective of the administration is to achieve the established goal of the work effectively. The fundamental resources of the administration are man, money, material and management, which are so called 4 m's. Among these 4 resources, man is considered highly essential as it is the producer of all the products and services, in accord with the organization. It also brings about success and good image of the organization. Normally, each man is different in terms of knowledge, skills and attitudes, which are the factors causing success in the organization's missions. To force man to work effectively needs art and strategies that maintain him to be in good physical and mental health. Furthermore, it must be believed that all

personnel in the organization have the knowledge, abilities and potential that the organization needs to elicit in order to be advantageous for the organization. Working in the organization will be the most effective if the personnel are satisfied in work, happy to be in the organization, and accepted by their superiors and colleagues. These factors bring about the success in operation.

It is obvious that the administration is considerably interested in the human in the organization. It pays attention to the human relation approach, whose main approach is to emphasize on human as the most previous administrative resource instead of considering that human is the physical element of the organization as the old administrative approaches did. The reason supporting this idea is from Mayo's experiment on the human factor in the organization. The result reveals that the effective administration is by persuading man to work, but man is not a machine. Consequently, to produce more products cannot be conducted by paying money as a compensation for the personnel only. Forcing man to work or improving the operational condition of personnel do not yield any more products. Actually, Mayo states that man does not want only materials but also some mental needs that relates to other people. For many times, man does not think only with his own reasons, but he also wants to live as well as other colleagues do (Elton Mayo, 1973 : 54). This causes the new form of administration that focuses on the advantages and the satisfaction of the colleagues and the search for the techniques to administrate work in order to achieve the goal because man usually tries to response his needs to be normally satisfied. Satisfaction from work mostly derives from work and some other things related to it that can response man's needs. Motivation that creates up operational satisfaction makes the operation continue well.

It can be said that for the administration, man is the most essential resource. Sompong Kasemsin (1980 : 5) describes the 8 boundaries of personal administration: planning about personal administration, searching for the personnel, setting up the salary and wage rates, governing, improving personnel, providing fringe benefits and supporting. This accords with Beach's idea (1968 : 232) that appoints the boundary of personnel administration, being defined as the selection, orientation, training, building

up leaderships, proposing the superiors about the salary, promotion, advancement, transferring, retiring, operating in accord with the regulations, indicating policy, expressing opinions, motivating, providing fringe benefits, and assuring about operation.

From these definitions, it can be summarized that the personnel administration and its boundary lie upon managing personnel appropriately to work, building up good environment to create operational satisfaction by planning appropriately, looking for the personnel with ability and knowledge, and good physical and mental health. Besides, they are about supporting the personnel so that they feel committed and ready to work for the organization with their full potential. These would bring about the organization's efficiency. The support also means techniques to create up satisfaction by a lot of motivating methods in order that the personnel may have good morale to work and may be self-confident and faithful to their superiors and colleagues. Building up morale for personnel in the organization makes the personnel faithful to the organization, which results in stability and efficiency of the organization. The important thing is that the administrators must understand the needs and satisfaction of personnel in the organization, and they have to try to do everything to build up good operational environment so that all the personnel can feel satisfied, confident and comfortable in work. It is the administrator's duty to study the factors affecting personnel's readiness in operation. In other words, the administrator must maintain the morale of staff in practicing in the organization.

2.1.1 Definitions of operational morale

"Morale" is widely defined, and most definitions are very similar although there may be some different aspects as follows.

Alexander Leighton (1947 : 215) expresses that "morale" is the group's ability to convince the members to work together without feeling disheartened in order to achieve the objective together.

Dale Yoder (1956 : 345) defines morale about operation as the behavioral elements of the agents that are presented by the feelings towards that particular work. In this definition, if the agents enjoy, love, feel committed to or feel secured with work, it can be said that person has a good morale. However, if they feel opposite, they have the low one.

Guion (1961 : 248) states that morale is about each person's needs that are responded, and it is also about operational satisfaction.

Felix A. Nigro (1963 : 383) defines morale as the feelings, actions or behaviors of the persons who work together without feeling disheartened to receive the outcome together.

Edwin B. Flippo (1967 : 416) claims that morale in practicing is the mental status or the feelings of a person or a group of persons that indicate the intention to co-operate.

Herbert J. Chruden and Arthur W. Sherman (1972 : 412) propose that morale is the actions of the agents towards the operation, the satisfaction and the adaptation.

Keith Davis (1972 : 214) compares personal morale to the physical health as both morale and health are similar. However, health is likely to focus on the physical condition, and morale focuses on the mental one.

Surang Kowtrakul (1962 : 271 - 272), states that every member of the group knows about the operational objective of the group and the operational objective is the joint one. They are confident to work together and try to co-operate and struggle with the obstacles with their full potentials. They also try to fetch the established goal.

Krish Katekaew (1964 : 76) defines morale as the mental situation that may be presented in various behaviors such as enthusiastic, hope, ignorance, panic and not confidence.

Nattapon Kantachai (1974 : 9) states that morale is the opinions or actions of a person or a group of persons in the organization towards the operational situations or the organization such as the type of work, the operational condition, the operational group and the colleagues.

Satien Luengaram (1976 : 86) expresses that morale is generally used about the mental performances of a person towards the surroundings including the family, colleagues, neighbors and the locals. Each person's morale is different to that of another since their beliefs are different. However, one's morale may affect the others' ones in the whole organization. Furthermore, the feelings or the morale of each group as well as of each person are also different. The administrators cannot treat a group of workers as same as the others. The treatment actually depends on each person.

Utai Hiranto (1977 : 158) thinks that morale is the mental condition of each person and it is the behavioral elements in the performances of enthusiastic, intention, ignorance and liveliness.

Sompong Kasemsin (1978 : 421) expresses that morale is abstract and shapeless. The good morale in practicing is the effort of person to devote his time and ability to respond the organization's needs and organizations. The good leader should build up morale and satisfaction to the organization's members in order that every member will work willingly, intentionally, diligently and satisfied.

Arun Rakhtham (1979 : 205) defines morale as the condition that every member in the organization knows the operational objectives, and these objectives must be together. They are confident to work to achieve the goal and try to struggle with the obstacles with their full potential. They also try to fetch the established goal.

Wijit Awakul (1982 : 200) claims that morale in practicing reveals to the feelings or the attitudes of a person towards each operational situation. It is the interest of the person in the group to work on their responsibilities without discouragement in order to reach the appointed goal.

Somsak Chumsai (1990 : 17) says that on one hand morale in practicing is the mental condition of each person or the individual morale. On the other hand, it is the group morale. The individual morale and the group morale cannot be separated as the group is comprised of persons gathering together with the objectives or advantages. If the person as the group member has got the high morale, the group morale will also be high. In each organization, if the member has got high morale, most of them also have high morale.

Sanor Tiyaoo (1992 : 293) proposes that morale is the mental condition that reflects the operation of human, or it is the feelings towards the operational behaviors such as emotions, enthusiastic, hope and intention.

Julaporn Homchan (1995 : 22) states that the morale in practicing can be considered in two aspects. On one hand, it is the individual morale. On another hand, it is the group morale. However, these two kinds of morale cannot be separated from each other. The organization in which the group morale is high indicates that the individual morale is also high. In the meantime, the organization in which the group morale is low indicates that the individual morale is also low. Actually, the individual morale and the group morale affect the organization's efficiency.

From the above definitions, it can be concluded that morale in practicing means the mental conditions, feelings, attitudes or actions of a person or a group towards the operational situations and environment. It causes the people in the organization work on their responsibilities with a great effort in order to achieve the established goal of the organization.

The characteristics may be presented in various behavioral forms such as enthusiastic, hope, confidence, operational satisfaction, co-operation to struggle with the obstacles, and feeling as one is a part of the organization.

2.1.2 Elements of Operational Morale

For the study on "Morale of staff practicing at Mettapracharak (WaiRaikhing) Hospital", the researcher appoints that the morale in practicing is comprised of these elements: work satisfaction, commitment to the organization and commitment to work. These elements are from the study on the relevant researches, articles, theories and approaches since work satisfaction and morale are not the same thing. Work satisfaction is the individual's attitudes towards work and operational factors; meanwhile, morale is the performances from those attitudes towards work and the evaluation from the results to the group. It is the feelings, emotions and the mental condition of a person that brings about attitudes and work satisfaction (Aree Petchpud, 1987 : 38). Work satisfaction is, therefore, an element of morale and a factor that

relates to work satisfaction: commitment to the organization (Blegen, 1993 : 36-41). If the personnel are highly committed to the organization, the commitment to work will also be as high. Moreover, commitment to work is considerably related to work entry and quit. The personnel who are highly committed to the organization tend to work better than those who are lower committed. Commitment to the organization is an essential element indicating the organization's efficiency (Davis and Newstrom, 1989 : 180). It is expected that the more the organization can make its personnel committed, the more the personnel want to work for the organization. They will devote their good attitudes and abilities to the operation, and the operational results will be good. This will finally be good to the organization. In contrast, if the personnel are lowly committed to the organization, their needs to exist in the organization will be as low. The fact that the personnel willingly resign from the organization for many times indicates that the organization cannot build up commitment to the members and that it must search for the new personnel to work in place of the old ones. Then the organization wastes time and resources and needs to train the new personnel, which will make the operation suppressed (Davis and Newstrom, 1989 : 181). The executive committees should pay attention to the study and look for the way to maintain and add up the commitment to the organization amongst the personnel.

In the organization that there may be various kinds of personnel such as in the hospitals, there may be conflicts about roles if the organization's expectations and work's expectations do not coincide with each other. The commitment to the organization and that to work will be separated. The commitment that is separated will bring about the disadvantages to the organization. The executive committee, as a result, should look for the method to modify the coincidence between these two commitments. This is because the personnel feel committed to the hospital, eagerly want to be the hospital's member, intend and be ready to try for the hospital. They will also feel confident and accept in the hospital's target, feel committed to work, be ready to try for work and accept in the values and operational goal. This will result in the organizational and operational commitment, work satisfaction and the organization's

efficiency. Finally, the personnel will have good operational morale, and the organization can work in accord with the established objectives.

2.1.3 Measurement for Operational Morale

As a forementioned, morale is abstract, and it relates to the feelings or the attitudes of an individual or a group towards several things. It cannot be measured directly as we measure the size or quantity of each particular thing. The measurement for morale in practicing needs an indirect method by measuring the feelings or the attitudes of the individual to work or the organization such as the operational condition, advancement, income sufficiency, fringe benefits, work stability, etc. Sanor Tiayao (1992 : 300-301) proposes 4 vital methods for measuring the personnel's morale as follows.

1. Observation is the easiest and most effective method that the executive committees can widely utilize because they have the responsibilities to govern and control the operation. Observation may be by talking with them or observing from the operation, eliciting the performances and analyzing them. This will indicate the actual morale of the personnel; however, the performances may not be from their true feelings but just pretending.

2. Interviewing is another method that helps the executive committees measure the morale of the personnel, and it is the executive committees' instrument that yields a lot of advantages to them. Interviewing may be standardized by a questionnaire or questions for the interview, including the form for recording the interview. Otherwise, it may be formless, depending on the situation and appropriateness.

3. Questionnaire is probably called the attitude survey of the personnel by utilizing the questionnaire that is constructed formerly in order to elicit the performances and the morale of the personnel. There are 2 choices to do this method. One is by hiring an external expert to survey, and another is doing by the personnel in the organization. There should be a survey annually. About two-thirds of the organizations hire the external experts to survey because the personnel will rely on them and not feel worried to answer with the true facts. They feel that their answers

will be kept secret; however, the problems are that the questionnaires must be constructed to cover all aspects and in what way they expect the personnel to answer. This is one of the popular methods.

4. Record keeping will bring a lot of results if the records are neatly kept. The records about the reports on the personnel's operation, the products, the costs, the records on the absence, the lateness, the petition, etc. will be the evidence to measure the morale in practicing since they indicate the performances and attitudes towards the organization.

For the measurement of the operational morale, to conclude that the personnel in each particular organization have got a high or low morale by observing the environments or the operational condition may be true because in the observation, the observer can observe only the extrovert behaviors. However, they cannot do this with the introvert ones. As a result, a method to learn and understand the personnel's morale in the organization is by surveying their attitudes or feelings about the elements of morale: work satisfaction, commitment to the organization and commitment to work. They can be measured by the questionnaires with Likert's scale. If they have got a high score, they have a high level of work satisfaction, commitment to the organization and commitment to work.

2.2 Theories about Operational Morale

Morale in practicing is the attitudes about emotion, feeling and mental condition of the personnel who have their own needs and objectives in their own operation and the organization's one. This brings about operational co-operation in order to achieve the goal. Morale relates to satisfaction because satisfaction is an individual's feeling when receiving or possessing the wanted things. The least satisfied person is the one who wants much but receives a little; meanwhile, the most satisfied person is the one who wants much and receives much as well. If the satisfaction is low, the morale will be low. In contrast the morale will be good if the satisfaction is high. The important element that makes people satisfied is motivation. That the personnel will be highly or lowly satisfied depends on the motivation in the

organization. If the organization highly motivates, the people in the organization will theoretically be highly satisfied in operation. The personnel will feel committed to work, want to work and devote their abilities to the operation and the organization. They are willing to use their operational power to work successfully. There are several theories concerning operational morale. The crucial ones are as follows.

2.2.1 Maslow's Theory of Growth Motivation

Maslow (cited in Malinee Jutarob, n.d.: 70) sets up the hypotheses about human needs as follows.

1. Human always and endlessly wants. If one desire is responded, another desire will appear. This process is from birth to death.
2. The responded desire does not motivate any behaviors, but the desires that are not responded motivate human behaviors.
3. Human desires are ordered with importance. When the low desire is responded, human tends to need the higher desires.

Maslow is famous in human needs. In the theory of human needs or so-called theory of growth motivation, he proposes various kinds of human needs in order from the basic physiological survival needs to the social needs. He thinks that the order is crucial because human will want the higher needs after the basic needs are responded. However, it does not mean that the higher needs will happen only after the basic ones are completely responded. Actually, they can appear although the basic ones are not complete (Sarawuth Kongkanont, 1999 : 14-15).

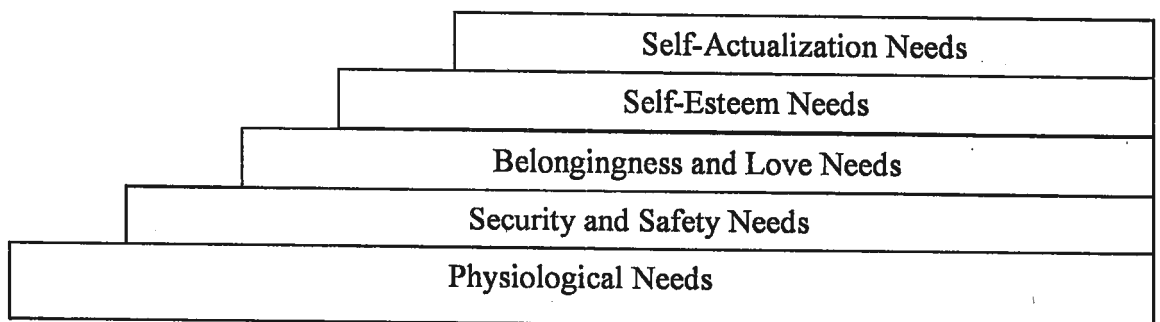


Chart 1 Maslow's hierarchy of needs

Maslow's theory can be described as follows.

1. Physiological needs are the basic needs for human beings such as the needs for water, air, food, etc. These are necessary for all human beings because they need to exist. Human then try to possess these things to respond themselves before any others. Therefore, if the executive committees set up the appropriate salaries, the officials' need in this step is responded.

2. Security and safety needs are the next steps from the physiological needs after the latter one is responded. For example, human want to be economically secured by the promise of their employers to pay their wages or benefits in the long run. It can be said that human want themselves to be secured in terms of survival. Otherwise, they want to be secured in the position and work and safe from any harms.

3. Social or love and belonging needs. After human is responded in the first two mentioned steps, human tends to need more. They want to be a member in the organizations. They want to contact with other people, and they want to receive friendship and sympathy from the members in the group. The executive committees can respond this need by establishing the management with participation, setting up the quality control group, or administrating in accordance with the objectives.

4. Esteem needs can be separated into 2 groups. The first one is the acceptance from other people such as being took care of or being praised. Another one is self-esteem needs such as achievement, independence, confidence and freedom. Generally, people tend to measure their success from operation such as promotion, making benefits for the organization, receiving other benefits from operation.

5. Self-actualization is the highest need of human after the first four needs are completely responded. In this step, human will work happily, be satisfied to fulfill their lives and want to be more advance.

According to Maslow's Theory of Growth Motivation, it can be assumed that all the five needs of human beings are not as important. Each human behaves to respond his needs. Motivation tries to respond the needs which are in various steps. Finally, how much the needs from the first step to the fifth one are important depends on the satisfaction that the former needs are responded (Sompong Kasemsin, 1974 : 306).

The principles of Maslow's theory (Leela Sinanukroh, 1987 : 138-139) can be concluded as follows.

1. All human beings have the same order of needs.
2. Human beings are not interested in responding some needs until the lower needs are responded.
3. Human beings respond their needs with diversity in terms of "quantity" that are not equal for each person.
4. The basic needs tend to be limited, but most of the higher ones are likely to be boundless in responding. For instance, compared to being full of food, being full of honor or fame is endless.

The growth motivation of human beings is the guideline for the executive committees to provide the stimulants to respond their officials such as increasing the salary, promoting, assigning more responsibilities, etc. in order to motivate them to feel committed to and work for the organization. Even though human needs are different, it is generally accepted that human needs are as follows.

1. the chance to being promoted
2. the security in life
3. the good operational condition
4. having a good superior
5. being accepted as a person
6. receiving fair wages
7. having a good and interesting job
8. participating in the work improvement
9. being treated fairly

It can be summarized that Maslow's Theory of Growth Motivation can be used as a guideline to build up morale in accordance with the officials' needs. For example, the basic needs of the officials in general are about the fringe benefits, etc.

2.2.2 Douglas McGregor's Theory X and Theory Y

Mcgregor (Sirisopark Burapadecha, 1985 : 65-67) proposes the ideas and feelings of the organization's executive committees towards the officials and summarizes why the executive committees' governing behaviors are different. Some govern by threatening and controlling the officials very close. Some govern by trusting the officials. Mcgregor concludes and differentiate human beings into 2 groups. The first one is in Theory X. Human beings in this theory are quite negative. They must always be controlled and can't be allowed to do anything themselves. Meanwhile, for another one, Theory Y, human beings have the potential to develop themselves without being controlled. Each theory can be described as follows.

For Theory X,

1. Generally, human beings do not want to work. They tend to shirk from work if possible.
2. Because human beings do not like to work, there needs the force, the control, the threat or the punishment to make them work in order that the organization can achieve the goal.
3. Human beings normally like to be a follower who needs someone to force or command in operation. They tend to be shirk from responsibilities, have few ambitions, and want security more than any others.
4. Human beings put the priority to their own needs or importance and ignore to the organization's needs.
5. Human beings usually resist the changes.

The superiors in Theory X expect the follows from their officials (Somyot Naveekarn, 1977 : 187).

1. The officials should operate as assigned only.
2. The officials are little interested in operational development.
3. The officials want to rest as much as possible.
4. The officials want only the financial benefits.

In the meantime, Theory Y is the famous theory at present. It is the origin of human relation principles. The hypothesis of this theory is that man is a social man. Human beings cannot live alone in the world (Sirisopark Burapadecha, 1985 : 67). The principles in this theory are as follows.

1. Control and force are not the only way to achieve the operational goal of the organization. Human beings work with independence until they reach the accepted objectives.

2. Human beings pay attention to the group operation.

3. Human beings are fixed to the objectives after they are successful in work. The fact that they respond their own needs makes them try to work further in order to fetch the organization's goal.

4. The physical and mental attempts in operation of human beings are as natural as resting or entertaining. Generally, human beings do not hate work because work is interested by the officials.

5. Human beings learn from the appropriate situation in order to admit the responsibilities. Moreover, they look for more responsibilities. Shirking from responsibilities, lack of ambitions and being fixed to security are not the actual qualities of human beings.

6. The thinking ability, the intellect, the imagination and the creativity to solve the problems in the organization are in all human beings.

The superiors in Theory Y expect the follows from their officials.

1. The officials work more than being assigned.

2. The officials are interested in improving work.

3. The officials do not want to waste the time for operation.

4. The officials want to be accepted by other people by good operation.

This theory focuses on self-development of human beings that indicates that human beings exactly know themselves and their abilities. The executive committees have the good attitudes towards the officials, and the administrators should build up the situations that make the officials in the organization feel responsible and participate in work in order to achieve the personal goal. This gradually leads to the organization's goal as well.

2.2.3 Frederick Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory summarizes that there are 2 factors relating to like and dislike in work of human beings. They are called "motivation factor" such as chance to succeed, acceptance, responsibilities, advancement, etc. and "maintenance factor" or "hygiene factor" that obstructs the satisfaction such as the company's policies, the operational condition, the personal relationships, etc.

Herzberg (cited in , Sirisopark Burapadecha, 1985 : 68) claims that operational satisfaction and operational motivation are different. The fact that a person is satisfied with work does not mean that he has the operational motivation. The operational satisfaction makes a person work without thinking to resign or striking. However, the operational motivation makes a person work with efficiency. The two factors dealing with the operational intention and the operational dissatisfaction of the officials are as follows.

1. Motivator Factors are as follows.

- 1.1 Success in work
- 1.2 Being praised in the performance
- 1.3 Type of work
- 1.4 Operational responsibilities
- 1.5 Advancement

These factors motivate people to work happily and efficiently.

2. Hygiene Factors are the ones that do not motivate to increase the products but the basic limitations to prevent people from their operational dissatisfaction. Paying attention to the hygiene factors is necessary but insufficient to motivate the officials (Malinee Jutarob, n.d. : 69). These factors are as follows.

- 2.1 Salary
- 2.2 Organization's policies and administration
- 2.3 Control
- 2.4 Relationships between the officials in the organization
- 2.5 Operational condition
- 2.6 Work security
- 2.7 Operational status

Herzberg proposes that most of the executive committees tend to focus on the hygiene factors. For example, when there are the problems that the officials are inefficient, they solve the problems by improving the operational condition or increasing the salary. These treatments are the solution to the operational dissatisfaction, but they do not motivate the officials to work better. The executive committees should emphasize on the motivation factors such as assigning more responsibilities or supporting the officials' advancement. These stimulate the officials to work better than assigning them to work as usual but increasing the salary. However, the executive committees should maintain the hygiene factors to be satisfied in order to prevent the officials' operational dissatisfaction, which can bring about the low level of morale.

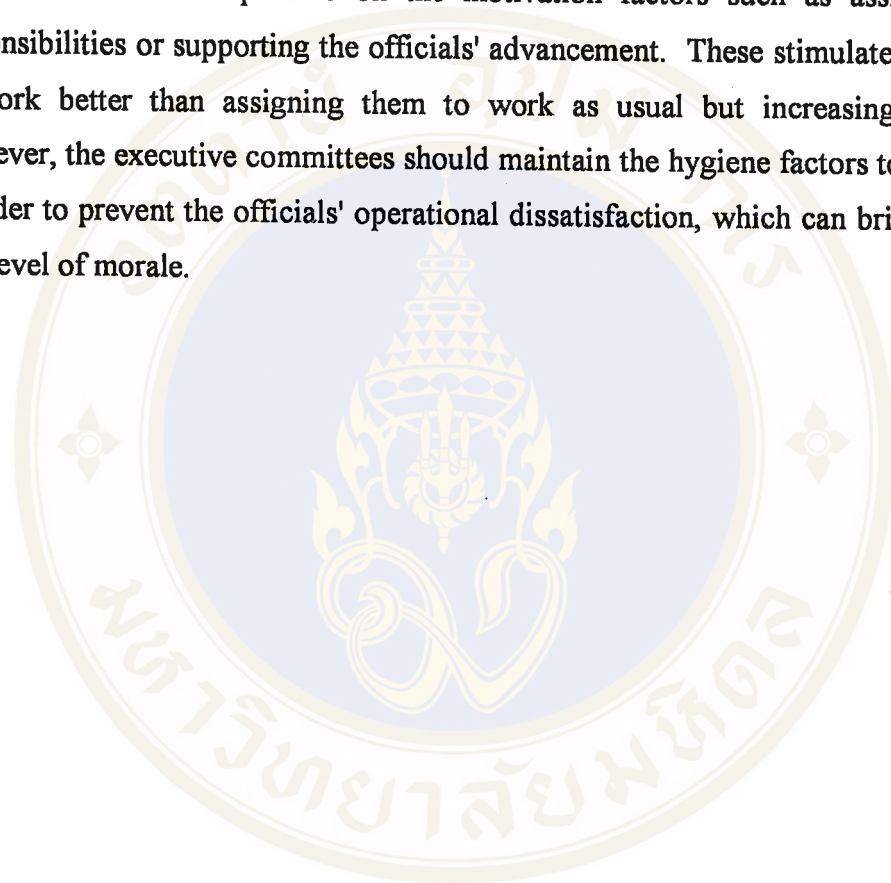


Table 1. Indicates the relationships between the theories of Maslow, Herzberg and Mcgregor

Maslow	Herzberg	Mcgregor
Higher-Level Needs: <ul style="list-style-type: none"> - Self-Actualization - Esteem 	Motivators: <ul style="list-style-type: none"> - Achievement - Recognition - Advancement - Responsibility - Work itself 	Theory Y: <ul style="list-style-type: none"> - Satisfaction of Esteem and Self-Actualization Needs - Responsibility - Imagination and Creativity - Self-Direction and Self-Control
Lower-Level Needs: <ul style="list-style-type: none"> - Social - Safety - Physiological 	Hygiene Factors: <ul style="list-style-type: none"> - Company Policy and Administration - Supervision - Interpersonal Relations - Salary - Working Condition 	Theory X: <ul style="list-style-type: none"> - Security Above All - Direction Preferable - Threats of Punishment Needs

Source: Somyot Naveekarn, Basic Knowledge in Administration. (Bangkok : Duangkamon, 1977), p. 191.

The above table indicates the relationships between the theories of Maslow, Herzberg and Mcgregor. Regarding the low-level needs of Maslow's Growth Motivation theory, the physiological, safety and social needs can be compared to the hygiene factors that are salary, company policy and administration, supervision, interpersonal relations, working condition, work security in Herzberg's theory. In contrast, considering the higher-level needs in Maslow's theory, the self-actualization and self-esteem needs are compared to the motivators that are the achievement,

recognition, advancement, responsibility and work itself in Herzberg's theory. The motivation factors are quite difficult to be responded at present.

Theory Y by McGregor may be compared to the theories of Maslow and Herzberg. Theory Y sets up the hypothesis about responding the needs of human beings that human beings want self-esteem and self-actualization, responsibility, self-direction and self-control and imagination and creativity. It is obvious that the higher-level needs in Maslow's theory and the motivation factors in Herzberg's theory are on the same basis as Theory Y by McGregor.

In sum, Maslow's Growth Motivation theory is useful to be the guideline for the managers to maintain the officials' morale by considering the order of human needs importantly in order to build up the highest efficiency to the organization.

Meanwhile, Theory X and Theory Y by McGregor are beneficial to improve and maintain the morale in terms of the relationships between the superiors and the officials as well as that among the colleagues. They can help the executive committees to decide what sort of persons their officials are and which kind of motivation should be used so that the officials will work willingly and happily. These theories emphasize on the self-development and operational participation of the officials vitally.

Herzberg's Two-Factor Theory is the approach that makes the executive committees know which factors motivate the operation in order that the officials will work efficiently for the organization with their full abilities. Furthermore, the executive committees can know which factors support work satisfaction in order to reduce the resigning rate of the personnel in the organization, which will maintain the officials' morale in the satisfaction level. If the factors are responded, the officials will be satisfied and feel committed to the organization and work, and the officials will have the morale and the power to function to achieve the organization's goal with their full abilities. As the factors have different objectives, the executive committees should choose to support them accurately.

2.2.4 Elton Mayo's Human Relation Theory

Morale in practicing closely relates to the work efficiency or success. This fact is accepted by a lot of organizations, either in the governmental section, the government enterprises, the private sections or the others because of a famous psychological experiment in 1927 by Prof. Elton Mayo and his group. Prof. Elton Mayo studied about the importance of people as an administrative element called "Hawthorne study." This study was conducted to 2,000 workers at Western Electric Company in Hawthorne, Chicago during 1927-1932.

This study yields the new hypothesis that motivation, products and operational quality deal with the social relationships between the officials and the superiors and among the officials. It also affects the behaviors of the workers and the increasing products, and it confirms that human relation is necessary in operation.

Principles of Human Relation Theory (Somprat Jomtes, 1973 : 21) can be summarized as follows.

1. Money is not the only motivator that stimulates people to work with the full abilities.
2. The workers tend to appoint the interaction conditions and the operational standard instead of only being assigned from their superiors.
3. The influences from the formless group are really essential to the organization's operation.

It can be concluded from this theory that human beings do not want only the economical factors but a lot more, especially the mental ones. Human beings need morale, and the morale of the officials and the products are always related. If the officials' morale is high, the products from the operation will also be high. In contrast, if the officials' morale is low, the products will also be low. The administrators should highly consider about the morale of the officials in the organization because if the officials have good morale, the organization will have the good products that can respond the customers' needs. Eventually, it results in the success of the organization.

2.2.5 Mc. Clelland's Motivation Theory

Mc. Clelland (Jumpon Nimpanich, 1982 : 81-83, cited in Mc. Clelland, 1953) proposes the "Achievement Motivation Theory" which believes that motivation is the needs or the desires to operation excellently or to win in the competition. It is found that the high achievers have the following characteristics.

1. They must have the moderate risk, but not too excessive.
2. They must receive the immediate feedback in order to evaluate their work and improve themselves. They also want to know about their success and failure.
3. Accomplishment means that the high achievers are satisfied with work rather than money. However, they do not deny money.
4. Preoccupation with the task means that whenever the high achievers start work, they will be preoccupied with it until the work is done.

It can be summarized from the theory that human wants to succeed in work. Then if the managers are aware of this need, they can appoint different work to the officials appropriately in order to motivate them and build up the moral in practicing, which also results in the organizational efficiency as well as the internal administration.

2.2.6 Vroom's expectancy theory

Vroom expresses his idea about motivation in the personal operation that the officials will estimate the possibility of the success and operate as they expect. He indicates that motivation depends on the personal expectations to the effects. His expectancy theory forecasts that the officials will participate in the activities that they expect the rewards or some things. Vroom also proposes the concepts that describe his theory as follows.

1. Expectancy reveals to the status that a person evaluates himself how well he can operate in some work. It can be said that a person perceives about the probability that if he tries harder, the results will be better. It is the relationship

between the effort in work and its results. It is also the belief that the effort will bring him to the expected goal. For example, a person may expect that he will be promoted if he works harder. In contrast, some think that they will be forced out of the group if he is diligent.

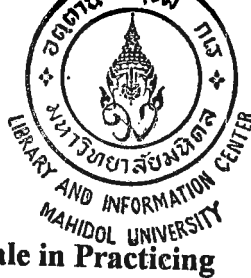
2. Instrumentality is the status that a person connects the relationship between his operation with the operational results. This easily means about the probability that the more effort will bring him to the expected rewards. For instance, a person may expect that if he has more products, he will receive more salary. The high instrumentality indicates the high probability of more salary.

3. Valence reveals to the like or dislike in the rewards or the results that how much a person likes them, or how much valence he puts on them, or how much he wants the rewards. How satisfied a person estimates the rewards does not result from the rewards but the personal factors. Therefore, the satisfaction of each person is different. Some people may like governmental work as he considers it high security. Some like challenging and high responsible work because they have high values about operational success.

Vroom has summarized his theory into a formula as follow.

$$\text{Motivational force} = \text{Valence} \times \text{Expectancy}$$

It can be summed from the theory that a personal operation is directly influenced by his expectancy that can be either reward or punishment. Consequently, to understand motivation also needs to consider the individual perception that he has done the work worthily or not because each official has the different expectation and desire in the behavioral strategy. Importantly in motivation, there needs to build up morale of staff in practicing because morale is the vital motivation to make the officials work to create up the organization's success. The officials should feel happy, satisfied or secure in operation so that there would be the qualitative work and the highest efficiency to the organization eventually.



2.3 Factors Concerning Morale in Practicing

Some people compare the morale in practicing to the human's physical health. Morale in practicing can be either high or low as the physical health can be either weak or strong, that also indicates the general condition of body. To this sense, in order to survive and be strong forever, human need to exercise and check up the physical health. Likewise, to make the organization continue effectively, there needs the investigation in the morale of staff in practicing in order to know the level of their morale (Panya Chayajindawong, 1993 : 27). Good morale then comprises of the behaviors and the responsibilities, main objectives and effective operational system of the organization. Besides, rewarding and promotion also motivates the officials or the colleagues to function diligently and confidently. The operational condition must also be healthy. For instance, the air must be flown; the light must be enough and the operational instruments must be complete and appropriate to the operation and the official's health, including physical and mental ones.

Regarding the factors affecting morale in practicing, some academies propose various ideas that the morale is the attitudes and emotions of each person pertaining to the intention to work and achieve the personal and organizational objectives. There are a lot of forces upon the officials' attitudes which can be considered in terms of the sources i.e. the officials, the administration and the other factors outside the organization. This approach is in accordance with Davis' attitude (Davis, 1972 : 78) which states that morale is an element of the person's attitudes, and it is accepted that the officials' satisfaction that is one element causing high morale has the essential factors as follows.

1. Control the operational sufficiently because the superiors are the essential persons to co-operate the various officials and the departments together. They also influence the activities of the organization.

2. About the satisfaction in work, most people are satisfied in the jobs they like and they will work well and feel that the jobs provide him the opportunity to use their full capacities.

3. The officials can work together well and are accepted by their colleagues.
4. There must be satisfaction in the organization's objectives and the ability to achieve them.
5. There must be satisfaction in economical status and rewarding.
6. Physical and mental health as well as the other factors despite of work influences satisfaction in work and the general emotion of each person.

The study on "Morale of Staff Practicing" is mainly aimed to solve the problems pertaining to the personnel's efficiency caused by the condition and the level of personnel's morale. Therefore, there must be a deep study into the causes and the factors that cause the good or bad morale of the personnel in the organization in order to set up the policy and the way to solve these problems appropriately and accurately. There are a lot of academies who study and propose the approach about the factors affecting morale in practicing as follows.

Sompong Kasemsin (1974 : 222-223) describes that morale composes of 6 elements as follows.

1. the characteristics and roles of the superiors towards the officials and colleagues.
2. satisfaction towards the current responsibilities
3. satisfaction towards the main objectives and the organization's operational policies
4. rewarding and promoting the good officials
5. the operational condition
6. the physical and mental health of the officials

Kesinee Hongsanant (1975 : 131) summarizes the ideas about the morale's elements that morale in practicing is the joint abilities of the group for operating in the same direction. It depends on 5 following factors.

1. the confidence of the members towards the group's goal
2. the confidence to the leaders
3. the confidence to the colleagues

4. the efficiency of the groups in the organization, either formally or informally
5. the mental and physical health as well as the emotion of each member

Ovard (1966 : 214-218) mentions about the factors affecting morale in practicing that the main ones are as follows.

1. Material factors such as salary, days off, health insurance and medical condition, retirement, facilities, instruments, administration and economic factors
2. Human factors such as the human relations in accordance with the new administration, interest and special care

Abraham Zaleznik (1958 : 40) classifies the needs in operation of the people into the internal and external factors as follows.

1. External needs are
 - 1.1 income and compensation
 - 1.2 operational security and stability
 - 1.3 physical environment
 - 1.4 position
 - 1.5 the aptitude type of work
2. Internal needs are
 - 2.1 the need to participate in the group
 - 2.2 the need to be loved by the friends and the colleagues
 - 2.3 the needs to be accepted
 - 2.4 the needs in own honor

According to the various approaches about the factors affecting morale in practicing, morale is not what the managers can create and maintain forever. However, they have to study the factors pertaining to it and build up the morale amongst the colleagues. This can be done by usually investigating the officials' morale in order to measure the level of their morale and solve the problems immediately. The managers of the organizations must find the ways to maintain the morale of staff in practicing. In this case, many academies propose a lot of approaches to build up morale in practicing, and the important ones are as follows.

Sompong Kasemsin (1974 : 345-346) studies about the ways to build up and maintain the morale in practicing as follows.

1. Build up good attitudes in operation because the good morale must derive from the good attitudes toward operation of the colleagues and the officials. The general attitudes reveal to feelings or emotion to accept or deny some people, the group, the situation or any social values. The attitudes are then the first important thing to build up in every person and department in the organization.

2. Set up the standard and the instrument to evaluate the operational success. For instance, there must be job evaluation for the advantages of advancement, promotion or the position changes, etc. To set up the reliable standard for the organization can prevent the bias that can lead to the bad morale of staff in practicing.

3. People work because they want the compensation to live or increase the living standard. Consequently, money relates to the people's relationships directly. Many have heard that the workers in the industrial section always strike and ask for the salary increase. Moreover, they want to earn the sufficient income for their living. The relationships between the labor and the wage that is not in proportion can lead to the dissatisfaction in work and worsen the morale in practicing. However, it must be remembered that the fair wage cannot be assured the good morale of staff in practicing as there are some more causes of bad morale.

4. Morale in practicing derives from satisfaction in work. The more the work provides the personnel to employ the aptitudes and creativity, the more the personnel are satisfied with work. It can be said that the products from the personnel who do it with love must be better than the ones from the personnel who don't do it with love. Therefore, if we want efficiency from the work we assign to a person, it should be the work he is satisfied so that we can have the efficient work.

5. In each organization, there are social groups such as the groups of each particular hobby. A governmental official may join in any group with the same interest as he wants to be a part of the group and to be accepted as a member. Sometimes he may not be much interested in work, but he can have good morale if he is accepted from the persons in this group. If the people in the group can join with one another, the morale of the group is then better. Furthermore, if each small group can

co-ordinate together, the morale of the whole group is also better and then this can result in the morale of the whole organization.

Arun Raktham proposes the methods to build up the morale and the satisfaction in practicing as follows.

1. The officials should be built up the satisfaction, the fondness in the job and the operational enthusiastic. The superiors must act as a good example to the officials and present that they are satisfied, love the job, believe that the job is advantageous and important although they have to work hard. This is because the officials usually behave as their superiors do.

2. The good officials should be praised and encouraged. However, this must be done in the proper situation with reasons and sincerity. Actually, it should not be overdone as this must be worthless and meaningless.

3. The superiors should take care and get close to the officials by greeting or asking for their condition in the good situation. This kind of performance will make the officials encouraged when they realize that the superiors do not ignore them.

4. The officials should be provided an opportunity to build up security in life or advancement to the higher position or salary. The condition that the officials are stable or advance will stimulate them to work with more confidence.

5. The good operational condition should be built up appropriately to the officials such as the desk, the office, the light, the air fluency, the fringe benefits, etc. These are very crucial because the officials can work more efficiently if the office is in the good condition.

6. The superiors should provide a chance for the officials to state out their opinions to improve for and participate with the work success. Some officials may have good ideas beneficial for work improvement, and there should be compensation for the officials in order to be the good example and to encourage the other officials as well.

7. There should be an opportunity or the good system for the officials to complain. Some officials may have good morale and intend to work, but their morale can be lower if they have the problems that they cannot complain to anybody.

It can be concluded that there are several elements of the morale of staff practicing. The vital ones are the good attitudes in work, the construction of the instrument measuring work success, the salary, the wage and the fringe benefits, and the satisfaction in work, etc. In addition, a lot of methods to build up the morale are introduced and it is up to the managers of the organization to apply them into their own organization. Most essentially, the managers should know the actual needs of the officials in order to find the right way to achieve the objectives of the organization.

In this study, the researcher has established 8 factors relating to the morale practicing in Mettapracharak (Watraikhing) hospital amongst the staff who are the governmental officials, the permanent employees and the temporary employees as follows.

1. the operational condition
2. the nature of work
3. the sufficiency of the income
4. the opportunity for advancement
5. the fringe benefits of the organization
6. the relationships with the superiors and the colleagues
7. the justice in the organization
8. the stability in operation

2.4 Related Research

Despite of the mentioned approaches and theories of the theorists, there are some more researches about the morale in practicing of many other academies that can support this study as follows.

Sukhum Nilchet (1973 : abstract) studies about the morale in practicing of the librarians in the governmental schools of the Department of Special Education. It is discovered that morale relates to the office, the salary, the qualification, the gender and the age. Moreover, the morale of the librarians in the governmental schools is at an average level and likely to be good. The age, the qualification, the office and the salary do not differentiate the morale of the librarians, but the female and the male

librarians are different in the morale with the statistical significance at the 0.05 level. The female librarians have the higher level of the morale than the male ones.

Jaruwan Sawekwan (1975 : abstract) studies about the satisfaction in work of the nurses in the hospitals around Bangkok. She finds that the satisfaction of these nurses is at the average level. In the meantime, the factor that they are very satisfied is the occupational honor. The factors that they are moderately satisfied are the operational condition, the colleagues, the command and the security. Finally, they are less satisfied with the salary, the fringe benefit and the advancement.

Arunee Boonprasert (1976 : abstract) studies about the factors influencing morale in practicing of the street cleaners in Bangkok and finds that they have the average level of morale. Moreover, the factors relating to their morale are the sufficient income, the justice in the organization, the quantity of responsibilities, the relationships with the superiors and the relationships with the colleagues.

Tipapan Sangkapong (1978 : abstract) studies about the morale in practicing of the nurses in Sirirat hospital. In this study, she compares the governmental years, the qualification, the marital status and the type of work with the level of morale in practicing. The study reveals that the qualification, the marital status and the type of work do not differentiate the level of morale. Only the feelings of being a member and the feelings in success of the nurses with the different governmental years and the marital status are different with the statistical significance at the 0.05 level.

Angkanueng Lebnak (1985 : abstract) studies about the factors affecting morale and operation of the officials in the jail. The study indicates that the officials at Chonburi Central Prison are at the highest level of work satisfaction, relationships with the superiors and the officials and the advancement. Meanwhile, the officials at the prisons in Bangkok are at the lowest level in work satisfaction, relationship with the superiors, status and esteem, and the satisfaction in the organization. In the meantime, the officials at Songkhla Central Prison are at the lowest level of security and advancement.

Rapin Samuthpong (1985 : abstract) studies about the morale of the permanent employees at Mathayomsuksa schools under the Department of General Education. The results are as follows.

1. The whole level of the permanent employees is high, and the feeling of responsibility is the highest. Meanwhile, the feeling of success is the lowest, but still at the high level.

2. The permanent employees of between 1-5 governmental years are at the higher level of morale than the ones of more than 5 years without any statistical significance.

3. The permanent employees whose salaries are between 1,255 and 2,505 baht are at the higher level of morale than the ones whose salaries are more than 2,506 baht.

4. The permanent employees who graduate lower than the Prathomsuksa level are at the higher level than the ones who graduate higher than that level with the statistical significance at the 0.01 level.

5. The permanent employees at the small, medium and big schools are at the different levels of morale with the statistical significance at the 0.01 level. After comparing the differences in pairs, it is found that the permanent employees at the small and medium schools are not statistically different. Meanwhile, they are different at the level of morale to the permanent employees at the big schools with the statistical significance at 0.01 level.

Boonyapat Jantaraurai (1988 : abstract) studies about the morale in practicing of the county assistants: a case study from the selected students in the county assistant school in the first and the second group in the 1987 fiscal year. It is discovered that the county assistants with several governmental years are at the higher level of morale than those who are with less governmental years. The ones with the high educational level are at the higher of morale than those who are with less educational level. The ones who earn much are at the higher level of morale than those who earn less.

Somsak Chumsai (1990 : abstract) studies about the morale in practicing of the academic governmental officials at King Jullajom's Cadet School and discovers that the level of morale in practicing of the governmental officials are at the average level. The department, the rank, the position, the educational level, the age and the governmental years positively relate to the morale in practicing but in the low level.

Meanwhile, the salary, the gender and the marital status do not relate to the morale in practicing.

Adul Saengsingkaew (1988 : abstract) studies about morale in practicing of the police officers in the Department of Frontier Police: a case study from the 12th Frontier Police Station at Aranyaprates, Prachinburi. It is found that the level of morale in practicing of the frontier police in the 12th Frontier Police Station is at the high level. Moreover, the opportunity for advancement, being a member of the organization and the operational condition are in the same direction with morale considerably. In the meantime, the sufficiency of income is at the lowest level. It is also found that the frontier police are at the high level in teamwork, membership, advancement, and relationships between the superiors and the officials. Meanwhile, the operational condition, the fringe benefits and the sufficiency of the income are at the average level.

Sathien Kaewkiew (1991 : abstract) studies about the morale in practicing: a case study from the vice presidents of administration of the hospital under the control of the Ministry of Public Health. The results reveal that the morale in practicing of the vice presidents of administration of the hospital is at an average level. The economic and social status of the vice presidents relate to the morale in practicing only in terms of age. However, the economic and social status is not different in the other aspects.

Panuwat Panikkabut (1991 : abstract) studies about the morale in practicing of the lawyers in the law section of the regional electricity organization and finds that most of the lawyers think that the work is not appropriate to their knowledge and abilities. Then the level of their morale is low. Moreover, the feelings about the operational condition, the work security, the advancement, the salary and benefits, the relationships between the colleagues and the superiors, the acceptance and success, the policy and administration, the command, the belief in the commanders and the responsibility are in the respective order from the highest to the lowest.

Julaporn Homchan (1995 : abstract) studies about the morale in practicing of the frontier police officers in the Department of Frontier Police : a case study from the 12th Frontier Police Station Aranyaprates, Prachinburi. The results reveal that the morale in practicing of the frontier police officer in the 12th Frontier Police Station Prachinburi is at the high level. Moreover, advancement, membership and operational

condition are in the same direction with morale considerably. Meanwhile, the sufficiency of income is at the lowest level. In the meantime, the teamwork, the membership, the advancement, the relationships between the superiors and the officials, operational condition, the fringe benefits and the sufficiency of income are at the average level.

Pitsanoo Ketanan (1998 : abstract) studies on "the factors affecting the morale in practicing of the train police officers: a case study from the 2nd command section of the southern train." He defines "morale" as the characteristics or the attitudes or the forces of the people or the groups of people to work in accordance with the objectives of the operation in order to struggle with the obstacles to reach the goal. This is the element of the behavior that can show off enthusiastic, intention, love in the group and the sluggishness of the group. In this study, the train police officers are at the average level of morale in practicing. Personal factors such as the governmental years, the salary and the need to transfer affect the morale in practicing. However, the ages, the marital status, the rank, the educational level, the extra money (allowance), the experience of being a governmental officer in the other places and the duration in controlling the trains do not influence the level of morale. Meanwhile, the factors about the occupation honor and the acceptance highly relate to the morale. The security in work, the advancement and the relationships with the superiors or the officials are at the average level, and the sufficiency of income, the fringe benefits, the operational condition and the environment are at the low level.

Additionally, there are some more foreign researches that study about the morale in practicing and can be used as a guideline for this study as follows.

Katz, Macoby and Morse (1950 : 10) study about the supervision and the morale of the officials at Prudential Insurance Company that composes of about 10,000 officials. The researcher has selected 2 groups of population; 419 officials and 24 supervisors by sampling them to be the good samples in the ages, operational experience and the productive ability. The results can be summarized as follows.

1. Pride of the groups is the indicator of the work satisfaction only that can indicates the obvious relationship with the increase of products.

2. The officials with high products are more satisfied with the products than the officials with lower ones because their superiors do not control work to make annoyance.

3. Security makes the satisfaction, but the salary makes the dissatisfaction.

4. Responsibility and success can make both satisfaction and dissatisfaction.

Gloster (1974 : abstract) of Virginia University studies about the morale in practicing of the lecturers at the selected community colleges and North Carolina Technical College. The population is 532 full-time instructors at 13 community colleges and technical college. The results indicate that:

1. Morale in practicing is the result from the situation each person has faced, and it can be defined psychologically.

2. The incidents that can affect the morale in practicing of the instructors are as follows.

2.1 support from the executive committee

2.2 not support from the whole institute

2.3 effects upon the students

3. The morale in practicing is caused by the following reasons.

3.1 the highest degree level of the instructors

3.2 the instructional experience

3.3 the instruction of only the trained subject

3.4 the governmental philosophy and the close relationship to the instructors of the executive committee

4. The level of morale in practicing of the instructors is at the average level.

Peggy Ann Szwabo (1993 : 228) studies about the educational effects upon the job burnout, morale and the operational satisfaction of the officers in the old service. It is found that training about the tense reduction can reduce the job burnout and can increase the knowledge about operation. This kind of training focuses on the practicality rather only giving theory only.

Traynor and Wade (1993 : 127-136) study about the indicator of operational satisfaction that affects morale in practicing of the community nurses. It can be summed up that the operational satisfaction can be divided into 5 categories: personal satisfaction, satisfaction about quantity of work, satisfaction about the academic support, satisfaction about payment and satisfaction about the advancement.

From the study on the approaches, theories and related researches of several theorists and academics, it can be said that morale in practicing is important and influential to the success of every organization, both in the government and private sections. Morale in practicing is not stable but temporary. It may be at the high level at a time and the low level at another time easily; therefore, it is difficult to measure and not easy to ignore. Actually, it depends on the stimulants that affect morale in practicing. Changes in the morale in practicing are very crucial to the operational methodology of the organization, and they are not inevitable. The managers then should normally investigate morale in practicing in order to sustain the operational capacity and to merge the objectives of the organization and the social values of each person together so that it can result in the efficiency and the effectiveness of the organization.

It can be claimed that the related researches have the methodologies that are not too different because they are likely to measure the level of morale in practicing of the population with the different variables depending on the situation of the organization. Moreover, they emphasize to study which factors relate to the attitudes, ideas, behaviors and operation of the personnel and classify them into groups to describe whether the factor influence the morale. Then the results lead to finding the way to solve the operational problems of the personnel and increase their morale in practicing. In this study, the researcher has appointed the factors that are expected to relate to the morale in practicing. They are the personal factors (ages, genders, marital status, educational level, income, operational condition and operational duration) and the operational factors (operational environment, nature of work, sufficiency of income, advancement, fringe benefits, relationships with the superiors and the colleagues, the justice in the organization, operational security and being a part of the organization). They can be concluded as follows.

Personal factors

Genders

Sukhum Nilchet (1973 : abstract) studies about the morale in practicing of the librarians at the schools of the Department of Special Education in the academic year of 1971. The results indicate that the morale in practicing of these librarians is at the average level. Considering the differences of morale in practicing in offices, qualifications, salary, ages, these aspects are not different, but the genders. The study reveals that the morale of the female librarians tend to be better than that of the male ones. This coincides with the study of Padet Kaosombat (1986 : abstract) who studies about the operational satisfaction of the academies in the Ministry of Education. He finds that most of the academies are at the average level of satisfaction, and the male academies tend to be more satisfied than the female ones.

Ages

Ubonsri Ittipong (1990 : abstract) studies about the factors causing the operational satisfaction of the soldiers with a consideration on the personal factors that are ages, educational level, operational duration and numbers of people in their care. It is found that the soldiers are at the low level of operational satisfaction, and only the ages relate to the operational satisfaction with the statistical significance. This is in accord with the study of Sathien Kaewkiew (1991 : abstract) who studies about the morale in practicing : a case study from the vice presidents of administration of the hospital under the Ministry of Public Health. The study reveals that the morale in practicing of the vice presidents of administration is at the average level. Moreover, the economic and social status of the vice presidents relate to morale in practicing in terms of ages only.

Marital status

Padet Kaosombat (1986 : abstract) studies about the operational satisfaction of the academies in the Ministry of Education. He finds that most of the academies are at the average level of satisfaction, and the married academies tend to be more satisfied than the single ones. It coincides with the study of Napapen Homawin (1990

: 47-48) who studies about the factors influencing the commitment to the organization of the officials at the Prime Minister office. She discovers that the marital status relates to the commitment to the organization. In contrast, Somsak Chumsai (1988 : abstract) who studies about the morale in practicing of the educational officials at King Jullajom's Cadet School finds that the marital status does not relate to the morale in practicing.

Educational Level

Education helps both male and female citizens of the country survive happily with the environment. It also supports cultures and advancement in the social and economic conditions. Therefore, it makes people in the present world together happily. Pirapot Hooncharoen (1982 : abstract) studies about the operational satisfaction of the governmental officials at Thammasat University. The results reveal that the governmental officials with the different educational levels, positions and departments are different in the morale in practicing. The officials with the higher educational level are more satisfied with operation than those with the lower educational level. This coincides with the study of Rapin Samuthpong (1985 : abstract) who studies about the morale in practicing of the permanent employees in Mathayomsuksa schools under the Department of General Education. The study indicates that the permanent employees who graduate lower than Prathomsuksa level are at the higher level of morale than the ones who graduate higher than this level with the statistical significance at the 0.01 level.

Income

In this study, income is the salary that the staff in the hospital receive in each month, in accordance with their operational condition i.e. governmental officials, permanent employees or temporary employees. Rapin Samuthpong (1985 : abstract) who studies about the morale in practicing of the permanent employees in Mathayomsuksa schools under the Department of General Education. The study indicates that the permanent employees who earn between 1,255 and 2,505 baht are at the higher level of morale than the ones who earn more than 2,506 baht. In addition, Boonyapat Janurai (1988 : abstract) studies about the morale in practicing of the

county assistants : a case study from the county assistants who are selected to study in the county assistant school in the first and second groups in the 1987 fiscal year. His study indicates that the county assistants with the higher income are at the higher level of morale in practicing than the ones with the lower income. Pramote Yaiaroon (1980 : abstract) studies about the operational satisfaction of the deputy commissioner of the metropolitan police bureau and finds that the operational satisfaction of these police officers are pretty low. Moreover, the salary relates to the operational satisfaction.

Operational Condition

Nattapon Khantachai (1983 : 11-12) appoints the method to study the morale in practicing by considering each element of morale, adapted from the approaches of Davis G. Moore and Robert K. Burns. The operational condition is one element of morale in practicing. Julaporn Homchan (1995 : abstract) studies about the morale in practicing of the frontier police officers in the Department of Frontier Police : a case study from the 12th Frontier Police Station in Aranyaprates, Prachinburi. The results indicate that the level of morale in practicing of the frontier police officers is at the high level; meanwhile, the operational condition is at the average level. Nongrat Wongsri (1988 : 131) studies about the various variables influencing either directly or indirectly to the morale in practicing of the Matthayomsuksa instructors under the Department of General Education in the frontier southern provinces. Her study indicates that the operational condition relates to their morale in practicing.

Operational Duration

Operational duration is the duration that the staff have worked in Mettapracharak (Watraikhing) hospital from the first day until now. Patheep Laorattanaaree (1979 : abstract) studies about the morale of instructors at Srinakarinwirot Prasanmitr University. He discovers that the level of morale of instructors in practicing is at the average level. Additionally, the instructors with more governmental years have the higher morale than the instructors with less governmental years. This coincides with the study of Thongchai Sangkaew (1979 : abstract) who studies about the morale in practicing of the personnel at Chantaburi Teachers College

and finds that the personnel with the different operational duration are at the different level of morale in practicing.

Operational Factors

Operational Environment

Operational environment is considered a factor influencing the morale of staff in practicing considerably. In an organization, if the operational environment is good, proper, healthy, comfortable and full of necessary instruments, the personnel are convinced to work with their full capacity. Stahl (1962 : 386) also states that if the environment surround the officials are in the good condition, it can motivate the officials to work effectively. Prasai Sangkhapan (1978 : abstract) studies about the operational satisfaction of the deputy commissioners in the forces and the metropolitan police stations. He finds that both groups of commissioners are at the average level of operational satisfaction. In the meantime, they are satisfied with their operational environment the most. In addition, Sommai Leenakanit (1991 : abstract) studies about the operational satisfaction of the officials in the banks for agriculture and the agricultural co-operations, in which the samples are the officials from the head offices and Nakornpathom branch. He finds that the offices and the operational environment relate to the operational satisfaction with the statistical significance. However, Ubonsri Ittipong (1990 : abstract) studies about the factors affecting operational satisfaction of the soldiers in the Ministry of Military, with a consideration on the personal factors and factors about the morale elements. It is found that the environment does not relate to the operational satisfaction with the statistical significance.

Nature of Work

Herzberg studies about the attitudes towards operation of 200 engineers and accountants and summarizes that operational satisfaction and dissatisfaction come from 2 groups of causes, called motivation and hygiene factors. Motivation factors influence the personnel in the organization to be satisfied and enthusiastic to work. There are 5 motivation factors, and one of them is the nature of work that reveals to

the situation that the personnel work in their aptitude and of their ability. Wirot Kulsansuppakit (1979 : 159) studies about the morale in practicing of the officials in Bangkok banks and Savings banks. It is found that the officials in Savings banks are more satisfied in their work than those in Bangkok banks. Regarding the factors about nature of work, the officials in Savings banks are at 3.58 of the mean, and those in Bangkok banks are at 3.44. Burisoot Srinuwor (1998 : abstract) studies about the factors affecting morale in practicing of the police officers in the Registration section. The study on the relationships between the factors affecting morale in practicing reveals that the nature of work positively relates to the morale with the statistical significance at the 0.01 level. By contrast, Tippapan Sangkhapan (1978 : abstract) studies about the morale in practicing of the nurses at Sirirat hospital with a consideration of the nature of work. The study discovers that the morale in practicing of the nurses in the childbirth section, the surgery section, the medical section and the paediatrics section are not different with the statistical significance.

Sufficiency of Income

Salary or income is an essential factor to the living nowadays as it can help the officials provide the necessary things for themselves. Salary or income directly relates to the operation. If the labor, the morale or the ability used to work does not relate to the salary, the officials can feel unsatisfied, and the morale in practicing is less then. Gillmer et. al. (1966 : 280-283) believe that wage, which is a part of income, is a factor affecting the morale in practicing. If the managers want to make the officials or employees satisfied in work, they have to make them satisfied with the income. Arunee Boonprasert (1976 : 79-80) studies about the factors affecting the morale in practicing of the street cleaners in Bangkok and finds that the morale in practicing of the cleaners are at the average level. Furthermore, the sufficient income relates to their morale in practicing. This accords to the study of Adul Saengsingkaew (1988 : abstract) who studies about some factors influencing the morale in practicing of the commissioners in the frontier police station. It is found that the morale in practicing of these commissioners is at the high level. Moreover, the factors about the relationship with the superiors and the satisfaction in the income are high.

Opportunity for Advancement

All staff want advancement in operation. That is, they want to hold a higher position because advancement is the symbol of virtues in operation that other people can notice. Advancement forces personnel to have the higher morale in practicing as well. Angkanueng Lebnak (1985 : abstract) studies about the factors influencing the morale in practicing of the prison officers and finds that the prison officers at Chonburi Central Prison, the sample from the eastern part, has got the highest morale in opportunity for advancement. This coincides with the study of Julaporn Homchan (1995 : abstract) who studies about the morale in practicing of the frontier police officers : a case study on the 12th Frontier Police Station in Aranyaprates, Prachinburi. The results indicate that the morale in practicing of the frontier police officers at the 12th Frontier Police Station in Prachinburi is high. It is also found that the opportunity for advancement considerably relates to the morale in practicing in the same direction.

Fringe Benefits

Fringe Benefits are the benefits or the services that the organizations provide for their officials in spite of the income in order to maintain their morale in practicing (Pinyo Sathorn, 1974 : 387).

Nittaya Ratsameerat (1976 : abstract) studies about the operational satisfaction of the family planners in the public health centers in Bangkok and finds that satisfaction in income and fringe benefits relates to operation. It coincides with Saquan Changchat (1977 : 21) who studies about the factors affecting morale in practicing of the instructors in the teachers colleges, and the samples are the instructors in the college in the central and regional regions. The study discovers that morale in practicing of the instructors in the regional areas is higher than that of the instructors in the central area. The factor highly affecting the morale in practicing is the fringe benefits. Somyot Kiattinan (1996 : abstract) studies about the factors affecting morale in practicing of the police officers in the supervising section: a case study from the police officers in the supervising section of the metropolitan police headquarters. He discovers that the police officers are at the low level of morale in practicing in terms of fringe benefits.

Relationships with the Superiors and the Colleagues

If the relationships within the organization are smooth, the superiors are sensible and fair, the environment in the organization is good, and the officials will have the good morale and attitudes (Sanor Tiyaao, 1992 : 385).

Arunee Boonprasert (1976 : 79-80) studies about the factors affecting the morale in practicing of the street cleaners in Bangkok. It is found that the relationships with the superiors and the colleagues are the factors relating to their morale. Panuwat Panikkabut (1991 : abstract) studies about the morale in practicing of the lawyers in the law section of the Regional Electric Organization. It is found that most of the lawyers feel about the relationships with the colleagues and the superiors at the average level.

Justice in the Organization

To make the administration in the organization successful, there must be the conduction to achieve the organization's objectives and also the justice because human needs justice, and they will feel satisfied. Finally, the morale in practicing will be good. Alisa Pongamornprom (1976 : abstract) studies about the morale of the nurses by comparing the morale of the nurses in the hospitals where the managers are the nurses to that of the nurses in the hospitals where the managers are not the nurses. It is discovered that the morale of the nurses in the hospitals where the managers are the nurses is higher than that of the nurses in the hospitals where the managers are not the nurses with a statistical significance in terms of justice. Somyot Kiattinant (1996 : abstract) studies about the factors affecting the morale in practicing of the police officers in the supervising section : a case study from the police officers in the supervising section in the metropolitan police headquarters. It is found that the justice in the organization makes the morale in practicing of the police officers average.

Operational Stability

Sompong Kasemsin (1978 : 226) states that in the organization, the security and the stability in operation is important to the morale in practicing of all employees. If people work with feeling unsecured, the work will not be good to the organization. Surachat Kimmanee (1991 : abstract) studies about the factors affecting morale in

practicing : a case study of the teachers in the private schools. The results indicate that the operational stability relates to the morale in practicing of the teachers at the average level. Angkanueng Lebnak (1985 : abstract) studies about the factors affecting the morale and operation of the prison officers. It is discovered that the prison officers in Songkhla Central Prison are at the lowest level of operational stability and advancement.

Consequently, the researcher has set up the hypothesis of the research on "morale of staff practicing in Mettrapracharak (Watraikhing) hospital" that the personal factors of the personnel in Mettrapracharak (Watraikhing) hospital are different, so their morale in practicing will also be different. Moreover, the operational factors positively relate to the morale of staff practicing in Mettrapracharak (Watraikhing) hospital.

CHAPTER III

RESEARCH METHODOLOGY

The study on “morale of staff practicing in Mettapracharak (Watraikhing) hospital” is a survey research as it focuses on surveying the facts of the samples. The elicited facts then reveal to the relationships of the variables. The questionnaires and the interview are employed as the instruments of the study accordingly. This study emphasizes on finding the levels of morale of staff practicing in Mettapracharak (Watraikhing) hospital and factors positively relate to the morale in practicing. Therefore, there exist these following topics about the methodology: population and samples, the instrument for collecting data, data analysis and the statistics for data analysis.

3.1 The studied population

The population in this study is the staff who are the governmental officials, the permanent employees and the temporary employees who do not hold any administrative positions and actively work in one of the following divisions at Mettapracharak (Watraikhing) hospital.

1. Office of Director
2. Division of General Administration
3. Division of Finance and Asset
4. Division of Nursing
5. Division of Academic
6. Division of Medical Treatment
7. Division of Ophthalmology
8. Division of Otolarygology
9. Division of Service Technique
10. Division of Pharmacy
11. Division of Service Quality Development

3.1.1 Size of the population

The researcher has appointed the size of the population in each single step as follows.

1. Mettapracharak (Watraikhing) hospital comprises of the following groups of population.

Governmental officials	242
Permanent employees	55
Temporary employees	222
Total officials	519

These 519 officials are divided into 11 divisions. Each division comprises of the following population.

Table 2. Indicates the number of population in Mettapracharak (Watraikhing) hospital, separated by divisions.

Status Divisions	Governmental Officials	Permanent Employees	Temporary Employees	Total
Office of Director	7	1	13	21
Division of General Administration	8	11	29	48
Division of Finance and Asset	4	1	14	19
Division of Nursing	134	31	102	267
Division of Academic	5	-	11	16
Division of Medical Treatment	3	-	5	8
Division of Ophthalmology	13	4	21	38
Division of Otolarygology	9	4	4	17
Division of Service Technique	50	2	11	63
Division of Pharmacy	7	-	8	15
Division of Service Quality Development	2	1	4	7
Total	242	55	222	519

Source: Service Quality Development Committees, Mettapracharak (Watraikhing) Hospital

2. The sample size can be calculated by Taro Yamane's formula as follow.

$$n = \frac{N}{1 + N(e)^2}$$

when n is the size of the sample

N is the number of population

e is the significant level is at the 0.05 level

From the formula, the size of sample is calculated as follow.

The number of population is the 519 governmental officials, the permanent employees and the temporary employees at Mettapracharak (Watraikhing) hospital.

$$\begin{aligned} n &= \frac{519}{1 + [519(0.05)^2]} \\ &= 226 \end{aligned}$$

Consequently, there must be 226 samples in this study.

3.1.2 Sampling method

For sampling, the researcher has selected the 226 samples from the entire governmental officials, the permanent employees and the temporary employees at Mettapracharak (Watraikhing) hospital by these steps.

1. Employ the proportional stratified random sampling at first, with the details in the table.
2. The gathered samples are treated by the simple random sampling with the convenient method.

Table3. Indicates the number of samples from the governmental officials, the permanent employees and the temporary employees at Mettapracharak (Watraikhing) hospital, separated by divisions.

Divisions	Status	Governmental Officials	Permanent Employees	Temporary Employees	Total
	Office of Director	Population	7	1	13
<i>Sample</i>		3	1	5	9
Division of General Administrative	Population	8	11	29	48
	<i>Sample</i>	3	5	13	21
Division of Finance and Asset	Population	4	1	14	19
	<i>Sample</i>	2	1	5	8
Division of Nursing	Population	134	31	102	267
	<i>Sample</i>	58	13	44	115
Division of Academic	Population	5	-	11	16
	<i>Sample</i>	2	-	5	7
Division of Medical Treatment	Population	3	-	5	8
	<i>Sample</i>	1	-	2	3
Division of Ophthalmology	Population	13	4	21	38
	<i>Sample</i>	6	2	9	17
Division of Otolarygology	Population	9	4	4	17
	<i>Sample</i>	4	2	2	8

Table3. Indicates the number of samples from the governmental officials, the permanent employees and the temporary employees at Mettapracharak (Watraikhing) hospital, separated by divisions. (continued)

Divisions		Status	Governmental Officials	Permanent Employees	Temporary Employees	Total
Division of Service Technique	Population		50	2	11	63
	Sample		22	1	5	28
Division of Pharmacy	Population		7	-	8	15
	Sample		3	-	4	7
Division of Service Quality Development	Population		2	1	4	7
	Sample		1	1	1	3
Total	Population		242	55	222	519
	Sample		105	26	95	226

3.2 The research instruments

In order to collect the data for this study, the research uses the questionnaires and the interview to the director of the hospital as the instruments. These instruments are constructed by studying the related literature about the approaches, the principles, the journals, the theories, the results of the researches, the theses and the other relevant document and using them in constructing the questions in the questionnaires. These questionnaires and interview must be appointed in the content that they must cover all aspects in the study. After that, they are analyzed by the experts in terms of their validity and reliability in order to be improved later.

The questionnaires in this study comprise of 4 sections as follows.

The first section contains the questions about personal factors i.e. gender, age, marital status, educational level, income (salary), operational status and operational duration.

The second section composes of the questions on factors concerning operation as follows.

1. operational environment
2. characteristics of work
3. sufficiency of income
4. promotion opportunity
5. social benefits
6. relationship with the superiors and the colleagues
7. justice
8. work stability

All the questions in this section are close-ended. Likert Scale is, therefore, used to measure the answers into 5 levels as follows.

Strongly agree

Agree

Uncertain

Disagree

Strongly disagree

Regarding the criteria for scoring these questions, the researcher has classified the scoring system into 2 categories as follows.

1. For positive questions, the answers are scored in 5 levels as follows.

Strongly agree	score 5
Agree	score 4
Uncertain	score 3
Disagree	score 2
Strongly disagree	score 1

2. For negative questions, the answers are scored in 5 levels as follows.

Strongly agree	score 1
Agree	score 2
Uncertain	score 3
Disagree	score 4
Strongly disagree	score 5

The third section is the questions about morale in practicing , considered from the relevant factors as follows.

1. work satisfaction
2. commitment to the organization
3. commitment to work

These questions are also close-ended; therefore, Likert scale is also employed for measurement as same as the questions in the previous section.

Criteria for measuring morale

The scores on morale of staff in practicing at Mettapracharak (Watraikhing) hospital can be divided into 3 groups (low, average and high). The classification depends on the mean (\bar{X}), the standard deviation (S.D.), the minimum (MIN) and the maximum (MAX).

The criteria for evaluating the morale of staff practicing in Mettapracharak (Watraikhing) hospital can be summed up as follows.

The scores in the high level indicate the high level of morale.

The scores in the average level indicate the average level of morale.

The scores in the low level indicate the low level of morale.

The fourth section is the questions about opinions and suggestions for improving morale of staff practicing in Mettapracharak (Watraikhing) hospital. These questions are open-ended so that the samples can fully express out their opinions.

Besides, there is an interview to the director of the hospital by the researcher. It deeply focuses on the aspects of morale of staff in practicing in the hospital.

3.3 The instrument evaluation

After constructing the questionnaires, the researcher conducts these following processes.

1. Regarding content validity, the constructed questionnaires are checked and commented by the experts and the advisor in order to be improved appropriately in terms of contents, languages and sequences by importance. Then, they are presented to the advisor in order to be re-checked before the pre-test.

2. In order to measure the reliability, the questionnaires are tried out with the 40 samples similar to the samples. Then the questionnaires are treated by Cronbach Alpha-Coefficient.

In this study, the scores from Cronbach Alpha-Coefficient are as follows.

Considering the factor concerning operation, the scores of each aspect are as follows.

- The questions about operational environment score 0.7022.
- The questions about characteristics of work score 0.7593.
- The questions about sufficiency of income score 0.7671.
- The questions about promotion opportunity score 0.7386.
- The questions about social benefits score 0.7953.
- The questions about relationship with the leaders and colleagues score 0.7688.
- The questions about justice score 0.8247.
- The questions about work stability score 0.7435.

Considering the morale, the scores are as follows.

- The questions about work satisfaction score 0.7160.
- The questions about commitment to the organization score 0.8643.
- The questions about commitment to work score 0.7616.

In conclusion, all of the questions have more than 0.700 in Cronbach Alpha-Coefficient. It can be said that these questions are good.

3.4 Data Gathering

The researcher brings the questionnaires to the staff in each division who are the samples in Mettapracharak (Watraikhing) hospital. The researcher herself gathers the data because it is also her workplace. The questionnaires are then checked up in terms of completeness before the statistical treatment.

3.5 Data Analysis

After gathering the questionnaires, the researcher checks up their completeness and numbers them. Then, the questionnaires are scored before being analyzed by the SPSS (Statistical Package for Social Science) program.

3.6 Statistics for Data Analysis

1. Percentage, means and standard deviation are employed to portray the personal factors of the samples such as gender, age, marital status, educational level, income (salary), operational status and operation duration.
2. The differences in the average scores of each group of independent variables and the morale of staff practicing are conducted by t-test for 2 groups of samples and ANOVA for the differences of the average scores of more than 2 groups. These different scores are also tested in the statistical significance.
3. In order to find out the relationship between each aspect of morale so that we can know which variables are relating to the morale, the Pearson's product moment correlation coefficient is utilized.



CHAPTER IV

RESULTS

In the study on the morale of staff practicing in Mettapracharak (Watraikhing) hospital in Nakornpathom, the researcher gathers the information from 226 targeted population who is staff in the hospital. The results of the study are analyzed as follows.

- 4.1 General characteristics of the population
- 4.2 Characteristics of the operational factors and morale
- 4.3 The analysis on the differences of morale of staff practicing in Mettapracharak (Watraikhing) hospital
- 4.4 The analysis on the relationships between the operational factors and the morale by Pearson Product Moment Correlation
- 4.5 Other opinions or suggestions about morale

4.1 General characteristics of the population

The general characteristics of the population about the personal factors are distributed by the percentage, the mean and the standard deviation. The analysis can be presented in the table as follows.

From the study (Table 4), most of the studied population is female (81.9%); meanwhile, 18.1% of them are male.

Most of the studied population is between 25 and 37 years of age (69.5%), and there are 15.9% of them who are between 38 and 51 years of age and 14.6% of them who are between 20 and 24 years of age. The average age of the population is 31 years. The minimum age is 20 years, and the maximum one is 51 years.

Regarding marital status, most of the population is single (55.3%), followed by the ones who are married (42.5%) and the ones who are widowed, divorced and separated (2.2%) respectively.

Most of the studied population graduated a Bachelor's degree (49.1%), followed by the ones who graduated a certificate (26.1%) and the high school (24.8%).

There is 52.2% of the population who earn between 5,001 and 10,000 baht. Meanwhile, there are about 29.2% of them who earn less than 5,001 baht, 14.2% who earn between 10,001 and 15,000 baht, and 4.4% of them who earn 15,001 baht or more. The average salary is 7,349 baht. The minimum one is 4,100 baht, and the maximum one is 18,000 baht.

About the operational status, most of the studied population is the governmental officials (46.5%), followed by the temporary employees (42.0%) and the permanent employees (11.5%) respectively.

Regarding the operational duration at Mettapracharak (Watraikhing) hospital, most of the studied population (59.7%) is between 2 and 7 years, followed by the ones who are between 7 and 12 years (26.1%), and the ones who are of less than 2 years (14.2%). The average operational duration is 5 years. Meanwhile, the minimum one is 1 year, and the maximum one is 12 years.

Table 4 Indicates the number and percentage of personal factors

Personal Factors	Number	Percentage
Total	226	100.00
1. Genders		
1) Female	185	81.9
2) Male	41	18.1
2. Ages		
1) 20 - 24 years	33	14.6
2) 25 - 37 years	157	69.5
3) 38 - 51 years	36	15.9
$\bar{X} = 30.90$ S.D. = 6.14		
MAX = 51.00 MIN = 20.00		

Table 4 Indicates the number and percentage of personal factors (continued)

Personal Factors	Number	Percentage
3. Marital Status		
1) Single	125	55.3
2) Married	96	42.5
3) Widowed/ Divorced/ Separated	5	2.2
4. Educational Level		
1) High School	56	24.8
2) Certificate	59	26.1
3) Bachelor's degree or higher	111	49.1
5. Income (Salary)		
1) less than 5,001 baht a month	66	29.2
2) 5,001 - 10,000 baht	118	52.2
3) 10,001 - 15,000 baht	32	14.2
4) 15,001 baht or more	10	4.4
$\bar{X} = 7,349$ S.D. = 3,411		
MAX = 18,000 MIN = 4,100		
6. Operational Status		
1) Governmental officials	105	46.5
2) Permanent employees	26	11.5
3) Temporary employees	95	42.0
7. Operational Duration		
1) Less than 2 years	32	14.2
2) 2 - 7 years	135	59.7
3) 7 - 12 years	59	26.1
$\bar{X} = 5.46$ S.D. = 3.42		
MAX = 12.00 MIN = 1.00		

4.2 Characteristics of operational factors and morale

The researcher studies about the operational factor of the staff practicing in Mettapracharak hospital that are the operational environment, nature of work, sufficiency of income, opportunity for advancement, fringe benefit, relationships between the superiors and the colleagues, justice, operational security and stability and morale. Each aspect of them will be presented at a time, then the scores are classified with a consideration on the mean (\bar{X}), the standard deviation (S.D.), the minimum (MIN) and the maximum (MAX) in order to conclude each aspect as follows.

4.2.1 Characteristics of operational factors

The characteristics of operational factors (Table 5) are considered from 4 questions, and the results are as follows.

Question 1 is about the arrangement of the offices with the delicateness and good proportion. It is found that most of the studied population (60.6%) agrees to this point, followed by 17.7% of them who are unsure, 12.4% of them who disagree, 7.5% of them who strongly agree and 1.8% of them who strongly disagree.

Question 2 is that the environment (light, quietness, temperature and air transfer) is in the appropriate condition to the operation. Most of the studied population (45.6%) agrees with it, followed by 27.9% of them who disagree, 14.6% of them who are unsure, 9.3% of them who strongly agree, and 2.7% of them who strongly disagree.

Question 3 is about the readiness of instruments, vehicles and operational equipment. Most of the studied population (44.7%) agrees with it. Meanwhile, there are 25.7% of them who are unsure, 17.7% who disagree, 8.8% of them who strongly agree and 3.1% of them who strongly disagree.

Question 4 is about the interest in improving the operational environment. There is 59.3% of the population who agrees with it. In the meantime, 22.6% of them are unsure; 8.0% of them strongly agree; 7.5% of them disagree, and 2.7% of them strongly disagree.

Table 5 Indicates the number and percentage on the operational environment

Questions about Operational Environment	Level of Opinions					\bar{X}	S.D.
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree		
Question 1	7.5 (17)	60.6 (137)	17.7 (40)	12.4 (28)	1.8 (4)	3.597	0.865
Question 2	9.3 (21)	45.6 (103)	14.6 (33)	27.9 (63)	2.7 (6)	3.309	1.059
Question 3	8.8 (20)	44.7 (101)	25.7 (58)	17.7 (40)	3.1 (7)	3.385	0.978
Question 4	8.0 (18)	59.3 (134)	22.6 (51)	7.5 (17)	2.7 (6)	3.624	0.840

The study on the operational factors from the four questions reveals that the highest score of the population on the operational factors is 20; meanwhile, the lowest one is 5, and the average score is 13.91. After categorizing the levels of opinions on the operational environment into 3 categories (high, average and low) with a consideration on the mean, the standard deviation, the minimum and the maximum, it is found that most of the population (88.1%) is at the average level. It is followed by 6.6% of them who are at the high level, and 5.3% of them who are at the low level respectively. Considering the high and low levels of opinions on the operational factors without a consideration on the average level, it is found that the proportion between the low and high levels is very close to each other. However, it is likely to be high (6.6%); meanwhile, the low level is 5.3% (Table 6).

Table 6 Indicates the level of scores on the operational factors

Level of Opinions of the Population On the Operational Factors	Number	Percentage
Total	226	100.0
Low scores (5 - 8 marks)	12	5.3
Average scores (9 - 17 marks)	199	88.1
High scores (18 - 20 marks)	15	6.6
Mean = 13.91, S.D. = 2.76, MAX = 20, MIN = 5		

The nature of work (Table 7) is considered from 3 questions, and the results are as follows.

Question 1 is that their responsibilities are challenging and interesting. It is found that most of the studied population (54.9%) agrees to this point, followed by 19.9% of them who strongly agree, 17.7% of them who are unsure, 5.3% of them who disagree and 2.2% of them who strongly disagree.

Question 2 is that they can employ their aptitudes and ability for work the most. It is found that most of the studied population (48.2%) agrees with it, followed by 21.7% of them who strongly agree, 17.7% of them who are unsure, 10.6% of them who disagree, and 1.8% of them who strongly disagree.

Question 3 is about the feeling that their work is not boring or duplicated. Most of the studied population (36.7%) agrees with it. Meanwhile, there are 28.3% of them who are unsure, 17.3% who disagree, 11.9% of them who strongly agree and 5.8% of them who strongly disagree.

Table 7 Indicates the number and percentage on the nature of work

Questions about Nature of Work	Level of Opinions					\bar{X}	S.D.
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree		
Question 1	19.9 (45)	54.9 (124)	17.7 (40)	5.3 (12)	2.2 (5)	3.849	0.876
Question 2	21.7 (49)	48.2 (109)	17.7 (40)	10.6 (24)	1.8 (4)	3.774	0.964
Question 3	11.9 (27)	36.7 (83)	28.3 (64)	17.3 (39)	5.8 (13)	3.318	1.073

The study on the nature of work from the three questions reveals that the highest score of the population on the nature of work is 15; meanwhile, the lowest one is 3, and the average score is 10.94. After categorizing the levels of opinions on the nature of work into 3 categories (high, average and low) with a consideration on the mean, the standard deviation, the minimum and the maximum, it is found that most of the population (75.7%) is at the average level. It is followed by 12.8% of them who are at the low level, and 11.5% of them who are at the high level respectively. Considering the high and low levels of opinions on the nature of work without a consideration on the average level, it is found that the proportion between the low and high levels is very close to each other. However, it is likely to be low (12.8%); meanwhile, the high level is 11.5% (Table 8).

Table 8 Indicates the level of scores on the nature of work

Level of Opinions of the Population On the Nature of Work	Number	Percentage
Total	226	100.0
Low scores (3 - 8 marks)	29	12.8
Average scores (9 - 13 marks)	171	75.7
High scores (14 - 15 marks)	26	11.5
Mean = 10.94, S.D. = 2.47, MAX = 15, MIN = 3		

The **sufficiency of income** (Table 9) is considered from 4 questions, and the results are as follows.

Question 1 is about the sufficiency of income to make the social status better. It is found that most of the studied population (40.7%) disagrees to this point, followed by 25.7% of them who are unsure, 19.5% of them who strongly disagree, 17.7% of them who agree and 0.4% of them who strongly agree.

Question 2 is that the income is sufficient and appropriate to the quantity of work and their ability. Most of the studied population (40.3%) disagrees to it, followed by 25.2% of them who are unsure, 17.7% of them who agree, 16.4% of them who strongly disagree, and 0.4% of them who strongly agree.

Question 3 is that the income is sufficient for the living of their own and their families. Most of the studied population (35.0%) disagrees with it. Meanwhile, there are 27.0% of them who are unsure, 20.8% who strongly disagree, 15.9% of them who agree and 1.3% of them who strongly agree.

Question 4 is that the income is enough and they do not have to work part-time. There is 45.1% of the population who disagrees to it. In the meantime, 30.5% of them strongly disagree; 15.5% of them are unsure; 7.5% of them agree, and 1.3% of them strongly agree.

Table 9 Indicates the number and percentage on the sufficiency of income

Questions about Sufficiency of Income	Level of Opinions					\bar{X}	S.D.
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree		
Question 1	0.4 (1)	13.7 (31)	25.7 (58)	40.7 (92)	19.5 (44)	2.349	0.960
Question 2	0.4 (1)	17.7 (40)	25.2 (57)	40.3 (91)	16.4 (37)		
Question 3	1.3 (3)	15.9 (36)	27.0 (61)	35.0 (79)	20.8 (47)	2.420	1.030
Question 4	1.3 (3)	7.5 (17)	15.5 (35)	45.1 (102)	30.5 (69)		

The study on the sufficiency of income from the four questions reveals that the highest score of the population on the sufficiency of income is 16; meanwhile, the lowest one is 4, and the average score is 9.26. After categorizing the levels of opinions on the sufficiency of income into 3 categories (high, average and low) with a consideration on the mean, the standard deviation, the minimum and the maximum, it is found that most of the population (66.4%) is at the average level. It is followed by 18.6% of them who are at the high level, and 15.0% of them who are at the low level respectively. Considering the high and low levels of opinions on the sufficiency of income without a consideration on the average level, it is found that the proportion between the low and high levels is very close to each other. However, it is likely to be high (18.6%); meanwhile, the low level is 15.0% (Table 10).

Table 10 Indicates the level of scores on the sufficiency of income

Level of Opinions of the Population On the Sufficiency of Income	Number	Percentage
Total	226	100.0
Low scores (4 - 5 marks)	34	15.0
Average scores (6 - 12 marks)	150	66.4
High scores (13 - 16 marks)	42	18.6
Mean = 9.26, S.D. = 3.23, MAX = 16, MIN = 4		

The **opportunity for advancement** (Table 11) is considered from 6 questions, and the results are as follows.

Question 1 is about the support on the training in order to increase the knowledge and skills. It is found that most of the studied population (47.8%) agrees to this point, followed by 22.1% of them who are unsure, 12.4% of them who strongly agree, 10.6% of them who disagree and 7.1% of them who strongly disagree.

Question 2 is that the organization provides a chance for them to study further in order to increase their qualifications. Most of the studied population (37.2%) agrees to it, followed by 30.1% of them who are unsure, 14.6% of them who disagree, 10.6% of them who strongly agree, and 7.5% of them who strongly disagree.

Question 3 is that no other work can provide the better opportunity for advancement. Most of the studied population (41.6%) is unsure of it. Meanwhile, there are 21.7% of them who disagree, 16.4% who strongly disagree, 13.3% of them who agree and 7.1% of them who strongly agree.

Question 4 is that the present position is not less than the others in terms of advancement. There is 33.6% of the population who is unsure of it. In the meantime, 32.3% of them agree; 18.1% of them disagree; 9.7% of them strongly disagree, and 6.2% of them strongly agree.

Question 5 is that working at this hospital provides them a chance to be promoted more and more. It is found that most of the studied population (42.0%) is unsure of this point, followed by 26.5% of them who disagree, 16.8% of them who strongly disagree, 12.4% of them who agree and 2.2% of them who strongly agree.

Question 6 is that the organization provides a chance for them to change the position or transfer the duties. Most of the studied population (33.2%) is unsure of it, followed by 29.6% of them who agree, 21.2% of them who disagree, 12.8% of them who strongly disagree, and 3.1% of them who strongly agree.

Table 11 Indicates the number and percentage on the opportunity for advancement

Questions about Opportunity for Advancement	Level of Opinions					\bar{X}	S.D.
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree		
Question 1	12.4 (28)	47.8 (108)	22.1 (50)	10.6 (24)	7.1 (16)	3.477	1.067
Question 2	10.6 (24)	37.2 (84)	30.1 (68)	14.6 (33)	7.5 (17)	3.287	1.079
Question 3	7.1 (16)	13.3 (30)	41.6 (94)	21.7 (49)	16.4 (37)	2.730	1.104
Question 4	6.2 (14)	32.3 (73)	33.6 (76)	18.1 (41)	9.8 (22)	3.070	1.068
Question 5	2.2 (5)	12.4 (28)	42.0 (95)	26.5 (60)	16.8 (38)	2.566	0.983
Question 6	3.1 (7)	29.6 (67)	33.2 (75)	21.2 (48)	12.8 (29)	2.889	1.067

The study on the opportunity for advancement from the six questions reveals that the highest score of the population on the opportunity for advancement is 30; meanwhile, the lowest one is 7, and the average score is 18.02. After categorizing the levels of opinions on the opportunity for advancement into 3 categories (high, average and low) with a consideration on the mean, the standard deviation, the minimum and the maximum, it is found that most of the population (67.3%) is at the average level. It is followed by 19.9% of them who are at the low level, and 12.8% of them who are at the high level respectively. Considering the high and low levels of opinions on the

opportunity for advancement without a consideration on the average level, it is found that the proportion between the low and high levels is very close to each other. However, it tends to be low (19.9%); meanwhile, the high level is 12.8% (Table 12). Moreover, regarding the details of each question on the opportunity for advancement, most of the population agrees to or feels unsure of the opportunity for advancement. They agree that the organization supports about the training (47.8%) and that the organization provides them a chance to study further in order to increase their qualifications (37.2%). In contrast, they feel unsure that they will not look for the job that provides the better opportunity for advancement than the present one (41.6%), that working at this hospital provides them more and more chances to be promoted (42.0%), that the organization provides them a chance to change their position or transfer their duties (33.2%) and that working in the present position is not less than others in terms of advancement. For these questions, the proportion of uncertainty and agreement is very close, which is 33.6 and 32.3 respectively. It may be a guideline for further study why the population has at the different opinions in each question about the opportunity for advancement.

Table 12 Indicates the level of scores on the opportunity for advancement

Level of Opinions of the Population On the Opportunity for Advancement	Number	Percentage
Total	226	100.0
Low scores (7 - 14 marks)	45	19.9
Average scores (15 - 22 marks)	152	67.3
High scores (23 - 30 marks)	29	12.8
Mean = 18.02, S.D. = 4.11, MAX = 30, MIN = 7		

The fringe benefits (Table 13) is considered from 5 questions, and the results are as follows.

Question 1 is that the provision of fringe benefits or compensation coincides with their needs. It is found that most of the studied population (37.6%) is unsure of this point, followed by 29.2% of them who disagree, 23.5% of them who agree, 8.8% of them who strongly disagree and 0.9% of them who strongly agree.

Question 2 is that the provision of the fringe benefits such as the residence, the medical fees, the transportation is appropriate and sufficient to the needs. Most of the studied population (34.5%) disagrees to it, followed by 26.5% of them who agree, 20.4% of them who are unsure, 15.0% of them who strongly disagree, and 3.5% of them who strongly agree.

Question 3 is that the compensation is worth to their effort. Most of the studied population (35.0%) is unsure of it. Meanwhile, there are 29.5% of them who agree, 23.5% who disagree, 10.2% of them who strongly disagree and 1.8% of them who strongly agree.

Question 4 is that the overtime compensation is fair. There is 45.1% of the population who agrees to it. In the meantime, 22.1% of them disagree; 21.7% of them are unsure; 9.3% of them strongly disagree, and 1.8% of them strongly agree.

Question 5 is that the fringe benefits in case of injury or death from the operation are appropriate. It is found that most of the studied population (52.2%) is unsure of this point, followed by 21.2% of them who agree, 19.0% of them who disagree, 4.4% of them who strongly disagree and 3.1% of them who strongly agree.

Table 13 Indicates the number and percentage on the fringe benefits

Questions about Fringe Benefits	Level of Opinions					\bar{X}	S.D.
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree		
Question 1	0.9 (2)	23.5 (53)	37.6 (85)	29.2 (66)	8.8 (20)	2.783	0.934
Question 2	3.5 (8)	26.5 (60)	20.4 (46)	34.5 (78)	15.0 (34)		
Question 3	1.8 (4)	29.6 (67)	35.0 (79)	23.5 (53)	10.2 (23)	2.893	1.001
Question 4	1.8 (4)	45.1 (102)	21.7 (49)	22.1 (50)	9.3 (21)		
Question 5	3.1 (7)	21.2 (48)	52.2 (118)	19.0 (43)	4.4 (10)	2.995	0.840

The study on the fringe benefits from the five questions reveals that the highest score of the population on the fringe benefits is 24; meanwhile, the lowest one is 5, and the average score is 14.44. After categorizing the levels of opinions on the fringe benefits into 3 categories (high, average and low) with a consideration on the mean, the standard deviation, the minimum and the maximum, it is found that most of the population (80.1%) is at the average level. It is followed by 10.2% of them who are at the high level, and 9.7% of them who are at the low level respectively. Considering the high and low levels of opinions on the opportunity for advancement without a consideration on the average level, it is found that the proportion between the low and high levels is very close to each other. However, it tends to be high (10.2%); meanwhile, the low level is 9.7% (Table 14). Moreover, regarding the details of each question on the fringe benefits, most of the population disagrees to or feels unsure of them. They are not sure that the fringe benefits provided by the hospital are improved to coincide with their needs (37.6%), that the compensation is worthy to their effort (35.0%) and that the fringe benefits in case of injury or death from the operation are appropriate (52.2%). They disagree that the present fringe

benefits such as the residence, the medical fees and the transportation are appropriate and sufficient to their needs (45.1%). Therefore, this can be a guideline for the further study why most of the population has the different opinions about the fringe benefits.

Table 14 Indicates the level of scores on the fringe benefits

Level of Opinions of the Population On the Fringe Benefits	Number	Percentage
Total	226	100.0
Low scores (5 - 9 marks)	22	9.7
Average scores (10 - 18 marks)	181	80.1
High scores (19 - 24 marks)	23	10.2
Mean = 14.44, S.D. = 3.54, MAX = 24, MIN = 5		

The relationships between the superiors and the colleagues (Table 15) is considered from 7 questions, and the results are as follows.

Question 1 is that the superiors or the colleagues can advise them all the time, either about work or personal matters. It is found that most of the studied population (47.3%) agrees to this point, followed by 26.5% of them who are unsure, 14.6% of them who strongly agree, 8.8% of them who disagree and 2.7% of them who strongly disagree.

Question 2 is that the superiors or the colleagues listen to their opinions or suggestions well. Most of the studied population (49.6%) agrees to it, followed by 29.6% of them who are unsure, 9.7% of them who disagree, 9.3% of them who strongly agree, and 1.8% of them who strongly disagree.

Question 3 is about assistance to one another among the colleagues, either about work or personal matters. Most of the studied population (54.4%) agrees to it. Meanwhile, there are 21.7% of them who are unsure, 13.3% who strongly agree, 8.8% of them who disagree and 1.8% of them who strongly disagree.

Question 4 is that there is no need to escape from facing the superiors. There is 58.4% of the population who agrees to it. In the meantime, 22.1% of them strongly agree; 11.9% of them are unsure; 4.9% of them disagree, and 2.7% of them strongly disagree.

Question 5 is that the superiors support and promote the officials who have the ability and effort. It is found that most of the studied population (47.8%) agrees to this point, followed by 31.4% of them are unsure, 10.6% of them who strongly agree, 6.6% of them who disagree and 3.5% of them who strongly disagree.

Question 6 is that there is good co-operation without striving for superiority from anybody. Most of the studied population (44.7%) agrees to this point, followed by 30.1% of them who are unsure, 13.3% of them who disagree, 8.8% of them who strongly agree, and 3.1% of them who strongly disagree.

Question 7 is about justice from the superiors, either about work or personal matters. Most of the studied population (44.2%) agrees to it. Meanwhile, there are 31.9% of them who are unsure, 9.3% who strongly agree, 8.4% of them who disagree and 6.2% of them who strongly disagree.

Table 15 Indicates the number and percentage on the relationships with the superiors and the colleagues

Questions about Relationships with the Superiors and Colleagues	Level of Opinions					\bar{X}	S.D.
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree		
Question 1	14.6 (33)	47.3 (107)	26.5 (60)	8.8 (20)	2.7 (6)	3.623	0.931
Question 2	9.3 (21)	49.6 (112)	29.6 (67)	9.7 (22)	1.8 (4)	3.548	0.858
Question 3	13.3 (30)	54.4 (123)	21.7 (49)	8.8 (20)	1.8 (4)	3.685	0.876
Question 4	22.1 (50)	58.4 (132)	11.9 (27)	4.9 (11)	2.7 (6)	3.924	0.878
Question 5	10.6 (24)	47.8 (108)	31.4 (71)	6.6 (15)	3.5 (8)	3.553	0.899
Question 6	8.8 (20)	44.7 (101)	30.1 (68)	13.3 (30)	3.1 (7)	3.429	0.936
Question 7	9.3 (21)	44.2 (100)	31.9 (72)	8.4 (19)	6.2 (14)	3.420	0.986

The study on the relationships with the superiors and the colleagues from the seven questions reveals that the highest score of the population on the relationships with the superiors and the colleagues is 35; meanwhile, the lowest one is 7, and the average score is 25.18. After categorizing the levels of opinions on the relationships with the superiors and the colleagues into 3 categories (high, average and low) with a consideration on the mean, the standard deviation, the minimum and the maximum, it is found that most of the population (79.2%) is at the average level. It is followed by 10.6% of them who are at the high level, and 10.2% of them who are at the low level respectively. Considering the high and low levels of opinions on the relationships with the superiors and the colleagues without a consideration on the average level, it is found that the proportion between the low and high levels is very close to each other. The high level is 10.6%; meanwhile, the low level is 10.2% (Table 16).

Table 16 Indicates the level of scores on the relationships with the superiors and the colleagues

Level of Opinions of the Population On the Relationships with the Superiors and the Colleagues	Number	Percentage
Total	226	100.0
Low scores (7 - 19 marks)	23	10.2
Average scores (20 - 30 marks)	179	79.2
High scores (31 - 35 marks)	24	10.6
Mean = 25.18, S.D. = 4.50, MAX = 35, MIN = 7		

The justice (Table 17) is considered from 5 questions, and the results are as follows.

Question 1 is that there is a chance to be promoted fairly and equally, based on the knowledge and ability. It is found that most of the studied population (46.0%) agrees to this point, followed by 28.3% of them who are unsure, 10.2% of them who disagree, 9.3% of them who strongly agree and 6.2% of them who strongly disagree.

Question 2 is the promotion in accordance with the knowledge and ability. Most of the studied population (38.9%) is unsure of it, followed by 29.6% of them who agree, 12.8% of them who disagree, 9.7% of them who strongly disagree, and 8.8% of them who strongly agree.

Question 3 is about the justice in case of accusation or interrogation. Most of the studied population (51.3%) is unsure of it. Meanwhile, there are 31.4% of them who agree, 8.4% who disagree, 4.9% of them who strongly agree and 4.0% of them who strongly disagree.

Question 4 is that the promotion and assignment to the post depend on the ability. There is 40.3% of the population who is unsure of it. In the meantime, 31.4% of them agree; 11.1% of them disagree; 8.8% of them strongly agree, and 8.4% of them strongly disagree.

Question 5 is that they don't feel they can be more promoted than their colleagues. It is found that most of the studied population (44.7%) agrees to this point, followed by 30.1% of them are unsure, 11.1% of them who strongly agree as well as those who disagree and 3.1% of them who strongly disagree.

Table 17 indicates the number and percentage on the justice

Questions about Justice	Level of Opinions					\bar{X}	S.D.
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree		
Question 1	9.3 (21)	46.0 (104)	28.3 (64)	10.2 (23)	6.2 (14)	3.420	1.004
Question 2	8.8 (20)	29.6 (67)	38.9 (88)	12.8 (29)	9.7 (22)	3.150	1.072
Question 3	4.9 (11)	31.4 (71)	51.3 (116)	8.4 (19)	4.0 (9)	3.247	0.833
Question 4	8.8 (20)	31.4 (71)	40.3 (91)	11.1 (25)	8.4 (19)	3.212	1.036
Question 5	11.1 (25)	44.7 (101)	30.1 (68)	11.1 (25)	3.1 (7)	3.495	0.939

The study on the justice from the five questions reveals that the highest score of the population on the justice is 25; meanwhile, the lowest one is 8, and the average score is 16.52. After categorizing the levels of opinions on the justice into 3 categories (high, average and low) with a consideration on the mean, the standard deviation, the minimum and the maximum, it is found that most of the population (74.8%) is at the average level. It is followed by 16.4% of them who are at the low level, and 8.8% of them who are at the high level respectively. Considering the high and low levels of opinions on the justice without a consideration on the average level, it trends to be low (16.4%); meanwhile, the high level is 8.8% respectively (Table 18).

Table 18 Indicates the level of scores on the justice

Level of Opinions of the Population On the Justice	Number	Percentage
Total	226	100.0
Low scores (8 - 13 marks)	37	16.4
Average scores (14 - 20 marks)	169	74.8
High scores (21 - 25 marks)	20	8.8
Mean = 16.52, S.D. = 3.31, MAX = 25, MIN = 8		

The **operational security and stability** (Table 19) is considered from 4 questions, and the results are as follows.

Question 1 is that there is not any chance to be transferred. It is found that most of the studied population (47.8%) is unsure of this point, followed by 26.5% of them who agree, 13.3% of them who disagree, and 6.2% of them who strongly disagree and those who strongly agree.

Question 2 is about security in life and health. Most of the studied population (30.1%) agrees, followed by 27.9% of them who disagree, 18.1% of them who strongly disagree, 17.3% of them who are unsure, and 6.6% of them who strongly agree.

Question 3 is that they will not be transferred if their superiors are unsatisfied with them. Most of the studied population (44.7%) is unsure of it. Meanwhile, there are 27.9% of them who agree, 14.6% who disagree, 8.8% of them who strongly agree and 4.0% of them who strongly disagree.

Question 4 is that they will not be accused of or interrogated easily in operation. There is 39.4% of the population who is unsure of it. In the meantime, 31.9% of them agree; 18.6% of them disagree; 7.1% of them strongly agree, and 3.1% of them strongly disagree.

Table 19 Indicates the number and percentage on the operational security and stability

Questions about Operational Security and Stability	Level of Opinions					\bar{X}	S.D.
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree		
Question 1	6.2 (14)	26.5 (60)	47.8 (108)	13.3 (30)	6.2 (14)	3.132	0.938
Question 2	6.6 (15)	30.1 (68)	17.3 (39)	27.9 (63)	18.1 (41)	2.792	1.238
Question 3	8.8 (20)	27.9 (63)	44.7 (101)	14.6 (33)	4.0 (9)	3.230	0.942
Question 4	7.1 (16)	31.9 (72)	39.4 (89)	18.6 (42)	3.1 (7)	3.212	0.932

The study on the operational security and stability from the four questions reveals that the highest score of the population on the operational security and stability is 20; meanwhile, the lowest one is 4, and the average score is 12.36. After categorizing the levels of opinions on the operational security and stability into 3 categories (high, average and low) with a consideration on the mean, the standard deviation, the minimum and the maximum, it is found that most of the population (79.6%) is at the average level. It is followed by 12.8% of them who are at the high level, and 7.6% of them who are at the low level respectively. Considering the high and low levels of opinions on the justice without a consideration on the average level, it trends to be high (12.8%); meanwhile, the low level is 7.6% respectively (Table 20). Considering each question on operational security and stability, most of the population feels unsure of or disagrees to the operational security and stability. They are unsure that they will not be transferred to any other places even though it is just a temporary job (47.8%), and that they will not be transferred if their superiors are unsatisfied with them (44.7%). In contrast, they agree that their jobs are not risky to health or life (30.1%), and that they will not be accused of or interrogated easily in operation (31.9%). This can be a guideline for further study why the population has different opinions about the operational security and stability.

Table 20 Indicates the level of scores on the operational security and stability

Level of Opinions of the Population On the Operational Security and Stability	Number	Percentage
Total	226	100.0
Low scores (4 - 8 marks)	17	7.6
Average scores (9 - 15 marks)	180	79.6
High scores (16 - 20 marks)	29	12.8
Mean = 12.36, S.D. = 2.79, MAX = 20, MIN = 4		

According to the study on all the 8 operational factors, most of the population can be divided into 3 categories (high, average and low) based on their opinions towards the operational factors. Most of them are at the average level, and the results can be summarized as follows (Table 21).

Table 21 Indicates the number and percentage of each operational factor

No	Operational Factors	Level of Opinions					
		High		Average		Low	
		%	N	%	N	%	N
1.	Operational Environment	6.6	15	88.1	199	5.3	12
2.	Nature of Work	11.5	26	75.7	171	12.8	29
3.	Sufficiency of Income	18.6	42	66.4	150	15.0	34
4.	Opportunity for Advancement	12.8	29	67.3	157	19.9	45
5.	Fringe Benefits	10.2	23	80.1	181	9.7	22
6.	Relationships with the Superiors and Colleagues	10.6	24	79.2	179	10.2	24
7.	Justice	8.8	20	74.8	169	16.4	37
8.	Operational Security and Stability	12.8	29	79.6	180	7.6	17

4.2.2 Characteristics of the Morale

The researcher has studied about the morale of staff practicing in Mettapracharak (Watraikhing) hospital with a consideration on these aspects: satisfaction in work, commitment to the organization and commitment to work. Each question of these aspects is presented below, and the scores are categorized into 5 levels based on the mean (\bar{X}), the standard deviation (S.D.), the minimum (MIN) and the maximum (MAX) in order to investigate the level of morale as follows.

The satisfaction in work is considered from 7 questions (Table 22).

Question 1 is that they feel the current responsibilities are so appropriate that they can work fully and well. Most of the studied population (46.0%) is at the average level. It is followed by 32.7% of them who are at the high level, 10.2% of them who are at the low level, 8.4% of them who are at the highest level, and 2.7% of them who are at the lowest level.

Question 2 is that they are willing to behave in accordance with the organization's policy and administration. Most of the population (39.4%) is at the average level, followed by 23.5% who are at the high level, 22.6% who are at the low level, 7.5% who are at the lowest level, and 7.1% who are at the highest level respectively.

Question 3 is that they feel they can employ their full knowledge properly. Most of the population (39.4%) answers that they are at the average level. This is followed by those who are at the high level (31.9%), those who are at the low level (15.0%), those who are at the highest level (10.2%), and those who are at the lowest level (3.5%) respectively.

Question 4 is that they want to continue working for the hospital without boredom. Most of the population (36.3%) is at the average level. Meanwhile, 30.5% of them are at the high level; 18.1% of them are at the highest level; 10.6% of them are at the low level, and 4.4% of them are at the lowest level.

Question 5 is that their responsibilities are satisfactory. Most of the studied population (43.8%) is at the average level, followed by 34.1% of them at the high level, 12.4% of them at the highest level, 7.5% of them at the low level, and 2.2% of them at the lowest level.

Question 6 is that they will not change their work constantly although they have a chance. Most of the studied population (39.8%) is at the average level. It is followed by 22.6% of them who are at the high level, 17.3% of them who are at the low level, 12.8% of them who are at the lowest level, and 7.5% of them who are at the highest level.

Question 7 is that they can decide on their responsibilities by themselves. Most of the population (38.9%) is at the average level, followed by 33.2% who are at the high level, 10.6% who are at the low level, 10.2% who are at the highest level, and 7.1% who are at the lowest level respectively.

According to the study on the satisfaction in work with a consideration on each question, most of the studied population is at the average level. Only the question that they can decide on their responsibilities by themselves yields in the close proportion between the average level and the high level that is 38.9% and 33.2% respectively. This can be studied further why the population has such an opinion like that in order to increase their satisfaction in work that can be create up the morale.

The **commitment to the organization** is considered from 7 questions (Table 22).

Question 1 is that they accept all of the organization's policies. Most of the studied population (50.9%) is at the high level. It is followed by 31.0% of them who are at the average level, 15.0% of them who are at the highest level, 2.2% of them who are at the low level, and 0.6% of them who are at the lowest level.

Question 2 is that they feel they are a part of the organization. Most of the population (50.4%) is at the high level, followed by 23.9% who are at the average level, 19.0% who are at the highest level, 4.9% who are at the low level, and 1.8% who are at the lowest level respectively.

Question 3 is that they feel they made a right decision to work for this organization. Most of the population (46.9%) answers that they are at the high level. This is followed by those who are at the average level (31.4%), those who are at the highest level (15.5%), those who are at the low level (4.9%), and those who are at the lowest level (1.3%) respectively.

Question 4 is that they feel the hospital is valuable and worthy to work for. Most of the population (45.6%) is at the high level. Meanwhile, 39.4% of them are at the average level; 9.3% of them are at the highest level; 4.0% of them are at the low level, and 1.8% of them are at the lowest level.

Question 5 is that they are willing to devote themselves ultimately for the success of the hospital. Most of the studied population (52.2%) is at the high level, followed by 23.0% of them at the highest level, 22.1% of them at the average level, 2.2% of them at the low level, and 0.4% of them at the lowest level.

Question 6 is that they will not resign although another organization offers them a higher salary or compensation. Most of the studied population (43.4%) is at the average level. It is followed by 22.6% of them who are at the high level, 17.7% of them who are at the low level, 10.6% of them who are at the lowest level, and 5.8% of them who are at the highest level.

Question 7 is that they will plead for the hospital if somebody talks about it in the negative view. Most of the population (38.9%) is at the high level, followed by 35.8% who are at the average level, 19.5% who are at the highest level, 4.0% who are at the low level, and 1.8% who are at the lowest level respectively.

According to the study on the commitment to the organization with a consideration on each question, most of the studied population is at the high level. Only the question that they will not resign although another organization offers them a higher salary or compensation yields in the average level (43.4%). Meanwhile, the question that they will plead for the hospital if somebody talks about it in the negative view results in the close proportion between the high level and the average level that is 38.9% and 35.8% respectively. This can be studied further why the population has such an opinion like that in order to increase their commitment to the organization that can be create up the morale.

The **commitment to the work** is considered from 7 questions (Table 22).

Question 1 is that they try the hardest in operation so that it is good enough. Most of the studied population (55.3%) is at the high level. It is followed by 35.4% of them who are at the highest level, 8.0% of them who are at the average level, 0.9% of them who are at the low level, and 0.4% of them who are at the lowest level.

Question 2 is that they feel dissatisfied if they are transferred to another department in the same hospital. Most of the population (43.8%) is at the average level, followed by 23.5% who are at the high level, 16.4% who are at the low level, 11.1% who are at the highest level, and 5.3% who are at the lowest level respectively.

Question 3 is that the responsibilities at this hospital are worthy to work for. Most of the population (45.1%) answers that they are at the high level. This is followed by those who are at the average level (37.2%), those who are at the highest level (10.6%), those who are at the low level (4.9%), and those who are at the lowest level (2.2%) respectively.

Question 4 is that they think they have made a right decision to work with the present responsibilities. Most of the population (46.5%) is at the high level. Meanwhile, 32.3% of them are at the average level; 11.9% of them are at the highest level; 6.6% of them are at the low level, and 2.7% of them are at the lowest level.

Question 5 is that they can work although the assignment is not in their responsibilities. Most of the studied population (45.1%) is at the high level, followed by 39.4% of them at the average level, 11.9% of them at the highest level, 2.7% of them at the low level, and 0.9% of them at the lowest level.

Question 6 is that they operate with their full capacity if being assigned. Most of the studied population (59.3%) is at the high level. It is followed by 23.5% of them who are at the highest level, 15.5% of them who are at the average level, 0.9% of them who are at the low as well as those at the lowest level.

Question 7 is that they are very pleased with the current responsibilities. Most of the population (39.8%) is at the average level, followed by 38.9% who are at the high level, 11.5% who are at the highest level, 6.6% who are at the low level, and 3.1% who are at the lowest level respectively.

According to the study on the commitment to work with a consideration on each question, most of the studied population is at the high level. Only the question that they are dissatisfied if they are transferred to another department in the hospital yields in the average level (43.8%). Meanwhile, the question that they are very pleased with the current responsibilities results in the close proportion between the average level and the high level that is 39.8% and 38.9% respectively. This can be studied further why the population has such an opinion like that in order to increase their commitment to work that can be create up the morale.

Table 22 Indicates the number and the percentage of morale

Questions about Morale	Level of Opinions					\bar{X}	S.D.
	Highest	High	Average	Low	Lowest		
Satisfaction in work							
Question 1	8.4 (19)	32.7 (74)	46.0 (104)	10.2 (23)	2.7 (6)	3.340	0.871
Question 2	7.1 (16)	23.5 (53)	39.4 (89)	22.6 (51)	7.5 (17)	3.000	1.024
Question 3	10.2 (23)	31.9 (72)	39.4 (89)	15.0 (34)	3.5 (8)	3.300	0.965
Question 4	18.1 (41)	30.5 (69)	36.3 (82)	10.6 (24)	4.4 (10)	3.473	1.046
Question 5	12.4 (28)	34.1 (77)	43.8 (99)	7.5 (17)	2.2 (5)	3.469	0.885
Question 6	7.5 (17)	22.6 (51)	39.8 (90)	17.3 (39)	12.8 (29)	2.946	1.102
Question 7	10.2 (23)	33.2 (75)	38.9 (88)	10.6 (24)	7.1 (16)	3.287	1.024

Table 22 Indicates the number and the percentage of morale (continued)

Questions about Morale	Level of Opinions					\bar{X}	S.D.
	Highest	High	Average	Low	Lowest		
Commitment to the Organization							
Question 1	15.0 (34)	50.9 (115)	31.0 (77)	2.2 (5)	0.9 (2)	3.769	0.760
Question 2	19.0 (43)	50.4 (114)	23.9 (54)	4.9 (11)	1.8 (4)	3.800	0.864
Question 3	15.5 (35)	46.9 (106)	31.4 (71)	4.9 (11)	1.3 (3)	3.703	0.835
Question 4	9.3 (21)	45.6 (103)	39.4 (89)	4.0 (9)	1.8 (4)	3.566	0.787
Question 5	23.0 (52)	52.2 (118)	22.1 (50)	2.2 (5)	0.4 (1)	3.951	0.761
Question 6	5.8 (13)	22.6 (51)	43.4 (98)	17.7 (40)	10.6 (24)	2.951	1.029
Question 7	19.5 (44)	38.9 (88)	35.8 (81)	4.0 (9)	1.8 (4)	3.703	0.887
Commitment to work							
Question 1	35.4 (80)	55.3 (125)	8.0 (18)	0.9 (2)	0.4 (1)	4.243	0.672
Question 2	11.1 (25)	23.5 (53)	43.8 (99)	16.4 (37)	5.3 (12)	3.185	1.011
Question 3	10.6 (24)	45.1 (102)	37.2 (84)	4.9 (11)	2.2 (5)	3.570	0.831
Question 4	11.9 (27)	46.5 (105)	32.3 (73)	6.6 (15)	2.7 (6)	3.584	0.881
Question 5	11.9 (27)	45.1 (102)	39.4 (89)	2.7 (6)	0.9 (2)	3.646	0.759
Question 6	23.5 (53)	59.3 (134)	15.5 (35)	0.9 (2)	0.9 (2)	4.035	0.710
Question 7	11.5 (26)	38.9 (88)	39.8 (90)	6.6 (15)	3.1 (7)	3.491	0.895

Determining each aspect of morale, it is discovered that the maximum score in the satisfaction in work is 35, and the minimum is 12. Its average score is 22.81. After categorizing the scores on the satisfaction in work into 3 levels (high, average and low) with a consideration on the mean, standard deviation, the minimum and the maximum, most of the population is at the average level (75.2%). It is followed by those at the low level (12.9%) and those at the high level (11.9%) respectively (Table 23).

Table 23 Indicates the score on the satisfaction in work

Level of Opinions of the Population On the Satisfaction in Work	Number	Percentage
Total	226	100.0
Low scores (12 - 18 marks)	29	12.9
Average scores (19 - 27 marks)	170	75.2
High scores (28 - 35 marks)	27	11.9
Mean = 22.81, S.D. = 3.85, MAX = 35, MIN = 12		

Regarding the commitment to the organization from the seven questions, it is discovered that the maximum score is 35, and the minimum is 11. Its average score is 25.44. After categorizing the scores into 3 levels (high, average and low) with a consideration on the mean, standard deviation, the minimum and the maximum, most of the population is at the average level (75.2%). It is followed by those at the high level (15.0%) and those at the low level (9.8%) respectively (Table 24).

Table 24 Indicates the score on the commitment to the organization

Level of Opinions of the Population On the Commitment to the Organization	Number	Percentage
Total	226	100.0
Low scores (11 - 20 marks)	22	9.8
Average scores (19 - 27 marks)	170	75.2
High scores (28 - 35 marks)	34	15.0
Mean = 25.44, S.D. = 4.14, MAX = 35, MIN = 11		

Considering the commitment to work from the seven questions, it is discovered that the maximum score is 35, and the minimum is 7. Its average score is 25.75. After categorizing the scores into 3 levels (high, average and low) with a consideration on the mean, standard deviation, the minimum and the maximum, most of the population is at the average level (82.8%). It is followed by those at the high level (8.8%) and those at the low level (8.4%) respectively (Table 25).

Table 25 Indicates the score on the commitment to work

Level of Opinions of the Population On the Commitment to Work	Number	Percentage
Total	226	100.0
Low scores (7 - 21 marks)	19	8.4
Average scores (22 - 30 marks)	187	82.8
High scores (31 - 35 marks)	20	8.8
Mean = 25.75, S.D. = 3.62, MAX = 35, MIN = 7		

In sum of the study about the satisfaction in work, the commitment to the organization and the commitment to work, it is discovered that the maximum score is 101, and the minimum is 39. Its average score is 74.02. After categorizing the scores into 3 levels (high, average and low) with a consideration on the mean, standard deviation, the minimum and the maximum, most of the population is at the average

level (73.9%). It is followed by those at the low level (13.3%) and those at the high level (12.8%) respectively. However, if we consider only the low and the high level without any consideration on the average level, we will find that the proportion of the population in these two levels is very close to each other. It is prone to the low level of morale (13.3%) rather than the high level (12.8%) (Table 26).

Table 26 Indicates the score on the morale

Level of Opinions of the Population On the Morale	Number	Percentage
Total	226	100.0
Low scores (39 - 63 marks)	30	13.3
Average scores (64 - 84 marks)	167	73.9
High scores (85 - 101 marks)	29	12.8
Mean = 74.02, S.D. = 9.91, MAX = 101, MIN = 39		

4.3 The analysis on the differences of morale of staff practicing in Mettapracharak (Watraikhing) hospital, classified by the personal factors

4.3.1 The investigation on the morale of staff practicing in Mettapracharak (Watraikhing) hospital, classified by the independent variable of no more than 2 minor groups by t-test (Table 27)

Regarding **genders**, it is found that the male and female personnel are different in the average scores with the statistical significance at the 0.05 level ($P = 0.001$). The male personnel have got the higher scores on the morale than the females ($\bar{X} = 77.60$ and 73.22 respectively).

Table 27 Indicates the differences of morale of staff practicing in Mettapracharak (Watraikhing) hospital, classified by the independent variable of no more than 2 minor groups by t-test

Independent Variable	N	\bar{X}	S.D.	t-value	P-value
Total	226				
Gender				-3.483	0.001
Female	185	73.22	10.37		
Male	41	77.60	6.40		

4.3.2 The investigation on the morale of staff practicing in Mettapracharak (Watraikhing) hospital, classified by the independent variables of more than 2 minor groups by One-way ANOVA (Table 28)

Regarding ages, the population of between 38 and 51 years of age is at the highest level of morale ($\bar{X} = 77.30$), followed by those who are between 25 and 37 years and those who are 20 and 24 years respectively. The statistical analysis reveals that the different ages result in the different levels of morale with the statistical significance at the 0.05 level ($P = 0.029$). The groups with the differences in the average scores are the groups of the personnel between 20 and 24 years and between 38 and 50 years only.

Considering the marital status, the population who is widowed, divorced or separated is at the highest level of morale ($\bar{X} = 77.80$), followed by the married and the single ones respectively. However, the statistical analysis reveals that the different marital status brings about the different average scores of the morale without any statistical significance ($P = 0.666$).

About the educational level, the population who graduates the high school is at the highest level of morale ($\bar{X} = 75.82$), followed by those who graduate a Bachelor's degree or higher and those who graduate a certificate respectively. The statistical analysis, in contrast, reveals that the personnel with the different educational levels are not different in the average scores on morale.

For the **salary**, the population with a salary of 15,001 baht or more is at the highest level of morale ($\bar{X} = 77.00$), followed by those who receive between 5,001 and 10,000 baht, those who receive between 10,001 and 15,000 baht, and those who receive less than 5,001 baht respectively. The statistical analysis reveals that the population with the different levels of salary is at the different levels of morale with the statistical significance at the 0.05 level ($P = 0.050$). The groups that are different in morale are those who receive less than 5,001 baht and those who receive between 5,001 and 10,000 baht.

Regarding the **operational status**, the population who is the permanent employees is at the highest level of morale ($\bar{X} = 77.92$), followed by those who are the governmental officials and those who are the temporary employees respectively. The statistical analysis also indicates that the different operational status results in the different levels of morale with the statistical significance at the 0.05 level ($P = 0.002$). Moreover, all groups are different in terms of the average scores, except those who are the governmental officials and those who are the permanent employees.

Considering the **operational duration**, the population who has worked for between 7 and 12 years is at the highest level of morale ($\bar{X} = 76.57$), followed by those who have worked for less than 2 years and those who have worked for between 2 and 7 years respectively. Nevertheless, the statistical analysis turns out that the population with the different operational duration is different in the levels of morale without any statistical significance ($P = 0.070$).

Table 28 indicates the differences in the morale of staff practicing in Mettapracharak (Watraikhing) hospital, classified by the independent variables with more than 2 minor groups by One-way ANOVA

Independent Variables	N	\bar{X}	S.D.	F-Ratio	P-value
Total	226				
Ages				3.603	0.029
20 - 24 years	33	71.00	10.41		
25 - 37 years	157	73.90	10.17		
38 - 51 years	36	77.30	7.14		
Marital Status				0.407	0.666
Single	125	73.77	10.62		
Married	96	74.14	8.83		
Widowed/Divorced/ Separated	5	9.91	12.33		
Educational Level				1.407	0.247
High school	56	75.82	7.20		
Certificate	59	72.81	11.67		
Bachelor's degree or higher	111	73.75	10.02		
Income (salary)				2.648	0.050
Less than 5,001 baht	66	71.24	10.15		
5,001 - 10,000 baht	118	75.16	9.88		
10,001 - 15,000 baht	32	74.62	9.43		
15,001 baht or more	10	77.00	7.03		
Operational Status				6.587	0.002
Governmental Officials	105	75.40	9.46		
Permanent Employees	26	77.92	8.04		
Temporary Employees	95	71.43	10.27		
Operational Duration				2.693	0.070
Less than 2 years	73.18	9.92	1.75		
2 - 7 years	73.10	9.82	0.84		
7 - 12 years	76.57	9.81	1.27		

4.4 The analysis on the relationships between the operational factors and the morale by Pearson Product Moment Correlation

The analysis on the correlation between the morale and the operational factors that are measured quantitatively indicates that all of the operational factors positively relate to the morale with the statistical significance at the 0.01 level. The correlation of these relationships is between 0.201 and 0.486.

The analytical results reveal that the nature of work relates to the morale of staff practicing in Mettapracharak (Watraikhing) hospital the most as its correlation is 0.486. Additionally, all other factors relate to the morale with the statistical significance at the 0.01 level. They can be ordered from the most relating one to the least relating one as follows: the fringe benefits, the opportunity for advancement, the relationships between the superiors and the colleagues, the justice, the operational environment, the operational security and stability and the sufficiency of income. Their correlation is 0.414, 0.367, 0.326, 0.315, 0.310, 0.235 and 0.201 respectively (Table 29).

Table 29 Indicates the relationships between the operational factors and the morale of staff practicing in Mettapracharak (Watraikhing) hospital, ordered from the most relating one to the least relating one.

Operational Factors	N	\bar{X}	S.D.	Correlation	P-value
- Nature of Work	226	10.942	2.426	0.486	0.000*
- Fringe Benefits	226	14.442	3.542	0.414	0.000*
- Opportunity for Advancement	226	18.022	4.117	0.367	0.000*
- Relationships between the Superiors and the Colleagues	226	25.185	4.502	0.326	0.000*
- Justice	226	16.526	3.314	0.315	0.000*
- Operational Environment	226	13.915	2.759	0.310	0.000*
- Operational Security and Stability	226	12.367	2.792	0.235	0.000*
- Sufficiency of Income	226	9.265	3.234	0.201	0.002*

4.5 Other opinions and suggestions about morale

The researcher has collected the population's opinions from the open-ended questions in the questionnaire that are very similar. These opinions can be summarized as follows.

The factors that reduce the morale (and cause boredom and unwillingness to work) are as follows.

- There lack the teamwork and the co-operation between the departments.
- There is not an effective administration.
- The assignments are not fair.
- The number of the personnel and the quantity of work are not balance.
- They do not receive justice from their superiors.
- The compensation and the fringe benefits do not coincide with the knowledge, the ability and the quantity of work.
- Transferring always takes place, so the operation is not efficient.
- There is also corruption.
- There are conflicts among colleagues. There lacks co-ordination.
- There is not participation from the personnel in the organization.

The question that the factors or the needs of the personnel in Mettapracharak (Watraikhing) hospital that can increase the morale can be summed up as follows.

- Regarding the operational environment, the personnel want the necessary instruments and equipment such as the computers. They also want the offices to be allocated properly.

- Considering the sufficiency of income, they want to increase the salary for the temporary employees with the knowledge, ability and operational duration. There must also be the fair and proper overtime compensation. Moreover, the money defray must be quick enough for them. These can reduce their problems of the less salary.

- About the opportunity for advancement, the personnel either the governmental officials, the permanent employees or the temporary employees should be provided an opportunity to study further. There should be the training programs to increase the necessary skills or knowledge for the staff thoroughly. In case there is an

available position for the governmental officials or the permanent employees, the temporary employees should be provided the opportunity to fit in for their operational stability. Finally, the personnel should have the chance to build up their operational methods.

- For the fringe benefits, the personnel want the compensation, the rights and the fringe benefits to be proper and fair, especially for the temporary employees.

- Regarding the relationships with the superiors and the colleagues, the personnel want co-operation from the colleagues to build up the co-ordination in the operation. They want acceptance and interest as well as justice from their superiors. Moreover, they need support and assistance from the superiors. In addition, there should also be the outside recreational activities in order to relationships with the superiors and among the colleagues.

- Considering justice, they want the fair government from the organization, especially on the promotion. They think that it must be fair and according to the ability, not the corruption.

- About the operational security and stability, they need the effective security system in order to reduce the risks in operation. Furthermore, the changes on the staff or transferring should not happen frequently as they cause the suppression on work, which also decreases efficiency.

There are also some further suggestions that can increase the levels of morale. The staff are coincident that the numbers of staff should be proper to the quantity of work. The assignment must accord to the responsibilities of each person. The structure and the assignment should be clearer than usual, and the administration should be effective and clear.

In conclusion about the opinions or suggestion about the morale collected from the studied population, it can be assumed that the population has the similar opinions about the factors reducing the morale. At present, the operation for the hospital is not effective enough as each department lacks in the teamwork, the co-operation and the systematic administration. Consequently, there should be the clear assignments to the staff. In addition, the leaderships, the personnel administration, the

compensation and the fringe benefits do not respond the personnel's needs that well, so they do not have the good enough morale. The staff, therefore, need a lot of things to increase their morale. For example, they want the necessary instruments in order to function efficiently. They need the fair compensation and fringe benefits as well as the opportunity to study further. The training programs to increase the necessary skills and knowledge for operation should be provided. The relationships with the superiors and colleagues must be good in order to build up co-ordination and unity, which can lead the organization to the same goal. They want the promotion to be clear and without any corruption so that the personnel can devote themselves for the hospital with their full capacities. They need the effective security system and the reduction of transferring in order that the operation can continue without interruption. These can bring about the good morale of staff.

In spite of the questionnaire, the researcher also employs the interview in order to elicit the information from the personnel and the superiors. The director of the hospital is also interviewed. It can be concluded that the present status of the hospital facilitates the operation at the average level. The hospital has got the sufficient instruments for operation, and the responsibilities are usually coincident with the knowledge and the abilities. However, the salary that they receive is less than it should be, compared to the quantity of work and their abilities. The hospital has provided the opportunities for advancement for the governmental officials and the temporary employees, but the temporary employees has got the little chance for advancement. The hospital also needs to improve some fringe benefits such as the cafeteria, the days off and the holidays. Besides, the relationships between the superiors and the officials are in the pretty good condition. The main emphasis that the director considers when promoting the staff is the sacrifice one's own benefits for the hospital. The hospital also has got the operational security and stability system for the staff in the pretty high level. Regarding the satisfaction in work, the quantity of work that the personnel are responsible for is not too tough; however, there is not a balance among them, compared to the compensation. At present, the personnel are about 50% satisfied in work. All of them try themselves the best for the success of the hospital. In addition, about 50% of the personnel try the hardest in order that the work

is qualitative. It can be said that at present the personnel are not at the high level of morale as they are not satisfied in work. Otherwise, they do not feel committed to the organization or work, so sometimes the operation does not achieve the target.



CHAPTER V

DISCUSSION

The study on “Morale of Staff Practicing in Mettapracharak (Watraikhing) hospital” is aimed to investigate the level of morale of the staff, find out the factors relating to operation and study the opinions and attitudes of the staff. The population of this study is the governmental officials, the permanent employees and the temporary employees working in Mettapracharak hospital and not holding any administrative positions. The researcher employs the survey research in this study in which the questionnaire is utilized to gather the information from all 226 staff. After that, the data are treated by the SPSS program. The statistics employed in this study are mean, percentage and standard deviation. Meanwhile, t-test and One-Way ANOVA are used to analyze the differences between the personal factors and the morale, and Pearson Product Moment Correlation is utilized to study the factors relating to morale.

5.1 Summarization of the Results

5.1.1 General characteristics of the studied population

From the study on the general characteristics of the population, it is found that most of the population is female (81.9%); meanwhile, 18.1% of them are male. The average age is 31 years, and most of them are between 25-37 years of age (69.5%). There are 55.3% of them who are single. Regarding education, most of the population graduates a Bachelor's degree of higher (49.1). Most of them earn between 5,001 and 10,000 baht (52.2%). Moreover, most of them are governmental officials (46.5%), and there are 59.7% of them who have worked for the hospital for between 2 and 7 years.

5.1.2 Characteristics of operational factors

Regarding the operational condition, it is found that most of them (88.1%) are at the average level in opinions. It is also discovered that the population tends to have the high level in opinions (6.6%) rather than the low level.

Most of the population (75.7%) is at the average level in opinions about the nature of work, and they tend to have the low level in opinions (12.8%) rather than the high level.

About the sufficiency of income, most of the population is at the average level in opinions (66.4%), and they tend to have the high level in opinions (18.6%) rather than the low level.

Considering the opportunity for advancement, it is discovered that most of the population is at the average level in opinions (67.3%). It can be said that they tend to have the low level (19.9%) rather than the high level.

Regarding the fringe benefits, it is found that most of them (80.1%) are at the average level in opinions. It is also discovered that the population tends to have the high level in opinions (10.2%) rather than the low level.

Most of the population (79.2%) is at the average level in opinions about the relationships with the superiors and the colleagues, and the trend of the high level in opinions (10.6%) and the low level in opinions (10.2%) is very close to each other.

About the justice of the organization, most of the population is at the average level in opinions (74.8%), and they tend to have the low level in opinions (16.4%) rather than the high level.

Considering the operational stability, it is discovered that most of the population is at the average level in opinions (79.6%). It can be said that they tend to have the high level (12.8%) rather than the low level.

5.1.3 Characteristics of morale

The researcher studies about morale by considering the satisfaction towards work and the commitment to work and the organization. It is discovered that most of the population is at the average level of morale (73.9%). They tend to have the low level of morale (13.3%) rather than the high level.

5.1.4 The results of analyzing the differences in morale of staff practicing in Mettapracharak, classified by the personal factors

The results of the study on the differences in morale of staff practicing in Mettapracharak (Watraikhing) hospital, classified by the personal factors, with t-test and One-Way ANOVA and the statistical significance at the 0.05 level can be summarized as follows.

The different **personal factors** that are genders, ages, income and operational status differentiate the morale of staff practicing in Mettapracharak hospital with the statistical significance ($P = 0.001, 0.029, 0.050$ and 0.002 respectively). Males have the higher level of morale than females. The personnel of between 38 and 51 years of age are at the highest level of morale. Besides, the permanent employees have the higher level of morale than the governmental officials and the temporary employees.

5.1.5 The results of analyzing the differences between the operational factors and the morale

The study on the differences between the operational factors and the morale is treated by Pearson Product Moment Correlation. The results reveal that every operational factor positively relates to the morale with the statistical significance at the 0.01 level. The factor relating the morale the least is the sufficiency of income; in contrast, the factor relating to the morale the most is the nature of work.

5.2 Discussion on the results

The hypotheses of the study on the morale of staff practicing in Mettapracharak are as follows.

1. The morale of staff practicing in Mettapracharak (Watraikhing) hospital is at the average level.

2. The different personal factors of staff practicing in Mettapracharak (Watraikhing) hospital such as genders, ages, marital status, educational level, income (salary), operational status and operational duration result in the different level of morale.

3. The operational factors i.e. the operational condition, the nature of work, the sufficiency of income, the opportunity for advancement, the fringe benefits, the relationships with the superiors and the colleagues, the justice and the operational security and stability positively relate to the morale of staff practicing in Mettapracharak (Watraikhing) hospital.

From the results of the study, the analytical results on the hypotheses can be presented as follows.

Hypothesis 1. The morale of staff practicing in Mettapracharak (Watraikhing) hospital is at the average level.

The results indicate that the personnel in Mettapracharak hospital are at the average level of morale, which coincides with the hypothesis. This also accords to the studies of Arunee Boonprasert (1976 : abstract), Sathien Kaewkiao (1991 : abstract) and Pitsanoo Kethanant (1998 : abstract) that measure the level of morale of the different groups of population. It is found that the morale is all at the average level, and it tends to be low as the personnel feel unclear about the policies of the hospital. When considering the element of morale about the work satisfaction, it is found that most of the population feels about the current responsibilities at the average level. There are 46.0% of them who think that their responsibilities are proper and productive, and there are 43.8% of them who are satisfied with their present responsibilities. Regarding the commitment to the organization, most of the population (52.2%) is willing to devote themselves and try the best for the success of the hospital, and there are 50.9% of them who accept and behave in accordance with all policies of the organization. In the meantime, regarding the commitment to work, most of the population (59.3%) feels at the high level about trying the best for the assigned responsibilities. Moreover, there are 55.3% of them who try themselves the most so that the work can be done well.

In conclusion, although most of the population is at the average level of morale, it is found that the proportion of the low and the high level is very close, and the trend is likely low after considering the low and high levels of morale. Although the staff are satisfied with work, committed to the organization and work, the level of morale is not high because of other factors such as the policies of the organization, the administration and the leaderships in the organization.

Hypothesis 2. The different personal factors of staff practicing in Mettapracharak (Watraikhing) hospital such as genders, ages, marital status, educational level, income (salary), operational status and operational duration result in the different level of morale.

Regarding **genders**, the personnel with different genders are at the different levels of morale with the statistical significance. Male personnel tend to have the higher morale than female ones. This coincides with the hypothesis and the study of Padet Kaosombat (1986 : abstract) who studies about the satisfaction in work of the academies in the Ministry of Education and finds that the male academies are more satisfied with work than females. Sukhum Nilchet (1973 : abstract) studies about the morale of librarians in the governmental schools under the Department of Special Education. He finds that the levels of morale of male and female librarians are different. This is probably because the number of males working the hospital is less than that of females, and males do not normally think about the small matters. They are then satisfied with their status and the present operation.

About **ages**, the personnel with the different ages are at the different levels of morale with the statistical significance. This coincides to the hypothesis and the studies of Ubonsri Ittipong (1994 : abstract) and Sathien Kaewkiao (1991 : abstract) who study about morale in operation and discover that only ages relate to morale. It is found from the study that the staff between 38 and 51 years old are at the highest level of morale, compared to the other groups. The people between these ages are adults who face a number of working experience, and they are the ages of the people who start their own families, with the stability in life. Consequently, they do not want to find any other jobs. Furthermore, they may have worked for the hospital for such a

long time that they feel committed to work and the organization and satisfied in work. Then their morale is higher than the other groups.

For the **marital status**, it is found that the personnel with the different marital status are not different in morale. This does not coincide with the hypothesis and the studies of Padet Kaosombat (1986 : abstract) and Napapen Homaswin (1990 : 47-48) who express that marital status relates to the commitment to the organization. This is probably because the personnel with any marital status, single, married, divorced, widowed or separated, know about their own operational roles and directions, so their morale is not different.

Considering **educational level**, it is found that the personnel with the different educational levels are not different in the morale. This does not coincide with the hypothesis and the studies of Pirapot Hooncharoen (1982 : abstract) and Rapin Smoothpong (1985 : abstract) who find that the different educational levels result in the different levels of morale. This is possibly because the personnel in the hospital are ready and willing to work in their present responsibilities with their full capacity and the consideration of the survival of the hospital. If the hospital can exist, the personnel can work longer. Therefore, the different educational levels cannot bring about the different levels of morale.

Regarding **income (salary)**, the results indicate that the personnel with the different incomes are at the different levels of morale with the statistical significance. This coincides with the hypothesis and the studies of Pramote Yaiaroon (1980 : abstract) and Boonyapat Chanurai (1988 : abstract) who study about the morale of the county assistants and find that the county assistants with the high incomes are at the higher level of morale than those with the lower income. It is discovered from the study that the personnel with the income of 15,000 baht or more are at the higher level of morale than the other personnel. This is probably because the personnel with the income of 15,000 baht or more must have worked for a long time, and that amount of money is sufficient to live in the present situation happily. They do not have to transfer or change to the other jobs, especially in the current economic situation.

For **operation status**, it is found that the personnel with the different operational status are at the different levels of morale with the statistical significance. This accords to the hypothesis and the studies of Nongrat Wongsri (1988 : 131) and

Julaporn Homchan (1995 : abstract) who claim that the operational status relates to the morale. The results indicate that the personnel who are the permanent employees are at the higher level of morale than those who are the governmental officials or the temporary employees. This may be because they have worked for such a long time that they are appointed to be the permanent employees who have the authority and the fringe benefits very similar to the governmental officials. Moreover, there are only a few permanent employees who transfer, but most of them work until they are retired since they feel committed to the organization and work and satisfied with the present work. They may think that their present responsibilities are appropriate to their abilities, so they are at the highest level of morale.

About the **operational duration** in Mettapracharak hospital, it is found that the staff with the different operational duration are not different in the morale. This does not coincide with the hypothesis and the studies of Prateep Laorattanaaree (1981 : abstract) and Thongchai Sangkaew (1981 : abstract) who find that the staff with the different operational duration are different in the level of morale. This is probably because the hospital is going to change in accordance with the governmental policies, so the staff can know about the changes although they are not clear about them. Therefore, they are alert to face the changes. At present, all the staff work with their best, so the different operational duration does not bring about the different levels of morale.

Hypothesis 3. The operational factors i.e. the operational condition, the nature of work, the sufficiency of income, the opportunity for advancement, the fringe benefits, the relationships with the superiors and the colleagues, the justice and the operational security and stability positively relate to the morale of staff practicing in Mettapracharak (Watraikhing) hospital.

From the study about the factors relating to the morale of staff practicing in Mettapracharak by analyzing the co-efficient correlation, it is found that all the operational factors relate to the morale. These factors can be ordered from the highest level to the lowest level of relationships, according to the co-efficient correlation and the levels of opinions of each factor, as follows.

Considering **nature of work**, most of the studied population (75.7%) thinks about the nature of work at the average level, and it tends to be at the low level (12.8%). Although they think that these are their interesting and challenging responsibilities, their work is boring, and they cannot employ their full abilities to the work. The results also reveal that the nature of work relate to the morale, which coincides to the hypothesis. This is also in accordance with the study of Abraham Zaleznik (1958 : 40) who says that the external factor that is the needs from work of the personnel to work in their aptitudes is a factor. Herzberg's Two Factor Theory of Motivation also expresses that the motivation factor influences the people in the organization to be satisfied with and enthusiastic in work. There are 5 elements of motivation factor, and one of them is the nature of work. It also coincides with the studies of Wirot Kulsansupakit (1981 : 159) and Borisut Nusriwor (1998 : abstract) who find that the nature of work positively relates to the morale.

Regarding **fringe benefits**, most of the population thinks about the fringe benefits of the organization at the average level (80.1%); moreover, the proportion of the high and the low levels is very close to each other, and it tends to be high (10.2%). However, after considering each question, it is found that the population is uncertain about the fringe benefits of the organization in 3 out of 5 questions. They are that the fringe benefits from the hospital have been improved to meet their needs, the compensation from the hospital is worth to their effort for the hospital and the fringe benefits in case of injuries or death are appropriate. This is probably because the personnel are not clear whether the hospital provides these kinds of fringe benefits for them or whether they have the right to these fringe benefits. It is found from the study that the fringe benefits are essential to maintain the morale of staff, and they affect the work satisfaction and commitment to work and the organization. Although the personnel do not receive a high salary, they are satisfied to their fringe benefits. The study also indicates that the fringe benefits positively relate to the morale. This coincides to the hypothesis and Maslow's theory that describes that the basic needs of the officials are about the fringe benefits. Moreover, Nittaya Ratsameerat (1976 : abstract) and Saquan Changchat (1977 : 21) find that the elements highly affect the morale are the fringe benefits because they are the other forms of compensation

despite of the salary in order to maintain the morale of the staff to work happily and satisfied.

About **the opportunity for advancement**, most of the studied population thinks about this factor at an average level (67.3%), and it tends to be low (19.9%). This is possibly because they think that the present operation in the hospital is not properly advanced, either about the further study, the training for increasing knowledge and skills and the changes or promoting to the higher position. Specially, the temporary employees usually receive the less opportunity than the governmental officials or the permanent employees; consequently, the overall morale is not at the high level. The study indicates that the opportunity for advancement positively relates to the morale. This accords to the hypothesis and Vroom's expectancy theory, which samples that some people expect that they will be promoted if they work harder. Herzberg's two factor theory of motivation also expresses that the advancement is a factor motivating people to work. Furthermore, it also coincides with the studies of Angkanueng Lebnak (1985 : abstract) and Julapron Homchan (1995 : abstract) who find that the opportunity for advancement is in the same direction as the morale.

For the **relationships with the superiors and the colleagues**, it is found that most of the population thinks about this factor at an average level (79.2%). The proportion between the low and the high levels is also close to each other, and it tends to be high (10.6%). After considering each question, most of the population (58.4%) agrees about not having to escape facing the superiors, and they also think that they and their colleagues help each other well, either with the personal or the operational matters. These indicate that the population has the good attitudes towards their superiors and colleagues. This good relationship can bring about the good environment in the organization and the good morale. The results indicate that the relationships with the superiors and the colleagues positively relate to the morale, which coincides with the hypothesis. Elton Mayo's human relation theory also states that the social relationships among officials and between the officials and their superiors influence the increase of products of the officials. Besides, this accords to McGregor's X-Y theory that can be employed to improve the relationships between the officials and the superiors and among the colleagues. The studies of Arunee

Boonprasert (1976 : 79-80) and Panuwat Panikkabutr (1991 : abstract) also find that the relationships with the superiors and the colleagues relate to the morale.

Considering **the justice**, most of the population thinks about it at the average level (74.8%), and it tends to be low (16.4%). The population may think that the promotion for the salaries or the positions is not fair enough as the corruption still concerns. The good officials are then disappointed and discouraged to work. Finally, the morale can be low. The justice, from this study, positively relates to the morale, which accords to the hypothesis and Maslow's theory, which expresses that people have many needs and one of them is to be treated fairly. It also coincides to the studies of Alisa Pongamornprom (1976 : abstract) and Somkiat Kiattinant (1996 : abstract) who find that the justice in the organization relates to the morale as people want to be treated fairly, so they are satisfied, and the morale is high.

Regarding **the operational environment**, it is found that most of the population (88.1%) thinks about this factor at the average level, and it is likely to be high (6.6%). After considering each question, most of the population agrees to all the questions about the operational environment. They think that the organization has the good arrangement. It can be assumed that they are satisfied to the overall environment. However, there also needs the adequate and modern equipment and the environmental improvement, which can stimulate them to work with their full capacity. The results indicate that the operational environment positively relate to the morale. It coincides with Herzberg's two factor theory of motivation which states that the hygiene factor is essential. There are a lot of these factors in which one of them is the operational environment. However, it is not enough to stimulate the officials to work, but there needs the consideration on the other factors motivating them. Stahl (1962 : 386) says that the environment surrounding the officials, if being properly arranged, can motivate the officials to work with their full capacities. It also coincides to the studies of Prasai Sangkasap (1978 : abstract) and Sommai Leenakanit (1991 : abstract) who find that the operational environment relates to the morale with the statistical significance.

About **the operational security and stability**, most of the population (79.6%) thinks about this factor at the average level, and it tends to be high (12.8%). When considering each question, it is found that most of the population is uncertain

about the security and stability in work. Although their current work is not risky to danger, it is not stable. The staff feel unsure when they will be transferred, changed or unemployed, especially the temporary employees who are the main power of the hospital. The study reveals that the operational security and stability positively relates to the morale, which coincides to the hypothesis. It also accords to Maslow's theory which states that the 2nd need of human is the security needs. They want stability in life and security from danger. Sompong Kasemsin (1978 : 226) also says that in the organization, security and stability are vital to all employees. This is also in accordance with the studies of Surachat Kimmanee (1991 : abstract) and Angkanueng Lebnak (1985 : abstract) who discover that the operational security and stability relate to the morale.

Considering the **sufficiency of income**, most of the studied population thinks about this factor at an average level (66.4%), and it tends to be high (18.6%). When considering each question, most of the population disagrees with the sufficiency of income from work as they may think that it is not adequate for the living in the present, especially in this economic situation, compared to working in the private sector. Most of them then have to work part-time. The results indicate that the sufficiency of income positively relates to the morale, which coincides to the hypothesis. It is also in accordance with Maslow's theory, which states that the first need of human is the physiological needs. If the managers set the appropriate salaries for the officials, these needs can be responded. Herzberg's two factor theory of motivation also says that the hygiene factor is necessary. There are several hygiene factors, and one of them is the salary. However, it is not enough for motivation as there also needs a consideration on the other motivating factors. This also coincides to the studies of Arunee Boonprasert (1976 : 79-80) and Adul Sangsingkaew (1988 : abstract) who find that the sufficient income relates to the morale. Gillmer and the others (1966 : 280-283) also claim that if the managers want the officials or the employees to be satisfied with work, they have to make them satisfied with the income, which results in the morale.

CHAPTER VI

CONCLUSION

6.1 Conclusion of the study

The study on “the morale of staff practicing in Mettapracharak (Watraikhing) hospital in Nakornpathom province” is mainly aimed to know the level of the morale of staff practicing in Mettapracharak hospital and what are the factors relating to their morale as well as to study the opinions and suggestions in order to employ them as the guideline for the administration. It can result in the efficiency of the operation of the personnel and the potential of the hospital, either in the administration or the academics.

As mentioned in Chapter 2 about the essence of operation, a lot of academics have studied the coincident characteristics that the morale is necessary. If it is regarded and responded properly, it can be a crucial factor making the person or the groups of person working together long and effectively, and the products is worth. However, these do not depend only on the good morale but the other factors as well.

In this study, the researcher has collected the data via the questionnaires that comprise of 4 parts as follows. Part 1 is about the personal data; Part 2 is about the operational factors; Part 3 is about the morale, and Part 4 is about the opinions or other suggestions that are open-ended questions. For gathering the data, the researcher sends and collects the questionnaires herself, from the entire 226 samples of the study. All the completed questionnaires are returned, so the proportion is 100.0%. The results indicate that the studied population, who is the governmental officials, the permanent employees and the temporary employees, are at the average level of morale, with the trend to the low level. The morale composes of work satisfaction and commitment to work and the organization; therefore, it is the administrators' duties to pay attention to the personnel in the hospital seriously and continuously in order to

increase the level of morale to be better than that in this study. This can bring about the goal achievement and success of the organization.

The analytical results on the personal factors of the personnel in Mettapracharak hospital reveal that the different genders, ages, income and operational status yield in the different levels of morale. Meanwhile, the different marital status, educational levels and operational duration do not cause any differences. The analytical results on the operational factors and the morale of staff practicing in Mettapracharak hospital indicate that all the operational factors positively relate to the morale with the statistical significance at the 0.01 level. Moreover, the most relating factor is the nature of work and the least one is the sufficiency of income.

There are also some opinions and suggestions from the staff in the hospital, in which the researcher has gathered the coincident ones. It is found that most of the personnel want the hospital to provide adequate staff for the quantity of work. They also want the clear responsibility structure, the efficient management, the teamwork support and the reduction of the conflicts among the officials. Additionally, they want the fair and clear system for promotion, enough and appropriate fringe benefits and salary adjustment to be appropriate to the knowledge and ability, which can bring about the good morale of staff.

6.2 Suggestions from the study

6.2.1 Suggestions from the study

The study on the different personal factors i.e. genders, ages, marital status, educational levels, income (salary), operational status and operational duration to the morale of staff practicing in Mettapracharak (Watraikhing) hospital reveals that only the different ages, genders, income and operational status result in the different levels of morale. The suggestions from the study are then as follows.

Regarding **genders**, the male personnel are at the higher level of morale than the female ones. However, there are a lot of female personnel nowadays, so there should be a support to build up morale among the female personnel in terms of co-operation, memberships in the organization and co-ordination in order to reduce the conflicts in this organization.

About **ages**, the personnel who are between 38 and 51 years of age are at the highest level of morale to the others. The researcher suggests that the hospital should hold up some activities for all personnel so that they can do the activities together. Moreover, all groups of personnel must be considered important for the operation. The management of the hospital should be equal and fair to all groups of personnel in order to build up the morale as well.

For **income (salary)**, the personnel with 15,001 baht or more are at the highest level of morale to the others. The researcher thinks that although the personnel earn the different salaries because the hospital is diverse in terms of professions and operational status, the hospital must manage the operational system to suit all levels of personnel. This can make them satisfied with work, feel committed to the work and the organization and understand their roles. Moreover, there will be the clear responsibility structure, and the co-operation from the colleagues and the superiors can motivate all groups of personnel to work and have good morale.

Considering **operational status**, it is found that the personnel who are the permanent employees are at the highest level of morale to the others. The researcher suggests that the hospital should support about the compensation, the rights and the fringe benefits in accordance with the needs of each group of personnel. However, they must also coincide with the rules and regulations. In addition, they must satisfy all personnel, appoint the right persons to the right places and make the quantity of work appropriate in order to create up quality. The motivation systems such as rewarding or certifying should be utilized in order to encourage them to work and make them committed to work and the organization. This can finally result in the good morale.

In the meantime, the study on the operational factors reveals that all these factors positively relate to the morale of staff. The nature of work is the highest relating factor, and the operational security and stability, and the sufficiency of income

are the least relating factors. It can be assumed that the personnel still think that there are also risks for working in the hospital, so they feel as unsecured to work as they should do because there are a lot of temporary employees. The administrators should build up the security system that is effective for operation as well as make an understanding with all levels of personnel about the operational direction of the hospital. Emphases should be put on all groups of personnel in order to build up morale. In addition, the salaries should be adjusted to coincide with the quantity of work and the ability and knowledge of the personnel; otherwise, they may lose the important resources for development, or the development can be suppressed.

As mentioned, the morale of staff practicing in Mettapracharak hospital is at the average level. Therefore, all factors should be considered important for developing the morale so that the efficiency in work will appear. This can finally bring about the success of the hospital. Some suggestions from the researcher are presented as follows.

Regarding **operational environment**, the environment of the hospital should be managed systematically, especially the air pollution from the garbage. Moreover, the modern office equipment must be provided in order to facilitate work, and the offices should be organized delicately.

About **nature of work**, the personnel should be assigned appropriately to their knowledge, ability and skills in order to make the quality of work. The responsibilities should be appointed clearly, and the assignments should be done properly to the responsibilities.

For **the sufficiency of income**, the personnel especially the temporary employees should be motivated and supported to earn in accordance with their knowledge and ability as the number of temporary employees is as much as the number of the governmental officials. These temporary employees are the main power to develop the hospital, additionally.

Considering **the opportunity for advancement**, the personnel should equally be supported to develop themselves in terms of knowledge and abilities such as the further studies, the training etc. for their future capacity.

Regarding **the fringe benefits**, the various kinds of fringe benefits such as the residence, the medical fees, the transportation fees, etc. should be provided appropriately to the operational status of the personnel. The other kinds of rights such as the days off should be improved to accord the personnel's needs in the possible ways so that the personnel, especially the temporary employees are motivated to work.

About **the relationships with the superiors and the colleagues**, the administrators should realize the importance and take care of the personnel in every department of the hospital. The good relationships between the superiors and the officials and among the colleagues should be maintained for the operational efficiency. Some recreational outside activities should be managed in order to build up co-operation and good understandings. The work without understandings or with conflicts can devastate the morale of staff practicing in the hospital. Besides, the administrators should pay attention to and find the cause that a lot of personnel quit or transfer to the other organizations as well as to find some solutions because the work can be suppressed as there lack the skilful personnel for development.

For **the justice**, the clear and reliable criteria for promotion must be established. If there are not the good criteria or there is corruption, the officials are discouraged, and the work is not as efficient as it should be. Furthermore, all of the personnel must be considered important and they must have the opportunity to show off their full capacities.

Considering **the operational security and stability**, the risk management should be established, and there should be a survey on each department's risks in order to find the solutions for these problems. Besides, the personnel should be provided an opportunity to transfer their duties appropriately and willingly in order to reduce the boredom of the duplicated work.

In addition, the morale that is considered from the work satisfaction, the commitment to work and the commitment to the organization is found that most of the population feel at the high level about the commitment to work and the organization. Meanwhile, their work satisfaction is at an average level. The researcher, consequently, thinks that the hospital should set up the clear administrative policies as well as assign the work to the personnel systematically and equally. Moreover, the personnel should be able to decide about their own work in order to satisfy them in

work, then the personnel are ready to work for the hospital longer that can bring about the good morale.

From the above suggestions, the researcher thinks that they can be the guideline for improving the administrative system in the hospital in order to build up morale among the personnel for the future efficiency and effectiveness of the hospital.

6.2.2 Suggestions about the policies

1. The operation should be fixed in the goal of the work but not the rules and regulations. Sometimes, these rules and regulations must be flexible so that the work can be done effectively.

2. The index for indicating the operational standard should be established in order that the work can be systematic and measurable. The efficient outcome of the hospital can be created up, as a result.

3. The personnel should be stimulated and they must participate in the new administrative techniques for the advantages of the organizational development and the hospital quality development, so that the hospital can be standardized and qualitative for the people who receive service.

4. The standard, systematic and unique criteria for evaluating the operation should be established in order that the reasons of promotion can be described.

6.3 Suggestion for further studies

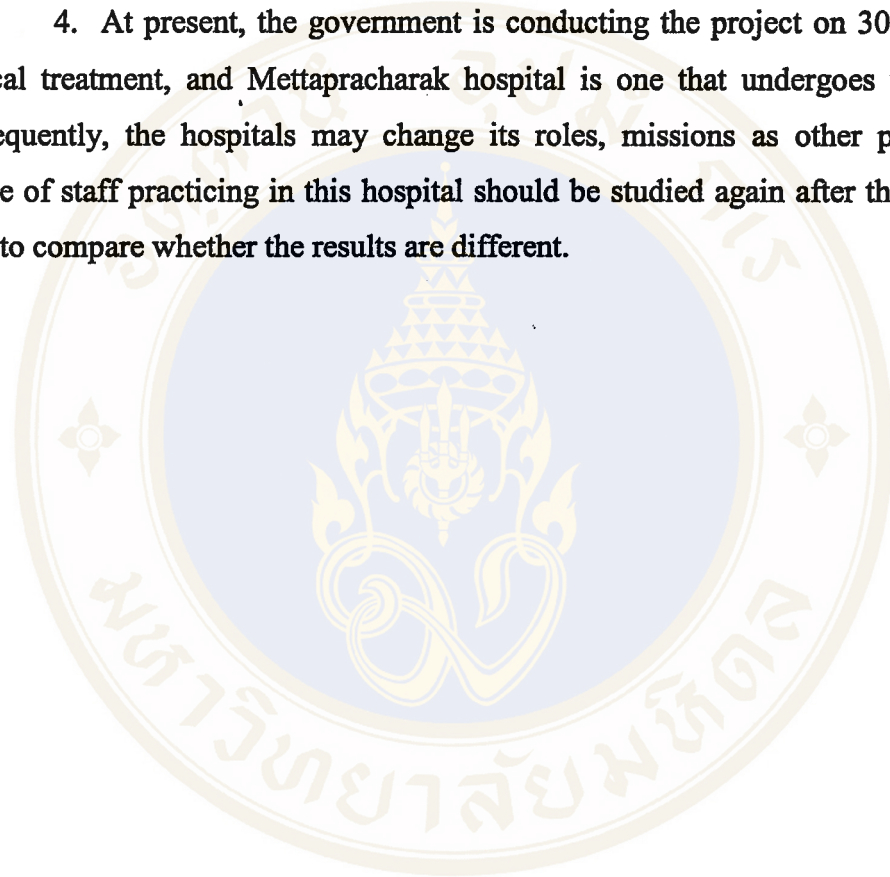
1. The other operational factors that are expected relating to the morale of staff practicing in Mettaprachrak hospital such as the administration, the operational policies, the organizational structure, the teamwork, the leadership, the governmental policies, the political interruption, the competitive situation, etc. should be studied. We can know how much these factors relate to the morale of staff practicing in the hospital and find the solutions or improvements, accordingly.

2. Some of the factors relating to the morale in the low level such as the operational security and stability and the sufficiency of income should be studied in order to analyze for the solutions directly. We can then know what the personnel want

from the hospital, and the administrators can employ the results for improving the operational problems within the organization appropriately and accurately.

3. The morale of staff practicing in other hospitals similar to Mettapracharak hospital should be studied as well as that of staff practicing in other hospitals under the Department of Medical Service in order to compare the results and to improve and maintain the morale of staff.

4. At present, the government is conducting the project on 30-baht for all medical treatment, and Mettapracharak hospital is one that undergoes this project. Consequently, the hospitals may change its roles, missions as other power. The morale of staff practicing in this hospital should be studied again after this project in order to compare whether the results are different.



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No. of Questionnaire

QUESTIONNAIRE

about the Morale of Staff Practicing in Mettapracharak (Watraikhing) hospital

Direction This questionnaire comprises of 4 parts as follows.

Part 1 Personal Information

Part 2 Information about Operational Factors

Part 3 Information about Morale

Part 4 Other Opinions or Suggestions

Part 1 Personal Information

Please tick (/) in the or fill in the blanks truly.

1. Gender

Female

Male

2. Age years

3. Marital Status

Single

Married

Widowed/ Divorced/ Separated

4. Educational Level

Junior High School

Senior High School

Vocational Certificate

Bachelor's degree

Master's degree

Others (please specify)

5. Income (salary) baht

6. Operational Status

Governmental official

Permanent employee

Temporary employee

7. I have worked for Mettapracharak hospital for years

Part 2 Information about Operational Factors

Please tick (/) into the blank that is the most exact to you in each question.

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
Operational Environment					
1. Your office is well proportioned.					
2. The environment (light, quietness, temperature and air transfer) is in the appropriate condition to the operation.					
3. Your office is ready in terms of instruments, vehicles and operational equipment.					
4. Your office is interested in improving the operational environment.					
Nature of Work					
5. Your responsibilities are challenging and interesting.					
6. You can employ your aptitudes and ability for work the most.					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
7. Your work is not boring or duplicated.					
Sufficiency of Income 8. Your salary is enough to make you social status better.					
9. Your income is sufficient and appropriate to the quantity of work and your ability.					
10. Your salary is sufficient for the living of your own and your family.					
11. Your income is enough and you don't have to work part-time.					
Opportunity for Advancement 12. Your office supports about the training in order to increase the knowledge and skills.					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
13. The organization provides a chance for you to study further in order to increase your qualifications.					
14. No other work can provide the better opportunity for advancement.					
15. The present position is not less than the others in terms of advancement.					
16. Working at this hospital provides you a chance to be promoted more and more.					
17. The organization provides a chance for you to change the position or transfer the duties.					
Fringe Benefits 18. The provision of fringe benefits and compensation coincides with your need					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
19. The provision of the fringe benefits such as the residence, the medical fees, the transportation is appropriate and sufficient to the needs.					
20. The compensation is worth to their effort.					
21. The overtime compensation is fair.					
22. The fringe benefits in case of injury or death from the operation are appropriate.					
Relationships between the Superiors and Colleagues 23. The superiors or colleagues can advise you all the time, either about work or personal matters.					
24. The superiors or colleagues listen to your opinions or suggestions well.					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
25. There is assistance to one another among the colleagues, either about work or personal matters.					
26. There is no need to escape from facing the superiors.					
27. The superiors support and promote the officials who have the ability and effort.					
28. There is good co-operation without striving for superiority from anybody.					
29. There is justice from the superiors, either about work or personal matters.					
Justice 30. There is a chance to be promoted fairly and equally, based on the knowledge and ability.					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
31. The promotion is in accordance with the knowledge and ability.					
32. There is justice in case of accusation or interrogation.					
33. The promotion and assignment to the post depend on the ability.					
34. You don't feel you can be more promoted than other colleagues.					
Operational Security and Stability					
35. There is not any chance to be transferred.					
36. There is security in life and health.					
37. You will not be transferred if your superiors are unsatisfied with you.					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
38. You will not be accused of or interrogated easily in operation.					

Part 3 Information about Morale

Please tick (/) into the blank that is the most exact to you in each question.

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
Satisfaction in Work 39. You feel the current responsibilities are so appropriate that you can work fully and well.					
40. You are willing to behave in accordance with the organization's policy and administration.					
41. You feel you can employ your full knowledge properly.					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
42. You want to continue working for the hospital without boredom.					
43. Your responsibilities are satisfactory.					
44. You will not change your work constantly although you have a chance.					
45. You can decide on your responsibilities by yourself.					
Commitment to the Organization					
46. You accept all of the organization's policies.					
47. You feel you are a part of the organization.					
48. You feel you made the right decision to work for this organization.					
49. You feel the hospital is valuable and worthy to work for.					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
50. You are willing to devote yourself ultimately for the success of the hospital.					
51. You will not resign although another organization offers you a higher salary or compensation.					
52. You will plead for the hospital if somebody talks about it in the negative view.					
Commitment to Work 53. You try the hardest in operation so that it is good enough.					
54. You feel dissatisfied if you are transferred to another department in the same hospital.					
55. The responsibilities at this hospital are worthy to work for.					

Question about Operational Factors	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
56. You think you have made the right decision to work with the present responsibilities.					
57. You can work although the assignment is not in your responsibilities.					
58. You operate with your full capacity if being assigned.					
59. You are very pleased with the current responsibilities.					

Part 4 Other Opinions or Suggestions

Please fill in the blanks with your opinions.

- In your opinion, what are the causes from the organization that worsen your morale (make you feel bored or discouraged)?

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2. What do you need in the operation in order to increase your morale?

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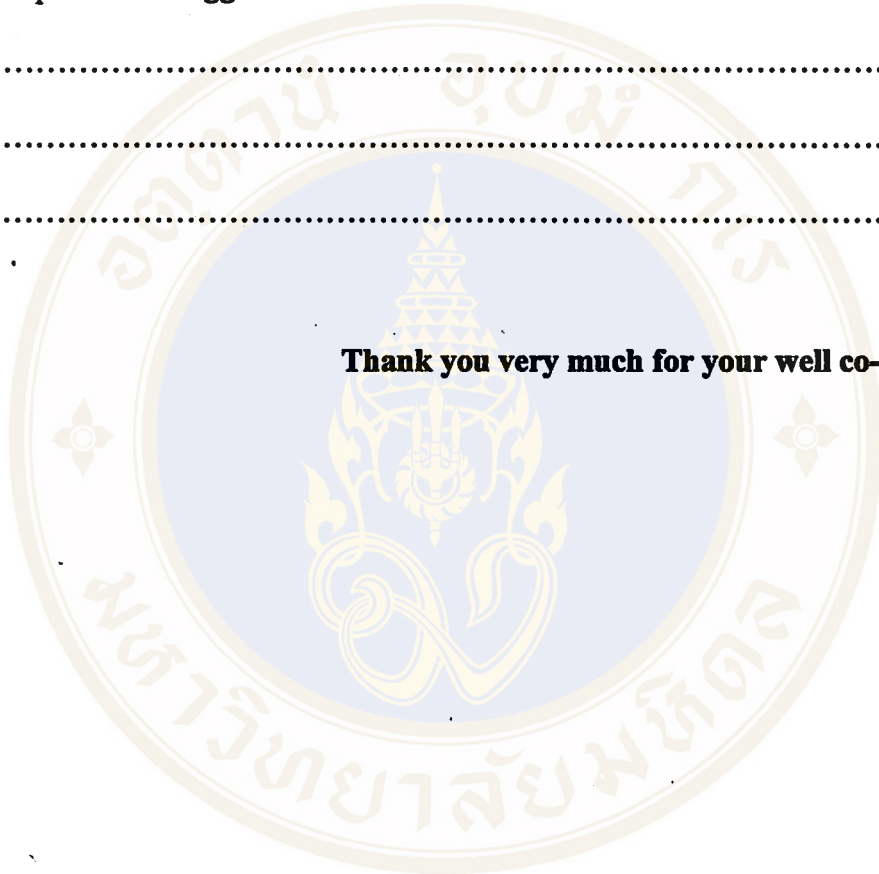
3. Other opinions or suggestions

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Thank you very much for your well co-operation



BIOGRAPHY



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