GOVERNMENT HUMAN CAPITAL AND THEIR WORKING MORALE

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Abstract- The purposes of this paper were to investigate the working morale of the officers who worked in government offices and to investigate factors that determined the morale level of the officers in Bangkok, Thailand. The population was all officers who worked in human capital department of educational sector of government. Based on the method of Krejcie and Morgan, a total of 96 officers from all districts of Bangkok were the samples. The findings revealed that working environment, safety, and security of work were among the important determinant factors. Moreover, performing duties by principles and rules was found to highly support working morale. In fact, faith and confidence towards the organization and willingness to continue working for the organization were perceived less to support their morale. This paper offered a detail and suggestions in regards to improvement of the management of the local governments in the selected area. Creating job security, pride and dignity, commanders' fair treatment and unambiguous planning for subordinates' career path were some examples mentioned.

Keywords- Education, Human Capital, Working Morale.

I. INTRODUCTION

Human capital development is nowadays considered a principal method for the development and growth of an organization in the current fast- changing world. Main external factors in all aspects of the world have undoubtedly impinged on internal environment of organizations. Some factors have always been hidden and concerned psychological issues such as employees' working morale, understanding and friendliness among staff and management, and employees' attitude towards organization. Seen factors that affect employees' behavior and effectiveness of roles of work include, for instance, organizational structure and pattern and leadership patterns.

Thailand has been a constitutional monarchy under a parliamentary democracy system for many decades. The meaning and principle of this governance conspiracy refer to the governance of people, by people and of people. One of the main characteristics concerns promoting education and higher literacy level among national citizens for directly and indirectly supporting the political involvement. Decentralization has been practiced, and its concepts have been applied to local governments that allow to at a certain length exercise freedom in managing each government in terms of politics and administration. Local administration has been widely accepted as the root of democracy. That gives local people opportunities to take part in learning about local governance, which is believed to lead to the peacefulness of the country. The concepts of decentralization place the essential on living of people on sufficiency, self- dependency and sustainable development in an integrated dimension of economic, socio- culture, politics, and environment. Local people, communities and local administrations become a center of national development in which understanding and participation of people have been more highly fostered. Local administration management promotes democracy of people to have the right to vote and more autonomous status in governing themselves along with the democracy system.

District is the important governing unit as the foundation of the national government and district is judged to be a small governing unit which has a sufficiency of population and resources. Community participation in the management of district administrative organization is required for the success of the development of national economic, society, culture and environment. This refers to the fact that the administration needs to know local needs and expectation, and this is necessary to call for local participation in making decision and solving process. The decentralization was implemented by Thailand's government with local communities throughout the country in the form of rural development and administration and management of district council. In 1955 during the Field Marshal PlaekPibulsongkram as the prime minister and Commander of the Royal Siamese Army of Thailand, the management and administrative rules for sub- district council and community was established as the juristic person that composed of the sub- district council and its committee, under the Act of the Council Sub- District Administrative Organization (B.E. 2499) [1].

The primary key to success of organization management is human resource management. Human resource management concerns with organizational activities, which aims at improving the performance of individuals and groups in organizational settings. Thailand in its transitional period of practicing the paradigm of local government has also been facing the challenges of human resource management. Local governments must be allowed to have more freedom and systematic management of human resources with

good governance, fairness, international standard and fostering of employees' working morale and capacity development. Considering the issue, this necessitates studies and short- term and long- term planning of master plans.

Employees' morale at work is one of the significant factors in managing human resources in organizations and this directly affects effectiveness of organizational operations. Morale of employees creates cooperation and teamwork within, and good understanding and loyalty towards their organization, as well as enhancing the principle of employees to perform their duties for strengthening the organization. Employees' morale therefore directly concerns how effectively each one can perform tasks both within the scope of their duties and involving with others. Obstacles in managing human resources in the local governments are mainly from the administration of the management level. These management people are local politicians appointed from elections, and governmental servants who have been acting in particular positions. Some examples of the problems usually occur involving a relocation of local governmental servants. The relocation can be done within consideration and the command of the local management. In many cases, these personnel cannot relocate as desired. This problem is more serious if there are conflicts with commanders; they may be discouraged to fulfill duties. Another problem relates to a slow or stagnation of career growth and life insecurity of local governmental servants and officers due to an inequitable governance of the local commanders.

The management and administration of Thai local governments has been run by locally elected representatives as well as by ex- officio members such as village headmen and persons who are famous and have been living in communities for long time. These people have developed their fame and recognition within the community until receiving respects from the community members. Some possess a great extent of power and are able to influence the members, in spite of their lower educational level. The shortage of management and administrative skills have accordingly affected the performance of the local governments, starting from problems in the operation process, managing people, conflicts at work, and lack of teamwork. The problems may show greater impact when there is transfer of personnel from outside who possess higher educational level and have been well trained, to work for different sub-districts. These people must be highly determined in order to work in a new environment and local management team.

This research paper was conducted in realizing these problems, and thus aimed to investigate the working morale of personnel in the local governments by using the district municipality offices in Bangkok, Thailand.

II. REVIEW OF LITERATURE

In this paper, Maslow's Need Hierarchy, Two Factors Theory, Theory X and Theory Y were utilized in analyzing the personnel's working morale, with the review of previous studies relating morale of personnel in performing duties. RatchaneeKongchareon [2] studied about the morale of the policemen in performing duties as a teacher in provincial and metropolitan policeman schools. It was found that the policemen had an overall morale at a medium level, which highly related with the determinant factors including warmth at work, satisfaction towards commanders' management, opportunities in exercising their knowledge and capability for work, pride and dignity in their career, relationship with commanders, opportunity for career growth and satisfaction towards salary and welfares. The relationship with colleagues and subordinates was shown as a medium determinant. Moreover, the finding revealed the lowest level of the relationship between the policemen's working morale and their general demographic background.

SuthepPhaiboolphol [3] examined the morale of the non - commissioned officer policemen under the Provincial Police Region 1, in performing their crime suppression duties. The findings reported a medium level of morale with no significant difference by the individuals' different personal profile namely age, educational level, marital status, total time in serving the government and ranks. However, opportunity for career growth, relationship with commanders and colleagues, salary and welfares, working environment and satisfaction towards individuals' duties were found to identify the officers' morale in performing their duties.

The study conducted by ArichaiKulwimolpratheep [4] was reviewed and could be summarized that the morale of the governmental officers in the Antiaircraft Artillery Battalion 6 was between a medium and high level, whereas the indicator with the lowest score was the satisfaction towards salary and welfares. CholthornKingsakul [5] also found that the staff of Bangkok Bank in UbonRatchathanee Province had a medium level of morale. Moreover, the findings revealed that each staff was highly encouraged by a recognition and respect of others and fulfillment of work, and were likely to be de-motivated by salary and welfares. The factors that determined their working morale included working environment, security, branches of the bank, whereas the factors that were less affecting covered gender, age, educational level, income, marital status and period of being employed.

Based on the review of literature, a conceptual framework was established for this research,

demonstrated in Figure 1.

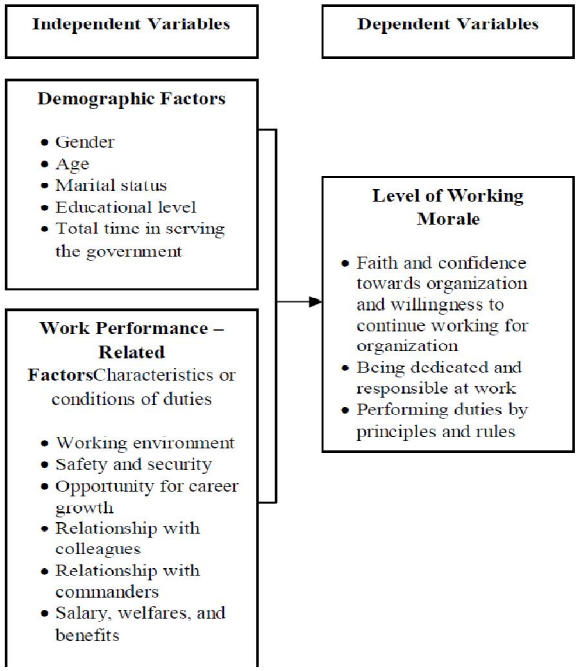


Fig. 1 Conceptual Framework

III. METHODOLOGY

The objectives of this research paper were 1) to study about the working morale of the officers who worked in sub- district municipality offices in Thailand; and 2) to investigate factors that determined the morale level of the officers. The population was a total of 96officers who worked in the district municipality offices in Bangkok. The samples according to the method of Krejcie and Morgan were 96 officers from all district municipality offices in Bangkok by use of a simple random. Questionnaire was utilized as a research tool, and the 20 copies of the questionnaire were tried out in prior of the actual collection in order to test its reliability. The data collection was conducted during January and February 2013, in which all 96 filled questionnaires were returned completing a hundred percent of the data gathered. Descriptive statistics included frequency distribution, percentage, mean and standard deviation; whereas inferential statistics included the Stepwise Multiple Regressions Analysis.

IV. FINDINGS

The findings reported female respondents as the majority with a range of age between 25- 34 years old. Most were married and obtained bachelor degree and working to serve the government less than 10 years. The findings reporting the work performance-related factors indicated a medium level of perception towards the characteristics or conditions of duties, opportunity for career growth, relationship with colleagues and commanders, and salary, welfares and benefits. The perceived factors in a higher level included working environment and safety and security. Analyzing each item under the work performance- related factors reported the following. In the characteristics or conditions of duties, the respondents gave the highest to the lowest mean score to an appropriateness of responsibilities that matched with their knowledge and expertise, an appropriateness of duties and a quantity of works, and a variety of works, respectively. Working environment was presented from the highest to the lowest mean score by good working environment, an appropriateness of communication and cooperation, and convenience provided for working, respectively. Confidence at work, safety during fieldworks and security during performing tasks were ranked in receptiveness of mean score, from the highest to the lowest under the factor of safety and security at work. A medium level perceived in opportunity for career growth was represented by the highest mean score in opportunities for learning new knowledge and experiences for work, by the high mean score in opportunities for promotion, and by the lowest mean score in recognition obtained from performing duties.

Relationship between colleagues factor showed the top 3 mean scores in having good teamwork, cooperation at work and giving an importance to common interest rather than personal interest. Moreover, the finding revealed that under the factor of relationship with commanders, the respondents gave a high mean score to sincere received from their commanders, followed by good governance in considering of promotion and rewards, and being fairly treated by commanders. In terms of salary, welfares and benefits, the top 3 included convenience and promptness in payment process, appropriateness of welfares, and of salary and performance payment.

The analysis of the determinant factors for morale of the respondents indicated high level with the highest mean score shown in performing duties by principles and rules, followed by being dedicated and responsible at work, and faith and confidence towards the organization and willingness to continue working for the organization. Within the factor receiving the lowest mean score, faith and confidence towards organization and willingness to continue working for the organization, the determinant item receiving the highest mean score was dignity of working with the sub- district municipality, followed by pride of working with the sub- district municipality, and an uncertain feeling towards the current job which led to looking for other jobs with higher level of stability. In terms of the factor of being dedicated and responsible at work, enthusiasm at work was reported with an outstanding high score, followed by intention put to performing duties for the district municipality office, and appropriate and active working atmosphere. By the factor of performing duties by principles and

rules, that was found that readiness to strictly follow and willingness to work under the organization's principles and rules obtained high mean score. Lastly, the factors that determined the respondents' working morale for the district municipality of Bangkok included opportunity for career growth, and salary, welfares and benefits.

V. DISCUSSION

From the evidence above showed that the main determinant factors that received higher level of importance than other factors were working environment and safety and security of work. These were considered as the facilitating factors for the effectiveness of tasks performed by the officers. Moreover, the officers were motivated to work with enthusiasm and dedication, reflecting the fact that they were highly respected by local people in the community who received the district municipality public services. Since faith and confidence towards the organization and willingness to continue working for the organization was presented with the lowest mean score, concerned organizations may be required to look into policies and find ways to build job security and create faith and confidence among the officers towards the organization, as well as motivation enhancement. These would promote pride and dignity for the officers. Furthermore, opportunity for career growth was strongly considered one of the most important motivation factors. Persons involved in promoting and supervising others in the organization must perform explicitness in planning career path for subordinate level and make fair consideration in promoting subordinates at all levels and units. In order to motivate the officers by salary, welfares and benefits factor, divided projects, for example, may be created from special income-generating ones arranged by the district municipality. This could also be an incentive to the officers.

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