

**THE EFFECTS OF REORGANIZATION ON GOVERNMENT
OFFICIALS' MOTIVATION AND SATISFACTION:
A CASE STUDY OF THE COMMERCIAL REGISTRATION
DEPARTMENT AND THE SOCIAL SECURITY OFFICE**

By

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**A Dissertation Submitted in Partial
Fulfillment of The Requirements for The Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
National Institute of Development Administration**

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ABSTRACT

Title of Dissertation : **The Effects of Reorganization on Government Officials' Motivation and Satisfaction: A Case Study of the Commercial Registration Department and the Social Security Office**
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The objectives of this study were: 1) to study the level of core job characteristics, critical psychological states, organizational commitment, intrinsic motivation, and job satisfaction of government officials, 2) to determine the factors influencing intrinsic motivation and job satisfaction of government officials, and 3) to compare government officials' intrinsic motivation and job satisfaction who participated in the Performance Improvement Project to government officials' intrinsic motivation and job satisfaction who did not participate in the project.

The research was primarily based on quantitative research with some qualitative research. Data were collected by questionnaires from 561 government officials of two departments: 1) Commercial Registration Department, Ministry of Commerce and 2) Social Security Office, Ministry of Labour and Social Welfare. The study was conducted in Bangkok and twenty-five provinces in the central region. The samples were divided into two groups: government officials who were in the Performance Improvement Project and who those were not in the project. The number of the government officials in each group was 327 and 234, respectively. The two samples were further sub-divided into two categories: government officials at the operations level and at the management level. In addition, data were analyzed for the total group (operations and management level). Percentage, mean, standard deviation, Pearson product-moment correlation coefficient, t-test, and path analysis were adopted for data analysis.

Results revealed that after reorganization conducted under the Performance Improvement Project, five job characteristics (skill variety, task identity, task significance, autonomy, and feedback from job) were changed. Core job characteristics and critical psychological states (experienced meaningfulness of the job, experienced responsibility for the outcomes of the work, and knowledge of the actual results of the work) were positively related to intrinsic motivation and job satisfaction of government officials overall, at both the operations and the management levels, except job characteristics of government officials at the management level. In this level, only task identity was not positively related to government officials' intrinsic motivation and job satisfaction. Furthermore, the effects of skill variety and task significance on intrinsic motivation and job satisfaction were mediated by critical psychological states and affective commitment for government officials at the management level. Task significance, autonomy, and feedback from job also effected job satisfaction due to critical psychological states and affective commitment for all government officials. For government officials at the operations level, autonomy and feedback from job effected job satisfaction due to critical psychological states and affective commitment. In addition, there was a change of government officials' job satisfaction in government officials overall, and at the management level after reorganization. Intrinsic motivation of government officials overall, at both the operations and the management levels who were in the Performance Improvement Project were no different from government officials who were not in the project. With regard to job satisfaction, only government officials at the operations level showed no difference.

Recommendations and policy implications of this study are: 1) to understand the other public organizations, organizational culture should be studied; 2) education and training of government officials is required to increase knowledge and skills in order to perform new tasks after reorganization; 3) there is a need to improve hygiene factors and motivator factors; and 4) to develop the competency of the public sector, it is necessary to invest a large amount of money to work in the Performance Improvement Project, although in terms of cost-benefit, the project is not a good investment, in relationship to motivation and satisfaction.

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