

สารนิพนธ์

THESIS ABSTRACTS

An Analysis of Problems of Unity of Command of the Ubol Changwad Co-operative Officer: A Case Study Concerning Methods of Command of the Ministry of Co-operatives and the Governor of Ubol

ABSTRACT

by *Payunasak Petjamroensuk*

The Ministry of Co-operatives has maintained field Co-operative Officers in 63 Changwads in order to provide technical and financial assistance to the co-operatives more effectively. These Co-operative Officers have the duties of organizing, supervising and promoting all types of co-operatives, except the land co-operatives, the work of which is the responsibility of Land Co-operative Officers. The Ubol Changwad Co-operative Officer is one of those Co-operative Officers in the Kingdom of Thailand. As a public servant he is paid from the government budget. Although he is a field officer of the Ministry of Co-operatives, under the Public Administration Act (No. 3) of B.E. 2499 article 10, he is also under the direction of the Governor of Ubol. In other words, one Changwad Co-operative Officer is directly under two commands: Under the principle of unity of command every man has but one boss to whom he reports and from whom he takes orders and instructions. Or he can have two bosses; one is responsible for technical work and the other for administrative work. This dual command will serve to ensure the efficiency of work performance. However, this is not the case with the Ubol Changwad Co-operative Officer. He is responsible to both the Ministry of Co-operatives and the Governor of Ubol in the administrative field as in the technical field. Such being the case, sometimes he does not know which direction he should take. This will obviously cause inefficiency in administration because of his hesitation and delay in decision-making. Here the author is aiming at illustrating in his study how the Ubol Changwad Co-operative Officer is commanded by both bosses, which system in both theory and practice is against the principle of unity of command and results in an inevitable conflict of authority between the Ministry of Co-operatives and the Governor. The author also seeks to propose a solution to the problem of dual command. Though this study has been made

only of one Changwad Co-operative Officer, it could also be well applied to all Changwad Co-operative Officers in Thailand. The study covers the histories and the organizations of the Ministry of Co-operatives and the office of the Governor of Ubol, and methods of command of the two bosses, including the duties of the Ubol Changwad Co-operative Officer and the problems he is facing in his office.

The author finds that the fact that Ubol Co-operative Officer has been under the dual command is contrary to the principle of unity of command in the areas of recruitment, appointment, promotion, discipline, and decision-making. It is of interest to note in this connection that the Governor cannot recruit a qualified person above the clerical level to fill a vacant post. Furthermore, the Governor can not appoint and transfer any official from one district to another within his Changwad if the Ministry of Co-operatives does not approve it. On the other hand, the Ministry of Co-operatives can recruit, appoint and transfer any Co-operative official at any level from one Changwad to another without consulting the Governor. As regards the promotion and disciplinary investigation of an official, a final decision rests with the Ministry of Co-operatives. In other words, the Ministry of Co-operatives has authority to reject what the Governor has already recommended or approved. This study recommends that in these areas the Governor should have to a certain extent effective authority to make a final decision. It should therefore be either the Governor or the Ministry of Co-operatives who is fully responsible for decision-making. At the present, the idea of separation of power has not yet been introduced and applied. The absence of it tends to cause an unnecessary delay of work, a failure in the co-operative movement, and a poor morale on the part of the officials concerned. As far as decision making is concerned in organizing a co-operative society, the Governor should at least be receptive to any idea or recommendation given by the Changwad Co-operative Officer, who is supposed to be rich in experience; otherwise failure will undoubtedly occur.

จากวิทยานิพนธ์เรื่อง วิเคราะห์ปัญหาเอกภาพในการบังคับบัญชาสหกรณ์ จังหวัดอุบลราชธานี:
การศึกษาเฉพาะกรณีโดยการศึกษาจาก การบัญชางานของกระทรวง-
สหกรณ์และผู้ว่าราชการจังหวัดอุบลราชธานี
โดย ร.ต. พยุ่งศักดิ์ เพชรจำเริญสุข ศส.บ., สส.บ., รปม.(เกียรตินิยม
"ดี") มหาวิทยาลัยธรรมศาสตร์ 2507
(ภาษาไทย 81 น)