

## Abstract

In order to successfully develop the civil service system, government officials have to have new values which are accordance with the new system. A Sub-committee for Improving the Culture and Values of Government Officials established by the Government in 1999, therefore, proposed a set of new creative values to be promoted in officials which includes Moral Courage, Integrity, Transparency and Accountability, Nondiscrimination, and Result Orientation. Before promoting the creative values, research had to be conducted to investigate their meanings, their indicators, and their antecedents so that good role models of these values could be identified and extolled. Thus, the Office of the Civil Service Commission and the researchers aimed 1) to examine the indicators of the creative values, 2) to investigate causal factors of the values, and 3) to seek good role models expressing these values.

The sample of the study was 900 outstanding-award teachers and officials from the past 5 years until now and 1,127 officials from the Ministry of Agriculture, Ministry of Health, Ministry of Education, and Ministry of Interior- 2,027 officials altogether. The researchers utilized mostly summated rating scales to measure 15 independent variables, both personal and situational variables, 5 creative values, and these 5 behavioral values of officials assessed by the authority of the sample. The independent variables were achievement motivation, future-orientation and self-control, attitude towards creative values, moral reasoning, right thinking or Yonisomanasikara, the Four Paths of Accomplishment or Iddhipada, moral shame and fear or Hiri-Ottappa, religious way of living, work stress, emotional intelligence, organizational citizenship behavior, organizational politics perception, work role model, social support, and work interest. The five creative values were Moral Courage, Integrity, Transparency and Accountability, Nondiscrimination, and Result Orientation. The questionnaires were administered by mail. The data were analyzed by applying Multivariate Analysis of Variance, Chi-Square Test, Discriminant Analysis, and Structural Equation Modeling.

The results of the research were as follows:

1. A score of 85% and above represents high value, while a score of 75% or lower low value. All the indicators can differentiate the high from the low.
2. Organizational citizenship behavior, attitude towards creative models and achievement motivation are good variables differentiating the high from the low in almost every values, while the Four Paths of Accomplishment or Iddhipada and right thinking or Yonisomanasikara are good variables differentiating those high in some values. The scores of these variables when replacing in discriminating equations can suggest who will be the low and who will be the high.
3. The most direct influential causal variable of the total creative value and each specific value is organizational citizenship behavior, while an attitude towards creative value is a causal factor of almost every value. A work role model and moral reasoning have direct effects on Moral Courage and Integrity, respectively. Achievement motivation and right thinking are direct causal factors of Result Orientation. The other variables are indirect causal factors of the five behavioral values; they have an influence on the behavioral values via the direct factors. The first three variables with a high indirect effect on the behavioral values are emotional intelligence, the Four Paths of Accomplishment, and future orientation and self-control.
4. Applying the indicators, the researchers identified 15 officials from the four ministries who rated high in total value scores, also high in at least two specific value scores, and who have received very good ratings on behavioral values from their superordinates.