

# Employee Morale in Siam Commercial Bank Ramathibodi Branch, Bangkok

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**Abstract**— The study of employee morale in Siam Commercial Bank Ramathibodi branch intended to study factors that have impact on employee morale in Siam Commercial Bank Ramathibodi branch. The research revealed that from all 30 respondents most were female, age 25-35, graduated Bachelor’s degree or equivalent, working in Siam Commercial Bank Ramathibodi branch for 1-3 years, earning monthly income of 13,000-15,000 and 15,001-17,000 Baht, and working in operation level position. The study found that factors affecting the employee morale in main target and operation policy were generally in the highest level; interest in the work responsibility was generally in the medium level; supervisor manner toward subordinates was generally in a high level; working environment was generally in a high level of opinion for work atmosphere and readiness of office equipment; for medium level of opinion it was the work place; rewarding/benefits provision was in a high level of opinion. The study of employee morale in Siam Commercial Bank Ramathibodi branch recommended that supervisor should allocate work appropriately with employees’ aptitude. Employees should be encouraged to gain more knowledge through training and seminar. Joint activities should be organized within an organization so that its personnel can build good relation among each other.

**Keywords**— Employee morale; employee of siam commercial bank ramathibodi branch.

## I. INTRODUCTION

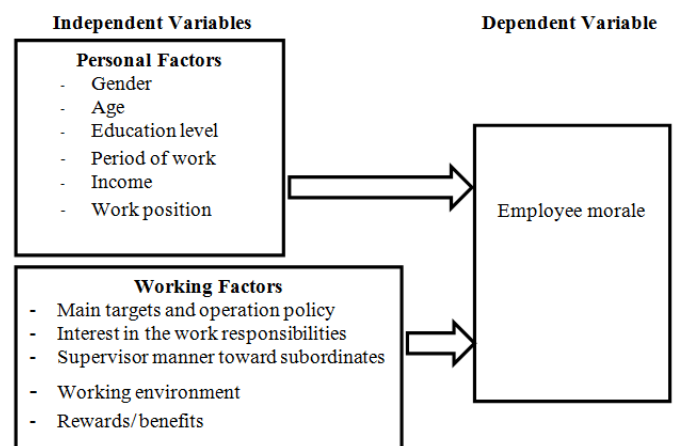
In today’s economic condition, businesses are facing changes in society, economy, innovation, technology, and in the near future the country is entering Asean Free Trade Area (AFTA) causing more severe competition among business organization both governmental and private sector. Organizations are required to restructure to survive and maintain competitiveness with targets to grow further. This will result in high efficiency work, however if employees are filled with boredom and irresponsibility it is a warning that employee lack of morale. Therefore, it is crucial for CEO to build and maintain employee morale.

Siam Commercial Bank Ramathibodi branch has set targets relying on employees’ performance. Each of them would be evaluated and rewarded according to the performance done. Whenever the KPI is available it would be attached to each employee’s performance. Employees in the branch have to work with more duties and would be evaluated strictly. Therefore, the organization should try to maintain employees’ feeling of togetherness and belonging to achieve maximum efficiency. From the above background, researcher became interested in studying how to build employee morale in an organization to promote work motivation and employees’ commitment to the organization which will result in future growth.

### Objective

To study factors affecting employee morale in Siam Commercial Bank Ramathibodi branch.

### Conceptual Framework



## II. LITERATURE REVIEW

From the previous work of scholars regarding employee morale, it could be explained that there are many elements as follows.

Supervisor manner toward subordinates by Rawang Netphokaew (1999:185) means basic relationship reflecting cooperation, affiliation, and respect in each other. Supervisor should not view subordinates as machines and should not be pessimistic with the subordinates as well as should not look for chances to blame subordinate because it will only cause the gap in between the relationship. Focus on work responsibility by Suraphon Phayomyaem (1998:70) involves job satisfaction affected by many factors which eventually is highly related to employee morale. Main targets and operation policy by Prachum Rodprasert (2000: 120) are the statements showing value and attitude of owners toward the organization they established. Usually main target is a statement without specific

time or a precise goal. It plays vital role for success of an organization in the long run. Rewards by Phong Horadan (1997: 91) means other things than compensation and wage such as salary increase, revenue sharing, or fair compensation in case of injury. These will yield a good result in employee morale. Working environment by Sirion Wichawut (2001:139) involves surrounding conditions that can help to achieve targets as much as knowledge and skills. Environment is facilitating but lack of knowledge will result in unsuccessful work. Also in an environment where there is poor illumination and is noisy, it is possible that employee may not concentrate, feel annoyed, and could not accomplish the work or get it done with mistakes.

### III. RELATED STUDIES

Kanchalika Thongyu (2011: Abstract) conducted a research on morale of temporary staffs in Ramkhamhaeng University. It was concluded that temporary staffs of Ramkhamhaeng University have morale in 7 aspects generally in medium level.

Benjaporn Yidtham (2010: Abstract) did the research on relationship between communication behavior and social support in an organization and work morale. It revealed that government officer with older age, long working experience, or high rank had better work morale and relationship within an organization than government officers with opposite qualifications.

Phattarawadee Meedaeng (2011: Abstract) studied guidelines to develop work morale of government officers in Army Intelligence Department of Royal Thai Armed Forces Headquarters and found the generally medium level of morale.

Somjit Khaimuk (2012: Abstract) conducted a research on teachers' opinion toward work morale in school work in Saraburi Municipality. The study indicated the highest level of opinion except for education which has no influence on the work morale of teachers in Saraburi Municipality, Saraburi province.

Thanaphin Kosaiphath (2011: Abstract) studied on the work morale of police: case study police station Mueang Chiang Rai. The study found high morale of police in Mueang Chiang Rai.

Sumontri Sripakdee (2011: Abstract) did the research on factors related to work morale of administrative employees in school in Mahasarakham province. The study revealed the factors that had positive relationship with work morale of administrative employees in the project "Return teachers to students" in Mahasarakham province.

Wannachai Nilabut (2010: Abstract) studied work morale of non-commissioned police officers in Muang Roi Et police station and found high level of morale in general and in each aspect.

### IV. RESEARCH METHODOLOGY

A tool used in this research was questionnaire created by researcher as a method of data collection. The questionnaire consists of 3 important parts as follows.

- Part 1 contains questions on demographic data of questionnaire respondents.
- Part 2 contains questions about factors affecting work morale of employees which can be measured by 5 rating scale
- Part 3 contains questions that allow the respondents to give their opinion and useful suggestions.

Inferential statistics used for testing hypothesis with Independent t-test, One-Way ANOVA, and Regression Analysis.

#### Findings

The study of employee morale in Siam Commercial Bank Ramathibodi branch in the aspect of main target and operation policy had the highest level in general including supervisor always give suggestion and solution to problems, employees were explained policy and target, supervisor listened to problems and suggestions from all subordinates, there is a good management within an organization. For focus on work responsibility, an opinion was generally in medium level including chances to be promoted according to capabilities, and chances to be responsible for more important job. For supervisor manner toward subordinates, an opinion was in high level in general that is employee feeling comfortable to work with colleagues, and relationship with colleague was in medium level. Working environment was generally in high level including working atmosphere and readiness of office equipment. Work place was given opinion in a medium level. Rewards/benefits were in a high level in general including satisfaction with the employee loan. Vacation leave and overtime compensation were in medium level.

For personal factor, gender had influence on employee morale while other factors did not have any effect on employee morale.

#### Recommendations

Researcher has suggestions from the study of employee morale in Siam Commercial Bank Ramathibodi branch as follows.

1. For main target and operation policy, supervisor should allocate the work appropriately according to subordinate capability, and clarify information, news, policies, and administration to make sure everyone is working toward the same direction.
2. For focus on work responsibility, supervisor should encourage subordinates to obtain further knowledge by job training or seminar.
3. For supervisor manner toward subordinates, CEO should form joint activities to enhance relation between supervisor and subordinates as well as among colleagues.
4. For working environment, supervisor should prepare good and sufficient equipment to work.
5. For rewards/ benefits, supervisor should take into consideration an increase in compensation and provision of appropriate benefits matching with employee capability, economic and social condition at present, and other organizations in the same industry.

Table I. Shows hypothesis test result with regression analysis. Factors that have influences on morale have relation with work morale.

Factors influencing work morale of employee	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.641	1.615		2.874	.013
<b>Main target and operation policy</b>					
Your organization has a good management.	-.001	.052	-.003	-.027	.979
Your supervisor listens to problem and suggestion of all subordinates.	-.128	.104	-.191	-1.234	.239
Job allocation in your organization is appropriate.	.057	.159	.085	.358	.726
You were explained by supervisor about main target and operation policy.	.250	.179	.340	1.396	.186
Your supervisor always give suggestion and solution	-.109	.163	-.078	-.664	.518
<b>Focus on work responsibility</b>					
You are entitled to a chance of promotion according to your capability.	-.039	.080	-.091	.485	.632
You are fairly evaluated and entitled to chances to take higher responsibilities.	-.276	.134	-.648	-2.053	.061
<b>Supervisor manner toward subordinates</b>					
How is your relation with colleague?	.258	.274	.457	.942	.363
You feel comfortable to work together with colleagues.	-.104	.095	-.207	-1.096	.293
<b>Working environment</b>					
Work place	.254	.108	.607	2.345	.036
Readiness of office equipment	.215	.092	.415	2.333	.036
Working atmosphere	-.062	.041	-.204	-1.514	.154
<b>Rewards/benefits</b>					
How much are you satisfied with overtime payment?	-.477	.138	-1.028	-3.463	.004
How much are you satisfied with employee loan?	.201	.097	.495	2.065	.059
How much are you satisfied with vacation leave?	-.349	.118	-.787	-2.972	.011

Hypothesis test result with Regression analysis found the factors that have influences on morale also have relationship with work morale. For main target and operation policy, there is no aspect with Sig value less than .05 which means factor that has influence on morale regarding policy and administration does not have relationship with work morale. For focus on work responsibility, there is no aspect with Sig value less than .05 which means factor that has influence on morale regarding job advancement does not have relationship with work morale. For supervisor manner toward subordinate, there is no aspect with Sig value less than .05 which means factor that has influence on morale regarding relationship with colleagues does not have relationship with work morale. For working environment, the work place aspect has Sig value of .036 which means factor that has influence on morale regarding working environment in work place aspect has relationship with work morale. For rewards/benefit, aspect of satisfaction with overtime pay has Sig value of .004 which means factor that has influence on morale regarding compensation (salary/benefit) in the aspect of overtime pay has relationship with work morale.

For rewards/benefit, aspect of satisfaction with vacation leave has Sig value of .011 which means factor that has influence on morale regarding compensation(salary/benefit) in the aspect of satisfaction with vacation leave has relationship with work morale.

## V. CONCLUSION

The study on factors influencing work morale of the employees when considering the aspect of main target and operation policy found the highest level of opinion on explanation of policy and target by supervisor, supervisor listens to problems and proposals of subordinates, there is a good management and administration in the organization. For

the aspect of focus on work responsibility, the mean was generally in medium level on chances to be promoted according to capability, get evaluated fairly, and get chances to take a job with higher responsibility. For the aspect of supervisor manner toward subordinates the opinion was in high level generally on feeling comfortable to work together with colleagues. For the aspect of working environment, the opinion was generally in high level on work atmosphere and readiness of office equipment, but had medium level of opinion on the work place. For the aspect of rewards/benefit, the opinion was in high level generally on satisfaction with employee loan, and the opinion was in medium level on number of vacation leaves and overtime pay.

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