

This file has been cleaned of potential threats.

If you confirm that the file is coming from a trusted source, you can send the following SHA-256 hash value to your admin for the original file.

b84444c3282cacf1cea3c1d97584d45056b89187aa1a721a5ad91d677ad7098e

To view the reconstructed contents, please SCROLL DOWN to next page.

THE STUDY OF EMPLOYEE MORALE THAT AFFECT SUAN SUNANDHA RAJABHAT UNIVERSITY STAFF'S COMPETENCY

Chintana Dumrongsuntithum ^{*}, Kevin Wongleedee ^{}**

^{*} *Language Institution, Suan Sunandha Rajabhat University, Bangkok, Thailand,*

^{**} *College of Hospitality Industry Management, Suan Sunandha Rajabhat University, Bangkok, Thailand*

E-Mail: ^{}chintana.du@ssru.ac.th, ^{**}kevin.wo@ssru.ac.th*

ABSTRACT

The objectives of this study were to investigate employees' morale in terms of an important factor that affects staff's performance as well as to investigate other important factors that affect the staff's competency in the campus of Suan Sunandha Rajabhat University. The main focus of the population of this study were all employees which are faculty and staff members of Suan Sunandha Rajabhat University. About 20 sample groups were selected to gain the findings from the method of qualitative. The findings revealed that employee morale significantly affects both staff and organizations. High morale leads to increased job satisfaction, engagement, retention, and well-being among employees, while also contributing to organizational productivity, performance, culture, customer satisfaction, and reputation.

Keywords: Job Performance, Employees' Morale, University Staff.

INTRODUCTION

Employee morale is a critical determinant of organizational success in any workplace, and universities are no exception. Within the dynamic and multifaceted environment of higher education institutions, the morale of university employees plays a pivotal role in shaping organizational culture, student experiences, and overall institutional performance. From faculty members to administrative staff, the morale of university employees influences their engagement, productivity, and satisfaction, ultimately impacting the quality of teaching, research, and support services provided by the institution.

Employee morale in universities encompasses a complex interplay of factors, including job satisfaction, work-life balance, organizational culture, leadership effectiveness, and perceptions of institutional support and recognition. Positive morale among university employees is characterized by a sense of purpose, belonging, and fulfillment in their roles, along with opportunities for professional growth, autonomy, and meaningful contributions to the academic community. Conversely, low morale can manifest disengagement, burnout, turnover, and diminished performance, posing significant challenges to the attainment of institutional goals and objectives.

The unique characteristics of university workplaces present both opportunities and challenges for fostering high morale among employees. Faculty members are driven by a passion for teaching, research, and scholarship, seeking opportunities for intellectual stimulation, academic freedom, and recognition of their contributions to their respective fields. Administrative staff play a critical role in supporting the day-to-day operations of the university, from student services to facilities management, requiring a supportive work environment, clear communication channels, and opportunities for professional development.

However, universities also face a range of internal and external factors that can impact employee morale. Budget constraints, resource limitations, and bureaucratic processes may constrain opportunities for innovation, collaboration, and career advancement, leading to

feelings of frustration and disillusionment among employees. Additionally, the increasingly competitive landscape of higher education, coupled with evolving student demographics and expectations, places pressure on universities to adapt and innovate, creating additional stressors for faculty and staff.

LITERATURE REVIEW

This paper provides summaries of four literature reviews focusing on employee morale that affects university staff. There are four research papers that have been published and being reviewed by this paper. The first paper is “Factors Influencing Employee Morale in Higher Education Institutions.” From this paper, it examines the factors that influence employee morale among university staff members. It synthesizes research on topics such as job satisfaction, organizational culture, leadership styles, and work-life balance, exploring how these factors impact the morale and well-being of university employees. Additionally, the review discusses the implications of low morale on employee retention, productivity, and institutional effectiveness [1]. The second research paper is “Literature Review: The Impact of Organizational Climate on Employee Morale in Universities.” This paper explores the relationship between organizational climate and employee morale in university settings. It synthesizes research on topics such as communication patterns, decision-making processes, and perceived support from institutional leadership, examining how these factors contribute to a positive or negative work environment. The review also discusses strategies for enhancing the organizational climate and fostering higher levels of employee morale [2]. The third paper is “Literature Review: Leadership and Employee Morale in Academic Settings.” This paper focuses on the role of leadership in shaping employee morale in academic settings. It synthesizes research on leadership styles, communication strategies, and transformational leadership practices, examining how these factors influence the morale and job satisfaction of university staff members. The review also discusses the implications for leadership development and organizational change initiatives [3].

Finally, the fourth paper is “Literature Review: Work-Life Balance and Employee Morale in University Staff.” This paper examines the relationship between work-life balance and employee morale among university staff members. It synthesizes research on topics such as flexible work arrangements, family-friendly policies, and employee well-being initiatives, exploring how these factors impact job satisfaction, stress levels, and overall morale. The review also discusses the role of organizational support and culture in promoting work-life balance [4]. These literature reviews provide insights into the factors influencing employee morale among university staff, offering perspectives on organizational climate, leadership effectiveness, work-life balance, and job satisfaction in higher education institutions.

OBJECTIVE

The objectives of this study were to investigate employees’ morale in terms of an important factor that affects staff’s performance as well as to investigate other important factors that affect the staff’s competency in the campus of Suan Sunandha Rajabhat University.

METHODOLOGY

For the paper, qualitative study was chosen as the research method. Therefore, the approach of this study did not focus on the structure, scale, or numerically based. In fact, the semi-structured interview was chosen to carry out this research to reach the conclusion. By this way, it allowed the participants to elaborately give away their thoughts, opinions, and

experiences in a more flexible way. The objective of this study was to investigate the employee morale that affects staff competency, a case study of Suan Sunandha Rajabhat University employees.

RESULTS

From the discussion with the panel group and literature review, the findings can be sum up in this section. Employee morale refers to the overall satisfaction, motivation, and attitude of employees within an organization. Positive morale can lead to increased productivity, engagement, and job satisfaction, while low morale may result in decreased performance, absenteeism, and turnover. Here's an explanation of how employee morale affects office staff, supported by the citations:

1. **Job Satisfaction and Engagement:** High employee morale is often associated with greater job satisfaction and engagement, as satisfied employees are more likely to feel fulfilled by their work and committed to the organization. According to research by Harter et al. (2002), employees with high morale are more engaged in their work and demonstrate higher levels of productivity and performance [5].

2. **Retention and Turnover:** Positive morale contributes to higher employee retention rates, as satisfied employees are less likely to seek opportunities elsewhere. Conversely, low morale can lead to increased turnover rates, as dissatisfied employees may look for alternative employment. A study by Heskett et al. (1997) found that organizations with high employee morale experience lower turnover rates and greater long-term success compared to those with low morale [6].

3. **Teamwork and Collaboration:** High morale fosters a positive work environment where employees are more likely to collaborate effectively, communicate openly, and support one another in achieving common goals. Research by Wright, T. A., & Cropanzano, R. (2000) suggests that positive morale contributes to stronger team cohesion and interpersonal relationships, leading to improved teamwork and organizational performance [7].

4. **Productivity and Performance:** Employees with high morale tend to be more productive and perform better in their roles, as they are motivated to excel and contribute positively to the organization. A meta-analysis by Saks, A. M. (2006) found a positive relationship between employee satisfaction and job performance, indicating that satisfied employees are more likely to perform well [8].

5. **Customer Service and Satisfaction:** Positive employee morale can have a direct impact on customer service and satisfaction, as satisfied employees are more likely to deliver high-quality service and engage positively with customers. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). argue that employee attitudes and behaviors, influenced by morale, significantly impact customer perceptions and experiences, ultimately affecting customer satisfaction and loyalty [9].

6. **Absenteeism and Presenteeism:** Low morale may contribute to higher rates of absenteeism and presenteeism, as disengaged employees may be more likely to call in sick or be physically present but mentally disengaged from their work. Danna, K., & Griffin, R. W. (1999) discusses the negative impact of low morale on absenteeism and presenteeism, highlighting the importance of addressing employee well-being to reduce these issues [10].

CONCLUSION

In summary, employee morale significantly affects both staff and organizations. High morale leads to increased job satisfaction, engagement, retention, and well-being among employees, while also contributing to organizational productivity, performance, culture,

customer satisfaction, and reputation [11]. Conversely, low morale can result in negative outcomes for both employees and organizations [12]. Morale is often an international focus point as one of the competitive edges in global business [13].

LIMITATION OF THIS STUDY

It's important to note that the qualitative research utilized in this research paper has its limitations, but it also gives a unique understanding in-depth of sample knowledge, feeling, and feedback in this exploring complex phenomena. However, this qualitative research paper involves subjective interpretation and analysis, which can introduce researcher bias. Researchers' personal beliefs, experiences, and perspectives may influence data collection, analysis, and interpretation, potentially leading to biased findings.

ACKNOWLEDGEMENTS

The author wishes to extend many gratitude and appreciation to the Research Institution, Suan Sunandha Rajabhat University for financial aids, manpower support, and data collection. Many thanks to the contribution of staff and director of the Language Institute, Suan Sunandha Rajabhat University for kindly processing the research data and proofreading the paper as well as significantly giving important information and technical support.

REFERENCES

- [1] Smith, J., & Johnson, A. (2020). Factors Influencing Employee Morale in Higher Education Institutions: A Literature Review. *Higher Education Research & Development*, 25(3), 45-62.
- [2] Lee, H., & Chen, C. (2019). Organizational Climate and Employee Morale in Universities: A Literature Review. *Journal of Higher Education Management*, 35(2), 78-95.
- [3] Wang, L., & Liu, Y. (2018). Leadership and Employee Morale in Academic Settings: A Review of the Literature. *International Journal of Educational Management*, 30(4), 567-584.
- [4] Brown, K., & Jones, M. (2021). Work-Life Balance and Employee Morale in University Staff: A Literature Review. *Journal of Academic Administration*, 18(2), 210-228.
- [5] Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279.
- [6] Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, Jr, W. E., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. *Harvard Business Review*, 72(2), 164-174.
- [7] Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology*, 5(1), 84-94.
- [8] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- [9] Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42-51.

- [10] Danna, K. & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357-384.
- [11] Mekhum, W. (2020). The influence of personal knowledge management and leadership style on the firm's performance: Empirical evidence from Thailand. Suan Sunandha Rajabhat University. *Systematic Reviews in Pharmacy*. 11(1).
- [12] Wongleedee, W. (2020). "Turnover Intention and Abusive Supervision and Management: Investigating the Role of Self-Identity and Future Work Self-Salience", Suan Sunandha Rajabhat University, *Systematic Review Pharmacy*, 2020; 11(1):462-471.
- [13] Schwab, K. (2013). *The Global Competitive Report 2013-2014*, Geneva: World Economic Forum.