

Relationships between Emotional Intelligence and Achievement Motivation with Organizational Engagement: A Case Study of Employees at Siam Commercial Bank Public Company Limited

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Abstract— This study aimed to examine the relationships between emotional intelligence and achievement motivation with organizational engagement through a case study of employees at the Siam Commercial Bank Public Company Limited. The sample group used in this study comprised 400 employees of the Siam Commercial Bank Public Company Limited who have worked in the Bangkok Metropolitan Region. The instrument used to collect data was a questionnaire. The statistical methods used to analyze the data were frequency, percentage, mean, standard deviation, independent sample t-test, one-way ANOVA, and Pearson's correlation coefficient. The study results revealed that the overall emotional intelligence, achievement motivation and organizational engagement were rated at a high level. Differences in the personal factors of gender, marital status, educational level, and work experience demonstrated differences in organizational engagement at a statistically significant level of .01. Moreover, the study also found that emotional intelligence was positively related to organizational engagement at a high level ($r=.658$), whereas achievement motivation had a positive relationship with organizational engagement at a moderate level ($r=.554$).

Keywords—emotional intelligence, achievement motivation, organizational engagement

I. INTRODUCTION

Technology has changed the behavior in everyday life of human beings in many forms including online transactions such as money transfers, balance inquiries, payment of various services, etc. At present, the bank has developed a new form of service as an electronic bank, providing a variety of services such as Internet Banking and Mobile Application that can conduct various types of financial transactions of the bank and can conduct transactions via electronic devices such as smartphones or tablets[1][2]. This

service is developed to support the needs of users to be convenient, fast, and do not waste time traveling. Besides that, it can be used anywhere and at any time. This makes this new service very popular. With the presence of Internet Banking, there is no need to carry large amounts of cash while traveling or shopping because there are applications to support the service[3]. In some stores, customers can shop without paying in cash. If they have Internet Banking, they can use their smartphones to scan QR codes to pay. In addition, the transfer fee is not required. But this service still has disadvantages, namely financial security risks such as hacking of account information, etc. However, commercial bank services must begin to adapt to the changing of technology [4].

Banks will stop investing in branch expansion as the digital system becomes more active. Since most branches are now responsible for transactions, deposits, withdrawals, and money transfers. When digital systems come in, the role of the branch has changed. It may need to switch to investment advisory services. Commercial bank started to set a goal to become digital banking. There was a major human resource restructuring causing stress to employees at work. There is uncertainty about future work, thus affecting productivity and engagement in the organization [5].

Creating a sense of belonging in the organization must start with satisfaction with the organization first. When they are satisfied, they are motivated to work. Human resources are considered an important factor that will help drive the organization to be efficient. It is also a force in driving the organization's progress towards the goals set. Ensuring that people have a strong commitment to the organization is critical to management. Therefore, it can be considered that corporate commitment is the key to tying people to work with the organization for a long time. It is the driving force and motivation for employees to work hard for themselves.

On the other hand, if employees feel uncomfortable or dissatisfied with their work and have no commitment to the organization, it is easy for employees to leave the organization[6].

The effect to the organization in delay work, lack of continuity in work, and the organization has to increase the budget to recruit new personnel every year. Corporate commitment is the key to bind employees to work and stay together with the organization for a long time. Organizational engagement develops slowly but will last a long time. It is also the driving force and motivation that will lead to devotion to the organization. However, motivation has both positive and negative aspects. which on the negative side may cause employees pressure to work affect work satisfaction. No loyalty to the organization causing resignation, which will affect the organization delay interruption, lack of continuity including the loss of corporate image affect the confidence of those who will join the organization as well [7][8].

Achievement motivation is a very important aspect of psychology. It is an essential element to promote effective activities. Because achievement motivation creates competitive power and build effort on the job. In addition, emotional intelligence are vital to a person's success. This is because emotional intelligence is the ability to understand and perceive the emotions of oneself and others. Who has a good level of emotional intelligence could be able to manage emotions in a direction that promotes peace and success in life. Possessing positive energy and being able to fight obstacles and problems [9][10][11].

Therefore, the study of emotional intelligence and achievement motivation of bank employee affecting organizational engagement will help the organization to recognize the problem of employee resignation. In order to improve policy for retaining potential employees with the organization. In addition, it is also information that supports the planning of human resource management strategies of the organization. As a result, the organization can compete in the business effectively.

II. LITERATURE REVIEW

Emotional intelligence is a concept that emerged in the 1990s as a topic of academic debate. It is rapidly gaining momentum as an important part of business psychology and workplace transformation studies. Commonly referred to as EQ (Emotional Quotient), and it is synonymous with IQ (Intellectual Quotient). Employees with a high EQ are flexible, adaptable, and driven more efficient than hard skills and other qualifications.

Emotional intelligence refers to your ability to interpret, understand, and manage the emotions of both yourself and those around you. It's about controlling your emotions under pressure. Help others feel comfortable and understand how your behavior affects the environment [12][13].

While IQ aims to measure cognitive abilities, emotional intelligence is embedded in our behavior. At first may seem abstract or have no rules, but our minds are systems and it's important to treat the mind like an administrator. As human beings, we are well aware of how to manage, fix and improve systems in order for the system to work at its best and doing so can apply to emotional well-being[14][15].

The concept of the characteristics of emotional intelligence divided into 4 characteristics as follows[16][17]:

1. Knowing your emotions or understanding yourself is the key. The importance of emotional intelligence to help understand the emotions that arise and can make decisions on various matters.
2. How to deal with emotions (Managing Emotion) to be able to recognize their own emotions. It will cause self-awareness to help relieve intense tension, grief, or turmoil because of a failure in life.
3. Motivation is the motivation for thinking creatively.
4. The perception of emotions. When we understand ourselves, it will help us understand the emotions of others. Especially those who have to work related to others, such as teachers, salespeople, managers, which is the basis of human relations.

When humans are involved in society each person wants to learn social and cultural continually. Their needs are divided into three categories [18][19][20]:

1. Need for Achievement (n-Ach): is the need to do things at the best for success, perfect, and of an excellent standard. People with a high need for success (n-Ach) tend to be competitive and have clear goals in work. The goals have a high chance of achieving.

2. Need for Power (n-Pow): is the need for energy to control the environment and influence others. A person who has a strong need for power will seek ways to influence others. They want to work above others and care more about power than productivity.

3. Need for a good relationship (n-Aff): is the need to gain or have a good relationship with others. They want to be part of the group. Individuals who require high participation prefer cooperative situations over competitive situations. They will try to build and maintain good relationships with others. It is imperative for others to accept themselves and tend to act on the wishes or norms of others.

Organizational engagement is very important. It is a desire to stay or want to quit. It can be viewed from absence and performance that a person has unique characteristics and personality and is able to adapt to coexistence with other people.

The organizational engagement refers to the nature of the employee's relationship with the organization in relation to the decisions made by the members of the organization. It can be divided into 3 types [21][22].

1. Psychological commitment refers to employees' perceptions of their psychological connection to the organization.

2. Ongoing commitment refers to employees' perceptions of compensation and resignation from the organization.
3. Willingness to stay refers to the employee's perception of the rules of the organization.

Organizations must define the best skills and experience in every position to select the best talent for the position. A good manager must also create an environment in which employees can perform their best. Must know how to motivate and retain talented employees to make employees bond. The engaged employees will help increase and retain customers that generate profits for the organization as well as increase customer loyalty. As a result, the organization has sustained sales and profit growth. until increasing the value of the shares of the organization [23][24].

From the foregoing, it can be concluded that corporate commitment can create wealth for the organization sustainably. It will reduce the rate of turnover from the organization. As a result, the organization achieves its goals in more efficiency and effectiveness.

The study on Employee engagement: A study of survivors in Indian IT/ITES sector is to create a conceptual framework for employee engagement in organizations that have undergone downsizing and to further explore its relationship to employer branding. The 220 middle managers from Indian IT/ ITES businesses were chosen as a sample. The hypothesized model was assessed using structural equation modeling. The findings show that employee engagement is favorably correlated with internal corporate communication, knowledge sharing, continual learning, intrapreneurship, and perceived communication satisfaction. Employer branding and employee engagement are positively correlated. Employee engagement, however, is adversely correlated with resonant leadership. In order to develop a strong employer brand, practitioners will benefit from redesigning their employee engagement procedures [25].

The study on employee engagement to customer engagement: A multilevel dual-path model of engagement spillover effects in service ecosystems seeks to comprehend the operation of multi-actor service ecosystems. This study suggests a multilevel, dual-path model, through which employee job and organizational engagement drive consumer engagement, in light of the cascading consequences of multi-actor engagement. The findings showed the existence of engagement spillover from employees to customers by identifying two modest impacting mechanisms from employee engagement to customer engagement. The study offers preliminary support for the benefit of using a focus that goes beyond transaction paths to enhance service-profit chain outcomes. The study sheds light on how businesses can run more efficiently by collaborating and integrating important actors, from a management perspective [26].

The researcher has applied the concepts and theories including related research to be summarized as a research

conceptual framework. To study the emotional intelligence and achievement motivation of bank employees affecting organizational engagement. Case study: Siam Commercial Bank. The research method was formulated in the next step.

III. METHODOLOGY

A. Purpose of the Study

A study of emotional intelligence in various aspects related to organizational engagement and demographics factors of employees affecting organizational satisfaction and achievement motivation of bank employees affecting organizational engagement.

B. Conceptual Framework and Hypotheses

The conceptual framework for the research is as follow:

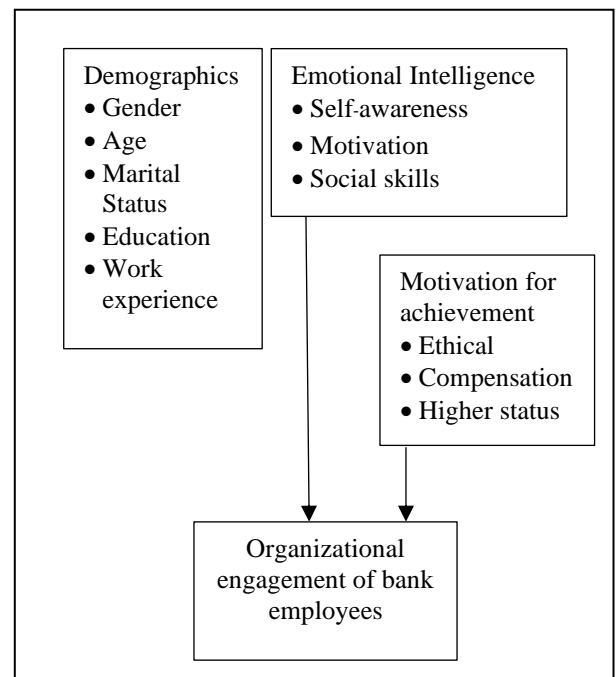


Figure 1. Research Framework.

Hypothesis:

1. Different demographic characteristics result in different organizational engagement of bank employees.
2. Emotional Intelligence positively correlated with organizational engagement of bank employees.
3. Motivation for achievement positively correlated with organizational engagement of bank employees.

C. Scope of Study

The population used in the study was Siam Commercial Bank employees working in Bangkok and surrounding provinces. The sample size was estimated at 400 people using the Cochran formula [27], since the exact population is unknown. The calculation formula uses 95% confidence intervals and has an error value of $\pm 5\%$. It can be expressed as follows:

$$n_0 = \frac{Z^2pq}{e^2} = \frac{(1.96)^2(.5)(.5)}{(05)^2} = 385$$

The result of the calculation was a sample population of 385 people. As to prevent errors in data collection, a total of 400 questionnaires will be distributed. In this research, the study tool was a questionnaire. A quantitative method was used to obtain the data from the three parts of the questionnaire, consisting of:

- The first part of the questionnaire contains demographic characteristics including gender, age, level of education, marital status, and working experience.
- The second part of the questionnaire are emotional Intelligence including self-awareness, motivation, and social skills. Using a scale of 5 Likert Scales, starting from 1 means the lowest and 5 the highest.
- The third part are motivation for achievement as ethical. Compensation, and higher status. Using a scale of 5 Likert Scales, starting from 1 means the lowest and 5 the highest.
- The forth part are organizational engagement of bank employees using a 5-level Likert Scale, starting from 1 mean the lowest and 5 is the highest.

Questionnaires were used to collect basic data from October 2020 to September 2021. The statistics used for data analysis were descriptive statistics, T-test, One-way ANOVA, and Pearson Correlation.

IV. FINDINGS

Part 1 Data analysis of demographic factors as gender, age, occupation, and education level using descriptive statistics such as frequency and percentage. The amount and percentage can be distributed as follows:

TABLE I. SHOW NUMBER (FREQUENCY) AND PERCENTAGE VALUES FOR DEMOGRAPHIC FACTOR

	Number	Percentage
Gender		
Male	191	47.75
Female	209	52.25
Total	400	100.00
Age		
Less than 30 yrs.	156	39.00
30-39 yrs	128	32.00
40-49 yrs.	72	18.00
More than 50 yrs	44	11.00
Total	400	100.00
Marital Status		
Single	232	58.00
Married	132	33.00
Divorced /Widowed	15	3.75
other	21	5.25
Total	400	100.00
Educational Level		

Less than Bachelor	47	11.75
Bachelor	243	60.75
Master	97	24.25
Doctoral	13	3.25
Total	400	100.00
Working Experience		
Less than 3 yrs.	92	23.00
3-6 yrs.	192	48.00
7-10 yrs.	89	22.25
More than 10 yrs.	27	6.75
Total	400	100.00

The results of demographics analysis found that most of the population are female, age less than 30 years, in a single status, with educational level in Bachelor degree, and has working experience between 3-6 years.

The analysis of emotional intelligence opinion level of SCB employees in self-awareness, motivation, and social skills aspects are in the next table.

TABLE II. DISPLAYS THE STANDARD DEVIATION FOR EMOTIONAL INTELLIGENCE OPINION LEVEL

The level of opinions	\bar{X}	S.D.	Meaning	Order
1. Self-awareness				
1.1 When you are reprimanded by your boss, you can control your emotions.	3.69	0.89	High	2
1.2 You can control your emotions.	3.55	1.03	High	3
1.3 You think that the work you do makes you happy at work	4.02	0.94	High	1
2. Motivation				
2.1 Do you think that the general environment of the organization causes enthusiasm for work?	3.58	0.99	High	6
2.2 Does your organization have support in its operations?	3.62	1.09	High	5
2.3 You have received good assistance from the organization.	3.71	1.08	High	4
2.4 The organization provides you with your opinions.	4.22	0.87	Highest	3
2.5 You are committed and dedicated in performing your duties to achieve the goals.	4.25	0.89	Highest	2
2.6 You feel safe in your life and property at all times work within this agency.	4.25	0.80	Highest	1
3. Social skills				
3.1 Colleagues provide assistance or support in their work	3.63	1.00	High	1
3.2 You get along well with your colleagues.	3.53	1.11	High	3
3.3 You have good human relations with your colleagues.	3.48	1.11	High	5
3.4 You have a good relationship with the organization	3.59	1.14	High	2
3.5 Feel part of a group.	3.50	1.29	High	4
Average	3.75		High	

Most of the respondents had an overall level of opinion at high level with highest level of opinion in three areas of motivation as follows:

1. The organization provides you with your opinions.
2. You are committed and dedicated in performing your duties to achieve the goals.
3. You feel safe in your life. and property at all times work within this agency.

The result show that most of the population have motivation to work with the bank. In the two aspect as self-awareness and social skill, the opinions are less than the motivation but still at high level. If the organization as baking system want to increase the emotional intelligence of the employee, they should pay attention on those aspects.

The aspect that get lowest opinion on each side are as follows:

1. You can control your emotions.
2. Do you think that the general environment of the organization causes enthusiasm for work?
3. You have good human relations with your colleagues.

These topics could worth to analyze and to implement the way to improve them among the employee of the SCB.

The analysis of motivation for achievement opinion level of SCB employee in ethical, compensation, and higher status are as follows.

TABLE III. DISPLAYS THE STANDARD DEVIATION FOR MOTIVATION FOR ACHIEVEMENT

The level of opinions	\bar{X}	S.D.	Meaning	Order
1. Ethical				
1.1 You work with integrity.	3.53	1.07	High	2
1.2 Do not disclose the company's secrets to outsiders.	3.91	1.02	High	1
1.3 Not misappropriating the company's money for their own.	3.52	1.13	High	3
2. Compensations				
2.1 Compensation income and the benefits received at present are suitable for your workload.	4.24	1.02	Highest	2
2.2 You are satisfied with your salary compared to other professional personnel. with the same educational qualification as you.	4.39	0.97	Highest	1
2.3 You get convenience and speed in using the right to reimburse medical expenses and other welfare expenses.	3.32	1.20	Moderate	3
3. Higher status				
3.1 The job that you perform is suitable for the position (You have high leadership).	3.88	0.95	High	1
3.2 Your line leader gives you special support.	3.80	1.00	High	2
3.3 Your competence is greater than your current job position.	3.37	1.05	Moderate	5
3.4 You are interested in working in the same line of work	3.78	0.98	High	3
3.5 You are more diligent and devoted to your work than others.	3.68	1.16	High	4
Average	3.70	0.83	High	

The analysis of opinion on motivation for achievement found that the overall opinion is at high level which is in a good situation. When consider each aspect we found the interesting information as follows:

1. Ethical: Over opinion is at high level with the lower in not misappropriating the company's money for their own. This should be the important aspect to the bank officers but get the lowest score among the ethical. The management should look into this aspect and implement the method to prevent and investigate the situation that lead to the financial fraud.
2. Compensation: The aspect of compensation shows the different, the first two aspects got the highest opinion while the last one got moderate level. The lower one is "you get convenience and speed in using the right to reimburse medical expenses and other welfare expenses". This will indicate that the employees are not satisfy with the medical expense reimbursement. The management should review the process and fix the problem as to make the employees feel comfortable with the system.
3. Higher status: Overall opinion is at high level, meaning that employees are satisfy with the job promotion system of the SCB. In the aspect that got the lower opinion is "Your competence is greater than your current job position" could be interpret as employees think they should get a promotion according to their competency but the current system might not support that. Management should build employee morale through a transparent and verifiable job promotion system.

The analysis of the organizational engagement opinion for the bank employees are as follows:

TABLE IV. DISPLAYS THE STANDARD DEVIATION FOR ORGANIZATIONAL ENGAGEMENT OF BANK EMPLOYEES

The level of opinions	\bar{X}	S.D.	Meaning	Order
1. Willingness and dedication to work for the organization	4.33	0.73	Highest	1
2. Pride in being part of the organization.	3.80	0.86	High	3
3. Readiness to continue working with the organization.	4.13	0.82	High	2
4. Talking about the organization in a positive way.	3.69	1.09	High	4
Average	3.99	0.68	High	

The analysis result of organizational engagement show that employees have a strong commitment to the organization. The highest opinion is on "Willingness and dedication to work for the organization". The overall opinion is good for the bank but there is one aspect the make the different. Among them the aspect of "Talking about the organization in a positive way" get the lower level of opinion. The management also have to consider about in what topic that the employee will not satisfies and find the way to correct the wrong opinion.

The results of the data analysis to test the hypothesis.

Hypothesis 1.1. Different demographic characteristics result in different organizational engagement.

Hypothesis Test 1.1 Different gender result in different opinions in organizational engagement using T-test statistics.

TABLE V. COMPARISON OF OPINIONS IN ORGANIZATIONAL ENGAGEMENT BY GENDER

	Gender	\bar{X}	t	Sig.
Organizational Engagement	Male	3.87	-3.200	0.002 ^{**}
	Female	4.09		

** had a statistically significant level of 0.01

Different genders have different opinion on organizational engagement at a level of statistical significance of 0.01. The result showed that female had more organizational engagement than male.

Hypothesis Test 1.2 Different marital status result in different organizational engagement using One- Way ANOVA statistics.

TABLE VI. COMPARISON OF OPINIONS IN ORGANIZATIONAL ENGAGEMENT BY MARITAL STATUS.

	Source of variance	SS	df	MS	F	Sig.
Organizational Engagement	between groups	15.26	3	5.088	11.759	0.000 ^{**}
	within the group	171.3	396	0.433		
	Total	186.6	399			
		19				

* had a statistically significant level of 0.01

Siam commercial bank employees working in Bangkok and surrounding provinces with different characteristic factors in terms of status, have different overall organizational engagement with a Sig. value less than 0.01. The analysis of the differences for that group on a pair basis by LSD method are as follow:

TABLE VII. SHOWS COMPARATIVE DATA ON PAIRWISE AVERAGES BETWEEN DIFFERENT MARITAL STATUS.

Marital Status	\bar{X}	Single	Married	DW	Other
Single	3.84		-0.42 ^{**} (0.000)	-0.21 (0.230)	-0.02 (0.906)
Married	4.26			0.21 (0.243)	0.40 [*] (0.010)
DW	4.05				0.19 (0.286)
Other	3.86				

** Statistically significant at 0.01 level

* Statistically significant at the 0.05 level

The overall organizational engagement of SCB employee with different status was significantly different at the 0.01 and 0.05 level, 2 pairs were: SCB employee with single status

has average opinion about organizational engagement lower than that of employees with married status with a mean difference of -0.42 with a Sig. of 0.000. SCB employee with married status has higher average opinions on organizational engagement than SCB employees with other status with a mean difference of 0.40 with a Sig. of 0.010. The interpretation from the analysis is the employee with married status tend to have more organizational engagement that those in other marital status.

Hypothesis Test 1.3 Different educational levels result in different organizational engagement using One- Way ANOVA statistics.

TABLE VIII. COMPARISON OF OPINIONS IN ORGANIZATIONAL ENGAGEMENT BY EDUCATIONAL LEVEL.

	Source of variance	SS	df	MS	F	Sig.
Organization Engagement	between groups	7.346	3	2.449	5.409	0.001 ^{**}
	within the group	179.272	396	0.453		
	Total	186.619	399			

** had a statistically significant level of 0.01

Siam commercial bank employees working in Bangkok and surrounding provinces with different educational level, have different overall organizational engagement with a Sig. value less than 0.01. The analysis of the differences for that group on a pair basis by LSD method are as follow:

TABLE IX. SHOWS COMPARATIVE DATA ON PAIRWISE AVERAGES BETWEEN DIFFERENT EDUCATIONAL LEVEL.

Educational Level	\bar{X}	Less than Bachelor	Bachelor	Master	Doctoral
Less than Bachelor	3.66		-0.33 ^{**} (0.002)	-0.48 ^{**} (0.000)	-0.26 (0.212)
Bachelor	3.99			-0.14 (0.071)	0.08 (0.716)
Master	4.14				0.22 (0.278)
Doctoral	3.92				

** Statistically significant at 0.01 level

* Statistically significant at the 0.05 level

SCB employee with different educational levels had overall organizational engagement with statistical significance at the 0.05 level, 2 pairs were: SCB employee with an education level lower than a bachelor's degree has organizational engagement lower than that of employees with a bachelor's degree with a mean difference of -0.33 with a Sig. of 0.002. Employee with an education level lower than a bachelor's degree has the average opinion in organizational engagement lower than employees with a master's degree with a mean difference of -0.48 with a Sig. of 0.000. The analysis could interpret as the employee with bachelor and master degree will have a security job and do not want to

change their jobs. This group of employee are valuable human resources to the organization. For those employee with less than bachelor and the doctoral degree which have less opinion in organizational engagement, this result should come from the number of population that less than other groups.

Hypothesis Test 1.4 Different working experience result in different organizational engagement using One- Way ANOVA statistics.

TABLE X. COMPARISON OF OPINIONS IN ORGANIZATIONAL ENGAGEMENT BY WORKING EXPERIENCE.

	Source of variance	SS	df	MS	F	Sig.
Organization Engagement	between groups	3.811	3	1.270	2.752	0.042*
	within the group	182.808	396	0.462		
	Total	186.619	399			

* had a statistically significant level of 0.05

Siam commercial bank employees working in Bangkok and surrounding provinces with different working experience, have different overall organizational engagement with a Sig. value less than 0.05. The analysis of the differences for that group on a pair basis by LSD method are as follow:

TABLE XI. SHOWS COMPARATIVE DATA ON PAIRWISE AVERAGES BETWEEN DIFFERENT WORKING EXPERIENCE.

Working Experience	\bar{X}	Less than 3 yrs.	3-6 yrs.	7-10 yrs.	More than 10 yrs.
Less than 3 yrs.	4.07	4.07	-0.18 [*] (.0030)	-0.01 (.0914)	-0.02 (.0897)
3-6 yrs.	3.89		3.89	-0.19 [*] (.0023)	-0.21 (.0139)
7-10 yrs.	4.08			4.08	-0.01 (.0956)
More than 10 yrs.	4.09				4.09

**Statistically significant at 0.01 level

* Statistically significant at the 0.05 level

The two pairs with different working experience of SCB employee had the overall organizational engagement with statistical significance at the 0.05 level, as follows:

Employees with less than 3 years of working experience had more average opinions than employees with 3-6 years with a mean difference of 0.18 with a Sig. of 0.030. Employees with 3-6 years of working experience had lower average opinions than employees with 7-10 years of working experience with mean difference of -0.19 with Sig. value of 0.023. The employee with the working experience between 7-10 years tend to have more significantly organizational engagement than those of other groups. This might result from the job security in position for the middle management.

The bank should promote this group to have more competency in working environment.

Test of hypothesis 2: Emotional Intelligence positively correlated with organizational engagement of bank employees using Pearson Correlation statistics.

TABLE XII. THE CORRELATIONS BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL ENGAGEMENT.

Emotional Intelligence			Associate Level	Direction
Self-awareness	Pearson Correlation	0.554	Moderate	Same
	Sig.(2-tailed)	0.000*		
Motivation	Pearson Correlation	0.650	High	Same
	Sig.(2-tailed)	0.000*		
Social skills	Pearson Correlation	0.560	Moderate	Same
	Sig.(2-tailed)	0.000*		
Average	Pearson Correlation	0.658	High	Same
	Sig.(2-tailed)	0.000*		

*Significant correlation at the .01 level (p<.01).

The results of the correlation analysis using Pearson Correlation found that the overall emotional intelligence was positively correlated with organizational engagement in the same direction with high relation. Among them the motivation and organizational engagement had the highest relation. This is important to the SCB because the result suggests that most of the employee have motivation to work with organization. In order to increase the organizational engagement, SCB should emphasize on the two aspects as self-awareness and social skill. If the employee could increase their opinion on those two, this will result in increase in organizational engagement as well.

TEST OF HYPOTHESIS 3: Motivation for achievement positively correlated with organizational engagement of bank employees using Pearson Correlation statistics.

TABLE XIII. THE CORRELATIONS BETWEEN MOTIVATION FOR ACHIEVEMENT AND ORGANIZATIONAL ENGAGEMENT.

Motivation for achievement			Associate Level	Direction
Ethical	Pearson Correlation	0.446	Moderate	Same
	Sig.(2-tailed)	0.000*		
Compensation	Pearson Correlation	0.352	Low	Same
	Sig.(2-tailed)	0.000*		
Higher Status	Pearson Correlation	0.637	High	Same
	Sig.(2-tailed)	0.000*		
Average	Pearson Correlation	0.554	Moderate	Same
	Sig.(2-tailed)	0.000*		

*Significant correlation at the .01 level (p<.01).

The results of the correlation analysis using Pearson Correlation found that the overall motivation for achievement was positively correlated with organizational engagement in the same direction with moderate level.

When considering each aspect of motivation found that:

1. Higher Status has a relationship at high level and the highest among the aspect of motivation. This

could be suggested that most of the employee would like to have a system that emphasize on job promotion to an acceptable status. The organization's current system should already be promoting promotions that are satisfactory to employees.

2. Ethical has a relationship at moderate level with the organizational engagement. Bank employees may not place as much emphasis on work ethics as they should. Therefore, the bank should take action to promote work ethics for employees in order to conduct work that builds public trust.
3. Compensation has a relationship at low level with the organizational engagement and the lowest opinion among other aspect. The results of this analysis indicated that bank employees had a low level of satisfaction with the rewards they received from the organization that could affect their engagement with the organization. Management should pay attention to compensation and welfare in various aspects. to suit the workload and responsibilities to create satisfaction for employees. As a result, employees are motivated to work better and create more engagement with the organization.

V. SUGGESTION

Consideration of demographic factors, it was found interesting information regarding the level of education was related to organizational engagement. Those with less than a bachelor's degree was statistically significantly higher than those with a bachelor's and master's degree. This may be due to educational qualification limitations that make it difficult to relocate for work. If the organization wants to retain employees in this group, it should promote training to increase their performance as well as encouraging further studies to increase educational qualifications. Which will lead to the creation of quality personnel and further engagement with the organization.

In terms of organizational engagement, it was found that those with 3-6 years of work experience had less engagement with the organization than other groups, especially those with 7-10 years of statistical significance. Because it is a group that has not come to work for a long time and in a position and salary that is not very high. There might be an idea of where to find a suitable place or job. Organizations should pay attention to employees in this group by assigning tasks according to their aptitudes as well as appointing them to the appropriate positions which will create a bond and make the personnel ready for further work

For the study of the relationship of emotional intelligence and organizational engagement, it was found that job motivation had the highest level of correlation among the three topics. performed in sections such as Creating a system of appropriate rewards promotion Adjusting the line of work as appropriate, including the training management system to increase competency in various fields

In the last part of the study, the relationship between achievement motivation and engagement was found. The demand side is of higher status with the highest correlation in the three areas. Therefore, organizations should pay attention to this aspect by considering the allocation of positions that are commensurate with competence, performance and length of working. To create acceptance and satisfaction in terms of employee status. This will result in higher engagement in the organization as well.

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