

# SELF-CONCEPT AND INTERPERSONAL COMMUNICATION PREDICTING HAPPINESS AT WORK OF EMPLOYEES IN COMMERCIAL BANKS

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## Abstract

*This research aims to 1) study level of self-concept, interpersonal communication and happiness at work of employees in commercial banks, 2) study the relation between self-concept and happiness at work of employees in commercial banks, 3) study relation between interpersonal communication and happiness at work of employees in commercial banks and 4) predict happiness at work of employees in commercial banks via self-concept and interpersonal communication. The sample group in this study were 435 employees from 2 commercial banks (N= 435). The statistics used in data analysis were percentage, mean, Standard Deviation, Pearson products moment correlation coefficient, Stepwise multiple regression analysis and partial correlation.*

*The results showed that 1) generally, happiness at work of employees in commercial banks has got very high mean ( $\bar{x} = 3.92$ ,  $SD = 0.26$ ), self-concept of employees in commercial banks has got high level mean ( $\bar{x} = 4.00$ ,  $SD = 0.26$ ) and interpersonal communication of employees in commercial banks has got high level mean ( $\bar{x} = 4.15$ ,  $SD = 0.25$ ), 2) self-concept is related to happiness at work of employees in commercial banks with the statistically significant level at .01 and the high relation level of ( $r=0.83$ ), 3) interpersonal communication has a connection to happiness at work of employees in commercial banks with the statistically significant level at .01 and the high relation level of ( $r=0.63$ ) and 4) self-concept and interpersonal communication can predict happiness at work of employees in commercial banks with the percentage of 53.00.*

**Keywords:** self-concept, interpersonal communication, happiness at work of employees in commercial banks

### **Introduction**

The current situations in the aspects of economics and social have caused both internal and external variables influencing on living daily lives. It is impossible to avoid stress or pressure. A lot of people are searching for things to lessen pressure and create happiness in personal life aspect, work life aspect and social life aspect. According to the National Economic and Social Development plan, happiness is one of the main strategic goals, focusing on developing the nation through the development on human and society using the human-centre development method. It emphasizes on creating peaceful environment in the Thai society, aims to create sensible relationship among people in the society, including promoting securities in life in household and community levels on the basis of fairness. Additionally, it cultivates right and responsibility of good citizen, including promoting self-esteem in order to reduce conflicts. Individual happiness can create happy community and it will extend into national level.

Nowadays, commercial bank has become one of the components to drive national economics. However, it has been influenced by the fluctuation of the world economics. This causes the delay or the bankruptcy of businesses. Moreover, the overall condition of national Gross Domestic Product (GDP) in 2020 in the second quarter has been decreased Office of the National Economic and Social Development Council. This incident also happens to financial institutes so that it needs to adjust itself to all-the-time changing situations and to survive the marketing competition among commercial banks. In this era of globalization, technology has been a helpful variable to invent added value to commercial banks. However, the most wanted resource is not advanced technology, but human resources which can be compared as the backbone of the organization, driving the organization through all the way and develop it so that it can survive in the competitive community and outstand its rivals.

Therefore, it can be said that human resource is an important variable that can drive the business or the organization forward. Happiness is involved in terms of condition of livings. Happy life condition happens when one succeeds in managing obstacles in life with positivity, including the ability to bring oneself to better life condition amidst the changings in the society[1-5]. Happiness at work is one way to show positive attitude and can be extended to the society where people help each other. Besides, happiness at work also causes creativity and sentimental decision which reflects the good relationship between people. Happiness at work can be portrayed in the forms of career passion or trust in the organization: connections, love of the work, work achievement and recognition [6]. To encourage happiness at work, there are some variables involved as mentioned by [7] that there are 4 components of happiness at work.

1. Connections: this is the foundation of relationship of people at work. When people are gathered to work, it creates working community, along with connections among people who work together, help one another, exchange talking and create good friendship while working together.

2. Love of the work: It is the sense of recognizing of love and attachment to the work, realizing that one is committed to achieve the tasks, being pleased with all work components, being enthusiastic, having positive attitude while being assigned works, be energetic while working and thriving for work, including being proud to be given responsibility.

3. Work achievement: It is the sense of recognizing that the assigned tasks have reached the goals, being assigned some challenging tasks and aiming for the success in order to get positive work result. It includes the self-esteem, pride from achieving work goals, the success of work achievement.

4. Recognition: The self-recognition of being trusted by co-workers. In addition, the co-workers have realized the effort one has put in working. This includes the

acceptance from the superiors and the chances to exchange work experiences with both the co-workers and the superiors [8-12].

Self-concept means the self-recognition of one's ability to search for and understand the strength, the weakness and the differences in people, for example; gender, age, educational background, religions, including health and hygiene. To adjust oneself to the surrounding environments, it is necessary to know oneself thoroughly. To have self-recognition has positive relation to happiness. To realise one's self-concept means to understand and accept oneself. [13] mentioned that self-concept is the feeling about oneself and self-acceptance which can be related to how other people view us. People who possess self-concept will understand their uniqueness, have self-esteem and self-acceptance. That leads to happiness [13, 14] has categorized self-concept into 4 parts:

1. Body image concerns the self-recognition of size, shape and function of own figure.

2. Role performance concerns the ability to perform responsibilities or roles as being expected by society.

3. Self-identity concerns the recognition of own identity or uniqueness.

4. Self-esteem concerns how one evaluates oneself, including the feeling towards oneself.

The interpersonal communication is an important base of the organization. The characteristics of the interpersonal communication regards the responses between two communicators according to the organization context and its individual characters. The communication is a vital drive to push all tasks to be successful since through this type of communication, there will be less chance in causing mistake or confusion than other means of communication. If the employers are able to manage effective interpersonal communication, the chance to complete the tasks successfully will be increased. It helps create good relationship with others and leads to happiness at work. [15] divided the capability of interpersonal communication into 5 aspects:

1. Openness: this means ones are willing to share information with others. It does not involve sharing personal information, but it is about the willingness to reveal information or data related to the topics of communication. Being exhibitionist is not necessary or not interesting [16-20].

2. Empathy: this means having mutual perception with others. When others are happy, we share the mutual happiness or sadness vice versa. It is the sharing of emotions and feelings.

3. Supportiveness: this involves the showing of agreement or mutual perceptions with other. The supportiveness will bring secured feeling and uplift the communication atmosphere.

4. Positiveness: this relates to all positive attitudes towards oneself. If one possesses negative attitudes, there are chances that one will have negative feelings. Positive attitude will attract positive communication partners who will be willing to communicate effectively.

5. Equality: it is challenging to equalize things since people are basically different from one another. In the communication aspect, people with similarities have potential to communicate effectively. However, it does not mean people with differences will not be able to achieve equality in communication. Equality can happen if both communicators pay attention to the communication.

As mentioned above, it is undeniable to view that organizations with happiness at work are more attractive to employees since it shows that those organizations recognize the value of human resources. This recognition plays an important role in creating love of work and it can help realizing the level of happiness of employees. As for the happiness at work for commercial banks employees, there are many variables involved. The self-concept and the interpersonal communication are variables of happiness at work. This research aims to come up with results which can later use as

a mean to develop the happiness at work of commercial banks employees and for their future development.

**Method**

**Participants**

The participants in this study involved employees from 2 commercial banks; the first commercial bank involved 14,806 employees and the second commercial bank involved 27,142 employees. The total employees participated in this study were 41,948 employees. (Data from Bank of Thailand website on 11 July 2020).

**The sample group**

The sample groups in this study were employees in commercial banks. They must have these following qualifications:

1. The participants must work for the specified commercial banks.
2. The participants must have been working for 1 year and over.
3. The participants must be employees in operation level, not executive level.

The calculation formula by [21] was used to set the sample group of 396 people. To prevent the flaw of data and the missing returned questionnaires, the number of the sample group was added for 10 percent which made the sample group into 435 participants.

**Sampling method**

Probability sampling and stratified random sampling were used according to the proportion of population in each commercial bank. The first commercial bank and the second commercial bank were stratified and then the random sampling was done. There were 140 people for the first commercial bank and there were 256 people for the second commercial bank.

*Table 1*

**Number of participants and sample group**

Target group (Alias)	Participant (pax)	Calculated sample group (pax)	Addition sample group (10%)	Obtained questionnaire	Completed questionnaire
1 <sup>st</sup> Bank	14,806	140	154	190	154
2 <sup>nd</sup> Bank	27,142	256	281	304	281
Total	41,948	396	435	494	435

**Research tool**

Questionnaire was employed in this study. The researcher collected data by following framework, literature review and related theory. Then, the questions were written in accordance with the researched definition. There were 5 steps:

Step 1 There are 3 aspects to select the participants by using checklist. There are alternatives; involved commercial banks, job responsibility, years of experience and position.

Step 2 There are questions regarding the general information of the participants by using checklist pattern. The questions involve gender, age, education background and years of experience.

Step 3 There are 38 items regarding the topic of happiness at work. The respondent needs to consider the most suitable answers. There are 4 aspects; connection, love for work, work achievement and recognition.

Step 4 There are 34 items relating to the topic of self-concept. The respondent needs to consider the most suitable answers. There are 4 aspects; body image, role performance, personal identity and self-esteem.

Step 5 There are 31 items relating to the topic of interpersonal relationship. The respondent needs to consider the most suitable answers. There are 5 aspects; openness, empathy, supportiveness, positiveness and equality.

**Research tool development and validation**

The questionnaire was validated by 3 specialists to examine and consider the appropriateness of the items by using Index of Item-Objective Congruence (IOC). After being examined, the scores obtained were calculated and the items that got IOC over 0.5 were accepted. In addition, the specialists have provided some suggestions to make the content precise, appropriate and accurate. The obtained items were analyzed to find discrimination and to test reliability [22-26]. Then, the questionnaire was tried out with 30 commercial bank employees who were not included in the sample group. Later, the obtained data were calculated to find discrimination by using Corrected Item Total Correlation of each questionnaire aspect. The items with the discrimination value lower than 0.2 [27] were eliminated. However, all items gained more than 0.2 and none of the item was eliminated.

Then, the reliability was evaluated by using Cronbach’s Alpha Coefficient [28] to analyze variables of the questionnaire in overall and individual aspects.

Table 2

**The reliability and Corrected Item Total Correlation in overall and individual aspects**

Questionnaire	Discrimination	Reliability
Happiness at work	.268 - .856	.962
Connections	.268 - .691	.877
Love for work	.281 - .799	.927
Work achievement	.645 - .856	.896
Recognition	.358 - .733	.843
Self-concept	.339 - .727	.932
Body image	.580 - .727	.900
Role performance	.442 - .613	.789
Personal identity	.339 - .720	.814
Self-esteem	.407 - .638	.830
Interpersonal communication	.462 - .784	.940
Openness	.541 - .720	.806
Empathy	.462 - .784	.845
Supportiveness	.484 - .681	.845
Positiveness	.523 - .637	.839
Equality	.518 - .780	.890

According to Table 2, the discrimination of Corrected Item Total Correlation for each questionnaire aspect was over 0.2 and the reliability value obtained by Cronbach’s Alpha Coefficient for each questionnaire aspect was over 0.7. The happiness at work has got more than .843, the self-concept has got more than .789 and the interpersonal communication has got more than .806.

### **Data collection**

The data collection procedure was conducted by these followings

Request for ethics approval and consent to participate

The researcher contacted the Research Institute and Development of Ban Somdej Rajabhat University to get ethics approval and consent to participate and got approved with the reference of COA No. BSRU-REC 6312003, project number 085/63E61.

The questionnaire was constructed by online platform; Google Form, which is an instant program using to collect data after getting an approval from the commercial banks. The questionnaire was promoted via the banks' social medias and it was set for 1 month to complete the data collection.

The investigation on the completeness of data

The 435 sets of completed data were investigated whether they reached the criteria. Then, the obtained scores were analyzed for statistical data by analyzing the research objective via a ready-to-use program.

Data analysis and statistics used in the research

Frequency and percentage were employed in the descriptive analysis on the personal data part such as commercial bank the respondent works for, gender, age, educational background and work experience.

Frequency, percentage, mean and Standard Deviation (S.D.) were employed to describe definition of data and analyze the dispersion of data related to happiness at work of commercial banks employees, self-concept and the interpersonal relationship.

Pearson Products Moment Correlation Coefficient was used to study the relation between the self-concept in general and happiness at work of commercial banks employees as a whole picture and the relation between the interpersonal communication and the happiness at work of commercial banks employees in general.

Partial Correlation was used to study the relation between the self-concept and the happiness at work for commercial banks employees and the relation between the interpersonal communication in general and the happiness at work for commercial banks employees.

Stepwise Multiple Regression Analysis was used to predict the happiness at work of commercial banks employees by recognizing self-concept and interpersonal communication.

### **Results and discussion**

The data analysis showed that the majority of the sample group were women, about 400 people, which can be calculated into percentage of 91.95 and 35 male participants, which can be calculated into percentage of 8.05. In the age aspect, most of them were in the age range between 25-34 years old, about 412 people, which could be calculated into 94.71 per cent. The latter age range was between 35-44 years old, about 16 people, which could be calculated into percentage of 3.68. The next age range of the sample group was between 45-54 years old, about 4 people, which could be calculated as the percentage of 0.92. The following age groups were over 55 years old, which had 2 people and was calculated into the percentage of 0.46 and younger than 25 years old, which had 1 person and was calculated into the percentage of 0.23.

In the aspect of educational background, most of the sample group, about 413 people, got bachelor degree qualification and could be calculated into the percentage of 95.94. There were 21 people of the sample group who got master degree qualification which could be calculated into the percentage of 4.83. Additionally, there was 1 person who got a doctorate degree, which could be calculated into the percentage of 0.23. In the aspect of work experience, most of them, 405 people, have had work experience around 1-5 years, which could be calculated into the percentage of 93.10. 23 of them have had work experience around 6-10 years, which could be

calculated into the percentage of 5.29. 7 of them have had work experience of over 11 years and it could be calculated into the percentage of 1.61.

The data analysis on the self-concept, the interpersonal communication and the happiness at work of commercial banks employees was conducted. The score and criteria for interpreting the average mean for the overall variables and aspects have been set as follows:

1.00 - 1.80	Very poor
1.81 - 2.60	Poor
2.61 - 3.40	Moderate
3.41 - 4.20	Good
4.21 - 5.00	Excellent

Table 3

Mean, standard deviation and level of happiness at work of commercial banks

Variable	$\bar{x}$	S.D.	Level
Connections	4.08	.27	good
Love for work	3.86	.32	good
Work achievement	4.15	.33	good
Recognition	3.59	.43	good
Overall happiness at work	3.92	.26	good

After analyzing, it was found that averagely commercial banks employees are happy at work in good level ( $\bar{x} = 3.92$ , S.D.= .26). When considering each aspect, the work achievement has got the highest mean ( $\bar{x} = 4.15$ , S.D.= .33), the connections has become the second highest mean aspect ( $\bar{x} = 4.08$ , S.D.= .27) and the love for work has been the third highest mean ( $\bar{x} = 3.87$ , S.D.= .31).

Table 4

Mean and standard deviation of self-concept

Variable	$\bar{x}$	S.D.	Level
Body image	4.30	.33	Excellent
Role performance	3.97	.33	good
Personal identity	3.79	.32	good
Self-esteem	3.93	.34	good
Overall self-concept	4.00	.26	good

After analyzing, it was found that averagely commercial banks employees have got overall self-concept in good level ( $\bar{x} = 4.00$ , S.D.= .26). When considering each aspect, the body image has got the highest mean of 4.30, with the S.D. of .33. The next aspect was the role performance which has got the mean of 3.97 and the S.D. of .33. The third aspect was the self-esteem which has got the mean of 3.93 and the S.D. of .34.

Table 5

Mean, standard deviation and level of interpersonal communication.

Variable	$\bar{x}$	S.D.	Level
Openness	3.88	.37	Good
Empathy	3.74	.39	Good
Supportiveness	4.35	.34	Excellent
Positiveness	4.28	.33	Excellent
Equality	4.48	.37	Excellent
Overall interpersonal communication	4.15	.25	Good

After analyzing, it was found that averagely commercial banks employees have got overall interpersonal communication in good level ( $\bar{x} = 4.15$ , S.D.= .25). When considering each aspect, the equality in communication has got the highest average mean of 4.48 with the S.D. of .37. The next aspect was the empathy which got the average mean of 4.35 and the S.D. of .34. The third aspect was the positiveness which got the average mean of 4.28 and the S.D. of .33.

Table 6

**Corrected Item Total Correlation between the self-concept**

Variable	Happiness at work of commercial banks employees		
	r	r <sup>2</sup> ×100	Correlation level
Body image	0.32**	10.24	Poor
Role performance	0.17**	2.89	Very poor
Personal identity	0.43**	18.49	Moderate
Self-esteem	0.35**	12.25	Poor
Overall self-concept	0.83**	68.89	Excellent

\*\* Correlation is significant at the .01 level (2-tailed).

Table 6 showed that overall, the self-concept can be related to the happiness at work of commercial banks employees which got statistically significant level at .01 which is the highest. It can be calculated into percentage of 68.89.

Table 7

**Corrected Item Total Correlation between interpersonal communication and happiness**

Variable	Happiness at work of commercial bank employees		
	r	r <sup>2</sup> ×100	Correlation level
Openness	.29**	8.41	Poor
Empathy	.63**	39.69	Good
Supportiveness	.18**	3.24	Very poor
Positiveness	.05	0.25	Very poor
Equality	.03	0.09	Very poor
Overall interpersonal communication	.63**	39.69	High

\*\* Correlation is significant at the .01 level (2-tailed)\*\*

Table7 showed that overall, the interpersonal communication can be related to the happiness at work of commercial banks employees which got statistically significant level at .01 which is the highest. It can be calculated into percentage of 39.69.

Stepwise Multiple Regression Analysis was employed to build equation to predict happiness at work of commercial bank employees. In this research, two variable were employed to analyze Stepwise multiple regression analysis; self-concept and interpersonal communication.



Table 8

**Analysis on Stepwise Multiple Regression to select self-concept and interpersonal communication to predict happiness at work of commercial banks employees.**

Predictor	R	R <sup>2</sup>	Adj R <sup>2</sup>	SE <sub>est</sub>	F	P
Constant						
- Personal identity	.73	.530	.529	.18	488.61**	.00
Constant						
- Personal identity	.80	.643	.641	.16	388.33**	.00
- Self-esteem						
Constant						
- Personal identity	.83	.690	.688	.15	319.44**	.00
- Self-esteem						
- Body image						
Constant						
- Personal identity	.86	.731	.729	.14	292.72**	.00
- Self-esteem						
- Body image						
- Empathy						
Constant						
- Personal identity	.86	.738	.735	.14	241.25**	.00
- Self-esteem						
- Body image						
- Empathy						
- Role performance						

\*\* The statistically significant level at .01

Table 8 stated that there were 5 variables affecting on predicting happiness at work of the commercial banks' employees; personal identity, self-esteem, body image, empathy and role performance. The first predictor was personal identity, with the corrected item total correlation of .73, the percentage of 53.00 and the statistically significant level of .01. The error value of prediction was .18.

After adding the self-esteem, the corrected item total correlation became .80, could predict the happiness at work of commercial banks employees with the percentage of 64.00 and the statistically significant level of .01. The error value of prediction was .16.

When adding the body image, the corrected item total correlation became 83.00, could predict the happiness at work of commercial banks employees with the percentage of .69 and the statistically significant level of .01. The error value of prediction was .15.

After including the empathy variable, the corrected item total correlation became .86, could predict the happiness at work of commercial banks employees with the percentage of 73.00 and the statistically significant level of .01. The error value of prediction was .14.

When adding the role performance variable, the corrected item total correlation became .86, could predict the happiness at work of commercial banks employees with the percentage of 74.00 and the statistically significant level of .01. The error value of prediction was .14. The prediction capability was increased by using the first predictor for 21.00 per cent, using 2 predictors for 11.00 per cent, using 3 predictors for 16.00 per cent, and using 4 predictors for 20.00 per cent.

Table 9

**Equation of predicting happiness at work of commercial banks employees**

Predictor	b	SE b	β	t	P
Constant	1.64	.10	-	15.77**	.00
- Personal identity	.60	.03	.73	22.11**	.00
Constant	1.18	.10	-	11.88**	.00
- Personal identity	.37	.03	.44	11.80**	.00
- Self-esteem	.44	.02	.44	11.66**	.00
Constant	.66	.11	-	5.94**	.00
- Personal identity	.38	.03	.46	13.00**	.00
- Self-esteem	.25	.03	.32	8.50**	.00
- Body image	.19	.02	.24	8.10**	.00
Constant	.60	.10	-	5.70**	.00
- Personal identity	.30	.03	.37	5.69**	.00
- Self-esteem	.15	.03	.19	10.68**	.00
- Body image	.20	.02	.26	4.71**	.00
- Empathy	.19	.02	.29	9.14**	.00
Constant	.55	.10	-	5.27**	.00
- Personal identity	.26	.03	.32	8.27**	.00
- Self-esteem	.13	.03	.17	4.29**	.00
- Body image	.19	.02	.23	8.12**	.00
- Empathy	.19	.02	.28	8.00**	.00
- Role performance	.09	.02	.11	3.20**	.00

\*\* The statistically significant level at .01

From table 9, the equation to predict happiness at work for commercial banks employees equaled  $0.55 + 0.26$  (personal identity)  $+ 0.13$  (self-esteem)  $+ 0.19$  (body image)  $+ 0.19$  (empathy)  $+ 0.09$  (role performance).

The mentioned equation explained that when the personal identity of commercial banks employees increased 1 point by controlling other variables, the happiness at work of the commercial banks employees could increase for 0.26 points.

When the self-esteem of commercial banks employees increased 1 point by controlling other variables, the happiness at work of the commercial banks employees could increase for 0.13 points.

When the body image of commercial banks employees increased 1 point by controlling other variables, the happiness at work of the commercial banks employees could increase for 0.19 points.

When the empathy of commercial banks employees increased 1 point by controlling other variables, the happiness at work of the commercial banks employees could increase for 0.19 points.

When the role performance of commercial banks employees increased 1 point by controlling other variables, the happiness at work of the commercial banks employees could increase for 0.09 points.

After changing raw score into Z-score, the predicting equation of the standard score has been discovered as follow: Happiness at work equaled  $0.32$  (personal identity)  $+ 0.17$  (self-esteem)  $+ 0.23$  (body image)  $+ 0.28$  (empathy)  $+ 0.11$  (role performance)

### ***Conclusion and discussion***

The result of the study showed that the self-concept related to happiness at work of commercial banks employees at the statistically significant level of .01. When the commercial banks employees recognized their self-concept, their level of recognition was excellently at the highest level. When the commercial banks employees have recognized themselves in both positive and negative sides, including seeing themselves through the views of others along with understanding their own behaviors, they could learn and accept themselves in positive reflections and stay happy about themselves. This phenomenon related to the study of [29] which revealed that self-concept could influence on the happiness of the former drug addicts. The facts were proved via the activities which encouraged communication to get solutions and trust, including psychological practices by doing activities and self-talk. They were encouraged to use imagination and set goals by using measurements to find out about self-concept, satisfaction to control recognition and happiness level before and after doing the activities. The results showed that these activities increased levels of self-concept, life satisfaction, recognition and happiness in positive direction.

Moreover, the results stated that the interpersonal communication has related to the happiness at work of commercial banks employees with the statistically significant level at .01, following the hypothesis. The researcher found that when the interpersonal communication has been in positive ways; no aggressive or hurtful communication and realize that words can be used as weapon, the happiness at work could be increased. The empathy was also a part of the interpersonal communication among the commercial banks employees. This part could be related to the study of [30] which studied about the connection between communication skill of the executives and the efficiency of teamwork in teachers in Primary Education Service Area 3 in Kanchanaburi. It was found that overall, the communication skill of the executives in the office was in high level. When considering each aspect, all was in good condition. The assumption is that nowadays many executives have taken courses in educational management directly, including attending the trainings before accepting the positions. In addition, the executives have had experiences in managing, communicating and teamworking. The knowledge has been applied appropriately and has come up with efficient result.

The results also revealed 5 predictors; personal identity, self-esteem, body image, empathy and role performance which can be employed to predict the happiness at work of the commercial banks employees. The analysis results have been in accordance with the hypothesis, with corrected item total correlation to happiness at work of the commercial banks employees of .86. This could predict about 74.00 per cent of the happiness at work, with the statistically significant level of .01 and the error value of .14.

The personal identity was the first predictor since it was what the employees could self-reflect or got feedback via others. The employees could learn and accept the way they are and view "themselves" as characters, then make it into their characteristics[31]. Self-recognition depends upon the wisdom of the individual. If the person is logical and realistic, the person will be able to differentiate their real-self from their ideal self.

The self-esteem is the second high predictor. When the commercial banks employees realize their esteem, it will lead to their confidences and self-esteem. The self-esteem is the outcome of self-assessment in terms of ability, importance and success. Then, it radiates through their positive attitudes towards themselves. This could be related to the study of [31]. Internal and external factors could relate to the level of positive self-esteem. If the youths have positive opinions towards internal and external factors, the level of self-esteem will become higher.

Body image has been the third predictor. Body image includes the understandings about physical conditions, personalities, including the capability of their physical

strength. This related to the study of [32]. [32] studied about the strategies of English speaking for communication of students in grade 10-12. The study indicated that no matter which strategies were employed in communication, the speakers expect the audiences to understand what they would like to communicate. This was similar to the idea of [33], mentioning that communication strategies were invented to create understandings towards both communicators.

The role performance has been the last predictor. It showed that the commercial banks employees have had expectation on themselves in terms of their work positions and self-adjustment to society. This could be related to the study of [34] which investigated on roles, responsibilities, capability factors and success factors affecting on the motivation of commercial banks employees in Bangkok. The result showed that factor on role and responsibility has influenced on the commercial banks employees with the statistically significant level at 0.05.

### ***Suggestions for further studies***

According to the results of the study on the happiness at work of the commercial banks employees, when considering each aspect, the aspect that got the highest mean was the work achievement. This could be interpreted that success in work could cause happiness at work. When considering each item, the item on "You are proud to apply knowledge and ability from self-developing into working." has earned the highest score. Therefore, when the employees have pride in employing their knowledge and ability in working, the organization should focus on encouraging more supports on these in order to allow the employees to bring their best capability to benefit on their jobs. The next focus was on the connection. When considering each item, it was found that the item on "You can feel your self-esteem when you achieve your work goal." earned the highest score. The organization should support their employees to take their self-esteem from achieving work goals or set higher KPI to challenge their employees.

Additionally, when considering the mean of self-concept in the aspect of personal identity, its mean was less than other aspects. This suggested that the organization should concern and improve about personal identity. It could be conducted by encourage through activities that help their employees to perceive their identities. This should be done in order to create happiness at work for their employees to remain working and loyal to the organization.

The interpersonal communication of the commercial banks employees was found in good level. After considering each aspect, the equality has got the highest mean. This means the equality in communication plays a vital part in creating happiness at work for the employees of the commercial banks. When considering each item, the item, "You always respect your conversation partner.", earned the highest score. This means the recognition of equality in an organization ensures the employees about the fair treats to all without any disparities. The second highest was the aspect of supportiveness in the item, "You can logically accept the different ideas of your conversation partner.". This reflects the support among the employees who try to understand what their partners are trying to communicate.

The aspect that has got less mean than other aspects was the empathy. This should get the organization to concern about the empathy among the employees. Training or teamworking activities could possibly make the employees to empathize one another and could cause happiness at work.

The results also stated that the variables that could predict the happiness at work of the commercial banks employees were personal identity, body image, empathy and role performance.

Personal identity should be improved since it is important to the image of the commercial banks. When their employees recognize their personal identities, they can improve themselves and that can affect on the organizations. Vice versa, when the organization recognize their employees' personal identities, it can affect on assigning

tasks to the right person. Then, when the right person gets the right responsibility, the happiness at work will happen.

The self-esteem should also be improved since it can lead to the happiness at work for the commercial banks employees. When the organization appreciates the value of its employees, they will devote themselves to their tasks. The organization should encourage this aspect through trainings or personal development effectively.

Body image is another aspect that needs to get supports in order to acknowledge their capabilities. When they know their capabilities, they will reflect their happiness through their works. The organization should encourage this aspect through trainings or personal development effectively.

It is also necessary to develop the empathy towards people so that the interpersonal communication could become more effective and cause happiness at work. The organization should support the interpersonal communication in order to create understandings, mutual ideas and empathy towards others. This will help create understandings during the communication.

The role performance is also necessary to be developed. If the employees have possessed the trustful roles, it will create good reputation. Role performance is an important part since the employees will put effort to achieve their work goals. It is encouraging for the organization to promote and support the skill development to increase work ability. This can also be employed as a guideline to improve and develop their employees to remain with the organization for long.

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