



# **THE STUDY OF THE EMPLOYEE'S ATTITUDES TOWARDS DOWNSIZING IN BANKING BUSINESS**

by

**Mr. Pakorn Pokmanee**

**A Final Report of the Three - Credit Course  
CE 6998 Project**

**Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Master of Science  
in Computer and Engineering Management  
Assumption University**

**November, 2000**



**THE STUDY OF THE EMPLOYEE'S ATTITUDES TOWARDS DOWNSIZING  
IN BANKING BUSINESS**

by  
Mr. Pakorn Pokmanee

A Final Report of the Three-Credit Course  
CE 6998 Project

Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Master of Science  
in Computer and Engineering Management  
Assumption University

November 2000

Project Title            The Study of the Employee's Attitudes towards Downsizing in  
Banking Business

Name                     Mr. Pakorn Pokmanee

Project Advisor        Asst.Prof.Dr. Boonmark Sirinaovakul

Academic Year         November 2000

---

The Graduate School of Assumption University has approved this final report of the three-credit course, CE 6998 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.

Approval Committee:



(Asst.Prof.Dr. Boonmark Sirinaovakul)  
Advisor and Member



(Prof.Dr. Srisakdi Charmonman)  
Chairman

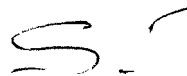


sti

(Dr. Chamnong Jungt irapanich)  
Dean



(Dr. Prapon Phasukyud)  
Member



(Assoc.Prof. Somchai Thayarnyong)  
MUA Representative

November 2000

## ABSTRACT

This purpose of the study of the employee's attitudes towards downsizing in banking business is to study the factors that influence the employee's attitudes. This study shows what factors influence the employees' attitudes, and how to manage their attitudes. This study used questionnaires and interviews to gather the information from employees responses and their attitudes, and used the result of responses to analyze the factors that affect the employees attitudes. The employees' attitudes will infer the morale and motivation of the employees who work in organization. When the organization understands and knows the influence that affects the employees' attitudes, the leader can improve or apply other strategies to solve the problems of organization.

The principle of management in organization which would concern and implement the downsizing program are communication, participation, motivation, the employee development and attitudes management. These are basic managements that the leader should understand and apply to current situations in an organization. This study will confirm that they are important to manage the organization and the employees.

This study can help the management to know the cause of disputes with the management strategy that comes from the attitudes and understanding of each employee.

## ACKNOWLEDGEMENTS

I am indebted to the following people and organizations without them, this project would not have been accomplished.

First of all I would like to thank my family that offered continuous encouragement and support to achieve my educational goal.

My grateful thanks to Ass.Prof.Dr. Boonmark Sirinaovakul, my advisor, who encouraged and recommended many important advice to me. His patient assistance, guidance, and consultant encouragement has led me from the project inception to the project completion.

My appreciation to Dr. Maitree Wasuntiwongse who advised and helped me in every way he can.

I would like to express my special thanks to all the staff of foreign department in the sample organization, who have been willing to give information about the attitudes towards business downsizing, and all the respondents, who devoted their time to complete the questionnaires.

## TABLE OF CONTENTS

<u>Chapter</u>	<u>Page</u>
ABSTRACT	
ACKNOWLEDGEMENTS	ii
LIST OF FIGURES	
LIST OF TABLES	vi
I. INTRODUCTION	1
1.1 Background of This Project	1
1.2 Objectives of This Project	2
1.3 Scope of This Project	2
1.4 Deliverable	3
1.5 Research Methodology	3
1.6 Sampling Size	4
1.7 Limitations	4
II. LITERATURE REVIEW	5
2.1 Current Situation of Business Downsizing in the Finance Institute	8
2.2 Theroy and Defination	8
2.3 The Objectives of Downsizing Banking Business	17
2.4 Procedure of Business Downsizing	20
2.5 After the Business Downsizing	28
2.6 The Example of Downsizing in the Banks of Other Countries	30

Chapter	Page
III. RESEARCH METHODOLOGY	32
3.1 Selection of the Sample	32
3.2 Identifying the Variable	33
3.3 Choosing the Research Instrument	33
3.4 Data Collection	39
3.5 Data Analysis	39
3.6 The Assumption and the Hypothesis of This Project	40
IV. RESULTS AND DISCUSSION	42
4.1 Findings of the First Research	42
4.2 The Result of Assumption with the Study	63
4.3 Finding the Second Survey	78
V. CONCLUSIONS AND RECOMMENDATIONS	83
5.1 The Problem	83
5.2 The Study Summary	84
5.3 Recommendations	98
5.4 Future Study	100
APPENDIX A THE QUESTIONNAIRE IN THE FIRST ROUND OF RESEARCH	102
APPENDIX B THE QUESTIONNAIRE IN THE SECOND ROUND OF RESEARCH	125
BIBLIOGRAPHY	132

## LIST OF FIGURES

<u>Figure</u>	<u>Page</u>
2.1 Maslow's Hierarchy of Needs	10
2.2 Downsizing Requires a Four Point Plan	22
4.1 The Percentage of Factors That Influence the Employees' Attitudes	80





## LIST OF TABLES

<u>Table</u>	<u>Page</u>
2.1 The Comparison of the Numbers of Employee with Employee Costs	7
4.1 The General Information of the Respondents on Gender, Age, Year of Working, Education, Status, Position, and Salary	43
4.2 The Average and Standard Deviation of Stableness in Working, and the Level of the Employees' Opinions	46
4.3 The Percentage of Banking Employees Classified by the Level of Stability in Working	50
4.4 The Mean and Standard Deviation of the Employees' Interest towards Banking Business Downsizing Plan	51
4.5 The Number and the Percentage of Banking Employees, That are Classified by the Level of the Employees' Interest towards Business Downsizing	53
4.6 The Mean and Standard Deviation of the Employees' Understanding in Banking Business Downsizing Plan	54
4.7 The Number and the Percentage of Banking Employees, That are Classified by the Level of the Employees' Understanding of Business Downsizing.	56
4.8 The Mean and the Standard Deviation of the Banking Employee's Attitudes towards Business Downsizing	57
4.9 The Percentage of Banking Employees Classified by the Level of the Employees' Attitudes towards Business Downsizing	62
4.10 The Comparison of Different Sex Employees' Attitudes towards Business Downsizing	63
4.11 The Comparison of Different Age Employees' Attitudes towards Business Downsizing	64
4.12 The Comparison of the Employee's Attitudes towards Business Downsizing with Working Duration	64
4.13 The Comparison of the Employee's Attitudes towards Business Downsizing with the Level of Education	65

<u>Table</u>	<u>Page</u>
4.14 The Comparison of the Employee's Attitudes toward Business Downsizing, Classified by Position	66
4.15 The Comparison of Different Marital Status Employees' Attitudes towards Business Downsizing	67
4.16 The Comparison Different Position of the Employee's Attitudes towards Business Downsizing	67
4.17 The Comparison of the Employee's Attitudes towards Business Downsizing, That Classified by Position	68
4.18 The Comparison of Different Salary Rate Employee's Attitudes towards Business Downsizing	68
4.19 The Comparison of the Employee's Attitudes towards Business Downsizing, That Classified by Salary Rate	70
4.20 The Comparison of the Employee's Attitudes towards Business Downsizing with the Stability in Work	71
4.21 The Comparison of the Employee's Attitudes towards Business Downsizing, That Classified by Working Stability	72
4.22 The Comparison of the Employee's Attitudes towards Business Downsizing with the Different Level of Interest	73
4.23 The Comparison of Different Understanding Level Employee's Attitudes towards Business Downsizing of Banking Business	73
4.24 The Suggestion of Respondents about the Downsizing of Banking Business	74
4.25 The Factors That Influence the Employees' Attitudes towards Business Downsizing	78
4.26 The Level of Employees' Opinion in Each That Influence the Employee's Attitudes	81

# **I. INTRODUCTION**

## **1.1 Background of This Project**

"Business enterprises cannot exist in vacuum" they are inevitably surrounded by business environments which change all the time. In order to survive, firms have to set the objectives and missions to fit such changes that affect enterprises both positively and negatively; also, both directly and indirectly. Thus to achieve the objective and mission of enterprise, the firm must find effective and efficient of business strategies to well adopt their own organization in the surrounding environment. Accordingly they can survive and grow in competitive markets as a result from choosing the right method, which vary widely.

In today's climate of business economic crisis, the enterprises select the way of layoffs when employers need to develop staff reduction to cut the cost of operation and make work process, more efficient and/or eliminate less profitable and unnecessary functions. Then, the business downsizing is a strategy to fulfill the objectives of the enterprises that want to survive in the economic crisis. However, in the recent year, the business enterprise, Thailand Banking Industries, which has applied the business downsizing method of solving and adjusting the financial problems should analyze the attitudes and suggestions of the employees in their organization. This will help the organization to achieve the management plan of organization. In order to understand how to make use of business downsizing, it is necessary that strategic planning be adopted; together with the attitudes and feed back of the employees after implementing this strategy. If the enterprises are not well planned for the implementation of the downsizing strategy, and do not acknowledge the factors limiting restructuring activities, the employees cannot absorb or understand the downsize planning in which

they do not know what they should do, and who will leave or remain while the employees' morale will be dampened. Then, the top management of banking business has to understand the employees' attitudes and listen to the suggestions of the employees about the approach to implement the business downsizing.

So, the participation of the employees in the organization in setting and implementing the strategy will increase the motivation of the employees and potentiality of work in the organization. When they have the motivation and high morale, they will show their performance to solve the economic problem, and increase the efficiency and effectiveness of work.

### **1.2 Objectives of This Project**

- (1) To analyze the factors that have influences on the banking employees' attitudes towards business downsizing
- (2) To study the banking employees' attitudes towards downsizing in banking business
- (3) To study the advice of the banking employees on the business downsizing

### **1.3 Scope of This Project**

The project's scope is aimed to study the attitudes of the banking employees of business downsizing in banking industry that will influence banking strategy and business planning. And, the study is based on the employees of leading commercial banks, with head offices in Bangkok.

The study of the employees' attitudes towards downsizing in banking business is mainly based on the personal background of banking employees. We will focus on:

- (1) Personal information: sex, age, education background, marriage status, position and level of salaries.



- (2) Employees' attitudes and recommendations for business downsizing in banking business

#### **1.4 Deliverable**

- (1) To understand the banking employees' attitudes towards the banking business downsizing.
- (2) To provide primary information, beneficial to banking business for selecting and planning the most appropriate downsizing strategies; in order to maintain and enhance the employee's positive attitudes towards their jobs and organizations.
- (3) To apprehend bank staffs' understanding and knowledge of business downsizing.
- (4) To acquire the suggestions and ideas of the banking employees of business downsizing issue and its approaches

#### **1.5 Research Methodology**

In this study we use the method of gathering information by:

- (1) Sample Design

To fulfill the study objectives, I have designed a procedure method of random sampling. The needed and essential information for the research study will be obtained from the employees of banking business who work at financial institutes in Bangkok, in foreign exchange departments

- (2) Interview

This method is used to get the recommendations and the attitudes of the employee towards business downsizing in their organization.

## **1.6 Sampling Size**

The people in this research are employees of the banking industry in Bangkok equal 246 persons who work in the foreign exchange department in one financial institute in Bangkok that included clerks, employees and of management level.

## **1.7 Limitations**

After doing this study, I have found some limitations as follows:

- (1) Some respondents are not willing to answer the questionnaires. They consider it a waste of their time dealing with me, and they feel that it may affect their job.
- (2) Time limitations, because the period of downsizing program is planned in at short time for implementation. This study has to follow the time of downsizing of banking business because this is the best time to study the employees' attitudes.
- (3) The top management of banking business is reluctant to provide some useful information because they think that it should be confidential. Thus, adequate data and information to define the downsizing program are not obtainable.
- (4) Because the study used the group of employees of foreign exchange department only in banking, the results of study may not show the total of employees in banking towards business downsizing, but they are substitute for all level, in the banking business.

## **II. LITERATURE REVIEW**

In 1998, many countries in Asia confronted a great economic crisis. Thailand was one of those countries that suffered the losses. The whole economic system was paralyzed. One of the major impacts from the crisis was the financial liquidity problem, which resulted in a domino effect on all businesses in the country. Many of them had to close down. For those who still retained the business, many had to reorganize and downsize its business. A lot of people were laid off. Some had salary cuts. They all encountered extensive stresses. Work conditions and employee's morale reached its lowest point. For those firms that targeted to increase their effectiveness and efficiency, only one third achieved it. This raised a significant question about the overall value of the most current practices for restructuring, downsizing, and rightsizing strategies. Clearly, it is a typical and recurrent event. Many organizations that managed to plan, lead, and recover were the ones who benefited from it. For those who could not master the process, were certainly at a great disadvantage.

And, the external environments of banking business also caused profound changes on business. Financial crises or economic crises, global competition, information technology, scarce resources, and demographic changes are just some of the many external factors resulted in organization change. There is recognition that a paradigm shift is occurring for the management of private and public organizations.

### **2.1 Current Situation of Business Downsizing in the Finance Institute**

From the business crisis in 1997-1999, the finance institutes in Thailand came up with critical plans for business crisis. This involved reduction of the workforce and cutting down unnecessary costs. The banks in Thailand have set the management

strategies for downsizing and laying off employees to reduce employees in the banking business. The recent situation is shows as follows:

When the top management foresees that technology and electronics could substitute workforce in some area, then they should do so. This will enable them to cut down the cost of employment. The process should be easy and simple to implement. For instance, they can reduce the branches in the provinces by using electronics banking and set the new management policy to reduce job processing. In this year, the bank of Thailand expects that the financial institutes will reduce employees by about 14,300-19,067 persons. In the third quarter in 1999 to present, the financial institutes reduced 9,227 persons. There are about 95,388 persons in banking business industry.

The early retirement program is another common strategy to implement in downsizing the banking business. Evidence is shown as follows:

Thai Farmers Bank PLC. offered "volunteer program" to motivate its employee for early retirement, instead of laying off or firing their employee. By launching this program, they expect 2,000 employees or more to join it in the first year and expect to reduce 5,000 employees in the next five years. They set 2,000 million bahts budget for severance payment in this program. The Managing Director of Thai Farmers Bank said that the reduction of employees was based upon volunteers only. They did not fire or lay off any of their employees.

Siam City Bank PLC. also launched an early retirement program to downsize its banking structure in April 2000. They currently have 5,436 employees and they expect to have at least 660 people joining this program.

Bangkok Bank PLC. currently has 20,200 employees, of which 6,000 need to be removed. Therefore, Bangkok Bank top management decided to substitute some of the customer service employees with their technology devices. This should enable the



company to eliminate some branches in the provinces and, overall, decrease the size of business. In the near future, the bank plans to maintain only 3-4 employees in each branch. Table 2.1 shows the cost of employment with amount of employees in 1997-1999.

Table 2.1. The Comparison of the Numbers of Employee with Employee Costs.

Year	The numbers of employee	The employment costs
1997	-	10,535,720,574
1998	21,321	9,342,559,046
1999	20,434	7,292,535,649

Resource: The annual report of 1999 of Bangkok Bank (Public) Co., Ltd.

Krung Thai Bank PLC. currently have 6,000 employees that have exceeded their target size. Therefore, they proposed an early retirement program to persuade some of their employees to retire early and take the benefit package. So far, the company had 2,300 employees who volunteered to retire early.

A year ago, Bank of Ayudhya PLC. started their early retirement program, and 1,200 employees had joined the program. Currently, the bank has 9,900 employees left. And they plan to launch another early retirement program next year to reduce another 1,000 employees within one year.

Thai Military Bank PLC. business restructure was the mean they used to reduce the costs and, hence, to increase management effectiveness. By executing the plan, they had to lessen their workforces by 1,000 people. This will lead to meet their target size of 6,400 employees next year.

Bangkok Metropolitan Bank PLC. launched "Mutual Farewell Program" to persuade the employees to join their downsizing strategy. Just last year alone, they had 900 people joining this program. Only 4,429 employees still work at present. When the HSBC (Hongkong and Shanghai Bank) bought Bangkok Metropolitan Bank PLC., they used this strategy again to reduce the number of employees.

This year, all the banks in Thailand have closed many of their branches. For example, Krung Thai Bank PLC. closed 35 branches. DBS Thai Danu Bank PLC. closed 35 branches. Bank Thai PLC. also closed 42 branches. Siam Commercial Bank PLC. closed 30-40 branches.

## **2.2 Theory and Definition**

Theories that relate to this study can be divided into 3 parts.

- (1) Theory of job satisfaction
- (2) The researches that are related to this project
- (3) The definition of downsizing and attitudes

### **Theory of Job Satisfaction**

Theory that is related to job satisfaction and that is used to be the guideline for this study can be described as follows:

- (1) Maslow's Hierarchy of Needs

Abraham H. Maslow (1954) stated that the needs and therefore the wants and desires of a person can be identified by five categories on an ascending scale of influence with a never-ending sequence of needs which motivate him. Maslow felt those needs were so basic that they motivate the behavior of people in many different cultures and those formed a hierarchy or leader (Figure 2.1) according to their prepotency. By "prepotency" he

- (d) Ego, Maslow describes ego as including the need for recognition of accomplishment and status as denoted by respect from others or by symbols of rank. The need to hold and use power is also a major part of this concept and is often thought to be the prime motivator of persons in politics. The ego need is both a frustrating factor as well as strong potential motivator.
- (e) Self-fulfillment, Maslow defines self-fulfillment as including challenge, responsibility and sense of accomplishment. This need is the most difficult to satisfy in many job situations. Like ego, its goals are ever moving and complete satisfaction is never really achieved. It is the most powerful and long lasting of the motivators.

According to the theory, people must satisfy the needs at the bottom of the hierarchy before higher-level needs emerge as important. An unsatisfied need is a potential motivator of behavior. Once a person satisfies a need at one level, the need at the next level in the hierarchy become the focus of behavior.

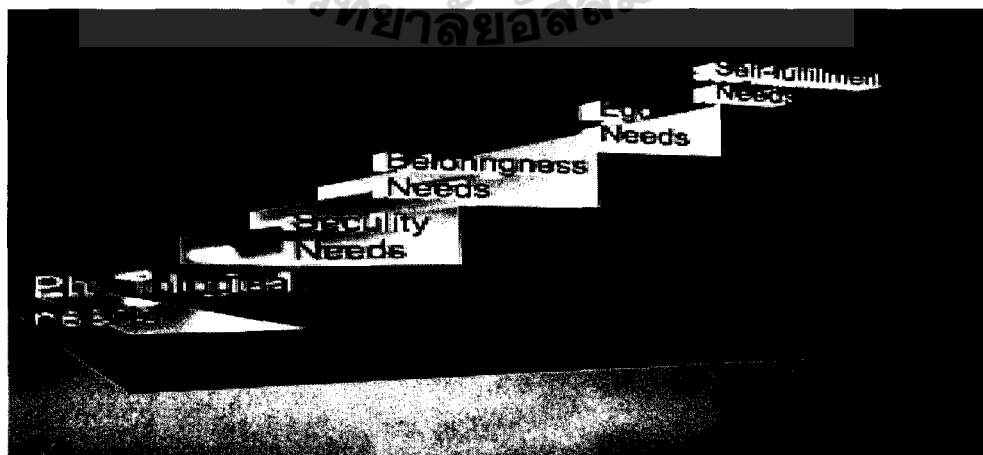


Figure 2.1. Maslow's Hierarchy of Needs.

meant that each need becomes active or aroused only when the lower needs are reasonably satisfied.

The following are the five basic need categories in Maslow's Hierarchy Needs Theory.

- (a) Survival, survival is a universal need that may be defined as the need for food, clothing, shelter, and other necessities required to simply maintain life. It is obvious that money is a part of this need, because it is required in order to obtain these necessities. This is the most basic reason why man seeks employment.
- (b) Security, Maslow stated that once we have reached a relative level of satisfaction in obtaining those things necessary to maintain life, and the next motivation is the need to keep those things- in other words, security. This need, which is universal among humans, is one which can sometimes be almost totally satisfied in terms of employment. The employees are considered to be "too security conscious" in their jobs. To unduly threaten a person's security need is to produce safe, conservative, unimaginative results. The security need emerges on a massive scale in times of economic upset and internal corporate stress. Since insecurity almost always result in low morale and low productivity.
- (c) Belonging, Belonging is a social need and, according to Maslow, becomes a factor once a relative level of security has been attained. In all phases of human activity, acceptance of the individual by the group or society is a critical factor in adjustment.



The Researches that are Related to this Project

(1) McKenna (1991)

According to survey results from a study on employee loyalty of McKenna, there are eight factors affecting employee loyalty in their organization. They are, in descending order: equity, security, good management, integrity, empowerment, good communications, benefits and personal support.

Downsizing is a stressful time for employees, and is a time in which they will question each of the eight factors mentioned in the above quote by McKenna. By communicating with employees, making them feel part of the organization, and working to restore loyalty, it is possible to avoid some of the most dangerous pitfalls of downsizing.

(2) Polly Kettly (1995)

Research Program identified a need to attempt to define how best to manage employee morale during organization change. Research found that what constitutes good practice, given the lack of before and after evaluation. However, there are discernible trends in the way employers can adjust Human Resource policy and practice during and immediately following change:

- (a) Winning commitment to the change via considerable effort in employee communications
- (b) Ensuring adequate provision of support for the well being of retained as well as outplace staff
- (c) Enhancing opportunities for training and development of new skills, to achieve new ways of working for individuals and groups

(d) Realigning the performance management system.

(3) Burns and Stalker (1966)

The study by Burns and Stalker identified two extremes of management practice in the organizations —mechanistic and organic practice. It was suggested that both of these approaches are equally correct and rational in their appropriate environmental and organizational changing.

Mechanistic management systems are rigid in nature. The study showed that these work best in organizations that experience stable environmental conditionals. The characteristics of mechanistic management are similar to those of bureaucracy:

- (a) Tasks are specialized;
- (b) Clearly-defined duties and procedures;
- (c) Clear hierarchical structure;
- (d) Knowledge and expertise center at the top of the organization;
- (e) Clear instructions and decisions from superiors as methods of control over organizational activity;
- (f) Insistence on loyalty of employees to the organization and to their superiors.

Conversely, it was suggested that organic organizations were most appropriate in changeable environmental conditions. The 'surprises' inherent in a changeable business environment necessitated a more flexible and less rigid organizational philosophy than that provided by the inflexibility of a mechanistic organization. Organic organizations have the following characteristics:

- (a) The importance of special knowledge, skills and experience to the success of the organization;
- (b) A continual redefinition of tasks as the environment changes;
- (c) A network, rather than a hierarchical structure of control and authority (characterized by as increased importance of cross-functional rather than hierarchical relationships);
- (d) Superior knowledge is not necessarily related to a person's authority in the organization;
- (e) Communication or more lateral than up-and-down, reflecting and emphasis on information rather than instructions and commands;
- (f) A widespread commitment of employees to the overall tasks and goals of the organization;
- (g) An emphasis on the contribution of individuals within the organization.

Bums and Stalker contended that organic organization was best suited to a changeable business environment, which is of course in contrast to the roles of the mechanistic organization.

#### The Definition of Downsizing

##### (1) Prof. Sumpong Juntsiri (1998)

Downsizing is a strategy that many organizations use to abate the economic crisis, but the result of this strategy is to lay off or fire the employee. Then, the number of unemployed increase when compared with three years ago. In the business downsize, that does not encourage the organizations to reduce their employees for smallness of organization, because business downsizing has steps and methods to implement before

the last step is to lay off the employees. The meaning of downsizing is important for employers to understand before they will use this strategy to save cost and expenditure.

A growing organization may choose to 'fightsize'. It can reduce the amount of work, as well as the number of employees doing it by closing units, delayering levels of hierarchy, or removing functions. The current popularity of business process reengineering demonstrates the strength of employers' commitment to finding better and more cost effective way of organizing. Business downsizing is used to reduce the costs and overheads in organizations of Thailand. The employer will think that it is the method for reduction of the enterprise and control the costs. But downsizing or rightsizing (the new paradigm) is the strategy to set the appropriate size of organization that may increase or decrease the number of the employees in business, such as merger or establish new company. When the organization wants to set the appropriate size of the company, involving business reengineering or the same size of organization, it increases the potential of worker who can produce more products and more profit for organization. The employer has to look over to reduce the capital, and they want to reduce the cost of employment, because they think that the reduction of employment is implemented easily, but it is hard for management.

Rather than being the result of a temporary reaction to economic downturn, downsizing or rightsizing is judged by many to reflect a major structural transformation in business organization that will continue to the foreseeable future. Mergers and acquisitions, newly automated process, transfers of operations, and flexible working have turned workforce

reductions into an ongoing activity that is likely to continue independently of current financial performance.

(2) Cameron, Freeman, and Mishra (1993)

Downsizing is an intentional set of activities, usually involving reduction in personnel to improve efficiency and productivity by affecting work processes. Downsizing often includes the intended reductions of personnel through the planned elimination of positions or groups of positions. Downsizing may occur by reducing employees or work; by eliminating functions, hierarchical levels, or organization units; and by implementing cost containment strategies that simplify and streamline activities. Downsizing strategies include normal attrition, voluntary severance program, early retirements, buyouts, outplacements and layoffs.

Organizational downsizing involves a deliberate reduction of the workforce via staff layoffs, attrition, early retirement & voluntary severance, across the board cutbacks, delayering etc. Although almost inevitably linked with cost control, downsizing is not necessarily linked with business decline.

(3) Steven Applebaum (1987)

Downsizing was coined to define the scaling down of car sizes by automobile manufacturers. The term was first applied to the process of cutting back employees when business and government began making major reductions to their employee bases in response to necessary pressures in the 1980s. Downsizing is a type of reorganization or restructuring. Downsizing or workforce reduction is a strategy to streamline, tighten, and shrink the organizational structure with respect to the number of personnel



## St. Gabriel's Library

the organization employs. As downsizing has become more prevalent, the term has lost its original precision (i.e., workforce reduction). Today, the term downsizing is used both to refer to narrow effort to reduce the workforce and also to broad efforts to improve work systems or redesign the total organization.

### The Definition of Attitudes

Sarnoff (1960) defined attitude as "a disposition to react favorably unfavorably to a class of objects". Thurston (1931) and others have argued that attitude is an affective or evaluation predisposition. Although not discussing it a nature per se, Chave (1928) provided a detail description of the factors that influence a person's predisposition: "An attitude is a complex of feelings, desires, fears, convictions, prejudices or other tendencies that have given a set of readiness to act to a person because of varied experiences". The description of attitude under consideration is the notion that attitude is a predisposition. Attitude is typically viewed as a latent or underlying variable that is assumed to guide or influence behavior. One immediate implication of this view is that attitude are not identical with observed response consistency. Indeed, attitudes cannot be observed directly but have to be inferred from observed consistency in behavior. Krech and Crutchfield (1948), who defined attitude as "an enduring organization of motivational, emotional, perceptual, and cognitive processes with respect to some aspect of the individual's world have offered a direct description of the nature of a predisposition

In summary, the concept "attitudes" should be used only when there is strong evidence that the measure employed place and individual on a bipolar affective dimension, when the measure places the individual on a dimension of subjective probability relating an object to an attribute.

## Anticipated Benefits Realized of Downsizing

The most frequently cited benefits of downsizing to the organization include: lower overheads and cost reductions, less bureaucracy, faster decision making, smoother communications, greater enterprise and productivity increases. (Heenan 1990).

One can argue the merits of downsizing as a process for increasing organizational effectiveness. Seen only as a short-term, crisis oriented, cost saving process, the organizations' capacity to respond quickly to changing circumstances is likely to be enhanced. The goal of downsizing is not simply to become smaller and saving the cost, but to improve performance and, concurrently, the bottom line.

Unforeseen and unwanted outcomes encountered within the downsizing organizations we spoke to included: the creation of new job demands for which retained staff have neither the skill or experience to perform; over-subscription to voluntary severance schemes and the creation of a 'reluctant stayer' population; the replacement or re-hiring of previously severed posts; loss of older staff through early retirement with resulting structural blockages to promotions; and other unquantifiable 'hidden costs' such as the loss of organizational memory.

### **2.3 The Objectives of Downsizing Banking Business**

From the effect of business economics crisis ('the crash'), banking business has to improve the organization structure to business flexibility, and have the employees appropriate with job quantities, and to increase the productivity that can effectively manage the business capital for market competition. Then, the business downsizing program can be fulfilled to the objective of banking business.

Businesses is downsized to cut cost, to improve efficiency, to change the business environment and to maintain a profit level acceptable to their shareholders. Downsizing

# St. Gabriel's Library

refers to a "deliberate decision to reduce the workforce that is intended to improve organizational performance" (Kozlowski, Chao, Smith, Hedlund 1993: 267) When downsizing does occur within an organization which is a restructuring strategy of an organization to obtain efficiency and market share, or reactive, where the downsizing occurs because of deep financial trouble within the organization. In some cases, downsizing occurs because of (1) an intentional decision (2) a reduction in personnel, often disproportionately in the management ranks, (3) efficiency and/or effectiveness objective, and (4) changes in work processes. Again, the whole theme of downsizing equates to lowering operating expenses by employee elimination to show a greater profit for the business.

Businesses downsize for a variety of reasons. Some of the most common included: (Tylczak 1996)

- (1) Mergers/ acquisitions/ divestitures
- (2) Market shifts and loss of market share
- (3) Expensive litigation and large settlements
- (4) Plant obsolescence
- (5) Uncollectable accounts
- (6) Changes in technology
- (7) Increased competition
- (8) Loss of major customer or supplier
- (9) Desire for increased worker flexibility
- (10) Unacceptable profits or profit margins
- (11) Loss of financing/ drop in bond ratings/ loss of industry credit
- (12) Expired or challenged patents
- (13) Change in organizational structure or procedures

- (14) Drop in exchange rates
- (15) Recession
- (16) Lagging productivity
- (17) Trade deficit
- (18) Absorption of "baby boom"
- (19) Change in government regulation (i.e., deregulation)
- (20) Unacceptable administrative or overhead costs

There are many reasons for organizations to downsize. Since virtually any of these conditions can happen at any time. In banking business the economic problems; debts, Non-performing Loan (NPL), Financial Credit and Current Exchange rates are the causes of business downsizing. The purpose of downsizing is to effect cost saving through reducing labor expenditure while staying firmly focused on the mission, goals, and corporate values of the banking business. In the early retirement program of banking business, employees said that they couldn't change themselves to new business procedure and new technology that banking business choose for competition with other business. Then, they will get early retirement program for a making decision in their future.

In the banking business, the goals of business downsizing is to cut the expenditure- salaries, bonuses, benefits, and perks -in the business by reducing the number of their employees, because there are direct costs to save. Then, they set the number of employees who will leave and retain in the business in order to manage the business cash flow of expenditure. Such as Bangkok Metropolitan Bank PLC. (The Nation Newspaper 25/5/1999), want to reduce the number of employees from 4,970 persons to 3,970 persons.

# St. Gabriel's library

When banking business decides to downsize, a detailed and well-planned program has to be implemented to make it successful. Organizations preparing for downsizing should carefully plan to determine what should be done before, during and after the downsizing program. Management must develop strategies for communicating the news, what the overall message will be and what steps they will take throughout the process to ease the survivors' transition.

In term of technical management, business downsizing has many steps before laying off the employees. When the banking business has plan reducing the cost of employment, they should consider the employee's feelings, law and moral. The banking business has many options to reduce the size of the workforce or downsize business, and to increase cost saving: (Richard L. Knowdell, Elizabeth Branstead, and Milan Moravec 1996)

- (1) Hiring Slowdown
- (2) Hiring Freeze
- (3) Reduce Percentage of Pay Increase
- (4) Freeze Wages
- (5) Reduce Wages
- (6) Reduce Benefits and Perks
- (7) Voluntary Retirement
- (8) Involuntary and Termination Option

These are popular methods in banking business for saving or cutting costs of employment.

## 2.4 Procedure of Business Downsizing

Before the top management or Human resource manager will decide to reduce the work force or employees in their organization, they have to set the plan, and the next



step they will work is in details of business downsizing. Downsizing requires four point plans: (Lynn Tylczak 1991)

(1) Strategic Planning

Up front analysis is critical. Many organizations, fearing analysis paralysis, do not invest the time necessary to consider where they are and where they need to be. They can't plan a successful trip without knowing their point of origin and your destination. This is false economy. Instead of making a plan that accomplishes their stated objective, they react with a series of hastily prepared decisions. On the other hand, given the proper preliminary analysis, they may find that downsizing aren't the answer after all. It might be reorganizing.

(2) Program Planning

Thanks to strategic planning, they should know where you are and where you need to be. Program planning is a details map to get your from here to there. It identifies the who, what, when, why, and how of what needs to happen in downsizing strategies.

(3) Implementation

This is where it all comes together —assuming you did a solid job on steps 1 and 2- or all comes apart. This step has all pain and most of the gain. That said, the implementation phase of downsizing delivers dilemmas of its own. The major problems include:

- (a) Announcing the action, when you announce the action you control the situation by anticipating problems and providing answers.

- (b) Continuing Communications, you control communications by continuing employees. The gossip grapevine withers in an environment of openness.
- (c) Stabilizing the staff, you stabilize the workforce by controlling/extolling the present and future.
- (d) Creating Contentment among Constituents, you control constituents by being a source of information and leadership, not a source of irritation.

(4) Follow - Up

Follow up involves two processes: evaluation (how did we do?) and prevention (how can we avoid having to go through this again?).

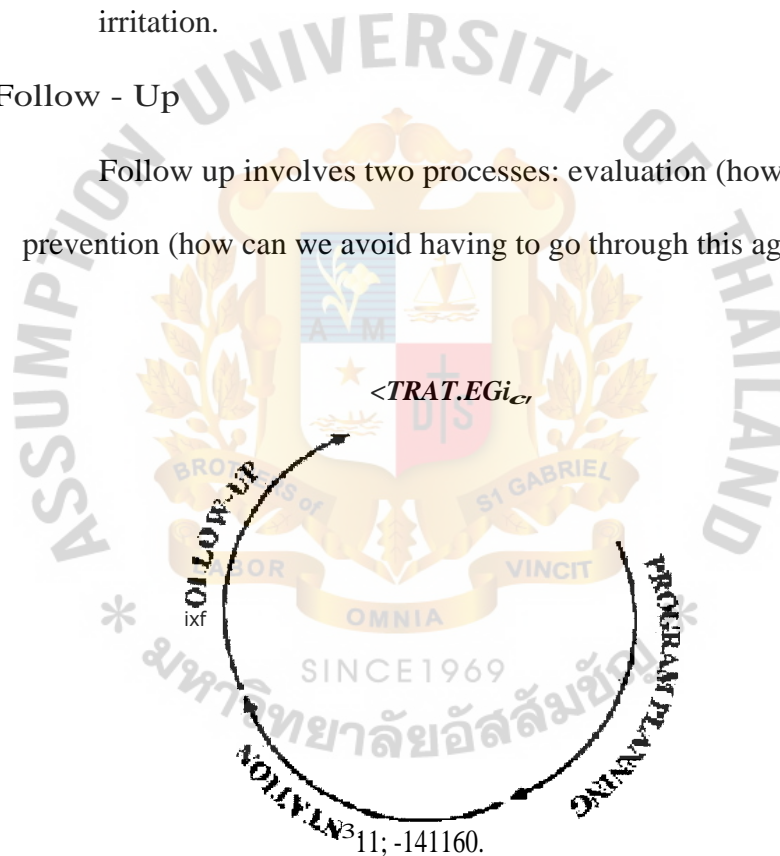


Figure 2.2. Downsizing Requires a Four Point Plan.

When you have the plan in downsizing strategy, you have to practice this plan to succeed in the objective of strategy. There are seven steps to make a reduction in

workforce or for downsizing to go more smoothly. (Jackie Greaner and Charies Cates, EnterChange Inc.)

- (1) Develop a careful, systematic transition plan. The plan should include: business goals and objective; programs and services that business will provide to both departing and remaining employees; and thorough consideration of how the plan will be implemented and communicated within the organization. As part of this planning, an organization needs to ask: "What is our purpose of undertaking this effort? To reduce overhead? Cut expenses? Improve departmental responsiveness? Serve other agencies or departments better?"

Organization preparing for downsizing should carefully plan for and anticipate what should be done before, during and after the business downsizes prior to taking and action.

- (2) Ensure that top managers understand the "Visionary" role they must play. Top managers must spearhead the downsizing plan if it is to be successful. They must explain clearly where the organization is going and provide support to middle-level managers who may have hands-on responsibility for implementing the plan.
- (3) Involve business personnel or human resource department. Work closely with human resources professionals to develop action plans and communication strategies. Because human resources people are a strategic resource which can provide the arms and legs for moving forward with business plans. They are also valuable as a sounding board in assessing the timing and practicality of specific transition plans and strategy. But the earlier HR is involved in the planning process, the more likely a downsizing

will be successful. Even a HR department that has previously been limited to a compliance role can help smooth the downsizing process. That is because downsizing is a chaotic, emotional and uncertain experience. To survive, businesses must rely on skills that are at the heart of the HR profession: workforce planning, training and skill assessment, and communication.

When HR is not involved in the planning stages of a downsizing effort, many things can go wrong. Valuable employees can jump ship-and so can marginal workers who could have been retained to better perform other jobs within the business

- (4) Plan a communication strategy. Management must develop strategies for communicating the news, what the overall message will be and what steps they will take throughout the process to ease the survivors; transition. How do you plan to roll out business downsizing plans? Will business downsize incrementally, or all at once?
- (5) Communicate as much as you can, as soon as you can. Although you may be afraid of "overcommunicating" with employees, you need to keep in touch with Reduction-in-force plan progress to create a climate of trust and to squelch the rumor mill that can imperil business plans. Incorrect information -or a lack of information- can breed mistrusts of management and dampens employee morale among survivors of downsizes. Or, the company can cut too deeply into its workforce, forcing it to rehire downsized workers. But, the crucial communication component is simply to do it. If right —top management- continuously tell their employees what has

happened, what is happening now, and what is going to happen, the employees feel like part of the team rather than apart from the team.

- (6) Remember that business is changing the rules. Reduction-in-forces or downsizing fundamentally change the operating assumptions and organizational realities by which everybody in the organization has always thought about his or her job, career, peers and relationship with the organization itself. Career transition and re-employment workshops for departing employees are critical, as are team-building and change-management programs for those who remain. Indeed, extra effort will be needed to forge common work values and organizational goals in the new environment.
- (7) Communicate tough decisions in a human way. "Top managers sometimes suppose that the "troops" understand the rationale for actions being taken and that someone else is thinking about the 'people issues' involved in downsizing."

The sample of downsizing strategy in Streeter-Haaz's corporation, set the strategic planning and tactic in three phases -predownsizing (before), downsizing (during), and postdownsizing (after). They included the following: (Richard L. Knowdell, Elizabeth Branstead, and Milan Moravec 1996)

Before

- (1) Working with line department to determine which tasks were essential for the present and the future and which would be changing. This included redundant positions, and how to saving the employment cost.
- (2) Facilitating meeting to select options for downsizing
- (3) Heading the transition team (Union, Top management, Employee and HR)



During

- (1) Working with line management to ensure that all downsizing activities were on schedule and that communications were timely and appropriate
- (2) Assisting in coordinating internal and external resources

After

- (1) Assisting line management in coordinating evaluation programs
- (2) Working with human resources to ensure that recognition and reward programs were consistent with the company's new ways of doing business
- (3) Researching the best downsizing practices of other organizations within and outside the industry
- (4) Participating in corporate long-range planning meetings

In the downsizing programs of banking business, the early retirement is the popular procedure that is used in Thai banking. Because, the top management of banking business agrees that this is the best way to give the opportunity to the employees to come to a decision. It does not force the employees to be laid off, and the volunteers will receive a payment equal to a severance allotment, or early retirement incentives (based on a formula including salary and years of working). The corporate policy on downsizing and severance pay should be summarized and described and related directly to the specific benefits and services being given to the affected employees. This is a method of selecting the employees who can change and improve themselves to the new system of business process that uses the management information system. The positive aspect of phased retirement is that the employees work closely with the banking business to effect a smooth transition. These programs focus their attention on employees who have been with the banking business for long time and/or who have reached retirement age.

Generally, early retirement candidates gain higher salaries in the banking business. By encouraging these long-term employees to retire or leave banking early, banking can reduce the costs of employment more rapidly and with fewer people leaving. Furthermore, since they are usually in a senior staff position or are in the managerial ranks, they also create opportunities for other staff to move into the positions they have left behind. This is usually perceived to be a positive factor by both employees and top management of banking business.

In the business downsizing or early retirement of banking business, banking will set the period of program and the rule of severance payment that will pay for employees who voluntarily retire early. The examples of rule of severance allotment are: (Bangkok Bank Newspaper 1999)

- (1) Length of service 1 year to 3 years = last salary x 3 + incentive 3 months
- (2) Length of service 3 years to 6 years = last salary x 6 + incentive 6 months
- (3) Length of service 6 years to 10 years = last salary x 8 + incentive 8 months
- (4) Length of service over 10 years = last salary x 10 + incentive of 10 years over x 0.25, but not over 24 times of last salary

If an employee is being offered early retirement, it is important that specific procedures be followed. The employee should be given at least forty-five days or two months for consideration of the early retirement offer and an additional seven days after signing the agreement to revoke it. To ensure that the employee understands the early retirement offer, it should include:

- (1) The eligibility requirement
- (2) The time lines for acceptance and implementation
- (3) The ages and job titles of both eligible and ineligible employees

Downsizing is a transition that affects its stakeholders in a business: managers, employees, investors, board members, customers, suppliers and the surrounding community — regional to international.

The impact of downsizing on reputation can reverberate for years, since organizations are living systems, continually affecting and being affected by both internal and external systems and subsystems, financial impact cannot readily be separated from human effects. For example, if a poorly handled reduction in force results in loss of confidence, commitment empowerment, and creativity among those who leave and those who remain, the organization will feel the financial consequences in the price of stock, loss of customers, and price negotiations with suppliers. If disgruntled workers are angry and hostile, they can sabotage production, initiate costly lawsuits, and even do physical damage. Survivors will spend more time protecting their jobs than doing them, and productivity will suffer. When hiring becomes necessary again, the organization may find it difficult to attract talented workers who are in demand- and may have to pay more to get them.

## **2.5 After the Business Downsizing**

Seventy-four percent of senior managers whose companies are downsized in United States of America said that morale, trust and productivity declined after downsizing. "The fear, distrust, uncertainty and potential for personal harm may mitigate against any organizational downsizing strategy" (Brain Friel 1998). Then Human Resource department and top management has to set plans of help for the employees who survive and who leave the banking business. If an organization doesn't anticipate and plan to address the immediate loss of morale, trust in management and ability to cope with stress that occur in the wake of a downsizing, those negative feelings will fester and hinder employees from moving forward. In addition,

organizations often do not anticipate the longer-term problems that tend to emerge after they downsize. These include a perceived sense of job insecurity, lack of confidence in the organization's future and declining productivity.

The research of LEE HECT HARRISON has issued "After The Downsizing", he identified the key prescription for managing successfully after transitions:

- (1) **Prepare Management for What's Ahead.** How managers handle the aftermath of a downsizing has a decisive effect on survivor reactions and the organization's long-term health. Therefore, care needs to be taken to fully inform managers of the upcoming downsizes as well as the rationale behind them. They should receive training in transition management and help in working through their own survivor issues before they have to convey the news to their subordinates.
- (2) **Help Survivors Adapt to the Changes.** Taking care of terminated employees is a key part of shaping positive survivor reactions, but it is not enough. Survivor reactions will be based in large part on what the organization does to survivors adjust and to what degree it encourages survivors to help themselves.

After a downsizing, this is the best time to initiate training and development programs for incumbents who have survived the downsizes. These programs have to be planned before implementing the downsizing strategy. These offerings ought to include, in addition to training and education classes: (Richard L. Knowdell, Elizabeth Branstead, and Milan Moravec 1996)

- (1) Cross-training on the job
- (2) Temporary assignments or internships in another company location, with another organization, in a university, or in the community

- (3) Career assessment and planning workshop
- (4) Rotating team assignments
- (5) Task force leadership (e.g. chairing the united way campaign or the work and family committee)
- (6) Mentoring
- (7) Special projects

Action-oriented development programs such as these present excellent opportunities to move employees out of postdownsizing paralysis and to begin integrating core and contingent staffs.

## **2.6 The Example of Downsizing in the Bank of Other Countries**

Mayson Foster, president and chief operating officer of Citizens National Bank, Hammond, La. Has found a way around the "downsizing dilemma" that benefits everyone involved. For the second time in the past few years, the \$203 million-assets bank has had to reduce the size of its staff in order to contain costs. By offering qualified employees an attractive early retirement package, no actual layoffs occur, and the bank stands to save about \$800,000 over the next years.

Layoffs were out of the question, and the community just would not accept layoffs from a community bank. But salaries were rising with inflation, and, for most employees, productivity remained level. Nobody was resigning because there were few other jobs.

The bank first offered an early retirement plan to qualifying employees in 1987 and again 1991. Early retirement plan was open to employees aged 58 and one-half or older. The age eligibility is related to the age at which withdrawals can be made from retirement plans without having to pay tax penalties, which typically is 59 and one-half.



Additionally, the bank continued to offer health insurance to the employees who accepted the offer, which was a further incentive. Prior to retirement the bank pays 100% of the employee's health insurance and 50% of their dependents' coverage. Positions vacated by those who accepted the early retirement offer are usually filled by others in the bank who are looking for an advancement opportunity. A branch manager was replaced by his assistant branch manager, for example.



### III. RESEARCH METHODOLOGY

The research design used in this study of workers is descriptive. This study is Short -Term Survey or Cross-Section Survey. The objective of this study is to investigate the attitudes of employees in banking business towards business downsizing that will emphasize in working a stable, understanding and interesting management strategy. This study used a second round of survey to gather the information about factors that influence the employee's attitudes towards business downsizing.

The extent of this study includes;

- (1) Selection of the sample
- (2) Identifying the variable
- (3) Choosing the research instrument
- (4) Data collection
- (5) Data Analysis

#### 3.1 Selection of the Sample

The researcher selected the sample from the employees of banking business who stayed at one financial institute in Bangkok. The researcher interviewed 20 people, a break down of 10 from employees who are retired from finance institutes by early retirement program, and 10 from top management in finance institutes. The one by one method was used for this interview. And the other employees who are the target of this research used questionnaires to gather the information of employees' attitudes towards business downsizing. These questionnaires are divided into 2 rounds of survey, the first round of survey was used to collect factors that influence the employees' attitude towards business downsizing, and gather the employees' suggestions on business downsizing. The second round of survey was used to calculate the percentage of factors

that influence the employees' attitudes, and find out the main principle factor that influences the employees' attitudes

## 3.2 Identifying the Variable

In the first round of research, the researcher used questionnaires for gathering information, which are divided into 4 parts:

- (1) The general information of employees of business banking
- (2) Information of the stability in working and knowledge, understanding, and interest of the employees towards the downsizing in banking business
- (3) Information of the attitudes towards the downsizing in business downsizing
- (4) The suggestions towards the downsizing of banking business.

In the second round of survey, the researcher used questionnaires for gathering information, which are divided into 2 parts:

- (1) The study of factors that influence the employees' attitude towards business downsizing.
- (2) The study of level of factors that influence the employee's attitude about business downsizing.

## 3.3 Choosing the Research Instrument

### Sampling Size

In this research, the researcher used the group of banking employee in foreign exchange department. The numbers of employee in this foreign exchange department is 246 persons. Then, the number of sample size in the study or "n" is 206. The people in this study include all employee levels in the organization structure which are clerks, employees and top management/leadership levels. The researcher used the entire employees in the foreign exchange department is the sample size, because they are

substitution of all employees in the bank. And this is the best ways to collect the information from the entire bank employees in the short time of study.

#### Instrument

Close — Ended and Opened - Ended questionnaires were used in this study, which are divided into 4 parts.

##### (1) General data of questionnaire answers

This part is meant to provide personal information (independent variables) about each individual subject with reference to:

- (a) Personal Information includes gender, age, education background, and status
- (b) Working Information includes current position, department, working experience, and current salary

##### (2) The questions about the stability in working, understanding and interest of downsizing in banking business. (Close - Ended)

This part is meant to evaluate the employees' interest and understanding in business downsizing and stability in working.

#### Scoring in This Section

The question in part 2 is aimed to access working stability. The 5 — point Likert Scale format was used to measure the level of stability in working. There are 29 items that presented the employees' attitude and each item has five choices: Strongly Agree, Agree, Unsure, Disagree, and Strongly Disagree. Each choice is assigned a different score as follows:

## Positive Questions

Level	Score
Strongly Agree	5
Agree	4
Unsure	3
Disagree	2
Strongly Disagree	1

## Negative Questions

Level	Score
Strongly Agree	1
Agree	2
Unsure	3
Disagree	4
Strongly Disagree	5

The results of questionnaires are divided into three levels and three intervals of scores as: (The ranges of score are 28 — 140 points)

$$\frac{(\text{Highest Point} - \text{Lowest Point})}{3} = \frac{140-28}{3} = 37.99$$

Level of working stability 3

Or

1.00-2.33 / 28-65	Stability in working low level
2.34-3.66 / 66-103	Stability in working medium level
3.67-5.00 / 104-140	Stability in working high level



In the section of understanding and interest in the business downsizing, there are 20 items, that are divided as true or false as follows:

0 point means that the employee is not understand, and is not interested in business downsizing,

1 point means that the employee understanding and interest in business downsizing

The points of questionnaires that show understanding and interest of employees in business downsizing are translated to summation of range, equal 0-20 points. It can be divided into 2 levels as:

0-9 point means that the employees understanding and interest in business downsizing at low levels,

10-20 point means that the employees understanding and interest in business downsizing at high levels.

(3) Attitudes towards the banking business downsizing (Close Ended)

This part is meant to evaluate and analyze the employee's attitude towards business downsizing in the banking.

Scoring in This Section

The question in part 3 is aimed to access working stability. The 5 — point Likert Scale format was used to measure the employees' attitude towards business downsizing. There are 25 items presenting employees attitudes and each item has five choices: Strongly Agree, Agree, Unsure, Disagree, and Strongly Disagree. Each choice is assigned a different score as follows:

### Positive Questions

Level	Score
Strongly Agree	5
Agree	4
Unsure	3
Disagree	2
Strongly Disagree	1

### Negative Questions

Level	Score
Strongly Agree	1
Agree	2
Unsure	3
Disagree	4
Strongly Disagree	5

The result of questionnaires is divided into three levels and three intervals of score as show below: (The ranges of score are 25 — 125 points)

$$\frac{(\text{Highest Point} - \text{Lowest Point})}{3} = \frac{125-25}{3} = 33.33$$

Level of working stability 3

Or

1.00-2.33 / 25-57	Employee attitudes at a low level
2.34-3.66 / 58-90	Employee attitudes at a medium level
3.67-5.00 / 91-125	Employee attitudes at a high level

## (4) Recommendation of banking business downsizing (Open - Ended Questions)

In the Second Round of Survey in This Study,

- (1) The study of factors that influence the employees' attitudes towards business downsizing

This part is designated to evaluate the factors that affect the employees' attitudes, these are evaluated in the first survey. It used "Yes", "No" question to access the factors that influence the employees' attitudes.

The Meaning in This Section

This section can be divided as "Yes" or "No" answers. It showed what is the influencing factor in employee attitude toward business downsizing, that are the main factors of employees attitude.

"No" means that it is not the factor that influences the employees' attitudes towards business downsizing,

"Yes" means that it is the factor that influences the employees' attitudes towards business downsizing.

- (2) Conclusion of the study of level of factors that influence the employees' attitudes toward business downsizing.

This part means to find the conclusion of each factor that influence the employees' attitudes. Each factor is divided into 5 levels; very much, much, moderate, fairly letter, letter. Each choice is assigned a different score as follows:

Level	Score
Very much	1
Much	2
Moderate	3
Fairly letter	4
Letter	5

The result of this section will be presented in terms of the mean and standard deviation of each question.

### **3.4 Data Collection**

The data used in this study comes from survey and were collected by the researcher. The researcher distributed the questionnaires at one banking business in Bangkok taking 4 weeks during May 2000 for the first round of survey, and 2 weeks during July 2000 for the second round of survey. 206 issues total questionnaires or 83.33% were sent back. The questionnaires served as an interview checklist and the respondents were asked to answer the question shown in Appendix A.

### **3.5 Data Analysis**

The following statistical procedures were employed to resolve the specific questions by SPSS/PC or Statistical Package for Social Science Version PC:

- (1) The Percentage was used to explain the general data
- (2) The Mean and Standard Deviation were used to analyze the level of working stability, understanding and interest of the employees' attitude towards banking business downsizing.
- (3) The Value of T-Test were used to compare the independent variable, which is divided into 2 groups.

(4) The Value of One-way ANOVA was used to compare the independent variable, which is divided into 3 levels.

### **3.6 The Assumption and the Hypothesis of This Project**

Assumption 1: The banking employees of different gender have different attitudes towards business downsizing

Assumption 2: The banking employees of different age have different attitudes toward business downsizing.

Assumption 3: When the banking employees have different working duration, they will have different attitudes towards downsizing.

Assumption 4: When the banking employees have different level of education, they will be different attitudes towards downsizing.

Assumption 5: When the banking employees are different in the marital status, they will be different in the attitudes towards downsizing.

Assumption 6: When the banking employees are different in the position of work, they will be different in the attitudes towards downsizing.

Assumption 7: When the banking employees are different in the salary rate, they will be different in attitudes towards downsizing.

Assumption 8: When the banking employees are different in working stability, they will be different in attitudes towards downsizing.

Assumption 9: When the banking employees are different in understanding and interests, they will be different in attitudes towards downsizing

#### **The Hypothesis**

(1) The Communication can help the employees to understand the business downsizing and reduce the negative attitudes.



- (2) The participation of the employees in business downsizing is the way to increase the motivation of employees and morale.
- (3) The development can help the remaining employees who survive for downsizing to improve their skills and capabilities.



## **IV. RESULTS AND DISCUSSION**

This project was divided into 2 rounds of survey. The first round of survey was used to find the general information of target group, the factors that influence the employees' attitudes, and the suggestions of employees. The second round of survey was used to evaluate the factors that influence employees' attitudes.

### **4.1 Findings of the First Research**

This research, which is a study of the employees' attitudes towards banking business downsizing in their organization. In the analysis section, the researcher will present the results of this study in 4 parts.

Part 1: The general information of the employees in banking business,

Part 2: Information on the stability in working, knowledge, understanding, and interest of the employees towards the downsizing in banking business,

Part 3: Information about the employees' attitudes towards the downsizing in business downsizing,

Part 4: The suggestions about the downsizing in banking business.

#### **Part 1: The General Information of the Employees in Banking Business**

The general information of sample group is sex, age, year of working, highest education, marital status, current position, and salary rate are presented in Table 4.1.

Table 4.1. The General Information of the Respondents on Gender, Age, Year of Working, Education, Status, Position, and Salary.

Demographics	Total No. of Respondents	Percent Against Total (%)
Gender		
Male	69	33.5
Female	137	66.5
Age		
Lower than 31 years	66	32.0
31-40 years	77	37.6
Higher than 41 years	63	30.6
Working duration		
Lower than 10 years	121	58.7
10-20 years	44	21.4
Higher than 21 years	41	19.9
Highest Education Level		
Lower than Bachelor degree	28	13.6
Bachelor degree or equivalent	162	78.6
Higher than Bachelor degree	16	7.8
Marital Status		
Single	96	46.6
Married (widow, divorce, others)	110	53.4

Table 4.1. The General Information of the Respondents on Gender, Age, Year of Working, Education, Status, Position, and Salary. (Continued)

Demographics	Total No. of Respondents	Percent Against Total (%)
Current Position		
Clerk	19	9.2
Employee	137	66.5
Management	50	24.3
Current Salary		
Lower than 10,000 Bahts	19	9.2
10,001-20,000 Bahts	137	66.5
20,001-40,000 Bahts	48	23.3
40,001 up Bahts	2	1.0
Total	206	100.0

Table 4.1 can be explained in words as follows:

- (1) Gender: Of the total number of the respondents 69 are males which is 33.5% and 137 are females which is 66.5%. It is implied that the sex of most respondents was female.
- (2) Age: the age of respondents in this study who are lower than 31 years is 32.0%, the age between 31-40 years is 37.4%, and the age higher than 41 years is 30.6%.
- (3) Working duration: Most of the employees in this study have been working in the banking business less than 10 years is 58.7%, the working duration between 10-20 years is 21.4%, and more than 21 years is 19.9%.

- (4) Education Level: the education level of the employees in banking business in this study, lower than bachelor degree is 28 persons which is 13.6%, bachelor degree or equivalent is 162 persons which is 78.6%, and higher than bachelor degree is 16 persons which is 7.8%. It is implied that most of the employees finished their study at bachelor level or equivalent.
- (5) Marital Status: Most of the employees in this study are single which is 46.6%, and the others are married, widowed, divorced, and others which is 53.4%.
- (6) Position: Most of the respondents were employees which is 66.5%, and the clerks who are working in the general responsibility such as typing, paper checking is 9.2%. The management position who has responsibility and accountability of planning and setting strategy for the implementation in the organization is 50 persons or 24.3%.
- (7) Current Salary: In this study, the highest is between 10,001-20,000 bahts which is 66.5%, and the next is between 20,001-40,000 bahts which is 23.3%. The salary lower than 10,000 is 19 persons or 9.2%, and higher than 40,001 bahts is 1.0%.

### Part 2: Information on the Stability in Working and Knowledge, Understanding, and Interest of the Employees towards the Downsizing in Banking Business

In this study, the researcher used the answer from questionnaires to analyze the results of stability in working of the employees in banking business, which is shown in the Table 4.2.



Table 4.2. The Average and Standard Deviation of Stableness in Working, and the Level of the Employees' Opinions.

Stableness in working	X	S.D.	The level of employees' opinions
1. You think that working in the bank today is more stable than the other business.	3.21	0.92	Moderate
2. Your bank has policy to downsizing that will affect your work.	2.77	1.02	Moderate
3. If bank has brought downsizing method, it will affect your morale.	1.96	1.01	Low
4. You think that working in banking business today gives you a prospective work and better life.	2.96	1.08	Moderate
5. You think that you will be sacked earlier than proper time in case that downsizing was brought into use to reduce the organization expenses.	2.58	1.15	Moderate
6. You think that you will change your job before downsizing occurring.	3.67	0.99	High

Table 4.2. The Average and Standard Deviation of Stableness in Working, and the Level of the Employees' Opinions. (Continued)

Stableness in working	$\bar{X}$	S.D.	The level of employees' opinions
7. You think that you will quit your job willingly without any other work reserved or being unemployed before having next downsizing.	3.94	0.95	High
8. You think that the officials being working in a banking business having downsizing plan will get proper and fair pay to the current work.	2.58	1.01	Moderate
9. You think that, in the future, banking business may reduce the officials in the other ways such as early retirement, dismissal, or restructuring.	2.08	1.04	Low
10. You think that downsizing is the way to reduce bank expenses.	2.14	1.07	Low

Table 4.2. The Average and Standard Deviation of Stableness in Working, and the Level of the Employees' Opinions. (Continued)

Stableness in working	$\bar{X}$	S.D.	The level of employees' opinions
11. If banking business has downsizing policy for the next time, you will get more chance to be unemployed.	2.29	1.09	Low
12. After downsizing, it makes you feel that you have more stability in working than ever.	2.70	0.91	Moderate
13. You have chances to use your ability in working to cause both efficiency and effectiveness better than before having downsizing.	3.26	0.93	Moderate
14. You have confident that downsizing strategy is an executive strategy, which can help business survive.	3.33	0.93	Moderate
15. You think that downsizing is the way to fashionably proceed business.	2.60	1.09	Moderate

Table 4.2. The Average and Standard Deviation of Stableness in Working, and the Level of the Employees' Opinions. (Continued)

Stableness in working	$\bar{X}$	S.D.	The level of employees' opinions
16. You think that, in the future, banking business may bring new strategy in use and it may effect the employees in the same way	2.09	0.75	Low
17. After downsizing, employees can work flexibly and reduce the overlapping of work.	3.30	0.92	Moderate
18. To manage banking business by new shareholders, there will be policies effecting the stability of the employees.	2.18	0.77	Low
19. Today, there is an employee reduction in banking business. What are you worried about? (concerning your work)			
19.1 Transferring to another department	2.73	0.98	Moderate
19.2 Decreasing salary	2.56	1.09	Moderate
19.3 Decreasing reward and/or overtime pay	2.65	1.09	Moderate

Table 4.2. The Average and Standard Deviation of Stableness in Working, and the Level of the Employees' Opinions. (Continued)

Stableness in working	$\bar{X}$	S.D.	The level of employees' opinions
19.4 Changing to a lower position	2.79	1.16	Moderate
19.4 Voluntary resignation	2.61	1.26	Moderate
19.5 Working harder	2.69	1.24	Moderate
Working hours will be longer	2.54	1.11	Moderate
19.6 Looking for a new reserving job	2.58	1.13	Moderate
19.7 Working evaluation	2.53	1.05	Moderate
19.10 Working morale	2.14	1.02	Low
Total	2.69	0.44	Moderate

Table 4.3. The Percentage of Banking Employees Classified by the Level of Stability in Working.

The level of stability in working	Number	Percentage (%)
Little (28-65 points)	43	20.9
Moderate (66-103 points)	158	76.7
Much (103-140 points)	5	2.4



From Table 4.3, it shows that the banking employees have stability in working at a moderate level ( $X = 76.7$ ), and the next is less than the first one ( $X = 20.9$ ). The slightness of stability in working is much level ( $X = 2.4$ ).

In the part of the employees' understanding towards banking business downsizing and the employees' interest in this business management strategy could be shown in Table 4.4 and Table 4.5.

Table 4.4. The Mean and Standard Deviation of the Employees' Interest towards Banking Business Downsizing Plan.

The interest of employees in business downsizing	$X$	S.D.	Level of the employees' interest
1. You always follow banking business-downsizing news.	0.67	0.47	High
2. You always talk or criticize about the banking downsizing with your colleague or others.	0.71	0.44	High
3. You want to joint the discussion about banking downsizing.	0.71	0.46	High
4. You want to know the reason for choosing a strategy of downsizing as a solution, you seek for better solution and try to achieve the goal.	0.84	0.37	High

Table 4.4. The Mean and Standard Deviation of the Employees' Interest in Banking Business Downsizing Plan. (Continued)

The interest of employees in business downsizing	$\bar{X}$	S.D.	Level of employees' interest
5. You want the department that undertakes the banking downsizing plan to explain about the policy, methods, and give chance to ask questions directly.	0.96	0.19	High
6. You think that banking downsizing news should be provided deeper in details to the officials before any proceeding.	0.84	0.37	High
7. You want to be a part of determining the practical and severance payment which employees should get from the downsizing program.	0.75	0.44	High
8. You are never interested in the banking policy. You just do your current duty only.	0.82	0.39	High

Table 4.4. The Mean and Standard Deviation of the Employees' Interest in Banking Business Downsizing Plan. (Continued)

The interest of employees in business downsizing	$\bar{X}$	S.D.	Level of employees' interest
9. You wonder why the management does not think out of other means of solving the financial problems besides downsizing	0.83	0.38	High
10. You want to question about the employees' opinions to such plan frankly by any method which they can freely express their opinions.	0.84	0.36	High

Table 4.5. The Number and the Percentage of Banking Employees That Are Classified by the Level of the Employees' Interest towards Business Downsizing.

Level of interest towards business downsizing	Number	Percentage (%)
Low level	33	16.0
High level	173	84.0

From Tables 4.4 and 4.5, it shows that the banking employees are interested in business downsizing at a high level, which is 84.0 percent, and 16.0 percent at a low level of respondents.

Table 4.6. The Mean and Standard Deviation of the Employees' Understanding in Banking Business Downsizing Plan.

The understanding of business downsizing	<i>X</i>	S.D.	Level of understanding
1. Business downsizing in the organization is a way to reduce organization's expenses.	0.27	0.44	Low
2. Business downsizing is the changing of working and structure of the organization.	0.81	0.39	High
3. Today, the most effective way to reduce employees is early retirement.	0.28	0.45	Low
4. According to early retirement program, you get money calculated from working period and current salary rate.	0.76	0.43	High
5. Downsizing method will be used when organization is facing with the financial crisis.	0.27	0.45	Low

Table 4.6. The Mean and Standard Deviation of the Employees' Understanding in Banking Business Downsizing Plan. (Continued)

The understanding of business downsizing	X	S.D.	Level of understanding
6. Evaluation of employee's working is a properly and fairly way to downsizing.	0.59	0.49	High
7. Downsizing can make working not so complicated but deft.	0.46	0.50	Low
8. Downsizing, by reducing employees' number, is a chance of the executive to choose the qualified workers to work in the organization.	0.58	0.49	High
9. Customers get benefit from downsizing.	0.83	0.38	High
10. Banking downsizing makes employees continuously improve their self-working and develop their works to be of good quality.	0.80	0.40	High



Table 4.7. The Number and the Percentage of Banking Employees That Are Classified by the Level of the Employees' Understanding of Business Downsizing.

Level of understanding in business downsizing	Number	Percentage (%)
Low level (0-5 points)	92	44.7
High level (6-10 points)	114	55.3

From Tables 4.6 and 4.7, it shows that the banking employees understand the business downsizing at high level, which is 55.3%, and 44.7% at low level of respondents.

### Part 3: Information about the Employees' Attitudes towards the Downsizing in Business Downsizing

The Information of the banking employee's attitudes towards business downsizing is analyzed by questions that measure the level of the employees' attitudes in term of the mean ( $\bar{X}$ ) and the standard deviation (S.D.). They are shown in Table 4.8.

According to the study of the employees' attitudes towards business downsizing in banking industry, the percentage of the employees' attitudes were calculated (Table 4.8). This study shows that the banking employees have mostly moderate level attitude towards business downsizing, which is 89.3% (184 respondents) or 58-90 points of the answers. The next of the employees' attitudes at high level, which is 9.2% (19 respondents) or 25-57 points of the answers. And the low amount of the employees' attitudes level or low level, is 1.5%.

Table 4.8. The Mean and the Standard Deviation of the Banking Employee's Attitudes towards Business Downsizing.

Attitudes towards business downsizing	$\bar{X}$	S.D.	Level of attitudes towards business downsizing
1. You agree with the idea of banking downsizing.	2.74	1.14	Moderate
2. If downsizing occurs in your banking business, you'll support and promote the idea.	2.68	1.09	Moderate
3. When your banking business has done that strategy, problems will be solved successfully and effectively.	2.71	1.05	Moderate
4. Banking business can raise the efficiency in financial problem solving without any downsizing.	2.37	0.94	Moderate
5. Banking business downsizing will help more in competition and surviving of its business.	3.12	0.88	Moderate
6. You want to work in the hold working condition without any changes present.	3.47	1.09	Moderate

Table 4.8. The Mean and the Standard Deviation of the Banking Employee's Attitudes towards Business Downsizing. (Continued)

Attitudes towards business downsizing	$\bar{X}$	S.D.	Level of attitudes towards business downsizing
7. You will do your best after downsizing without thinking that it'll happen again in the future.	3.43	1.02	Moderate
8. If downsizing occur in the banking business does, it can reduce the organization expenses.	2.86	1.03	Moderate
9. You think that if downsizing happens in banking business, the sustained employees will work with full potentiality, which means they conform to the work properly.	3.03	0.94	Moderate
10. You worry about your future when banking business is still using downsizing plan as an executive strategy.	2.50	1.06	Moderate

Table 4.8. The Mean and the Standard Deviation of the Banking Employee's Attitudes towards Business Downsizing. (Continued)

Attitudes towards business downsizing	<i>f</i>	S.D.	Level of attitudes towards business downsizing
11. You think that after downsizing the bank will be accepted by foreign investors because it is a proper financial problem solving method.	2.93	1.01	Moderate
12. You've an idea that bank needs to consider about employees' number and quantity of works which lead to the balance of expenses and result of proceeding.	3.31	1.04	Moderate
13. You think that if the banking business has adjusted its size to suit the present economic conditions, you'll get a chance to make progress, more development on your working knowledge and ability.	3.18	0.87	Moderate

Table 4.8. The Mean and the Standard Deviation of the Banking Employee's Attitudes towards Business Downsizing. (Continued)

Attitudes towards business downsizing	$\bar{x}$	S.D.	Level of attitudes towards business downsizing
14. You want the banking business to adjust the employee number to fit current working condition.	3.17	1.01	Moderate
15. You want to work in banking business anyhow it will effect you.	3.42	1.07	Moderate
16. You're ready to adjust yourself to the banking business changes in order to retain in your organization.	3.87	0.83	High
17. You think that banking business downsizing will effect you and your family in both economy and social life.	2.25	1.03	Low
18. You think that the severance payments getting from banking business downsizing have been properly and fairly provided.	2.45	0.90	Moderate



Table 4.8. The Mean and the Standard Deviation of the Banking Employee's Attitudes towards Business Downsizing. (Continued)

Attitudes towards business downsizing	I'	S.D.	Level of attitudes towards business downsizing
19. Quitting jobs without intention to leave is believed to be a punishment.	3.46	1.21	Moderate
20. Improperly considering of salary and bonus can be a way to put a pressure to choose early retirement of employees.	2.20	0.99	Low
21. The downsizing rules used in your organization are very suitable.	2.67	0.91	Moderate
22. You want your organization to make downsizing reconsideration.	2.28	0.86	Low
23. You think that your colleagues who get early retirement are luckier than you who are still working in the organization.	3.07	0.94	Moderate

Table 4.8. The Mean and the Standard Deviation of the Banking Employee's Attitudes towards Business Downsizing. (Continued)

Attitudes towards business downsizing	JY	S.D.	Level of attitudes towards business downsizing
24. Working evaluation system will get more checking and following because it will effect to quitting or continuing job of employees in the future.	2.26	0.81	Low
25. You think that downsizing project makes your colleagues selfish for their survival in the organization.	2.14	0.86	Low
Total	2.86	0.41	Moderate

Table 4.9. The Percentage of Banking Employees Classified by the Level of the Employees' Attitudes towards Business Downsizing.

The level of employee's attitudes towards business downsizing	Number	Percentage (%)
Low level (25-57 points)	19	9.2
Moderate level (58-90 points)	184	89.3
High level (91-125 points)	3	1.5

## 4.2 The Result of Assumption with the Study

In this section, the researcher used the result of study to analyze the assumptions in terms of the employees' attitudes towards business downsizing and demographic in banking employees (gender, age, working duration, education, marital status, position and salary).

Assumption 1: The banking employees of different gender have different attitudes towards business downsizing (Table 4.10). In the analysis of relation, researcher used mean ( $\bar{X}$ ), standard deviation (S.D.), t-value (t) and p-value (p) to analyze the relation.

Table 4.10. The Comparison of Different Sex Employees' Attitudes towards Business Downsizing.

Gender	Number	$\bar{X}$	S.D.	p	
Male	69	2.85	0.42	0.053	0.818
Female	137	2.88	0.41		

Table 4.10 shows that there is no difference in the attitudes towards business downsizing between male and female employees. Then, the banking employees who have different sexes have no different attitudes.

Assumption 2: The banking employees of different age have different attitudes toward business downsizing. (Table 4.11)

Table 4.11. The Comparison of Different Age Employees' Attitudes towards Business Downsizing.

Variable of age	df	SS	M.S.	p	
The difference between groups of age	2	0.127	6.346	0.369	0.693
The difference in groups of age	203	34.927	0.172		
Total	205	35.054			

Table 4.11 shows that the comparison of the employee's attitudes towards business downsizing with age of employees, it did not find that the different age of employees effect differently the employee's attitudes towards business downsizing.

Assumption 3: When the banking employees have different working duration in, they will have different attitudes towards downsizing.

Table 4.12. The Comparison of the Employee's Attitudes towards Business Downsizing with Working Duration.

Variable of working duration	df	SS	M.S.		
The difference between the group of working duration	2	0.05855	0.02928	0.170	0.844
The difference in the group of working duration	203	34.995	0.172		
Total	205	35.050			

Table 4.12 shows that there is no difference in the attitudes towards business downsizing between employees with different working duration.

Assumption 4: When the banking employees have different levels of education, there will be different attitudes towards downsizing.

Table 4.13. The Comparison of the Employee's Attitudes towards Business Downsizing with the Level of Education.

Variable of education level	df	SS	M.S.	F	p
The difference between groups of education level	2	1.911	0.955	5.950	0.003*
The difference in groups of education level	203	32.596	0.161		
Total	205	34.507			

\* the significant of statistic  $p > 0.05$

Table 4.13 shows that there is difference in the attitudes towards business downsizing between the employees with education level.

When considering the difference of the employees' attitudes towards business downsizing as three relation of education level, it will show the relation of the employees' attitudes in each level of education as follows:

Table 4.14. The Comparison of the Employee's Attitudes toward Business Downsizing Classified by Position.

Education level	$X$	S.D.	Position		
			1	2	3
Lower than Bachelor degree	2.56	0.39			
Bachelor degree or equivalent	2.82	0.39	*		
Higher than bachelor degree	2.94	0.44	*		

Table 4.14 shows the comparison of the employees' attitudes towards business downsizing which is considered in three relation of education level. It was found that the groups of employee who have higher than bachelor degree ( $X = 2.94$ ) have positive attitudes in business downsizing more than the groups of employee who have bachelor degree ( $X = 2.82$ ) and lower than bachelor degree ( $X = 2.56$ ). Level of significance of statistic is 0.05.

Assumption 5: When the banking employees are different in the marital status, they will be different in their attitudes towards downsizing.



Table 4.15. The Comparison of Different Marital Status Employees' Attitudes towards Business Downsizing.

Marital status	N	t	S.D.		
Single	96	2.85	0.387	1.628	0.203
Married (widowed, divorced)	110	2.87	0.439		

Table 4.15 shows that there is no difference in the attitudes towards business downsizing between the employees with marital status.

Assumption 6: When the banking employees are different in the position of work, they will be different in the attitudes towards downsizing.

Table 4.16. The Comparison Different Position of the Employee's Attitudes towards Business Downsizing.

Variable of position	df	SS	M.S.		
The difference between groups of position	2	1.127	0.563	3.370	0.036*
The difference in groups of position	203	33.927	0.167		
Total	205	35.054			

\* the significant of statistic  $p > 0.05$

Table 4.16 shows that there is difference in the attitudes towards business downsizing between the employees with the employee's position.

When considering the difference of the employee's attitudes towards business downsizing as three relation of position, it will show the relation of the employee's attitudes in each level of position as follows:

**Table 4.17. The Comparison of the Employee's Attitudes towards Business Downsizing That Classified by Position.**

Position	$\bar{X}$	S.D.	Position		
			1	2	3
Clerk	2.94	0.29			
Employee	2.81	0.42			
Management	2.97	0.38		*	

\* the significant of statistic = 0.05

Table 4.17 shows the comparison of the employee's attitudes towards business downsizing which is considered as couple by position, it was found that the groups of management ( $\bar{X} = 2.97$ ) have positive attitudes in business downsizing more than the groups of employee ( $\bar{X} = 2.81$ ). Significance of statistic is 0.05.

Assumption 7: When the banking employees are different in the salary rate, they will be different in attitudes towards downsizing.

Table 4.18. The Comparison of Different Salary Rate Employee's Attitudes towards Business Downsizing.

Variable of salary	Df	SS	M.S.	F	p
The difference between the group of salary	3	1.169	0.553	3.345	0.020*
The difference in the group of salary	202	33.395	0.165		
Total	205	35.054			

\* the significant of statistic  $p > 0.05$

Table 4.18 shows that there is difference in the attitudes towards business downsizing between the employees with the salary rate.

When considering the difference of employee's attitudes towards business downsizing as four relation salary rate, it will show the relation of the employee's attitudes in each level of salary rates as follows:

Table 4.19. The Comparison of the Employee's Attitudes towards Business Downsizing That Classified by Salary Rate.

Salary rate	$\bar{X}$	S.D.	Salary rate			
			1	2	3	4
Lower than 10,000 bahts	2.94	0.29				
10,001-20,000 bahts	2.81	0.42			*	
20,001-40,000 bahts	2.95	0.37				
40,001 bahts up	2.86	0.33		*		

\* the significant of statistic = 0.05

Table 4.19 shows the comparison of the employee's attitudes towards business downsizing which is considered as couple relation of salary rate. It was found that the groups of employee whose salary rate are between 20,001-40,000 bahts ( $\bar{X} = 2.95$ ) have move positive attitudes in business downsizing than those whose salaries more than 40,001 up ( $\bar{X} = 2.86$ ) and those who have salary between 10,001-20,000 bahts ( $\bar{X} = 2.81$ ). Significance of statistic is 0.05.

Assumption 8: When the banking employees are different in working stability, they will be different in attitudes towards downsizing.

Table 4.20. The Comparison of the Employee's Attitudes towards Business Downsizing with the Stability in Work.

Variable of stableness in working	df	SS	M.S.	F	p
The difference between groups of stability in working	5.995	2	2.995	20.939	0.00*
The difference in groups of stability in working	29.059	203	0.143		
Total	35.054	205			

\* the significant of statistic = 0.05

Table 4.20 shows the comparison of the employee's attitudes towards business downsizing with the stability in work, it was found that the difference of work stability has impact on the employee's attitudes towards business downsizing. Significance of statistic is 0.05. It is followed by assumption.

When considering the difference of the employee's attitudes towards business downsizing as three relation of working stability, it will show the relation of the employee's attitudes in each level of work stability as follows:

Table 4.21. The Comparison of the Employee's Attitudes towards Business Downsizing that Classified by Working Stability.

Working Stability	$\bar{X}$	S.D.	The level of working stability		
			1	2	3
Low Level	2.57	0.46			*
Medium Level	2.92	0.35	*		
High Level	3.45	0.36		*	

\* the significant of statistic = 0.05

When, 1 = Employee has low level of working stability / 2 = Employee has medium level of working stability / 3 = Employee has high level of working stability.

Table 4.21 shows the comparison of the employee's attitudes towards business downsizing which is considered as couple relation of working stability. It was found that the groups of high level in working stability ( $\bar{X} = 3.45$ ) had more positive attitudes towards business downsizing more than the group of medium level in working stable ( $\bar{X} = 2.92$ ), and more than the groups of low level in working stability ( $\bar{X} = 2.57$ ). That is at 0.05 significant of statistic level.

The groups of medium level in working stability ( $\bar{X} = 2.92$ ) had more positive attitudes towards business downsizing than the groups of low level in working stability ( $\bar{X} = 2.57$ ). That is at 0.05 significant of statistic level.

Assumption 9: When the banking employees are different in understanding and interests, they will be different in attitudes towards downsizing.



Table 4.22. The Comparison of the Employee's Attitudes towards Business Downsizing with the Different Level of Interest.

Interest level	N	X	S.D.	t	p
Low level	33	2.98	0.48	1.872	0.063
High level	173	2.84	0.39		

Table 4.22 shows the comparison of employee's attitudes towards business downsizing when compared with different levels of interest. The study did not find that different interests level have impact on the employee's attitudes towards business downsizing.

Table 4.23. The Comparison of Different Understanding Level Employee's Attitudes towards Business Downsizing.

Understanding level	N	X	S.D.	t	p
Low level	92	2.96	0.40	3.285	0.01*
High level	114	2.77	0.40		

Table 4.23 shows the comparison of the employee's attitudes towards business downsizing with the understanding of employees, it was found that the difference of understanding impact on the employee's attitudes towards business downsizing. Significance of statistic is 0.05. It is followed by assumption.

#### Part 4: The Suggestions about the Downsizing of Banking Business

From interviewing 206 respondents, employees suggestion about downsizing in banking business could be summarized in as follows Table 4.24.

Table 4.24. The Suggestion of Respondents about the Downsizing of Banking Business.

Employees suggestion towards business downsizing	Number of respondents
1. When banking business had restructured and downsized the organization, the salary and allowance should also be increased, because the number of employees working are decreased, but the work are still same	104
2. Communication is an important mean of informs the employees of the details of business downsizing. Mover, rumor is the cause of confusion in business planning.	76
3. The banking should provide training to the remaining employees regarding the new business procedures. This will help them enhance their knowledge and skills and eliminate any confusion they may have.	61
4. The business downsizing will be damage the employees' morale and confidence, then the banking have to motivate the employee to understand the organization policy and to have confidence in their work. So, employees will cooperate in saving the banking expenditure and willing to join with early retirement program.	52

Table 4.24. The Suggestion of Respondents about the Downsizing of Banking Business. (Continued)

Employees suggestion towards business downsizing	Number of respondents
5. The banking business should select others methods of increasing the productivity and profitability instead of the business downsizing, such as reducing the NPL, setting the new product and service for the client, increasing the working effectiveness and reduce the cost.	50
6. The banking business should give employees opportunity to present their idea about how to solve the banking problems. This will give the employees opportunity to participate in the business, which will reduce the dispute of them in management policy.	44
7. The top management should take the employees' advice into consideration.	37
8. The salary, security, welfare and other benefits should be reconsidered, when the banking had reduced the employees and restructures the business.	32
9. The downsizing in banking business should involve the implementing the strategy, also should not intimidate of the, in payment of severance. Then, the voluntary is the best ways for the implementation of this policy.	29

Table 4.24. The Suggestion of Respondents about the Downsizing of Banking Business. (Continued)

Employees suggestion towards business downsizing	Number of respondents
10. The management should give the employees the opportunity to make their decision whether they will leave or remain. The position, salary and responsibility should not be the reasons that make them leave.	25
11. The banking employees believe that the top management especially foreigner employees should be the first group to be downsizing.	23
12. The organization should set severance payment, which is appropriate for employees who voluntarily retired early.	21
13. Before the reduction the employees, the company should hold the training program for the employees who are going to leave the bank. The training program will help them find the new job or to invest in their own business.	21
14. After implementation of the early retirement program, there should be training program to development the employees' working skills and increase their working capability. This will be the way to improve the employees work in the future. And, it will also test the employees whether they can adapt themselves to new procedure and system.	18

Table 4.24. The Suggestion of Respondents about the Downsizing of Banking Business. (Continued)

Employees suggestion towards business downsizing	Number of respondents
15. The business downsizing should simultaneously implement with business reengineering, because it will plan the quality of work, numbers of employees and technology that will be used in the new business structure.	17
16. The banking should set a clear qualification of employee who can join the early retirement program and voluntary leave the banking, and for those will retain.	14
17. The business downsizing should have the timing of implementing program, because the employees will lose their motivation and morale if they do not know the end of program. They may be worried if they have to be the next one to leave.	10
18. The banking employees though that business downsizing should be the last method for of cutting the cost of expenditure and improving the organization structure.	9
19. Working together between management and employees (HR, Employee union employees) is the best way to implement the business downsizing program.	9
20. Outsourcing of expertise would be done in some function of business.	8

Table 4.24. The Suggestion of Respondents about the Downsizing of Banking Business. (Continued)

Employees suggestion towards business downsizing	Number of respondents
21. Business downsizing is not the only way management strategy, but it is a part of business changing to new paradigm. So, organization would use this strategic along with other plan, such as reengineering, TQM and so on.	5

### 4.3 Finding the Second Survey

This research, is a study of factors that influence the employees' attitudes toward business downsizing. In analysis section, researcher will present the results of this study in 2 parts:

- (1) The study of factors that influence the employees' attitudes toward business downsizing.
- (2) The study of opinion level that influence the employees' attitudes in business downsizing.

Part 1: The study of factors that influence the employees' attitudes toward business downsizing

Part 1 is used to find the factors that influence the employees' attitudes toward business downsizing, are presented in Table 4.25 and Figure 4.1.



Table 4.25. The Factors That Influence the Employees' Attitudes towards Business Downsizing.

Factors that influence the employees' attitudes	"Yes"	"No"
1.To communicate the business downsizing to employee	67.6	32.4
2. The understanding of the employee in the business downsizing	63.2	36.8
3. Participation of the employees to set the rules and practical in business downsizing	46.3	53.7
4. To create the morale of employee when downsized the business	50.0	50.0
5. After downsizing the business, welfare and allowance will be set appropriate for the employee.	50.7	49.3
6. To develop of knowledge after downsizing the business	56.6	43.4
7. Top management handles the organization after downsizing the business	55.9	44.1
8. Evaluation the employees after downsizing in the banking	62.5	37.5

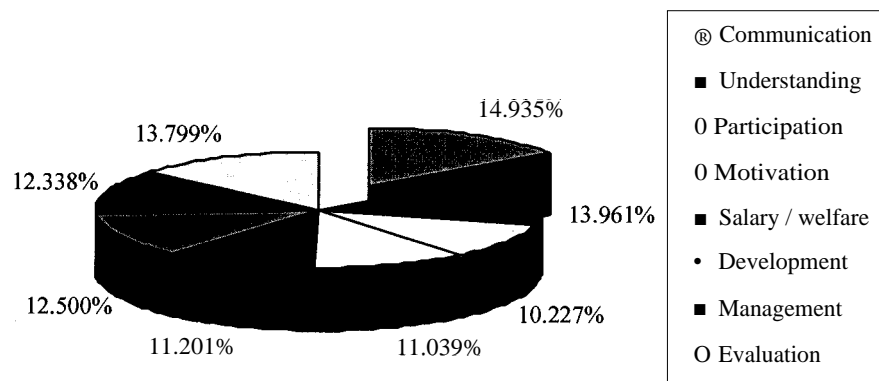


Figure 4.1. The Percentage of Factors That Influence the Employees' Attitudes.

Table 4.25 shows that factors that influence the employees' attitudes towards business downsizing which are communication, understanding, evaluation, development of employee skill and management. Figure 4.1 shows the percentage of top five factors that influence the employees' attitudes, which are communication (14.935%), understanding (13.961%), evaluation (13.799%), management (12.338%), and development (12.50%).

Tables 4.26. The Level of Employees' Opinion in Each That Influence the Employee's Attitudes.

Factor influencing the employees' attitudes towards downsizing	—	The level of opinion
1. Report the downsizing policy and implement plan to the employees.	3.34	Much
2. The understanding and interest in downsizing of the employees.	3.37	Much
3. Participation and involvement of the employees in business downsizing.	3.27	Moderate
4. Developing of knowledge and skills of the employees after downsizing the banking.	3.31	Moderate
5. Working stability of the employees after downsizing the banking	3.30	Moderate
6. Evaluation of employee after downsizing the banking.	3.35	Moderate
7. Setting the welfare and allowance after downsizing the banking.	3.49	Much
8. The method of management after downsizing the banking	3.32	Much
<b>Personal Information</b>		
9. Education level	3.89	Much
10. Position	3.76	Much
11. Salary	3.50	Much
12. Understanding of downsizing	3.65	Much

Tables 4.26. The Level of Employees' Opinion in Each That Influence the Employee's Attitudes. (Continued)

Factor influencing the employees' attitudes towards downsizing	—	The level of opinion
13. Interest of downsizing	3.30	Moderate
14. Working stability	3.71	Much

Table 4.25 can divide the result into 2 sections, general factors and personal factors that evaluate the opinion level in business downsizing. In the general factor, the top four of opinion level that influence the employees' attitudes, are welfare and allowance ( $X=3.49$ ), Understanding ( $X=3.37$ ), evaluation ( $X=3.35$ ), communication ( $X=3.35$ ). And the personal factor, the top three opinion levels that influence the employees' attitudes, are education level ( $X=3.89$ ), position ( $X=3.76$ ), working stability ( $X=3.71$ ).

## V. CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the findings and recommendations arising from such findings. In the study of the employees of Thailand Banking's attitudes towards downsizing in banking business, the objective of this study is to find out the factors that effect the employees' attitudes, the study of the attitudes of banking employees, and their suggestions.

This study is quantitative and conducted with participation of 246 employees working at a commercial bank in foreign exchange department. The questionnaire is the tool used for interviewing respondents while all data were evaluated by SPSS/PC<sup>±</sup> for the statistics analysis, which are percentage, mean, standard deviation, t-test value and one-way ANOVA. All information will be presented and described together with tables.

### 5.1 The Problem

This study finds out the factors that influence the employees' attitudes towards business downsizing, the suggestions of employees and the attitudes of banking employees. Specifically, it sought to answer the following questions:

- (1) What are the factors that influence the employees' attitudes toward business downsizing.
- (2) What is the way that management should do in the downsizing plan from the employees' suggestions.
- (3) How do the banks achieve the downsizing without reject or dispute form the employees that will be the best way to implement the downsizing program.
- (4) How can the management increase the employees' attitudes to be positive and agree with management strategy.

## 5.2 The Study Summary

The study summary is divided into 7 parts as follows:

- (1) General information of sampling
- (2) The level of working stability
- (3) The level of employees' interest in business downsizing
- (4) The level of employee's understanding of business downsizing
- (5) The attitudes of the employees towards business downsizing
- (6) The result of assumption
- (7) The employees' suggestions of business downsizing

### General Information of Sampling

- (1) Sex, female respondents are more than male respondents, which are 66.5% and 33.5% relatively.
- (2) Age, most respondents are between 31-40 years, and the next is lower than 31 years.
- (3) Education level, most respondents finished bachelor degree or equivalent, which is 78.6%, and the others are lower than bachelor degree which is 13.6%.
- (4) Marital Status, most of respondents are married (widow, divorce and others) which is 53.4%, and the single are 46.6% of respondents.
- (5) Current Position, the majority of the respondents are employee level which is 66.5%, and the management level is 24.3%.
- (6) Current Salary, most of respondents get 10,001-20,000 bahts per month, which is 66.5%, and the others get 20,001-40,000 bahts per month, which is 23.3%.



## Working Stability

The study shows that the banking employees' working stability is at a moderate level ( $X = 76.7\%$ ). This can be inferred that the employees feel that they can work in the commercial bank, although it will downsize the employees and organization structure. They do not reject the downsizing policy, but they do not think that they can truly trust, because they do not know when they will be dismissed. According to the article from "HR Monthly/HC Update, July 1997", it shows that the employees will lose the work stability and confidence when the organization have reduced the salary and staff, and will affect the employees' attitudes to being negative.

## The Employees' Interest in Business Downsizing

In this study, it is found that the banking employees are interested in the business downsizing at high level, which is 84.0%. This shows that the employees want to know the management policy and their future in this organization that downsized the employees and the structure, because the business downsizing effects their work and their life. Then, they have to know the management plan in which they are involved and they have to change their working skill and work potential after the downsizing.

## The Employees' Understanding of Business Downsizing

The study shows that the banking employees who understand the business downsizing is 55.3%, that does not relate the result of the employees' interest in business downsizing. But the number of employees who understand the business downsizing compared with the employees who are interested lower. It can be inferred that the employees who are interested in business downsizing may not understand the total downsizing policy. This can be inferred that the employees want to know and are interested in the downsizing policy. They may receive the information from newspaper or from their friends, the employee's union or rumor that may be a miscommunication

between top management with the employees. Then, the employees are not clear in the business downsizing.

### The Attitudes of the Employees towards Business Downsizing

From the study, the attitude of employees towards business downsizing in their organization is at a moderate level or 89.3%. It shows that the employees are not for or against downsizing policy, they just observe the policy. But they want to have the opportunity for participation, and want to get justice in consideration of employees who will leave or remaining, and want to get fairness of severance payment. The attitude of employees will be reduced or be negative when they have high job insecurity, or the management policy effects their life such as, work position, salary, responsibilities or work stability. Those agree with Brocker's study in terms of negative attitudinal when there are high levels of job insecurity.

### The Result of Assumptions

In the section of analyzing the factors that influence the employees' attitudes, the researcher sets the assumption of evaluating each factor that affects the employees' attitudes towards business downsizing. Form the assumption, it is found that there are 6 factors that affect the employees' attitudes as follows:

- (1) Education level
- (2) Position
- (3) Salary rate
- (4) The level of working stability
- (5) The level of understanding towards business downsizing
- (6) The level of interest in the business downsizing

## Education Level

From the assumption, it is found that the banking employees who have different education levels have different attitudes. The result of the assumption testing shows that the banking employees who have different education levels would have different attitudes towards business downsizing in terms of the statistic significant at 0.05, and the number of the banking employees' education level is higher than bachelor's degree.

It is essential that the high education level employees should understand the reasons for business downsizing, so that they could adapt themselves to new policy and new technology. Those of low education level will worry about the changes in their work. They are uncertain of the level of performance expected. Lack of understanding due to their low level of education or potential make them worry about the next reduction, they are already being dismissed. And, they still think that banking is the best occupation in which they can rely working. When the time comes for a change, they can not adapt themselves to new policy and new technology. It may result in their bad attitudes towards the new policy, because they do not understand the business downsizing.

## Position

From the assumption, it is found that the employees of different positions have different attitudes towards business downsizing. The result of the assumption testing shows that the banking employees who have different positions have different attitudes towards business downsizing in terms of the statistical significance at 0.05. It shows that the banking employees who have positions at management level would have attitudes more than the employees who have positions at employee or practical level.

When time comes for the downsizing, low-level employees will be the first to be reduced, because their number is larger than that of the management level. By doing

this, the employment cost can be cut without effects on the banking management, and the value of employment cost can be reduced more than management level. However the low-level employees may think that the reduction will increase duties and workload while the salary is reduced. Then the attitudes of employees will be lower than the leader or management level, and will impact on their morale and their confidence. In their opinions, the top management and foreign employees are the first group that should be downsized or reduced, because they get high salary that does not go with their responsibilities. The source of this finding from the study of Mr. Busuwan Jadjumngjet (2539: 80) is found that the top management of Governor Metropolitan Water works have different position have different attitudes toward the restructure of stage enterprise.

#### Salary Rate

From the assumption, it is found that the employees of different salary rates have different attitudes towards business downsizing. The result of the assumption testing shows that the banking employees who have different salary rates would have different attitudes towards business downsizing in terms of the statistical significance at 0.05. It shows that the banking employees who have high salary rates would have positive attitudes more than the employees who have low salary rates.

Because salary is one the basics of Maslow's hierarchy of needs, when the employees have been affectedly their salary after the business downsizing, their morale and their motivation will decrease. It will affect the potential of employee. And, the attitudes of employees who get low salary will be lower than the employees who get high salary.

## The Level of Working Stability

The assumption shows that the banking employees who have different security in job would have different attitudes towards business downsizing in terms of the statistic significant 0.05. The banking employees who have high security ( $X = 3.45$ ), agree with business downsizing more than the employees who have low security ( $X = 2.57$ ), and those who have moderate security ( $X = 2.92$ ). On this point, the banking employees who have moderate security ( $X = 2.92$ ), agree with business downsizing more than the employees who have low security ( $X = 2.57$ ).

Because the banking employees who have high security, have high working confidence in the organization where the reduction takes place, they can adapt working style and adopt the technology that will increase the working efficiency. They believe that the new organizational structure will increase the effectiveness of work, and it can push the organization past the economic crisis. Then, the employees' attitudes towards business downsizing will be positive, and it will not effect their working stability. The banking employees who have low security, will worry about their future. They may be laid off or fired next time. Because the morale of those remaining will be reduced after downsizing in the organization, they will lose their willpower in work. This will affect the productivity, and trust of management. "It is clear that employees who work for an organization at risk of job cuts or staff reduction are more likely to perceive job insecurity and experience stress" quote from Roskies and Guerin, 1989. Then, their working stability will be lower than the employees who can adapt themselves to new changes of banking business, and influence their attitude.



### The Level of Understanding towards Business Downsizing

From the assumption, it is found that the banking employees who have different understanding level of the business downsizing, will have difference in attitudes towards business downsizing in terms of the statistical significance 0.05. The employees who have high level of understanding of business downsizing ( $X = 2.96$ ), they will agree to business downsizing more than those who have low level of understanding of business downsizing ( $X = 2.77$ ).

Because, the employees who understand business downsizing, will know the reasons and the necessity of staff reduction, and they will understand the process or particle of business downsizing that will help the organization to survive in economic crisis. The employees who have low level of understanding of business downsizing, will reject the staff reduction in banking business. This is because they do not understand the causes of downsizing, and do not see the necessity of downsizing, they think that there must be another way to reduce the costs. It is not essential to cut the employees' number in order to reduce costs. The source of this finding is from the article of John P. Kotter and Leonard A. Schelsinger, They say that people resist change when they do not understand its implications, and they think that they will lose more than gain. They also resist changes because they fear they will not be able to develop new skills and behavior that will required of them. Then, the understanding of employees of business downsizing that are expected from them effect their attitudes.

### The Level of Interest in the Business Downsizing

From the assumption, it is found that the banking employees who have different interests in the business downsizing have different attitudes towards business downsizing in terms of the statistical significance 0.05. From the assumption testing, it



is found that the banking employees who have high interest level (  $X = 2.98$  ), agree with the business downsizing more than those who have low interest level (  $X = 2.84$  ).

The banking employees who are interested in business downsizing, will lookout for the information, and will follow the news concerning business downsizing. When they get sufficient information and understand the environmental pressures and economic realities facing the business, they will understand the policy that affects their attitudes. That may be positive attitudes and the employee will not reject this policy. However, they want to get fairness in terms of wages, and criteria to decide who should leave or remain. The interest of the employees will indicate that the employees want to participate in the management policy. The source of this finding is in the article of John P. Kotter and Leonard A. Schelsinger, They presented the way of dealing with resistance to changes. Communication of ideas helps people see the need for and the logic of a change. From the study of Lester Coch and John R.P. French, it is found that the participation of the employees would help to reduce the resistance to changes.

#### The Employee's Suggestions of Business Downsizing

Concerning the employees' suggestions of business downsizing, the conclusions can be drawn as follows:

- (1) The evaluation of performance that effect the salary and accountability would be related to the responsibility of the employees who handle each job, because the employees think that they should get a salary that goes with their responsibility after downsizing the organization. After the business downsizing the employees will have more responsibilities, but the number of employees is reduced. Then, they have to work hard to increase the profit. The salary is the important means of keeping up the morale of the employees according to Maslow's theory, it is stated that survival or salary

are the means of motivation. Because the business downsizing will reduce the morale of employee, then, it is necessary to confirm that they are not the next employees who have to leave the organization. Then the organization would set the plan to increase the morale and to motivate the employees who remain after the staff reduction.

- (2) The banking employees want to know the details and criteria of business downsizing. Then, the top management should inform the employees who are directly affected by downsizing program. If they are not clear about the business downsizing, the rumor, gossip or miscommunication—which are almost always worse than reality- will affect the productivity of organization, and affect the employees' morale. The rumor will spread and confuse the organization, the employees need information to help them decide on a course of action. P. Kettly's research confirms that people want to get information about the rationale for downsizing, the process by which it will be achieved, and the support available in transition and beyond. Every effort should be made to ensure that the pressures on the business, the inevitability of change, and the advantages those changes will bring, are understood. According to the study of Sherry Kuczynski, it is found that the communication is key at every stage of downsizing, and employees tend to look closely for signs that management is hiding information from them. Workers resent layoffs less when management is open, honest and generous. The organization should be seen to make an honest attempt to provide information on the future staffing targets and skill requirements. Employees want to know long term plans for banking. They want to know what value the banking puts on different career paths, their own particular expertise,

and what opportunities will be open to them to meet their own training needs. Communication is one factor that influences the employees' attitudes. By communicating with the employees, the management can make them feel part of the organization, and work in the way that they can restore loyalty, it is possible to avoid some of the most dangerous pitfalls of downsizing, (McKenna 1991). Moreover, the communication flow must be two ways, with management listening to employees as well as the converse.

- (3) After downsizing or staff reduction, banking would set the training and development program, partly to demonstrate a commitment to the employability for developing the skills of the employees who are retained after downsizing. It is an effective way to acknowledge the skills and abilities. After downsizing the banking business, the employee will be replaced by technology. Then those remaining have to know the new technology. They have to develop their skills and their work styles that will support the new management policy. The one more improvement after business downsizing, is career counseling that can help the remaining employees alleviate the stress of altering career paths, and help them to increase the morale to enhance the working efficiency. In the development after being downsized, it included the development the teams and relation of employees, because post-downsizing is a time to reduced trust and even conflict between groups.
- (4) The understanding of business downsizing with employees, are the technique of management that will help the organization to implement the strategy. It is vital that employees understand the downsizing strategy and have the opportunity to ask questions about it. When the employees

understand the downsizing policy, they will know the reason for downsizing the organization, that they are aware and committed to the vision for future and what is expected of them. They will be willing to join in this policy such as early retirement, to save the expenditure of organization and improve the working efficiency.

- (5) Employees' suggestions can benefit the organization and empower the employees, when the employees have the opportunity to involve in the business downsizing, they feel that the leaders listen to their proposals in the stipulation of downsizing. Participation develops feeling among employees that leads to a common commitment to the solution and practice of economic problems affecting the bank and their jobs. They are part of organization, and acquiesce to observe that they are involved setting the strategy. Importantly, employees need to feel they are valued, that they have place in banking, and that the management believes that they are an important part of success and survival the economic crisis.
- (6) The fairness of consideration in stipulation of severance payment, salary, security in work are important for employees, because these are the points that motivate the employees who remain in the organization. According to the article of Prof. Sumporn J. (1998), he says that the employees want to get the fairness in downsizing implementation, after they accepted and know the necessity of business downsizing. When they think that the bank is neither fair nor clear in the downsizing criteria, the their morale will be reduced and affect the productivity of banking. Maslow said the survival and security are the first and the second of the employees' hierarchy needs

that motivate the employee to high the employee potential, and then increase the work effectiveness.

In the first section of study of business downsizing, the researcher can conclude the factors that affect the employee's attitudes towards business downsizing in banking as follows:

- (1) The communication in the bank about business downsizing
- (2) The employees' understanding of employee toward business downsizing
- (3) The opportunity to be involved of downsizing planning
- (4) Management of the leaders who handle the banking business before and after business downsizing
- (5) The development of employees' skills and knowledge after downsizing
- (6) The evaluation of employees' performance
- (7) The employees' motivation to increase working effectiveness
- (8) Education level of the employees
- (9) Working stability or security
- (10) The fairness in consideration of salary and severance payment
- (11) Position
- (12) Employees' interest in downsizing

Concerning the factors that affect employee's attitudes, the researcher used the second survey to analyze the factors that mainly affect to employee's attitudes. It is found that the main factors that affect the employee's attitudes are communication (14.935%), the understanding of the employees of business downsizing (13.961%), the evaluation of the employees after downsizing (13.799%) and the development of the employees' skills after downsizing (12.500%).



Concerning the employees, if the top management is open-minded and honest to communicate with the subordinates in two-way communication which include what, why, when, how and who. Because during downsizing, employees will lose their loyalty, their morale which affects the productivity and affect to the employees' attitudes, they may reject the changes, if they are not clear and do not understand the business downsizing. The two-way communication is the best way that the explanation and understanding can be made among the employees. When they are clear and understand the business downsizing, they will re-build security and trust, then positive attitudes towards business downsizing.

After the staff reduction in the banking business, the morale, work performance, loyalty and commitment to the bank is reduced, and it influences their attitudes. If the employees are forced by evaluation of the employee's performance, they are not happy and affect their attitudes. From the employees' suggestions, it is shown that the evaluation after downsizing is a way to select the employees who have to be downsized or laid off. They are not sure of fair judgement. Then, the way to help them develop their skills and capability in working is to find techniques to enhance them to change their performance. They will adapt themselves to new technology and new management strategy used to solve the economic problems. When the employees adapt to new things after business downsizing, they will be happy to work and positive attitudes towards business downsizing.

The second study is divided into 2 parts: management factors and personal information factor used to evaluate the employee levels of opinions that are important for their attitudes toward business downsizing.



In the management factor, the principle factors are:

- (1) The fairness in consideration the salary, bonus, allowance and severance payment (  $X = 3.49$ ), those are the basic needs of the employees.
- (2) The understanding of business downsizing (  $X = 3.37$ ), the employees want to be involved in setting the management strategy and also want to understand it. When they understand the management strategy, they will agree to it and accept it.
- (3) The evaluation of the employees' performance (  $X = 3.35$ ). It is a means of choosing the best workers who will leave or remain in the downsizing program. If the employees lack the skills or abilities required for the banking, they will worry about being dismissed next time.
- (4) The communication (  $X = 3.34$ ), when the management continuously tell the employee what has happened, what is happening now, and what is going to happen, they feel like they are a part of the team rather than being apart from it.

In the personal factor, the principle factors;

- (1) Education level (  $X = 3.89$ )
- (2) Position (  $X = 3.76$ )
- (3) Working stable or security (  $X = 3.71$ )

### 5.3 Recommendations

Based on the summary of study the following recommendations are advanced:

The cause of rejection or negative attitudes towards business downsizing from the employees are lack of participation of the employees in setting strategy. Before the planning of downsizing, the bank should give the opportunity to the representatives of the employees from every department to participate in planning the downsizing strategy. The planning should come from the bottom line of the employees, it should not come from the top line of the organization structure, two-way communication helps ensure that the employees concerns are aired- and that employees' suggestions are heard. The employees may reject the management strategy, when the employees are not involved in the planning.

When downsizing plan only comes from the management, and is not participated by the employees to join in the setting, implementing of downsizing without the fundamental mission, goals, and processes that can result in the number of the employees reduced but the aspects of work and the amount of work remain the same, that is "more works but less cost". And, fair consideration for the severance payment and the performance evaluation will affect the employees' attitudes after the downsizing. But the management would present the future of the banking destination and mission after the downsizing that will infer the financial statement of the bank. When the employees understand and know the current of financial statement, they will not call for extra requirement after downsizing, and they will join to solve the problems of the bank.

The techniques used to monitor and measure the results of downsizing actions, are customer-oriented and employee-oriented. They are the factors that will bring banking to achieve the economic solution. And the saving cost of employment is another

objective of downsizing to reduce the banking expenditure. Because the objective of downsizing in the bank is increment of the profit and working effectiveness. When the bank reduces the employees, and can not keep up the employee's morale nor encourage them to show their high performance, the bank will not achieve the business solution, because the employees are important factors that help the bank to achieve its goals. Moreover if the customers are satisfied with the new procedure of the bank after downsizing the organization structure, they will be pleased with banking service that is a way to increase the profit.

The success or failure of the downsizing depends on the employees who remain afterwards. The successful downsizing results from the interaction between the management and the employees. They should have clear understanding of what is gone on in their organization — new strategy, new policy, and new technology- together with the guidance of their future career in banking business. However, the employees in each business can use their potential to adapt themselves to new things that depend upon the culture of business, personal skills, and position. Most of the employees who can adapt will be low age, and do not stick in old of culture.

If the management do not have opportunity for the employees to involve in the management plan, help them to develop their skills after the downsizing. In the fact, the management would not want to be involved with the employees in setting the management plan because it can not conclude the solution in each problem in a short time. The employees will lose morale and reduce challenge in working that may be shown in the personal daily tasks such as bored in work, low performance, sluggish in work, it will effect the team of work in the bank. The bank will decrease of working effectiveness, and it can not solve the economic problems. When the employees have confidence in business and well attitudes, it will push the enthusiasm of the employees

to increase the working effectiveness, they will believe the bank is part of their future in job.

This study is management support that shows mainly management in the organization. The communication, the participation, motivation, development and the employees' attitudes are the material that can push the organization to achieve the objectives and goals. When the management or leadership of organization use this management strategy to manage, it can help the organization to encounter with many problems and globalization trend. Then, the sincerity of management pays attention in using this strategy to implement, it will show the vision of leaders. However, the management strategy should apply to current situations and problems of organization. It will help the organization to solve the problem and will increase the effectiveness of productivity.

## 5.4 Future Study

This project has relations to basic information about personal background, and customer banking has not been analyzed in detail. So future studies could be recommended as follows:

- (1) The scope of project would be expanded to other persons who are involved in downsizing such as clients, supplier, shareholder and family of employee to study their attitudes toward banking downsizing.
- (2) Because this study is specified in the one department of banking, so the next study would increase the group of sample size to another financial institute or another sector (public or private sectors).
- (3) Legal, economic, social and political aspects would be analyzed to study other factors that influence the employees' attitude towards business downsizing.

- (4) The relations of factors would be to analyze and to study the relation that influence the employees' attitudes.



APPENDIX A

THE QUESTIONNAIRE IN THE FIRST ROUND OF RESEARCH





## QUESTIONNAIRE

**Subject:** The study of the employee's attitudes toward downsizing in banking business

### Explanation

1. Purposes of the research

1.1 To analyze the factors that has influences on the banking employees' attitude towards business downsizing.

1.2 To study the banking employees' attitudes toward downsizing in business banking.

1.3 To study the advice of the banking employees on the business downsizing.

2. This questionnaire is divided into 4 sections:

Section 1: Questions about general data of questionnaire answers.

Section 2: Questions about stability in their work and their knowledge, understanding, and interest about the downsizing in banking business.

Section 3: Questions about their attitudes to the downsizing in banking business.

Section 4: Questions concern to their suggestions about the downsizing in banking business.

3. Questionnaire Answering

3.1 Please answer these questions by fact that you feel or know to get the correct data and it can be most exploitable to the public.

3.2 Please answer all the questions.

3.3 Your whole data, the researcher will keep in secretly. In the presentation, they will present without specifying and person.

**Questionnaire** "The attitudes of banking employees toward downsizing in banking business".

**Section 1:** General Data

**Explanation:** Please put (I ) or fill in the blank which is the most concerned with your data.

1. Gender ☐ Male ☐ Female
2. Age
3. You have been working in the organization up till now..... Year(s).
4. Highest education level
  - ☐ Lower than Bachelor degree
  - ☐ Bachelor degree or equivalent
  - ☐ Higher than Bachelor degree
5. Status ☐ Single ☐ Married ☐ Others
6. Your current position .....
7. Your organization or department .....
8. Your current salary rates
  - ☐ Lower than 10,000 baht
  - ☐ 10,001-20,000 baht
  - ☐ 20,001-40,000 baht
  - ☐ 40,000 up

**Section 2:** Questions about stability in their work and their knowledge, understanding, and interest about the downsizing in banking business.

Body	Stability Needs				
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1. You think that working in the bank today is more stable than the other business.					
2. Your bank has policy to downsizing that will affect your work.					
3. If bank has brought downsizing method, it will affect your morale.					
4. You think that working in banking business today gives you a prospective work and better life.					
5. You think that you will be sacked earlier than proper time in case that downsizing was brought into use to reduce the organization expenses.					
6. You think that you will change your job before downsizing occurring.					
7. You think that you will quit your job willingly without any other work reserved or being unemployed before having next downsizing.					
8. You think that the officials being working in a banking business having downsizing plan will get proper and fair pay to the current work.					

Body	Stability Needs				
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
<p>9. You think that, in the future, banking business may reduce the officials in the other ways such as early retirement, dismissal, or restructuring.</p> <p>10. You think that downsizing is the way to reduce bank expenses.</p> <p>11. If banking business has downsizing policy for the next time, you will get more chance to be unemployed.</p> <p>12. After downsizing, it makes you feel that you have more stability in working than ever.</p> <p>13. You have chances to use your ability in working to cause both efficiency and effectiveness better than before having downsizing.</p> <p>14. You have confident that downsizing strategy is an executive strategy, which can help business survive.</p> <p>15. You think that downsizing is the way to fashionably proceed business.</p> <p>16. You think that, in the future, banking business may bring new strategy in use and it may effect the employees in the same way.</p>					

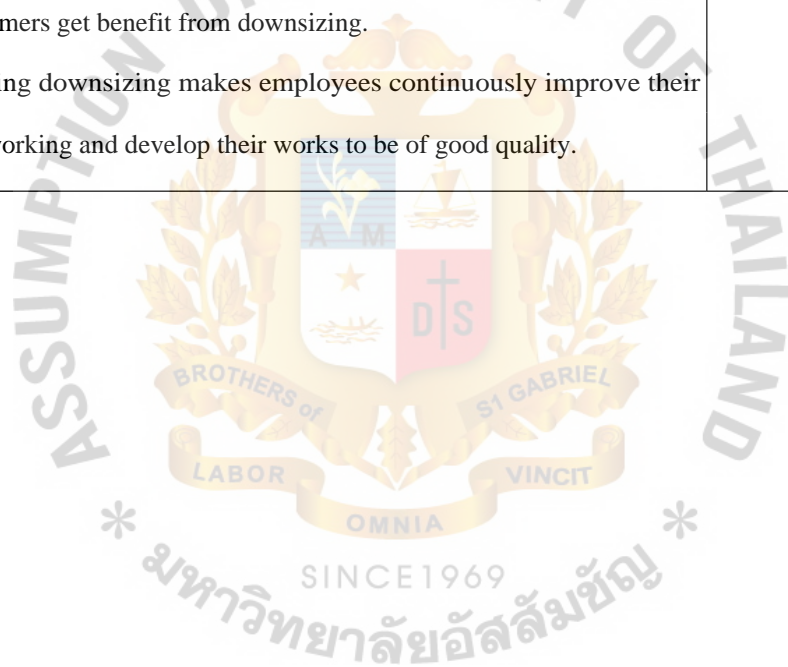
Body	Stability Needs				
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
17. After downsizing, employees can work flexibly and reduce the overlapping of work.					
18. To manage banking business by new shareholders, there will be policies effecting the stability of the employees.					
19. Today, there is an employee reduction in banking business. What are you worried about? (concerning your work)					
19.1 Transferring to					
19.2 Decreasing salary					
19.3 Decreasing reward and/or overtime					
19.4 Changing to smaller position					
19.5 Changing to a lower position					
19.6 Voluntary resignation					
19.7 Working harder					
19.8 Working hours will be longer					
19.9 Looking for a new reserving job					
19.10 Working evaluation Working morale					

## Questionnaire about understanding and interest to the banking business downsizing plan.

Body	Yes	No
<ol style="list-style-type: none"> <li>1. You always follow banking business-downsizing news.</li> <li>2. You always talk or criticize about the banking downsizing with your colleague or others.</li> <li>3. You want to joint the discussion about banking downsizing.</li> <li>4. You want to know the reason for choosing a strategy of downsizing as a solution, you seek for better solution and try to achieve the goal.</li> <li>5. You want the department that undertakes the banking downsizing plan to explain about the policy, methods, and give chance to ask questions directly.</li> <li>6. You think that banking downsizing news should be provided deeper in details to the officials before any proceeding.</li> <li>7. You want to be a part of determining the practical and severance payment which employees should get from the downsizing program.</li> <li>8. You are never interested in the banking policy. You just do your current duty only.</li> <li>9. You wonder why the management does not think out of other means of solving the financial problems besides downsizing</li> <li>10. You want to question about the employees' opinions to such plan frankly by any method which they can freely express their opinions.</li> <li>11. Business downsizing in the organization is a way to reduce organization's expenses.</li> <li>12. Business downsizing is the changing of working and structure of the organization.</li> <li>13. Today, the most effective way to reduce employees is early retirement.</li> </ol>		



Body	Yes	No
<p>14. According to early retirement program, you get money calculated from working period and current salary rate.</p> <p>15. Downsizing method will be used when organization is facing with the financial crisis.</p> <p>16. Evaluation of employee's working is a properly and fairly way to downsizing.</p> <p>17. Downsizing can make working not so complicated but deft.</p> <p>18. Downsizing, by reducing employees' number, is a chance of the executive to choose the qualified workers to work in the organization.</p> <p>19. Customers get benefit from downsizing.</p> <p>20. Banking downsizing makes employees continuously improve their self-working and develop their works to be of good quality.</p>		



### Section 3: Attitudes on banking business downsizing.

Body	Attitudes on banking business downsizing				
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1. You agree with the idea of banking downsizing					
2. If downsizing occurs in your banking business, you'll support and promote the idea.					
3. When your banking business has done that strategy, problems will be solved successfully and effectively.					
4. Banking business can raise the efficiency in financial problem solving without any downsizing.					
5. Banking business downsizing will help more in competition and surviving of its business.					
6. You want to work in the hold working condition without any changes present.					
7. You will do your best after downsizing without thinking that it'll happen again in the future.					
8. If downsizing occur in the banking business does, it can reduce the organization expenses.					

Body	Attitudes on banking business downsizing				
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
9. You think that if downsizing happens in banking business, the sustained employees will work with full potentiality, which means they conform to the work properly.					
10. You worry about your future when banking business is still using downsizing plan as an executive strategy.					
11. You think that after downsizing the bank will be accepted by foreign investors because it is a proper financial problem solving method.					
12. You've an idea that bank needs to consider about employees' number and quantity of works which lead to the balance of expenses and result of proceeding.					

Body	Attitudes on banking business downsizing				
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
13. You think that if the banking business has adjusted its size to suit the present economic conditions, you'll get a chance to make progress, more development on your working knowledge and ability.					
14. You want the banking business to adjust the employee number to fit current working condition.					
15. You want to work in banking business anyhow it will effect you.					
16. You're ready to adjust yourself to the banking business changes in order to retain in your organization.					
17. You think that banking business downsizing will effect you and your family in both economy and social life.					

Body	Attitudes on banking business downsizing				
	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
18. You think that the severance payments getting from banking business downsizing have been properly and fairly provided.					
19. Quitting jobs without intention to leave is believed to be a punishment.					
20. Improperly considering of salary and bonus can be a way to put a pressure to choose early retirement of employees.					
21. The downsizing rules used in your organization are very suitable.					
22. You want your organization to <b>make downsizing</b> reconsideration.					
23. You think that your colleagues who get early retirement are luckier than you who are still working in the organization.					
24. Working evaluation system will get more checking and following because it will effect to quitting or continuing job of employees in the future.					

**Section 4:** Recommendation of downsizing in banking business.

You can suggest about downsizing in banking business in others.

1. Motivation and Working stability

.....

.....

.....

2. Welfare, Salary, Allowance

.....

.....

.....

3. Information about business downsizing

.....

.....

.....

4. Developing of acknowledge and preparing of business changing

.....

.....

.....

5. Employee participation of business downsizing

.....

.....

.....

6. Other way to bring the business survive in crisis

.....

.....

.....



7. Others

.....

.....

.....



## แบบสอบถาม

เรื่อง ทักษะคติของพนักงานธนาคารพาณิชย์ ที่มีการปรับลดขนาดธุรกิจธนาคาร

### คำชี้แจง

1. วัตถุประสงค์ของการวิจัย
  - 1.1 เพื่อศึกษาถึงปัจจัยที่มีผลต่อทัศนคติของพนักงานธนาคารพาณิชย์ ที่มีต่อการปรับลดขนาดธุรกิจธนาคาร
  - 1.2 เพื่อศึกษาทัศนคติของพนักงานธนาคารพาณิชย์ ที่มีต่อการปรับลดขนาดธุรกิจธนาคาร
  - 1.3 เพื่อศึกษาข้อเสนอแนะของพนักงานธนาคารพาณิชย์ ที่มีต่อการปรับลดขนาดธุรกิจธนาคาร
2. แบบสอบถามแบ่งออกเป็น 4 ตอนดังนี้
  - ตอนที่ 1 คำถามเกี่ยวกับข้อมูลทั่วไปของผู้ตอบแบบสอบถาม
  - ตอนที่ 2 คำถามเกี่ยวกับความมั่นคงในการทำงาน ความเข้าใจและความสนใจของพนักงานเกี่ยวกับการปรับลดขนาดธุรกิจธนาคาร
  - ตอนที่ 3 คำถามเกี่ยวกับทัศนคติของพนักงานพาณิชย์ ที่มีต่อการปรับลดขนาดธุรกิจธนาคารพาณิชย์
  - ตอนที่ 4 คำถามเกี่ยวกับข้อเสนอแนะของพนักงานธนาคารพาณิชย์ ในเรื่องการปรับลดขนาดธุรกิจธนาคาร
3. การตอบแบบสอบถาม
  - 3.1 กรุณาตอบแบบสอบถามตามความเป็นจริงที่ท่านรู้สึกหรือทราบ ทั้งนี้เพื่อจะได้ข้อมูลที่ถูกต้องและสามารถนำไปใช้ประโยชน์ต่อส่วนรวมได้มากที่สุด
  - 3.2 กรุณาตอบคำถามทุกข้อ
  - 3.3 ข้อมูลของท่านทั้งหมด ผู้วิจัยจะเก็บเป็นความลับ ในการนำเสนอจะเสนอในภาพรวม โดยไม่มีการระบุตัวบุคคลใดๆ ทั้งสิ้น

แบบสอบถามเรื่อง “ทัศนคติของพนักงานธนาคารต่อการปรับลดขนาดธุรกิจธนาคาร

ตอนที่ 1 ข้อมูลทั่วไป

คำชี้แจง โปรดทำเครื่องหมาย ( ✓ ) หรือเติมคำลงในช่องว่างที่ตรงกับข้อเท็จจริงที่เกี่ยวกับตัวท่านมากที่สุด

1. เพศ ☐ ชาย ☐ หญิง
2. อายุ ..... ปี
3. ระยะเวลาที่ท่านปฏิบัติงานในหน่วยงานของท่านจนถึงปัจจุบัน..... ปี
4. ระดับการศึกษาขั้นสูงสุด  
☐ ต่ำกว่าปริญญาตรี ☐ ปริญญาตรีหรือเทียบเท่า ☐ สูงกว่าปริญญาตรี
5. สถานภาพสมรส ☐ โสด ☐ สมรส ☐ อื่นๆ
6. ตำแหน่งของท่านในปัจจุบัน.....
7. หน่วยงานที่ท่านสังกัด.....
8. อัตราเงินเดือนที่ท่านได้รับในปัจจุบัน  
☐ ต่ำกว่า 10,000 บาท ☐ 10,000-20,000 บาท ☐ 20,001 - 40,000 บาท  
☐ 40,001 บาทขึ้นไป

**ตอนที่ 2** คำถามเกี่ยวกับความมั่นคงในการทำงาน ความเข้าใจและความสนใจของ พนักงานเกี่ยวกับการปรับลดขนาดธุรกิจการธนาคาร

ข้อความ	ความต้องการความมั่นคงในการทำงาน				
	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
1. ท่านคิดว่าการปฏิบัติงานในธุรกิจการธนาคารขณะนี้มีความมั่นคงกว่าธุรกิจอื่นๆ					
2. การที่ธุรกิจการธนาคารที่ท่านปฏิบัติงานอยู่ มีนโยบายในการปรับลดพนักงานนั้น จะส่งผลต่อความมั่นคงในหน้าที่การงานของท่าน					
3. ถ้าธุรกิจการธนาคารนำแนวทางการลดพนักงานมาปฏิบัติ จะมีผลกระทบต่อขวัญกำลังใจในการทำงานของท่าน					
4. ท่านคิดว่าการปฏิบัติงานในธุรกิจการธนาคารขณะนี้ ทำให้ท่านมีความก้าวหน้าในการทำงานและความเป็นอยู่ในชีวิตประจำวันดีขึ้น					
5. ท่านคิดว่าท่านอาจให้ถูกออกจากงานก่อนเวลาอันควร ถ้าธุรกิจการธนาคารมีการปรับลดพนักงานเพื่อการลดค่าใช้จ่ายในองค์กร					
6. ท่านคิดว่าท่านจะเปลี่ยนงานใหม่ ก่อนที่จะมีการปรับลดพนักงานของธุรกิจการธนาคารในคราวต่อไป					
7. ท่านคิดว่าท่านจะออกจากงานโดยสมัครใจ ทั้งที่ไม่มีงานอื่นรองรับหรือว่างงานก็ตาม ก่อนที่จะมีโครงการปรับลดพนักงานในคราวต่อไป					
8. ท่านคิดว่าพนักงานที่ปฏิบัติงานอยู่ในธุรกิจการธนาคาร ซึ่งมีการปรับลดพนักงาน จะได้รับค่าตอบแทนที่เหมาะสมและยุติธรรม ต่อภาระงานในปัจจุบันที่ต้องรับผิดชอบ					
9. ท่านคิดว่าในอนาคตธุรกิจการธนาคาร มีโอกาสปรับลดพนักงานอีกในรูปแบบต่างๆ เช่น การเกษียณอายุก่อนเวลา ปลดพนักงานออก หรือยุบบางหน่วยงาน เป็นต้น					
10. การปรับลดพนักงานในธุรกิจการธนาคาร ท่านคิดว่าเป็นแนวทางในการลดค่าใช้จ่ายของธนาคาร					

ข้อความ	ความต้องการความมั่นคงในการทำงาน				
	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
11. หากธุรกิจการธนาคารมีนโยบายปรับลดพนักงานในองค์กรคราวต่อไป โอกาสที่ท่านจะเกิดการว่างงานมีมากขึ้น					
12. หลังจากการปรับลดขนาดธุรกิจการธนาคารแล้ว จะทำให้ท่านรู้สึกว่ามีความมั่นคงในหน้าที่การงานมากกว่าเดิม					
13. ท่านมีโอกาสได้ใช้ความสามารถในการทำงานให้เกิดประสิทธิภาพและประสิทธิผลได้ดีกว่า ก่อนการปรับลดขนาดของธุรกิจการธนาคาร					
14. ท่านมั่นใจว่ากลยุทธ์การปรับลดขนาดของธุรกิจการธนาคาร เป็นวิธีการบริหารที่ช่วยให้ธนาคารสามารถอยู่รอดในสภาพเศรษฐกิจปัจจุบัน					
15. ท่านคิดว่าการปรับลดพนักงานในองค์กรของท่าน เป็นกลยุทธ์การบริหารที่ถูกต้องในการตามความนิยม ใช้ในการบริหารองค์กรในปัจจุบัน					
16. ท่านคิดว่าในอนาคต ของธุรกิจการธนาคารอาจนำกลยุทธ์ใหม่มาใช้ และอาจมีผลกระทบต่อพนักงานเหมือนกับการใช้กลยุทธ์การปรับขนาดองค์กร					
17. หลังจากการปรับลดขนาดของธุรกิจการธนาคารไปแล้ว พนักงานที่ปฏิบัติงานในปัจจุบัน สามารถทำงานได้คล่องตัวและลดความซ้ำซ้อนของงาน					
18. การบริหารงานของธุรกิจการธนาคารโดยผู้ถือหุ้นรายใหม่ อาจมีนโยบายที่ส่งผลกระทบต่อความมั่นคงในการทำงานของพนักงาน					
19. ในปัจจุบันที่มีการปรับลดพนักงานในธุรกิจธนาคาร ท่านคิดว่าระดับความกังวลในอนาคตการทำงานในแต่ละหัวข้อเป็นเช่นไร					
19.1 การให้ย้ายหน่วยงาน					
19.2 การลดเงินเดือน					
19.3 การลดเงินค่าตอบแทน หรือค่าล่วงเวลา					
19.4 การปรับเปลี่ยนตำแหน่งที่ด้อยลง					
19.5 การให้ออกจากงาน					
19.6 การทำงานมากขึ้นกว่าปัจจุบัน					
19.7 การทำงานที่ใช้เวลามากกว่าในปัจจุบัน					

ข้อความ	ความต้องการความมั่นคงในการทำงาน				
	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
19.8 การต้องหางานใหม่สำรอง					
19.9 การประเมินผลการปฏิบัติงาน					
19.10 ช่วยกำลังใจในการทำงาน					





แบบสอบถามเกี่ยวกับความเข้าใจ และความสนใจต่อโครงการปรับลดขนาดธุรกิจการธนาคาร

ข้อความ	ใช่	ไม่ใช่
1. ท่านแสวงหาข่าวสารเกี่ยวกับการปรับลดพนักงานของธุรกิจการธนาคาร (Business Downsizing) อยู่เสมอ		
2. ท่านได้พูดคุยหรือวิจารณ์โครงการปรับลดพนักงานของธุรกิจการธนาคาร กับเพื่อนร่วมงานหรือบุคคลอื่นเสมอเมื่อมีโอกาส		
3. ท่านต้องการมีส่วนร่วมแสดงความคิดเห็นในโครงการปรับลดพนักงานในธุรกิจการธนาคาร		
4. ท่านต้องการทราบถึงเหตุผลในการเลือกกลยุทธ์การปรับลดพนักงานของธนาคาร เพื่อการมีส่วนร่วมในการมองปัญหาและหาแนวทางแก้ปัญหาและร่วมเสนอวิธีการอื่นๆที่ดีกว่า และสามารถบรรลุวัตถุประสงค์เช่นกัน		
5. ท่านต้องการให้หน่วยงานที่รับผิดชอบกับโครงการฯ มาชี้แจงให้พนักงานทราบถึงนโยบาย แนวทางการปฏิบัติ และเปิดโอกาสให้พนักงานได้ซักถามโดยตรง		
6. ท่านเห็นว่าข่าวสารการลดพนักงานในธุรกิจการธนาคารควรมีการสื่อสาร การให้ข้อมูลที่มีรายละเอียดและเจาะลึก แก่พนักงานก่อนการดำเนินโครงการ		
7. ท่านต้องการเข้ามามีส่วนในการกำหนดแนวทางปฏิบัติและกำหนดค่าตอบแทนที่ควรจะได้รับจากโครงการปรับลดพนักงานของธุรกิจการธนาคาร		
8. ท่านไม่เคยสนใจว่าธนาคารจะนำนโยบายอะไรมาใช้ในธนาคารของท่าน ท่านจะทำงานตามหน้าที่ในปัจจุบันเท่านั้น		
9. ท่านเคยคิดว่าทำไมธนาคารจึงไม่ใช้แนวคิดเชิงกลยุทธ์วิธีอื่นๆ เข้ามาแก้ไขปัญหาทางการเงินของธุรกิจการธนาคาร นอกจากการลดพนักงานของธนาคาร		
10. ท่านต้องการให้มีการเปิดกระทู้เรื่องความคิดเห็นของพนักงานต่อโครงการฯ อย่างเปิดเผยโดยวิธีใดที่สามารถแสดงความคิดเห็นได้อย่างอิสระ		
11. การปรับลดพนักงานในองค์กร (Business Downsizing) เป็นวิธีการลดค่าใช้จ่ายในองค์กร		
12. การปรับลดพนักงานในองค์กรคือการปรับเปลี่ยนแนวทางในการทำงาน และการเปลี่ยนโครงสร้างขององค์กร		
13. วิธีในการปรับลดพนักงานในองค์กรที่เหมาะสมที่สุดในปัจจุบันคือการ เกษียณอายุก่อนกำหนด		
14. ผลตอบแทนที่ได้รับการออกจากงาน ตามโครงการคำนวณจากอายุการทำงานและอัตราเงินเดือนปัจจุบัน		
15. วิธีการปรับลดพนักงานขององค์กร จะถูกนำมาใช้เมื่อเกิดปัญหาทางการเงินกับองค์กร		
16. การประเมินผลการปฏิบัติงานของพนักงานเป็นวิธีการพิจารณาในการลดพนักงานขององค์กร ที่เหมาะสมและยุติธรรม		
17. การปรับลดขนาดของธนาคาร ทำให้การทำงานคล่องตัว ลดความไม่ซับซ้อนในการปฏิบัติงาน		
18. การปรับลดขนาดของธนาคาร โดยการปรับลดจำนวนพนักงานนั้น เป็นโอกาสของผู้บริหารที่จะเลือกคนที่มีคุณภาพอยู่ในองค์กร		
19. การปรับลดขนาดของธนาคาร จะเป็นประโยชน์ต่อลูกค้าธนาคาร		
20. การปรับลดขนาดของธนาคาร ทำให้พนักงานที่ปฏิบัติงานในปัจจุบันต้องปรับปรุงพัฒนาตนเองและพัฒนางานให้มีคุณภาพอย่างต่อเนื่อง		

## ตอนที่ 3 ทศนคติต่อการปรับลดพนักงานของธุรกิจการธนาคาร

ข้อความ	ทศนคติต่อการปรับลดพนักงานของธุรกิจการธนาคาร				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
1. ท่านเห็นด้วยกับแนวคิดโครงการปรับลดพนักงานของธุรกิจการธนาคาร					
2. ถ้ามีการปรับลดพนักงานในธุรกิจการธนาคาร ท่านจะสนับสนุนและส่งเสริมวิธีดังกล่าว					
3. เมื่อธนาคารได้ดำเนินกลยุทธ์ดังกล่าวไปแล้ว ท่านคิดว่าปัญหาต่างๆ ของธนาคารจะสามารถแก้ไขได้อย่างลุล่วงและมีประสิทธิภาพ					
4. ธุรกิจการธนาคารสามารถเพิ่มประสิทธิภาพในการแก้ไขปัญหาทางการเงินโดยไม่จำเป็นต้องมีการปรับลดจำนวนพนักงานในองค์กร					
5. การปรับลดพนักงานในธุรกิจการธนาคารจะช่วยในด้านการแข่งขันและการอยู่รอดของธนาคารมากขึ้น					
6. ท่านมีความต้องการทำงานในองค์กรที่มีสภาพการทำงานแบบเดิม และไม่มีการเปลี่ยนแปลง					
7. ท่านเต็มใจที่จะทำงานอย่างทุ่มเท ภายหลังจากการปรับลดจำนวนพนักงาน โดยไม่คำนึงว่าจะมีการปรับลดพนักงานอีกในอนาคต					
8. ถ้าหากธุรกิจการธนาคารมีการปรับลดพนักงานได้ตามเป้าหมาย จะทำให้ลดค่าใช้จ่ายขององค์กรลงได้					
9. ถ้าธุรกิจการธนาคารมีการปรับลดพนักงานได้ตามเป้าหมายแล้ว พนักงานที่เหลือจะทำงานอย่างเต็มศักยภาพ ซึ่งหมายถึงคนกับงานสอดคล้องกันอย่างเหมาะสม					
10. ท่านรู้สึกหวั่นเกรงต่ออนาคตในการทำงานเมื่อธุรกิจการธนาคารยังคงใช้โครงการปรับลดพนักงานเป็นกลยุทธ์ในการบริหารต่อไป					
11. ท่านคิดว่าการปรับลดพนักงานของธนาคารจะทำให้ธนาคารได้รับการยอมรับจากผู้ลงทุนจากต่างประเทศ เพราะเป็นแนวทางที่เหมาะสม					
12. ท่านคิดว่าธนาคารจำเป็นต้องพิจารณาถึงจำนวนพนักงานและปริมาณงานอันนำไปสู่ความสมดุลของค่าใช้จ่ายและผลลัพธ์จากการดำเนินงาน					

ข้อความ	ทัศนคติต่อการปรับลดพนักงานของธุรกิจธนาคาร				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่แน่ใจ	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างยิ่ง
13. ท่านคิดว่าถ้าธุรกิจธนาคารมีการปรับลดขนาดให้เหมาะสมกับสภาพเศรษฐกิจปัจจุบัน จะทำให้ท่านมีโอกาสก้าวหน้าพัฒนาความรู้ความสามารถในการทำงานมากขึ้น					
14. ท่านต้องการให้ธุรกิจธนาคารมีการปรับจำนวนพนักงานให้เหมาะสมกับสภาพงานปัจจุบัน					
15. ท่านต้องการทำงานในธุรกิจธนาคารที่มีการลดพนักงานในองค์กร ไม่ว่าจะส่งผลกระทบต่อตัวท่านอย่างไร					
16. ท่านพร้อมที่จะปรับตัวในทุกๆด้านต่อการเปลี่ยนแปลงของธุรกิจธนาคาร เพื่อการอยู่ในองค์กรของท่าน					
17. ท่านคิดว่าการปรับลดพนักงานของธุรกิจธนาคาร ท่านและครอบครัวจะได้รับผลกระทบทั้งทางเศรษฐกิจและสังคม					
18. ท่านคิดว่าผลตอบแทนที่ได้รับจากโครงการปรับลดพนักงานของธุรกิจธนาคาร มีการจัดให้อย่างเหมาะสมและยุติธรรม					
19. การให้พนักงานออกจากงานโดยไม่สมัครใจของพนักงาน เป็นการลงโทษ					
20. การพิจารณาเงินเดือนและโบนัสที่ไม่เหมาะสมจะเป็นแนวทางในการกระตุ้นในการตัดสินใจเลือกการลาออกก่อนเกษียณอายุของพนักงาน					
21. หลักเกณฑ์ที่ใช้ในการพิจารณาปรับลดพนักงานที่องค์กรของท่านใช้อยู่มีความเหมาะสมดี					
22. ท่านอยากให้องค์กรทบทวนหลักเกณฑ์การปรับลดพนักงาน ให้เหมาะสมกับสภาพปัจจุบัน					
23. ท่านคิดว่าเพื่อนพนักงานที่เกษียณอายุก่อนกำหนดไปแล้ว โชคดีกว่าท่านที่ยังคงทำงานอยู่ในองค์กร					
24. ระบบการประเมินผลการปฏิบัติงานจะมีการตรวจสอบและติดตามมากขึ้น เพราะจะมีผลต่อการให้ออกหรืออยู่ต่อของพนักงานในอนาคต					

**ตอนที่ 4** ข้อเสนอแนะเกี่ยวกับปรับลดพนักงานของธุรกิจการธนาคาร

ท่านสามารถให้ข้อเสนอแนะได้อย่างอิสระเกี่ยวกับการปรับลดพนักงานของธุรกิจการธนาคารในด้านต่างๆ ได้ดังนี้

1. ด้านขวัญกำลังใจ และความมั่นคงในการทำงาน

.....

.....

.....

2. ด้านสวัสดิการ อัตราเงินเดือน ค่าตอบแทนต่างๆ

.....

.....

.....

3. ด้านการประชาสัมพันธ์การให้ข้อมูลข่าวสารเกี่ยวกับการปรับลดพนักงานในธุรกิจการธนาคาร

.....

.....

.....

4. ด้านการพัฒนาความรู้ การเตรียมพร้อมในการเปลี่ยนแปลงเกี่ยวกับการปรับลดขนาดธุรกิจ

.....

.....

.....

5. ด้านการมีส่วนร่วมของพนักงาน ต่อโครงการปรับลดขนาดธุรกิจการธนาคาร

.....

.....

.....

6. ทางเลือกอื่นๆ ในการนำธุรกิจให้สามารถดำเนินกิจการต่อไปได้ ในสภาวะเศรษฐกิจปัจจุบัน

.....

.....

.....

7. อื่นๆ

.....

.....

.....

## APPENDIX B

THE QUESTIONNAIRE IN THE SECOND ROUND OF RESEARCH



## QUESTIONNAIRE

**Subject:** The Study of the Employee's Attitudes toward Downsizing in Banking Business

**Section 1:** General data of questionnaire answers.

1.1 Your current position

☐ Management   ☐ Employee   ☐ Clerk

1.2 Gender   ☐ Male   ☐ Female      1.3 Age ..... Years

1.4 Education level

☐ Lower than Bachelor degree      ☐ Bachelor degree or equivalent

☐ Higher than Bachelor degree

1.5 Working duration.....years

**Section 2:** Question about the factors that influence your attitudes toward business downsizing that is "Yes" or "No".

<b>The factors that influence your attitudes toward downsizing in banking business</b>	<b>Yes</b>	<b>No</b>
2.1 To communicate the business downsizing to employees	<input type="checkbox"/>	<input type="checkbox"/>
2.2 The understanding of the employee in the business downsizing	<input type="checkbox"/>	<input type="checkbox"/>
2.3 Participation of the employees to set the rule and implementation business downsizing	<input type="checkbox"/>	<input type="checkbox"/>
2.4 To create the morale of the employees when downsized the business	<input type="checkbox"/>	<input type="checkbox"/>
2.5 After downsizing the business, welfare and allowance will be set appropriate for the employees	<input type="checkbox"/>	<input type="checkbox"/>
2.6 To develop of knowledge after downsizing the banking business	<input type="checkbox"/>	<input type="checkbox"/>
2.7 Top management handles the organization after downsizing the banking business	<input type="checkbox"/>	<input type="checkbox"/>
2.8 To evaluate the employees after downsizing in the banking	<input type="checkbox"/>	<input type="checkbox"/>

The opinions about the factors that influence your attitudes towards downsizing

- .....
- .....
- .....



**Section 3:** Question about your opinion level, it is the factor that influence the employee's attitudes towards business downsizing follow your knowledge in downsizing.

The factor that influence the employee's attitudes towards downsizing in banking	Opinion level of the employees				
	Very much	Much	Moderate	Fairly letter	Letter
3.1 Report the downsizing policy to the employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 The understanding and interest in downsizing of the employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 Participation and involvement of the employees in business downsizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Developing of knowledge and skills of the employees after downsized the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 Working stability of the employees after downsizing the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6 Evaluation of the employees after downsizing the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7 Setting the welfare and allowance after downsizing the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8 The method of management after downsizing the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9 Enhancement the employees to advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.10 In personal factors, the level of opinion towards business downsizing					
- Education level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Working capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Understanding of downsizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The factor that influence the employee's attitudes towards downsizing in banking	Opinion level of the employees				
	Very much	Much	Moderate	Fairly letter	Letter
- Interest in downsizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Working stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



แบบสำรวจความคิดเห็นเกี่ยวกับปัจจัยที่มีผลต่อทัศนคติในการปรับลดขนาดธุรกิจการธนาคาร

## ส่วนที่ 1

1.1 ระดับตำแหน่งของท่านในธนาคารคือ

☐ ระดับบริหาร

☐ ระดับพนักงาน

☐ ระดับเสมียน

1.2 เพศ ☐ ชาย ☐ หญิง

1.3 อายุของท่าน.....ปี

1.4 ระดับการศึกษา

☐ ต่ำกว่าปริญญาตรี

☐ ปริญญาตรีหรือเทียบเท่า

☐ สูงกว่าปริญญาตรี

1.5 ท่านทำงานที่ธนาคารแห่งนี้มีระยะเวลา.....ปี

## ส่วนที่ 2

ในส่วนนี้ท่านกรุณาให้ความคิดเห็น ตามความรู้ของท่านเกี่ยวกับปัจจัยที่มีผลต่อทัศนคติของพนักงานในการปรับลดพนักงานในธุรกิจการธนาคาร **ว่าใช่หรือไม่**

ปัจจัยที่มีผลต่อทัศนคติของพนักงานในการปรับลดพนักงาน ในธุรกิจการธนาคาร	ใช่	ไม่ใช่
2.1 การสื่อสารให้พนักงานรับรู้ในระบบใหม่ที่มีการปรับลดพนักงานของธนาคาร	<input type="checkbox"/>	<input type="checkbox"/>
2.2 การเข้าใจต่อการบริหารงานในระบบใหม่ที่มีการปรับลดขนาดองค์กร	<input type="checkbox"/>	<input type="checkbox"/>
2.3 การเปิดโอกาสให้พนักงานมีส่วนร่วมในการกำหนดกฎเกณฑ์ แนวทางปฏิบัติ ของพนักงาน ในการปรับลดพนักงานของธนาคาร	<input type="checkbox"/>	<input type="checkbox"/>
2.4 การสร้างขวัญกำลังใจให้กับพนักงาน เมื่อมีการปรับลดพนักงานของธนาคาร	<input type="checkbox"/>	<input type="checkbox"/>
2.5 การจัดสวัสดิการ ค่าตอบแทนที่เหมาะสมภายหลังการปรับลดพนักงาน	<input type="checkbox"/>	<input type="checkbox"/>
2.6 การส่งเสริมและพัฒนาพนักงานที่คงอยู่ ภายหลังการปรับลดพนักงาน ของธนาคาร	<input type="checkbox"/>	<input type="checkbox"/>
2.7 การบริหารจัดการของผู้บริหารภายหลังการปรับลดพนักงานของธนาคาร	<input type="checkbox"/>	<input type="checkbox"/>
2.8 การประเมินผลการปฏิบัติงานของพนักงาน ภายหลังการปรับลดพนักงาน	<input type="checkbox"/>	<input type="checkbox"/>

ความคิดเห็นเพิ่มเติม ที่ท่านคิดว่าเป็นปัจจัยต่อทัศนคติในการปรับลดพนักงานในธุรกิจการธนาคาร

☐ .....

☐ .....

ในส่วนนี้ท่านกรุณาให้ความคิดเห็นตามความรับรู้ของท่านเกี่ยวกับปัจจัยที่ผลต่อทัศนคติของ  
พนักงานในการปรับลดพนักงานของธุรกิจการธนาคาร **ว่าอยู่ในระดับใด**

**ระดับความคิดเห็น**

**ปัจจัยที่มีผลต่อทัศนคติการปรับลดพนักงาน** มากที่สุด มาก ปานกลาง น้อย น้อยที่สุด  
**ในธุรกิจการธนาคาร**

- |   |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 3.1 หากการให้ความรู้ ความเข้าใจ โดยการสื่อสาร<br>หลายรูปแบบ เกี่ยวกับการปรับลดพนักงาน<br>เพื่อให้พนักงานรับรู้ข้อเท็จจริง ผลกระทบต่อพนักงาน<br>ในด้านต่างๆ จะมีผลต่อทัศนคติการปรับลดพนักงานของ<br>ธนาคารในระดับ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.2 หากท่านมีความรู้ ความเข้าใจในนโยบายปรับลด<br>พนักงานเป็นอย่างดี จะมีผลต่อทัศนคติการปรับลด<br>พนักงานของธนาคารในระดับ  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.3 หากท่านมีส่วนร่วมในการกำหนดกฎเกณฑ์ และ<br>แนวปฏิบัติเมื่อมีโครงการปรับลดพนักงาน มีผลต่อ<br>ทัศนคติการปรับลดพนักงานของธนาคารในระดับ  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.4 การส่งเสริมและพัฒนาให้กับพนักงานมีประสิทธิภาพ<br>และประสิทธิผลในการทำงาน ภายหลังการปรับลด<br>พนักงาน มีผลต่อทัศนคติการปรับลดพนักงานของ<br>ธนาคารในระดับ   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.5 ความมั่นคงในการทำงานของท่าน ภายหลังการปรับ<br>ลดพนักงาน มีผลต่อทัศนคติการปรับลดพนักงานของ<br>ธนาคารในระดับ  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.6 ระบบการประเมินผลการปฏิบัติงานของพนักงาน<br>ภายหลังการปรับลดพนักงาน มีผลต่อทัศนคติการ<br>ปรับลดพนักงานของธนาคารในระดับ   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

ปัจจัยที่มีผลต่อทัศนคติการปรับลดพนักงาน ในธุรกิจการธนาคาร	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด

3.7 การกำหนดสวัสดิการ ค่าตอบแทน ภายหลังการ ปรับลดพนักงาน มีผลต่อทัศนคติการปรับ พนักงานของธนาคารในระดับ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8 วิธีการบริหารจัดการของผู้บริหาร ภายหลัง การปรับลดพนักงาน มีผลต่อทัศนคติการปรับ ลดพนักงานของธนาคารในระดับ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9 การจัดแผนความก้าวหน้าของพนักงานใน อนาคต ภายหลังการปรับลดพนักงาน มีผล ต่อทัศนคติการปรับลดพนักงานของธนาคาร ในระดับ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.10 ท่านคิดว่าปัจจัยส่วนบุคคลของพนักงานมี ผลต่อทัศนคติการปรับลดพนักงานของธนาคาร ดังต่อไปนี้ในระดับ					
- ระดับการศึกษา	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- ตำแหน่งการทำงาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- อายุ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- อัตราเงินเดือน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- ความสามารถในการทำงานที่ทำ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- ความเข้าใจในนโยบายการปรับลด	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- ความสนใจในนโยบาย	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- ความรู้สึกมั่นคงในการทำงาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## BIBLIOGRAPHY

### English References

1. Anderson, Alan H. *Effective Enterprise and Change Management*. Oxford: Black Well, 1996.
2. Craig, Scott. *Rice Dodging Downsizing, "Proven Strategies for Job Security in Tough Times," VGM Career Horizons*, 1998.
3. Delorese, Ambrose, *Healing the Downsized Organization*. New York: Three Rivers Press, 1996.
4. Delorese, Ambrose. *Healing the Downsized Organization "What Every Employee Needs to Know about Today's New Work Place."* New York: Rivers Press, 1997.
5. Dougherty, David C. *Strategic Organization Planning Downsizing for Survival*. New York: Quorum Book, 1989.
6. Downs, Alan. *Corporate Executions "The Ugly Truth about Layoffs, How Corporate Greed Is Shattering Lives, Companies, and Communities."* New York: AMACOM, 1995.
7. Francois Godement *the Downsizing of Asia*. London: Routledge, 1999.
8. Kettley, P. *Employee Morale During Downsizing*. London: The Institute for Employment Studies, 1995.
9. Knowdell, Richard L., Elizabeth Branstead, and Milan Moravec. *From Downsizing to Recovery, "Strategic Transition Options for Organizations and Individuals."* Palo Alto, California: Davies-Black Publishing, 1996.
10. Kucznski, Sherry. "Help I Shrunk the Company," *HR Magazine Society for Human Resource Management*, 1999.
11. McKenne, James *Downsizing and Employee Attitude, "What Can Restore Fading Loyalty?," Industry Week*, 1991.
12. Tomasko, Robert M. "Downsizing Reshaping the Corporation for the Future," *American Management Association*, 1990.
13. Tylczak, Lynn. *Downsizing without Disaster, "A Thoughtful Approach to Planned Workforce Reduction."* Los Altos, California: Crisp Publications, 1991.



## Thai References

1. “คนแบงก์ พล่าน ปรับตัวรับสังเวียนเดือด,” วารสารข่าวการเงินธนาคาร.
2. ธนวัชร ไซยะตระกูลชัย. “คิดใหม่เพื่ออนาคต,” Rethink the Future. กรุงเทพฯ: สำนักพิมพ์ผู้จัดการ, 1999.
3. ทายาท ศรีปลั่ง. “มองย้อนหลัง เพื่อหวังก้าวหน้า,” วารสารการบริหารคน สมาคมการจัดการงานบุคคลแห่งประเทศไทย, 2542.
4. สมพงษ์ จัยศิริ. “การปรับขนาดองค์กร ทางรอดภาวะวิกฤติจริงหรือ?,” วารสารการบริหารคนสมาคมการจัดการงานบุคคลแห่งประเทศไทย, 2541.
5. รายงานประจำปี 2542-2543 ธนาคารกรุงเทพ (มหาชน) จำกัด.



**St. Gabriel's Library**