

ความสำคัญของการสื่อสารเชิงอวัจนภาษาต่อการตัดสินใจจ้างงาน

กรณีศึกษาบริษัทในนิคมอุตสาหกรรม อมตะนคร ประเทศไทย

The Important of Non-verbal Communication toward Hiring Decision the Case Study of Companies in Amata Nakorn Industrial Estate, Thailand

สุทธาสินี เลามีชัยเจริญ^{1*}, กิตติโชค นิธิเสถียร², วิลเลียม พี วอร์³ และ รัชนีพงศ์ พงศ์วิริทธิ์ธร⁴

Sutthasinee Laomeechaicharoen^{1*}, Kittichok Nithisathian²,

William P. Wall³ and Ratthanant Pongwiritthon⁴

^{1,2,3} มหาวิทยาลัยนานาชาติแสตมฟอร์ด

⁴ ศูนย์ถ่ายทอดองค์ความรู้ ภูมิปัญญาและนวัตกรรมชุมชน

^{1,2,3} Stamford International University

⁴ Information Center of Knowledge, Local Wisdom and Community Innovation

* Corresponding author e-mail: s.laomeechai@gmail.com

บทคัดย่อ

การสื่อสารเชิงอวัจนภาษามีความสำคัญอย่างมากสำหรับการสื่อสาร ซึ่งจากงานวิจัย ได้แสดงว่า 55% ของการสื่อสารทั่วไป ขึ้นอยู่กับ การสื่อสารเชิงอวัจนภาษา ซึ่งความสำคัญของการสื่อสารเชิงอวัจนภาษาอาจมีความเหมือน หรือ แตกต่างขึ้นอยู่กับ บริบทของการสื่อสาร และ วัฒนธรรม ของผู้สื่อสาร งานวิจัยนี้ได้มุ่งศึกษาถึงการสื่อสารเชิงอวัจนภาษาที่มีผลต่อการตัดสินใจเลือกพนักงานของบริษัทในนิคมอุตสาหกรรมในประเทศไทย ผลการวิจัยพบว่า การสื่อสารเชิงอวัจนภาษามีความสำคัญต่อการเลือกพนักงาน และ ยิ่งไปกว่านั้น ในวัฒนธรรมไทย ยังให้ความสำคัญการ “กาลเทศะ” จากการวิจัย พบว่า การมีกาลเทศะที่มีบทบาทค่อนข้างมากต่อการมีผลต่อการได้รับเลือกเป็นพนักงานของบริษัท ประกอบไปด้วย การตรงต่อเวลา, การแต่งกายที่สุภาพ, การมีสัมมาคารวะ และ การเลือกใช้คำพูด

คำสำคัญ: การสื่อสารเชิงอวัจนภาษา, การตัดสินใจเลือกพนักงาน, วัฒนธรรมไทย

Abstract

Literatures shows that more than 55% of all communication, relying on non-verbal communication. The significance of non-verbal communication may vary based on situation and culture of sender and receiver. For the purpose of this study, the researchers have focused on hiring decision of Thai employers at Amatanakorn. The finding showed that non-verbal communication plays a significant role in hiring decision, in addition, in Thai culture “Kalatesa” or harmony of time and manner, or disciplinary is the common use for hiring consideration. Kalatesa may have a broaden term in Thai. For hiring decision this study found that most of Thai interviewers are focused more on punctuality, dress, manner, and speech of interviewees. The candidates who understand the important of Kalatesa especially punctuality, dress, manner, and speech may result in a higher chance of be employed.

Keywords: Non-verbal communication, Hiring Decision, Thai culture

Introduction

'Probably no more than 30 to 35 percent of the social meaning of a conversation or an interaction is carried by the words' (Birdwhistell, 1970)

There are three main types of communication that involve the telling or interchanging of opinions, ideas, or information among people, including written communication, verbal communication and non-verbal communication. Non-verbal communication is the messages between people, comprised of gestures, facial expression, body movement, gazes and dress (Burgoon, Guerrero, & Manusov, 2011). According to the research, 55 % of all communication rely on non-verbal communication. However, the importance of non-verbal communication varies depending on culture and country. The percentage may be higher in high context cultures like Thailand.

For formal interpersonal communications such as a job interview, non-verbal communication plays a significant role in hiring decisions. For example, the color of a dress can create a mood such as yellow that can be unpleasant, exciting, or cheerful, while blue can create a mood of pleasant, leisurely, secure, or calm toward an interviewer (Burgoon & Saine, 1978). Other appearances, such as hairiness (hair and beard) can also affect the hiring decision (Burgoon, Buller, & Woodall, 1989). Louder and more fluent voices create a sense of confidence and earn more favorable decisions (Erickson, Lind, Johnson, & O'Barr, 1978; Kimble & Seidel, 1991). This paper studies the significance of non-verbal communication with Thai interviewers.

Nonverbal-Communication and Interviewer Hiring Decision

Coding system

The communication process is "bi-univocally" were characterized by retroaction, and feedback (Elena, 2017). Effective bi-univocally communication enables successful performance of the organization (Calota, Pirvulescu, & Criotoru, 2015). Effective communication is a continuous process that all players need to learn from previous communication. The main steps in all communication between sender and receiver are comprised of (1) The motivation or reason of communication (2) Message (3) Message encoding (4) Transmission (5) Noise (6) Reception (7) Decoding and (8) Interpretation (Shannon, 1948).

To create effective communication in society, both coding and encoding should be based on a deep knowledge of the influences of culture, history, and structural rigidities (Bonneville & Grosjean, 2007). The eight common coding systems are (1) Kinesics (2) Vocals (3) Physical appearance (4) Proxemics (5) Haptics (6) Chronemics (7) Environment and artifacts and (8) Olfactics (Burgoon, Guerrero, & Manusov, 2011; Gamble & Gamble, 2003).

Kinesics refers to body movement, including posture, gait, hand gestures, facial expression, head movements, eye gaze, etc. The most important of all is facial expression.

Vocals refers to paralanguage or the tone (voice) that means more than the word itself such as loudness, intonation patterns, pauses, dialect, as well as silence. A receiver may be more concerned with the tone than the real message which the sender is trying to convey.

Physical appearance refers to all aspects of one's appearance. For example, jewelry can cause others to form judgments of success, character, power, and competence.

Proxemics refers to distancing and spacing behavior. It can reveal how people feel about themselves and how they think of others. It can be used as a signal to communicate either desire or disinterest in communication, as well as, friendliness or unfriendliness, and extroversion or introversion.

Haptics refers to the use of touching as a communication. Touching is essential to the physical, emotional, and psychological well-being of human infants and to their intellectual, social, and communication development (Fisher, Rytting, & Heslin, 1976).

Chronemics refers to the use of time as a communication. Earlier, on time, and the delay can imply different messages. Recent research showed that to be "on time" for a job interview has a different meaning from to be "on time" for a party.

Environment and artifacts refers to physical objects and environmental attributes surrounding a communication.

Olfactics refers to scents and orders as communication. The preference of scents may vary by culture and country. For example, an American may prefer to use smell as an attractor by substituting pleasant for unpleasant smells in the effort to trigger emotional reactions, sexual arousal, romance, or friendship.

Non-verbal Determinants of Successful Interviewees

A kind of communication that is associated with a high level of anxiety is interviewed. The

anxiety comes from high personal information revelation such as self-definition, self-esteem, and self-confidence, and a high risk of effort. In addition, non-verbal communication plays a significant role on the hiring decision (Leathers & Eaves, 2015).

'High non-verbal interviewee', refers to steady eye contact, using varied voice modulations to express appropriate effect, demonstrated appropriately high level by hand gestures, smiling, and general body movement, and response to interviewer questions with fluidity and little hesitation, having a higher rating when compare with a 'low non-verbal interviewee', who may avoid eye contact, display little or no affection, has a lower energy level, and speaks in a broken and non-fluent manner (McGovern, Tinsley, & Howard, 1978).

In 1977, Leathers and Eaves suggested that the important non-verbal communications that are associated with a job applicant's success are (1) high-immediacy behaviors (2) appropriate smiling (3) voice modulation to express appropriate affect (4) steady eye contact, and (5) affirmative head nodding and gestures.

Interviewer Hiring Decision and Non-verbal Communication

To make a selection from an interview, adequate information is crucial. Interviewers use experience and training, demographic factors, perceptions, non-verbal cues, and goals as the tools to validate the interviewee. Person-job fit, and person-organization fit are two main concerns of the hiring decision (Bohlander & Snell, 2006).

Non-verbal communication is critically important for the interviewee to be accepted or rejected the interviewer from the job interview

(Leathers & Eaves, 2015). It is always assumed by interviewers that useful information is not likely to be expressed verbally (Schlenker, 1980).

The recent research stated that grooming, nontraditional interview attire, handshake, and body posturing are a major candidates' physical attributes that influence the interviewee. These are all considered as a first impression. The strong interviewer's pre-interview and post-interview impression can reflect the hiring decision (Macan & Dipboye, 1990).

The researcher suggested that the interviewer is looking for the following qualities from non-verbal communication: ability to communicate, aggressiveness and initiative, self-confidence, enthusiasm, motivation, intelligence, leadership potential, maturity, persuasiveness, pleasant personality, and positive attitude (McGovern, Tinsley, & Howard, 1978).

Research Method

For this study, the researcher has used qualitative research as the main instrument to seek illumination, understanding and extrapolation. Qualitative research helps to better understand any phenomenon (Corbin & Strauss, 2015).

Interviews and observations were used as the main instruments, conducted with 20 interviewers in the Amatanakorn Industrial Estate area, Thailand. In an interview, as Patton (1990) suggested there are three types of qualitative interview: (1) informal interviews (2) semi-structured interview, and (3) open-ended interviews. For this study, semi-structured interview were selected. For observations, researcher observe the behavior of both the

interviewer and interviewees during the job interviews. In addition, another 18 job interviews were observed in their nonverbal behavior in order to find the proper non-verbal communication for successful candidates as well as non-verbal communication cues might be noted.

Findings

Based on interviews as described in Section 3, Research Methods, it was determined that most of the interviewers are considering the quality and attitude that fit for each position that in addition, several non-verbal communications are significant for employee selection. These non-verbal communications are language, appearance, outfits, makeup, eye contact, gesture, posture and so on. Among all non-verbal communications, appearance is the highest rank which implies the first impression is significant to hiring decision of Thai employer.

In addition, this study showed that "Kalatesa" is important for Thai culture especially for hiring decision. "Kalatesa"; Ka-la means time and Tae-sa means place, or proprietary, or harmony of time and place is a deeply rooted social norm of Thai society. It not only controls the behaviour, but also all aspects as it relates to punctuality, conversation and turn to speak or act. It also reflects the perception of one towards the other.

Since the term "Kalatesa" implies several meanings. The finding from this study showed that when make hiring decision most interviewer's concern more on punctuality, dress, manner, and speech of interviewees.

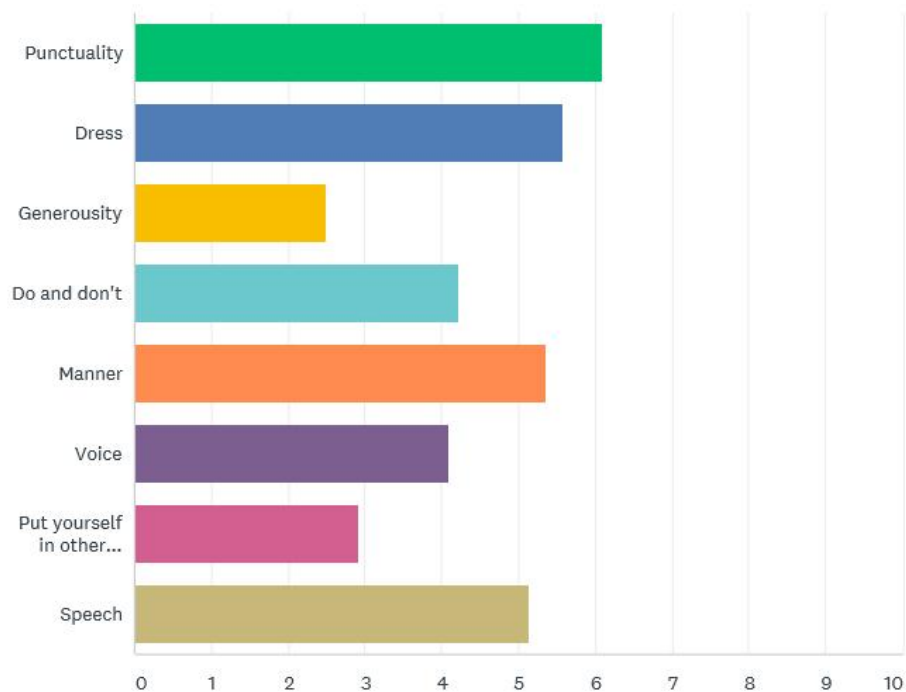


Table 1 The major consideration of "Kalatesa" for hiring decision

Furthermore, from the interview with workers and interviewees showed "Kalatesa" was most considered, applying for a job, attendance at funerals and going to work were of main concern since time and manners are of

major consideration. Significant factors with the situations among subjects interviewed focused primarily on punctuality, appropriateness of dress and exhibiting proper manners.

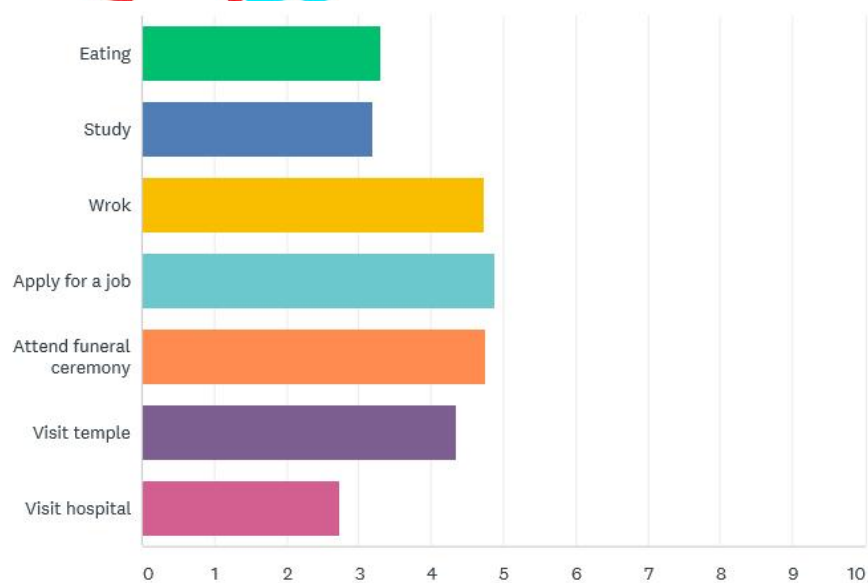


Table 2 The situation that Thai people need to concern on "Kalatesa"

Of all situations considered, applying for a job was the most important concern coupled with the significant factor of punctuality. In today's global community, punctuality is considered a necessity indicating concern and responsibility on the part of the potential candidate. Just as importantly, appropriate dress and manners suited to the related industry or job are to be expected in a workplace when applying for a job.

These two factors were shown to be the most significant factors with interviews subjects at the AmataNakorn Industrial Estate as you only have one chance to make a positive impression in a job interview. This result emphasizes the importance of nonverbal behavior in the job interview.

The second most noted concern for "Kalatesa" was when attending a funeral ceremony. In many countries, punctuality is again expected as a show of respect and a particular style of dress is expected depending on the culture involved and the rank or standing of the deceased in that society.

Work was shown to be the third most important situation in which the factors of punctuality, appropriate dress and manners were considered in order of importance. It was noted that while dressing for work and behaving appropriately at work was of great importance, punctuality was the main factor in the workplace, as it conveyed a spirit of commitment to the job and a respect for the workplace.

Various other concerns relative to "Kalatesa" were noted such as when visiting a temple, eating, studying and hospital visits as they could be of a more flexible nature time wise.

While there were also significant factors that influenced overall behavior, speech, intonation of voice and generosity, these were shown to be of less importance as they could be more readily adapted to the situation.

Discussion

As stated previously, "Kalatesa" ; Ka-la means time and Tae-sa means place, or proprietary, or harmony of time and place is a deeply rooted social norm of Thai society. It not only controls the behaviour, but also all aspects as it relates to punctuality, conversation and turn to speak or act. It also reflects the perception of one towards the other. For example, the way a candidate may dress for a job interview can be interpreted as to how important that candidate sees a particular situation, therefore the physical appearance does play a big role in job selection. For Thai interviewers, physical appearance shows harmony of time and place and is also linked with a first impression. The first impression is one key that most of the interviewers in the AmataNakorn Industrial Estate relate to the physical appearance of candidate in job interview and has an effect on the interviewer's hiring decision.

According to Arvey and Campion (1964), interviewers can be influenced by 'first impression error'. Some physical appearance, such as tattoos, body piercing, etc. can lead an interviewer to prejudge, stereotype or be biased.

The impression other people have of us are often controlled to a large degree by stereotypes, particularly when someone meets you for the first time, those people might stereotype you, primarily based on how you look and sound (Leathers, D. G., & Eaves, M. ,1977). Interviewers

at the AmataNakorn Industrial Estate noted that a stereotype or bias from a first impression can be overcome by conversation. It is possible that a candidate who fails in the area of first impression can turn the situation around by selling their strong points thus creating harmony of time and place during the interview.

Conclusion

After considering the data from interviews in the AmataNakorn Industrial Estate, the result is quite different with While Forbes & Jackson (1980) research. Their research indicated that eye behavior seemed to be the most reliable nonverbal indicator of success or failure in job interviews, while the result of the researcher's interviews has shown 90% of interviewers think that physical appearance is the first nonverbal behavior affecting their hiring decision. The physical appearance is linked to the first impression as Manusov (1990) research states, 'The impressions one makes on others are heavily influenced by our nonverbal communication'. In such a vitally important communicative situation as a job interview, a candidate tries to figure out how making a good impression (Leathers, D. G., & Eaves, M., 1977). As indicated by 64% of the interviewers, they stated that nonverbal behavior is very important and affects their hiring decision. Furthermore, 47% were satisfied with the candidate who had a good appearance and harmony of time and place.

In the interviewer's opinion, candidates who dress appropriately clothes are more frequently hired than those who do not dress well. Other factors that favor candidates being hired are

having good communication skills, flexible character, and proper eye contact.

Therefore, nonverbal behavior is a very important tool to enable successful job selection, especially when it comes to physical appearance. According to the Occupational Outlook Quarterly, good grooming and physical appearance is a strong influence on the selective perception of an interviewer. The result, once again, addresses the importance of the role of nonverbal communication as it relates to the hiring decision.

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