ปัจจัยที่มีอิทธิพลต่อผู้สมัครงานคนไทยที่สำเร็จการศึกษาทางด้านเทคโนโลยีสารสนเทศที่ตัดสินใจตอบรับข้อเสนอเพื่อเข้าทำงานในธนาคารพาณิชย์

Defining Organizational Attraction Factors that Influence Thai Applicants Graduating in the Field of Information Technology to Accept a Job Offer in Commercial Bank

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บทคัดย่อ

เมื่อปี 2559 ที่ผ่านมา ประเทศไทยได้ก้าวเข้าสู่ประชาคมเศรษฐกิจอาเซียน ซึ่งประเด็นหนึ่งที่ท้าทายต่อประเทศไทย คือ การเคลื่อนย้ายแรงงานในบางอาชีพได้อย่างเสรี ดังนั้นองค์การต่างๆ จึงต้องหาวิธีการเพื่อดึงดูดผู้สมัครให้มาทำงานในองค์การของตน โดยแนวทางหนึ่งที่องค์การอาจนำมาใช้ คือ การรับรู้และเข้าใจถึงสิ่งที่จะดึงดูดใจให้ผู้สมัครที่มีศักยภาพตอบรับเข้าทำงานในองค์การ การศึกษาครั้งนี้มีวัตถุประสงค์เพื่อค้นหาปัจจัยที่มีอิทธิพลต่อการรับข้อเสนอเพื่อเข้าทำงานในธนาคารพาณิชย์ของผู้สมัครงานที่สำเร็จการศึกษาในสาขาวิชาที่เกี่ยวข้องกับเทคโนโลยีสารสนเทศ โดยใช้เทคนิคการเก็บรวบรวมข้อมูลเชิงคุณภาพ ได้แก่ การสัมภาษณ์เชิงลึก และการสนทนากลุ่ม เพื่อให้เข้าใจถึงเหตุผลในการรับข้อเสนองานของผู้สมัครงานอย่างแท้จริง ผู้ศึกษาเลือกกลุ่มตัวอย่างโดยไม่ใช้ความน่าจะเป็น ด้วยวิธีการสุ่มตัวอย่างแบบตามสะดวก จำนวน 7 คน โดย 2 คนเข้าร่วมการสัมภาษณ์เชิงลึก และ 6 คนเข้าร่วมการสนทนากลุ่ม ผลการศึกษาพบว่าปัจจัยที่ส่งผลต่อกระบวนการตัดสินใจเพื่อรับข้อเสนอเข้าทำงานในธนาคารพาณิชย์ของผู้สมัครที่สำเร็จการศึกษาทางด้านเทคโนโลยีสารสนเทศ ได้แก่ 1) ค่าตอบแทนโดยรวม 2) ความมั่นคงและชื่อเสียงขององค์การที่นำไปสู่ความปลอดภัยในงาน 3) ที่ตั้งขององค์การ 4) หน้าที่งานที่ท้าทาย 5) ความรู้และประสบการณ์ที่จะได้รับจากองค์การ และ 6) สภาพแวดล้อม/ บรรยากาศในที่ทำงานที่กระตุ้นหรือจูงใจให้สร้างสรรค์สิ่งใหม่ๆ

คำสำคัญ : การตอบรับข้อเสนอเพื่อเข้าทำงาน, ธนาคารพาณิชย์ , ความดึงดูดใจขององค์การ, ผู้สมัครงานคนไทย, ประชาคมเศรษฐกิจอาเซียน

Abstract

At the beginning of 2016, Thailand has already implemented the ASEAN Economic Community (AEC). One challenge that Thailand has to confront is free flow of skilled labour in professional occupations. Therefore, each organization has to find a tactic to attract an applicant to apply for its job vacancy. To recognize and understand organizational attractiveness that influence Thai applicants to accept their job offer may help the organizations to find potential candidates. The purpose of this paper is to identify the organizational attractiveness that influence Thai applicants graduating in the field of information technology to accept a job offer in commercial banking. The major methods for collecting data were an in-depth interview and focus group. They were applied in order to understand the reasons behind those influencing determinants. Seven participants graduating from various areas in information technology with a job in commercial banking were recruited as samples for the study by using convenience sampling technique. Two respondents were interviewed and six of them participated in focus group. Total compensation, Stable and reputable organization leading to job security, location that is

convenient, job responsibility to find challenge, and gain new knowledge and experiences, and working environment that motivate or inspire to create new things were found to be the factors that the applicants used in decision making process for confirming a job offer.

Key words: Accept a job offer, Commercial bank, Organizational attractiveness, Thai applicants, The ASEAN Economic Community (AEC)

Introduction

At the beginning of 2016, Thailand has already encountered the implementation of the ASEAN Economic Community (AEC). AEC was established in January, 2007 by 10 South-East Asian nations (Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Vietnam, and Thailand) (Thai - AEC Information Center, n.d.). The leaders of 10 nations signed an agreement with an objective "to transform ASEAN into a region with free movement of goods, services, investment, skilled labour, and free flow of capital." In order to make "the ASEAN Community as a whole to remain outward looking, the AEC envisages the following key characteristics: (a) a single market and production base, (b) a highly competitive economic region, (c) a region of equitable economic development, and (d) a region fully integrated into the global economy" (Association of Southeast Asian Nations, 2008).

Regarding to the study, the first key characteristic mentioned earlier would be concerned. To clarify a single market and production base, it consists of five elements; "(i) free flow of goods; (ii) free flow of services; (iii) free flow of investment; (iv) free flow of capital; and (v) free flow of skilled labour. In addition, the single market and production base also include two important components, namely, the priority integration sectors, and food, agriculture and forestry" (Association of Southeast Asian Nations, 2008). The fifth element in the first key characteristic, free flow of skilled labour, may impact 10 nations labour market in seven professional occupations which comprises of medical practitioners, dental practitioners, nursing services, engineering services, architectural services, surveying qualifications, and accountancy services (Association of Southeast Asian Nations, 2008 and Khaopa, 2012)

According to Chula Unisearch, Chulalongkorn University (n.d.), Thailand will confront both positive and negative sides when the free flow of skilled labour is started. In the positive aspect, skilled labour from various countries in ASEAN will move to work in Thailand easier. This condition can help solving labour shortage of skilled labour situation in the country. Also, it will drive current Thai skilled labours to improve their competencies as they will have more competitors in the labour market. On the other hand, talented Thai skilled labours in seven occupations may seek a job in the country where they can earn more income. For Thai, skilled labour in engineering services and architectural services occupations tend to seek an opportunity occupations tend to seek an opportunity in other countries. The countries that they be likely to find their career are Singapore,
Malaysia, and Philippine.

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The conceptual framework of this study was derived from the negative issue in the free flow of skilled labour in Thailand. The first intention of this paper was to examine the factors that influence Thai applicants graduating in engineering field (one of occupation that to choose their job. Due to many conditions, the study needed to be scoped down and changed the participants to be more specific. Therefore, people in the field of engineering services were not directly studied.

Research Objectives

To identify organizational attractiveness that influence Thai applicants graduating in the field of information technology to accept a job offer in commercial bank.

Literature Review

1. Organizational attractiveness

To increase competitiveness in attracting prospective applicants to the organization, organizational attractiveness should be defined and then appropriate strategy needs to be planned. Organizational attractiveness or employer attractiveness is the concept that has been discussed in the field of vocational behavior, management, applied strategy, marketing, and communication. The term is defined as "the envisioned benefits that a potential employee sees in working for a specific organization." (Berthon et al. 2005).

There were many research papers about organizational attractiveness in various dimensions. Most of them were conducted by a quantitative approach or mixed method. Also, they were usually studied in one context. For example, Gomes and Neves (2011) studied "the role of organizational attractiveness in the process that leads to intention to apply for a job vacancy". Their findings indicated that "organizational attractiveness fully mediates the relations between the job characteristics". Furthermore, Lis (2012) studied "the importance of CSR with in the process of selecting potential employers by analyzing the impact of four different CSR-dimensions upon organizational attractiveness." The results of the study showed the evidence that "each aspect of CSR has a specific effect on organizational attraction."

In this paper has an intention to comprehend organizational attractiveness in general and, specifically, attractiveness to prospective applicants. The factors influence prospective applicants graduating in the field of information technology to accept a job offer will be investigated. The results of this paper will let us know the perception of organization attractiveness in those applicants which could be used in human resource management strategic planning.

Research Methodology

In order to understand the reason behind decision making of the applicants graduating in the field of information technology applying for a job, in-depth interview and focus group were conducted for a data collection procedure.

Site selection and sampling

As the research objective is to examine the organizational attractiveness that influence Thai applicants graduating in the field of information technology to choose their job. New hire employees working in technology division in commercial bank were identified as a site of studying. Participants were newcomer working in information technology department at bank A

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and Z for one to three months. Of the total, five were male and two were female. They either held bachelor's degree in computer science, computer engineering, and information.

Table 1 Sample interview schedule

Category of Question	Major questions
Introduction/ Rapport building	1. Please introduce yourself to let me get to know you more. (Name, Educational background, Current job)
	2. As your educational background is quite a specific field, would you mind explaining what you studied in brief?
Life Planning	3. After your graduation, how you planned your life?
	4. Please tell me about your processes of job searching?
Organization Attractiveness	5. How did you choose a company to submit your application?
	6. Do you have any ideal company? What is like? Please draw your ideal company. (Only conducted in focus group)
	7. Assume that every company you applied would like you to be a part of it, what factors will you use for your consideration to decide where will you work for?
	8. How about your parents or people around you? Any influence to your decision?
Expectation after working	9. How do you feel about your current job?
	10. Do you have any other factors to consider if you have a chance to find new job?

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technology, or applied statistics from Thai public university. All majors that they graduated could apply to work in information technology field.

Convenience sampling technique was applied in the study. To clarify, the technique was used to recruit the respondents who were newcomer and worked in information technology area in banking industry for one to three months. Those were participants that could easily access. The names of participants presented in the finding section are pseudonym.

Data collection

A face–to-face in-depth interview and focus group were techniques used in data collection. Two out of seven respondents were interviewed (one of them also participated in focus group) and six of them were in focus group. A semi-structured interview was applied to both approaches. This structure was selected rather than the others (such as structured or narrative), because the questions could be adjusted (either added or omitted some questions during the

interview session) in order to get useful information for answering the research question.

Two participants were interviewed and I received recorded permission from them. Both of them were graduated from computer science, but worked in different workplace (Bank A and Bank Z). The duration of both interview sessions ranged from 25 – 60 minutes. Focus group was conducted after finishing the interview process. Six participants were in a discussion. All of them worked in information technology department at Bank A with different educational background. The session lasted approximately 50 minutes. Both data collection processes were not quite long because I stopped doing interview after my data reached saturation point or I could not acquire new information related to my study.

I started my information collection through both techniques from identifying and recruiting the participants then making an appointment with them. Location for conducting interview and focus group were set after that. Lastly, the interview protocol (Table 1) was prepared to proceed on the appointment day.

Data Analysis

After conducting all interviews and focus group, 3 tape-recorded sessions were transcribed in Thai. I translated the quotes that referred to the codes, categories, and themes into English. To analyze data, I applied constant comparison technique in order to identify and categorize data unit into pattern (Glaser and Strauss, 1967 as cited in Yuan, 2010). To clarify, I began analysis process with open coding. Then, I created and captured the codes that were relevant to my research question. After that, I grouped those codes that had same or similar ideas into a category. Last step, I analyzed and interpreted each category in order to examine the themes.

Results

The results from interview and focus group showed that five factors were possibly considered when Thai prospective applicants graduating in the field of information technology accepted a job offer. Each factor was not raised from every participant, but they all were referred more than one time from more than one respondent. Five factors from the findings were reported as following.

Total compensation that is attractive

Total compensation or employee compensation is comprised of direct and indirect payment that is paid to employees. For example, direct payment includes basic salaries, bonuses, incentives, and commissions. Indirect payment refers to benefits such as provident fund, employer-paid insurance, and vacations (Dessler, 2013).

The results from the study showed that almost every participant referred to total compensation when he or she decided to accept a job. Most of them considered direct payment (salaries and bonuses) rather than indirect payment (benefits). Mr. Non stated that “Salary is the first thing that I concern”. After I asked for more information, he also confirmed that “I am considering only base salary”. Mr. Oat also had similar perspective as Mr. Non. He commented that “The first thing will be benefits . . . Benefits compose of salary, bonus, and other special income”. Another response was from Ms. C. She said that “The second thing that I consider for

choosing my job is salary". "For salary, I also mean benefits and bonus." However, Mr. A mentioned indirect payment before direct payment. He responded that "....Benefits as medical treatment expense and stability . . . Salary and bonus are other points."

Stable and reputable organization leading to job security

According to the findings, the participants did not directly mention about job security. Most of them referred corporate image, and organization stability. They responded that those two entities leaded to their job security. Ms. Cream gave a following comment:

"I will choose from corporate image because it shows that the company has stability that can response to my working in the company. It means that I also have job security to myself. It does not mean that I work today and tomorrow I get fired because the company is filed for bankruptcy".

Mr. Beam also had the same perspective, he indicated that:

.... Job description, stability, and money. Stability means that an organization will not be filed for bankruptcy in a short period. For example, it still operates the business for the next thirty years.

Mr. Non noted that a reputation of the company is important. Some potential applicants used a social web board to get inside information about the organization. Mr.A stated that "I have one factor for my consideration". "I will find information about the company such as working environment from ex-employees and current employees in web board whether they feel good about it".

Besides, some respondents will consult their parents, friend, or relatives about the company that they will apply for. The following were some comments from the participants.

.... My cousin tells me that working in small or not well known company will affect me if I would like to find a new job in the future. .....

As same as Ms. Cream, she also had an advice from her cousin.

She stated that: same as Mr.Oat, my relatives work in Human Resource area. They could give me a suggestion as they have already been in a company...Finally; I will decide where I would like to work by myself....

Location that is convenient

Location was another factor that the respondents paid attention to. One interesting comment was raised from Mr. Oat. He mentioned that "....The workplace that is convenient to me because I will be exhausted before working if my workplace is too far from my home."

This aspect can be a significant issue for applicant who searches for a job outside his or her hometown. Mr. Non confronted this condition as he stated that a company's location is important. He said:

If the company is far and I could not find apartment, then I think it is not a place for me.

Job responsibility to find challenge, and gain new knowledge and experiences All participants did not have a business background, but they chose to work in banking industry instead of a company that has its core business in information technology area. There were two main reasons behind this decision. The first aspect was that the participants wanted to broaden their knowledge or skills in other areas. They thought that their

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existing knowledge was quite narrow and technical. The second perspective was that the respondents would like to run their own business after working for a while. Being a part of the banking business, they believed that they could have new experiences that benefited them for starting their own business in the future.

The following were some comments from the participants: If I work in a bank, I will have a chance to learn about business. I will gain other knowledge more than IT that I have already had background. Also, I will have many connections.....which will give benefits to me if I would like to run my own business in the future..... (Ms. Cream)

Assume that I have a chance to work in a bank, but I graduated in IT field. I will understand computer system of a bank...., also I will know how to trade stock, manage my saving account...., and know which business is interesting to run in the future.... (Ms. Tan)

Some participants directly pointed out that they would like to have experiences for their future. Mr. Oat said that "The last semester of my junior year, I thought to do start up". "The startup is like a small software house business". "After graduation, I just realized that I need to live on my own". "Also, my friends got suggestion from their parents to gain experiences from large organization to learn how it operates business."

Mr. Won had another perspective in job responsibility to accept a job offer. He mentioned that "The first thing is that I concern about challenging". "How company can make me feel challenge".

Working environment that motivate or inspire to create new things

The factor of motivation or inspiration in the company to create new things came up when I asked about ideal company. Most of participants would like to work in a place that inspires them to create new things. Also, they would like to be in the setting that made them feel like they are at home. Mr. Won indicated that: People need to love in what they do and can accept for the results... Also, I think that ideas can be imitated, especially, the company in the same market share... It depends on the inspiration from the company. I like the company that let me have inspiration.

For Ms. Cream, she would like to feel like home while working. Her comment was that: I would like to work in the organization that makes me feel like I am at home. The organization that has facility as home has. It will make us have a feeling to work. For instance, employees should sit together because they can consult or help each other when facing a problem..... I would like to work in the organization like home office.... It will make me feel that I am not working, but I am creating new things.

Mr. Non had a similar opinion as Ms. Cream; he mentioned that there is a recreation area. The company does not force its employees to work only, and when the employees would like a break, they can relax in the recreation area.

Discussion

According to the study, the applicants considered each determinant as a rank. Some of them gave priority to total compensation, some did not. However, they would deliberate each one together. HR practitioners may look and find a connection between those five factors and

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create appropriate implementation to the organization. For example, they may pay attention more in creating inspiration working environment setting and building challenging job responsibility if they realize that their company could not pay an attractive total compensation or move company location. Furthermore, if the company has good company stability, but it is still not well known in potential applicants, HR practitioners then should have a proactive recruitment strategy. Also, they could ask for more information immediately from relevant people (HR or Business unit person). Because they were interested in owning their own company, this could mean that they are also looking for opportunities for consultancy within the organization.

As I mentioned above, the study could mainly contribute to build a better human resource strategic planning in order to create organizational attractiveness. In the future that AEC is implemented, HR practitioners could apply this research to their company as each occupation may lead to different organizational attractiveness. It will be critical as more competition arises in Thailand to find employees who are attracted to a company and want to stay employed in Thailand.

Conclusion

The results from the study indicated that five factors may possibly be used for prospective applicants graduating in the field of information technology to accept a job offer. It could be implied that the company should develop its human resource strategy in order to create organization attractiveness by offering an attractive salary; expanding its reputation in the social media and external community; having contact with apartment around organization location; monitoring employees regularly in order to make sure that they are happy with their job, as well as, assigning challenging job for the employees; and preparing attractive working environment.

Recommendation

One limitation is that I could not directly investigate prospective applicants graduating in the field of engineering (one of professional occupation in AEC) as the research initial intention. The research could not be generalized as it was conducted only in a specific sampling; however, it would be interesting to further explore whether banking is one of the only industries where people are interested in starting their own business and is what makes the business attractive. Also, the study gathered data from small sampling, which is common in qualitative research. To increase trustworthiness, more participants in banking industries could be interviewed and quantitative method should apply into the study.

For future research, the factors that influence prospective applicants to choose a job in each occupation in AEC should be explored. Not only can a company needed applicants in those occupations use the results of the search, the government can also apply the findings to identify policy to attract Thai skilled labour to work in the country in order to solve labour shortage of skilled labour situation. Moreover, a specific context upon organizational

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attractiveness arose from the general research of organization attractiveness should be clarified.

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