

Human Resource Management and Development in Thailand 4.0: A Case Study of Financial Institutions, Banks*

การบริหารและพัฒนาทรัพยากรมนุษย์ในยุคประเทศไทย 4.0: กรณีศึกษา สถาบันการเงินประเภทธนาคาร

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Abstract

Research: Human Resource Management and Development in Thailand 4.0: A Case Study of Financial Institutions focusing on Banks. This research aims to study the direction and trend of human resource management and development of financial institutions in Thailand 4.0.

The research method chosen was qualitative research and semi-structured interviews were used as a research tool. Five of the research participants are Human Resource Managers for various banking institutions in Thailand and two of the research participants are active in Human Resource Development.

This research analyzes directions and trends in Human Resource Management in 3 main processes. And the research found that :

1) Acquiring Human Resource, there is a tendency in the planning of human resources for slowing down manpower and bringing in modern technology to replace jobs. The use of digital technology integrated with social media develops channels to recruit and develop a selection system to compete and attract potential employers.

2) Maintaining Human Resources means that the Annual Compensation Survey system has to be improved to fit with the expectations of the modern age. Allowing special compensation rates for potential employees based on employee experience.

3) Human resource management tends to focus on developing and improving processes that are called discovery skills which is an innovative concept that allows

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employees to learn new skills using technology. To provide opportunities for staff to plan their career progress to organize and develop banking institutions. There is a tendency to improve the structure of work to be faster and more flexible.

The researcher has analyzed and synthesized in 5 ways:

- 1) Keep up with change and learn continuously.
- 2) Develop a working style.
- 3) Create a good experience for employee
- 4) Transform the Human Resource role to a facilitating role.
- 5) To improve the skills needed for work.

Keywords: Human Resource Management and Development, Thailand 4.0, Financial Institutions

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาทิศทางและแนวโน้มการบริหารและพัฒนาทรัพยากรมนุษย์ของสถาบันการเงินประเภทธนาคารในยุคประเทศไทย 4.0 และเพื่อศึกษาแนวทางการเตรียมความพร้อมบุคลากรในฝ่ายทรัพยากรมนุษย์ของสถาบันการเงินประเภทธนาคารเพื่อก้าวสู่ยุคประเทศไทย 4.0 ระเบียบวิธีวิจัยที่ผู้วิจัยเลือกใช้ คือ การวิจัยเชิงคุณภาพ โดยใช้การสัมภาษณ์แบบกึ่งโครงสร้างเป็นเครื่องมือในการวิจัย

กลุ่มตัวอย่างที่ใช้ในการวิจัยคือ ผู้บริหารฝ่ายทรัพยากรมนุษย์ของสถาบันการเงินประเภทธนาคารจำนวน 5 คน และผู้ทรงคุณวุฒิด้านการบริหารและพัฒนาทรัพยากรมนุษย์ จำนวน 2 คน โดยทำการวิเคราะห์ทิศทางและแนวโน้มการบริหารและพัฒนาทรัพยากรมนุษย์ใน 3 กระบวนการหลัก ผลการวิจัยพบว่า

1) การจัดหาทรัพยากรมนุษย์ (Acquiring Human Resource) มีแนวโน้มในการวางแผนปรับโครงสร้างอัตรากำลังคนโดยการชะลอการรับอัตรากำลังคนเพิ่ม และนำเทคโนโลยีสมัยใหม่เข้ามาทำงานทดแทนงานบางตำแหน่งของมนุษย์ ขณะเดียวกันได้มีแนวโน้มในการวางแผนเพิ่มอัตรากำลังคนที่มีทักษะและศักยภาพที่ตรงตามความต้องการขององค์กร เพื่อบริการรับหน่วยงาน หรือการให้บริการรูปแบบใหม่ ตลอดจนการนำเทคโนโลยีดิจิทัลเข้ามายุคที่ใช้ร่วมกับการใช้สื่อสังคมออนไลน์มาพัฒนาช่องทางการสรรหาและพัฒนาระบบการคัดเลือกให้สามารถแข่งขันและดึงดูดบุคลากรที่มีศักยภาพ (Talent) เข้ามาร่วมงานกับองค์กร

2) การจรรักษาทรัพยากรมนุษย์ (Maintaining Human Resource) มีแนวโน้มในการสำรวจค่าตอบแทนประจำปี โดยมีการปรับปรุงระบบการให้ค่าตอบแทนให้สอดคล้องกับความคาดหวังของคนยุคใหม่ และมีการกำหนดอัตราค่าตอบแทนพิเศษให้กับกลุ่มคนที่มีศักยภาพ หรือกลุ่มแรงงานรูปแบบใหม่ที่มีแนวโน้มเพิ่มสูงขึ้นในอนาคต เน้นการสร้างประสบการณ์ที่ดีให้แก่บุคลากร (Employee Experience) ให้มีความสำคัญกับการสร้างสมดุลระหว่างชีวิตการทำงาน และชีวิตส่วนตัวของบุคลากร (Work-Life Balance)

3) การพัฒนาทรัพยากรมนุษย์และองค์การ (Developing Human Resource and Organization) พบว่า มีแนวโน้มในการมุ่งเน้นการพัฒนาและปรับปรุงกระบวนการการเรียนรู้ให้สอดคล้องกับลักษณะและรูปแบบการเรียนรู้ของผู้เรียนเป็นหลัก ส่งเสริมให้เกิดทักษะใหม่ (Discovery Skill) ด้านแนวคิดเชิงนวัตกรรม และทักษะในการใช้เทคโนโลยี มีการเปิดโอกาสให้บุคลากรสามารถวางแผนความก้าวหน้าทางสายอาชีพของตนเองรวมถึงการหมุนเวียนงานภายในองค์การเพื่อให้บุคลากรได้มีความรู้และประสบการณ์ที่หลากหลาย สำหรับการพัฒนางานของสถาบันการเงินประเภทธนาคาร พบว่า มีแนวโน้มในการปรับปรุงโครงสร้างการทำงานให้มีความรวดเร็ว กระชับ คล่องตัว (Agility) และทันสมัยมากขึ้นเพื่อรองรับการทำงานรูปแบบใหม่

ซึ่งจากการวิเคราะห์ทิศทางและแนวโน้มการบริหารและพัฒนาทรัพยากรมนุษย์ของสถาบันการเงินประเภทธนาคารในยุคประเทศไทย 4.0 ผู้ให้สัมภาษณ์ได้เสนอแนวทางการเตรียมความพร้อมสำหรับบุคลากรเพื่อก้าวสู่ยุคประเทศไทย 4.0 ในทิศทางเดียวกัน โดยผู้วิจัยได้ทำการวิเคราะห์ และสังเคราะห์สรุปเป็น 5 แนวทาง คือ 1) ก้าวทันการเปลี่ยนแปลงและเรียนรู้อย่างต่อเนื่อง 2) พัฒนารูปแบบการทำงาน 3) สร้างประสบการณ์ที่ดีแก่บุคลากร 4) ปรับเปลี่ยนบทบาทนักทรัพยากรมนุษย์สู่บทบาทของผู้อำนวยความสะดวก (Facilitator) และ 5) พัฒนาทักษะที่จำเป็นสำหรับการทำงาน

คำสำคัญ : การบริหารและพัฒนาทรัพยากรมนุษย์, ประเทศไทย 4.0, สถาบันการเงินประเภทธนาคาร

Introduction

The world is entering the 4th Industrial Revolution, an industrial revolution that is different from the previous ones. There are velocity to scope changes that cover and affect impact the whole system. Schwab (2016), Economic growth, exchanging information, exchanging goods, exchanging culture and the way of life. It is an important factor in determining the vision and development strategies of many countries around the world.

The Federal Republic of Germany is the first country to adopt the Fourth Industrial Revolution and to create the word "Industry 4.0". Thailand 4.0 is one of the policies of the national strategic plan for the next 20 years to focus on changing the economic structure of the country to be. Creating value by being a "Digital economy" or "an economy driven by innovation" to sustain the economy and society in the long run. This can lead the country to break the middle-income trap of the inequality of wealth and the trap of imbalance in development. (Porametee Vimolsiri, 2016)

The change takes place under the context of transition into a digital society, especially in the context of banking institutions which are directly affected by the changing dynamics. The business needs to change the paradigm and the way to operate the digital operation. To accommodate the increasing competition in terms of improving information technology capabilities the service model is tailored to the specific needs of the customer.

The organization's culture is fully transformed into digital organization. It is imperative that the traditional human resource management is modified into Digital HR by using the digital technology to make the work process more effective.

Objectives

1. To study the direction and trend of human resource management and development. Bank of Thailand in Thailand 4.0.
2. To study the Human Resource Management approach of banking institutions in Thailand.

The scope of the Research

The researcher studied the concept of human resource management and development. The research aims to study the management and human resource development of banking institutions in Thailand. This study does not cover all types of banking institutions but focuses exclusively on the Bank of Thailand and Commercial bank of Thailand.

The participants and the samples in this study were the Human Resources executive of the Bank of Thailand and banks have been ranked as a Bank of the Year 2016. This research used purposive sampling and voluntary manner. There were a total of seven participants, five of which worked at the Human Resources department of a financial institution and two worked in the field of management and Human Resource development.

Methods

The Research methodology consists of Qualitative Research, Documentary Research, In - Depth Interviews. The research documentation will be analyzed and synthesized by linking the various aspects. According to the facts both the cause and effect will lead to the answer in the study to point out the direction trend to Human Resource Management (HRM) of financial institutions. Which is the term used to describe formal systems devised for the management of people within an organization for Thailand 4.0.

Conclusion

1. Direction and Trends in Human Resource Development and Management of Thai Financial Institutions in Thailand 4.0
 - 1.1 Human Resources Management consists of two processes.

1.1.1 The Human Resource planning process found out that there is the tendency to recruit potential personnel and skills that meet the needs of the organization, such as: innovation capability and performance, In-depth analysis, technology capabilities for fast frequency responses and systematic planning. These skills are likely to reduce the workload.

At the same time, there is a tendency in planning to increase the skills and talents in Human Resources. Or new services to drive the organization to digital or Digital Banking

1.1.2 Recruitment and Selection process have found out that banking institutions tend to adopt digital technology in their proactive selection and selection processes by adding channels to attract and retain them. Reaching out to potential candidates who meet the needs of the organization. Implementing a QR code for the recruitment and selection system and developing channels for recruiting through social media.

QR codes allow a potential candidate to access information (e.g. a direct link to the company's career site) without having to wait in line. Also if a potential candidate brings a QR code that contains their CV, it is easy for the recruiter to upload this information to their database or artificial intelligence technology (AI) system to help in the selection process.

1.2 Maintaining resources in a business it is divided into 2 processes.

1.2.1 Compensation and Benefit, The most obvious benefit is that a procure-to-pay process can bring light to inefficiencies and gives businesses the ability to proactively manage suppliers. For organizations, this means employees can easily and quickly buy all the goods and services required by the contracts, ensuring they stay within budget and work with required approvals. This system has been upgraded to ensure a new generation of people with special rates for new workers. There are considerations for hiring freelancers in the future, there may be a tendency for external agencies to help with the management of welfare costs for efficiency in management.

1.2.2 Labor Relations, The labor relation process tries to give space for employees to communicate to attain balance between life and work and still comply with labor laws.

1.3 Human Resource management and organizational development are divided into 3 processes.

1.3.1 Training and development is one of the key HR functions. Most organizations look at training and development as an integral part of the human resource

development activity. The turn of the century has seen an increased and there is a tendency to develop models in line with learning styles. And the interests of modern personnel. Training may be described as an endeavor aimed to improve or develop additional competency or skills in order to increase the performance or productivity. By using (On The Job Training: OJT) as a tool for training and development. And there is an opportunity for personnel to have internal work rotation to provide a variety of experiences.

1.3.2 Career Development, The Career Development focuses on the employees needs for growth and development and the assistance the organization can allow an employee to grow in his or her career. Technical training involves a change in attitude, skills or knowledge of a person with the result of improvement in behavior.

1.3.3 The Organization Development Process, The Organization Development Process provides an overview of banking institutions that are a good example of how digital technology is used to develop organizational processes. The organizational structure has been transformed into flexible workflows in the workplace.

Human Resources Development Strategy of Financial Institutions to transform the Thai economy into an innovation-driven one. Human resource managers of banking institutions tend to change their roles as regulators to a director or facilitator of knowledge to personnel in the organization.

Discussions

1. Direction and Trends in Human Resource Management and Development of Banking Institutions

1.1 Acquiring Human Resource, organizations will lean on human resource professionals as strong leaders who help employers and employees navigate through the workplace challenges of the 21st century. They will see human resource professionals as business partners and strategic thinkers who make decisions to move the company forward.

In the shifting environment, the human resources department adds value to the organization's success by hiring the right people and providing training to staff to adapt to the changing times. Sombat Kusumavali (2016) has found out that The Human Resource Management approach of creative industries was focused on finding qualified personnel in accordance with the organization. In addition, banking institutions tend to increase their recruitment channels to attract and reach out to potential candidates who meet the needs of the organization. A new trend which is growing within recruitment and which is seen more every day while screening candidates. The use of QR codes has increased significantly during

the last 6 months and although it was initially created to track parts in vehicle manufacturing, nowadays we see QR codes used for a great variety of things and also using an artificial intelligence technology (AI) to help in the selection process.

1.2 Maintaining Human Resource, the goal of Human Resource Management (HRM) revealed that the banking sector surveyed the annual compensation. The compensation system has been improved to meet the expectations of the modern age and there are special remuneration rates for potential people to maximize the productivity of an organization by optimizing the effectiveness of its employees while advancing the work of employees and treating employees as valuable resources. Acquisition entails the hiring of workers most likely to help a company attain its goals.

Focusing on creating a working environment for people who are communicating to exchange opinions by using the technology or social media space can be beneficial. Sombat Kusumavali (2016) found that every organization should focus on the environment in the workplace. By focusing on the weather. Add green space and create a social events. Banking institutions tend to focus on balancing work. The more traditional idea of work-life balance revolved around the concept of being able to 'balance' your daily hours between your work and your private life. By making sure you not only achieve, but also reflect the joy of the job and the joy of life every day. Work-life balance is a concept often discussed in Human Resource Management (HRM) circles. For years, it was hailed as a way of upholding office morale, but it seems work-life balance may have had its day. It has recently been superseded by a new and exciting approach known as work-life integration: a more fitting and realistic alternative for the ambitious, determined worker who not only places equal importance on the success of both their work and private lives but seeks to handle both simultaneously.

1.3 Human Resource Development and Organizational Development has found that Management development is a systematic process of growth and development by which the managers develop their abilities to manage. It is concerned with not only improving the performance of managers but also giving them opportunities for growth and development. This is the most common method of training in which a trainee is placed on a specific job and taught the skills and knowledge necessary to perform it by using On-the-job training (OJT) is training that is delivered while an individual is performing tasks or processes related to their particular occupation. The employee typically performs tasks that are essential to their job function with the supervision of a manager, coach or mentor. This type of training is typically used to broaden an employee's skill set and to increase productivity. Upon on the job training

being part of the hiring package as the company wants all employees to be optimally skilled. In accordance with Sombat Kusumavali (2016) we can see that all creative organizations should have a way to develop human resources by learning from action and coaching by supervisors. The atmosphere in the workplace should be created by giving freedom of thought. And the opportunity to try new ways of working for the organizational development of banking institutions by using Digital technology that is deployed to improve the work process, so it can be more efficient.

2. Human Resources Development Strategy of Banking Institutions to Advance Thailand 4.0 can be summarized into 5 ways.

1) Learning and keeping up with change. Human resource personnel of financial institutions should be prepared to respond to change, have a wide view and stay in touch with the local and international news. Focus on developing self-learning continuously; always be ready to deal with change. In accordance with Wasana Sriakarlarp and Chirawan Konglai (2016) which stated that organization's need people who are constantly learning to work towards the goals, success, and survival of the organization.

2) Focus on teamwork structure. In line with the Deloitte University Press (2017) survey of human resources trends, which found that transforming the organizational structure into a future organization is the most important challenge. It aims to plan, design, structure and operate the business in the form of ecosystems and networks that are fast, concise and streamlined so that the production of goods or services of the organization can work with other organizations' systems. In accordance with Souza (2016), which stated that hierarchical structure and management. Including top-down decisions. Being modified and develop into teamwork.

Transition to the digital age is not just about new technological advances, but also about the operation of new organizations. Creating relationships between customers and employees, as well as creating a network of experts.

3) Creating a Great employee experience Management Strategy by introducing new digital technologies to deploy in the work of the organization. Especially the introduction of large databases. Depth analysis to be used for decision making and forecasts in various matters in accordance with the Human Resources Trends Survey of Deloitte University Press (2017) Rewriting The Rules of The Digital Age In the report, we focus on the dramatic changes the world of business is seeing that for understanding and improving personal experience it is important for organizations to operate in a highly competitive global economy. Providing an interesting experience will help organizations succeed in attracting. And maintain skilled

personnel. In addition, the good work experience of the employees will also result in a better customer experience.

4) Human Resources change management in the overview is a structured approach to transitioning individuals and teams. Change management is the process of developing a planned approach to change in an organization. To prepare the roles in the Human Resources department of financial institutions that tend to be a person responsible for leading or coordinating the work of a group, to one who leads a group discussion (Facilitator).

5) Improving the skills needed for work should be prepared to develop critical thinking skills. In-depth factual data processing can be used to optimize the organization and to maximize digital technology management that in accordance with World Economic Forum in topic “The Future of Jobs” and skills needed to support the Changes in the 4th Industrial Revolution (Gray, 2016) the research found that the key skills required for human resources in banking institutions are consistent with the new skills that are needed in 2020. The top five skills are:

- 1) Problem-solving skills
- 2) Critical thinking skills
- 3) Creative thinking skills
- 4) Personal management skills
- 5) Collaborative skills, which can't replace by technology.

Suggestions

Direction and Trends in Human Resource Management and Development of Banking Institutions in overall is consistent with the direction and trend of human resources management and development in the 21st century.

What are the management and human resources development of banking institutions that can be further developed?

1. Encourage personnel at all levels of the organization to understand the basic concepts of the 4th Industrial Revolution and Thailand 4.0 which is a sector-specific industrial policy that aims to attract new towards transforming the economy. It creates a common understanding of the goals and the direction of the organization. In this way the organization is able to plan and work in accordance with the changes that occur effectively.

2. Encourage personnel at all levels of the organization to come up with ideas and to be more open up, especially in the term of digital technology. Pushing for innovation and inventively in the organization.

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