

A STUDY OF KEYWORDS RELATED TO ORGANIZATIONAL COMPETENCES AND
INDIVIDUAL COMPETENCIES EMPLOYED IN ENGLISH JOB ADVERTISEMENTS IN
KRUNGTHEP TURAKIT NEWSPAPER, 2005

A MASTER'S PROJECT
BY
SIRINART RUENRUAY

Presented in Partial Fulfillment of the Requirements
for the Master of Arts Degree in Business English for International Communication
At Srinakarinwirot University
May 2007

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AN ABSTRACT
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Sirinart Ruenruay. (2007). *A Study of Keywords Related to Organizational Competences and Individual Competencies Employed in English Job Advertisements in Krungthep Turakit Newspaper, 2005*. Master's Project, M.A. (Business English for International Communication). Bangkok: Graduate School, Srinakharinwirot University. Project Advisor: Mr. Leroy A. Quick

The purpose of this study was to analyze the use of keywords employed to describe organizational competences (those of the employing firms) and individual competencies (those of the employees sought) in English job advertisements.

Fifty display type English job advertisements, written by companies advertising positions, published in Krungthep Turakit newspapers in 2005 were selected for inclusion in the study. Job advertisements were selected from fifty different companies (one per company) from seventeen different business sectors to insure a broad sample.

Keywords were identified and categorized based on McClelland's five types of competency characteristics. The findings revealed that somewhat more keywords describing organizational competences (51.1%) were utilized than keywords describing individual competencies (48.9%), and keywords describing organizational competences were used somewhat more frequently (54.0%) than were keywords describing individual competencies (46.0%). The most frequent use of type of competency characteristic of keywords related to organizational competences was "self-concept" (73.7% of uses). The "traits" was type of competency characteristic was most frequently used with regard to individual competencies (54.2% o uses).

การศึกษาวิเคราะห์คำเฉพาะเกี่ยวกับความสามารถขององค์กรและความสามารถส่วนบุคคล
ที่ปรากฏในโฆษณารับสมัครงานหนังสือพิมพ์กรุงเทพธุรกิจ ปีพ.ศ. 2548

บทคัดย่อ
ของ
ศรินารถ รื่นรวย

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษาตาม
หลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ
พฤษภาคม 2550

ศิรินารถ รื่นรวย. (2550), การศึกษาวิเคราะห์คำเฉพาะเกี่ยวกับความสามารถขององค์กรและ
ความสามารถส่วนบุคคลที่ปรากฏในโฆษณารับสมัครงานหนังสือพิมพ์กรุงเทพธุรกิจ ปีพ.ศ.
2548. สารนิพนธ์ ศศ.ม. (ภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ). กรุงเทพฯ: บัณฑิต
วิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ. อาจารย์ที่ปรึกษาสารนิพนธ์: มร. ลีรอย เอ ควิก

การศึกษานี้มีวัตถุประสงค์เพื่อวิเคราะห์การใช้คำเฉพาะในการอธิบายความสามารถของ
องค์กรที่รับสมัครพนักงาน และ/หรือ ความสามารถส่วนบุคคลของพนักงานที่บริษัทต้องการ ที่พบใน
ประกาศรับสมัครงานภาษาอังกฤษ

ประกาศรับสมัครงานภาษาอังกฤษซึ่งมีองค์ประกอบของคำขวัญ (Slogan) และคำแนะนำ
บริษัท จำนวน 50 ตัวอย่าง ของปี พ.ศ. 2548 ที่เขียนขึ้นโดยบริษัทที่ต้องการโฆษณาตำแหน่งงาน
เอง ได้ถูกรวบรวมเพื่อเป็นส่วนหนึ่งของการศึกษาวิเคราะห์นี้ โดยคัดเลือกจาก 50 บริษัทที่ไม่ซ้ำกัน
และประกาศรับสมัครงานทั้งหมดนี้มาจาก 17 ประเภทธุรกิจเพื่อให้ตัวอย่างของประกาศครอบคลุม
ในหลายประเภทธุรกิจ

คำเฉพาะได้ถูกระบุและแยกประเภทตามทฤษฎีของแม็คเคิลแลนด์ที่ระบุ 5 ประเภทของ
ลักษณะความสามารถ จากการศึกษานี้พบว่าคำเฉพาะที่ใช้อธิบายความสามารถขององค์กร
คิดเป็นร้อยละ 51.1 ได้ถูกใช้เป็นจำนวนคำที่มากกว่าคำเฉพาะที่ใช้อธิบายความสามารถส่วนบุคคล
คิดเป็นร้อยละ 48.9 และพบว่าคำเฉพาะที่ใช้อธิบายความสามารถขององค์กรคิดเป็นร้อยละ
54.0% ได้ถูกใช้เป็นจำนวนครั้งที่มากกว่าคำเฉพาะที่ใช้อธิบายความสามารถส่วนบุคคลซึ่งคิดเป็น
ร้อยละ 46.0%

ประเภทของคำที่ระบุลักษณะความสามารถขององค์กรที่พบมากที่สุดคือ ประเภท "Self-concept"
คิดเป็นร้อยละ 73.7 และ "Traits" เป็นประเภทของคำที่ระบุลักษณะความสามารถส่วนบุคคลที่พบ
มากที่สุดคิดเป็นร้อยละ 54.2

The Master's Project Advisor, Chair of Business English for International Communication Program and Oral Defense Committee have approved this Master's Project as partial fulfillment of the requirements of the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

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This Master's Project has been approved as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

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(Associate Professor Chaleosri Phibulchol)

May....., 2007

ACKNOWLEDGEMENTS

I would like to express my greatest debt to Mr. Leroy A. Quick, my project advisor, for his continued dedication and patience in giving constructive advice and comments and supporting me through this study. He encouraged and motivated me to complete this study. I also would like to thank Dr. Saengchan Hemchua, Dr. Wanlapa Thajjinda and Ajarn Sopin Jantakloy for their valuable comments and recommendations.

During my journey, I valued the friendship of my colleagues who were always willing to share their advice and experience, while challenging me to complete my study. I thank them all most deeply.

I am also greatly indebted to my beloved mother and husband for their encouragement, care and support. They are my inspirations and important parts of this achievement. I dedicate my research project to them.

Sirinart Ruenruay

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CHAPTER 1

INTRODUCTION

Background

As economies turn further from manufacturing, and more toward services, people have become the most important assets of companies. Brounstein and Visconti (1992:3) stated that the current labor market is growing more competitive, and as a consequence, employees are more mobile and therefore, companies are less stable. Employees want more job satisfaction and often do not stay long with their organizations. Organizations need more effective recruitment processes to attract new qualified employees. The Human Resources Department is the key support agent that searches for and recruits the best people for organizations. Breaugh (1992) stated that organizations have come to appreciate how the attainment of their strategic business objectives can be influenced by the way they recruit employees and if the organization is unable to recruit a sufficient number of qualified candidates, it will be unable to compete with other organizations that have effective recruitment.

In general, organizations have two types of job advertisements, one is the internal job posting and the other is the external job advertisement. A variety of methods exist to recruit people from external sources and job advertisements in newspapers are one effective method to attract the pool of candidates that organizations want (Breaugh. 1992).

However, finding the right candidates is not just about getting people to see the job advertisements, it is also important to get the people to read the advertisements and apply for the jobs.

This study focuses on identifying and analyzing keywords related to “organizational competences” and “individual competencies” in job advertisements in the Krungthep Turakit newspaper, in Thailand. In this study, these two terms are used to separate and identify whether a set of behaviors refers to organizational or individual competencies.

The word “competency” is used in many contexts and with different meanings. Organizational Competences are unique factors that make an organization competitive and different from others. Individual Competencies are aspects of an individual’s behavior that imply a level of skill, achievement, or output (*Definition of competency*. 1996: Online). To refer to behaviors of organizations in this study, the term “Organizational Competences” is employed and the term “Individual Competencies” is used to refer to behaviors of individuals in organizations. These two terms are applied throughout this study.

In competitive labor markets, organizations that advertise job vacancies in newspapers try to differentiate their organizations and attract the right pool of candidates by employing keywords related to their own organizational competences and the individual candidate competencies sought. Many international studies, and several Thai studies, have been conducted on the competency concept applied in the recruitment, training and development, and appraisal processes in firms, and many human resources specialists, including the researchers, employ these concepts in their daily work. This study seeks to contribute to the body of knowledge about the competency concept, and in particular, its application to the use of keywords in job advertisements.

Research Questions

To achieve this, two research questions are proposed.

1. To what extent do job advertisements employ keywords related to organizational competences and/or individual competencies?
2. Which keywords related to organizational competences and/or individual competencies are most often employed in display job advertisements in Krungthep Turakit newspaper?

Significance of the Study

Breaugh (1992:12) said that organizations should attempt to look as attractive as possible to job candidates. A well-designed format and writing style in job advertisements will reflect the image of the advertising organization and its business perspective. In this study, general readers will benefit from the knowledge of the use of language style and keywords applied in job advertisements. Job advertisement writers can learn writing techniques and understand how keywords are used to prepare effective job advertisements to attract the right candidates for vacancies. And job seekers can gain a better understanding of job advertisements which, in turn, can help them match their competencies and expectations to vacancies offered by advertising organizations.

Definition of Terms

| | |
|-------------------------------------|--|
| In-column job advertisements | Small job advertisements in newspapers without slogans and/or company statements |
| Display advertisements | Job advertisements larger in size than in-column advertisements and composed of logos, pictures, slogans and company statements |
| Company statements | The first paragraph in job advertisements providing an overview of the company |
| Slogans | Tag lines that represent organizational competences or individual competencies of advertising companies |
| Organizational competences | The set of desired working behaviors set by the recruiting company to differentiate their own organizations' culture and direction from others |
| Individual competencies | The set of desired working behaviors set by the recruiting company to identify potential candidates applying for vacant positions |
| Keywords | Words used to identify a set of desired behaviors representing organizational competences and individual competencies found in the slogans and company statements of 50 English language job advertisements in Krungthep Turakit newspaper in 2005 |

CHAPTER 2

REVIEW OF THE LITERATURE

This chapter presents literature on the following six topics:

1. The Importance of People to Businesses and the Attractiveness of Organizations to External Candidates
2. Competency Overview
3. Organizational Competences and Individual Competencies
4. Competency-based Recruitment
5. External Recruitment Using Newspapers
6. Review of Related Studies

An overview of why people are important to businesses and why the attractiveness of organizations are important to external candidates is provided as an introduction to this chapter in order to give readers an overview of current business trends in recruitment focusing on individuals rather than the way of doing things.

1. The Importance of People to Businesses and the Attractiveness of Organizations to External Candidates

In the 1960s, organizational recruitment advertising concentrated on the best way of doing things, in other words, the best working processes and systems, and there was little emphasis on the differences between individuals because employees were generally seen only as economic resources. During the 1970s and early 1980s, there was a no “best way” of doing things, recruitment moved toward an emphasis on

strategy and structure that matched business objectives. Organizations began to stress individual differences. The focus was on matching structure to strategy, jobs to structure and people to jobs (Boam & Sparrow. 1992: 3-4).

Boam and Sparrow (1992: 3-4) also argued that competitive pressures during the 1980s turned into a competitive threat and workforces were slimmed down. Organizations that survived embarked on major strategic changes. There was a growing realization that people were important in implementing new strategies.

New ways of doing things led to the revaluation of people as organizations' most important resources. In Japan, the Japanese realized that sustainable efficiency and success in long-term improvements in quality and innovation came from people, not from machinery or high technology. They developed working and learning practices that centered more on people and less on products (Jones. 1992: 9-10).

Jones (1992: 16) stated that the organizations that did achieve high quality and innovation were able to survive and succeed against increased competition, and were those that realized the following simple formula: "Success depends on quality and innovation. Quality and innovation depend on people".

Realizing the increased complexity of the global competitive business environment and the importance of people in businesses, most companies began to turn strategy into action quickly. Maximizing employee contributions and commitment became one of the actions required for a winning company. The only thing that could distinguish a winning company from others was the quality of its workforce. With no argument, attracting, developing and retaining a talented workforce became an international challenge (Carrell. 2000: 29).

Byars & Rue (2003: 144) stated that in the early 21st century the organizations that have a reputation for providing employees with career opportunities are also more likely to attract a larger pool of qualified candidates through their recruiting activities. Employee and management development opportunities enable current employees to grow personally and professionally; they also attract good people to the organization.

In summary, it can be said that organizations in the current competitive business environment focus on and invest more in people to drive strategic change. Attracting and recruiting the right pool of candidates who match the organizations environment and business strategy are key success factors for organizations.

2. Competency Overview

A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. This underlying characteristic means that competency is a deep and enduring part of a person's personality and can predict behavior in a wide variety of situations and job tasks (Spencer. 1993: 9, citing McClelland. 1990). Underlying characteristics indicate the ways people behave, or endure, for a long period of time.

McClelland also stated that there are five types of competency characteristics (Spencer. 1993: 9-11 citing McClelland. 1990). These are motives, traits, self-concept, knowledge and skill.

Motives are the things a person consistently thinks about, or wants, and which cause action. Motives drive behavior toward certain actions or goals and away from

others. Examples of motives are abilities to set challenging goals, take personal responsibility for achievement or use feedback to do better.

Traits are physical characteristics and consistent responses to situations or information. Examples of traits are abilities to work under pressure, start and work independently without close supervision.

Self-concept is a person's attitudes, values, or self-image. An example is self-confidence, a person's belief that he or she can be effective in almost any situation.

Knowledge is information a person has in specific content areas.

In other words, knowledge is a body of information that has to be mastered by a professional in a particular field (Queeney. 1997, cited in Kersien & Savanevicien. 2005: Online). Examples of knowledge are a marketer's knowledge of consumer behavior, market segmentation and brand building.

Skill is the ability to perform a certain physical or mental task. Mental skills include analytical and conceptual thinking. In the view of Sanches and Queeney (Sanches. 2001 & Queeney. 1997, cited in Kersien & Savanevicien. 2005: Online), skills are the abilities individuals possess that enable them to utilize their knowledge when performing particular work assignments. Examples of skills are problem solving, consultation or strategic planning.

Many organizations select candidates only on the basis of knowledge and skill competency characteristics, and either assume that recruits possess the underlying motive and trait competencies or that these can be instilled by good management. The self-concept characteristic is often ignored. Conversely, other organizations may have more cost effective selection criteria based on core motive and trait competency

characteristics and teach knowledge and skills required to do specific jobs (Spencer, 1993: 11-12).

Figure 1 below illustrates that levels of knowledge and skill competency characteristics are visible while self-concept, trait and motive competency characteristics are more hidden. This is analogue to an iceberg. The small part of the iceberg above the water level can be seen easily but the larger part of the iceberg is invisible. Knowledge and skills are easy to observe and assess, but the self-concept, trait and motive competency characteristics are more difficult to assess. This is why many organizations select candidates on the basis of knowledge and skill competency characteristics.

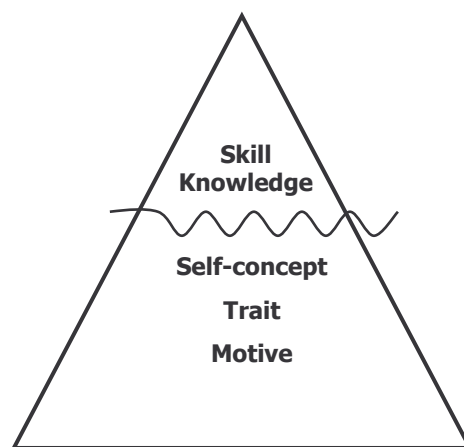


Figure 1 The Iceberg Model

Source: **Competence at Work** Spencer. (1993). p. 11

McClelland also divided competency characteristics into two categories:

“Threshold Competencies” and “Differentiating Competencies” (Spencer, 1993: 15).

Threshold competencies are the essential characteristics that everyone in a job needs

to be effective, but do not distinguish superior from average performers, for example, sales persons need to have knowledge of products. Differentiating competencies can distinguish superior from average performers, for example, achievement orientation is a competency that differentiates superior sales persons from average performers.

A study on competency undertaken by Richard Boyatzis (*Definition of Competency*. 1996: Online) defined competency as an underlying characteristic of an individual, which is causally related to effective or superior performance in a job. Competencies can be motives, traits, skills, aspects of one's self-image or social role, or a body of knowledge that one uses. Boyatzis also argued that competency is conceptual effective performance. Conceptual effective performance is the attainment of specific results (outcomes) through specific actions while maintaining policies, procedures and conditions of the organizational environment, i.e. corporate cultures in which individual competencies allow persons to perform these actions. In accordance with McClelland, Boyatzis defined characteristics that are essential to performing a job but do not lead to superior performance as a threshold.

Payne and Wood (1998: 23-28) discussed the origin of competencies in the concept of Richard Boyatzis. They noted that in his book, *The Competent Manager: A Model for Effective Performance*, Boyatzis realized that everyone has a model of 'a good manager' in mind and this mental model results in the selection of people who fit the mental model. The model has no relation to the personal characteristics actually required for any job role. Boyatzis studied actual individual differences at work. This represents an alternative theoretical perspective. His hypothesis was that there are a

certain fixed number of competencies which are real aspects of human beings and vary from person to person. These are presented in Table 1 below.

Table 1 Boyatzis' 21 Competencies

| | |
|--|--|
| <i>Goal and Action Management Cluster</i> | <i>Directing Subordinates Cluster</i> |
| Efficiency orientation | Developing others |
| Productivity | Use of unilateral power |
| Diagnostic use of concepts | Spontaneity |
| Concern with impact | |
| <i>Leadership Cluster</i> | <i>Focus on Other Cluster</i> |
| Self-confidence | Self-control |
| Use of oral presentations | Perceptual objectivity |
| Logical thought | Stamina and adaptability |
| Conceptualization | Concern with close relationships |
| <i>Human Resource Cluster</i> | <i>Specialized Knowledge</i> |
| Use of socialized power | Memory |
| Positive regard | Specialized knowledge |
| Managing group processes | |
| Accurate self-assessment | |

Source: Payne and Wood (1998). Competency-based recruitment and selection. p. 25.

The table shows clusters of competencies that can explain the differences of individuals at work. People are differentiated by personal characteristics they possess and personal behaviors signal the presence of individual competencies (Payne & Wood, 1998: 24).

In conclusion, the purpose of competency is to assess different characteristics of individuals in order to understand individual competency when performing jobs. When organizations define corporate policy, processes or procedures to be organizational specific actions, people in organizations need to undertake those specific actions by performing individual competencies. Competency is a tool used to identify each job role and match people, who have competency, with specific jobs.

3. Organizational Competences and Individual Competencies

Kersien & Savanevicien (2005: Online) define three key contributions of organizational competences to organizations. These are: first, being intensely competitive in business; second, having aggressive cost management and downsizing skills; and finally, embracing a 360-degree feedback system which allows people at all levels, superiors, peers and subordinates to evaluate each other's work performance. Organizations realize that people are the keys to success in the current competitive environment. To be competitive in the market, evaluating individual competencies is useful in ensuring that people in organizations are doing the right things in-line with company direction. Individual competencies help organizations align internal behaviors and skills with company direction as a whole.

According to Stuart (1997, cited in Kersien. 2005: Online) organizational competences are semantic constructs providing a reference point and giving a meaning to individual competencies. Organizational competences are defined as statements of values within a particular organization and being instilled in an individual who is able to

perform and behave in ways that are highly valued and required by the organization.

Organizational competences may be viewed as lens on individual competencies.

The link between organizational competences and individual competencies is presented in Figure 2 below. It is the link between organizational strategic objectives and operational objectives. Organizational strategic objectives drive the achievement of a company's goals while operational objectives drive the business direction, or the ways of doing business, and define employees' tasks and behavioral requirements. Strategic objectives are converted to operational objectives and then to types of tasks. Once the competencies needed by people to perform tasks are identified, the behavioral characteristics associated with these competencies can be defined. At the same time, individual competencies create organizational competences. It is in this way that individuals can blend their expertise and skills with others and play vital roles in every process leading to organizational success.

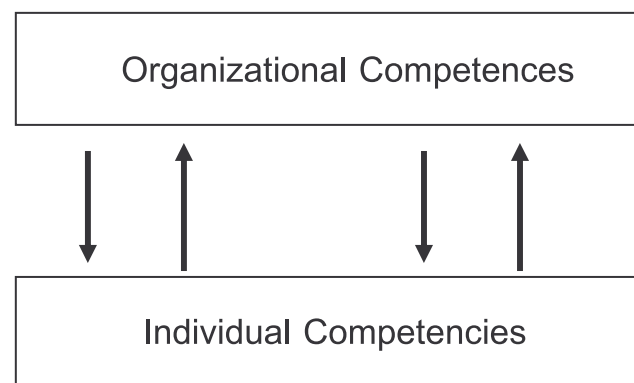


FIGURE 2 The Link Between Organizational Competences and Individual Competencies

Source: Kersien. (2005). Defining and Understanding Organization Multicultural Competence. Online.

Payne and Wood (1998: 26) discussed the difference between organizational competences and individual competencies based on Boyatzis' approach. Individual competencies were driven by the need to make the organization more effective through selecting the right people and concentrated on identifying the characteristics of superior performers, while organizational competences were driven with the objective of identifying minimum standards of roles and outputs.

In summary, organizational competences lead to organizational goals and individual competencies contributed to business direction, the ways of doing things. Organizational competences are a set of behaviors that organizations identify to raise the minimum standard of individual performance at work. Individual competencies are essential characteristics of individuals that are required to perform each job effectively.

4. Competency-based Recruitment

Payne and Wood (1998: 22-27) identified the benefits of competencies assessment in the recruitment and selection process in the following ways:

- Competencies improve accuracy in assessing people's suitability or potential for different jobs.
- Competencies facilitate a closer match between a person's skills and interests and the demands of the job.
- Competencies help prevent interviewers and assessors from making immediate judgments about people by judging them only on characteristics that are irrelevant to the job.

- Competencies can be used to underpin and structure the full range of assessment and development techniques.
- Competencies help individual development to be more accurately targeted to the area of true development need.

As mentioned above, the concept of modern competency frameworks is often simplified to focus only on observable behaviors at the skill level. With additional focus on organizational necessity, frameworks of competencies often include a mixture of behaviors, values, tasks, motives and traits. Table 2 below shows the 12 most commonly adopted competencies by organizations from a competency journal survey among United Kingdom organizations. The survey shows a mixture of types of competencies, behaviors, values, tasks, motives and traits. The twelve most common competencies from the survey are samples of competencies organizations have designed and adopted as desired behaviors and skills needed from people in organizations.

Table 2 The 12 Most Common Competencies

| THE 12 MOST COMMON COMPETENCIES |
|---|
| <ul style="list-style-type: none"> • Communication • Achievement/results orientation • Customer focus • Teamwork • Leadership • Planning and organizing • Commercial/business awareness • Flexibility/adaptability • Developing others • Problem solving • Analytical thinking • Building relationships |

Source: Payne. (1998). Competency-based recruitment and selection. p. 27

The 12 most common competencies from the survey include a mixture of behaviors, values, tasks, motives and traits. Building relationship, communication, teamwork and flexibility/adaptability are behaviors. Customer focus, leadership and commercial/business awareness are values. Planning and organizing are tasks. Achievement/result orientation is a motive, and problem solving, analytical thinking and developing others are traits.

Competencies are used as a communication tool with job candidates (Payne. 1998: 60-61). Recruiters believe that using competencies as a means to communicate with applicants is the best way to recruit effective employees for many organizations, in particular, for large organizations that have integrated competency needs. The use of competencies offers a way of binding together the entire HR system. Competencies are defined with reference to the needs of organizations, then competency-based

recruitment, training and appraisal systems are delivered. Organizations integrate competency in all human resource areas by recruiting employees who have the defined needed competencies, training employees whose competencies need up-grading and appraising performance by identifying competency gaps.

Spencer (1993: 239-241) stated that the need for competency-based selection arises from poor performance or productivity in critical jobs, for example, if sales staff are unable to sell and deliver service quality at the same time, or at a higher standard than competitors, the perception is that the sales personnel are not as good as they should be and that the organization needs better people.

In summary, the market for human talents is competitive, therefore, organizations that know how to assess competencies effectively can recruit top talents who have competencies matching the job requirements. Successful matching of persons with jobs depends on the accurate assessment of individual competencies and definitions of the competencies required for specific jobs. Organizations use competency as a tool to communicate requirements for specific jobs in order to attract and recruit applicants who have competencies matching the job requirements.

5. External Recruitment Using Newspapers

Lane & Russell (1994:253-254) noted that newspapers are a major force in advertising, especially for a diverse group of advertisers seeking a regional or local audience. Newspapers are among the most creditable of the mass media advertisers. They are a daily source of information which has become the leading advertising medium.

Lane and Russell (1994) also pointed out significant strengths of advertising in newspapers:

- Newspapers offer flexibility of formats and audiences. Advertisers can choose options from a full-page, color advertisement down to a one-inch black and white classified notice.
- Newspapers reach a large number of adults each day and are especially useful in reaching upscale readers.
- Newspapers are able to offer advertisers a number of creative options including carrying pre-printed inserts which can compete effectively with direct mail.
- Newspapers provide qualitative advantages lacking in other media such as having a strong relationship with consumers because of the newspapers' credibility and reliability. Consumers have a high comfort level with newspapers as a sources of accuracy, detail and analysis.

In Human Resources recruitment, external recruitment using newspapers is the most common formal method for searching for candidates from the labor market who have no previous connection to organizations (Fisher; Schoenfeldt & Shaw. 1996: 238). Recruitment advertising has the obvious target of people who are seeking for jobs and the obvious goal of attracting these job seekers to apply for a job at a particular company. A well-designed and informative job advertisement helps convince these people to consider the company when they are interested in a new job.

Fisher (1996: 240) also argued the main purpose of job advertisements is to generate qualified responses from candidates who are at least minimally qualified for the jobs advertised. To elicit qualified responses, job advertisements in newspapers must contain enough information about jobs and necessary qualifications to attract qualified candidates and convey a good impression of the companies, emphasize the advantages of particular jobs, and at the same time, allow uninterested or unqualified people to make the decision not to apply.

One of the more widely used methods of recruitment is job advertising which is commonly placed in daily newspapers and in trade and professional publications. The objective of recruitment is to attract a number of qualified job candidates for each particular job opening. Company statements provide positive features and benefits offered by organizations that serve to attract job candidates to the organizations (Byars & Rue. 2003: 144).

In conclusion, organizations in the current competitive business environment focus on being competitive in the market by differentiating themselves from others. Organizations also put more importance on people as economic resources to drive business strategy. Recruiting the right candidates for organizations needs to be done effectively. External recruitment, using job advertisements in newspapers, is one of the most effective ways to attract pools of candidates. Organizations need to communicate their positive features and competitive advantages to job seekers. Organizational competences and individual competencies are commonly used in job advertisements to attract the candidates who have the minimum expected characteristics, skills and knowledge required to fill opening positions. At the same time, organizational

competences and individual competencies communicated in job advertisements help uninterested or unqualified people to make the decision not to apply for offered jobs.

6. Review of Related Studies

The following related research demonstrates the usefulness of competency studies in organizations in Thailand.

Sukonpanich (2002) conducted research entitled, *Competency and Human Resource Management in Business Organization*, in which she noted that international organizations bring the concept of competency to human resource management functions such as recruitment and selection, training and development, compensation and benefits, succession planning and performance appraisals. Organizations define the needed competencies from job profiles and job descriptions. The researcher noted that defining job competency helps the organizations to set clear goals for organizations and individuals. Competency provides guidelines for specific training for individual development plans. Pitchayavijit (2001) conducted research entitled, *Designing Job Competency Lists of The Bangchak Petroleum Public Company Limited*. Company advisors were surveyed by interviews and a questionnaire. The objective of this study was to investigate the guidelines for job competency listings in five departments in order to establish the most common competencies to be applied to the entire organization. The result of this study revealed seven competencies for superior performers which were: achievement orientation, work management, cohesiveness and teamwork, analytical thinking, communication, accountability and creditability and leadership.

Ponjindarak (2001) studied *Competency for Training Officers in the Training Department*.

The research aimed to explore job competencies for training officers who were members of the Thailand Trainer Association which consists of training officers from private enterprises, government bodies, state enterprises and banks. The results of the study showed that the job competencies most required by training officers were training knowledge, planning and organizing the training process, technology focus, self-confidence and self-motivation and achievement drive.

The above research demonstrates the importance of competency studies, which help organizations to identify their needs and differentiate themselves from others.

Many organizations integrate the concepts of competency into human resource management functions such as recruitment, training and development, performance appraisal and remuneration policy. This study seeks to focus on keywords related to competency employed in English job advertisements in newspapers, and in particular, job advertisements in Krungthep Turakit newspaper in 2005.

CHAPTER 3

METHODOLOGY

This chapter describes the method used in this study: data collection and data analysis.

Data Collection

This study focused on the keywords used in English language job advertisements published in Krungthep Turakit newspaper in 2005. Only job advertisements which corresponded to the two following criteria were included in the study. First, all job advertisements were display type advertisements as defined by Brounstein & Visconti (1992) rather than in-column job advertisements in which company statements and slogans are not provided. A sample of a display job advertisement from Krungthep Turakit newspaper is shown in Appendix A. Two samples of in-column job advertisements from Krungthep Turakit newspaper are shown in Appendix B for comparison. Second, all job advertisements were prepared by the recruiting organizations themselves to insure that the keywords used were those of the recruiting organizations themselves. Professional recruitment agencies often use advertisement templates for all clients. These templates apply general competencies in job advertisements for the purpose of attracting a large pool of candidates for the first screening interview before sending pre-selected candidates to hiring organizations. This screening of job advertisements resulted in a sample of 100 job advertisements. This number was reduced to the target sample size of 50 in the following

way. First, duplicate job advertisements, or advertisements for different jobs by the same recruiting organization were eliminated so that only one job advertisement from any one company was included in the sample. This insured the broadest sample of recruiting firms, and therefore the widest possible range of keywords employed by the 50 firms. Second, the remaining job advertisements were shuffled and every second job advertisement was selected for inclusion in the study.

Finally, the 50 display job advertisements in Krungthep Turakit newspapers were carefully retyped to reproduce the advertisements as faithfully as possible to the published texts, including any spelling and grammar errors. The keywords employed in the texts were underlined and word groups providing context were italicized.

Data Analysis

Once the 50 job advertisements were reproduced as noted above, they were alphabetized to facilitate review and discussion. (See Appendix C.)

The 50 job advertisements were also categorized by business sector. (See Table 3 in Chapter 4.) The 50 job advertisements were then analyzed to identify and categorize the keywords and the frequency of their use. The keywords were identified based on McClelland's five types of competency characteristics: motives, traits, self-concept, knowledge and skill. Below each job advertisement, the keywords were categorized as being either organizational competences or individual competencies.

For example, The *spirit of innovation*, That's 3 M

The keyword "innovation" was underlined and identified as an organizational competence. The company, 3 M Thailand, promoted its organization's self-concept as an innovative company. The keyword "Can-do attitude" was underlined and identified as an individual competency. The company sought for candidates who had a "Can-do" attitude and motives to perform the jobs.

The identification and categorization of the keywords were reviewed by Mr. Apichart Siwirote, Organizational Development Manager, Dumex Thailand Limited, a professional in the field of human resource development.

The frequency of use of the keywords was determined by simple tabulation and described in numbers and percentages.

The findings are presented in Chapter 4 followed by conclusions and discussion in Chapter 5.

CHAPTER 4

FINDINGS

The research findings are presented in this chapter. Details of the findings are divided into

2 sections:

1. Categorization of keywords found in the 50 display English job advertisements
2. Frequency of keywords used in the 50 display English job advertisements

1. Categorization of Keywords in the 50 Display English Job

Advertisements

The 50 display English job advertisements are presented in Appendix C. The job advertisements are separated into the business sectors for which they advertised positions in Table 3.

Table 3 Categorization by business sector

| Business Sectors | Company Name |
|---------------------------------|--|
| Automobiles | Auto Alliance (Thailand) Co., Ltd. Ford Operations (Thailand) Co., Ltd. Thai Summit Autoparts Industry Co., Ltd. |
| Automobile and electrical parts | T. Krungthai Industrial Public Company Ltd. |
| Banks | Bank of Asia Public Co., Ltd. Bangkok Bank Public Company Limited Citibank, N.A. Hongkong and Shanghai Banking Corporation Limited Thai Military Bank Public Company Limited |

Table 3 (continued)

| Business Sectors | Company Name |
|------------------------|---|
| | Standard Charter Nakornthon Bank Public Co., Ltd. |
| Breweries | Thai Asia Pacific Brewery Company Limited |
| Chemical products | Cognis Thai Limited |
| Computer systems | ABB Limited |
| Consumer products | 3M Thailand Limited Cadbury Adams (Thailand) Ltd. Dutch Mill Company Limited Johnson & Johnson (Thailand) Ltd. Unilever Thai Trading Limited |
| Cosmetics | Oriflame Cosmetics (Thailand) Ltd. |
| Courier services | DHL Express (Thailand) Ltd. Federal Express Corporation |
| Electrical appliances | Sony Thai Co., Ltd. Electrolux Thailand Co.,Ltd. |
| Electronic parts | Honeywell Electronic Materials (Thailand) Co., Ltd. Seagate Technology (Thailand) Ltd. |
| Engineering | Canadoil Pipe Ltd. |
| Finance | GE Capital (Thailand) Limited TMB Asset Management Co.,Ltd. |
| Gas industry | Thai Industrial Gases Public Company Limited |
| Glass manufacturing | Guardian Industries Corp Ltd. Thai Asahi Glass Public Company Limited |
| Information technology | Krung Thai Computer Services Co., Ltd. Material Automation (Thailand) Co., Ltd. NEC Corporation (Thailand) Co., Ltd. Reuters Software (Thailand) Limited |
| Insurance | ACE Life Assurance Co., Ltd. ING Life Limited |
| Media | Media Pulse Co., Ltd. |
| Medical products | GlaxoSmithKline (Thailand) Ltd. Novartis (Thailand) Ltd. |

Table 3 (continued)

| Business Sectors | Company Name |
|-------------------------|---|
| Petrochemical products | PTT Exploration and Production Public Company Ltd. |
| Retail | Cencar Limited |
| Science and technology | SCC-DOW Group |
| Software | Apertio (Thailand) Ltd. |
| Telecommunications | SAMART Corporation PCL. |
| Tobacco | British American Tobacco Co., Ltd. Philip Morris (Thailand) Limited |
| Trading | DST International (Bangkok) Limited King Power International Group Co., Ltd. |
| Trade shows | Reed Tradex |

The 50 job advertisements fall into 17 business sectors, the largest being banks with 6 firms offering jobs, followed by the consumer products section with 5 display job advertisements.

The 50 display English job advertisements are reproduced as they appeared in Krungthep Turakit newspaper in Appendix C. Spelling, punctuation, capitalization and other linguistic elements are presented as faithfully as possible. Word groups identifying organizational competences or individual competencies are presented in italics and keywords are underlined. The whole advertisement provides the global context for the keywords. The italicized word groups provide the specific context in which keywords describe the competences of the advertising company and/or the individual competencies of the candidates sought. The specific context defines whether the keywords refer to the company or the candidate and the relative importance of the keywords. It also clarifies or defines the keywords. The keywords identify the

competences embodied in the company or individual competencies sought by the company.

McClelland stated that there are five types of competency characteristics (Spencer, 1993: 9-11 citing McClelland 1990.): motives, traits, self-concept, knowledge and skill. The keywords are identified base on these five types of competency characteristics.

The 3M Thailand Ltd. and ACE Life Insurance Co., Ltd. advertisements, which follow, illustrate the above:

3M Thailand Ltd.

- *spirit of innovation*

“Innovation” is identified as a keyword. The word *“Innovation”* in the word group *“spirit of innovation”* shows a “self-concept” of the company.

- *global diversified technology company*

“Global” is a keyword, it identifies another 3M “self-concept” as a global company. 3M sees itself operating in many countries around the globe.

- *leading position in consumer and office*

“Leading” is a keyword. It shows the company’s “self-concept” ranking itself as a leader in consumer and office products.

- *“can-do attitude”*

“Can-do attitude” is identified as a keyword group. The word group refers to the “motives” in candidates sought by the company.

ACE Life Insurance Co., Ltd.

- *leading global commercial insurance*

“Leading” is a keyword showing the company believes itself to be in a leading position among others in the same business.

“Global” is a keyword showing “self-concept”.

- ACE employees are a *diverse* and *motivated* group

“Diverse” and *“motivated”* are keywords showing “traits” of ACE employees.

- *diversity*

“Diversity” is a “self-concept” of the company which shows that the company hires a variety of diverse employees.

- *dynamic*

“Dynamic” is a keyword clarifying that the company wants candidates with the “trait” of dynamism.

- *Enjoying challenges*

“Challenges” is a keyword identifying the “motive” characteristic that the company seeks from candidates.

The frequency of use of the keywords is presented in relation to organizational competences and/or individual competencies in the next section.

2. Frequency of Use of the Keywords in the 50 Display English Job

Advertisements

Word groups and keywords were identified and categorized in the previous section. In this section, keywords (in their word groups) are tabulated and presented to show their frequency of use. Each keyword is counted each time it is employed in any one job advertisement or in several advertisements. The following examples illustrate: the keyword "active" appears once in one job advertisement, its frequency of use is 1; the keyword "integrity" appears twice in two different advertisements, its frequency of use is 2; the keyword "quality" is used 3 times in two job advertisements and 5 other times, its frequency of use is 11.

Each keyword is counted each time it appears, even if its function in a word group changes, for example, the keyword "Success" appears as "*Reflection of success*", "*Success Integration*", "*Global success network*", "*Remarkable success*", "*Success*". Its frequency of use is 5.

Each keyword is counted each time it appears, even if the form of the word changes. For example, the keyword "diverse" appears twice: once as "diverse" and once as "diversity". Its frequency of use is 2.

The frequency of keyword use and the type of competency characteristic to describe organizational competences are presented in Table 4. This is followed by the frequency of keyword use and the type of competency characteristic to describe individual competencies in Table 5. Table 6 compares the frequency of use of keywords to describe organizational competences and individual competencies.

Table 4 Frequency of Keyword Use: Organizational Competences

| Organizational Competences | Frequency of Use | Type of Competency Characteristic |
|--|------------------|-----------------------------------|
| <u>Leading</u> | 23 | Self-concept |
| <u>Leading</u> | | Self-concept |
| <u>Leading</u> | | Self-concept |
| <u>Leading</u> consumer finance group | | Self-concept |
| <u>Leading</u> bank | | Self-concept |
| <u>Leading</u> marketing share | | Self-concept |
| <u>Leading</u> parts manufacturers | | Self-concept |
| <u>Leading</u> position | | Self-concept |
| <u>Leading</u> supplier | | Self-concept |
| Thailand's <u>leading</u> trade show organizer | | Self-concept |
| World's <u>leading</u> organizations | | Self-concept |
| World's <u>leading</u> international banks | | Self-concept |
| World's <u>leading</u> retail business | | Self-concept |
| World's <u>leading</u> providers of food-service solutions | | Self-concept |
| Thailand's <u>leading</u> science and technology company | | Self-concept |
| World <u>leading</u> | | Self-concept |
| Market <u>leading</u> position | | Self-concept |
| <u>Leader</u> | | Self-concept |
| Global <u>leader</u> | | Self-concept |
| National <u>leader</u> | | Self-concept |
| Global brand <u>leader</u> | | Self-concept |
| World <u>leader</u> | | Self-concept |
| Worldwide <u>leader</u> | | Self-concept |

Table 4 (continued)

| Organizational Competences | Frequency of Use | Type of Competency Characteristic |
|---|------------------|--|
| <u>Innovative</u> <u>Innovative</u> leaders <u>Innovative</u> chemical and plastic products <u>Innovation</u> <u>Innovation</u> Industry-leading <u>innovation</u> Insightful <u>innovation</u> Spirit of <u>Innovation</u> Spirit of <u>Innovation</u> | 9 | Self-concept Self-concept Self-concept Self-concept Self-concept Self-concept Self-concept Self-concept |
| <u>Technology</u> <u>Technology</u> leadership Customer Service <u>Technology</u> State-of-the-art <u>technology</u> Power and automation <u>technologies</u> Groundbreaking <u>technologies</u> Global diversified <u>technology</u> company | 7 | Skill Skill Skill Skill Skill Skill Skill |
| <u>Best</u> financial services <u>Best</u> dairy company Integrate the very <u>best</u> talents Thailand's <u>best</u> dairy company Share <u>best</u> practices | 5 | Self-concept Self-concept Self-concept Self-concept Self-concept |
| <u>Largest</u> Asian-owned operator Nation's <u>largest</u> branch banking network Thailand's <u>largest</u> commercial bank World's <u>largest</u> air express transportation World's <u>largest</u> producer | 5 | Self-concept Self-concept Self-concept Self-concept Self-concept |

Table 4 (continued)

| Organizational Competences | Frequency of Use | Type of Competency Characteristic |
|--|------------------|--|
| <i>Reflection of <u>success</u></i> <i><u>Success</u> Integration</i> <i>Global <u>success</u> network</i> <i>Remarkable <u>success</u></i> <i><u>Success</u></i> | 5 | Self-concept Skill Skill Skill Self-concept |
| <i>Integrate the very best <u>talents</u></i> <i>Visionary <u>talents</u></i> <i>Invest on <u>talents</u></i> <i>Empowering our <u>talents</u></i> <i><u>Talented</u> individuals</i> | 5 | Self-concept Self-concept Self-concept Self-concept Self-concept |
| <i><u>World-class</u> work environment</i> <i><u>World-class</u> bank</i> <i><u>World-class</u> team of people</i> <i><u>World-class</u> manufacturing</i> <i><u>World-class</u> working environment</i> | 5 | Self-concept Self-concept Self-concept Self-concept Self-concept |
| <i><u>Customers</u></i> <i><u>Customer</u> focus</i> <i><u>Customer</u> support</i> <i>Meet the needs of our <u>customers</u></i> | 4 | Self concept Skill Skill Skill |
| <i>World's most <u>international</u> tobacco group</i> <i>World's leading <u>international</u> banks</i> <i><u>Internationally</u>-recognized operator</i> <i><u>Internationally</u> renowned company</i> | 4 | Self-concept Self-concept Self-concept Self-concept |
| <i><u>Challenging</u></i> <i><u>Challenging</u> environment</i> <i><u>Challenging</u> career opportunity</i> | 3 | Self-concept Self-concept Self-concept |

Table 4 (continued)

| Organizational Competences | Frequency of Use | Type of Competency Characteristic |
|---|------------------|-----------------------------------|
| <u>Committed</u> <u>Committed to providing award-winning products</u> <u>Committed to deliver</u> | 3 | Skill Skill Skill |
| <u>Achieve excellence</u> <u>Aspire to excellence</u> <u>Marketing and manufacturing excellence</u> | 3 | Skill Skill Skill |
| <u>Award-winning products</u> <u>Award winning services</u> | 2 | Skill Skill |
| <u>Career development</u> <u>Career Expansion</u> | 2 | Self-concept Self-concept |
| <u>Creative</u> <u>Creative work environment</u> | 2 | Self-concept Self-concept |
| <u>Diverse</u> <u>Diversity</u> | 2 | Self-concept Self-concept |
| <u>Entrepreneurial spirit</u> <u>Act in an entrepreneurial way</u> | 2 | Self-concept Self-concept |
| <u>Exciting</u> <u>Exciting</u> | 2 | Self-concept Self-concept |
| <u>Fast</u> <u>World's fastest growing cosmetics companies</u> | 2 | Skill Skill |
| <u>Integrity</u> <u>Act with integrity</u> | 2 | Self-concept Self-concept |
| <u>Progressive people</u> <u>Progressive</u> | 2 | Skill Skill |

Table 4 (continued)

| Organizational Competences | Frequency of Use | Type of Competency Characteristic |
|---|------------------|-----------------------------------|
| <i><u>Ambitious</u></i> | 1 | Self-concept |
| <i><u>Breakthrough science</u></i> | 1 | Skill |
| <i><u>Build people</u></i> | 1 | Skill |
| <i><u>Respond to the rapid changes</u></i> | 1 | Skill |
| <i><u>Taking common sense</u></i> | 1 | Skill |
| <i><u>Solid connections</u></i> | 1 | Self-concept |
| <i><u>Highly competitive pay and benefits package</u></i> | 1 | Self-concept |
| <i><u>Consumer-oriented</u></i> | 1 | Self-concept |
| <i><u>Culture</u></i> | 1 | Self-concept |
| <i><u>Decentralized organization</u></i> | 1 | Skill |
| <i><u>Dedicated</u></i> | 1 | Skill |
| <i><u>We're different</u></i> | 1 | Self-concept |
| <i><u>Down-to-earth management style</u></i> | 1 | Self-concept |
| <i><u>Dynamic</u></i> | 1 | Self-concept |
| <i><u>Honesty</u></i> | 1 | Self-concept |
| <i><u>Great experience</u></i> | 1 | Self-concept |
| <i><u>Initiatives</u></i> | 1 | Self-concept |
| <i><u>World's local bank</u></i> | 1 | Self-concept |
| <i><u>Technology leadership</u></i> | 1 | Self-concept |
| <i><u>Multinational company</u></i> | 1 | Self-concept |
| <i><u>Modern working environment</u></i> | 1 | Self-concept |
| <i><u>Motivated</u></i> | 1 | Self-concept |
| <i><u>Nation's largest branch banking network</u></i> | 1 | Self-concept |
| <i><u>Network</u></i> | 1 | Self-concept |
| <i><u>Faster openness</u></i> | 1 | Self-concept |
| <i><u>Outstanding training opportunities</u></i> | 1 | Self-concept |
| <i><u>Passion</u></i> | 1 | Self-concept |
| <i><u>Act according to clear priorities</u></i> | 1 | Skill |
| <i><u>Professional mind and skills</u></i> | 1 | Skill |

Table 4 (continued)

| Organizational Competences | Frequency of Use | Type of Competency Characteristic |
|---|------------------|-----------------------------------|
| <i><u>Regional bank</u></i> | 1 | Self-concept |
| <i><u>Reliability</u></i> | 1 | Self-concept |
| <i><u>World's Most Respected Company</u></i> | 1 | Self-concept |
| <i><u>Resulted-oriented approach</u></i> | 1 | Skill |
| <i><u>Revolutionizing the market</u></i> | 1 | Self-concept |
| <i><u>Accept social responsibilities</u></i> | 1 | Self-concept |
| <i><u>Spirit</u></i> | 1 | Self-concept |
| <i><u>Strengthening Thailand's... stability</u></i> | 1 | Self-concept |
| <i><u>Supportive work environment</u></i> | 1 | Self-concept |
| <i><u>Synergy</u></i> | 1 | Skill |
| <i><u>Think possible</u></i> | 1 | Self-concept |
| <i><u>Togetherness</u></i> | 1 | Self-concept |
| <i><u>Voted for 3 consecutive years in the Top 3 best company to work for</u></i> | 1 | Self-concept |
| <i><u>Wide-ranging career</u></i> | 1 | Self-concept |
| <i><u>Well done</u></i> | 1 | Self-concept |

The most frequently employed keywords related to organizational competences (those with a frequency of use at least 4 times or more) found in the 50 selected English job advertisements are leading/leader (23), global (15), quality (9), Innovative/Innovation (9), technology (7), best (5), largest (5), success (5), talent/talented (5), world-class (5), customer/customers (4) and international/internationally (4).

The frequency of keyword use and type of competency characteristic to describe individual competencies are presented in the Table 5 below.

Table 5 Frequency of Keyword Use: Individual Competencies

| Individual Competencies | Frequency of Use | Type of Competency Characteristic |
|---|------------------|-----------------------------------|
| <u>Motivated</u> | 13 | Trait |
| <u>Motivated</u> | | Trait |
| <u>Motivated</u> | | Trait |
| <u>Motivated</u> | | Trait |
| <u>Highly motivated</u> | | Trait |
| <u>Highly motivated professionals</u> | | Trait |
| <u>Self-motivated</u> | | Trait |
| <u>Self-motivated</u> | | Trait |
| <u>Self motivated</u> | | Trait |
| <u>Self motivated</u> | | Trait |
| <u>Self-motivated</u> | | Trait |
| <u>Self-motivated</u> | | Trait |
| <u>Motivation</u> | | Trait |
| <u>Committed to excellence</u> | 8 | Trait |
| <u>Committed to long-term employment</u> | | Trait |
| <u>Highly committed</u> | | Trait |
| <u>Highly committed</u> | | Trait |
| <u>Highly committed</u> | | Trait |
| <u>Commitment to providing customers the very best services</u> | | Trait |
| <u>Commitment to the sustainable long-term Development</u> | | Trait |
| <u>Commitment</u> | | Trait |

Table 5 (continued)

| Individual Competencies | Frequency of Use | Type of Competency Characteristic |
|---|------------------|--|
| <u>Challenge</u> <u>Challenge</u> Respond to the <u>challenges</u> Seeks for <u>challenge</u> in professional life Enjoying <u>challenges</u> <u>Challenging</u> <u>Challenging</u> | 7 | Motive Motive Motive Motive Motive Motive |
| Make a <u>difference</u> Makes the <u>difference</u> Make a world of <u>difference</u> Make a <u>difference</u> Make a real <u>difference</u> Make the <u>difference</u> Something <u>different</u> | 7 | Trait Trait Trait Trait Trait Trait Trait |
| <u>Enthusiastic</u> <u>Enthusiastic</u> <u>Enthusiastic</u> <u>Enthusiastic</u> <u>Enthusiastic</u> <u>Enthusiastic</u> <u>Enthusiasm</u> | 7 | Trait Trait Trait Trait Trait Trait Trait |
| <u>Passion</u> <u>Passion</u> <u>Passion</u> for achievement <u>Passion</u> to look beyond the future <u>Passion</u> for learning <u>Passion</u> for success <u>Passion</u> to learn | 7 | Motive Motive Motive Motive Motive Motive Motive |

Table 5 (continued)

| Individual Competencies | Frequency of Use | Type of Competency Characteristic |
|---|------------------|--|
| <u>Energetic</u> <u>Energetic</u> <u>Energetic</u> <u>Energetic</u> <u>Energetic</u> <u>Highly energetic</u> | 6 | Trait Trait Trait Trait Trait Trait |
| <u>Experience</u> <u>Professional experience</u> <u>Experienced</u> <u>Experienced</u> <u>Experienced professionals</u> <u>Experienced professionals</u> | 6 | Knowledge Knowledge Knowledge Knowledge Knowledge Knowledge |
| <u>Innovative responses</u> <u>Innovative power</u> <u>Innovative approach</u> <u>Innovative</u> <u>Innovative people</u> <u>Innovative</u> | 6 | Self-concept Self-concept Self-concept Self-concept Self-concept Self-concept |
| <u>Dynamic</u> <u>Dynamic</u> <u>Dynamic</u> <u>Dynamic</u> <u>Dynamic</u> | 5 | Trait Trait Trait Trait Trait |
| <u>Talented</u> <u>Talented</u> <u>Talented</u> <u>Individual talents</u> | 4 | Self-concept Self-concept Self-concept Self-concept |

Table 5 (continued)

| Individual Competencies | Frequency of Use | Type of Competency Characteristic |
|--|------------------|-----------------------------------|
| <u>Ambitious</u> | 3 | Motive |
| <u>Ambitious</u> | | Motive |
| <u>Ambition</u> | | Motive |
| <u>Passion for success</u> | 3 | Trait |
| <u>Drive to success</u> | | Trait |
| <u>Drive to succeed</u> | | Trait |
| <u>Teamwork</u> | 3 | Trait |
| <u>Teamwork</u> | | Trait |
| <u>Team participation</u> | | Trait |
| <u>Dedicated</u> | 2 | Trait |
| <u>Dedicated</u> | | Trait |
| <u>Integrity</u> | 2 | Trait |
| <u>Integrity</u> | | Trait |
| <u>Positive attitude</u> | 2 | Motive |
| <u>Positive spirit</u> | | Motive |
| <u>Professional experience</u> | 2 | Skill |
| <u>Professional mind and skills</u> | | Skill |
| <u>Quality-driven approach</u> | 2 | Skill |
| <u>Highly oriented towards quality</u> | | Skill |
| <u>Highly Responsible persons</u> | 2 | Trait |
| <u>Responsible mindset</u> | | Self-concept |
| <u>Result oriented</u> | 2 | Trait |
| <u>Result oriented</u> | | Trait |

Table 5 (continued)

| Individual Competencies | Frequency of Use | Type of Competency Characteristic |
|-------------------------------------|------------------|-----------------------------------|
| <u>Active</u> | 1 | Trait |
| <u>Analysis</u> | 1 | Skill |
| <u>Autonomy</u> | 1 | Skill |
| <u>Balance work and family life</u> | 1 | Trait |
| <u>Bright</u> | 1 | Trait |
| <u>Can-do attitude</u> | 1 | Motive |
| <u>A rewarding career</u> | 1 | Self-concept |
| <u>Bring change</u> | 1 | Trait |
| <u>Communicate clearly</u> | 1 | Trait |
| <u>Highly competent</u> | 1 | Trait |
| <u>Consumer-oriented</u> | 1 | Trait |
| <u>Curious</u> | 1 | Trait |
| <u>Customer satisfaction</u> | 1 | Skill |
| <u>Decision-making skill</u> | 1 | Skill |
| <u>Desire to grow</u> | 1 | Motive |
| <u>Diligent</u> | 1 | Trait |
| <u>Diverse</u> | 1 | Trait |
| <u>High level of energy</u> | 1 | Trait |
| <u>Entrepreneurialism</u> | 1 | Self-concept |
| <u>High ethical standards</u> | 1 | Trait |
| <u>Flamboyant</u> | 1 | Trait |
| <u>Flexibility</u> | 1 | Trait |
| <u>Fluency in English</u> | 1 | Skill |
| <u>Global mindset</u> | 1 | Self-concept |
| <u>Hands-on</u> | 1 | Trait |
| <u>Information-gathering skill</u> | 1 | Skill |
| <u>High initiative</u> | 1 | Trait |
| <u>Insight</u> | 1 | Self-concept |

Table 5 (continued)

| Individual Competencies | Frequency of Use | Type of Competency Characteristic |
|---|------------------|-----------------------------------|
| <u>Leadership Skills</u> | 1 | Skill |
| <u>Manage time and resources efficiently</u> | 1 | Skill |
| <u>Open thinking</u> | 1 | Self-concept |
| <u>Employee ownership</u> | 1 | Self-concept |
| <u>PC Skills</u> | 1 | Skill |
| <u>People management skills</u> | 1 | Skill |
| <u>Sense of personal and social responsibility</u> | 1 | Self-concept |
| <u>Pragmatic execution</u> | 1 | Trait |
| <u>Problem solving</u> | 1 | Skill |
| <u>Quest for something new</u> | 1 | Trait |
| <u>Rewarding</u> | 1 | Self-concept |
| <u>Simplifying complicated products and processes</u> | 1 | Skill |
| <u>Speaking and writing English</u> | 1 | Skill |
| <u>Solve problems speedily</u> | 1 | Skill |
| <u>Share Sony spirit</u> | 1 | Motive |

The most frequently employed keywords related to individual competencies (those with a frequency of use at least 4 times or more) found in the 50 selected English job advertisements are motivated/motivation (13), committed/commitment (8), challenge/challenging (7), difference/different (7), enthusiastic (7), passion (7), energetic (6), experience/experienced (6), innovative (6), dynamic (5) and talented/talent (4).

Table 6 below compares the frequency of use of keywords related to organizational competences and individual competencies. The table is presented in descending order of total frequency of use of the keywords words employed at least 4 times in any one column.

Table 6 Comparison of keywords used related to organizational competences and individual competencies

| | Keywords | Frequency of Use of Organizational Competence Keywords | Frequency of Use of Individual Competency Keywords | Total Frequency of Use |
|----|-------------------------------|---|---|-------------------------------|
| 1 | Leading/Leader | 23 | 0 | 23 |
| 2 | Global | 15 | 1 | 16 |
| 3 | Innovative/Innovation | 9 | 6 | 15 |
| 4 | Motivated/Motivation | 1 | 13 | 14 |
| 5 | Quality | 9 | 2 | 11 |
| 6 | Committed/Commitment | 3 | 8 | 11 |
| 7 | Challenge/Challenging | 3 | 7 | 10 |
| 8 | Talents/Talented | 5 | 4 | 9 |
| 9 | Difference/Different | 1 | 7 | 8 |
| 10 | Passion | 1 | 7 | 8 |
| 11 | Enthusiastic | 0 | 7 | 7 |
| 12 | Experience | 1 | 6 | 7 |
| 13 | Technology | 7 | 0 | 7 |
| 14 | Energetic | 0 | 6 | 6 |
| 15 | Dynamic | 1 | 5 | 6 |
| 16 | Best | 5 | 0 | 5 |
| 17 | Customer | 4 | 1 | 5 |
| 18 | Largest | 5 | 0 | 5 |
| 19 | World-class | 5 | 0 | 5 |
| 20 | Success | 5 | 0 | 5 |
| 21 | International/Internationally | 4 | 0 | 4 |
| | Totals | 107 | 80 | 187 |
| | Percentages | 57.2% | 42.8% | 100% |

Table 6 shows that 21 different keywords were used 4 times or more in at least one of the above columns: 19 keywords for organizational competences and 14 for individual competencies. The 19 keywords used to describe organizational competences were employed a total of 107 times out of the total keyword usage of 187 (57.2%) while the 14 keywords describing individual competencies were employed 80 times (42.8%). Words identifying individual competencies were employed 14.4% less frequently than words describing organizational competences. The two keywords employed most frequently, “Leading/leader” and “Global”, identified organizational competences almost exclusively. The three keywords employed least frequently, “Largest”, “World-class” and “Success”, related to organizational competences exclusively. The keyword “Technology” was also employed only to identify organizational competences. The keywords “Enthusiastic” and “Energetic” were used only in relation to individual competencies. Twelve keywords were used more frequently in relation to organizational competences and nine were used more frequently to describe individual competencies.

The total number of keywords used, including those used less than 4 times are presented in the following table.

Table 7 Total number of keywords used related to organizational competences and individual competencies

| | Total Numbers of Keywords Used | Total Frequency of Keywords Used | Average Use per Keyword |
|----------------------------|---------------------------------------|---|--------------------------------|
| Organizational Competences | 67 (51.1%) | 167 (54.0%) | 2.5 uses/word |
| Individual Competencies | 64 (48.9%) | 142 (46.0%) | 2.2 uses/word |
| Total keywords | 131 | 309 | 2.4 uses/word |

The 50 job advertisements in Krungthep Turakit newspaper used more keywords related to organizational competences than keywords related to individual competencies. Further, the larger number of keywords related to organizational competences were used more frequently than those related to individual competencies, 167 times used to 142 times used respectively. Each keyword related to organizational competences was employed 2.5 times on average while each keyword related to individual competencies was used only 2.2 times on average.

Table 8 presents the frequency of use of keywords in the 50 job advertisements categorized by McClelland's 5 types of competency characteristics.

Table 8 Frequency of Types of Competency Characteristics

| Types of Competency Characteristics | Organizational Competences | Individual Competencies | Total Number of Use |
|--|-----------------------------------|--------------------------------|----------------------------|
| Motives | 0 | 22 (15.5%) | 22 (7.1%) |
| Traits | 0 | 77 (54.2%) | 77 (24.9%) |
| Self-concept | 123 (73.7%) | 19 (13.4%) | 142 (46.0%) |
| Knowledge | 0 | 6 (4.2%) | 6 (1.9%) |
| Skill | 44 (26.3%) | 18 (12.7%) | 62 (20.1%) |
| Total | 167 (100%) | 142 (100%) | 309 (100%) |

Table 8 shows that the "Self-concept" type of competency characteristic was, by far the most widely used, 46.0% of all uses. It was used 123 times to describe organizational competences (73.7%), but only 19 times to describe individual competencies (13.4%). The only other type of competency characteristic used to describe organizational competences was the "Skill" characteristic. It was used 44 times in reference to organizational competences (26.3%), but only 18 times to describe individual competencies (12.7%). The

most frequently used competency characteristics used to describe individual competencies were “Traits” and “Motives” used 77 times (54.2%) and 22 times (15.5%) respectively. The “Knowledge” competency characteristic was used the least; 6 times in relation to individual competencies (4.2%) and not at all in relation to organizational competences.

Conclusions are drawn and discussed and recommendations for further study made in Chapter 5.

CHAPTER 5

CONCLUSIONS AND DISCUSSION

In this chapter, conclusions are drawn and discussed. Limitations of the study are presented and recommendations for further study are presented at the end of the chapter.

Conclusions

The conclusions to this study are presented in the form of the answers to the research questions.

Research Question 1. To what extent do job advertisements employ keywords related to organizational competences and/or individual competencies?

The results show that the 50 job advertisements from Krungthep Turakit newspaper in 2005 employed more keywords related to organizational competences than individual competencies. Of the 131 keywords identified, 67 keywords were related to organizational competences (51.1%) and 64 keywords were related to individual competencies (48.9%). Further, the keywords related to organizational competences were employed more frequently. The 131 keywords identified were used a total of 309 times, 2.4 uses/keyword on average. The keywords related to organizational competences were used a total of 167 times (54.0% of total uses), 2.5

uses/keyword on average, while the keywords related to individual competencies were employed 142 times (46% of total uses), 2.2 uses/keyword on average.

Research Question 2. Which keywords related to organizational competences and/or individual competencies are most often employed in display job advertisements in Krungthep Turakit newspaper?

The most frequently used keywords related to organizational competences found in the 50 English job advertisements are ranked below based on their frequency of use.

Keywords employed a minimum of 4 times are included.

| Keywords | Frequency of use |
|-----------------------------------|-------------------------|
| 1. Leading/leader | 23 |
| 2. Global | 15 |
| 3. Innovative/innovation | 9 |
| 4. Quality | 9 |
| 5. Technology | 7 |
| 6. Best | 5 |
| 7. Largest | 5 |
| 8. Success | 5 |
| 9. Talent | 5 |
| 10. World-class | 5 |
| 11. Customer | 4 |
| 12. International/internationally | 4 |

The most frequently used keywords related to individual competencies found in the 50 English job advertisements are ranked below based on their frequency of use. Keywords utilized at least 4 times are listed.

| Keywords | Frequency of use |
|---------------------------|-------------------------|
| 1. Motivated/motivation | 13 |
| 2. Committed/commitment | 8 |
| 3. Challenge/challenging | 7 |
| 4. Difference/different | 7 |
| 5. Enthusiastic | 7 |
| 6. Passion | 7 |
| 7. Energetic | 6 |
| 8. Experience/experienced | 6 |
| 9. Innovative | 6 |
| 10. Dynamic | 5 |
| 11. Talent/talented | 4 |

With regard to the frequency of use of competency characteristics, the “Self-concept” type of competency characteristic was the most used, 123 times (46.0%) to describe organizational competences. The only other type of competency characteristic used to describe organizational competences was the “Skill” characteristic, used 44 times (26.3%). The most frequently used competency characteristics used to describe individual competencies were “Traits” and “Motives” used 77 times (54.2%) and 22 times (15.5%) respectively.

Discussion

This study aimed to analyze the keywords found in English job advertisements and their relation to organizational competences and individual competencies. The findings revealed that advertising organizations communicated their organizational competences and the individual competencies they required from job candidates in the job advertisements to both promote the organizations and persuade a pool of candidates to apply for the advertised positions. The results showed that most companies from all business sectors studied promoted their organizational competences to the job advertisement readers using keywords to differentiate themselves from others. Keywords related to organizational competences were used somewhat more frequently than keywords related to individual competencies, 67 keywords (51.1%) and 64 keywords (48.9%) respectively. The recruiting companies not only promoted their organizations to the readers but also identified the types of employees the companies looked for from external candidates. To differentiate themselves, the organizations focused on their business reputations and their self-concepts of business as part of their communication to readers by employing keywords such as leading/leader, global, innovative. The “Self-concept” competency characteristic was used more often than any other (123 times) to describe organizational competences (73.7%). The only other type of competency characteristic used to describe organizational competences was the “Skill” characteristic. It was used 44 times in reference to organizational competences (26.3%). It could be said that the organizations’ reputations, positions in markets and

types of businesses were key messages that organizations wished to communicate to persuade external candidates to apply for jobs.

The most frequently used competency characteristics used to describe individual competencies were “Traits” and “Motives” used 77 times (54.2%) and 22 times (15.5%) respectively. This suggests that the organizations communicated the types of candidates they sought focusing on competencies that could be assessed or observed from behaviors. This could be done by competency-based interviews. The “Knowledge” competency characteristic was used the least; only 6 times in relation to individual competencies (4.2%) and not at all in relation to organizational competences. This suggests that recruiting companies believed that knowledge could be instilled in individuals by providing training courses or coaching by superiors after the candidates joined the organizations.

The findings also showed that keywords related to organizational competences were employed in job advertisements more frequently than keywords related to individual competencies in Krungthep Turakit newspaper. The keywords related to organizational competences were somewhat different from keywords related to individual competencies. Job advertisers used keywords such as leading/leader, global, quality, technology, to represent their organizational competences and these words were not frequently used to refer to individual competencies. Keywords related to organizational competences came from two types of competency characteristics: “self-concept” and “skill”. Job advertisers used keywords such as motivated/motivation, challenge/challenging, committed/commitment, difference/different and enthusiastic, to communicate to readers the individual competencies they sought in candidates.

These keywords were not frequently used to represent organizational competences. Keywords referring to individual competencies came from the “traits” type of competency characteristics the most. Two keywords, “Innovative/innovation” and “Talents/talented”, were used to represent both organizational competences and individual competencies almost equally. It could be said that most organizations seek innovation as a way to differentiate themselves from others and this competency needs to be instilled both as a company competence and an employee competency.

In the competitive labour market of Thailand in the 1st decade of the 21st century, people are the most valuable assets of organizations. However, an organization’s pool of candidates is limited and competent people are mobile.

Organizations seek the right candidates to fill job vacancies by employing keywords of organizational competences to communicate the self-concepts of the recruiting organizations and employing keywords of individual competencies to communicate expected behaviors they need for specific jobs.

Limitations of the Study

The study had the following limitations:

- 1) The selected display English job advertisements were from the Krungthep Turakit newspaper only.
- 2) The study included only 50 display type job advertisements collected from only one year: 2005.
- 3) This study focused only on company slogans and company statements found in English job advertisements.

- 4) Few Thais have conducted research on competency in English job advertisements. Literature on the topic was limited.

Suggestions for Further Studies

To confirm the findings of this study and to expand the body of knowledge on the use of the competency concept in job advertisements in Thailand, the following studies are recommended.

- 1) A study should be conducted on job advertisements in other types of media such as magazines, company websites and on-line job advertisements to identify similarities and differences in the use of keywords.
- 2) Further studies should focus on the use of keywords in job advertisements by recruiting organizations in the same business sectors in order to identify the similarities and differences in keywords used between business sectors.
- 3) Further studies should be conducted on the use of keywords in advertisements for specific job positions to determine if types of work or levels in an organization have any effect on the use of keywords.
- 4) All of the studies listed above should be replicated with regard to Thai job advertisements to compare and contrast similarities and differences in English and Thai job advertisements.

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APPENDIX A

Sample Display Job Advertisement

from Krungthep Turakit Newspaper

APPENDIX B

Samples of In-column Job Advertisements

from Krungthep Turakit Newspaper

APPENDIX C

Categorization of 50 Job Advertisements

from Krungthep Turakit Newspaper

The 50 display English job advertisements are presented in alphabetic order of the advertising company and numbered 1-50 below. All are presented as described in Chapter 4, using the same criteria for italics and underlining. Following each job advertisement, the word groups and keywords are categorized into organizational competences and individual competencies. These are presented in Tables 9 to 58.

1 3M Thailand Limited

- Company Slogan: The *spirit of innovation*, That's 3 M
- Company Statement: 3M is a 20 billion *global diversified technology company* with *leading position in consumer and office*: display and graphics; electronics and telecommunications; safety, security and protection services; health care; industrial and transportation. If you have a "*can-do*" *attitude* with the required academic qualification, come catch the *spirit of innovation* at 3M.
 - No. 1 on the "Top 20 U.S. Companies for Leaders."
 - No. 2 on the "Most Innovative Companies"
 - No. 1 on Fortune's List "The Most Admired Company" – Precision Equipment Category
 - The 15th of Fortune's List "Most Desirable MBA Employer"

Categorization of Keywords: 3M Thailand Limited

| Organizational Competences | Individual Competencies |
|---|-------------------------------|
| <i>Spirit of <u>Innovation</u></i> <i><u>Leading position</u></i> <i><u>Global diversified technology company</u></i> <i>Spirit of <u>Innovation</u></i> | <i><u>Can-do attitude</u></i> |

2 ABB Limited

- Company Slogan: Energizing your career
- Company Statement: ABB is a leader in *power and automation technologies* that enable utility and industry customers to improve performance while lowering environmental impact. The ABB group of companies operates in around 100 countries and employs around 103,000 people around the globe and has been known in Thailand since 1913. Our aim is to create value for our customers and our people. We seek to *meet the needs of our customers*, while *empowering our talents* to *achieve excellence*. If you are looking for a *challenging, rewarding* and *innovative* career, ABB is the place for you.

Categorization of Keywords: ABB Limited

| Organizational Competences | Individual Competencies |
|--|-------------------------|
| <u>Leader</u> | <u>Challenging</u> |
| <i>Power and automation technologies</i> | <u>Rewarding</u> |
| <i>Meet the needs of our customers</i> | <u>Innovative</u> |
| <i>Empowering our talents</i> | |
| <i>Achieve excellence</i> | |

3 ACE Life Assurance Co., Ltd.

- Company Slogan: Profitability is encouraging
- Company Statement: ACE is a leading global *commercial insurance* and reinsurance company serving local clients and large multinationals. With assets of more than US\$50 billion, we are A+ rated by Standard & Poor's and A.M. Best. We conduct business in more than 50 countries across the globe with a strong presence in the Asia Pacific. ACE

employees are a diverse and motivated group, energized by the potential to have an impact on clients, companies and economies. We hire and train qualified local people everywhere we operate; this diversity gives tremendous strength to our organization.

ACE Life Assurance Co.,Ltd. provide life insurance and group insurance. To support our continuous growth and rapidly expanding business, we are now searching for dynamic candidates, enjoying challenges and willing to join our team in the following positions.

Categorization of Keywords: ACE Life Assurance Co.,Ltd.

| Organizational Competences | Individual Competencies |
|------------------------------------|----------------------------|
| <u>Leading</u> | <u>Diverse</u> |
| <u>Global commercial insurance</u> | <u>Motivated</u> |
| <u>Diverse</u> | <u>Dynamic</u> |
| <u>Motivated</u> | <u>Enjoying challenges</u> |
| <u>Diversity</u> | |

4 Apertio (Thailand) Ltd.

Company Slogan: Open Infrastructure, Open Thinking

Company Statement: Apertio is the world leader in open software mobility solutions for the telecom industry. We are revolutionizing the market for the evolution of core network systems, management of subscriber growth, new service deployment, and the migration to IP mobility based networks. With growth of over 400% last year, we are looking for enthusiastic, energetic individuals to contribute to our ongoing expansion and development.

Categorization of Keywords: Apertio (Thailand) Ltd.

| Organizational Competences | Individual Competencies |
|-----------------------------------|-------------------------|
| <i>World leader</i> | <i>Open thinking</i> |
| <i>Revolutionizing the market</i> | <i>Enthusiastic</i> |
| | <i>Energetic</i> |

5 Auto Alliance (Thailand) Co., Ltd.

- Company Slogan: We are expanding the plant. You are excelling your chance.
- Company Statement: Now that automotive industry is growing, we, AutoAlliance Thailand, the combined strength of Ford and Mazda, producing *top quality vehicles* for local and *global markets*, are expanding our plant to meet the production volume and customer's expectation. *Quality of products* is our first priority. Likewise, the high potential people are main key to fulfill our quality determination. As we are continuing to enjoy expansion and producing *high quality vehicles*, we invite you to be a part of our success.

Categorization of Keywords: Auto Alliance (Thailand) Co., Ltd.

| Organizational Competences | Individual Competencies |
|------------------------------|-------------------------|
| <i>Top quality vehicles</i> | |
| <i>Global markets</i> | |
| <i>Quality of products</i> | |
| <i>High quality vehicles</i> | |

6 Bangkok Bank Public Company Limited

- Company Slogan: Grow with us.
- Company Statement: Bangkok Bank is *Thailand's largest commercial bank* and a major *regional bank* in Southeast Asia. We have the *nation's largest branch banking network* and provide a full range of services to both businesses and individual consumers. If you are seeking to build a *rewarding career* in the financial services industry and are looking for a *challenge*, we have a number of attractive opportunities.

Categorization of Keywords: Bangkok Bank Public Company Limited

| Organizational Competences | Individual Competencies |
|---|----------------------------------|
| <i>Thailand's <u>largest</u> commercial bank</i> | <i>A rewarding <u>Career</u></i> |
| <i><u>Regional</u> bank</i> | <i><u>Challenge</u></i> |
| <i>Nation's <u>largest</u> branch banking network</i> | |

7 Bank of Asia Public Co., Ltd.

- Company Slogan: United for Growth
- Company Statement: United Overseas Bank (UOB) is a *leading bank* in Singapore with an international network that comprises 248 offices in 18 countries worldwide. With a vision to be the premiere bank in Asia Pacific, we are looking for people who share our *passion for success*. With over 160 branches in Thailand, and a mission to grow with the country, we require *dedicated, energetic* people who *desire to grow* with us. We reward performance, provide excellent training and will help you carve a career path. UOB is rated among the world's top banks by Moody's Investors Service.

Categorization of Keywords: Bank of Asia Public Co., Ltd.

| Organizational Competences | Individual Competencies |
|----------------------------|---|
| <u>Leading bank</u> | <u>Passion for success</u> <u>Dedicated</u> <u>Energetic</u> <u>Desire to grow</u> |

8 British American Tobacco Co., Ltd.

- Company Slogan: We challenge you to share our world
- Company Statement: British American Tobacco is the *world's most international tobacco group*, operating in more countries than any other. We produce *high quality tobacco products* to meet the diverse preference of millions of consumers, and we work in all areas of the business – “from seed to smoke”. We operate in 180 countries, employ nearly 90,000 people worldwide, Join in the Challenge Initiative, our rigorous graduate development programme. The programme extends over approximately two years and is designed to prepare graduates to become our next generation of leaders.

Our business is characterized by an ambitious, consumer-oriented, quality-driven approach. This is what we seek from our people. If you are committed to excellence in everything you do, and can demonstrate your talent, we would like to meet you.

Categorization of Keywords: British American Tobacco Co., Ltd.

| Organizational Competences | Individual Competencies |
|--|---------------------------------------|
| <i>High <u>quality</u> tobacco products</i> | <i><u>Ambitious</u></i> |
| <i>World's most <u>international</u> tobacco group</i> | <i><u>Consumer-oriented</u></i> |
| <i><u>Ambitious</u></i> | <i><u>Quality-driven approach</u></i> |
| <i><u>Consumer-oriented</u></i> | <i><u>Committed to excellence</u></i> |
| <i><u>Quality-driven approach</u></i> | |

9 Cadbury Adams (Thailand) Ltd.

Company Slogan: Working together to create brands people love

- Company Statement: With our presence in over 200 countries, we are one of the most successful companies worldwide. Armed with *state-of-the-art technology, dedicated* and *visionary talents*, we provide one of the best careers in the FMCG industry. By steadily building a more highly-skilled, efficient workforce, we are unleashing the vast potential of successful careers. Working with us, you can leapfrog your career growth with our *supportive work environment*. Take this opportunity now and make the best of your professional life here.

Categorization of Keywords: Cadbury Adams (Thailand) Ltd.

| Organizational Competences | Individual Competencies |
|---|-------------------------|
| <i>State-of-the-art <u>technology</u></i> | |
| <i><u>Dedicated</u></i> | |
| <i>Visionary <u>talents</u></i> | |
| <i><u>Supportive work environment</u></i> | |

10 Canadoil Pipe Ltd.

- Company Slogan: In the coming months... our pipes will power the world. Do you have the energy to come along?
- Company Statement: At Canadoil Pipe we provide state of the art engineering and manufacturing processes, a modern working environment along with technical and educational programs. We offer advancement opportunities based on merit and performance, coupled with a competitive remuneration, fringe benefits, bonuses and special reward programs. We seek talented self-motivated individuals with a positive attitude to grow within a world-class team of people. We are very selective in whom we hire and are looking for extraordinary people with high ethical standards, a responsible mindset and excellent capabilities in: problem solving, analysis, pragmatic execution and highly oriented towards quality, customer satisfaction and team participation. New graduates are also welcome. We require people who are committed to long-term employment and can contribute to our shared vision, core values and who have the following qualifications:

Categorization of Keywords: Canadoil Pipe Ltd.

| Organizational Competences | Individual Competencies |
|---|--|
| <p><u>Modern</u> working environment</p> <p><u>World-class</u> team of people</p> | <p><u>Talented</u></p> <p><u>Self-motivated</u></p> <p>High <u>ethical</u> standards</p> <p><u>Positive</u> attitude</p> <p><u>Responsible</u> mindset</p> <p><u>Problem solving</u></p> <p><u>Analysis</u></p> <p><u>Pragmatic</u> execution</p> <p>Highly oriented towards <u>quality</u></p> <p><u>Customer satisfaction</u></p> <p><u>Team</u> participation</p> <p><u>Committed</u> to long-term employment</p> |

11 Cencar Limited

- Company Slogan: Carrefour, the world's leading retail business
- Company Statement: We are a multinational company, established since 1963, presented in more than 30 countries with 20 branches in Thailand. With great experience, expertise in running global retail business and further expansion in Thailand, we offer the opportunities for you to join us and make your career the way you want it. We are looking for bright, enthusiastic, experienced professionals, with positive spirit, and drive to success in the following positions.

Categorization of Keywords: Cencar Limited

| Organizational Competences | Individual Competencies |
|--|----------------------------------|
| <u>Multinational</u> company | <u>Bright</u> |
| World's <u>leading retail business</u> | <u>Enthusiastic</u> |
| Great <u>experience</u> | <u>Experienced professionals</u> |
| <u>Global</u> retail business | <u>Positive spirit</u> |
| | <u>Drive to success</u> |

12 Citibank, N.A.

- Company Slogan: You are your greatest asset. Be yourself at Citibank.
- Company Statement: In a relative short period of time, Citigroup has become one of the industry's most powerful platforms for financial products and services. A key factor in this success has been our ability to attract some of the most talented people in any industry. Working at Citigroup gives employees the chance to create an exciting and wide-ranging career in one of the world's leading organizations. Our belief in employee ownership offers a unique experience in entrepreneurialism on a global scale, and an unparalleled geographic footprint enables our employees to work with and learn from a diverse group of colleagues whose insight, integrity, and commitment set the standard for success in our industry.

Categorization of Keywords: Citibank, N.A.

| Organizational Competences | Individual Competencies |
|---|---------------------------|
| <u>Exciting and wide-ranging career</u> | <u>Employee ownership</u> |
| <u>World's leading organizations</u> | <u>Entrepreneurialism</u> |
| <u>Global scale</u> | <u>Insight</u> |
| | <u>Integrity</u> |
| | <u>Commitment</u> |

13 Cognis Thai Limited

- Company Slogan: Your innovative power makes the difference!
- Company Statement: Cognis Thai Ltd., the leading supplier of specialty chemicals in Thailand, has doubled its product capacity to meet growing customer demands in detergents and cleaners, cosmetics, nutrition and health, and other industrial markets such as coatings and inks, textiles and plastics, and agro solutions in Thailand and across the Asia Pacific region. We are seeking energetic, enthusiastic and talented candidates who possess high initiative and strong personal leadership skills, to join our team in both Bangkok office and our state-of-the-art factory in Bangpakong, Chonburi, which is ISO9001 and 14001, OHSAS 18001 and SA 8000 management systems certified. Candidates with fluency in English with professional experience and people management skills will be considered.

Categorization of Keywords: Cognis Thai Limited

| Organizational Competences | Individual Competencies |
|----------------------------|--|
| <u>Leading supplier</u> | <u>Innovative power</u> <u>Makes the difference</u> <u>Enthusiastic</u> <u>Talented</u> <u>High initiative</u> <u>Leadership Skills</u> <u>Fluency in English</u> <u>Professional experience</u> <u>People management skills</u> |

14 DHL Express (Thailand) Ltd.

- Company Slogan: Your destination... trust DHL to bring you there.
- Company Statement: At DHL, we are committed to *deliver excellent quality*, to make customers successful, to *faster openness*, to *act according to clear priorities*, to *act in an entrepreneurial way*, to *act with integrity* internally and externally, and to *accept social responsibilities*.

Categorization of Keywords: DHL Express (Thailand) Ltd.

| Organizational Competences | Individual Competencies |
|---|-------------------------|
| <u>Committed to deliver</u> <u>Excellent quality</u> <u>Customers</u> <u>Faster openness</u> <u>Act according to clear priorities</u> <u>Act in an entrepreneurial way</u> <u>Act with integrity</u> <u>Accept social responsibilities</u> | |

15 DST International (Bangkok) Limited

- Company Slogan: Your future starts here ...

Voted for 3 consecutive years in the top 3 best companies to work for.

- Company Statement: In 2004 alone we invested over 88,000 mandays of development in our investment management products alone... and that number will increase in 2005...

We believe that the key to our future success lies with the caliber of the people we employ and we are investing heavily in the areas that high-achievers deserve: attractive salaries, outstanding benefits, in-depth involvement from day one and career prospects assessed on your abilities.

Categorization of Keywords: DST International (Bangkok) Limited

| Organizational Competences | Individual Competencies |
|---|-------------------------|
| <i>Voted for 3 consecutive years in the <u>Top 3 best company to work for</u></i> | |

16 Dutch Mill Company Limited

- Company Slogan: *Marketing and Manufacturing Excellence at Thailand's Best Dairy Company.*
- Company Statement: Dutch Mill Co.,Ltd. Is the best dairy company in Thailand with a leading market share in the yoghurt and drinking yoghurt segments. We are currently recruiting highly energetic and self-motivated individuals for various positions. We offer excellent opportunities for career advancement and if you are qualified, we are strongly encourage you to apply for the following positions.

Categorization of Keywords: Dutch Mill Company Limited

| Organizational Competences | Individual Competencies |
|--|--|
| <i>Marketing and manufacturing <u>excellence</u></i> <i>Thailand's <u>best</u> dairy company</i> <i><u>Best</u> dairy company</i> <i><u>Leading</u> marketing share</i> | <i>Highly <u>energetic</u></i> <i><u>Self-motivated</u></i> |

17 Electrolux Thailand Co.,Ltd.

- Company Slogan: Our world is always swirling with ideas of *innovative people* who see opportunities where others don't. Are you one of us?
- Company Statement: With more than 800,000 installations in all kinds of professional kitchens, we are one of the *world's leading providers of food-service solutions*. Our brands include Electrolux, Zanussi, Professional, Molteni and Dito. We are also a leading provider of laundry equipment for apartment-house laundry rooms and professional laundries. In total, Electrolux Professional Indoor Products has some 3,700 employees around the world and annual sales of around \$780 million.

Categorization of Keywords: Electrolux Thailand Co.,Ltd.

| Organizational Competences | Individual Competencies |
|---|---------------------------------|
| <i>World's <u>leading</u> providers of food-service solutions</i> | <i><u>Innovative</u> people</i> |

18 Federal Express Corporation

- Company Slogan: A CAREER THAT DELIVERS
- Company Statement: We are the world's largest air express transportation company, generally renowned for our progressive people, culture, customer service technology and initiatives. We are looking for motivated, hands-on individual for this position:

Categorization of Keywords: Federal Express Corporation

| Organizational Competences | Individual Competencies |
|--|-------------------------------------|
| World's <u>largest</u> air express transportation company <u>Progressive</u> people <u>Culture</u> Customer Service <u>Technology</u> <u>Initiatives</u> | <u>Motivated</u> <u>Hands-on</u> |

19 Ford Operations (Thailand) Co., Ltd.

- Company Slogan: Our people is the source of our strength – we always put our people first.
- Company Statement: Ford Motor Company is on the move. We are the global leader in automotive products and services, ranked as the world's largest producer of trucks and the second largest producer of cars. We continually respond to the rapid changes in the global automotive industry, giving our customers only the best cars and trucks worldwide. To support and strengthen the operations of the Ford Group of Companies in Thailand, we are currently seeking highly motivated and experienced individuals to help us move into the future in the following positions:

Categorization of Keywords: Ford Operations (Thailand) Co., Ltd.

| Organizational Competences | Individual Competencies |
|-------------------------------------|-------------------------|
| <u>Global leader</u> | <u>Highly motivated</u> |
| <u>World's largest producer</u> | <u>Experienced</u> |
| <u>Respond to the rapid changes</u> | |

20 GE Capital (Thailand) Limited

- Company Slogan: Explore your next career move? See if GE Money is right for your career strategy.
- Company Statement: When you work with us, *leading consumer finance group* which will soon operate a top class GE Money Retail Bank, you work with people who have a *passion for learning*. Their obsession with finding better ways to do things creates an exhilarating work environment. In addition, GE people strongly believe in a core set of values built on one common bond *integrity*. It is through their efforts that GE continues to be considered the *World's Most Respected Company*.

Categorization of Keywords: GE Capital (Thailand) Limited

| Organizational Competences | Individual Competencies |
|---------------------------------------|-----------------------------|
| <i>Leading consumer finance group</i> | <i>Passion for learning</i> |
| <i>World's most respected company</i> | <i>Integrity</i> |

21 GlaxoSmithKline (Thailand) Ltd.

- Company Slogan: Together we can make life better
- Company Statement: GlaxoSmithKline is a *world leading* research-based pharmaceutical and healthcare company with over 100,000 *talented individuals* from every background around the globe, united in the continuous quest to help millions of people around the world live longer, healthier and happier life. GSK's leading therapeutic areas are respiratory, anti-infectives, diabetes and vaccines with an enviable pipeline of products in oncology, neurology and psychiatry therapy areas. At GSK, we conduct our business with *integrity*, *honesty*, and *aspire to excellence* in all we do. We constantly develop our people and help them achieve their maximum potential. We offer a competitive benefit package and recognize the need for a healthy *balance between work and family life*.

Categorization of Keywords: GlaxoSmithKline (Thailand) Ltd.

| Organizational Competences | Individual Competencies |
|---|--|
| <i>World <u>leading</u></i> <i><u>Talented individuals</u></i> <i><u>Integrity</u></i> <i><u>Honesty</u></i> <i>Aspire to <u>excellence</u></i> | <i><u>Balance work and family life</u></i> |

22 Guardian Industries Corp Ltd.

- Company Slogan: Think good, do great.
- Company Statement: Guardian Industries Thailand is an affiliate of Guardian Industries of USA, a *leading global manufacturer* of float glass and mirror for the construction and automotive industries. With 22 float glass-manufacturing facilities in America, Europe, Middle East and Asia, and annual sales of over US\$ 3 billion, we are one of the most successful manufacturers worldwide.

We believe our success is a result of us *taking common sense*, and *result-oriented approach* to business and most importantly, our people. We encourage our people to think “good” and do “great” to make Guardian stand out and contribute to our success in the Guardian way. With our 2 plants located in Nong Khae and Rayong, Guardian Industries Thailand is currently enjoying continuous growth in Thailand and the Asian region. We are seeking high caliber professionals to contribute to our extraordinary success in the following roles.

Categorization of Keywords: Guardian Industries Corp Ltd.

| Organizational Competences | Individual Competencies |
|--|-------------------------|
| <i>Leading global manufacturing</i> <i>Taking common sense</i> <i>Result-oriented approach</i> | |

23 Honeywell Electronic Materials (Thailand) Co., Ltd.

- Company Slogan: Stretch your imagination
- Company Statement: The new Honeywell. One of the world's premier companies.

Global, progressive and enriched by a long heritage of *innovation* and achievement. At Honeywell Electronic Materials, our mission is to meet the challenges posed by Moore's Law in the electronics marketplace: smaller, faster, cheaper and lighter. And with a full spectrum of leading edge materials and services, not only are we meeting these challenges, we are helping to shape the future of the industry.

Categorization of Keywords: Honeywell Electronic Materials (Thailand) Co., Ltd.

| Organizational Competences | Individual Competencies |
|--|-------------------------|
| <u>Global</u> <u>Progressive</u> <u>Innovation</u> | |

24 Hongkong and Shanghai Banking Corporation Limited

- Company Slogan: Fast-track your career with the *world's local bank*.
- Company Statement: People who succeed at HSBC all have similar qualities. They have a commitment to providing our customers with the very best financial services. This needs a strong sense of personal and social responsibility couple with a talent for simplifying complicated financial products and processes. Our people have made HSBC into one of the world's most admired financial service institutions with over 9,800 offices in 77 countries and territories. We are extremely proud that our over 110 million customers consistently rate us as #1.

We are looking for ambitious, self-motivated and innovative persons to help drive our expansion in Thailand. We offer a world-class and *exciting work environment* where you will enjoy working with the best to deliver our award winning services. As a member of the world's local bank, you will need to demonstrate a strong commitment to the sustainable long-term development of the communities in which we operate as well as a strong belief that you can truly make a difference.

Categorization of Keywords: Hongkong and Shanghai Banking Corporation Limited

| Organizational Competences | Individual Competencies |
|--|--|
| <p><i>World's local bank</i></p> <p><u>World-class</u> work environment</p> <p><u>Award winning services</u></p> | <p><u>Commitment</u> to providing customers the very <i>best</i> financial services</p> <p>Sense of <u>personal and social responsibility</u></p> <p><u>Simplifying</u> complicated products and Processes</p> <p><u>Ambitious</u></p> <p><u>Self-motivated</u></p> <p><u>Innovative</u></p> <p><u>Commitment</u> to the sustainable long-term Development</p> <p><u>Make a difference</u></p> |

25 ING Life Limited

- Company Slogan: We're different. You make the difference.
- Company Statement: ING Life Limited is a member of ING Group, a global financial institution of Dutch origin offering banking insurance and asset management to over 60 million private, corporate and institutional clients in more than 50 countries. With a diverse workforce of over 112,000 people, ING comprises a broad spectrum of prominent companies that increasingly serve their clients under ING brand. We continue to expand our business in Thailand. We are looking for challenging, experience and dynamic people who want to join with us in the following positions:

Categorization of Keywords: ING Life Limited

| Organizational Competences | Individual Competencies |
|--|--|
| <p><i>We're <u>different</u></i></p> <p><i><u>Global financial institute</u></i></p> | <p><i>Make the <u>difference</u></i></p> <p><i><u>Challenging</u></i></p> <p><i><u>Experience</u></i></p> <p><i><u>Dynamic</u></i></p> |

26 Johnson & Johnson (Thailand) Ltd.

Company Slogan: Are you up for a challenge?

Company Statement: Be stimulated by talented colleagues... benefit from the ability to fully participate in the business... have autonomy and flexibility... be challenged by cross-functional and regional developmental assignments... *bring* about meaningful change... enjoy genuine camaraderie and teamwork... JOIN US and MAKE A DIFFERENCE!

Categorization of Keywords: Johnson & Johnson (Thailand) Ltd.

| Organizational Competences | Individual Competencies |
|----------------------------|---|
| | <u>Challenge</u> <u>Autonomy</u> <u>Flexibility</u> <i>Bring change</i> <u>Teamwork</u> <u>Make a difference</u> |

27 King Power International Group Co., Ltd.

- Company Slogan: Reach Your Potential
- Company Statement: King Power International Group Co., Ltd. is the largest Asian-owned operator of Duty Free and Tax Free services in Thailand. Today, our 72 outlets at the domestic and international terminals in Thailand's major international airports, including 2 downtown outlets are ready for your convenience. If you are looking for a company that will help you develop your potential and grow in your career path, we have a number attraction opportunities.

Categorization of Keywords: King Power International Group Co., Ltd.

| Organizational Competences | Individual Competencies |
|-------------------------------------|-------------------------|
| <u>Largest Asian-owned operator</u> | |

28 Krung Thai Computer Services Co., Ltd.

- Company Slogan: “Challenging and Exciting Career”
- Company Statement: KCS is a long and well established subsidiary of Krung thai Bank Public Company Limited and recognized as a leading IT Service provider in Banking Industry and Government Agencies. We are closely working with world leading vendors namely, HP, IBM, PeopleSoft, Sun, Microsoft etc., to enhance our technical knowledge and service capabilities up to world class standards. Head office in Bangkok with 1 back-up sites, KCS employs over 500 employees. Due to re-organisation and business expansion of our services, we are offering challenging opportunities for dynamic and qualified candidates for the following positions.

Categorization of Keywords: Krung Thai Computer Services Co., Ltd.

| Organizational Competences | Individual Competencies |
|---------------------------------------|-------------------------|
| <u>Challenging</u> <u>Exciting</u> | <u>Dynamic</u> |

29 Material Automation (Thailand) Co., Ltd.

- Company Slogan: Career Expansion, Success Integration
- Company Statement: Material Automation (Thailand) Co., Ltd., established in 1991, is Japanese information technology services firm with operations in Southeast Asia. To support our ambitious growth plan and expansion of our product lines, we are offering challenging opportunities for diligent, dynamic and highly responsible persons to join our company in the following positions:

Categorization of Keywords: Material Automation (Thailand) Co., Ltd.

| Organizational Competences | Individual Competencies |
|----------------------------|-----------------------------------|
| <u>Career Expansion</u> | <u>Diligent</u> |
| <u>Success Integration</u> | <u>Dynamic</u> |
| | <u>Highly Responsible persons</u> |

30 Media Pulse Co., Ltd.

- Company Slogan: Is your creative juice overflowing? Are you a flamboyant, curious, dedicated, highly committed & motivated individual?
- Company Statement: Media Pulse is a newly established media company but with solid connections and network in the media industry. The company is unveiling a new high-end magazine in English language soon, with lots more in the pipeline, and therefore is interested in hearing from enthusiastic and dynamic individuals to formulate the winning team.

Categorization of Keywords: Media Pulse Co.,Ltd.

| Organizational Competences | Individual Competencies |
|--|---|
| <u>Solid connections</u> <u>Network</u> | <u>Flamboyant</u> <u>Curious</u> <u>Dedicated</u> <u>Highly committed</u> <u>Motivated</u> <u>Enthusiastic</u> <u>Dynamic</u> |

31 NEC Corporation (Thailand) Co., Ltd.

Company Slogan: NEC is committed to provide high-quality solutions by our professional minds and skills

Company Statement: NEC is leading company in communication and computer solutions established in 1899 in Japan and currently has over 140,000 employees in 33 countries. NEC Thailand offers many kinds of solutions related to network and computer. One of our focusing solutions is IFS ERP Application for manufacturing, IFS Financial, IFS Distribution, IFS e-Business, IFS Engineering, IFS Human Resource, IFS Maintenance and IFS Service Management. Due to the rapid growth of our business, we are urgently looking for qualified candidates with professional minds and skills.

Categorization of Keywords: NEC Corporation (Thailand) Co.,Ltd.

| Organizational Competences | Individual Competencies |
|---|-------------------------------------|
| <u>Committed</u> <u>High-quality solution</u> <u>Professional mind and skills</u> | <u>Professional mind and skills</u> |

32 Novartis (Thailand) Ltd.

- Company Slogan: Think what's possible.
- Company Statement: Are you looking to work in a global growth company where you can make a real difference? With more than 78,500 associates around the globe in our affiliates in more than 140 countries, we share a vision of a better today and tomorrow for patients – a vision that drives our growth and success. Our greatest job satisfaction is knowing that we improve lives, we extend lives, and we do it with increasing precision and efficiency through breakthrough science and innovation.

Categorization of Keywords: Novartis (Thailand) Ltd.

| Organizational Competences | Individual Competencies |
|---|-------------------------------|
| <u>Think possible</u> <u>Global growth company</u> <u>Breakthrough science</u> <u>Innovation</u> | <u>Make a real difference</u> |

33 Oriflame Cosmetics (Thailand) Ltd.

- Company Slogan: Togetherness, Spirit and Passion
- Company Statement – Oriflame Cosmetics is today one of the *world's fastest growing cosmetics companies*. Oriflame has sales operations in 56 countries and *market leading position* in over 30 countries. A sales force of 1.5 million independent sales consultants sell a complete range of *high quality skincare*, fragrances and colour cosmetics. Although the company has grown rapidly it never lost sight of its original business concept – Natural Swedish Cosmetics sold from friend to friend. Our company is characterized by an *entrepreneurial spirit*, a *decentralized organization* and a *down-to-earth management style*. We are passionate about our product, our business and we want our sales force and customers to feel the same way. We are looking for outstanding candidates to join our team:

Categorization of Keywords: Oriflame Cosmetics (Thailand) Ltd.

| Organizational Competences | Individual Competencies |
|--|-------------------------|
| <u>Togetherness</u> <u>Spirit</u> <u>Passion</u> <i>World's <u>fastest growing cosmetics companies</u></i> <i>Market <u>leading position</u></i> <i>High <u>quality skincare</u></i> <u>Entrepreneurial spirit</u> <u>Decentralized organization</u> <u>Down-to-earth management style</u> | |

34 Philip Morris (Thailand) Limited

- Company Slogan: You choose careers with a global brand leader
- Company Statement: Philip Morris (Thailand) Limited is a part of Philip Morris

International, one of the largest tobacco companies in the world. Our brands are made in more than 50 factories around world and sold in over 160 markets. Today PMI employs over 40,000 people worldwide. We are looking for motivated and talented people who are willing to contribute their enthusiasm, ambition and new ideas to our team for the following positions:

Categorization of Keywords: Philip Morris (Thailand) Limited

| Organizational Competences | Individual Competencies |
|----------------------------|---|
| <u>Global brand leader</u> | <u>Motivated</u> <u>Talented</u> <u>Enthusiasm</u> <u>Ambition</u> |

35 PTT Exploration and Production Public Company Limited

- Company Slogan: Strengthening Thailand's Energy Stability.
- Company Statement: Founded June 20, 1985, PTTEP's mission remains devoted to securing the nation's energy stability and minimizing costly petroleum imports. Through 19 years of expanding oil and gas exploration, development and South-East Asia, as well as an internationally-recognized operator of petroleum projects, including the Bongkot and Arthit natural gas fields in the Gulf of Thailand, the Sirikit crude oil field in Kamphaengpet, Blocks M7 & M9 and Blocks M3 & M4 in Myanmar, and Block 44 in the Sultanate of Oman. Empowered by these success, we are also dynamically seeking even more ambitious investment opportunities in South-East Asia, the Middle East, Africa and other high potential regions and our team is growing.

How do the best candidates stand out? They can:

- Solve work-related problems speedily
- Generate innovative responses to challenges and opportunities
- Manage time and resources efficiently
- Exhibit strong information-gathering and decision-making skills
- Communicate clearly and organize effectively to ensure understanding
- Present superior ability in speaking and writing in English
- Demonstrate PC skills with MS Office applications (i.e. Excel, Word, PowerPoint, etc.)

Categorization of Keywords: PTT Exploration and Production Public Company Limited

| Organizational Competences | Individual Competencies |
|---|---|
| <p><u>Strengthening Thailand's... stability</u></p> <p><u>Internationally-recognized operator</u></p> <p><u>Success</u></p> | <p><u>Solve problems speedily</u></p> <p><u>Innovative responses</u></p> <p><u>Manage time and resources efficiently</u></p> <p><u>Information-gathering</u></p> <p><u>Decision-making</u></p> <p><u>Communicate clearly</u></p> <p><u>Speaking and writing English</u></p> <p><u>PC Skills</u></p> |

36 Reed Tradex

- Company Slogan: Join The Team. Share The Dream
- Company Statement: *Thailand's Leading Trade Show Organizer with Global Success Network is currently expanding our business and looking for candidates to join our successful team. We are looking for candidates that are self motivated, highly committed, energetic, result oriented.*

Categorization of Keywords: Reed Tradex

| Organizational Competences | Individual Competencies |
|--|---|
| <p><i>Thailand's <u>leading trade show organizer</u></i></p> <p><i><u>Global success network</u></i></p> | <p><i>Self <u>motivated</u></i></p> <p><i>Highly <u>committed</u></i></p> <p><i><u>Energetic</u></i></p> <p><i><u>Result oriented</u></i></p> |

37 Reuters Software (Thailand) Limited

- Company Slogan: Grow your future.
- Company Statement: Reuters is a global information company providing indispensable information tailored for professional in the financial services, media and corporate markets. Reuters Software (Thailand) Limited is Reuters largest Software Development centre and offers outstanding training opportunities and a highly competitive pay and benefits package.

Categorization of Keywords: Reuters Software (Thailand) Limited

| Organizational Competences | Individual Competencies |
|--|-------------------------|
| <u>Global information company</u> <u>Outstanding training opportunities</u> <u>Highly competitive pay and benefits package</u> | |

38 SMART Corporation PCL.

- Company Slogan: Let's join our team, it's your opportunity.
- Company Statement: At Smart, we value both *individual talents* and *teamwork*. We outline "*creative*", "*customer focus*", "*fast*", "*synergy*", "*Innovative*" and "*well done*" as our key corporate principles with focus on professional growth of our employees. Established for 50 years, Smart Group is today the *leading* information communications technology services international resources provider in Thailand that offers a complete range of services from telecom solutions to system integration, mobile multimedia services and other related business. At Smart, we do not offer merely a job but a *challenging career opportunity* with a *creative work environment*. We are searching for *highly competent, active* and *experienced professionals* to join our growing team.

Categorization of Keywords: Smart Corporation PCL.

| Organizational Competences | Individual Competencies |
|---------------------------------------|---------------------------|
| <i>Creative</i> | <i>Individual talents</i> |
| <i>Customer focus</i> | <i>Teamwork</i> |
| <i>Fast</i> | <i>Highly competent</i> |
| <i>Synergy</i> | <i>Active</i> |
| <i>Innovative</i> | <i>Experienced</i> |
| <i>Well done</i> | |
| <i>Leading</i> | |
| <i>Challenging career opportunity</i> | |
| <i>Creative work environment</i> | |

39 SCC-DOW Group

- Company Slogan: Our *global network* is now within your reach.
- Company Statement: SCC-DOW Group is *Thailand's leading science and technology company* that provides *innovative chemical and plastic products*, and services to meet many essential consumer markets. With an investment in Thailand excess of 15 billion Baht, SCC-DOW Group's five companies are a close-knit, cohesive group whose success can be directly attributed to the natural synergy between the Siam Cement Public Company Limited and the Dow Chemical Company. Committed to the principles of sustainable development, SCC-DOW Group and its employees seek to balance economic, environmental and social responsibilities.

Categorization of Keywords: SCC-DOW Group

| Organizational Competences | Individual Competencies |
|---|-------------------------|
| <i><u>Global</u> network</i> <i>Thailand's <u>leading</u> science and technology company</i> <i><u>Innovative</u> chemical and plastic products</i> | |

40 Seagate Technology (Thailand) Ltd.

- Company Slogan: Venture into tomorrow's technology
- Company Statement: Seagate is the worldwide leader in the design, manufacturing and marketing of hard disc drives, providing products for a wide-range of Enterprise, Desktop, Mobile Computing and Consumer Electronics applications. Seagate's business model leverages technology leadership and world-class manufacturing to deliver industry-leading innovation and quality to its global customers, and to be the low cost producer in all markets in which we participate. The company is committed to providing award-winning products, customer support and reliability to meet the world's growing demand for information storage. Seagate can be found around the globe and at www.seagate.com. To support the scope expansion of Thai team, we invite the applications from both newly graduated and experienced professionals. Several new positions are required to be filled with highly motivated professionals.

Categorization of Keywords: Seagate Technology (Thailand) Ltd.

| Organizational Competences | Individual Competencies |
|------------------------------------|---------------------------------------|
| <u>Technology</u> | <u>Experienced professionals</u> |
| <u>Worldwide leader</u> | <u>Highly motivated professionals</u> |
| <u>Technology leadership</u> | |
| <u>World-class manufacturing</u> | |
| <u>Industry-leading innovation</u> | |
| <u>Quality</u> | |
| <u>Committed to providing</u> | |
| <u>Award-winning products</u> | |
| <u>Customer support</u> | |
| <u>Reliability</u> | |

41 Sony Thai Co., Ltd.

- Company Slogan: Sony... a World of Pride... A Sight for Future! Join us and feel the pride.
- Company Statement: Due to our rapid growth and expansion, we are looking for highly qualified personnel, who can *share the Sony spirit: quest for something new and something different*. This is an opportunity to become an important part of this *dynamic, internationally renowned company*.

Categorization of Keywords: Sony Thai Co.,Ltd.

| Organizational Competences | Individual Competencies |
|---|---|
| <u>Dynamic</u> <u>Internationally renowned company</u> | <i>Share the Sony <u>spirit</u></i> <i><u>Quest for something new</u></i> <i>Something <u>different</u></i> |

42 Standard Charter Nakornthon Bank Public Co., Ltd.

- Company Slogan: You're looking for more than a job, we will promise you a career.
- Company Statement: Standard Chartered is one of the *world's leading international banks*.

We employ over 30,000 people working in over 500 offices in 60 countries around the world. We employ individuals with *high levels of energy and motivation, a passion to learn and drive to succeed*. We offer opportunities to work in an international and *challenging environment* which is both exciting and rewarding. If you are an outstanding person ready to advance your career in a *world-class bank*, we would like to hear from you.

Categorization of Keywords: Standard Charter Nakornthon Bank Public Co., Ltd.

| Organizational Competences | Individual Competencies |
|---|------------------------------------|
| <i>World's <u>leading international banks</u></i> | <i>High level of <u>energy</u></i> |
| <i>World-class <u>bank</u></i> | <i><u>Motivation</u></i> |
| <i><u>Challenging environment</u></i> | <i><u>Passion to learn</u></i> |
| | <i>Drive to <u>succeed</u></i> |

43 Thai Asahi Glass Public Company Limited

- Company Slogan: *Reflection of Success*
- Company Statement: We await many-sided perspectives to help envision the world and make it a brighter place. Have you got a *passion to look beyond the future?* Let us reflect your dreams and mirror your passion through these great career opportunities.

Categorization of Keywords: Thai Asahi Glass Public Company Limited

| Organizational Competences | Individual Competencies |
|-------------------------------------|---|
| <i>Reflection of <u>success</u></i> | <i><u>Passion</u> to look beyond the future</i> |

44 Thai Asia Pacific Brewery Company Limited

- Company Slogan: We're Your Career Guiding Light
- Company Statement: Thai Asia Pacific Brewery Company Limited is celebrating our 10th anniversary of *remarkable success* of Heineken and Tiger beer in Thailand. In the past decade, we have been cultivated many talents with our *global reputation, world-class working environment* and plentiful opportunities for *career development*. With our joyous 10th anniversary celebration, we offer you to be part of our bright future with promising career opportunities. Let us guide you to success. Here's what we are offering.

Categorization of Keywords: Thai Asia Pacific Brewery Company Limited

| Organizational Competences | Individual Competencies |
|--|-------------------------|
| <i>Remarkable <u>success</u></i> <i><u>Global reputation</u></i> <i><u>World-class working environment</u></i> <i><u>Career development</u></i> | |

45 Thai Industrial Gases Public Company Limited

- Company Slogan: Where in the world are the best ideas coming from?
- Company Statement: Thai Industrial Gases PCL is a member of The BOC Group, one of the world's suppliers of industrial gases. We are built around our customers and we add value in thousands of ways, from electronics to food, from water treatment plants to chemical processes, clothes and other consumables. And we are *truly global*. We view the world from all angles and perspectives. That's why we encourage ideas all around, *integrate the very best talents* and *share best practices* worldwide. We believe in giving you the best opportunities whilst opening up the rest of the world to you. If you have a *global mindset* with an *innovative approach* to doing and discovering things that can *respond to the challenges* of this fast-challenging world, bring your ideas here. This is the place where your good idea can be put to use. This is your chance to *make a world of difference*.

Categorization of Keywords: Thai Industrial Gases Public Company Limited

| Organizational Competences | Individual Competencies |
|---|--|
| <i>Truly <u>global</u></i> | <i><u>Global mindset</u></i> |
| <i>Integrate the very best <u>talents</u></i> | <i><u>Innovative approach</u></i> |
| <i>Share <u>best practices</u></i> | <i>Respond to the <u>challenges</u></i> |
| | <i><u>Make a world of difference</u></i> |

46 Thai Military Bank Public Company Limited

Company Slogan: How vast is our space?

Company Statement: At present, Thai Military Bank Public Company Limited (TMB) is one of the largest banks in Thailand's commercial banking system, with over 400 branches countrywide, and with insurance and asset management companies as subsidiaries. The Bank is comprehensively carrying out its vision to be one of the top three banks in Thailand. With *groundbreaking technologies*, *insightful innovation* and expertise of our people, we span the financial world with our services. Today, we invite you to discover the unseen world of opportunities at TMB, and explore its vastness. It's bigger than what you see. It's limitless.

Categorization of Keywords: Thai Military Bank Public Company Limited

| Organizational Competences | Individual Competencies |
|--|-------------------------|
| <i>Groundbreaking <u>technologies</u></i> <i>Insightful <u>innovation</u></i> | |

47 Thai Summit Autoparts Industry Co., Ltd.

- Company Slogan: Before we build parts, we build people.
- Company Statement: Thai Summit Autoparts Industry Co., Ltd. and its affiliates are the leading parts manufacturers in Thailand for the automotive, motorcycle, agricultural machinery and electrical appliance industries. Since our establishment on March 16, 1977, the company has grown enormously to become one of the most successful manufacturers in Thailand. The foundation of Thai Summit Group's success has always been and always will be the dedication of our people. The company is a national leader and our vision is to be the number one parts supplier in Southeast Asia. Only the support and commitment of our people can get us there. We are dedicated to nurturing the right talent who will help shape our future. If you are an enthusiastic and self-motivated individual who seeks for challenge in professional life, this is your opportunity to become part of one of the most successful companies in Thailand. Your career will be in good hands because at Thai Summit, before we build parts, we build people.

Categorization of Keywords: Thai Summit Autoparts Industry Co., Ltd.

| Organizational Competences | Individual Competencies |
|------------------------------------|---|
| <u>Build people</u> | <u>Enthusiastic</u> |
| <u>leading parts manufacturers</u> | <u>Self-motivated</u> |
| <u>National leader</u> | <u>Seeks for challenge in professional life</u> |

48 T. Krungthai Industrial Public Company Limited

Company Slogan: S...CCESS, We need “U” to fulfill our Success.

Company Statement: We are one of the *innovative leaders* in injection plastic molding for more than 30 years. We provide Automobile and Electrical parts, our valuable customers are TOYOTA, NISSAN, SANYO, HITACHI and etc. This is your chance to fulfill our success. Visit our website: www.tkrungthai.com and fill up our application form.

Categorization of Keywords: T. Krungthai Industrial Public Company Limited

| Organizational Competences | Individual Competencies |
|----------------------------|-------------------------|
| <i>Innovative leaders</i> | |

49 TMB Asset Management Co., Ltd.

- Company Slogan: We *invest on talents*
- Company Statement: TMBAM is one of the leading mutual fund companies and plays a major part in driving the mutual fund industry in Thailand. We believe that the critical factors are not only to have superior fund performances and service excellence but also to gain investor’s trust and confidence, as well as investment success. We are seeking *enthusiastic* and *energetic* persons to join our company in the following positions:

Categorization of Keywords: TMB Asset Management Co., Ltd.

| Organizational Competences | Individual Competencies |
|----------------------------|---|
| <i>Invest on talents</i> | <i>Enthusiastic</i> <i>Energetic</i> |

50 Unilever Thai Trading Limited

- Company Slogan: Your passion Our *Strength*
- Company Statement: As a business on the move, we need a diverse range of people with different talents and a shared passion *for achievement*. It gives us the power to grow and prosper in an ever-changing business world. And we give you the opportunity to make your passion count.

Categorization of Keywords: Unilever Thai Trading Limited

| Organizational Competences | Individual Competencies |
|----------------------------|--|
| | <u>Passion</u> <u>Passion</u> <u>Passion for achievement</u> |

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VITAE

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