PHYSIOGNOMY: APPEARANCE READING IN HUMAN RESOURCE MANAGEMENT

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ABSTRACT

Managing human resources within the company is one of the biggest challenge in every organization, especially small businesses. Physiognomy, or appearance reading is a knowledge known as a tool for studying people for thousands of years. Therefore, the purpose of this research is to discover the significant of implementing physiognomy in the organization, and introducing physiognomy as one of the tools of human resource management.

The research uses the qualitative approach for data gathering, focusing on an in-depth interview with each of the respondent. The respondents for the research consists of 15 individuals, differentiated by the experiences and knowledge in physiognomy

The study indicated that 'honesty' is the most concerned HRM issue, and is the competency that is the most difficult to define with existing HRM tools. In addition, the new generation of business owners are positively interested in acquiring physiognomy knowledge to help improve the issues in managing human resource in their organization.

KEY WORDS: Human Resource Management / HRM issues / Physiognomy/ Employee
                  Selection/ Small Business
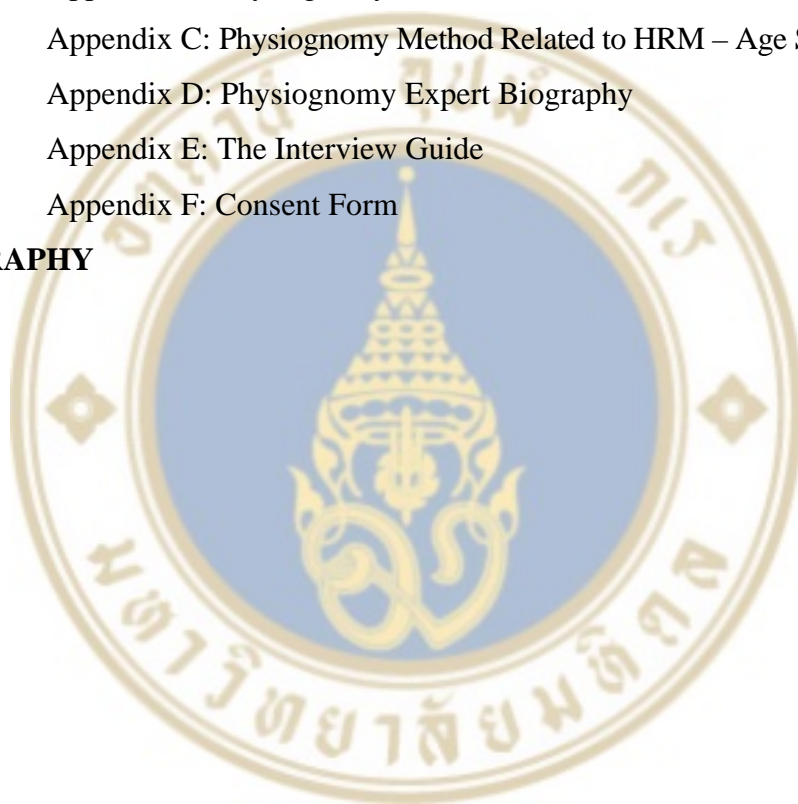
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CHAPTER I
INTRODUCTION

1.1 Problem Statement

One of the biggest core factor that leads the business to its success is a competent workforce, especially for small businesses. A bad workforce or a wrong hiring decision can cause the downfall to the organization. An effective Human Resource Management begins since the process of employee selection and recruitment. If the recruitment decision went wrong, the situations after making a wrong hiring decision can lead to the bad future of the company. A recruitment standard for small firms or SMEs can be quite low and ineffective. The competencies such as honesty and work commitment cannot be defined by just an unprofessional interview session or from the resume.

"While she may have been recruiting employees with the right degrees and experience, clearly something was missing. Adams wanted to get beyond people's credentials on paper to gauge which candidates were truly capable of doing the work the position required. We could train people on the technical skills, but it's really hard to teach things like compassion and understanding." (Katz, 2015 P.1) The phrase marked the importance of finding competencies, as much as credentials in recruitment. Which can be challenging for a small firm to conduct recruiting or managing their workforce without the support of a professional HR. To be able to get such competencies from the applicants, you, as a manager or the business owner, need to have knowledge or experiences of human resource management, or else, you need to be really good at judging people by just first appearance. This is where physiognomy has a huge part in. First impression during a job interview is as important past performances in the resume, for both interviewee and interviewer's point of view. While the interviewees have only one chance to impress their potential boss. The managers or business owners also need to know right away whether the particular applicant is the person that the organization need or not.

1.2 Research Objectives

1. To conceptualize HRM issues in Thai SMEs business
2. To discuss an impact of ineffective HRM in Thai SMEs
3. To introduce the concept of physiognomy in the nutshell
4. To suggest the implementation of Physiognomy into HRM aspect.

1.3 Significance of Study and Expected Benefits

By the study of issues in HRM, and how to apply physiognomy into the employee selection standard, the author aim to convince that physiognomy can be one of the tools for small firms to select their workforce, to add up to what they are lacking in recruitment standard and the knowledge of HRM. Hopefully with physiognomy, they can lower the percentage of hiring wrong people into the organization and put the right man to the right job for the better working atmosphere, maximizing the utilization of the firm's workforce, and increase the opportunity to the company success.

1.4 Scope of Study

Within this paper, the author would like to discuss about the implementation of Physiognomy in terms of human resource management, how to use appearance reading in recruiting workforce or employee selection. Furthermore, the author would like to compare and contrast the implementation of physiognomy between 2 business generations, how much they know about physiognomy, how physiognomy is essential for them in terms of recruiting people for their business, their conditions or limitations of applying physiognomy, and the feedbacks that they have received for recruiting workforce using physiognomy. The author would scope the size of business into small and medium size, because this size of business with low numbers of organization population, the effect of recruiting right or wrong people into the organization is quite crucial. Hiring one wrong person can bring bad energy to a current working environment, and the downfall of the whole business.

CHAPTER II
LITERATURE REVIEW

2.1 HRM issues in Thai SMEs

Thai SMEs' HRM was once described "The lack of employee appraisals indicates the Thai SMEs have a relatively casual attitude towards their employees, in that they are not concerned to objectively identify the better employees." (Dart, Ng & Sarkar, 1990 P.6) The description is somehow a result of low standards and the lack of knowledge in human resource management.

Before getting to the HRM issues for Thai SMEs, the author would like to discuss what causes the SMEs owners to overlook the HRM issue of their organization. There are 2 main reasons, which are the focus on marketing and sales, the lack of knowledge findings and consults from outside the organization. (Consulting, 2012.) First of all, most of the SMEs owner are focusing mainly on marketing and sales, and they act accordingly by spending most of their time and money developing their business in only sales and marketing aspects. They have the mind-set that to win over the competitors and survive in the market, they need to have good short-term and long-term strategies, and distinctive PR and marketing plan. Which is not totally wrong, just not covering all the aspects that a good business needs to be able to success. With a good plan on organization vision, mission, and business strategy, but without a good team to take the plan to actions, there is no way that the company can become successful. Second of all, even though nowadays there are many knowledge and knowhow sharing session from both public and governmental organization that support SME businesses, 90% of the sessions or the seminar is about marketing, sales and financing. There are not much sessions focusing on how to manage workforces. Furthermore, Thai SMEs can seek no consult from anywhere. The bank can help them with their financial plan. The marketing agencies can help them with PR & marketing campaign. But, no one can help them when they want to recruit a competent workforce, or to maximize the utility of their existing employees. The only way to obtain knowledge on HRM seems to be to enter

management school or universities, which for the SMEs owners, can be considered taking too much time out of running their business. To add on to the second factor, by not having the seminar or knowledge sharing sessions, and not having the organizations that can assist SMEs business on HRM, it strengthens the believe of the SMEs owners that HRM is not that important for their business. As a result, Thai SMEs do not have much opportunity to gain more knowledge or seek for consultants about HRM from outside the organization. They only have to rely on their limited knowledge of HRM and their experiences.

2.2 An impact of Ineffective HRM in Thai SMEs

The focus on marketing & sales, and the lack of assistance from outside the organization cause the SMEs owners to overlook the essential of HRM. In addition, by the lack of knowledge and experiences in HRM and the lack of interest to obtain more knowledge in HRM, Thai SMEs are having a low standard-or-non human resource management system, and low quality recruitment. (ปัณฑพลังกูร, 2015)

An ineffective HRM standard and low quality recruitment is crucial for small businesses. According to Margaret Jacoby, the author of 'Practical tools to manage costly employee turnover', the results of bad HRM are always costly, in both time and money point of view. Margaret pointed out 5 crucial and tangible HRM issues as given below (Jacoby, 2014)

1. Not putting the right man on the right job
2. Not creating clear job definitions
3. Not addressing performance issues
4. Not understanding basic employment laws
5. Misclassifying your employees.

The author would like to focus on issue number 1-3, because they are directly related to the topic of the research. Firstly, by not putting the right man on the right job, basically it is when the owner did not hire an employee based on the knowledge, skill and ability matched with the position, and overlooked the competencies that matched with the job description, and organization culture. Secondly, with low quality HRM practice, the organization may not be able to come up with a clear job description for

the job opening. With and unclear job description, the firm may ended up hiring the wrong people and ad assigning them on the wrong tasks, which can be costly as stated earlier, and can also lead to the third issue which are not addressing performance issues. By not having a clear job description, it also means that the firm may not be able to evaluate the employees' performances. They may not realize them some improvements or adjustments to perform. And the firm may not realize that they are keeping employees with low performance and productivity for too long while in facts, they need to terminate them for the company's benefits. (Jacoby, 2014)

As mentioned, the results of having bad HRM are costly. There are prices that the firm has to pay for hiring the non-qualified employees and match them with the wrong tasks. For hiring one bad recruitment there are costs that will be considered wasted such as direct financial costs such as salary, training, and hiring process cost, plus an opportunity cost for turning down other competent applicants, a human cost in case that the new employee cause bad atmosphere in the workplace and affected the current employees, and the cost for the new recruitment for replacing this bad recruitment. These cost will be included in the company performance, which can define the financial status of the company. (Dias, 2015) In response to this phrase, the author believes that hiring the right and competent workforce can also be accounted as another way to save the company's profit.

2.3 Physiognomy in the Nutshell

Physiognomy was firstly known as the ancient Chinese art of appearance reading and studying body features dated back to more than 2,000 B.C later on introduced to the neighbouring East Asian countries such as Japan and Korea. The term 'Physiognomy' had been later developed when it was introduced to the European and became popular in the 13th century. (Chienergy, 2006) Physiognomy has been used to define people's personality, what happened in their life, their current situation, and what is to come in their future. "In short, physiognomy is the ability to determine the personality and essentially the character of an individual is possible through the ability to read someone's face." (California CEO Magazine, 2015) In terms of physiognomy, it is believed that a

people's face can reveal their fate. A good physiognomist can read people's face like it was their autobiography, tell the people's future by seeing how they walk.

For more than thousands of years physiognomy has been passed on through generations of Chinese culture. In addition, the more Chinese culture has grown and rooted into the global society, the more the art of face reading has also been implemented as well. The importance of physiognomy is very highly accepted in oriental cultures, there is even a management of physiognomy department in a Wonkwang Digital University in Korea, where they study the whole physiognomy concept and practice for 4 years long at a bachelor degree level. (Wonkwang Digital University, 2014)

Thai society has been familiar with physiognomy, as Thailand is one of the countries that is highly influenced by Chinese culture, plus the fact than a huge part of Thai society are still considered superstitious and relying their lives on fortune telling. With these reason, physiognomy has major roles in many aspects of Chinese-Thai cultures, including working life and career approach. Which is why the concept of reading people's facial features has also been applied in business, specifically on recruiting workforce. The biggest example for a successful Thai business that implement physiognomy as one core corporate culture is CP group. Mr. Thananurak Jarusakul is the advisor physiognomist for Mr. Thanin Jiarawanon, the renowned CP tycoon. Mr. Thananurak's interview with Oknation website also shows that not only CP but lots of highly successful Thai companies are also implementing physiognomy in the organization, for example, Sahapat group, Siam food group, Chaisakorn group, Counter service group, and Smart card group. (Oknation, 2008)

2.4 Applying Physiognomy in Human Resource Management

"In China, approximately 3,500 years ago, since the yellow emperor period, feature analysis was one of the essential criterions for the selection of imperial officials and those intended to serve the emperor. Face reading is also a civilian common practice in oriental culture, such as marriage, matching, business partnerships, wealth and health fates forecast, it is commonly used by physicians in medical examinations" (Lim, 2014 P.6) As a support of my research, the quote indicates that the concept of physiognomy has already been used in HRM aspect since the ancient time. Whether to choose a

person to live with, to work with, or to work for. Not only in Chinese culture, but also in Western culture, there are also records of practicing physiognomy in terms of HRM. "As early as 500 B.C., Pythagoras was accepting or rejecting students based on how gifted they looked. Aristotle wrote that large-headed people were mean, those with small faces were steadfast, broad faces reflected stupidity, and round faces signalled courage." (Waldolf, 2012 P.1) Even though physiognomy is in the middle of the discussion whether it is considered to be pseudoscience or just another kind of fortune telling, like Feng Shui, this unproved face reading art form has survived for millenniums, and still be commonly used in global societies. Therefore, the accuracy of physiognomy cannot be overlooked. In fact, there has already been an implementation of the concept of physiognomy in modern HRM. The importance of appearance has been develop in terms of employee selection. Apart of looking for the skills, knowledge, ability, and experiences required from the applicants, during the interview, the firms are also looking for the personality matched for the job requirement, the attractiveness or the ability to impress of the applicants, how they conduct themselves, the talk, the walk, and eye contact. (Sangren & Aberg, 2006) These factors are also included in the art of Appearance reading, Physiognomy, but in modern world, people describe them under the term 'Charisma'. Even though the concept of 'appearance reading and 'charisma' sounds like judging a book by its cover, which does not sound so good. However, in reality, the customers will judge you or the people representing your company by how credible, how smart, or how trustable you or your representatives look even before the business meeting begin.

Since the concept of charisma or personality judging already has a major role in employee selection, the implementation of face and appearance reading in physiognomy should not be difficult to develop within the modern organization. Apart of overall appearance reading, there are three methods of reading people's face and appearance in terms of which can be applied in HRM aspect, which are face structure, face features, age sections[1] . Physiognomy divided the shapes of people face into five groups. (Hrtothai, 2015) Each group of face structures is representing the ancient Chinese 5 elements, earth, metal, water, wood, and fire. Like using Myers & Briggs type indicator, physiognomy face elements can be applied to define the hidden personality of a person,

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[1] See appendix A ,B, C

interests, reactions, values, motivation, and the tasks suitable for each type of people. (Myersbrigg, 2015) The only difference between MBTI and physiognomy face structure is that people need to take MBTI test to see their personality while face structure does not require any test. According to an interview with Ms. Vichada Rungsisinghpiphat an experienced physiognomist, for facial features, physiognomy focus on reading 5 main organs on human face which are, eyebrows, eyes, ears, nose, and mouth. Each organ is representing a person's core competencies, such as intelligence, honesty, gratitude, responsibility, and self-confidence. Furthermore facial features can also tell about each aspect of people's life, which are, family, wealth, work, health, and subordinates. The last method is age points, which is the most complicated one. Physiognomy believe that if we divided human face in 3 sections, each section can tell us about the life of the person at early age, middle age, and ending age. Usually people's working life is in their middle age, so if the person's face section of middle age is standing out from his/her face, you can assume that he or she may have a successful working life. (Rungsisinghpiphat, 2015)

By the earlier derived interview article of Mr. Thananurak Jarusakul, and the personal interview with Ms. Vichada Rungsisinghpiphat, the practice of physiognomy can be varied under different circumstances and requirements. In case of the huge organization with huge company structure with appropriate HR department, physiognomy may only be essential for recruiting a high position or managerial position company, because cause they will be the people to protect the company benefits, while the lower level of employees or the position with high turnover, whose mistake cannot cause much damage to the company can be recruited with normal HR standard. However, when it comes to small business with small working community, it is more essential to implement physiognomy in selecting employee, because the damage of hiring one bad employees is greater than in a big company. It can ruin the existing working community, slow down the company performance, and create bad reputation that affect the company image. Unlike the big company, small businesses have lower capability to risk with such problems, and they may have to shut down. (Rungsisinghpiphat, 2015) Also as mentioned earlier about, face structure and features in applying physiognomy, as same as coming up with effective interview questions, after the applicant passed the KSA requirement, the firm needs to understand the competencies and personality that matched and required for

the job description and the organization, before they apply physiognomy into making a hiring decision. (Oknation, 2008)

CHAPTER III
RESEARCH METHODOLOGY

Within this paper, the research methodology used will be solely qualitative. A face-to-face in depth interview will be conducted with participants in different levels of SMEs and different level of physiognomy experiences. The data collection, sample interview questions, and data analysis will also be described within this section.

3.1 Population and Sampling

The target population of this research is varied into 3 groups, in order to get an in depth information from different perspectives. The categories of participants will be divided by their knowledge and practice on physiognomy, the reign of running business, and their issues faced on HRM. The first group is a professional physiognomist, whose physiognomy has been a part of their everyday life. The interview on professional physiognomist will be conducted base on the knowledge and the common practice of the art of face reading, and to get a professional opinion on the essentials of physiognomy in terms of HRM. The second group is the 2 generations of business owners, who have physiognomy experiences. An interview on these group of participants will be conducted mainly to compare and contrast their knowledge and practice on physiognomy and their HRM experiences. The last group I would like to conduct an interview on business owners in general, who are currently facing with HRM issues within their organization, and are looking for alternatives for managing their human resource. The specific size of the sampling for this research is 15 individuals. Apart of the professional physiognomies, the other 2 groups of respondents will be the owners of different field of small businesses, such as printing and advertising media, restaurants, organizer and catering, construction service, boutique hotel, car care service, café, gold export-import, snacks manufacturing and trading company, and dental clinic.

3.2 Data Collection & Sample Interview Questions

According to the concentrate of research, it requires the studies on the details, and personal experiences of the applicants rather than statistics from quantitative approach. Moreover, the data gathering process needs to be flexible, there might be a further probing questions to get the information needed. Which such requirements, qualitative interview is preferred to be able to gather the information need for this research. (Uxmatters, 2012) The logic of the selecting a qualitative research, an in-depth interview, is that it can be more effective in gathering information from small numbers of applicants, and the data gained from the interview is somehow 'broad base'. Which means that the findings from interview sessions are all essential and open for open exploration. Also the data analysis process for qualitative research is more subjective, comparing to quantitative methods. It provides data in a descriptive way rather than based on a statistical or numeral framework. (Atlas.ti, 2015) Furthermore, as designed by the synchronous of time and place, the interviewer will be able to get social cues from the interviewee, such as, voice, intonation, and body language. These social cues would help the interviewer to be able to observe and probe for a more in-depth information in the interviewees' answers. (Opdenakker, 2006) The data collection strategy that will be used during the face-to-face interview session for this research is reflective note taking, with the logic that reflective note taking allows the interviewer to record the nonverbal answers and initial reactions observed from interviewees for a further data analysis, unlike voice recording. (Sensing, 2011)

The interview will be performed on participants at different levels, which are physiognomy experts, business owners in different generations who have experiences in practicing physiognomy, and business owners who have HRM issues within the organization. As the interviewees were classified into 4 groups, the interview questions guidelines are also needed to be varied by their knowledge, experiences, and perceptions towards HRM and physiognomy. The questions guidelines for each level of applicants are provided below:

1. Professional Physiognomist who has high knowledge in physiognomy : The questions are designed to probe on how to the implication of physiognomy, and the possibility in applying physiognomy in modern business HRM, such as:

1.1 From a professional point of view, is the use of physiognomy differed or changed in 2 generations of society? How?

1.2 Is it possible to applying physiognomy into an existing HRM standard? Are there any preparation or adjustment needed within the organization?

2. Business owners who has experiences in practicing physiognomy: The questions are designed to define their physiognomy knowledge, the implementation of physiognomy in people management within the business, and their attitude towards physiognomy in modern society.

2.1 How did you gain your knowledge on physiognomy?

2.2 Have you ever used physiognomy to solve you HRM issues?

2.3 Do you consider passing on the knowledge on physiognomy to the next generation?

3. Business owners who have HRM issues within the organization: The questions are designed to learn about their HRM issues and their current solution, their willingness and interest for a new tool in HRM, and their attitude towards physiognomy in general?

3.1 What is the biggest problem when you have to deal with your employees?

3.2 How do you feel about physiognomy?

3.3 If it can help you with your HRM issues, will you consider implementing the concept of physiognomy in your organization

3.3 Data Analysis

By data analysis, the researcher aims to get the information needed to support and discuss about the essential of physiognomy in HRM standard, and to compare and contrast the practice of physiognomy between 2 business generations. Since the data retrieved from qualitative research cannot be gathered and analysed by using statistics like in quantitative researches, there are 4 levels of coding qualitative data, open coding,

category development, thematic coding, and indicating theoretical concepts. (Hahn, 2008) However within this research, only level 1 and 2 of coding are enough to perform data analysis. The researcher will look for keywords appeared in the interviews. In level 1, if any terms or words were mentioned by many interviewees, the researchers will focus more on those words and terms in data analysis. In level 2, the researcher will revise the data gathered and group them in categories. There are certain factors that the researcher can look for in the interviewees' answers. The first factor that the research can look for is word repetition. By observing the words or phrases that frequently mentioned in the interview, the research will be able to indicate the keywords that can be useful in the data analysis. The second factor is metaphors or analogies. When the interviewees used metaphors to describe something, it can show their beliefs or their thinking pattern. (Gibbs and Taylor, 2010)

Another data coding strategy matched for this research is narrative analysis. Narrative analysis is analysing data retrieved from storying telling, which can be conducted through 4 different approaches, how the story was told, how the story was structured, how the story was co-constructed, and the use of visualization to complete the story. (Isites.harvard.edu, 2008) Narratives are claimed to "offer new fresh ways to gather data and conduct for example interviews, since they offer a different kind of data compared with the answer type data. Additionally, narratives fit with some research topics, such as sensitive topics the informants are allowed to express their views and experiences about the issue with their own words at their own pace, usually in a good atmosphere." (Aarikka-Stenroos, 2010, p.18) With these supports, the researcher believes that narratives analysis can be used as one of the coding strategy for this research topic.

CHAPTER IV
FINDINGS AND DISCUSSION

In this chapter of the research, the information gathered and the demographic profiles of the interviewees will be displayed. As the research methodology was designed to find out the relation between physiognomy and HRM in aspects of 3 different levels of respondents (15 individuals in total), the findings in the interview will display the point of view of each group of the respondents with a discussion of each finding.

4.1 Demographic Profiles of Respondents

As displayed in table 4.1 is the data of the demographic background of the respondents of the research, which includes 15 individuals, 1 physiognomy expert, 7 from 2 generations of business owners who have experiences in physiognomy, and 7 business owners who have HRM issues within the organization with no experience in physiognomy. Out of 15 people, there are 8 males and 7 females, with 9 people at the age range of 21 – 40 years old, 3 people at 41 – 60 years old, and 3 over 60 years old. As classified by the size of their businesses, 4 of the respondents have the business size less than or equal to 10 people in the organization, 4 people with the business size of 11 to 20 people, and 6 people with the business size over 20 people in the organization. 60% of the respondents have more than 5 years of working experiences (as business owners), with 4 of the respondents have been running their businesses for 3 – 5 years, and only 2 of them are starting up their businesses with less than or equal to 2 years of experiences. As for the experiences in Physiognomy, 6 of the respondents have studied and been practicing physiognomy for over 10 years, while 2 of them have less than or equal to 10 years of experiences, and 7 of them have no experience in physiognomy at all.

Table 4.1 Demographic Backgrounds of Respondents Categorized by Gender, Age Range, Business Size, Years of Experiences in Business, and Years of Experiences in Physiognomy

Demographic Background	Quantity	Frequency (%)
Gender		
Male	8	53.33
Female	7	46.67
Total	**15**	**100.00**
Age Range		
21 to 40	9	60.00
41 to 60	3	20.00
Over 60	3	20.00
Total	**15**	**100.00**
Business Size (People)		
Less than or Equal to 10	4	28.57
11 to 20	4	28.57
Over 20	6	42.86
Total	14	100
Years of Experiences (As Business Owner)		
Less than or equal to 2	2	13.33
3 to 5	4	26.67
Over 5	9	60.00
Total	**15**	**100**
Years of Experiences (In Physiognomy)		
No Experience	7	46.67
Less than or equal to 10	2	13.33
Over 10	6	40.00
Total	**15**	**100**

4.2 Research Findings

4.2.1 An Expert Point of View

A personal interview with [1]Ms. Vichada Rungsisinghpiphat, the expert in physiognomy provides many of information needed for the project. Apart of the basic methods of physiognomy that can be implemented, in HRM which has already been mentioned in the second chapter, there are 2 key interesting points that Ms. Vichada has mentioned in the interview, which are the change of physiognomy in modern society, why physiognomy is essential of physiognomy especially in a small business. The researcher aim to use these key points as a guideline to structure the research findings

Ms. Vichada has talked about the change of physiognomy in the modern society in a total opposite direction to what the author had in mind. She stated that physiognomy still remains unchanged in terms of the knowledge and implementation. People are still using physiognomy for judging other people in everyday life. She claims that physiognomy is not just how to ready a human facial features, it is also in the way people naturally conduct themselves, the way they talk, the way they walk, the eye contact, and the posture. Which we all use these factors to analyse people, and make a judgement on are they 'good looking', or good 'enough' for a certain purpose in our own standards.

"As long as people are still judging other people by appearance, physiognomy will never be gone from the society. Physiognomy is a references or the standard, so that when you judge people, you don't base on your feeling alone."

"With more than 50 years of experiences, the major change I notice in access to physiognomy knowledge has been changed in less than 10-15 years ago."

These are what Ms. Vichada has summarized the future of physiognomy and also mentioned about the change in one aspect, which are the access to physiognomy knowledge and information. It is a lot to gain knowledge in physiognomy these days, unlike in 20-30 years ago. In the past, physiognomy is considered a confidential knowledge reserved only for passing on among generations of family. As for the professional physiognomist, passing on the knowledge was not conducted by teaching the class full with students. They would hand-pick only 1 or 2 people in their lifetime to pass on

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[1] See appendix D

their knowledge. There was not much sources for common people to gain knowledge in physiognomy at that time. However, nowadays, there are much more sources of physiognomy knowledge due to the increasing in people's awareness for self & personality improvement, and the rapid growth in technology and social modernization. There are lots of seminars about physiognomy in universities and organizations, physiognomy courses for those who interest, and more tools for self-learners such as books and internet websites. There are many ways in present times to access to basic knowledge of physiognomy, however Ms. Vichada still insisted that the most effective and accurate way can only be done through the traditional way, passing on individually and taking time to record the study of the appearance of individuals encountered in everyday life.

"The society is unsafe. Physiognomy will help you to avoid certain people, without allowing them into your life and let them harm you first."

Ms. Vichada marked the importance of physiognomy as a tool for self-protection. She further explained that it usually takes time to get to know someone, before you can decide how 'close' you can allow them into your life. You could ended up having a wrong person in your life. In business terms, the time taken to know someone is considered a cost wasted, and having a wrong person around you can cause more than disappointment. As mentioned before in the earlier chapter, managing human resources is one of the biggest challenge of every business. When it comes to small businesses, where everyone in the organization have a change to grow closer to one another than in a big company, the impact of having a wrong person in the atmosphere is much more crucial. One bad attitude member can 'pollute' the whole working environment. Pollute working environment can jeopardize the relationship among organization members. Bad relationship between members can reduce productivity. Low productivity will cause bad effects to the company performance and the company image. And the company with un-united members, low productivity, bad performance, and bad image has no chance for success. Which is why to have the right person with the right competencies in the environment is very essential.

4.2.2 Comparison between 2 Business Generations

The information gathered for the second group of respondents, the 2 generations of business owners are aimed to define the differences in the implementation of physiognomy between running the business at present time and running the business in the past. The findings from the information gathered can be classified into 3 groups, accessing to knowledge, the implementation an attitude towards physiognomy, the essential of passing on the knowledge.

4.2.2.1 Accessing to Knowledge

All 3 of the business owners at the age over 60 years old have gotten their physiognomy knowledge from their parents and experiences from years of practicing and collecting their own statistics. 2 out 3 claimed that they were the only person in the generation that their parents passed the knowledge of physiognomy on to, which was the only way that they could earn their physiognomy knowledge at their time. While another one took the physiognomy course with an expert from China about 20 years ago when he was starting up the business. 3 of them agree that the access to the physiognomy knowledge in the past is very limited and reserved only among members of the family or community. It is very difficult for common people or to gain knowledge of physiognomy without the connection or having someone experienced in the family.

While out of 9 business owners at the age of 21 – 40 only 3 of them, which are the 2nd or the 3rd generation of the business learned physiognomy from their parents. The rest of them are either self-studied or not yet have physiognomy knowledge. However, all of them claim that they know many sources for physiognomy knowledge that they can seek when they want to gain further physiognomy knowledge, whether from applying for the courses or seminar for physiognomy, or getting tools for self-studying such as books, and websites.

4.2.2.2 The Attitude towards Physiognomy

" It's hard to get references for a new recruit at my time, unlike nowadays that you can get all their working experiences by just a phone call."

Said one respondent. The statement shows that in the past generation, for small businesses, the concept of CV and interview was not commonly introduced, and it was hard to get the reference of the individual applied for the job. The only and the most commonly used selection tool at the time was physiognomy.

While in this generation where working communities have become more organized and systematic. The new generations of business owners at the age below 60 have started to develop the use of the modern HRM in their organization along with the implementation of physiognomy. The research findings show that the 2 business generations perceive physiognomy differently.

"With the new HRM techniques, soon there will be no space for physiognomy."

The interview showed that even though the old generation believe in the accuracy and the effectiveness of physiognomy, they think that physiognomy is a dated and dying science that is no longer necessary for the modern society.

"If you're too picky, you'll get nobody, and we need workers."

"We have no choice, the big companies already recruited all the 'good looking' ones."

Furthermore, 2 respondents at the age of late 50s stated that the bigger problem that recruiting wrong people, is recruiting no people. The 2 comments displayed the circumstances that physiognomy became 'less necessary', when there is a shortage on human resources, and when you do not have good choices in your hand. Both comments were made by factory owners. Consequently it can be summarized that, physiognomy can become a less important factor in recruiting labour forces.

"I would love if my parents know about this, so that they could teach me."

"This sounds helpful. Do you (the researcher) have any suggestion for taking the course?"

"I don't care if it sounds superstitious or not, if it helps, I'll learn it"

While the older generation are somehow losing faith in physiognomy, the new generation is more open-minded. These are the answers gotten from the business owners at the age under 40 when they were asked do they consider learning physiognomy for your organization. The new business generation are more open-minded to physiognomy. They see physiognomy as a tool for HRM, which they are willing to learn to be able to improve HRM in their organization.

4.2.2.3 The Essential of Passing on the knowledge.

The older business generation answered 'yes' they would considering passing on the knowledge of physiognomy, but under 2 conditions. The first condition is that they would pass on the knowledge to the next generation for living overall, to protect themselves from wrong people in life, 'not' for working. Because as a result of how they perceive physiognomy nowadays, it makes they think it is unnecessary when the modern HRM techniques has already been applied. The second condition is that they would teach physiognomy to their children 'if' their children showed interest.

"They don't care about physiognomy, it's too superstitious for them."

This is how the older business generation think of what the new generation think about physiognomy. The older generation think that it would be annoying teaching physiognomy to their children, when they do not want to learn, On the other hand, all of the new business generation, said that if they had enough knowledge in physiognomy, they would definitely pass their knowledge on to their children without any condition.

4.2.3 Worst HRM Issue and the Need for Physiognomy

Of all the interview of 14 business owners, there are 3 main HRM issues that they share the same concerns as business owners. 3 out of 14 have problem with the discipline of the employees. 5 out of 14 concerns about politics in the organization. However, all 14 of agree that honesty is the core competency needed for every organization, and still the case of dishonesty is the concerned HRM issue.

"I had to call the police for about 10 times in 4 years."

One respondent admits there were at least 10 cases of dishonesty happened in his organization (that he knew who committed the dishonesty and called the police on them) and he has been running his business for only 4 years. Other respondents also have the cases of dishonesty within their own organization, from a small case of thievery, such as stealing cash from the cashier, to a higher figure financial fraud, such as counterfeiting the sales report.

"It is very hard to tell who's honest or not when you first met them."

Said one respondent. The comments show that honest is the competency that is difficult to probe on with HRM tool. Knowledge, skills, and ability can be found in CV. Most of the competencies such as service-mind, energy, and leadership can be tested during the interview session or work samples. However, Honesty cannot be easily tested. It takes dishonesty to happen first before deciding which individual is honest or not. In that case, it can put the business at risk just to discover the honesty people within the organization. The business owners with over 10 years of physiognomy supported that physiognomy is needed as a protection from dishonesty.

"Don't waste time getting to know them, when you can't read them at your first meet."

Said the oldest respondent. The physiognomy experienced business owners admit that honesty is the competency than is too important to be 'wasting time' on. The impact of dishonesty upon the organization is too great to risk hiring someone that looks 'not-so-trustable'. Physiognomy can help them decide how close they should allow a certain person into their lives, and so it should be applied to the working community.

"If you feel like you can't trust them at your first sight, what about the customers?"

One respondent has supported the idea. It is about working atmosphere in general. If the company hired an employee who look suspicious of dishonesty, the manager will spend too much time of his/her work than usual to observe this particular employee, and the employees would work or interact 'uncomfortably' by caution when this particular employee is around. This can make everyone in the organization to not doing their job effectively, and lower the organization productivity as a whole. Furthermore if this particular employee's task is to contact with customers, they customers may feel uncomfortable to do business with him, and that would greatly impact the company image and performance. As for the business owners with HRM issues, they are also looking for the tools to solve them issue of defining dishonesty.

"Yes, and my managers should learn about this also"

"I'm very interested. I hope it's not too late to start."

"I've never been able to solve my people problems. If it can help, why not?"

Here are the response of 6 out 7 business owner with HRM issues when they were ask would they consider implementing physiognomy in your organization. While another one is retiring soon and leaving the decision to the next generation. Even though they have no experience at all in physiognomy, they are open-mined about gaining physiognomy knowledge as a tool for improving and solving HRM issue within their businesses.

CHAPTER V
RECOMMENDATIONS

The data analysis shows that the importance of physiognomy implementation in HRM in present time. Apart of general knowledge, skills, and abilities, the small business owners are also looking for competencies matched with the organization culture, and the job description. Furthermore they are also looking for employees with 'good' appearance and personality to be able to get along with the working atmosphere, and well representing the company image. Accordingly, physiognomy can help the business owners to read people in work aspects, to recruit the right people, and to decrease the chance of HRM issues happened within the organization. However, to be able to implement physiognomy effectively, there are few recommendations provided within this chapter, along with the limitations of the research and recommendations for future research.

5.1 Introducing Physiognomy as an HRM Tool

As stated in the previous chapter, the older business generation, even though they trust in the accuracy and effectiveness of physiognomy, they think physiognomy is dated and unnecessary for modern HRM. As a result of such perception, they do not consider passing on their knowledge to the next generation. While the new generation have more faith and are more open-minded to the concept of physiognomy. They are willing to learn and will pass on their knowledge to their children with no conditions. Although the knowledge of physiognomy nowadays can be accessed easily via many sources, the years of knowledges and experiences of the older generation is the source that cannot be disregarded. The surprising challenge from the research findings is to convince the old generation that physiognomy is still necessary for the society, not an 'expiring science' as they perceive.

Before the further implementation, the first recommendation is to change the perception towards physiognomy. Physiognomy should be introduced in a general basis in the category of HRM tool, such as CVs, interviews, and work samples, with the clear responsibility of each tool, CVs for KSAs, interviews and work samples for competencies and organizational fit, and physiognomy is for internal factors or the true-self of an individual. By marking the importance of physiognomy as one of the HRM tools will cause effects on both old and new business generation. The old generation will realize that they and their knowledge is still needed, so that they can pass on what they have learned through their lifetime to the next generation. The new generation will see physiognomy as a new essential HRM tool to learn, so that they can manage their human resource in the organization.

5.2 Gaining Knowledge and Practice of Physiognomy

After changing the perception towards physiognomy and make the business owners interested to learn physiognomy. The next recommendation is to gain physiognomy knowledge and implementing the knowledge into the organization. As Ms. Vichada advised, it is essential for small business owners to have physiognomy knowledge and implement the knowledge into the organization. There are many sources of knowledge in this era to get access to basic knowledge and basic practicing methods in physiognomy, learning from the old generations, training courses and seminars, and books, websites and other sources for self-learning. However, how to implement the knowledge into real practicing into the organization is more concerned.

There are 3 recommendations of physiognomy practices according to the conditions of each organization. The first practice is for the business owners to earn and practice physiognomy by themselves. This practice is matched with the organization at a very small scale with no clear systematic function. The organization with not much employees working together, with limited financial support is matched with this practice. Because with this type of organization, basically the owner would be the one running all or most of the business function, including recruiting people, so the owner should be the one possessed with the knowledge of physiognomy, plus it does not consume

much for training one person, and by training the owner, the knowledge with hardly leak out of the organization.

The second practice recommended is for the company with bigger size, and more systematic functions. For a better illustration it is the company with a clearer hierarchy level, where there is a managing level between the owner and the general workforce. This practice is to train the physiognomy knowledge to the owners and the managers. The owner must be trained and have a deeper knowledge on physiognomy to select the managers who will be directly working under the owner, and protect the company profit. While the manager can be trained to have limited basic physiognomy knowledge, only much enough to pick the right person for the organization Along with other HRM tools, the managers will be able to select people matched with their departments, and work well in the organization. This practice may consume more in financial terms, because more people needed to be trained, and there is a chance that the managers may leave the company with the knowledge and the new training cost will happen for training the new manager.

The last recommended practice for organization physiognomy is to seek an advice from experts, or to hire a physiognomy professional for the company, not as a full-time employee, but the owners can seek for their opinion when the company is hiring new employees. This practice is like a short-cut for implementing physiognomy into the organization. IT can be applied in all sized of business, matched with the company with no experiences at all in physiognomy and do not want to waste time for training. However, the weak points of this practice are firstly, the expert hired may not be the real expert, since physiognomy is in the field of the business that make money out of people's beliefs. There might be someone who want to take the opportunity for granted, and make profits out of the company's need. The company may have to do a lot research before making the decision which physiognomist should be used for the organization. The second weakness is that the fee, or the cost of each of the physiognomist, especially the renowned ones can be very high. It may be a lot cheaper for the company to set up a training for the employees than to hire a physiognomist.

5.3 Research Limitations & Recommendations

This research contains some difficulties during the data gathering process. The first one is the finding respondents with physiognomy experience who are willing to cooperate with the research. At first, the researchers found 11 of business owners who use physiognomy in their organization, but only 6 of them were willing to share their opinion. The other 5 would not agree to share their stories even when they were told that their names and their businesses with never be mentioned in the paper. They gave the reason that they want to keep the business low-profile, and they do not want anyone to know that they use physiognomy in their organizations. The recommendation for the researcher is to make a different approach, by mentioning only in HRM aspects, and do not use the questions that asking directly to the topic. Making the interviewees feel comfortable to share their stories is important, and the data of physiognomy can be gathered by probing questions in the conversation.

The second limitation is that some of the respondents do not fully understand with the concepts of physiognomy. Some of them got confused with physiognomy and Feng Shui. However, since physiognomy is related directly to reading people, the solution is to scope the question and keep asking the respondents to share about their experiences of dealing with people.

or further research of the same research topic, using a quantitative approach in a wider range of business owners is recommended to be able to find out the effectiveness of implementing physiognomy in HRM. The further research will define that does the implementation of physiognomy really effective, and should there be any adjustment or development to make it more effective in HRM aspects.

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APPENDICES

Appendix A: Physiognomy Method Related to HRM – Face Structure

5 Types of human face shape divided into 5 ancient Chinese elements
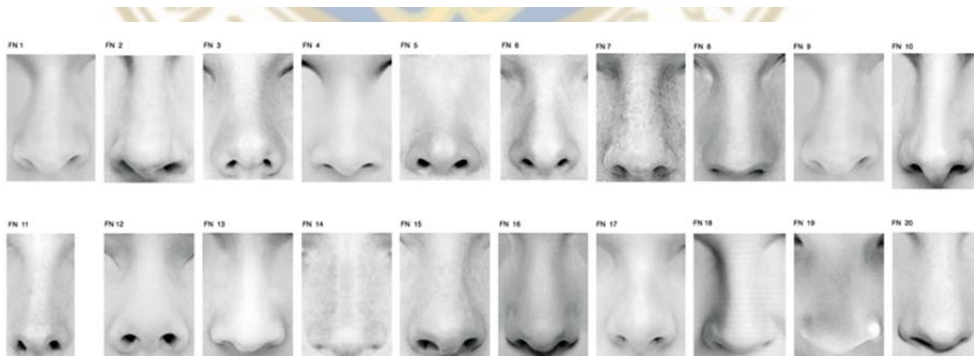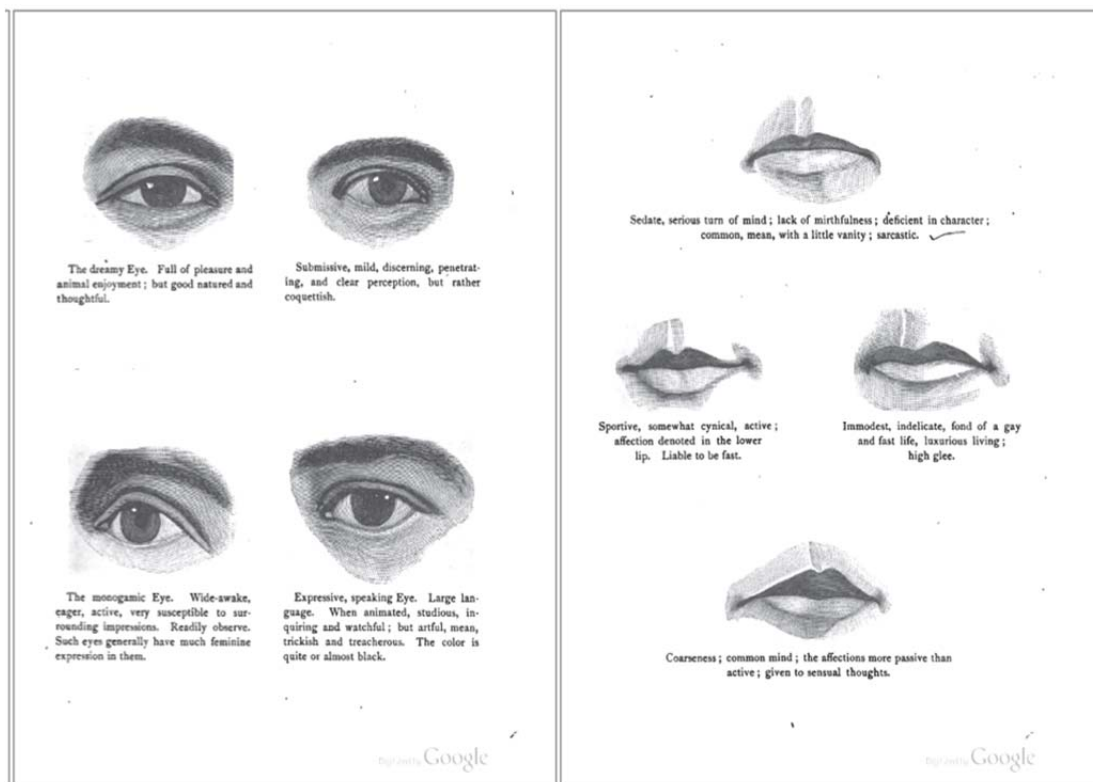

FIRE

WATER

EARTH

GOLD

WOOD

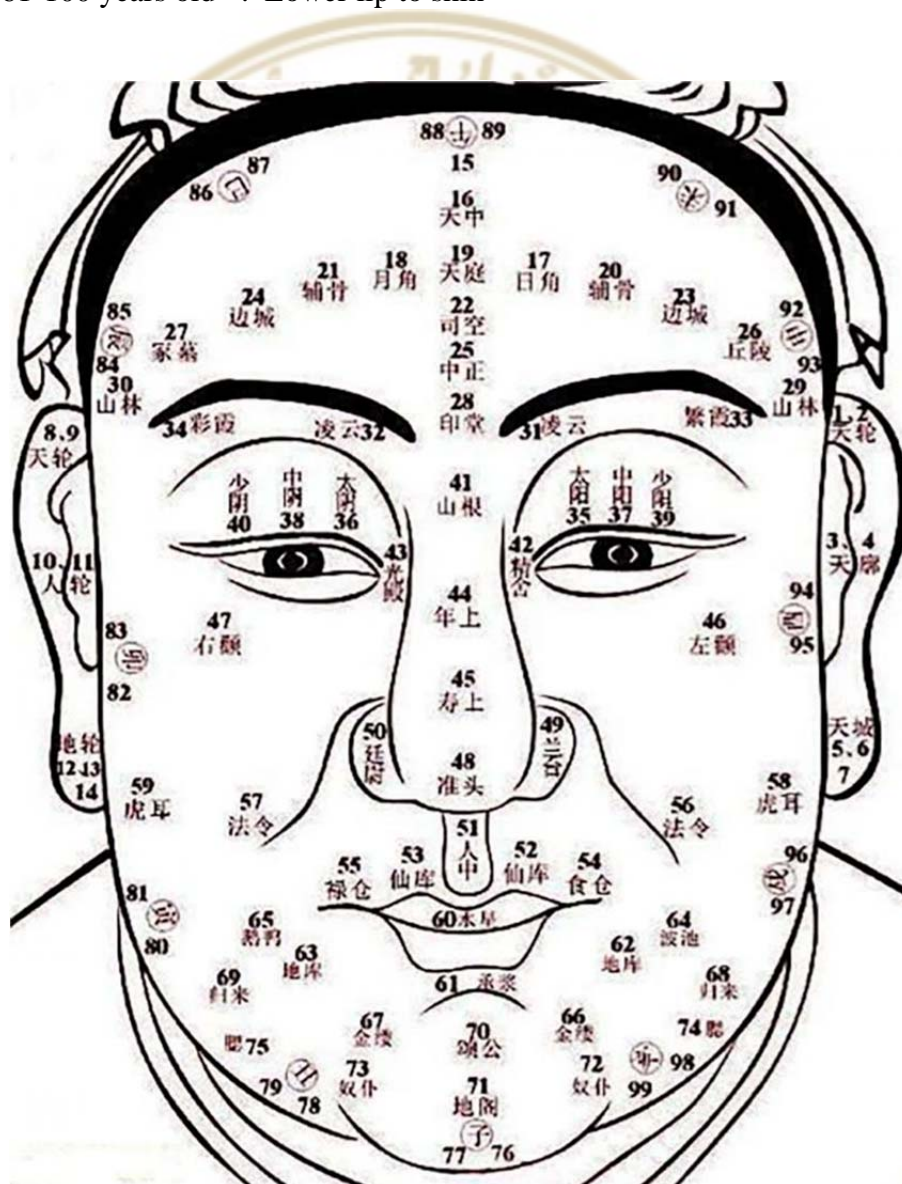# Appendix B: Physiognomy Method Related to HRM – Facial Features

Facial features define hidden competencies and personalities

The dreamy Eye. Full of pleasure and animal enjoyment; but good natured and thoughtful.

Submissive, mild, discerning, penetrating, and clear perception, but rather coquettish.

The monogamic Eye. Wide-awake, eager, active, very susceptible to surrounding impressions. Readily observe. Such eyes generally have much feminine expression in them.

Expressive, speaking Eye. Large language. When animated, studious, inquiring and watchful; but artful, mean, trickish and treacherous. The color is quite or almost black.

Sedate, serious turn of mind; lack of mirthfulness; deficient in character; common, mean, with a little vanity; sarcastic.

Sportive, somewhat cynical, active; affection denoted in the lower lip. Liable to be fast.

Immodest, indelicate, fond of a gay and fast life, luxurious living; high glee.

Coarseness; common mind; the affections more passive than active; given to sensual thoughts.

Appendix C: Physiognomy Method Related to HRM – Age Sections

Age sections and points in human face.

- 1-14 years old   : ears

- 15-30 years old   : forehead

- 31-60 years old   : Eyebrows to upper lip

- 61-100 years old   : Lower lip to shin

Appendix D: Physiognomy Expert Biography

Name:	Vichada Rungsisinghpiphat, B.Pharm.
Age:	65 years old
Bachelor Degree:	Faculty of Pharmaceutical Sciences, Chulalongkorn University (1st Honour)
Master Degree:	Department of Pharmaceutical Sciences, the University of Oklahoma College of Pharmacy, USA.
Work Experience:	Regulatory Affairs Manager / Medical Legal Consultant for more than 10 Pharmaceutical Importing Companies.
Physiognomy Experience:	More than 50 years of self-study, and family inheritance of physiognomy and Feng Shui knowledge/ A Guest Speaker under the topic of Physiognomy for many renowned organization; Chulalongkorn University, Mahidol University, Food and Drug Administration, Phyathai 3 Hospital, The National Council of Women of Thailand.

Appendix E: The Interview Guide

Introduction: The interview is aimed to study the respondent's view towards HRM and physiognomy, which is conducted on 15 individuals divided into 3 groups. The interview on each group of respondents will be conducted under 3 different sets of questions.

Objective: To discover the respondents' current HRM status within the organization, and their point of view and experiences towards physiognomy.

Length of Interview: 15-30 minutes approximately.

General Questions
- Age
- Position
- Type of business
- Business Size
- Years of Experiences

Group 1: Physiognomy Expert
- From a professional point of view, is the use of physiognomy differed or changed in 2 generations of society? How?
- Some organizations only apply physiognomy in recruiting high position/ managerial staffs, do you agree with the idea? Why or why not?
- Is it essential for business owners or managers to have a basic knowledge of physiognomy?
- Is it possible to applying physiognomy into an existing HRM standard? Are there any preparation or adjustment needed within the organization?
- What is the basic implication of physiognomy in HRM aspect?
- In an expert opinion, what are the essentials of CV, interview, and physiognomy?

Group 2: Business Owners with Physiognomy Experiences

- What are the methods used for recruiting your employees? What are you looking for from the applicants?

- What are the issues in HRM that ever occurred in your organization? Which situation is the worst in your point of view?

- How did you gain your knowledge on physiognomy?

- Have you ever used physiognomy to solve you HRM issues? What was the result?

- What do you feel about physiognomy nowadays? Is that anything changed?

- Is physiognomy effective in your point of view?

- Do you consider passing on the knowledge on physiognomy to the next generation?

Group 3: Business Owners with HRM Issues in the organization

- What are the methods used for recruiting your employees? What are you looking for from the applicants?

- What are the issues in HRM that ever occurred in your organization? Which situation is the worst in your point of view?

- What is the biggest problem when you have to deal with your employees or coworkers? How did you react to the problem?

- What are the current tools used in HRM of your organization?

- How do you feel about physiognomy in general? Is it just a fortune telling for you?

- Do you interest in learning physiognomy and applying physiognomy in real life?

- If you realized and you have already been implementing some methods of physiognomy in your organization, would you agree to study more aspects of physiognomy?

- If it can help you with your HRM issues, will you consider implementing the concept of physiognomy in your organization?