CHARACTERISTIC OF IT OUTSOURCES TOWARDS CLIENTS' PERCEPTION AND SATISFACTION.

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ABSTRACT

The purpose of this thematic paper is to know and better understand of the characteristic IT outsources that the user in various company expect from them. By study employee who has experience to get a service of outsources. To explore how they think and feel with IT staff behavior through their experiences that they used to be.

The research also aims to get more a depth understanding and would like to know the example of situation, which show the behavior and characteristic IT staff that the user is not satisfy or impressed towards IT service. It is a useful for IT outsources business to improve their service performance and ability to compete with offshored IT in international market.

The result of data studied from individual interview of the sample of 25 respondents who came from different companies in Bangkok. While, the research and the other resources were limited by time, therefore this research was collected the sample size which appropriate with scope exploration.

On the other hand, the information was collected demonstrate that various characteristic IT staff also support to build the trust for the user. The trust in the user's mind is the most important factor to build service satisfaction. After the user feel satisfy and perceive professional service. Then they perceive the benefit of IT outsource that it is much more convenient and support the user than in the past.

KEY WORDS: IT outsources/ Customer satisfaction / Service industry / Thailand /

IT business

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INTRODUCTION

1.1 Research Statement and Importance

IT outsourcing market in Thailand at the present not only gain more popular but also being part of fostering successful in most of the organizations. A variety of reasons of IT outsources marketing have grown that their ability to reduce cost, save more their budget and be less uncertainty system. In addition, the company can spend more time focusing on their any kind of production. Consequently, the factor of reputation for IT service provider, contribute to competing among in the same service industry. In order to be different and outstanding from competitors in the local.

IT service outsources have to know that what are the majority of a factor that influences to hiring IT outsources service. IT outsources services has to understand what customers want through the research that collecting the information. According to Drucker (1974, p. 61) said that the objective of business is increasing more customer because they will make a decision what our business is.

The important thing to high achieving to choose IT outsources service in the common company is they feel satisfied with customer satisfaction (Kumar, 2008). Customer service is not only satisfaction but also rely on a variety of variation the perspective of the employee, their thinking and what they highly expect from IT service, great supporting from IT staff and the lasting what they get to benefit from IT service. (Schneider, 1998). In additionally, for the service quality performance of IT outsource provider mostly depend on how IT staff with customer intercommunicate and the level of service quality that they provide to support the client (Svensson,2006).It cannot be denied that these factors contribute to create the trust within the customer's mind and the inter-organization level.

(Panteli and Sockalingam, 2005, p.602) states that trust is the one of a factor; it can be an effective tool to build strong engagement among employee in the

organization. There are also sharing the knowledge and information among the social relationship as well. Consequently, the individual's trust is the most important things, which based on the survey from customer opinion how good they are thinking of IT outsource service. While the knowledge sharing is the result of the people's trust. Of course that it is the core component contribute to social exchange theory (Blau, 1964)

IT outsource service that provider has to identify and explore the theory of social exchange because it is a basic understand the consumer behavior trends under environment and social structure in each of local (Kern and Willcocks, 2000).

A study by them shows that social exchange theory is going to be explored the relationship between individual trust of the client and IT outsources service. For many reasons, which provided to introduce knowledge sharing are the first prioritize critical asset for the organization. IT outsourcing is a continuous process in the outsourcing lifecycle to acquire the external knowledge that has to mix their own routines and procedures (Dibbern, 2004).

Thus, it concluded that in the IT outsourcing context, the purpose of researchers primarily that focus on the opinion of the employee of organizational level. Anyway, in order to explore the explanation characteristic of customer service, the quality of service, social exchange theory, interpersonal-trust, information and knowledge sharing. These kinds of literature is used in the research to find the important characteristic IT staff that influences the user perceive and satisfied the IT service in their organization.
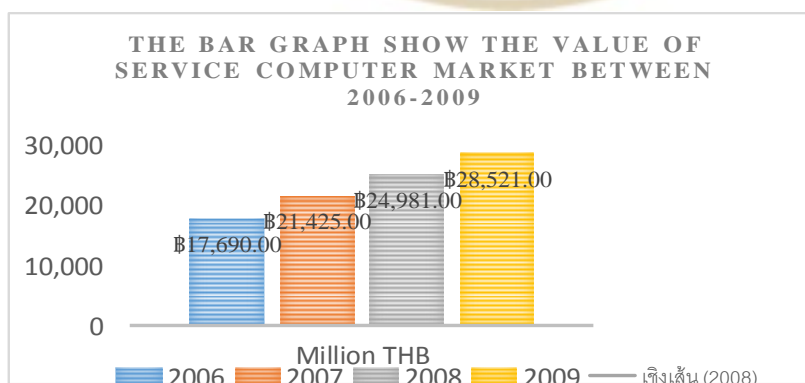
IT outsource market in Thailand

Figure 1.1 The overall downward trend in IT, but IT Outsourcing to increase.

According to the market survey information and communications technology of the year 2008 and year 2009 estimates. The cooperation between the National Electronics and Computer Technology Center (NECTEC), Software Industry Promotion Agency and National. (Public Organization) (SIPA). The data from in-depth interviews. And a questionnaire survey of households, key 200 that services market computer (Computer Services) market value services, Computer 2008, Thailand's growth rate increased from the year 2007 16.6 percent, with the growth rate. at least Compared with 2007, the growth rate in the first diagram.

Since the year, 2008 caused political instability in the country. Security The economic slowdown both inside and outside the country. As a result, the IT spending in the country also decreased because of staff shortages, both in terms of quantity and quality. Entrepreneurs in the business of computer services. Unable to expand services increased the computer services market cannot expand fully.

The outlook for the PC market in 2009, it expected that the market would grow to 14.2 per cent from the figure one can see that the computer services market is likely to grow steadily. But to grow at lower rates in line with Gartner's survey that the value of the IT market as a whole is declining, but increasing IT Outsourcing back. Because of such problems. Above, the lack of private sector confidence. They were being careful cost more, as a result, most companies are turning to alternative services, such IT Outsourcing is increasing, as is the choice of organizations to control costs and reduce the cost of IT investment in IT.

This problem is long-term commitment at the same time; it wants to use IT effectively to help increase competitiveness for excellence in business. In the current market, environment is highly competitive and intense. The help system is flexible and can accommodate future applications anymore.

1.2 Research Questions

This study will attempt to discover what the important characteristic IT staff that influence and perceive towards the user in the company in Thailand feel satisfaction. In additionally, focusing on a whole understanding of the interviewee's point of view or situation.

1.3 Research Objectives

The objectives of this research is to get a better understanding of the important characteristic IT staff from outsources, which effectively encourages potential client interested to hiring IT outsources service or extend the contract with their company based on the literature discussions that will be created to the question through a perceive of the user.

1.4 Expected Benefits

According to the oppressive competition of IT outsources in Bangkok. It is useful to identify the important characteristic IT staff that the user in company expect from IT staff outsources apart from reducing the cost.
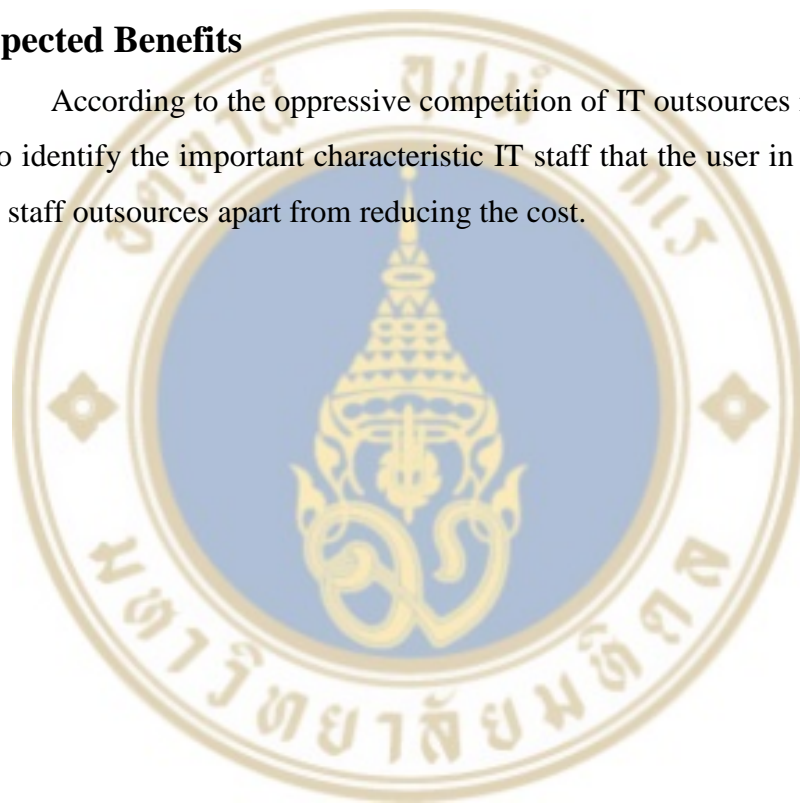
CHAPTER II
LITERATURE REVIEW

2.1 Customer satisfaction quality performance

Anybody knows that customer satisfaction is one of the critical successful for many companies. Most important, they have to create a strategy to an attractive client. Many studies have shown that customer service also influences on the variable performance (Luo and Homburg, 2007). Many researchers found that the factor of skill worker, including to behavior or service mind that provided to their customer, which ability to drive customer satisfaction. (Bitner, 1990) (Hartline, 1994) and (Jones, 1996); (Smith, 1999); Winsted, (2000). (Thorsten Hennig-Thurau, 2004) noted that therefore IT outsources service should train the skill of interaction and interpersonal skill for IT staff before rotating them (Wirtz and Mattila, 2004). Because employee satisfaction and the emotional engagement of customers have influenced to increase levels of the customer satisfaction in IT service. In additionally (Cheung et al., 2003) argues that to increasing the level of customer satisfaction and quality service performance.

It is necessary to put professional information in order to achieving viewpoint of customer. (Yang and Fang, 2004) said that the one effective factor to increase performance competition at the same business is IT service should provide strategies in unique selling point and different from other in order to achieving competitive in a quality service. (Zeithaml, 1996) The evidence seems to be strong that customer satisfaction and quality of service contribute to increase profit of IT outsources. Furthermore, its rise the amount of high market shares as well. (Svensson, 2006) states that intercommunication of IT staff is the key factor to develop the service quality performance in part of service confrontation.

It is the most important that IT staff should be trained very well both skill and professional knowledge to meet customer's need. Because it relies on interchange procedures both supplier and the customer. If service quality will be stable. Similarly,

severe confront with customer, which effect to a big reason of collapse service quality from a service provider (Yagil, 2006). Turning to (Singh, 2000) one finds that collapse contributes to the bad impact on customer service. Many researches of customer service are also supported these issues. At the same time have noted that some IT firm has usually recorded from any company, which help IT firm, could be active to responsible for what employee need. (Applegate, 1999). Thereby it could be concluded that before IT outsources service, sending IT staff to the operation field. IT firm has to structure both recruit and hire the person, who suitable for the position and ability to provide always service and support for IT system. Including to monthly training the new professional knowledge of staff. Furthermore, keep developing IT service quality to remain the service performance. In order to build competitive advantage in IT outsources business.

2.2 Interpersonal trust

The meaning of trust, in a business context is the relationship about the element of either component or a characteristic of social relationship. This example was given by Klepper (1995) that in the direction of the trust, the cooperation, the process of conflict. All these things are the main segmentation of people relationship in their own social.

The opinion of Davis (1996) is that there is the central instrument in IT outsourcing, including service and both the relationship and trust are of the appliances. In part of (Kern and Willcocks, 2001) presented their ideas that the comprehensive framework of fair proportions for the real relationship includes of the person's behavior, Agreement, work structure and intercommunication in social. Additionally, the proportion of behavior will be composed of five fundamentals such as the trust, conflict, the power, the cooperation people and dependency. All of these were discussing, have one of two either a negative or a positive. This is impact on the outcome IT outsources service.

Trust will be guessed by Goles (2001) Lee and Kim (1999) that the one of component of IT outsource relationship is the commitment contribute to increasing intensify in a long relationship and also supporting the positive factor successful IT

outsource service. Moreover, the trust is usually stick on the dimension of relationship, which IT firm should focus mainly on building between the organization level and personal level. Lee and (Bekmamedovab, 2008).

The few research has shown that the study of trust has individually to find out an augmentation of trust on the various level successful of IT outsource. It is difficult to understand dimension of trust. Gambetta (1988) studied that the individual trust is remain in many appearance and the various levels. It makes the complicated paradox to study of trust.

There are some researches thoughtfulness from the various subject, that the trust has done in the different contexts. Based on the literature in the information systems. For example, the trust in business environments, especially ordering and purchasing product, delivery service industry on the internet (McKnight Ba and Pavlou, 2002). The trust in the constructive interaction (Paul and McDaniel, 2004; Panteli and Sockalingam, 2005). (Nelson and Cooprider, 1996) rightly points out that knowledge management in the rule of trust is a key point of a requirement of sharing knowledge. Like the marketing context, the trust both of them have been criticized for creating marketing strategy, which will be used in a company relationship.

Meanwhile, in part of management in organization, the theory of trust is explored important because there is a well driver of customer satisfaction (Driscoll, 1978). Trust is the key role in a basic of performance collaboration (Mayer, 1995). Including of creating engagement to successful (Gefen, 2002) it is also an outstanding element in conclusive the capability in many relationships. (McDaniel and Paul, 2004)

Although (Zaheer et al, 1998) studied focus on the importance of trust in managing information systems, IT outsourcing, management and marketing strategy. None of them has find out the act of interpersonal or individual trust in the success of IT outsourcing. Similarly, the trust is naturally an individual level experience that it has rewritten into the company level of analysis. (Zaheer, 1998, p.141) said that the level of employee in organization were difficulty to specified in detail of their trust. Who was really influences them trust in something. Is it the member of organization level or individual level? Which one is going to lead them?

2.3 Benefits of outsourcing

Anybody knows that outsources benefits can reduce more cost of production such as IT appliance, work salary and any welfare that company has to provide for full-time IT employee. However, if the parent company looks at for a long-term, we found that IT outsource ability to more support the company rather than tangible benefits or reduce cost. IT outsource has shown that many in house IT in company can improve higher their performance and efficiency work hours Corbett (2004). In case of the company has both in-house IT and hire IT outsource. It is a useful that the company can reconstruct in-house IT staff. In order to make them really concentrate on the real core competencies and value of organization.

(Brandt & Lippert, 2009) There are good start to support employee created innovative work. Developing part of human resources different from a routine work. Giving them opportunities to find new challenging on new projects. Because they have enough free time to produce new project in technologies and support presently system or make it better. Furthermore, IT outsources can help supporting company implemented the best latest technology on his hand to improve production. In order to gain better resources and application. IT outsources also provide expert IT staff to monitor system with fully skill. It is easier allowing full-time staff ability to managing their lot of project without worrying. Corbett (2004) said that IT outsources is one of the good choice to improve company performance for the long term and ready deal with unsure in the current economy.

2.4 Knowledge sharing

There have lots of meaning of knowledge sharing, but it is means the center of knowledge that employee apply what they have known and new learning build to application, creativity, and innovation. In order to increase performance competitive of company (Jackson, Chuang, Harden, Jiang, & Joseph, 2006). According to Lee (2001) calm, that it is an activity inside the company and then contribute to a competitive advantage among employee and company level. Including exchange, a resource and obtain capability between internal and external. The useful knowledge, whatever IT basic skill, management system, software will be exchanged

by client company and IT outsource service provider, which is the most important for increasing the successful outsource at nowadays (Chua and Pan, 2006).

Many study explored that social exchange theory are the theoretical based to explore employee opinion. This example is given by (Klepper and Jones, 1997) keep exchanging the knowledge both supplier and client and building engagement contribute to successful. If IT outsource prefer successful, they have to have investment in knowledge sharing. (Kern and Willcocks, 2001). Supplier's relationship tends to be successful with client, they have to rely on sharing or exchange the information. It is too difficult to successful, if there are not sharing effectively knowledge or information, which client require. (Herbsleb and Moitra, 2001)

Obviously, a lot of research has explored that the company, where has exchanged information internal with external can reduce the operation cost. Increasing a faster successful employee KPI in a lot of project such as developing product, innovative production and lastly innovative work behavior. This contribute to earn higher revenue and sale in product and service. (Arthur & Huntley, 2005; Collins & Smith, 2006; Cummings, 2004; Hansen, 2002; Lin, 2007; Mesmer-Magnus & DeChurch, 2009).

(Alborz, 2003) Some research suggested that moreover, the information or knowledge will share between supplier and customer are the important factor for other outsource has to provide. Before sharing it is necessary to studies closely, because it will be explained that why knowledge sharing affect management structure and increase relationship.

2.5 Social exchange theory

When exchange happens between employee level and organization level, which contribute to explaining the theoretical of social exchange. Blau (1964); Cook (1977); Morgan and Hunt (1994). Let focus on organization level, the process of social environment influence human learns give and take together. In order to deep understanding human behavior. Studying is required to explore the framework of social human Kern and Willcocks (2000). As a result, social character is the most important factor influences to exchange.

In order to prevent a lack of resources between social human. Engagement is always happening to create the partnership. These things human prefer provide the resources each other (Das and Teng, 2002). The framework of social exchange theory is composed of commitment, trust and knowledge sharing, which is mostly explored in inter organizational research (Blau, 1964).

Partnership prefers to exchange such as defenseless, beneficent, honorable, assurance and sharing. Each of partner will gain the benefit, which they exchange in their relationship in social where they live. Researchers from marketing management calmed that the inter organization relationship will be composed of employee influence on success and performance exchange within organization.

The indications are therefore that whatever the trust, sharing knowledge and information including of being successful organization all that concluded and used to explore social exchange theory. Anderson and (Narus, 1990; (Kern and Willcocks, 2000, 2001); Klepper and Jones (1997); Lee, (2001); (Mohr and Spekman, 1994). The changing between attitude, knowledge and behavior contribute to trust to exchange benefit between organizational level and employee level. Give and take are not necessary to be money or reward, but next step could be acceptable among membership of organization (cf. Krackhardt & Hanson, 1993).

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Design

This research will use a qualitative research design approached by setting up the individual interview questions to explore the segmentation of employee. The group of respondents will be the experienced users who obtain directly service from IT service agent. The experienced users will be interviewed the questions about their experience in using IT service agent through individual face-to-face interview. In order to observe their behavior reaction and feeling including their cognitive, attitude and allow them to give detailed response while they are giving an answer.

The concept of the question is about what are the main character of service that influences them fully obtain IT service outsources beside of in-house production. At the end, the overall results were analyzed based on the literature review. The group of sample size has to be the good examples already to hire some construction to understand the user in the various characteristic of staff such as customer satisfaction, competitive advantage and customer relationship, in order to increase performance for IT outsources service.

3.2 Sample and Data Collection

A qualitative research, which has been studied and asked to explore employee's attitude. The interview questions will used as a guideline for interviewing the 25 sample respondents. The target respondents will be experienced employee who uses IT outsources services. For experienced respondents, the survey format are studied in the user in organizations. The question was design to find out the character that important influencing using IT outsources through the literature framework that provided. For instance, How can they trust the IT outsources service staff or have your friends from other company shared the experience of outsources before. In order to let

them show opinion, attitude, interpersonal trust towards IT service outsource agent. If employee tends to satisfy to use IT service agent, how they asked for management level to make a decision renew the contract or change outsources.

The interview data collection will be exploring during October and November 2016. Each interview, spending time about 25-26 minutes, which was recorded and analyzed on the part of results. Due to the theory development, the individual interview questions will be prepared. Most of them are open-ended questions to earn more deep insight into the IT outsourcing work in their company.

3.3 Instrument

To answer the research question, in-depth interview techniques are adapted as the data collection approach many factors influences with correlated activities and employee satisfaction, IT skill staff, interpersonal-trust, service quality, knowledge sharing and social exchange theory among employee in the company. The questions are going to create on the literature discussions.
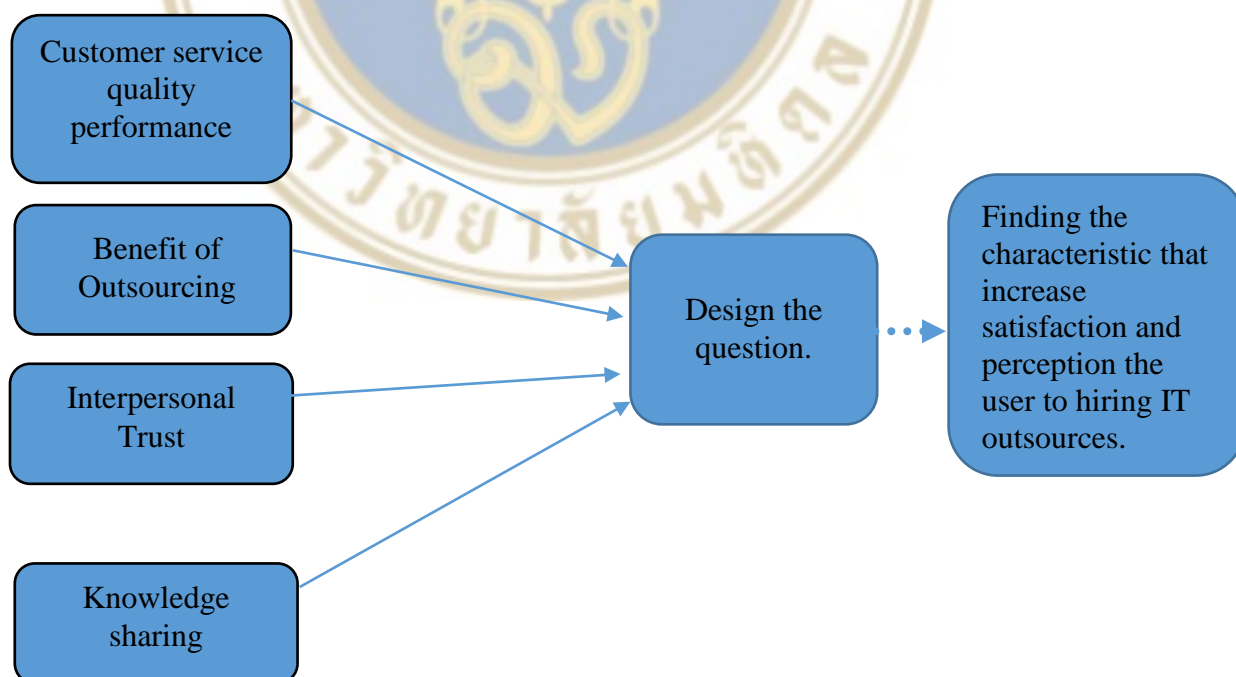
3.3.1 Respondents who is employee influences on management level

This section will explore the experiences of the respondents in gain from IT outsources service, e.g. Basically starting to general question *how frequent they contact and what kind of problem they usually found in IT service agent?* To make sure that the respondent feels comfortable to answer on the next question. Anyway possibly the question will be categorized in each of characteristic behavior.

3.3.2 Introduction

The interviewer says greeting and thank you to meet with me. Then introduce the idea of the research, briefly objective. The interviewer will not write your names or any information if the respondents do not prefer to open. Lastly, before starting demographic question do you have any question about the research?

3.3.3 Demographic

This section the interview question might be asked the demographic information about the respondents as the period age, gender, educational background, career, work experience and name of the company. Before starting the next interview.

3.3.4 Topic 1: Background question of respondents (multiple choice)

What type of information technology your organization outsources? (Enterprise Resource Planning (ERP), Customer Relationship Management, IT infrastructure, IT security services, Business Process (BPR), Helpdesk support, PC management, Web Site hosting, Network/communications services, Data center operation). How long are you working currently company? How frequent you contact and what kind of problem they usually found in IT service agent?

3.3.5 Topic 2: Interpersonal trust.

1. Would you give me the opinion what does the meaning of trust in part of service maintenance?

2. Think of a situation when IT staff makes you feel untrusted. What did you expect specifically him to do in order to build you feel the same?

3. Think about during getting the maintenance service from IT staff, meanwhile without your presence. What makes you trust them?

3.3.6 Topic 3: Knowledge sharing

4. Do you think your company and your IT service provider share business knowledge of core business process? Can you tell me which kind of information that exchange?

5. Exchange information between outsources and your company that helps business planning? Do you believe or see the result?

6. Do you know that IT outsourcing provide your company automatically access to the newest technologies? Do you think the user can learn new technology of software management and development from the IT outsources?

7. Do you think that it is the importance of exchange feedback IT outsources from employee? How your organization does looks at the role of feedback in IT service's work?

3.3.7 Topic 4: Customer service quality performance

8. Could you tell me what is the excellent service that you expect from IT staff?

9. Do you feel that IT staff consultant deliver to your requirement?

10. In your company, you found that IT agent has reflected your requirements and changes timely.

11. Overall, how do you rate the service you received from IT service?

3.3.8 Topic 5: Benefits of outsourcing

12. Since your company has hired IT outsources do you think you work with IT expert? How can they support or help you work effectively?

13. Can you expected benefits and risks about IT outsource?

CHAPTER IV

DATA ANALYSIS AND FINDING

This chapter will explain and show analyze what the result of in-depth interview. As the previous chapter appears how the research, explore what are people thinking, expect, falling to IT outsources as they are users in different organizations. The participant is example of target who gave the individual interview for 25 people. Through the question during 4 variables with 13 questions, including demographic information. The individual interview would spend time around 26-30 minute per person.

Many participants have the age during 25-35 years and the period of working below 5 years. However, someone has been working more than 5 years. The respondent would be different, because of their demographics are different. Furthermore, it depends on the situation and the type of IT outsources. Which the respondents used to work in each part of type information technology from outsources services.

More than half of respondents, they said kind of outsources is that IT helps desk support, software, data and network operations and in the specific fields. Private employee is the first group that was interviewed; because many private companies in Bangkok were interested in hiring outsource service. Then most of them are asking the question by the interviewer.

The interview question created by base on the literature review in the previous chapter. There is a composition of interpersonal trust, knowledge sharing, customer service quality and benefits of outsourcing. Thus, the date of in-depth interview is going to analyze on each of the topics. In order to analyze the individual interview scripts. The opinion for each participant was interpreted from the perspective of characteristic of IT outsources that they experience. The result of the interview was written down the note during the interviews happened. The first step of experiences of work impact on how their thinking and feeling toward outsources

Table 4.1 Profile of Interview Participants

No.	Gender	Age	The length of current working	Frequency of service	Type of information technology
Participant1	Female	26-30	Below 5 years	2-3 per week	Help desk support/Software
Participant2	Male	26-30	Below 5 years	Not available	Help desk support/Software /Data center operating
Participant3	Female	20-25	Below 5 years	Not available	Help desk support/Software/Network /Data center operating
Participant4	Female	31-35	Below 5 years	Not available	Help desk support/Software
Participant5	Male	31-35	Below 5 years	Everyday	PC management/Warehouse shipping/SAP/Transportation
Participant6	Female	26-30	Below 5 years	A week	IT infrastructure/Network/Help desk support
Participant7	Female	26-30	More than 5 years	Not available	ERP/SAP
Participant8	Female	26-30	More than 5 years	2-3 per week	Help desk support/Software
Participant9	Male	26-30	Below 5 years	Not available	Help desk support/Software/Network /Data center operating
Participant 10	Female	26-30	Below 5 years	Not available	Help desk support/Software
Participant 11	Male	31-35	Below 5 years	Not available	Help desk support/Software

Table 4.1 Profile of Interview Participants (Cont.)

No.	Gender	Age	The length of current working	Frequency of service	Type of information technology
Participant 12	Male	26-30	More than 5 years	Not available	Data center operation /Network/communications services
Participant 13	Female	26-30	Below 5 years	Not available	Help desk support/Software/IT infrastructure
Participant 14	Female	26-30	Below 5 years	Not available	Help desk support
Participant 15	Female	31-35	Below 5 years	Not available	Help desk support/ IT infrastructure
Participant 16	Female	31-35	Below 5 years	Not available	IT infrastructure/ Help desk support
Participant 17	Female	26-30	More than 5 years	Not available	SAP/ Help desk support/ Network
Participant 18	Female	26-30	More than 5 years	Not available	Help desk support/ IT infrastructure
Participant 19	Male	31-35	More than 5 years	Not available	Help desk support/ IT infrastructure/Network
Participant 20	Male	26-30	Below 5 years	Not available	Help desk support/ IT infrastructure
Participant 21	Female	31-35	More than 5 years	Not available	Help desk support/ IT infrastructure/Network
Participant 22	Male	31-35	More than 5 years	Not available	Help desk support/Network
Participant 23	Male	26-30	Below than 5 years	Not available	Help desk support/IT infrastructure

Table 4.1 Profile of Interview Participants (Cont.)

No.	Gender	Age	The length of current working	Frequency of service	Type of information technology
Participant 24	Female	26-30	More than 5 years	Not available	Help desk support/Network
Participant 25	Female	26-30	More than 5 years	Not available	Help desk support/IT infrastructure

Nevertheless, entities are the conclusion that can separate by individual's point Krippendorff (1980). Units can define because of categorical, thematic, syntactical, physical, and propositional distinctions. The individual interview was unitized the 25 interview were transferred by the audio script into different meaningful elements.

4.2 Interpersonal trust

According to interviewing of participants about interpersonal trust topic was asked. The result was separated into each of the characteristic IT staff who are expected from the various user in from 15 companies.

IT staff should be sincerity many participants thought that it was important to giving sincerity to a colleague in the same company, whoever being full-time or outsource staff not. Every participant insisted that they give their colleague the trust in the case of being sincere, which means that tell the truth of their opinion. Nevertheless, it is difficult to measure it for attitudes. Respondents believed that if their colleague lie to them or cheat just only one time. The trust of the individual will be immediately gone. Besides, one of participants from state enterprise employee mentioned that he notices the characteristic staff being sincerity from their facial expression.

As long as IT staff delivered service with the fully smiled face, it means that they were not kind to two-faced person. Meanwhile, IT staff who show the poker-face during serviced maintenance, the user cannot predict that whether they should ask the question or not to IT staff during they feel not clear. As a result, the relationship between the user and IT staff are a wider gap. It indicated that a facial expression is one of the factor that appearing sincerity of service.

IT staff should be honesty because 22 participants said that they feel like to tell something that they were feeling with someone who can be honesty. They did not prefer to tell a private story to other people or who talk behind them. It is important for the colleague that IT staffs have to be honest among the organizational society. For example, IT service provider must not steal information of company from the folder of the user. Moreover, no building a word of mouth about private data that they have seen on a computer of the user. Anyway, the respondent is not concerned about those issues too much, because many companies in Bangkok, where installed the automatically CCTV to prevent threaten. It can see that most employee in Bangkok may be satisfied with the safety system of their organization.

IT staff should be reliable however; there are many reasons that company hires people, who are highly honesty that the user expects from IT staff. Definitely, the professional IT solver should keep the secret of a problem and do not any public disclosure of this information. Because it may damage with user and organization. Furthermore, a few participants thought that the process of human resources is a higher standard to hiring IT outsources. Thus, they are not worried about IT staff about the history of working or education level. From this point, show that the role of human resources in an organization is more significant for the user and IT outsource.

IT staff should be confident and professional at work. More than half of participant insisted that IT agent should be a professional expert in IT system. At the same time, the user is not interested in the experience of work more than certification, and the knowledge of IT system is more required as well. The sometime IT agent cannot reply immediately to the user the cause of the problem. Then the user feel not comfortable with their knowledge. This issue indicated that Thai user attitude, maybe two more concerns about education level or certificate of professional IT rather

that a past experience. As long as IT staff can consult to the user, it is not too difficult to build trust increasingly on the user's mind.

IT staff should be a long-term relationship many users prefer to join work with someone who has seen in their environment before. Those the most important thing to bring about and build the trust of a participant. One of respondent said that if it is possible to choose IT staff, he would choose someone who has used to working in the same area. In spite of working is so slowly during service maintenance. The user also satisfied because being the better solver than the newcomer IT staff, who just has sent by outsources.

IT outsourcers are controlled by the agreement, more than a half of participant mentioned that they feel not untrusted or afraid of threatening in cyber from outsources. Because there are many the rules of contract agreement of company. It is the best way to improve and build the confidence towards a user. In additional, the participant also said that they can be let IT staff provide service without their presence because they are not worried about maintenance. Today many companies have installed CCTV. Therefore, the maintenance service is quite a safety.

4.3 Knowledge Sharing between outsources and user experiences

Knowledge sharing. Many participants said that it is quite good, if they have a chance to attend a training of IT system, which will take place by IT outsources. Many employee can earn not only IT knowledge but also keep in closer relationship with IT business as well.

Most of the respondent replied that they do not know what the information that their company exchanged to outsources. Some people said that they have known information exchanged, but be unsure that what is the detailed knowledge transferred by outsources. Those points were cleared that either employee relationship department or human resources are essential to show the latest activities inside the office. It can be seen that if outsources should contact directly with that person about training, there have more chance to attract the user attend the IT training.

Sharing the problem, which take place during the maintenance. There are many the ways to find the solution in each program that they detach. Nevertheless, it is possible that IT service agent can share the method of solving solution. Therefore, IT staff would be service encounter to take responsible for handle the problem and then communicate the solution on the next time. In order to the user ability to maintenance by their own. Indeed, it is a good way to increase customer satisfaction because; the user and company feel gain value of service that more than routine operation work.

Sharing updated software the participant mentioned that, it is convenient to update automatically the program from IT service provider because they do not have time to following the expired software or anything to upgrade.

4.4 Customer service quality of IT outsources

Customer service quality, it could not be denied that the interaction between the user and IT staff must occur during the maintenance service. Some participants show their opinion that the fastest maintenance of IT staff can make them feel more satisfied with service.

Time conscious, the respondent who work for the most popular private employee company in Thailand gave an idea that she should wait for the IT service no more 15 minutes per time. Actually, if a system error is easy to fix by themselves, the user will not inform surely IT staff. Because it takes more time to waiting for staff and the user (who work as for sale representative) has to use program immediately in case of correspondent to the customer. In order to save time, therefore the user who has a basic knowledge of computer avoid gaining service IT department.

However, the huge problem is too complicated to find the solution of window error, the respondent will ask for helping from IT staff. There will indicated that the user feels satisfied with waiting service no more than 15 minutes, caused the emergency trouble. One respondent said that "if IT staff said that they will come no more 10-15 minutes, the user also expected that they come on time" There have the same standard in time both domestic and international companies. Thus, time conscious should be the first priority concern for IT managing outsources.

IT staff should be proactive, one of the respondents mentioned, "IT staff in her company was not proactive, they don't try to ask any basic questions that they do not have idea". The situation has occurred during the rush hour; the user feels so mad with IT steward. Because he does not know how to fix the system, he has been rotated by outsources for a week. He is just a newcomer. The user told continuously that she understood new IT staff, but if it possible he should ask the point, which he didn't understand. In addition, there are many users concerned about rotating IT staff, due to waiting for adoption between IT steward and the user. Therefore, IT staff should be proactive to introduction himself to the user when he was rotated to others company.

IT staff should be talkative but also keep listening in communication, according to one of the answers of interviews, he felt like to start open-minded with a strange person, who was rotated from other company and begin to introduce themselves to IT staff. It is essential to work together and makes a good atmosphere. Keep listening and understanding what the user really want. It is indicated that IT staff is a representative service encounter and build a good image to IT outsources. Therefore, outsources pay attention at both listening and communication skill which should be competency hiring IT staff.

IT staff should be evaluated service through a survey, a few participants said that their IT outsource will send immediately a questionnaire after servicing. In order to prevent forget of the user. However, other participants mentioned that their survey has sent once a year from outsources. It is difficult to evaluate that how the reaction of service is. Anyway, all participants mentioned similarly that they did not see how it change in outsources or feedback after they got a survey. Furthermore, the user does not know the feedback or criteria evaluating outsources from Human resources.

4.5 IT outsources benefits in perspective of the end user.

There are many respondents understand what the benefits of outsources are. However, there are also some drawbacks to hiring IT that they gave the information. These issues will analyzed in each following the subjects. The user

believes that most of IT agent are professional in their duty. However, in actually the user also found that the standard, which they set, might be not meet what they expected. Another reason the budget of IT outsources was limited is one of the factors of hiring IT outsources.

The user's attitude towards IT stewards that they can support every problem, which occurs on a computer system. It is a quite convenient that they do not need to find the solution by themselves. The user also has time to focus on the core business and their own project. It means that the employee does not worry about the cyber system so much. Because they always have IT staff monitor about IT infrastructure, information system or the specific program (SAP, LOTUS NOTE, ERP, INTRANET). These opinions of respondents indicate that they have more time to focus on their duty and create a new project, especially IT in-house in many big companies.

Most participants perceive well that why their company chooses to hire outsourcers. Especially, help desk support can help them work smoothly during the day without concentrate on the system by their own. Indeed, there are many advantages to hiring outsourcers, although the company has an own IT-in house. For instances, one of the respondents is human resources from the agricultural American company said that she probably confidence with the process of hiring IT staff from outsources. It makes save time to reduce the complex problem of human resources.

Another opinion of the user of the huge FMCG Company in Thailand said that her company hiring outsourcers, which following the policies of a head organization. Therefore, it saves more cost rather than sending an employee to attend the training system in aboard. Furthermore, there is offshore outsources IT in India to work for other countries, the user can gain trust from IT agent with their sufficient knowledge and skill its low costs than western countries (Aziz, 2004). As a result, the headquarter company in western countries are hiring many IT agents to support every department. Beside that she said continuously feel satisfied with offshoring IT service because their performance probably faster than IT-in house.

However, there are various little issues about outsources benefit to study. Some participant believes that IT stewards have to be rotated to others company, then it is difficult to keep a long-standing relationship among colleagues. These opinions

indicated that they believe hiring temporary staff or outsources can reduce a romantic relationship or dating in the workplace. Some companies do not discourage office couple because it decreases productivity and commitment.

On the other hand, others opinion about drawbacks of outsources also found that from a few interviewees, who work for a public company. In spite, currently, hiring outsources IT can reduce the cost of skilled resources, but also there is problem a gap of relationship. For example, the user has known hardly IT staff. As a result, it is difficult to ask a question that the user not clear or consult.

Overall, it can be seen clearly that if IT staff introduce themselves every time that delivers service, the user will feel more comfortable to communicate what they want. That point indicated that communication is important in both deliver service and exchange information.

4.6 Limited research

There are many the limited types of research, which were found during collecting the interview. This part will explore the problem of finding the participants. To begin with, the target who will be set for being a respondent. It is essential for them to understanding what the meaning of outsources is. Then, the participant should come from a company, where being client for IT outsources. Furthermore, the important problem is that find the user from the collection of the interview, which should be the various company in Bangkok.

As a result, finding respondent spends more than 3 weeks including collecting data through face to face. Moreover, it takes long to interview each the respondent; therefore, there are many conditions to meet the user under the limited

CHAPTER V
CONCLUSION AND RECOMMENDATION

5.1 Summary of the Findings

According to the results of the individual interview, the entire factor that will created to the question. There are many several of the opinions to collecting what a characteristic outsources IT that they prefer. Overall, it can be seen that interpersonal trust is the most important factor that people perceive and believe before feeling satisfaction and benefits. For other factors, the result is not outstanding because of most of the satisfaction, which will come from the individual trust.

Based on the opinion of the interview we found that what the important thing that can help to increase the satisfaction of IT outsources from their client. Not only communication and interaction between IT staff and the user but also the professional of knowledge of outsources which effect on gaining more satisfaction from the user. Furthermore, the content of communication should mainly focused on the introduction of IT staff. It cannot be denied that the respectful character is what the user in Thailand looking for. Therefore, outsources have to understand demographics of Thai people before rotated new agent to the client.

From the analysis of interview result, we found that the most important character to show how they more professional at the workplace are proactive, faster in maintenance service and be able to solve the problem into the point. The user cannot fix IT system by their own. Those kinds of character bring about increasing interpersonal trust and customer satisfaction respectively.

IT stewards have to be a service representative to interact relationship with the user. IT staff have provided knowledge sharing so that share information to the user in various type of document or training. For the reason that the user can always read booklet as much as they want. Apparently, both communication and interaction are the most important method to deliver the understanding of customer need through conversation and keep a long-standing relationship with the client.

Nevertheless, communication factor is not a one of the way to increase interpersonal trust in their work. Because the user is also looking for sincerity from the service encounter through IT staff as well. Furthermore, the expression of facial during consultant for the user, clear explanation of maintenance service, including the sharing of basic knowledge in order to be able to solve the unexpected problem in the case of IT staff is not available.

On the others hand, there are also many disagreements to interested in hiring IT support from outsources requirement in many big organizations. Even though, the user will also perceive the benefits to hiring IT outsources, for example, it can be reducing a cost of human resources or encouraging the employee to focus on core business the company without worried about a system. However, some top management and leader also concerned about a lack of systematic innovation in human resources because everything relies on outsources.

It is a barrier to innovation because the company cannot produce the creativity thing by their own. Many companies cannot impose the process thinking of innovation within. Therefore, the environment and competencies did not comply with, supportive of innovation

In conclusion, the characteristic IT that influences Thai company hiring IT staff from outsources through a perspective of the user. We found that interpersonal trust is the first priority that being the consideration before gaining satisfaction from the user. The next key consideration is communication and sharing knowledge, hence IT outsources in Thailand has to measure the standard of managing a company and mainly focus on the process of hiring a suitable candidate. In order to meet the user needs and improve IT service performance.

5.2 Recommendations

The issues have found that many large public companies in Thailand afraid that they will lack innovative process and creativity from inside human resources. Being creativity person is essential for the full-time employee to invent the new idea, in order to help develop client's organization being sustainability for IT outsource, this research recommend outsources IT currently to handle with an anxiety of vendor and increase competitive performance in the market.

1. Outsource is necessary to analysis that what the main problem of the client is facing. Then make a plan to present the way to resolve. It is important for outsources to being a volunteer to attend the meeting and find the solution or present the new way is developed by technology.

2. IT outsources has to make sure that they understand what is really a core business of the customer. There are many factors to deep understanding before set the criteria to recruit IT staff before sending to the client. For instances, core competencies, value, and belief.

3. Project manager of IT outsources who monitor each of account. He has to encourage IT staff attends the meeting month to create a new idea which is the problem of the client. In order to find the solution for the client. Let them create a project in each month to present in the meeting. In order to keep closer relationship within outsources.

4. Providing that IT outsources ability to produce a service blueprint for control the step service delivery process, it would be a good starting for setting the same standard of both IT steward and call center, who will encounter a different client company.

5. In the contract, agreement need be required on condition that IT staff is below the standard of evaluation. IT outsourcing is essential to rotate immediately.

6. In the case of, there has a new technology or trendy cyber system. IT outsourcing should have provided the training and invite the user to attend so that sharing new knowledge and show their different opinion together. Indeed, training and sharing can keep a closer relationship and build the trust.

7. Evaluation of maintenance service promptly, in order to prevent forgetting of service from the users. Showing the KPI of IT steward in every quarter. To make sure that the KPI is accordance with the objective client.

8. Changing from KPI (Key Performance Indicators) to KDI (Key Development Indicators) instead. In order to reorganize inside IT outsources where should focus on individual development staff, especially encourage them both innovates and creative through creation project for solving the problem before delivering service to their client. These indicators are good for project managers on the job training development; evaluate employee and career development dialogues with their team members. (Aubrey,2016)

5.3 Future Research

Since the period, time of exploration the research has been limited. Therefore, the number of employees was interviewed quite less than expected, in case of the researcher prefer to know the other factor which influence to gain more satisfaction from the user, most of the company will do a survey of employee and then evaluate the result in order into consideration for hiring IT outsources. It brings about quality and helping develop client's company. Furthermore, it is more useful, if can do quantitative at the same time to extend demographics so that increase reliability and information in both international and domestic company around Thailand.

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