

**CHALLENGES AND OPPORTUNITIES OF FINDING THE JOBS
FOR FRESH GRADUATES IN THAILAND DURING COVID-19
PANDEMIC CRISIS: CORPORATE PERSPECTIVE**



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Thematic paper
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**CHALLENGES AND OPPORTUNITIES OF FINDING THE JOBS
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ABSTRACT

Nowadays, the labor market has changed and been affected dramatically during the COVID-19 pandemic, causing this thematic paper to focus on studying the challenges and opportunities of finding jobs for fresh graduates in Thailand during the COVID-19 crisis. It emphasizes the corporate perspective to know most organizations' expectations, the changing situation, and the criteria to consider hiring the new graduates. Thus, all fresh graduates can know the challenges and opportunities they face while finding jobs.

This research used three main concepts, pre-COVID-19, during COVID-19 and post-COVID-19 situations, to identify the topic theme mentioned earlier. Also, this study used the qualitative method via in-depth interviews with 10 people from various organizations, such as the managers, assistant managing directors, supervisors, and HR officers responsible for the recruitment process. In terms of the data analysis, all interviewees expressed their opinions similarly because they stated that it depends on the position of each company and is subjectively to the job description before new grads are hired.

KEY WORDS: Challenges and Opportunities / Finding jobs / Fresh graduates / Thailand
Corporate perspective

51 pages

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CHAPTER I

INTRODUCTION

1.1 Background

In general, when organizations display job vacancies through various hiring platforms, all employers are expected to select the most qualified candidate to meet their needs and have relevant work experience. Resultantly, short-listing of potential candidates resultantly creates a stressful scenario for fresh graduates, who in most cases lack experience. This further impacts the fresh graduates because 500,000 new graduates enter the Thai labor market each year and try to find a job of their interest from the specialization they attained from graduating from a particular field (ThaiPBS World, 2022). However, the employers and recruiting teams will have the viewpoints in choosing people to work in an organization not only the perspective of having direct work experience and the suitable qualified for that vacancy position, but it also emphasizes having a positive attitude and soft skills which are good indicators to select people because the employers think of these perspectives will help them to avoid job resignation of fresh graduates when they come to work (ThaiPBS World, 2022). Therefore, all of these viewpoints to recruit people will be helpful to new graduates for those who have internship experience or do other works directly (e.g. part-time job) before, whereas those who do not take an internship program will have a few obstacles. However, there is another way to enhance their skills by taking online courses of interest to learn additional skills from the classroom; then they can apply the job applications following their dreams (Boonbandit, 2019).

Looking in detail, the recruitment team usually post their company's job vacancies on various platforms such as official company websites, walk-in, or various online websites (e.g. JobsDB, JobThai, JOBBKK, Jobtopgun, and others) for the interested candidates can send their resume or curriculum vitae (CV) document to apply the jobs for letting the HR recruitment administration pre-screen their personal details, applicants' skills and interests, and past work experience to decide before contacting to

candidates directly for the interview process with potential employers (PetruzzIELlo, Mariani, Chiesa & Guglielmi, 2020). Such placement was the norm in the times before the pandemic. However, after the start of the COVID-19 pandemic in the year 2019, the norm was no longer applicable, social distancing became even more apparent, while companies also started to curb down their expenses, and extensively reducing their new employee hiring rates. One of the methods that was applicable was instead of undertaking physical interviews, all organizations shifted to undertaking online interviews.

This circumstance makes it more challenging to find jobs than before, leading to the rising unemployment rates. This is why the Ministry of Labour organized Job Expo Thailand 2020 at BITEC Bang Na between the 26th to 28th of September in an attempt to express job-related crisis. The name of this event called "*Thai Mee Ngan Tam (Thais Have Jobs)*", and the ministry offered 1.3 million job opportunities on offer from 570 organizations such as government agencies, state enterprises, the private sector and overseas, which were posted available for both experienced workers and fresh graduates (Suvanvitit, 2020). However, a ThaiPBS World article stated, "our main objective is to help new graduates get hired so that they will gain work experience for at least a year", said an officer of the Labour Ministry (Suvanvitit, 2020). Thus, this short quotation interprets that the job expo is designed to help new graduates who may struggle to find jobs due to lack of experience (Charoensuthipan, 2020). Another highlight of this event is the "Co-Payment Scheme", a programme created by the Ministry of Labour to assist companies hiring fresh graduates by subsidizing 50% of their salary for one year at a total cost of about 23 million baht (Charoensuthipan, 2020). Hence, this is a good project that all new graduates to have more opportunities to find interesting jobs during the COVID-19 pandemic, as well as to help reduce the unemployment rate in the Thai labor market.



Figure 1.1 Unemployment, total (% of total labor force) (modeled ILO estimate) – Thailand

Figure 1.1 shows the unemployment rate in Thailand throughout the past 5 years (2017 to 2021). The same percentage represented 0.8% between 2017 and 2018; then, it decreased slightly to 0.7% in 2019. These are the total labor force rate before the COVID-19 pandemic. When there was the COVID-19 outbreak, the percentage rose dramatically in 2020 and 2021, which were 1.1% and 1.4%, respectively. This means that Thailand's last two years got a high unemployment rate due to the crisis.

Due to the emergence of the COVID-19 pandemic, many organizations are now looking to hire more new graduates. This is a great opportunity for them to enter the labor market in Thailand. Besides being able to work in the corporations, they also have the opportunity to experience different challenges of the job market.

1.2 Problem Statement

Due to the emergence of the COVID-19 pandemic in Thailand two years ago, the labor market has been severely affected. During the pre-COVID-19 era, new graduates have an easier time finding the jobs than those who were affected by the pandemic during the post-COVID-19 period. In addition, people who want to change their careers during the time of the pandemic are more likely to face competition from experienced individuals. This has led to new graduates becoming viable for challenges and opportunities that they were not able to during the previous era. One of the biggest concerns of new graduates is that they will not be able to find a job due to the competition from other people. Therefore, this study will explore the challenges and opportunities of finding jobs for fresh graduates in Thailand during COVID-19 pandemic crisis: **Corporate perspective.**

The researcher wants to study the challenges and job search opportunities that all new graduates face to enter the labour market by looking at the normal situation (Pre-COVID-19 era), during the COVID-19 pandemic and the Post COVID-19 situation. Through these three phases, the researcher and the readers will get a deeper understanding of the various factors that affect the recruitment of new graduates. They will also learn how different organizations view the situation and how they changed following the COVID-19 crisis. In this study, it will allow the researcher to take real action by collecting data via interview methodology that consists of 10 interviewees from different organizations, both local and international organizations in Thailand. By undertaking the interviews and analyzing the findings, it would assist in understanding the organization's recruitment perspectives in all three phases and see how the situation has changed and what they want when recruiting fresh graduates. In addition, the researcher mainly focuses on the company's point of view and evaluates information by directly interviewing internal people who have many views on the corporations, such as top leaders, managers, recruitment agencies.

1.3 Research Question

What are the challenges and opportunities that fresh graduates face while finding jobs in Thailand during COVID-19 pandemic crisis?

1.4 Research Objectives

There are two research objectives in this paper as follows as below.

1. To identify what challenges and opportunities are there in finding jobs amongst fresh graduates in Thailand during COVID-19 pandemic crisis
2. To know and understand the various perspectives from different corporations of how these organizations consider recruiting new graduates, considering elements such as what qualifications they are looking for, and how their selection criteria have changed during the three key periods, that are, pre-COVID-19, during the COVID-19, and post COVID-19

1.5 Expected Benefit

The results from this research study would benefit the fresh graduates to understand better and find ways to match the organizations when they apply for jobs. Moreover, doing this research is very beneficial to the researcher because she will be a fresh graduate after completing her master's degree, and choosing this study has given her a better understanding of how organizational expectations have changed during the normalcy and the COVID-19 outbreak, and know what the qualifications that the organization needs. Hence, these are the reasons why the researcher chose this topic for her research study because it helps her to prepare well to find a good job that follows her dream and meets the organizations' expectations in the labour market in the future.

CHAPTER II

LITERATURE REVIEW

COVID-19 has eventually reached a point in its cycle, called endemic. Although, not every nation has labelled it as such, but they have reached a certain point where living aside COVID-19 has become a norm. COVID-19 has a huge impact on many sectors, especially in the changing labor market such as many people lose their jobs or some people getting a salary reduction because of the economic recession. Also, this directly affects new graduates as they seem to have fewer job openings or are unpredictable as some organizations are looking for someone who is ready to work and has the experience to handle all tasks, and is more responsible for the companies than fresh graduates. The reason why company expectations are less concerned about recruiting fresh graduates during the pandemic is that they have less work experience, lack of useful information and contacts, so these impact young people struggling to fight for available vacancies with the others (Mann, Denis & Percy, 2020). In this study, there are four main parts of the literature review to examine and discuss the challenges and opportunities of finding jobs for fresh graduates in Thailand during the COVID-19 pandemic crisis.

2.1 Pre COVID-19 situation

Before the COVID-19 pandemic, when employers recruited new employees to work in the organization, they were always looking for people with the experience and ability to match most of the positions that candidate applied for. Employers value experience when hiring because it gives them confidence in a potential employee's ability to perform specific tasks. On the contrary, if hiring young people with no experience, they may face more difficulties and take more risks because they do not have the capability and knowledge, and skills in the working environment how to handle effectively (OECD, 2010[8]) (OECD, 2010[9]). In other words, this also affects recent

graduates because they lack systematic work experience even though they may present higher education and qualifications to employers (OECD, 2010[8].) (OECD, 2010[9]).

Therefore, all employers should consider five main analyzes of competence relevant to the job. First, the transmission skill and systematically applying knowledge to assigned tasks. The second is the ability to reflect, innovate and create. Working styles under time pressure are the third element. Next, having social communicative skills such as teamwork and leadership. Finally, motivations and values create the success of working (Teichler, 2007). Another article also mentioned the same in analyzing the ability to qualify for fresh graduates. However, there is additional information to realize, such as language and computer skills, and behavioral and hand skills (loyalty, fitness, and others) (Paul & Murdoch, 2007). These examples are the indicators for employers to select fresh graduates properly.

For example, before the COVID-19 crisis, the tourism industry was seen as one of the world's highest job creators, contributing 10.4% in 2019 to the worldwide workforce (Skare et al., 2020). Having a good job prospect and creating a simulation for workers other than the industry is an element for interested candidates to switch to ambitiously seeking career opportunities in the tourism industry (Benaraba et al., 2022). There is not only the tourism industry that is booming, but also the aviation industry that was booming in Thailand before the COVID-19 pandemic and making fresh graduates who study in these two fields directly interested in applying for jobs with these organizations. Because of their large contribution to the country's GDP percentage and employment rate, these two industries were very popular in Thailand in 2019 (Benaraba et al., 2022).

In addition, another article presented certain categories of employment systems; for example, if all students graduate from engineering and become engineers, then employers are capable of paying high salaries to highly talented candidates. Also, the engineering career category is considered more sophisticated and requires consistent recruitment of new employees (Teichler, 2007).

All in all, fresh graduates with high work experiences tend to have a higher chance of getting a job and getting a higher salary after graduation than inexperienced graduates because they have good capacity and good quality of work, making the

employers committed to selecting them as their primary priority (Paul & Murdoch, 2007).

2.2 During the COVID-19 situation

When the first COVID-19 outbreak occurred in Thailand, the government determined a lockdown policy to contain the transmission. This made a huge impact on employment in 2020 because the unemployment rate rose quickly, and this impact was further worsened by the second wave and third wave, that only resulted in more lockdowns in an attempt to curb the spread of COVID-19 (Ngotngamwong, 2021). Therefore, every organization has a new arrangement to manage employees by shifting work from the office to work from home (WFH) mode because employees can maintain social distancing protocols while working.

Remote working has become a new norm due to the pandemic. The reason why switching to WFH mode during this crisis is that it helps most organizations arrange flexible work arrangements for their employees and can promote a positive family and work-life balance simultaneously (OECD, 2019). This leads to the effect on fresh graduates that if the employers select them to work in the corporations, thus they have to adapt, learn, train and remote work from home during the COVID-19 pandemic. Furthermore, there are various collaboration tools such as Microsoft Teams and Zoom applications for all staff, managers and board of directors to enable flexible teaming, meetings, and communication while working from home (Eaton & Heckscher, 2021). However, working from home (WFH) has its drawbacks for employees and management teams that they need to confront, is the problem of using technology and reduced teamwork effectiveness (Ngotngamwong, 2021).

The tourism industry creates large income and has been impacted the most as more than six million jobs have been lost during the pandemic. The prolonged decline in Thailand tourism gradually recovered through mid-2022 (Signs Point to Higher Job Losses, 2021). Moreover, the aviation industry has been impacted hard by travel restrictions limiting the spread of COVID-19 (Boonlert, 2020, p. 1). This leaves aviation graduates looking for entirely new career opportunities and goals. Such a crisis was also noted amongst tourism graduates as they noticed that they might not be employed in the

hospitality industry with a 16 million (60%) drop in tourist arrivals, so this is a reason why tourism grads must find a new career path during this crisis (Ngotngamwong, 2021). Also, this situation's impact on the other industries, such as restaurants, suddenly suffered from the lockdown policy and could not be unpredictable when entrepreneurs re-open their business once again (COVID-19 Impact, 2020). In contrast, new medical graduates are in high demand during this period as they can partner with soldiers and medical personnel to provide much-needed healthcare to COVID-19 patients that are increasing in Bangkok and its suburbs (Health Personnel from Provinces, 2021).

Aristovnik et al. (2020) stated that the impact of the COVID-19 pandemic on higher education students has resulted in 42.6% of concerns about their future careers during the lockdown all over the world. Each person chooses a job according to many considerations, depending on their skills, chances, interests and the suitability of the course they graduated from. This situation has reduced graduates' chances of getting a job at the companies of their choice. However, candidates with excellent skills and performance still have a chance of getting a good job in various enterprises where executives look for potential employees with top talents to help promote their organizations (Signs Point to Higher Job Losses, 2021).

During the COVID-19 pandemic, about 40,000 new job opportunities have appeared in the labour market, such as ICT, pharmaceuticals, e-commerce, agro-based foods, healthcare services and creative media. These fields require graduates to be employed with hard and soft skills (Shahriar et al., 2021). Another article indicates that the top job search listings on job search platforms and other channels in the first quarter of 2021 are Sales, Customer Service and Business Development (16%); IT (14.7%); and Engineering (9.8%) (JobsDB, 2021). The total number of unemployed was 758,000 in the first quarter of 2021, and this number is expected to persist with the continued closure of business. Employers have used various techniques in the recruitment process to deal with this situation by hiring more freelancers, not permanent employees, and relying more on digital technology (Ngotngamwong, 2021). Due to this, employers, resultantly, think that fresh graduates still lack knowledge and soft skills (e.g. critical thinking, problem-solving and communication skills), low-quality education systems (meaning outdated of course descriptions for both private and public universities), no job specialization and lobbying, corruption and political affiliation like in Thailand

presently. Hence, these impacts increased Thailand's graduate unemployment rate during the pandemic (Shahriar et al., 2021).

From another perspective, COVID-19 was the breaking-point that led an economic recessions and devastation of the labour sector. This led to some organizations unable to hire new graduates because they have to lay off some existing employees in order to minimize the costs and expenses as much as possible during the situation (Ullah, 2020). Therefore, one solution for new graduates without work experience or the potential graduates who desire to improve more their capabilities which they can do is to learn additional skills based on their interested field of study via various digital learning platforms during the COVID-19 outbreak to meet the needs of the graduates seeking jobs more (Shahriar et al., 2021). All of this undertaken in the hopes that the pandemic would end, and they would be better equipped for their respective industries in which they seek to apply for jobs.

2.3 Post COVID-19 situation

Following the COVID-19 pandemic, many organizations started implementing a new work style standard that involves collaborative working. This allows them to retain and recruit new employees. Although they can still use online interviews to recruit new workers, it will be up to the companies to determine how they will manage the recruitment process. Therefore, the unemployment rate of fresh graduates will gradually decrease in the labor market and open up more opportunities for them in the post-COVID-19 situation (Li et al., 2021).

However, fresh graduates should have a variety of skills to benefit themselves. These elements will serve as indicators that many employers would consider recruiting them, such as developing problem-solving skills, creativity, innovation, adaptability, and agility within the rapidly changing world to build a talented workforce for the future are essential for reducing unemployment among recent graduates in Thailand because most of the employers seek to recruit skilled candidates for their companies (Shahriar et al., 2021). Besides, digital adaptation is another essential skill that is indispensable for new graduates because the COVID-19 outbreak led everything to switch the online mode even more. As a result, they are familiar with

and able to continue working in mixed styles at the workplace. Leadership skill is considered a significant competency for fresh graduates for employers to see this value in applicants (Reaves, 2019).

Furthermore, Shahriar et al. (2021) was able to further illustrate recommendations that were addressed by the Thai Prime Minister, stating that fresh graduates who have new ideas and use their talents and creativity, can help in uplifting the Thai job market. Hence, young graduates have to access substantially sufficient information and support to develop their career ambitions, achieve their goals and move toward better career opportunities (Mann, Denis & Percy, 2020).

2.4 Conceptual Framework

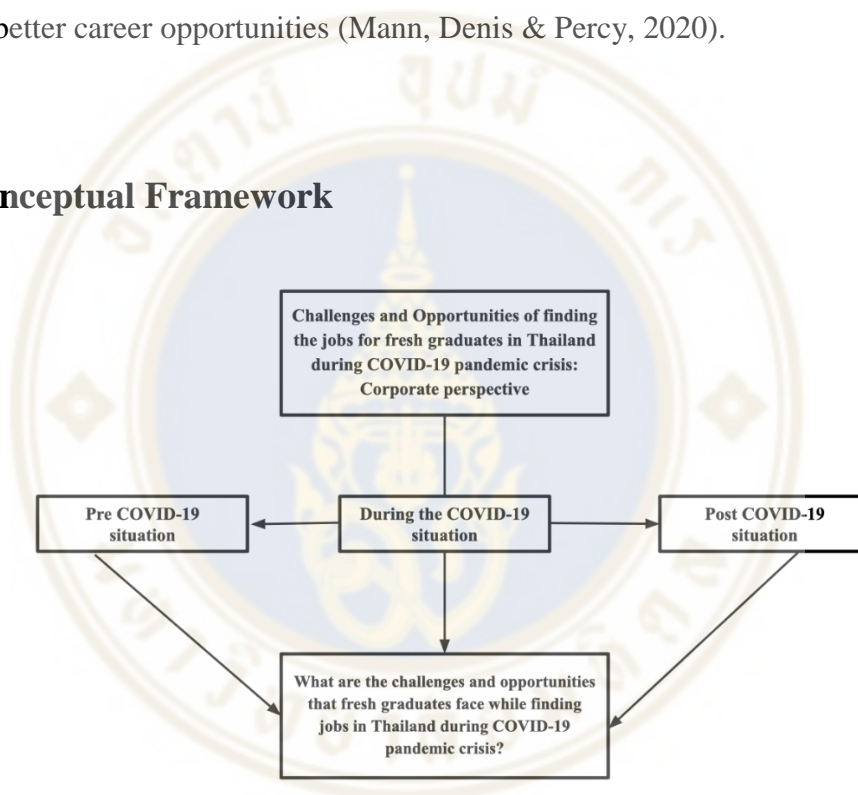


Figure 2.1 Research Framework

Following this figure, the researcher would like to present three main research frameworks as given above to apply the theory throughout this whole research study.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

In this study, the researcher uses a qualitative research methodology, as it involves meaningful interactions with human participants, that is, via interviews. Such a methodology has helped the author work with many people regarding the challenges and opportunities of job search for fresh graduates in Thailand during the COVID-19 pandemic crisis. In other words, the researcher chose to use the in-depth interviews method suitable for this study to get the opinions of the interviewees because this paper focuses on the corporate perspective. One benefit of an in-depth interview is that it gets more detailed information than a survey method because the interviewee can be more comfortable answering open-ended questions and interacting with them. However, using this method is quite time-consuming since respondents' availability is a key determinant of a successful interview. For example, various problems were faced when recruiting interviews, such as some of the respondents being unable to participate as they were on personal leave, sick leave, or a business trip outside the offices and homes. This resulted in the researcher to either wait for the respondents, or they were replaced with other respondents. All of which were extensively time-consuming and troublesome. In terms of the interview questions, it was able to identify how the situation of recruiting fresh graduates has changed and what the criteria or job qualifications for new graduates have changed between three-phase periods; pre-COVID-19 situation, during the COVID-19 situation, and post COVID-19 situation respectively. Then, the researcher combined all the data obtained from the interview and evaluated them.

3.2 Sampling Method

The data for this research was collected via interviews, from which 10 respondents were selected. These respondents were members of various organizations,

some in local companies and other international companies. However, all the respondents were required to be in an organization that was located in Thailand. Looking into detail, the researcher focused mainly on the corporate perspective and will conduct all information by interviewing internal people with multiple perspectives in the corporations such as the top management, middle management, operation level, and HR personnel. All these various members of the management would provide a strong analysis on the recruitment perspectives of the organization in all three COVID-19 phases and be able to identify how the situation has changed. Lastly, it would be provided insights on what the organizations want for recruitment of new graduates.

3.3 Data Collection

This research is divided into primary and secondary methods of data collection. The primary data was undertaken in the form of interviews that took place on both online channels (e.g. Zoom, Google Meet, and Line Meeting), along with telephonic conversation. The choice of platform was dependent on the interviewees and their convenience. The researcher has conducted an interview from various industries which each industry has a different impact from the COVID-19 pandemic crisis. For instance, there are the Beauty clinic industry, Windows & Doors Aluminium design and facades, Telecommunications-Equipment & Supplies, Telecommunications, Shipping logistics, Luxury retail, Commercial stainless steel kitchen specialist, and the Aviation industry in this study. This interview took around 30 minutes, where questions were asked and answers were noted. Along with this primary method, the author has explored various academic articles to describe the challenges and opportunities of finding jobs for fresh graduates in Thailand during the COVID-19 pandemic crisis, via the use of secondary data.

3.4 Interview Question

The writer has split the **interview questions parts** to two main areas: general questions and specific questions. These are explored in detail next.

The **general questions' section** is the first part which identifies the interviewees' background and their company background. The participants introduce themselves and tell the interviewer about their background such as gender, nationality, position, work experience, type of business, and company location. This section took around 5 minutes to complete.

Second section is the **specific questions section**, which are questions related to the research topic. This section enquired about the changing situation, and the job qualification requirement when hiring fresh graduates between pre-COVID-19 situation, during the COVID-19 situation, and post-COVID-19 situation with the interviewees. It takes around 25 minutes to interview.

3.5 Question List for Interview

Table 3.1 Qualitative Interview Questions

Topics	Questions
General Questions	<ol style="list-style-type: none"> 1. Could you tell me what is your position, your main responsibility, and how long have you been working in this company? 2. What type of company is this and what does the operation look like? (e.g. logistics, beauty clinic industry, telecommunications, etc.) 3. How do you feel about your current responsibility and the company?

Table 3.1 Qualitative Interview Questions (cont.)

Topics	Questions
Specific Questions	
Pre COVID-19 situation	<ol style="list-style-type: none"> 1. What is currently the process in selecting fresh graduates at your company before the COVID-19 situation? (e.g. Are there any new graduates applying for jobs at your company regularly?) 2. What are the qualifications that your company wants when recruiting new graduates to work with?
During the COVID-19 situation	<ol style="list-style-type: none"> 1. Can you share with me about how your company recruited fresh graduates during the COVID-19 pandemic? And are there any changes in the corporate perspective when selecting people? Please explain. 2. Are there any qualifications (criteria) in the recruitment process that has changed in your company? Why / Why not?
Post COVID-19 situation	<ol style="list-style-type: none"> 1. After this pandemic receded, how has your company undertaken recruitment of fresh graduates? Please elaborate your reasons. 2. What are the job qualifications that are applied for new graduates applying for jobs at your company after the COVID-19 situation?

3.6 Data Analysis Method

After completing the interview process, the researcher analyzes the results obtained from 10 interviewees based on each individual question that was shown in table 3.1. Moreover, the data given by the participants are analyzed via coding methods (e.g. participant A1, B2, C3, etc.) to understand the changing situation, different

organization perspectives in recruiting of new graduates, and how the criteria changed during the COVID-19 pandemic. This would be clarified in detail in the following chapter.



CHAPTER IV

RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Interview respondents' profile

In total there were 10 interviewees that participated from various platforms such as through Zoom, Google Meet, Line meeting, and telephonic conversations. All 10 people came from different organizations and are either professionals or in charge of recruitment, so there are different perspectives from top management, middle management, and operations to illustrate their opinions properly. It took the researcher about 30 minutes to complete each interview, and the interviews took place during the period starting from July 13th to 27th, 2022.

In summary, there are 7 females and 3 males. From these 10, only one of them was from Belgium, whereas all the majority of them (9 respondents) were Thais. Most of them have a lot of work experience in their positions and the company is mainly located in Bangkok, Thailand (refer to Table 4.1).

Table 4.1 Demographic of the interviewees

Participant Code & NO.	Gender	Nationality	Position	Work Experience	Type of Business	Location
A1	Female	Thai	Head of Accounting	10 years	Beauty clinic industry	Bangkok
B2	Female	Thai	Internal Sales Manager	5 years	Windows & Doors Aluminium design and facades	Bangkok

Table 4.1 Demographic of the interviewees (cont.)

Participant Code & NO.	Gender	Nationality	Position	Work Experience	Type of Business	Location
C3	Female	Thai	HR Officer	2 years	Telecommunications-Equipment & Supplies	Bangkok
D4	Female	Thai	HR Business Partner	3 years	Telecommunications	Bangkok
E5	Female	Thai	HR Business Partner	4 years	Shipping logistics	Bangkok
F6	Male	Thai	CRM Manager	8 years	Luxury retail	Bangkok
G7	Female	Thai	Assistant Managing Director	5 years	Commercial stainless steel kitchen specialist	Bangkok
H8	Male	Thai	HR Business Partner	5 years	Delivery logistics	Bangkok
I9	Female	Thai	HR Manager	8 years	Aviation industry	Bangkok
J10	Male	Belgian	General Manager Southeast Asia	20 years	Windows & Doors Aluminium design and facades	Bangkok

4.2 Research findings (Interview Results)

What can be clearly noted is that there is a significant difference with hiring fresh graduates before, during, and after the COVID-19 pandemic. These findings are discussed in detail in the following sections.

4.2.1 Pre COVID-19 situation

Table 4.2 Question 1: What is currently the process in selecting fresh graduates at your company before the COVID-19 situation? (e.g. Are there any new graduates applying for jobs at your company regularly?)

Findings from Interviews	Key Factors
<p><i>“We focus on experience or internship candidates even before because there is no need to teach the job and it depends on the company's policy as well.” - Head of Accounting, (A1)</i></p> <p><i>“We usually hire people with many years of work experience and rarely accept the new graduates because we need someone who has experience and can start working immediately. It does not waste time for coaching because the company needs the efficiency of the work quickly and reduce the mistakes on work since the new experience staff could know it right or wrong, and know how to solve it properly to make the workflow more.” - Internal Sales Manager, (B2)</i></p> <p><i>“Usually the person applying for the job is someone who has previous work experience and graduated in the field that company required because we want them to help making the organization system work better.” - Assistant Managing Director, (G7)</i></p> <p><i>“Basically, we set the experience people that we get to the headhunter through the LinkedIn or through the website because we want to have good talent people to work with us smoothly without any issues.” - General Manager Southeast Asia, (J10)</i></p>	<p>Diverse set of skills</p>

Table 4.2 Question 1: What is currently the process in selecting fresh graduates at your company before the COVID-19 situation? (e.g. Are there any new graduates applying for jobs at your company regularly?) (cont.)

Findings from Interviews	Key Factors
<p><i>“Interviews and training are conducted at the company more than using online tools, so we invite the applicants for an interview. Also, our working style is to work from office.”</i> - Internal Sales Manager, (B2)</p>	<p>Working conditions</p>
<p><i>“We provide on-site interview which ask the applicants to answer us because we want to see their skills and personality. As we think that the personality is important, making the interviewers to see it in that perspective. We also provide a training course on-site because the head of a position will teach the new staff and classified by the levels. However, it mostly depends on the nature of the job and position.”</i> - HR Officer, (C3)</p>	
<p><i>“Our company has the interview and training on-site because we can meet and coach the employees in person easily, but we recruit and screen the candidate's profile through the website.”</i> - HR Business Partner, (D4) & HR Business Partner, (E5)</p>	
<p><i>“At that time, during the normal situation, our company will do face-to-face interview to see the applicants' personality and attitude.”</i> - HR Business Partner, (H8)</p>	

Table 4.2 Question 1: What is currently the process in selecting fresh graduates at your company before the COVID-19 situation? (e.g. Are there any new graduates applying for jobs at your company regularly?) (cont.)

Findings from Interviews	Key Factors
<p><i>“We occasionally get to meet candidates and interview in person, it is important to demonstrate that they are the right person for the position. The interview typically includes both a technical portion and a verbal portion including showcasing skills like problem-solving, communication, teamwork, leadership, adaptability, reliability and customer service. The process might take 1 to 6 weeks for recruiters and hiring managers.” - HR Manager, (I9)</i></p> <p><i>“We prefer to do face-to-face interview before we hire them because we do not hire candidate through the VDO call.” - General Manager Southeast Asia, (J10)</i></p>	Working conditions
<p><i>“The company recruits both experienced and inexperienced people, and pay the salary according to the work experience.” - HR Officer, (C3)</i></p> <p><i>“If a new graduate with no work experience, we hire only one position and it does not an important function, namely the document entry (Admin position).” - Assistant Managing Director, (G7)</i></p>	Open mindedness of hiring the fresh graduates
<p><i>“I think if there is a need for an expansion, we are able to recruit new graduates. The company will support and have budget for this.” - CRM Manager, (F6)</i></p>	Cost effectiveness

Table 4.2 Question 1: What is currently the process in selecting fresh graduates at your company before the COVID-19 situation? (e.g. Are there any new graduates applying for jobs at your company regularly?) (cont.)

Findings from Interviews	Key Factors
<p><i>“In the pre-COVID-19 pandemic, the admission situation for new graduates at that time was considered that the market was highly competitive because the salary rate of fresh graduates is not very high. So, our company willing to hire new graduates to work.” - HR Business Partner, (H8)</i></p>	<p>Cost effectiveness</p>
<p><i>“New graduates are accepted as normal and we will hire according to the turnover rate.” - HR Business Partner, (D4)</i></p> <p><i>“We recruit fresh graduates normally, but we focus people who studied on logistics major. We will recruit the new employee when there is the turnover rate in the company.” - HR Business Partner, (E5)</i></p> <p><i>“Mostly, when the company lack employees, we always announce to hiring new people and most of them will be experienced people to apply.” - Assistant Managing Director, (G7)</i></p>	<p>Recruit based on the staff turnover rate</p>

According to table 4.2, the researcher was able to discover that there are five factors that were considered in the recruitment process before the COVID-19 pandemic. These five factors are **(1) diverse skill-set requirement, (2) working conditions, (3) an open mindedness to hiring fresh graduates, (4) cost-effectiveness, and (5) recruitment based on the staff turnover rate.**

From the interview with participants that have diverse corporate perspectives, starting with the first factor, there are four people who said in the same

way that they would recruit more experienced people because they can use diverse set of skills, as that is something that they are currently lacking in the organization. Someone capable of multi-tasking and undertaking more roles is easily accepted into the recruitment process. The corporates are involved in the daily decision-making process only under the circumstance that the staff on his or her own is not capable of undertaking it. This can be a problem for fresh graduates as they do not have any experience nor competencies to take complex tasks from these organizations, and therefore have fewer opportunities as compared to people with experience.

Second, there are six participants that indicated or mentioned factors associated with working conditions, but the researcher's opinion thinks that every organization mainly provides the interview process, working from the office, and training courses on-site because there is no unanticipated COVID-19 situation at that time. Third, participant C3 claimed that her company is always open to new graduates depending on the nature of the jobs whereas participant G7 accepts fresh graduates but she will hire them in unimportant positions because fresh graduates tend to be interested in finding jobs in famous companies, a big startup company, so her company focuses on looking for people who are near the organization and are likely to work with them. Next, participant F6 said that if the company has planned to expand their business and get more capital, then his organization may open its mind to hiring new grads because they usually recruit mostly experienced people. While participant H8 told that recruiting new graduates will help his company in terms of cost, however, there is a lot of competition. Finally, the three interviewees expressed their viewpoints in the same way that they usually recruit new graduates when there is a high turnover rate at the company, in order to fill people up on time to utilize in the labor market. This could be elements such as addressing increasing demand for their products and services, or to undertake expansion due to the recently high performing year. However, every organization always focuses on looking for candidates who are experienced and skilled to be part of the organization.

Table 4.3 Question 2: What are the qualifications that your company wants when recruiting new graduates to work with?

Findings from Interviews	Key Factors
<p><i>"We focus on the work experience, skills, and mindset (like having a good positive attitude)." -</i> Head of Accounting, (A1)</p> <p><i>"We consider the candidates who graduated in logistics field only because we mainly expect them to have some knowledge in this field to work in our company." -</i> HR Business Partner, (E5)</p> <p><i>"It would be the same as I mentioned earlier that we are stricter and more selective with who will be working. Recruitment process has high cost as well as the opportunity cost for the company. We will pick those who truly fits the role with the right attitude. However, the common problem that we faces is that new graduates are very picky and requesting high salary." -</i> CRM Manager, (F6)</p> <p><i>"The company needs people who communicate clearly, enthusiastic, and have a positive attitude. For the fresh graduates, we would ask to see the various works that they do while in the university, what they did and which major they graduated to explain to us because we want to know that they understand what they have learned, to fit with the offered position as mentioned earlier." -</i> Assistant Managing Director, (G7)</p>	<p>There are specific criteria for the recruitment process</p>

Table 4.3 Question 2: What are the qualifications that your company wants when recruiting new graduates to work with? (cont.)

Findings from Interviews	Key Factors
<p><i>“Due to there is a high competition, the main criteria to be considered will focus on knowledge, ability to work, internship experience, and other experiences that related to the job position.” - HR Business Partner, (H8)</i></p> <p><i>“There is nothing much different with COVID-19 for hiring fresh graduates because they cost less, able to start work immediately, rotation shift, can be trained rapidly, more flexible, remember heretical knowledge better and can be established in more complex workplaces. They can easily adopt new technology that may use at the organization. They embrace the age of digital transformation better than any other generation. Aviation industry is always welcome for the new graduation but it depends on the job position. Airline has many types of jobs and most of the qualification for fresh graduation requirements are proper education, meet physical requirements, pass the test etc.” - HR Manager, (I9)</i></p>	<p>There are specific criteria for the recruitment process</p>

Table 4.3 Question 2: What are the qualifications that your company wants when recruiting new graduates to work with? (cont.)

Findings from Interviews	Key Factors
<p><i>“The job qualifications are fixed criteria to see the right person to match the right position in working.”</i> - Internal Sales Manager, (B2)</p> <p><i>“The company does not change any criteria to recruit the candidates because we want to find the suitable person to fit with the right position.”</i> - HR Officer, (C3)</p> <p><i>“We never change any criteria because we based on the job descriptions to match with the position that the candidate applies.”</i> - HR Business Partner, (D4)</p> <p><i>“The job criteria are never change because it based on the job description to recruit the right person with the right position.”</i> - General Manager Southeast Asia, (J10)</p>	<p>Consider from the fixed job description as given</p>

The interview result of table 4.3 in the second question, showed two main factors which are: **(1) There are specific criteria for the recruitment process** and **(2) consider from the fixed job description as given.**

Every organization has no change in terms of the criteria for recruiting new graduates because most companies refer to the qualifications for recruiting the most suitable new employees to work with. However, the recruiting department always has specific criteria for selecting candidates because each position has different requirements, such as, they may require an extravert person, or a person that can work under pressure, have fast response, handle well in rotation shift, ability to drive, ability to speak English, have specific TOEIC minimum requirement, and communicate other languages, which would come as an advantage.

4.2.2 During the COVID-19 situation

Table 4.4 Question 1: Can you share with me about how your company recruited fresh graduates during the COVID-19 pandemic? And are there any changes in the corporate perspective when selecting people? Please explain.

Findings from Interviews	Key Factors
<p><i>“Due to WFH mode, the company does not recruit the fresh graduates because no one can come to train them and the tasks of some jobs cannot be taught online as well.” - Internal Sales Manager, (B2)</i></p> <p><i>“When there is COVID-19, it makes the company do everything faster, more changes and may cause the employees get stress. So, the company hire more people and depend on the position. Our company tend to recruit more experienced people because there is no time to teach. The new person who comes in must be ready to work such as picking up an experienced person have at least 1 to 2 years’ experience, including the internship experience as well.” - HR Business Partner, (D4)</i></p> <p><i>“Our company is like other companies which we focus on finding people who have knowledge and experience in logistics directly because this company is a logistics specializes. So, we try to recruit people with this specific talent in order to work effectively for our company.” - HR Business Partner, (E5)</i></p>	<p>Diverse set of skills</p>

Table 4.4 Question 1: Can you share with me about how your company recruited fresh graduates during the COVID-19 pandemic? And are there any changes in the corporate perspective when selecting people? Please explain. (cont.)

Findings from Interviews	Key Factors
<p><i>“As I mentioned earlier that our company will still focus on experienced people to help the organization. Moreover, during the COVID-19, it is important that we must always hire people who are ready to work for us.” - Assistant Managing Director, (G7)</i></p> <p><i>“We did not change anything. We think that every people have to reduce the workforce, find some people to continue the task. So, we do not hire new fresh graduate because they need a lot of support, coaching and if they are WFH so we think that they cannot do the work well.” - General Manager Southeast Asia, (J10)</i></p>	<p>Diverse set of skills</p>
<p><i>“The recruitment has changed to an online in order to see applicants from many angles, but there are a few positions arranged the on-site interview. However, it depends on the supervisor of each position because the company wants to look at personality, body language and perspective. Also, there is a training and working online rather than the on-site format.” - HR Officer, (C3)</i></p> <p><i>“The company has changed the management of hiring new graduates to interview, training and work via online mode as a majority work condition during the situation.” - HR Business Partner, (D4)</i></p>	<p>Working conditions</p>

Table 4.4 Question 1: Can you share with me about how your company recruited fresh graduates during the COVID-19 pandemic? And are there any changes in the corporate perspective when selecting people? Please explain. (cont.)

Findings from Interviews	Key Factors
<p><i>“The working style, training and interviews are like any other companies. It means that everything switched to be online mode during the pandemic.” - HR Business Partner, (E5)</i></p> <p><i>“But the interview will change from face-to-face to be online interview instead, making it more convenient.” - HR Business Partner, (H8)</i></p>	<p>Working conditions</p>
<p><i>“We recruited more fresh graduates because of cost savings. As the new graduates do not require a high salary and we think that they are quite easy to find a job without needing much experience, like the accounting job that we accept new graduates is to separate the documents (Document entry position). We can gradually teach them how to do the tasks until they understand to perform, and lead to get promoted in the future. So, we are welcome for both experience and inexperience candidates. But if a deeper accounting field, we would accept someone with more direct experience because teaching is different.” - Head of Accounting, (A1)</i></p> <p><i>“The acceptance rate has not changed for recruiting the fresh graduates because our company still needs employees to drive in the organization.” - HR Business Partner, (H8)</i></p>	<p>Open mindedness of hiring the fresh graduates</p>

Table 4.4 Question 1: Can you share with me about how your company recruited fresh graduates during the COVID-19 pandemic? And are there any changes in the corporate perspective when selecting people? Please explain. (cont.)

Findings from Interviews	Key Factors
<p><i>“During the pandemic, I believe that most of the company freeze the hiring. Trying to reduce unnecessary cost to the company. We are keener towards the internship. There is no cost for this, and we get the manpower to support the company during the crisis.” - CRM Manager, (F6)</i></p> <p><i>“During the COVID-19 pandemic, its effects on the global airline and airport businesses. The recruitment was freezing and the employment rate is lower. Some of the actual jobs are short term losses, cut wages, and reduce dividend payments to retain employees during difficult periods. We keep in mind and wait for developing a vaccine. So, during this period we could study, plan and prepare for the future job hiring after resuming business.” - HR Manager, (I9)</i></p>	<p>Cost effectiveness</p>
<p><i>“Since the increase of working online and WFH mode, causing the graduands suffer in starting a new job because self-learning is not everyone can do. Also, during the COVID-19 situation, everyone may have a bad work-life balance among the team, leading no one focus on the new hired grads who come to start a new job. Then, it will affect the turnover rate is higher such as they came only a few months and leave the company.” - HR Business Partner, (D4)</i></p> <p><i>“We think that if we hire some new people and do not have any support and any coaching. This makes them still change the job quite easily. It is not so easy for the company because very few graduates know exactly what they want from the job.” - General Manager Southeast Asia, (J10)</i></p>	<p>Recruit based on the staff turnover rate</p>

Following table 4.4, it can be identified that the diverse skill requirement factor does not change because many companies still insist on selecting experienced people rather than inexperienced people. This is due to the fact that since the COVID-19 outbreak has resulted in lockdowns, social distancing and eventual Work From Home (WFH), employees rarely come to the office and they do not meet each other, and if the company recruits inexperienced candidates, then supervising them would be difficult. Thus, choosing to recruit well-prepared people to work will help drive the organization further during this crisis. The biggest change is the working conditions factor because the situation forced all corporations to adapt undertaking work via online channels. As indicated before, this was referred to as Work From Home (WFH). Moreover, recruiting fresh graduates during this period will increase the staff turnover rate factor. This is because people in the company cannot come to teach and tell them how to do the tasks, thus making the new grads quit their jobs easier than before. In turn, there are some companies that have changed their attitude to open their minds to hiring fresh graduates because they think it can help them reduce their costs. Moreover, these organizations that are looking to be cost effective are willing to teach new graduates, giving them quick experience and technical-know-hows. Meanwhile, participant F6 thought that the company tends to look for internship students rather than hiring new employees because we can save more costs, as we do not need to pay for them during this crisis.

Table 4.5 Question 2: Are there any qualifications (criteria) in the recruitment process that has changed in your company? Why / Why not?

Findings from Interviews	Key Factors
<p><i>“The change in terms of experience requirement, for example, allowing more inexperienced people to work with us because we will teach them how to do the work and provide a training course. For those who have a little experience with it or have used a program that the company uses, it would be advantage. But if the internship experience is not related to the field in applying for an accountant position, then we will consider from the interview that how he/she has enough capable to come and work with us.” - Head of Accounting, (A1)</i></p>	<p>There are specific criteria for the recruitment process</p>
<p><i>“We commit to hire experienced people to make our company not face difficult for us again. We also seek for candidate who live nearby our company, have a private car because we think if they come by public transportation, there will be a risk. There are a lot of candidates applying for jobs during the COVID-19, but not many people pass the criteria because their talent is not good enough and some people just came for a few days and quit the job easily due to the job description is not exactly match what they want to do.” - Assistant Managing Director, (G7)</i></p> <p><i>“The criteria to consider might not be any different from the pre-COVID-19 period. But if it is possible to consider, our company will decide in terms of skill or ability about the working online, and using various computer programs which would be an advantage.” - HR Business Partner, (H8)</i></p>	<p>There are specific criteria for the recruitment process</p>

Table 4.5 Question 2: Are there any qualifications (criteria) in the recruitment process that has changed in your company? Why / Why not? (cont.)

Findings from Interviews	Key Factors
<p><i>“Never change the criteria as we based on the job description” - Internal Sales Manager, (B2) & HR Officer, (C3) & HR Business Partner, (D4) & HR Business Partner, (E5) & CRM Manager, (F6) & General Manager Southeast Asia, (J10)</i></p> <p><i>“There is nothing much different with COVID-19 for hiring fresh graduates.” - HR Manager, (I9)</i></p>	<p>Consider from the fixed job description as given</p>

Table 4.5 result displayed that the criteria for recruiting fresh graduates during the COVID-19 period were unchanged from the normal situation (prior to COVID-19) because it was standard qualifications to pick people. However, some organizations would focus more on the ability and skills in using technology to adapt working in the COVID-19 era. This is due to the fact that employees could not go to work at the office, during lockdowns and social distancing protocols. Additionally, participant A1 expressed that their company changed its perspective to recruit fresh graduates, especially inexperienced candidates because they are willing to train new grads to develop towards the future.

4.2.3 Post COVID-19 situation

Table 4.6 Question 1: After this pandemic receded, how has your company undertaken recruitment of fresh graduates? Please elaborate your reasons.

Findings from Interviews	Key Factors
<p><i>“I think if half a year has passed, it will go back to the same before the COVID-19 situation such as some majors have internships program before the graduation and if the candidate has experience in accounting field, then we will consider directly.” -</i> Head of Accounting, (A1)</p> <p><i>“Our company will recruit a lot of candidates, but we still emphasize on the experience because the company wants to hire quality people to do the work rather than reducing the cost factor.” -</i> HR Business Partner, (D4)</p> <p><i>“At the moment, the company is fully resume with the recruitment. However, the selection process will be more strict as we would select those who fits the role and position. The company will be more selective. We also need to be able to justify our reason why we need additional staff. Otherwise, the company will not approve the new hiring.” -</i> CRM Manager, (F6)</p>	<p>Diverse set of skills</p>

Table 4.6 Question 1: After this pandemic receded, how has your company undertaken recruitment of fresh graduates? Please elaborate your reasons. (cont.)

Findings from Interviews	Key Factors
<p><i>“We will accept people just like in the pre and during the COVID-19 periods by emphasizing candidates who have experience and can help to drive our company to be more systematic and more efficient.” - Assistant Managing Director, (G7)</i></p>	<p>Diverse set of skills</p>
<p><i>“The interview and working will resume to onsite which everyone needs to check ATK test because it will help the company to cope. Training has both online and onsite (but will provide ATK checks as follow the on-site policy).” - HR Officer, (C3)</i></p> <p><i>“We have online interview and set the hybrid working style for our staff, same as during the COVID-19 situation as mentioned above.” - HR Business Partner, (D4)</i></p> <p><i>“The format of work and interviews will be the same as before the COVID-19 pandemic. It means that everything will go back to on-site mode.” - HR Business Partner, (E5)</i></p> <p><i>“We still use face-to-face interview before we hire them because we do not prefer to recruit people through the VDO call. We also resume to work at the office after the COVID-19 situation.” - General Manager Southeast Asia, (J10)</i></p>	<p>Working conditions</p>

Table 4.6 Question 1: After this pandemic receded, how has your company undertaken recruitment of fresh graduates? Please elaborate your reasons. (cont.)

Findings from Interviews	Key Factors
<p><i>“In my opinion, if the company just recovered from the COVID-19 period, there will be opportunities for new graduates because the employment of any position depends on the economy and we have to look at the company's capital as well.” - Head of Accounting, (A1)</i></p> <p><i>“After COVID-19 situation, the company will reduce the recruitment of experienced people and reduce costs by changing the new target to pick up fresh graduates with some work experiences (at least 1 to 2 years' experience), even if it is not related to major field. We will provide a training course on the company's products for them. The reason why we do not hire 0-year experience because it will waste time coaching and our company is likely to be fast response company, so we need someone who is ready to work and solve any issues rather than 0-year experience candidate.” - Internal Sales Manager, (B2)</i></p>	<p>Open mindedness of hiring the fresh graduates</p>

Table 4.6 Question 1: After this pandemic receded, how has your company undertaken recruitment of fresh graduates? Please elaborate your reasons. (cont.)

Findings from Interviews	Key Factors
<p><i>“We are willing to welcome the fresh graduates both experienced and inexperienced, depending on the job description for each position. For example, some positions request that the company can hire new graduates (e.g. Admin position), but some positions cannot be recruited like engineer’s position. Because there are very few people who have directly experience before and the company wants to recruit people with technical knowledge and basic knowledge in this field. Most of them will be hired from the related major field more than because they have basic knowledge before as depending on the nature of the job.” - HR Officer, (C3)</i></p>	<p>Open mindedness of hiring the fresh graduates</p>
<p><i>“Another my viewpoint, we also recruit the fresh graduates even if they do not have any work experience before. But we will let them prove themselves during the interview that how they are better than others in order to let us hire them to work.” - HR Business Partner, (D4)</i></p>	
<p><i>“Our company expects to recruit new graduates like in the pre and during the COVID-19 situations as mentioned earlier above. Because we need people who are very knowledgeable in logistics in order to work for our organization more efficiently.” - HR Business Partner, (E5)</i></p>	

Table 4.6 Question 1: After this pandemic receded, how has your company undertaken recruitment of fresh graduates? Please elaborate your reasons. (cont.)

Findings from Interviews	Key Factors
<p><i>“After COVID-19 pandemic, the competition to hire fresh graduates will be more competition. Due to the current situation with the COVID-19, causing many related factors happened such as students are unable to take internships program, cannot study in the classroom and cannot do activities like before. This makes the competition for jobs hiring new graduates more difficult because they have no experience and there is no selling point for the company to accept younger graduates to work same as before the COVID-19 outbreak.” - HR Business Partner, (H8)</i></p> <p><i>“After COVID-19 recovery, we will begin rehiring employees for productivity reasons. Bringing back employees who have been laid off or furloughed may be able to help our organization resume business operations quicker and hire fresh graduates’ employee that is the most affected by the pandemic, they have sacrificed, powerfully rebounded, not giving up on learning and actively seeking opportunities. With COVID, many of the airline pipeline levers have come under pressure. Faced with mounting costs and loan. Once the industry begins to recover, the aviation industry jobs will hire for more workers but it depends on demand and position.” - HR Manager, (I9)</i></p>	<p>Open mindedness of hiring the fresh graduates</p>

Table 4.6 Question 1: After this pandemic receded, how has your company undertaken recruitment of fresh graduates? Please elaborate your reasons. (cont.)

Findings from Interviews	Key Factors
<p><i>“After COVID-19 pandemic, we open new graduates and less experience people come to apply for jobs on the website and we do hire some fresher graduates better prepare for the future. This comes through the advertisement on the website and if we feel that they have talent and they are good, then we would invite and hire them to prepare for the next process.”</i> - General Manager Southeast Asia, (J10)</p>	<p>Open mindedness of hiring the fresh graduates</p>
<p><i>“Our company has changed the attitude to hire fresh graduates because we can pay less salary. For example, the Assistant Internal Sales position is welcome fresh graduate, but we just wanted people to have basic knowledge of the program and able to communicate in English very well.”</i> - Internal Sales Manager, (B2)</p>	<p>Cost effectiveness</p>

According to table 4.6, all interviewees provided similar responses, stating that they would emphasize people with diverse skills sets, abilities, and qualities to help recover the working system in the organizations better than during the time of the COVID-19 crisis. On the contrary, some corporations are willing to accept fresh graduates even though they have less or no experience due to the lack of manpower during the current pandemic. The reason why recruiting this type of candidate is beneficial is due to the fact that it will help companies cut costs and reduce the turnover rate. These rates would be better than that experienced during the COVID-19 pandemic which almost every organization has suffered from these two issues.

In addition, another aspect that has changed is the working style because every organization offers two approaches (1) hybrid mode and (2) resume to work at the office once again. The choice is subjective to each individual company, and how they

experienced the pandemic. Nonetheless, if it's the working style that involves working at the company, all employees must comply with the policy of preventing the spread of COVID-19, which is to submit the ATK test before attending the office and to continue maintaining social distance.

Table 4.7 Question 2: What are the job qualifications that are applied for new graduates applying for jobs at your company after the COVID-19 situation?

Findings from Interviews	Key Factors
<p><i>“The company will recruit fresh graduates and train them, but we will have to look at their actions after the training as well such as how fast their response and ability are. If we coach them and they cannot do, we will be considered again. Also, there are some people who study and work as a part-time job while studying, so the company will look at their part time work experience and their mindset.” -</i> Head of Accounting, (A1)</p> <p><i>“The main criteria are still the same as before and during the COVID-19 situations, but there will be additional requirements in terms of the technology accessibility in working and focus on soft skills even more.” -</i> HR Business Partner, (H8)</p> <p><i>“After COVID-19 recovery, there is a chance for the fresh graduates to apply job as most affected by the pandemic. They have sacrificed so much due to the pandemic, yet they have powerfully rebounded, not giving up on learning and actively seeking opportunities. This young and energetic group will get ready for a new challenge.” -</i> HR Manager, (I9)</p>	<p>There are specific criteria for the recruitment process</p>

Table 4.7 Question 2: What are the job qualifications that are applied for new graduates applying for jobs at your company after the COVID-19 situation? (cont.)

Findings from Interviews	Key Factors
<p><i>“Never change the criteria as we based on the job description” - Internal Sales Manager, (B2) & HR Officer, (C3) & HR Business Partner, (D4) & HR Business Partner, (E5) & CRM Manager, (F6) & General Manager Southeast Asia, (J10)</i></p> <p><i>“The criteria will be similar to consider the new hired same as during the COVID-19 outbreak.” - Assistant Managing Director, (G7)</i></p>	<p>Consider from the fixed job description as given</p>

Table 4.7 outcome represented the criteria used to recruit new graduates for the post-COVID-19 is still the same as in the pre-COVID-19 phase and during the pandemic phase. This is because all the interviewees thought the job description was very detailed to get the right person for the right job in the corporations.

4.3 Summary of the key challenges and opportunities of finding jobs for fresh graduates in Thailand during the COVID-19 pandemic crisis

Overall, most companies currently check their interests from before and after COVID-19 to accept new grads or inexperienced graduates, but when the COVID-19 outbreak occurred, most organizations focused on recruiting candidates with at least 1 to 2 years of experience. This is because it requires working from home (WFH) and people with experience, skill variety, quality, and knowing what the job is to help the organizations survive and continue as much as possible. In other words, new graduates are difficult to work with in the COVID-19 era because many corporations will not hire new graduates as they do not have enough time to guide everything exactly. Thus, this was a difficult challenge, and unable to have any opportunity to get a job for fresh graduates. Working patterns during the COVID-19 pandemic have shifted to online

mode, and every organization was trying to cut costs dramatically. As a result, the turnover rate in the Thai labour market has increased compared to the pre and post-COVID-19 situations. When the turnover rate is high, it will make the companies recruit more people because of having more job vacancies. Hence, this will increase the chances of accepting new graduates during these two situations (between before and after the COVID-19 outbreak).

Additionally, most corporations have not changed the criteria for considering recruiting new graduates because they are based on the job description (JD) for each position for all three periods. Looking in detail, there is the basis of qualifications to consider in recruiting potential employees, and there are some special requirements that include in the job description of each position as well (e.g. more proactive learning, ability to work under pressure, having a driving license, communicate in English, rotation shift, and others). Hence, applying the job description could assist organizations in getting the right person for the right job at the workplace.

By identifying all the key factors indicated in the tables above, the researcher has known and perceived the various perspectives from different organizations about the challenges and opportunities that fresh graduates encounter while finding jobs in Thailand during the COVID-19 pandemic crisis.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

According to the interview results, the writer has analyzed the key factors of challenges and opportunities of finding jobs for fresh graduates in Thailand during the COVID-19 crisis. It can be summarized as follows in table 5.1 below.

Table 5.1 Summarize the outstanding result of selecting fresh graduates

Question 1	Question 2
<ul style="list-style-type: none"> • Diverse set of skills • Working conditions • Open mindedness of hiring the fresh graduates • Cost effectiveness • Recruit based on the staff turnover rate 	<ul style="list-style-type: none"> • There are specific criteria for the recruitment process • Consider from the fixed job description as given

The author can see that these key factors in two different questions are based on the outcome of the interview process with various people from diverse organizations' perspectives. The first question was able to identify an important factor that committees and interviewers in recruiting new graduates take into consideration, that is, diverse skill set. This is a conclusive finding because all 10 interviewees stated similarly, and admitted that they would focus on people with more experience (at least 1-year experience onwards) for their organizations, especially during the COVID-19 pandemic. This is because the current situation forces every organization to recruit people with diverse talents and skills to work immediately since they do not have time to teach newcomers. Besides, working conditions have changed to Work From Home (WFH) instead, which has resultantly changed their perspective of recruiting new staff.

Recruiting people under such circumstances is a complex process, and resultantly drastically reduces the possibility for fresh graduates to get a job during the COVID-19 pandemic. The second question was able to identify that, regardless of the COVID-19 pandemic, the criteria for recruiting new graduates did not change in all three periods (pre, during, and post) because each position of each organization had different requirements in selecting people. The recruiting department always focuses on what is stated in the job description. Hence, this analysis makes fresh graduates know what kind of people the organization wants to recruit and the organization's expectations.

To sum up, all of the data mentioned above covers the research question and the conceptual framework that was identified in chapter II. By the findings presented in this paper, the researcher has been able to further improve knowledge both for herself and the academic society, in seeing how COVID-19 has influenced recruitment and selecting processes amongst graduates in Thailand. Moreover, the study has also been able to identify the key factors considered when undertaking a recruitment of people, which then the fresh graduates can learn and utilize to improve their chances of securing a job.

5.2 Recommendations

All the practical recommendations mentioned below are interpreted from the perspectives of the 10 interviewees in the study because this will be very beneficial to the new graduates in Thailand, as they will have real-time information on how companies are recruiting and what they should do to secure a job post-pandemic.

5.2.1 Identify your goals and be prepared

All fresh graduates have to know their goals and what position they want to work in, so they should study the details for that before the interview. To illustrate, when a new graduate applies for a job, they should do their research, such as knowing the exact job description, the roles and responsibilities, the process of working for that position, as well as researching the company and culture. These examples are the basic knowledge and do not waste time between the committees because it helps them craft their answer to match the company and could help them land a job more easily. Also,

this suggestion encourages the interviewers to understand and see the applicant's commitment to more employment opportunities from the organization.

5.2.2 Be experienced

For instance, some universities offer an internship program to students based on their field of study. It is considered an experience where they can learn the organization system, work part-time, or do many activities while studying at the university. These will be very useful for them because the company will look at the candidate's experience related to the position. Hence, the new grads have to do their homework about that position as the company wants. Besides, having experience will give them an advantage over inexperienced people. However, corporations will always measure their mindset.

5.2.3 Try to present yourself in that way

Fresh graduates should present their skills and goals, and show why the organizations need to hire them, not oversell themselves. Moreover, identifying the strengths and weaknesses of the individual is an indispensable requirement, as many interviewers are likely to ask this question. This would help to evaluate the applicant's personality, mindset measurement and reflections before hiring them to join the organization. The more the new graduates know about themselves, the more confident they will feel about the interview. Hence, they should always prepare for the interview before they go. This recommendation is to match the position that candidates apply for and try to find some mutual things that they have, meaning the mutual agreement or mutual experience that matches the job description because if they attend the interview session and speak differently, the companies may not hire them and waste time between them.

5.2.4 Have various skills and competencies

New graduates should learn a lot outside the classroom to improve their skills, such as trying to practice a lot of PowerPoint, Excel skills and others, because there are many technologies used in work nowadays. If a fresh graduate does not have the skills to use technology, this will result in a lack of points in the interview even

more. Leadership skills and communication skills are significant for them to develop because every company is likely to see how their competencies are before hiring. Nevertheless, the required skills are necessary but less important than a positive attitude. Therefore, they should have passion before working, such as being ambitious to learn, adaptable, and able to handle any work pressure, resulting in more opportunity to be recruited by corporations.

5.2.5 Be confident

Graduates must be confident in themselves, maintain humility, and be brave at answering questions during the interview session. They should avoid being shy, as that would immediately give out wrong signals to the interviewer that the individual himself or herself is not capable of handling the workload. Thus, this is why fresh graduates should utilize these suggestions to work with the current staff at the workplace.

5.2.6 Resume and document preparations

The applicants must prepare a professional resume, correct documents, and avoid sending something quickly. Looking at the details, candidates should not write too long CVs because if they write too many things, no manager has time to read them all. Thus, it should be able to summarize the precious and highlight the most important points and talents in the jobs they are looking for to see and match the position.

5.3 Limitation

There are two main limitations regarding this study on the challenges and opportunities of finding jobs for fresh graduates in Thailand during the COVID-19 pandemic crisis from a Corporate perspective. First, the researcher cannot control interviewees to interview with her because some participants may take on personal leave, holiday leave, sick leave, or business field trip and be busy with their routine tasks, impacting the **resource availability**. Thus, it required the researcher to have a second plan by interviewing others in charge of the recruiting instead of the first plan respondents' lists immediately, to obtain the data analysis results on time as determined.

Second, since there are mostly nine interviewees of Thai nationality in this study, causing the author takes all the outcomes obtained to understand and analyze them by transforming them into the English version while doing this research. Hence, this could be considered **language accessibility**.

5.4 Future Research

In this study, the researcher has used an in-depth interview method to collect all data, but if the author has a chance for a future study, she will take those key factors and implement a questionnaire or survey method because it can help to access a wide range of people such as the corporations in the other provinces, not only focus on in Bangkok area. Thus, this is a practical approach to expand the outstanding of this research. Moreover, it would be good if this study could collect the data from the fresh graduates' perspectives by comparing how they think in the recruitment process of themselves while finding jobs from various corporations after graduation. The qualitative and quantitative approaches should be used consistently for this study.

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