

**FACTORS AFFECTING THE MOTIVATION & RETENTION
OF PROFESSIONAL ACCOUNTANTS IN THAI ORGANIZATIONS**

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Abstract

For an organizational workplace in Thailand, motivating and retaining staff workers who have a critical role in documenting the figures and records are highly imperative as the financial health of the organization's business operation has to be deemed as legitimate for the future. The aim of this study seeks to examine the factors that motivate and retain the professional accountants who are employed in Thai organizations. The work was conducted through an Accountants Accounting Office survey which entails the information on the personal information, motivational factors, and retention factors in maintaining the workers in Thailand. It's critical to know that such issues that have an impact on task performance, working relationship, career expectations, and workplace climate are real time information for HRM to analyze and coming up with a concept that will keep the accountant staff workers heavily satisfied to be a part of the organization. Therefore, the approach towards developing a strategy, designing the system, and determining how organizational branding ought to be in parallel with the interests and values of the individuals who take on their roles as an accountant.

Keywords: Accountant, Motivation, Opportunity, Retention, Trust, Work and Life Balance

1. Introduction

In moving forward and making sure that there is financial progress, the Thai organizations' human resource management must ensure that the accounting staff members who play a key role in supporting the vision and the mission are dedicated to fulfill their tasks on a continuous basis so that stakeholders are confident that the business operation is on a long term basis (Holtom, Mitchell, Lee, and Eberly, 2008). However, this utopia could truly come about if human resource management can grasp the critical value points as the criteria in implementing the proper practice for motivation and retention of the employees. Motivation sets itself on the course when the virtues that are deemed as important by the workers are met with impact and honest enough to gain a sense of trust and respect from those who have the

power and authority to make it happen (Muhammad, 2007). Retention is manifested from the initiation of maintaining a working climate and culture that creates a positive experience for employees to perform, and being able to connect with the objectives that are amicable to achieve (Masibigiri and Nienaber, 2011). The numerous literature on practice, research, and experimentation in motivating and retaining accounting employees have shown hope and promise for better application but at the same time the message is always calling for a need in improvement because employees can never truly be satisfied in the workplace (MacLean, 2013). Therefore, the focus for the motivation and retention of accounting employees is to resolve through the challenges in making them be committed to the Thai organization in a longer period of time rather than being mentally occupied in looking for a quick fix solution to prevent these type of workers in wanting to leave (Shakeel and Butt, 2015)

2. Rationale of the Study

The process of auditing requires specialized knowledge and specific skills from individuals who hold a degree in accounting in order to produce an honest and healthy financial balance sheet statement. For an organizational workplace in Thailand, motivating and retaining staff workers who have a critical role in documenting the figures and records are highly imperative as the financial health of the organization's business operation has to be deemed as legitimate for the future. An unexpected or unwanted disruption could cause a great deal of concern whereas auditing becomes exposed to lower standard of quality, categorized to the stakeholders as an investment risk, and labeled as an unprofessional organization (Accaglobal, 2015). Being faced with a high turnover number of accountants in a Thai organization would lead to a consequence of an increased *cost of recruiting and training of new employees as well as the loss of expertise of experienced accounting professionals* (Moyes & Redd, 2008).

3. Research Objectives and Questions

The aim of this study is to examine the factors that motivate and retain the professional accountants who are employed in Thai organizations. To achieve this aim the work proposes the following questions:

1. What are the motivating factors maintaining the Thai accounting professional workers to stay with their organizations?
2. What are the retention factors for employees remaining as an accountant in Thai organizations?
3. Based on the motivating and retention factors, what are the ideal human resource management practices for sustaining motivation and retention in a Thai organization?

4. Literature Review

4.1 Motivational Factors in the Accounting Workplace

Motivation is part of a process for supporting the organization's goal and objectives; since achieving them is very important, management has to allow a platform for workers to feel that they are engaged and playing a key role in making a contribution towards success (Phattaro and Pejkla, 2015). Literary work on motivation presumes that if there is an opportunity for the individual worker to learn and develop one's skill there would be a great sense of appreciation, which would lead to a great satisfaction in the workplace (Preecha, 2014). While acquiring and gaining knowledge is essential for accountant professionals, there is still the need for most of them to have a career advancement from their current position so that there is a feeling of achievement within the workplace (Nouri and Parker, 2012). Upon performing in the workplace people need to have some self-assurance as well as being respected from fellow

colleagues that there is trust in one's capabilities (Wahaba, et al. 2016), otherwise there would be tons of pressure and a lack of confidence. Keeping the profession as an accountant requires a constant review for ways of upgrading the knowledge required to carry out the tasks, therefore these workers would like to see the opportunity present itself for furthering one's education or receiving training for development (Patanakul, Pinto, and Pinto, 2016). With the know-how and ability in tact individuals doing this type of occupation are also looking at the opportunity to be assigned to an important task as the means to measure their own capacity and where the improvements can be (Tabiu, Pangil, & Othman, 2016). The task itself has to be significant and challenging so that it is worthwhile for workers in utilizing their knowledge and skills that can be refined (Seibert, Kraimer, and Heslin, 2016), while at the same time the work inspires them to fulfill the demand (Singh, and Singh, 2016). When accountants are recognized by their peers, superiors, and the organization, as well as being provided the freedom to carry out the process they gain an uplifting sensation that enables to perform at their best (Budd and Spencer, 2015).

4.2 Retention Factors in the Accounting Workplace

Retention is effective when the shared values are in corresponding with the employees who define what the best ideas are for making them want to be with their organizations in the long term. First and foremost, accountant professionals in Thailand are living in a collective society whereas family and community is important in their eyes, therefore having security at work allows them to hold their heads up high knowing that they feel confident in helping out with their family's financial matter and to be seen as a hard working responsible person in their community (Yiengprugsawan, et al., 2015). The issue and meaning of family is a critical factor to be seriously taken into consideration on part of human resource management; the former calls for an organization to support the balance between the demands of family life and work, while the latter is about working in a family like environment (Napasri and Yukongdi, 2015). In between the working events and schedule, there is a tendency to assess how others will respond should mistakes and errors occur unintentionally. These workers will make a psychological note to measure the leaders' credibility and having confidence on them (Nguyen, et al., 2015), as well as the intentions of colleagues and office managers fostering good working relationships (Ractham and Thompson, 2015). The work as a professional accountant in Thailand carries a status that defines itself different from other laboring positions so that the jobholder can say, with pride, what they work as that leaves an impression to their fellow Thai national: it is the importance of the work that provides the support in the retention (Schreier and Kainzbauer, 2016). The conditions for making retention even stronger when human resources management develops the opportunity for the accountants to make progress and develop growth in the future (Kuchinke, 2015), as well as implementing a payment rate where the salaries are higher, the wages are fair, and are appropriate to the task at hand (Holumyong, et al., 2015).

4.3 Practices on Motivation and Retention in the Accounting Working Environment

The motivation and retention of accounting professionals are not a phenomenon that occur on their own, these practical acts are part of a strategy and system within the cross-functional working environment that enables the initiative to meet the desired objectives, especially in promoting a fair job evaluation, a working atmosphere that encourages employees to complete the task, and a system for learning and development (Yunlu and Clapp-Smith, 2014). Human resource management, in representing the organization as an employer has to be aware of the organization's brand reputation and image that is in place, whereas employees are willing to procure the necessary assignments and tasks because there is strong credibility for ensuring that the operation allows for some flexibility and the tasks assigned are appropriate for completion (Phoemphan, 2015). Therefore, the idea of motivating the accountant staff has to be within the content of strategy so that other critical sources or

information can be integrated into a purpose instead of a function (Donovan, Doyle and Garvey, 2016). Retaining the accountants is much more effective when proactive measures are taken by conducting a study to determine where the values, such as a policy that supports life and telecommuting to work, flexible working hours, and procedures for managing stress and establishing harmony, and opportunities for travelling abroad, are truly embedded in their mind (Sundarapandiyam, 2015), so that there is no redundancy with rewards or incentives being procured. For human resources management, it's not about the policy and rules that are going to make people agree on what is best for worker to perform effectively the criteria is heavily on a forged partnership that puts the workers in the driver's seat for deciding what is best for them in terms of training and development, career growth, and the important issues that they believe will help them accomplish the organization's goal and objectives in the long term (van Rijn, Yang and Sanders, 2013).

5. Research Methodology

This study was conducted through an Accountants Accounting Office survey which entails the information on the personal information, motivational factors, and retention factors in maintaining the workers in Thailand. The format of the survey required for the participants to fill out their personal information first and then directed them to fill out a Likert scale rating which pertains to the synthetic factor for motivating and retaining the accounting officers working in a Thai organization. The study targeted for 350 individuals of this profession. The data collection method was arranged at a training workshop in a hotel located in Chiang Mai that was organized by the accounting profession; of which 94% or 330 participants took part in the survey (n = 330). The research collected primary data by using questionnaires that had a rating scale where the information was tested for its reliability. The reliability in the questionnaire with regards to retention was in reference based on the research model of Matthew (Matthew et. al., 1991) and in retention reviews. The work used purposive sampling from the accounting profession of Thailand which arranged the training and development for individuals working in this line of work. According to the hours of the Federation of Accounting Professional Nationals that was held in Bangkok, Chiang Mai and Phuket (the three major cities that have the FAP branch office and providing hourly training for the accounting profession throughout the year) accountants are required to attend twelve hours of training in a year; individuals holding a CPA must have eighteen hours of training, these are the requirements to be met in order to be considered as an accountant. A sample of 330 participants who attended the FAP workshop were collected, with a method of analyzing the factors that influence the persistence of the accounting profession in Thailand. The Binary Logit Model (Greene W., 1997) was applied to analyze the trends for workers to remain in their jobs or resigned. The data collection was made possible through the arrangements with the Federation of Accounting Professions, under the Royal Patronage of his Majesty the King as registered accountants.

$$Y_i = X_i\beta + \mu_i$$

If $y_i = 1$ then have experience in Accounting profession

If $y_i = 0$ then haven't experience in Accounting profession
from Likelihood function:

$$\begin{aligned} & prob(y_1 = \gamma_1, y_2 = \gamma_2, \dots, y_n = \gamma_n) \\ & = \prod_{y_i=0} [1 - F(X_i\beta)] \prod_{y_i=1} F(X_i\beta) \end{aligned}$$

The formula for the regression is:

$$L = \prod_{y_i=0} [1 - F(X_i\beta)]^{y_i} [F(X_i\beta)]^{1-y_i}$$

Which is:

$$F(X_i\beta) = \frac{1}{1 + e^{-x_i\beta}}$$

X_1 = Marital status

X_2 = Education

X_3 = Position level

X_4 = Importance and challenge of the job

X_5 = Opportunity for growth

X_6 = Recognition within the organization

X_7 = Fair salary/wage

X_8 = Support in telecommuting

X_9 = System for personal development and achieving results

X_{10} = Job stability

X_{11} = Good working relations with colleagues and office head

6. Results & Analysis

6.1 Survey Results on Personal Information of Thai Accountant

The figure below displays the number and percentage of personal information by gender, age, marital status, educational level, working experience, and current position.

Personal Information	Total	Percentage
Gender		
Male	32	9.7
Female	298	90.3
Age		
Below 25	18	5.5
25 – 30	64	19.4
31 – 35	78	23.6
36 – 40	59	17.9
41 – 45	51	15.5
45 and over	60	18.2
Marital Status		
Single	182	55.2
Married	136	41.2
Widowed/Divorced	12	3.6
Educational Level		
Bachelor's degree or equivalent	256	77.6
Postgraduate	74	22.4
Working Experience		
Less than 5 years	73	22.1
6 – 10 years	88	26.7
11 – 15 years	61	18.5
More than 15 years	108	32.7
Job Position		
Independent Accountant	30	9.1
Accountant Employee	164	49.7
Accounting Manager / Accountant	82	24.8
Head Account / Owner Accounting Office	22	6.7
Other	32	9.7

Figure 1. Personal Information

According to the figure above, the number of applicants were mostly female; 90.3 percent took part in the survey. In addition, 23.6 percent of them were at the average age ranging 31-35 years. Also, 55.2 percent of the participants are living a single life, while 77.6 graduated with a bachelor's degree or the equivalent. Furthermore, 32.7 percent have working experience of more than 15 years, and 49.7 percent hold a job position that is an accountant employee.

6.1 Survey Results on Motivating Factors & Assessment on the Level of Awareness, Understanding and Action of Management on the Accounting Profession in Thailand

The researchers collected the data through a survey which asked them to provide a rating criteria whereas 5 is highly important, 4 is moderately important, 3 is average, 2 is less than average, and 1 is the least concern. The survey inquired about their viewpoints on the following issue: “being part of a success on the job, having the opportunity to learn and develop skills in the workplace, having growth opportunities for career advancement as an accountant, gaining the trust of the staff where one is responsible for work, having the opportunity to further one’s education, having the opportunity to be assigned to an important task, seeing the job as being significant and challenging, viewing the work as being inspirational for the employees to fulfill the demand, being recognized by peers and supervisors, being recognized by within the organization, and having some freedom to do the job”. The average and standard deviation were processed to obtain their respective scores, and the data was assessed through concept of the level of awareness, understanding and action of management on the accounting profession in Thailand. The figure below provides the details on the variables studied with regards to the score on the average and standard deviation, as well as on the level of awareness, understanding and action.

Figure 2. Motivational Factors of the Accounting Workplace in Thai Organizations

The Variables Studied on the Motivational Factors of the Accounting Workplace in Thai Organizations	Average \bar{X}	Standard Deviation (S.D.)	Level of awareness, understanding and action.
- Being part of a success on the job.	4.01	0.70	High
- Opportunity to learn and develop skills in the workplace.	3.99	0.70	High
- Growth opportunities for career advancement as an accountant.	3.99	0.78	High
- Gaining the trust of the staff where one is responsible for the work.	3.97	0.65	High
- Opportunity to further one’s education or obtain training.	3.95	0.73	High
- The opportunity to be assigned to an important task.	3.90	0.69	High
- The job is significant and challenging.	3.86	0.69	High
- Working inspires the employees to fulfill the demand.	3.86	0.74	High
- Being recognized by peers and supervisors.	3.84	0.77	High
- Being recognized within the organization.	3.76	0.79	High
- Having some freedom to do the job.	3.77	0.75	High
The total score for the motivational factors of the accounting workplace in Thai organizations.	3.90	0.56	High

The total score for the average is 3.90. The standard deviation is at .56. These scores contribute in making the assessment level of awareness, understanding, and action to be relatively high. Overall, the motivational factors that are ultimately high comes from the issue of “being part of a success on the job, having the opportunity to learn and develop skills in the workplace, having growth opportunities for career advancement, gaining the trust of the staff, having the opportunity to further ones’ education or obtain training, and being provided the opportunity to be assigned to an important task”. The other factors having a moderately high impact in motivating the accountant employees are the issues of “the job being significant and challenging, working that inspires the employees to fulfill the demand, being recognized within the organization, and having some freedom to do the job”.

6.2 Survey Results on Retention Factors & Assessment on the Level of Awareness, Understanding and Action of Management on the Accounting Profession in Thailand

In this section, as similar to the previous in the method of gathering data, the participants were asked to provide a rating criteria whereas 5 is highly important, 4 is moderately important, 3 is average, 2 is less than average, and 1 is the least concern. The survey inquired about their viewpoints on the following issue: “Having job stability, seeing the credibility and having confidence in leaders, having a good working relationship with colleagues and head of the office, having the organization support the balance between the demands of family life and work, working in a family like environment, having the importance of work in the organization, having opportunity for making progress and growth in the future, and having higher salaries and wages that are fair and appropriate to the task at hand”. The average and standard deviation were processed to obtain their respective score, and the data was assessed through concept of the level of awareness, understanding and action of management on the accounting profession in Thailand. The figure below provides the details on the variables studied with regards to the score on the average and standard deviation, as well as on the level of awareness, understanding and action.

The Variables Studied for Employee Retention Factors for Remaining as an Accountant in Thai Organizations	Average \bar{X}	Standard Deviation (S.D.)	Level of awareness, understanding and action.
- Job stability.	3.99	0.84	High
- Leaders’ credibility and having confidence on them.	3.98	0.79	High
- Good working relationship with colleagues and head of the office.	3.93	0.80	High
- An organization that supports the balance between the demands of family life and work.	3.89	0.85	High
- Working in a family like environment.	3.85	0.87	High
- The importance of the work in the organization.	3.84	0.84	High
- Having the opportunity for making progress and growth in the future.	3.84	0.85	High
- Having higher salaries and wages that are fair and appropriate to the task at hand.	3.84	0.91	High
The total score for employee retention factors for remaining as an accountant in Thai organizations.	3.81	0.68	High

Figure 3. Employee Retention Factors for Remaining as an Accountant in Thai Organizations

The figure above illustrates that the retention factors are ultimately high when the categories are based on “job stability, the leaders’ credibility and having confidence on them, and having a good working relationship with colleagues and head of the office”. The moderate impact factors for retention are issues that deal with “an organization that supports the balance between the demands of family life and work, working in a family like environment, the importance of the work in the organization, having the opportunity for making progress and growth in the future, and having higher salaries and wages that are fair and appropriate to the task at hand”. The total score for the factors in employee retention is 3.81, whereas the standard deviation is .68, hence making the level of awareness, understanding, and action high just like in the factors for motivation.

6.3 Survey Results on Practical Issues for Motivating and Retention & Assessment on the Level of Awareness, Understanding and Action of Management on the Accounting Profession in Thailand

The Variables Studied	Average \bar{X}	Standard Deviation (S.D.)	Level of awareness, understanding and action.
- Being flexible and appropriate to the task at hand.	3.82	0.85	High
- The organization is part of a well-known brand image.	3.82	0.84	High
- A fair job evaluation system.	3.80	0.85	High
- An atmosphere that encourages workers to complete the task	3.79	0.82	High
- A learning system and job development, eg., coach/mentor, an operation manual.	3.75	0.87	High
- A policy that supports life and telecommuting to work.	3.71	0.79	High
- Flexible working hours.	3.68	0.82	High
- Procedures for managing stress in the workplace and establishing harmony.	3.68	0.89	High
- Opportunities for travelling abroad.	3.51	1.03	High
Total	3.84	0.56	High

Figure 4. Practical Issue in Motivation and Retention for Remaining as an Accountant in Thai Organizations

Figure 4 depicts a slight drop off in the numbers for measuring the factors that have some implication on the practical side of motivating and retaining accountants in the Thai organization. The work finds that there is an average impact for the issues of “being flexible and appropriate to the task at hand, organization is part of a well-known brand, and having a fair job evaluation system”. The factors that are less than the average is on having “an

atmosphere that encourages workers to complete the task, a learning system and job development, a policy supporting life and telecommuting to work, flexible working hours, and procedures for managing stress in the workplace". The factor of "opportunities for travelling abroad" rates quite low when compared with the other previous factors. In total score, the average is 3.84, and the standard deviation is .56, thus making the level of awareness, understanding, and action high.

6.4 Using the Logit Model for Testing the Motivation & Retention of Professional Accountants in Thai Organizations

Figure 4 Maximum Likelihood Estimation for Logit Model of Retention

Variables	Mean	Maximum Likelihood Estimation		
		Coefficient	Standard Error	Z-Statistic
Constant	-	-0.82	0.25	-3.26
X_1	-	0.29	0.06	4.89***
X_2	-	0.29	0.08	3.54***
X_3	-	0.08	0.03	2.66***
X_4	3.86	-0.15	0.06	-2.48*
X_5	3.99	-0.02	0.06	-0.40
X_6	3.76	0.14	0.06	2.35*
X_7	3.84	0.12	0.05	2.35*
X_8	3.71	0.05	0.06	0.91
X_9	3.75	-0.06	0.06	-1.08
X_{10}	3.99	0.05	0.06	0.93
X_{11}	3.93	-0.16	0.06	-2.78**

Number of observations	330
Log likelihood function	-190.0141
McFadden Pseudo R-squared	0.1691
Chi squared	77.34***
Degrees of freedom	11
Correct prediction	70.909%

Source: Calculated.

Note: *, ** and *** denote .05, .01 and .001 significance levels, respectively.

Based on the results from the application of the binary logit model, the variables on marital status (X_1), education (X_2), position level (X_3), importance and challenge of the job (X_4), recognition within the organization (X_6), fair salary/wage (X_7), and good working relations with colleagues and office head (X_{11}) have a significant impact for these individuals' career who are working in the accounting profession field. From the statistic regression the study provides a theoretical viewpoint for each of the variables mentioned. First is marital status

(X_1) which plays a key social-relationship setting in the workplace as it indicates one's lifestyle or social orientation; such a status raises the structure for a proper and specific communication session between fellow workers to address issues that preserve positive working relations while trying to ensure that there are no inconsiderate feelings towards family time or other concerned matters when working together. Second is education (X_2) which provides the ground for being accepted among peers, having a sense of self-esteem to be confident in carrying out the tasks, and being aware of one's potential for continuous improvement. Education is highly valued in Thailand and individuals will find the right channels for upgrading one's knowledge, skills and abilities. The position level (X_3) is one's identity and status that reveal who they are in life and within their social circle; having a certain job position that is recognized by others, such as accountant related, sets off a radiance of influence with their fellow peers inside the organization as well as outside their place of work; the greater the influence the more power that one has. The issue for the importance and challenge of the job (X_4) highly retain the workers and encourages them to fulfill their tasks. However, at the same when the workers' age is higher it could result in a pressure to perform and unfortunately lead to a decision to resign from the job. Recognition within the organization (X_6) is a way for accountant workers to be praised as an important person and an expression of gratitude for their contribution, thus radiating a psychological feeling of self-esteem and actualization. The accountants expect to gain salary, wages and promotion are fair and appropriate (X_7) to compare with colleagues and dedication to work. Last but not the least, having working relations (X_{11}) can help one to become productive in the accounting field. Positive working relationship promotes confidence and trust in each other in the workplace whereas a negative working relationship would destroy the morale of the working environment. When there are more good things that promote a positive working relationship workers will stay longer with the organization.

7. Ideal Practices for Human Resource Management in Sustaining Motivation and Retention in a Thai Organization

7.1 Practicing on Strategy

The vision and mission of the organization can be truly fulfilled when the accountants' role and performance are part of the philosophy that embraces the collective values that lead towards development (Shamsuzzoha, Kekale and Helo, 2010). The role of human resource management is to see how the planning and policies for the accounting staff contribute to the business objectives that are outlined in the strategy. The knowledge, abilities, skills and talents of individuals should be directed towards making a unique contribution for assisting fellow colleagues reaching their aims while ensuring that the organization is making steady progress through the aligned effort of others. Because of unexpected changes along the journey towards reaching the business goal there will be some factors for human resource management to keep in mind which could affect strategy: organizational restructuring, job redesigning, training and development, and performance management. For organizational restructuring, power and authority for decision making doesn't always have to be 100% accurate but do need to demonstrate honesty and credibility so that the workers know that there won't be any blame thrown around during tumultuous time (Khosla and Sawhney, 2012). As accountants work on a system to produce facts and figures they will need to be updated on new information and procedures that could have an impact on their working style; redesigning jobs with relevance towards the changes would provide confidence and assured competence for workers to carry out their tasks (Pentland, 2012). With regards to training and development, human resource management will have to make the necessary measurements to

see which skills and abilities that the accountants most likely need for the purpose of maintaining the capabilities in providing full support in the organization's strategy (Divakaran, Mani and Post, 2012). Finally, the accountants will need to know the extent of their effort and contribution towards the strategy. HRM needs to examine the areas where the working performance is doing all of the good things right while helping the individuals acknowledging the things that can be improved, and to agree on the approach for development (Hendrickson, 2012).

7.2 Practicing on the System

Within the system, HRM should evaluate the internal and external conditions that either support the ability and motivation of the individual accountant trying to perform and then configure the job design and the working elements to ensure a system for performance achievement. The system must also be a feedback tool for HRM to improve ways of motivating and retaining the accountant staff, thus giving the HRM team a chance to examine the current system and relearn for the appropriate methods that will reinforce workers' motivation and retention (O'Dell and Hubert, 2011). Such a tool looks at the issue on the characteristics of the employer to make an analysis on the organization's culture and values, management style, and job security for further review. It also looks at the subject of employee relationships to see how the workers are being treated by their supervisors or managers, and whether they are receiving the proper support to achieve the results (Adler, Heckscher and Prusak, 2011). Furthermore, the tool should address the design of the job and work for the purpose of how much benefit there is in promoting work/life balance. Moreover, HRM can gauge at the working system to gather the necessary data and information in drawing up a career opportunities for training, development and mentoring, as well as for career planning and advancement for the accountants (Marquardt, 2011).

7.3 Practicing on Organizational Branding

Just like the organizational culture, where the values and beliefs are the suggested hallmark for carrying out the work human resource management needs to reinforce the message of how things are accomplished and the rationale behind the performance. Branding is to be recognized as the norms for expected working behaviors, whereas HRM reminds people about the history of the organization (Ozcelik and Findikli, 2014). For coping with the changes and raising the competitive level of the organization, branding can be utilized for adhering to the policies that are set but at the same time be flexible enough for the accounting staff to learn for better methods around the rules and regulations without exactly going against them. People can be asked to take some risks and challenges for the sake of attaining the objectives when time and resources are limited (Ahmad, and Daud, 2016). Branding for HRM should be applied as the climate of the organization whereas the accountant workers are able to integrate with other fellow colleagues from other working department to share their knowledge and capabilities with each other (Lin and Ryan, 2016) so that people have a better awareness of what the situation is asking for in terms of trying to achieve the goal.

8. Discussion

This work examined the factors that have an affect on the motivation and retention of professional accountants in Thai organizations. It's critical to know that such issues that have an impact on task performance, working relationship, career expectations, and workplace climate are real time information for HRM to analyze and coming up with a concept that will keep the accountant staff workers heavily satisfied to be a part of the organization. With regards to motivation, accountants have to recognize that they have an access to opportunities and truly feel the encouraging support from others. Also, the work that they're doing needs to be clarified with a sense of purpose so that their performance does not become another

boring work routine; they'll need to be updated on the latest issues that are critical for documenting the balance sheet. Retention factors are evaluated by the extent of the organization's benevolence in developing the credibility and confidence in leadership, balancing family life, providing work progress, and receiving a fare pay rate; when the organization makes a commitment to these aspects then the chances of accountants remaining longer in their position becomes higher. Integrating the factors for motivating and retaining the accountant workers have to be aligned with practices of human resource management as the profession also acts upon to support the organization's goal. Therefore, the approach towards developing a strategy, designing the system, and determining how organizational branding ought to be in parallel with the interests and values of the individuals who take on their roles as an accountant. Human resource management's role in the organization plays a critical factor in bridging the objectives to be obtained with the ideal executing performance for accountants for the desired results. When work is designed in a way that is flexible, fair, encouraging, developing, and reducing stress for achievement to be possible then the influences that triggers motivation and retention should help reinforce a positive outlook on the organization's brand as an exemplar workplace for accountants.

9. Conclusion

In conclusion, in order for HRM to uphold the practice of motivating and retaining the accountant workers the profession needs to look at every angle in the organizational workplace for issues that are either supporting or lacking support to make these specialized employees perform at their best. Each and every elemental issues in motivation, retention, and practice that have been rated high should be analyzed for the best fitting situation for that organization's strategy and goal so that the accountants can take part in the mission with great satisfaction. The limitation of this work was the chosen concentrated theories applied and on choosing just the accounting profession to carry out the study. However, the authors feel that the practical implications provide an insight for the human resource management profession to recognize the issues that motivate and retain accountants, and to lay out the basis for application in developing the organization's brand in the workplace. With this completed working paper the next direction for further research would be finding another specific profession (engineer, nurse, teacher, etc..) in Thailand and make some comparison with the current work for developing the human resource managers' practice in motivating and retaining employees with specialized skills, abilities and knowledge.

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