

# Sustainability Research eConference 2024

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APPLICATION OF DDMT FOR SUSTAINABILITY MODEL: AN  
APPROACH TO UNDERSTANDING INFORMATION TECHNOLOGY  
WORKFORCE ATTITUDES

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LESSONS & INSIGHTS FROM PROFESSIONALS WHO  
HAVE TRIED IT ALL, SO YOU DON'T HAVE TO

## CAREER IN SIGHT



PUTTING ON THE RIGHT LENS FOR SUCCESS

**ELLIOT LEE**



# Abstract

- Banking sector typical **culture and norms**
  - highly regulated industry
  - filled with standard operating procedures to comply with
- Resulted in challenges in **sustainable organization retention and acquisition** of information technology talents.
- Customary practice for organizations to **invest substantial time, resources, and finances** in conducting annual employee survey.
- The need of **comprehending the elements that shape employee's beliefs, attitudes, intention, and behaviors (Ajzen, 1991)** and as well as an **understanding of how organizational practices and culture (Denison et al., 2004)** can either enhance or hinder employee engagement and satisfaction.
- The purpose of this study was to **adopt the DDMT for Sustainability model (Lam & Lee, 2024) and embracing this model (Lee et al., 2023)** to better understand the information technology (IT) workforce attitudes toward the banking industry.
- The outcome of this study surfaced **the workforce personas, across Singapore, Thailand and Vietnam, and their distinct approach to work (Lee, 2015).**

# DDMT for Sustainability

*Lam KFT, Turner WH, Wang TH, Vun YS, Ku N. Using DDMT Teaching Model to Cultivate Critical Thinking in a STEAM Classroom. In: (2020). DOI: 10.1007/978-3-030-45344-2\_5.*

*Lee, Y. F. E., Wang, T. H., Foo, M. T., & Lam, K. F. T. (2023, June 2). Embracing DDMT Teaching Model and Design Thinking for Organization Development. Sustainability, 15(11), 9031. <https://doi.org/10.3390/su15119031>*



# Research design



## Stage 1

- Stakeholder interviews
- Objective: Align on expectations and sharpen focus for research
- How: one-on-one conversations. 60-75 min
- 3-4 senior stakeholders



## Stage 2

- Exploratory qualitative research
- Objective; understand talents' career needs & expectations to provide cues for EVP development and refinement
- How:
  - Internal : 10 group discussions with employees + 3 C-suite interviews
  - External: 15 group discussions + 2 expert interviews



## Stage 3

- Quantitative survey
- Objective: Quantify behaviours and identify most compelling EVP
- How: 800 online interviews with external audiences
- 15 minutes closed ended questionnaire
- Validate the newly built EVP model and ascertaining the most appealing concepts

# Quantitative Research

## TOP 10 FACTORS WHEN CHOOSING AN EMPLOYER

Remuneration is a 'hygiene' factor universally. Supportive colleagues and employee welfare come next. Vietnamese place higher emphasis on the remuneration and benefits and career progression. Thai value team and job stability. Singaporeans demand work life balance.

TOP 10 factors (in %)	TOTAL			VIETNAM			THAILAND			SINGAPORE		
	Base	853 Top 2 Box	Mean	Top Box	309 Top 2 Box	Mean	Top Box	268 Top 2 Box	Mean	Top Box	276 Top 2 Box	Mean
Good remuneration, competitive salary	<div><div></div><div></div></div> 82	6.23	<div><div></div><div></div></div> 88	6.39	<div><div></div><div></div></div> 82	6.13	<div><div></div><div></div></div> 75	6.13				
Collaborative and supportive colleagues & good teamwork	<div><div></div><div></div></div> 80	6.17	<div><div></div><div></div></div> 87	6.32	<div><div></div><div></div></div> 81	6.23	<div><div></div><div></div></div> 72	5.94				
Employee welfare, well-being related benefits	<div><div></div><div></div></div> 80	6.19	<div><div></div><div></div></div> 89	6.37	<div><div></div><div></div></div> 78	6.16	<div><div></div><div></div></div> 72	6.01				
Learning and development	<div><div></div><div></div></div> 77	6.10	<div><div></div><div></div></div> 87	6.32	<div><div></div><div></div></div> 80	6.10	<div><div></div><div></div></div> 64	5.83				
Work-life balance	<div><div></div><div></div></div> 77	6.07	<div><div></div><div></div></div> 80	6.14	<div><div></div><div></div></div> 76	6.01	<div><div></div><div></div></div> 75	6.06				
The job is aligned with my passion and interest	<div><div></div><div></div></div> 74	5.97	<div><div></div><div></div></div> 82	6.17	<div><div></div><div></div></div> 76	5.93	<div><div></div><div></div></div> 63	5.79				
Strong and inspiring leadership	<div><div></div><div></div></div> 74	5.97	<div><div></div><div></div></div> 83	6.23	<div><div></div><div></div></div> 72	5.94	<div><div></div><div></div></div> 65	5.71				
Job security and stability	<div><div></div><div></div></div> 74	6.04	<div><div></div><div></div></div> 76	6.08	<div><div></div><div></div></div> 80	6.15	<div><div></div><div></div></div> 65	5.89				
Agile organization*	<div><div></div><div></div></div> 73	5.94	<div><div></div><div></div></div> 83	6.24	<div><div></div><div></div></div> 79	6.06	<div><div></div><div></div></div> 54	5.49				
Clear career path	<div><div></div><div></div></div> 72	6.00	<div><div></div><div></div></div> 85	6.29	<div><div></div><div></div></div> 77	6.08	<div><div></div><div></div></div> 54	5.61				

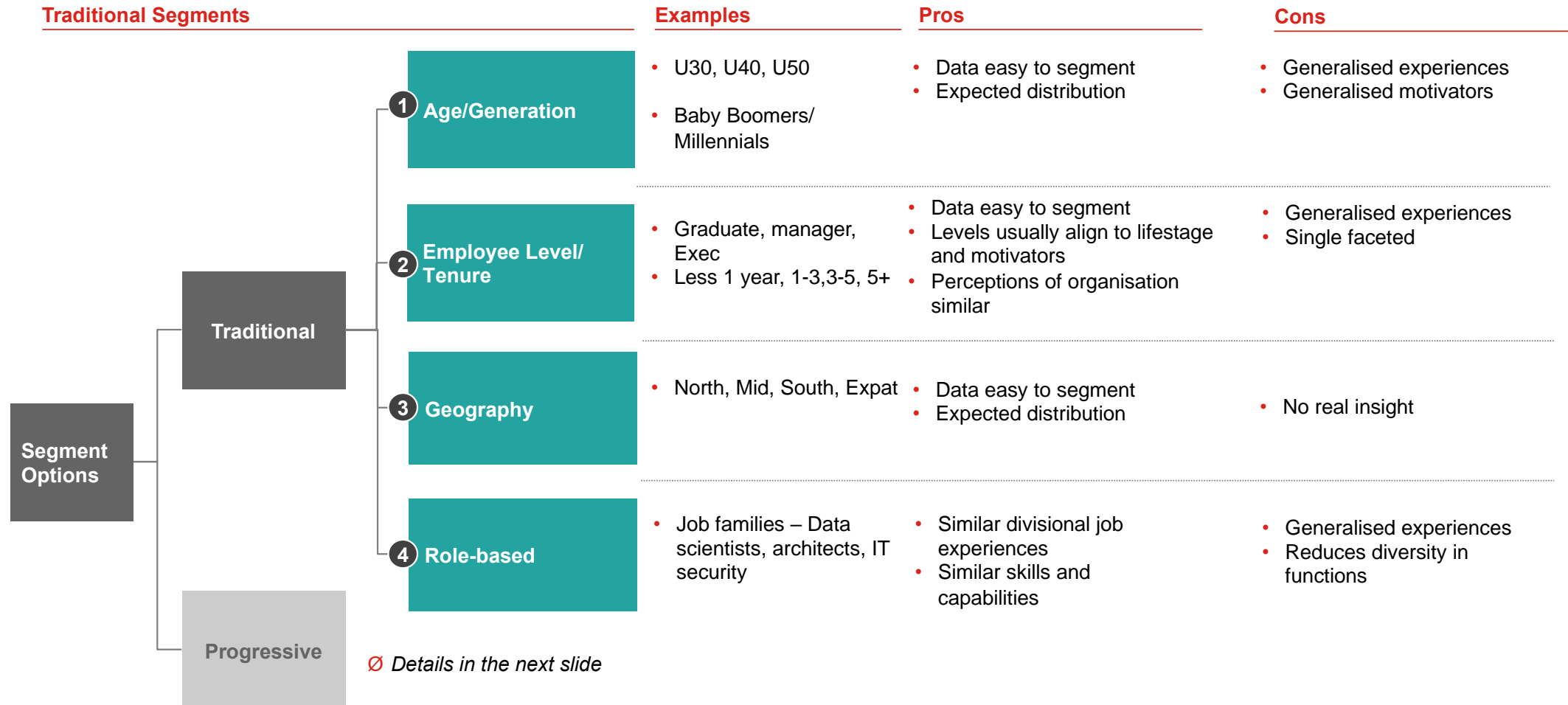
"Having a culture where colleagues are supportive is important." - Junior execs

"I want to have freedom with my work, don't want supervisor to micro-manage me." - Mid level execs, Banking, HCM

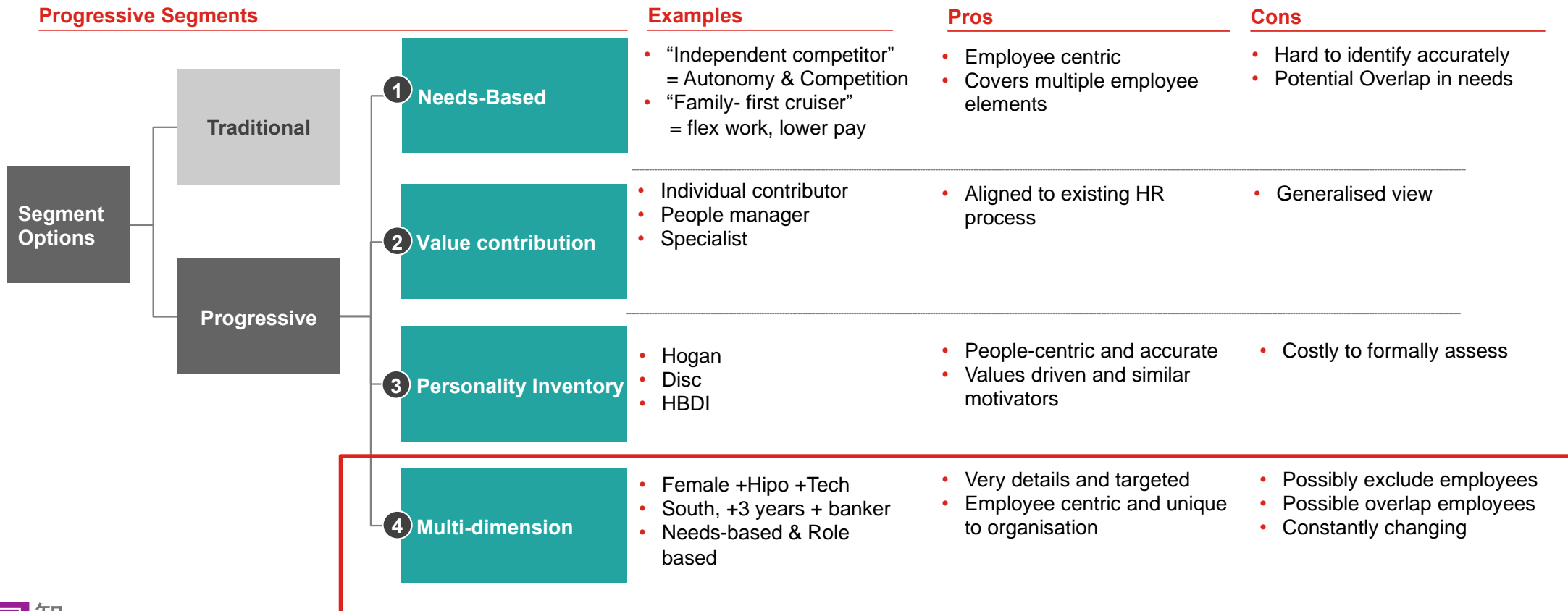
Feel relaxed and free. Cannot have this in a strict work environment like a state run organisation. -Senior execs

\*Agile organisation (flexible teams working in a quick decision-making environment)

# Traditional Segmentation Approach



# Progressive Segmentation Approach





# Results: six persona



**Contented Survivor**  
*'Just cruise through'*



**Caring Evangelist**  
*'Spread the knowledge'*



**Creative Passionista**  
*'Live my passion'*



**Steady Builder**  
*'Slow and steady'*



**'Star' Sage**  
*'Me the expert'*



**Restless Strategist**  
*'On the fast track'*








# Descriptors of the six persona

Contented Survivor <i>'Contented Survivor'</i>	Caring Evangelist <i>'Spread the knowledge'</i>	Creative Passionista <i>'Live my passion'</i>	Steady Builder <i>'Slow and steady'</i>	'Star' Sage <i>'Me the expert'</i>	Restless Strategist <i>'On the fast track'</i>
<b>KEY DRIVER</b> Stability over progression	<b>KEY DRIVER</b> Make a positive contribution to the company and people around them	<b>KEY DRIVER</b> Passion for what they do	<b>KEY DRIVER</b> Follow the path. Work hard to get to the top	<b>KEY DRIVER</b> Building personal reputation and image as an expert & authority	<b>KEY DRIVER</b> <ul style="list-style-type: none"> <li>• Fast track their career</li> <li>• Goal oriented</li> <li>• Be where the action is</li> <li>• Stimulated by a range of experiences</li> </ul>
<b>MOTIVATORS</b> Stability, routine, process & predictability	<b>MOTIVATORS</b> Knowledge sharing, consulting, mentoring & teaching	<b>MOTIVATORS</b> Ability to indulge in their passion, new learning, problem solving, space for creativity <ul style="list-style-type: none"> <li>• Need freedom</li> </ul>	<b>MOTIVATORS</b> <ul style="list-style-type: none"> <li>• Better pay, better title, recognition</li> <li>• Need to have structures and controls to guide them</li> </ul>	<b>MOTIVATORS</b> Opportunities to deepen knowledge & sense of achievement	<b>MOTIVATORS</b> Opps. to value add to their skill set, Need freedom
<b>DETRACTORS</b> Change, challenge	<b>DETRACTORS</b> Lack of opportunities to teach/impart value & rigid hierarchy	<b>DETRACTORS</b> Processes which distract from the work they like doing	<b>DETRACTORS</b> Lack of tangible success markers	<b>DETRACTORS</b> Lack of overt recognition	<b>DETRACTORS</b> Repetitive work, silo'ed working

# Quantitative Research

## ATTITUDES TO WORK

Caring Evangelist, Steady Builder attitudes are reflected across markets. Some market skews are observed.

Base		 VIETNAM 309 Mean	 THAILAND 268 Mean	 SINGAPORE 276 Mean
Contented survivor	Prefer job security and stability over career progression	5.32	5.61	5.16
	Enjoy doing routine, process and predictable job	5.16	5.78	5.05
	Don't like changes to job scope or work environment	4.61	4.20	4.44
Caring evangelist	Make a positive contribution to company and people	6.20	6.01	5.77
	Knowledge sharing, mentoring and teaching at workplace	6.18	6.13	5.78
	Cannot contribute and offer the best in a rigid hierarchical structure	4.67	4.21	4.67
Creative passionista	Work for a company where the work/task I am passionate	6.18	5.69	5.76
	Want a job that allows to be creative	6.27	6.08	5.30
	Want to focus on work and not worry about systems and progress	5.86	5.36	5.38
Restless strategist	Career choices based on field/job that has the best future prospect	5.99	6.01	5.28
	Exposed to a wide variety of skills and experiences	6.31	6.09	5.67
	Try to fast track my career	6.22	5.14	5.05
Steady Builder	To progress career, I believe in working hard	6.13	5.67	5.55
	Transparent and clear career path	6.20	6.02	5.60
	Work for companies that are well structured and organized	6.16	5.95	5.71
Star Sage	Building personal reputation and image	6.11	5.71	5.53
	Want to standout and lead a team	5.99	5.44	4.91
	Work for a company that enable to deepen knowledge	6.28	5.94	5.61



# Discussion

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- Understanding these diverse employee personas can provide valuable insights into the various attitudes and motivations present within an organization.
- By recognizing and appreciating the unique contributions of each persona, organizations can better leverage their employees' strengths and foster a more inclusive and dynamic workplace culture.
- *How might we empower and leverage diverse employee personas to foster a dynamic and innovative workplace culture, driving continuous growth and advancement within the organization?*

# Research limitations

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- **Sampling Bias:** The results may be influenced by the characteristics of the employees, customers, or management of a single bank, leading to a skewed representation of the broader population.
- **Limited Insights into Best Practices:** Insights gained from studying only one bank may not fully reflect industry best practices or innovative strategies employed by other banks, potentially limiting the applicability of the findings for improving overall industry standards.
- **Absence of analogous studies:** denotes a gap in existing research literature.
- **Cultural Bias:** Researchers may inadvertently interpret or analyze data through the lens of their own cultural background, potentially overlooking or misinterpreting important cultural nuances specific to the bank being studied.
- **Power Dynamics:** Cultural hierarchies and power structures within the bank may influence the dynamics of research participation and data collection, potentially leading to unequal representation or biased perspectives among different stakeholder groups.

# Conclusion

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- The study has demonstrated the application of **DDMT for Sustainability model** to the corporate setting.
- In continuation of this research study, there is an ongoing study of how these **personas influence and impact organizational talent acquisition and retention.**



# Thank you

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- The Client
- People Mentality Inc
- The Right Angle
- Research team