

Abstract

The purpose of this research is to study about human resource management systems in Thailand focusing mainly on job performance management and job reassignment systems. Efficient performance management and job reassignment systems help employers and employees recognize employees' capabilities and weaknesses, determine organizational goals, organize essential training and feedback systems and assign the right person to the right job. It is important for the employers to be aware of the importance of these systems as it will help create better understanding between employees and employers. If the employers are not aware of the importance of these systems, it could lead to ignorance among employers about employees' job satisfaction level, complaints about the management system which can create low productivity. A survey on Thai companies was conducted to study about the awareness of the importance of these systems among the employers taken from the employees' perspective. The data from the survey showed that employees are concerned about their job satisfaction and choosing the job according to their skills. However, the employees feel that the employers do not seem to be much aware of the employees' satisfaction on their job and on importance of job reassignment. Similarly, the employers are also not so concerned about the efficiency of job performance management, on matching the right person to the right job and understanding the individual and company goals. There are many possible ways to make the employers aware of the importance of these systems for example: by hiring someone from outside the company to conduct workshops, seminars and lectures. However, these methods have to be conducted through an outside source and tend to be expensive and difficult to manage and control as well.

Through this paper, we propose alternative way which is to use an efficient computer support system to make job performance management system more systematic. In the traditional appraisal system, the competencies are generalized which makes the system subjective and also paper-based appraisal system causes a lot of manual work, is time-consuming, not secure, not flexible, difficult to analyze the performance and see the trend of performance improvement of the employee. We have developed a web-based performance appraisal system, which provides a secure and easy way to perform the appraisal. In our system, the competencies are flexible and can be customized according to the specific job responsibility. Our system is goal-orientated as it calculates the objective scores. The system is connected to the database which is easily accessible. The first stage of the system is the 'Selection Stage' in which the managers and employees can select the competencies and objectives that they want to evaluate for performance appraisal according to the job positions. The second stage is the 'Appraisal/Evaluation Stage' where managers can rate the employees according to different priority levels of competencies and objectives. Moreover, at this stage, employees can perform self-evaluation and 360-degree evaluation for their colleagues, subordinates and managers. The final stage is the 'Development Planning Stage' where the managers and employees can compare their appraisal results, discuss and plan for future training or further steps for reaching the objectives and improving employee's competencies. From user testing, the system was found to be easy to use, time saving, flexible, secure, practical, and can make the qualitative evaluation into more quantitative. This computer support system can facilitate the employers in becoming more aware of the importance of performance management and job reassignment system.