

Chapter 1

Introduction

In all organizations, one of the main goals is to appoint and retain competent employees. While other aims like gaining good profit for their business, minimizing loss, improving service, improving their products and earning a customer's trust are very important, organizations should also realize that employees are the key to their success. Employees are the ones that actually help describe the organization. Things like products and services can be duplicated by other competitors in the market but it is the employees who truly form the organization. In today's world of cut-throat competition and quick technological changes, all organizations have to maintain themselves in the market by employing high-performing employees. Competent employees form a huge asset to the company. They give the much needed advantage to the organizations in order to survive in today's competitive market. Companies have to make sure that they have capable leaders to organize and supervise all the team members in order to meet tough requirements and challenges.

There are many factors which influence the performance of the employees. His skills and knowledge are one of the most important criteria which determine his performance on his work. But employee's performance is not limited to only those criteria. Other factors like personality, self-confidence, leadership qualities, integrity, motivation, work environment, employer's attitude, adaptability and work habits also affect employee's performance to a great deal. Different kinds of jobs and positions need different competencies. All individuals are different and each employee has certain quality which makes him suitable for certain kind of job. A person's special qualities may make him fit perfectly for one job while he may not be so good in another job. To get the best out of each employee, it is very essential to figure out each employee's specific talents and also his limitations in order to assign him to the right position.

In an organization, Human Resource Management (HRM) is a key for determining organization's success. The purpose of HRM is to recognize or improve the competent employees for the organization. Through HRM, the productive contribution of individual employees can be improved in ways that are strategically, ethically, and socially responsible (Werther and Davis, 1996). To achieve this purpose, the organization has to obtain, develop, utilize, evaluate, maintain and retain its efficient employees. Therefore, the functions of HRM involve planning and recruitment, training and development, evaluation (performance appraisal), compensation (wage, incentives, services), protection (security, safety and health), and employee relation. Improving their knowledge, skills, and abilities is also one of the responsibilities of HRM. This issue has always been essential since high work efficiency also leads to high productivity.

In order to maintain or retain productive employees to work as long as possible, an organization needs to provide them the satisfaction. To retain efficient employees as long as possible, an organization needs to recognize the impact of job satisfaction on job performance. Work efficiency usually declines, thus leading to poor organizational performance or productivity level, if employees are not motivated or if they feel dissatisfied with their job. Therefore, improving employee satisfaction is also a very important function to manage.

In order to gain work efficiency for an organization, and in order to provide job satisfaction for human resource in the organization, employees and jobs have to be managed efficiently. To gain the maximum work efficiency, the organization has to make sure that the right person is assigned to the right job. If the employees are not satisfied with their jobs, efficient job reassignment system should be established to solve the problem. Similarly, all the employees are evaluated in the organizations to know about their working abilities. An efficient performance management system should be able to evaluate the employees in a fair way, help them see their strengths and weaknesses and provide future development plans. Well-organized performance management systems and job reassignment systems can help achieve maximum job satisfaction from the employees, increase the work productivity and help the organization in making profits.

1.1 Problem Statement

It is essential for the organizations to have efficient job performance management and job reassignment systems. If the employees are not satisfied with their jobs, it could affect their performance in a negative way. If there is no fair and systematic method to evaluate the employees, the employees could feel that their work performance is not being recognized as it should be. The feeling of unfairness can lead to adverse effect in their work. The performance management system should include a fair appraisal system and good development plans for the employees. Mismatching employees to jobs could reach to productivity and/or job satisfaction declining. All employees should be able to work in the kind of job which will suit their knowledge and skills to the best. Both the organization and employees themselves can get the benefits from the matching of the job with person in which work efficiency can be improved and employees are motivated. In case of dissatisfaction among the employees regarding their jobs, the organizations should be able to provide a good job reassignment system where they will be able to find the suitable position for the employees.

It is important for both the employers and employees to be satisfied with the work conditions in the organizations. The employers should provide proficient management systems. The employers should be aware of the importance of the good performance management systems and job reassignment systems. The employees should be able to realize that the employers show concern about the importance of these two systems. Good understanding between the employers and the employees can lead to satisfaction for both of them and can lead to harmonious working environment and increase in productivity.

1.2 Objectives and Scope

Since it is important for the organizations to focus on having efficient performance management system and job reassignment system, it is necessary to conduct a study on them and construct a system tool to assist in making the system more efficient.

The objectives and scope of this research are as following.

1. To introduce the importance of good job performance management system and job reassignment system.
2. To survey the practice of job performance management system in organizations in Thailand in order to learn about the existing performance management system and problems regarding it.
3. To survey the practice of job reassignment system in organizations in Thailand in order to learn about the current job reassignment system.

4. To develop a tool in order to solve the problems related to current performance management system and job reassignment system.
5. To develop a support system which can help the performance appraisal system be easier, faster and more objective in nature to reduce the subjectivity of the evaluation system.

1.3 Overview

This thesis contains seven chapters as following.

Chapter 1 is an introduction of the research. It introduces about the significance of HRM in organization, also efficient performance management and job reassignment systems being one of the important functions of HRM. Problem statement, research objective, and overview of the thesis are included in this chapter.

Chapter 2 is the literature review in the following topics: Performance Management Systems (definitions and benefits) and Job Reassignment Systems (definitions and benefits).

Chapter 3 presents a survey study on performance management to study the general practice of performance management in Thailand. It will give the overview of the employees' views on the existing performance management system, the training and feedback systems.

Chapter 4 presents a survey study on job reassignment to learn about the employees' views on the job reassignment process in the organizations. It will describe the details of the current job reassignment systems in Thailand.

Chapter 5 covers the performance appraisal problem description and the conceptual design of the appraisal system. In this chapter, the details of the three stages of this system, the features, user interfaces and limitations are explained.

Chapter 6 describes the user testing of the performance appraisal system. The result of the user testing is presented.

Chapter 7 is the conclusion of the research. This chapter includes summary, key contributions of the research and the recommendations for future studies.