Chapter 7

Conclusions and Recommendations

The first part of this chapter summarizes the contents of the research in this thesis. In the second part, the key contributions are mentioned. Finally, the recommendations for future research are also discussed.

7.1   Summary of the Research

Several studies have concluded that a good performance management system can help in identifying employees' strengths and weaknesses and in organizing the companies by making the employees understand the company's objectives. It also helps in determining organizational training and development needs. Similarly, an efficient job reassignment process can keep the employees motivated in their job, reduce work stress, and broaden individual's knowledge and skills. It can also help in bringing out the potential of the employees and assigning the suitable job to the employees according to their true abilities. Inefficient performance management system and job reassignment can lead to stress, de-motivation and low productivity which will affect the organization negatively. It is vital for the employers and employees to be aware of the importance of these systems in an organization. Keeping in mind the importance of these systems, the author decided to study the level of awareness among the employers in these issues taken from the employees' perception in Thai companies. The author conducted surveys to learn about the current performance management system and job reassignment systems being used in Thailand. The purposes of the surveys were to know how the employees view the employers' concern about these systems in Thai companies. Through the surveys, the author tried to study the level of satisfaction of the employees on job reassignment process, the abilities of the top management, the effectiveness of the performance evaluation system and the feedback system. The information from the surveys and the result of the statistical analysis on the data revealed that the employees themselves are concerned about their job satisfaction. However, the surveys show that the employees feel that the employers do not show enough concern on the subject of efficient performance management system, feedback system and job reassignment systems.

There are number of possible ways to help make the employers more aware of the importance of performance management and job reassignment systems. Methods like training, workshops, seminars, or lectures can be used to make the employers aware of these issues. However, these methods have to be conducted through an outside source and tend to be costly and difficult to organize. In this thesis report, an alternative way which is to make the performance management system more systematic by using a computer based support system has been proposed. This web-based performance evaluation system consists of three main stages. The first stage is 'Selection Stage' in which the managers can choose the competencies and objectives and the priority level for each employee according to his/her specific job roles. This will help them know each employee's skill and abilities and the employees can be more aware of the organizational goals. The second stage is the 'Appraisal/Evaluation Stage' where the manager can rate the employees for each of the

competency and objective chosen for them in the first stage. This can help managers realize true potential of the employee and can be useful in choosing the suitable employee for the right job. The final stage is the 'Development Planning Stage' where the employees can view the scores and feedback. This can help them discuss the future plan for the employee according to his evaluation score in order to improve performance management for each employee.

With this web-based performance appraisal system, we have tried to cut back the limitations of the existing performance appraisal system and job reassignment system and to accomplish as many properties as we can of an ideal appraisal system. Furthermore, we have extended the benefit of job performance appraisal system by using the data that we obtain from the performance appraisal system and incorporate it with assignment model to expand the utilization of the information for supporting job reassignment feature. Table 7.1 shows the benefits of this performance appraisal system and what criteria it has tried to fulfill as compared to an ideal system.

Table 7.1 Comparison of an ideal performance appraisal model with the proposed performance appraisal system

Ideal Model	Web-based Performance Appraisal System
High speed process	Has automatic calculation, therefore, as soon as the ratings are given, the scores will be calculated in less than thirty seconds.
Fast feedback process	Instant online feedback can be provided. As soon as the manager types the feedback, it is available for the employee to view and discuss.
Require less manual work	No long and tiring manual paper work required. Less time consuming.
Flexible system	Different competencies can be chosen for different job positions. Makes it very flexible.
Easily accessible system	Online system can be accessed from any part of the world. Even if the manager is outside the country, he can still evaluate the employee.
Secure	Login ID and passwords provided to everybody so no problem of anybody's scores being changed or viewed by others.

Easy to understand and use	A detailed user manual will be provided for all users to be familiar with the system. All definitions of the competencies and explanation of score calculation will be provided as well. User-friendly interface.
Should be systematic and easy to manage data.	The system is connected to database which can be easily retrieved, modified and managed.
Objective in nature, Fair for employees	Dynamic rating score is provided. Each employee is being evaluated on specific competencies according to his job responsibilities; making it fair for all employees.
The users have to be very satisfied with the system	From the user testing, it has been found that the users are very satisfied with the usefulness of the system.
Match right person with right job	Helps in identifying true competencies of employees to match right employee to the right job.
Fully utilize data from the system	The data calculated from the job performance appraisal system can be useful for managers to conduct job reassignment.
	Objective scores are also calculated which makes the employees more goal-orientated.
	Easy to analyze the improvement trend of employee's performance with the help of easily accessible database.

This web-based performance appraisal system is an easy to use and fast way to conduct the appraisal procedure every year in organizations. It can be done with just few clicks in the computer instead of having to pile up papers and do the manual calculation. It dramatically reduces intensive manual paper work. In this system, the appraiser only needs to give the appraisal ratings. They do not have to calculate anything themselves as all the calculations will be done automatically and stored in the database. Any information from the database can be retrieved anytime easily. Another benefit of having easily accessible database is to see the performance trend of the employees. If the manager wants to view any employee's previous year's records about his performance, he can easily retrieve the information from the database. The manager can compare his performance pattern along the years. He can see whether the employee has improved in certain areas or over the

years. Retrieving information about employees from the database will also be useful when the manager needs to write any references for the employees. It makes it easier to make more analysis on employees if needed. All this would be difficult and time consuming to perform in the paper-based system where it will take long time to retrieve an employee's performance records from previous years. On the other hand, in this online system, it can be done in few minutes and with few clicks in the computer. This system is simple, clear to understand and very effective. There is no need of paper formats of appraisal system where it is very tiresome to rate lots of employees and calculate their appraisal scores. In this system, everybody will need to login with their unique login ID and password. Thus it will be very safe and secure system. The employees need not worry about their appraisal score being available to anybody else since the employee's score will be available only to himself and the appraiser. All the definitions of the competencies and objectives are stored in the database library which can be viewed and updated anytime conveniently.

This system is different from the traditional appraisal forms. The common traditional appraisal forms contain only generalized competencies used to evaluate all the employees of all the departments in the organization. However, not all job responsibilities are the same. Therefore, the appraisal forms need to be modified to accommodate all different types of competencies for all job positions. This performance appraisal system does exactly that. This system not only contains the general competencies which all employees need, but it also gives the opportunity for the manager to choose different competencies suitable according to the specific job positions. The managers can choose the most appropriate competencies related to the employee's job description. This makes it fair and less subjective for all employees as they will be evaluated according to their specific job and not only the generalized competencies. This will help create a better rating system in the organizations. In the computer appraisal system, all the steps will be clearly defined, the descriptions of all the competencies and objectives will be provided, and the appraisal score calculation will also be explained. All these explanations will make the managers and the employees clear about the system and it will help clear any doubts about the appraisal process and it can be conducted in a better and more efficient way. This system helps the manager to see the detail of each person's abilities. Without the system, it would have been difficult to notice specific competencies of the employees. The system makes it clear for the management to see which employees to move where, it can suggest better position for employees to match right person to the right job when they conduct the job rotation in the organization. The data from the job appraisal system can be used along with the assignment model in order to match the right person to the right job, which can be used for the purpose of job rotation.

The dynamic rating style makes it fair for all the employees to be rated in spite of different number of competencies being applied on each one of them. Unlike traditional appraisals, this system also focuses on being goal-orientated. This system does not evaluate only the competencies, but also the objective scores. This will make the employees focus on fulfilling their high-priority objectives on time helping them to be goal orientated.

Two types of user testing of the system were conducted. The first one was done to examine the general characteristics of our proposed system. The results showed that the employees feel that this performance appraisal system can help the appraisal process to be secure, flexible, use less manual work, be systematic and more efficient. Similarly, the employees consider the system to be easy to use and understand, practical, faster than paper-based evaluation forms, useful and more objective in nature. The second testing of this system was performed to compare between the usefulness of the traditional system and our performance appraisal system. The results showed that the employees feel that this system can be quite useful in improving the performance management and job

reassignment system in organization. The system's main objective is to facilitate the employers in becoming more aware of the importance of the job reassignment and performance management systems. The result of the user testing has shown that it has been able to fulfill its objective to a certain extent.

7.2   Key Contributions of the Research

This research has mainly focused on learning about the current job performance management system and job reassignment system in Thailand and finding ways to make the systems more efficient. A survey about job performance management system in Thailand was conducted. The data collected from the survey and the results of the data analysis has helped us see the better picture of the employees' views on the existing performance management system in Thai companies. The survey has been able to illustrate the level of employees' satisfaction on the system and other problems regarding the current performance management system. Similarly, the second survey performed on the job reassignment system in Thailand has been able to point out the employees' perception towards the current system. The results of the survey data have made us aware of the employees' level of satisfaction towards the job reassignment system.

Both surveys have been helpful in giving insight to the employees' views on job performance management system and job reassignment system. They have illustrated the level of employers' awareness about the importance of these systems from employees' point of view.

The web-based appraisal system constructed can help in facilitating the appraisal process. It can help convert a subjective appraisal process to be more objective which will make it fair for all employees. The performance appraisal system can help the employers be aware of the employees' true competencies which can help them assign the right employee to the right job. It can help the employees understand the individual and company goals and focus on achieving them. This system can help the employers and employees communicate in a better way about the strengths and weaknesses of the employees and discuss ways to improve the employees' weaknesses. The fast and efficient feedback system can help the employees plan for their future developments. The system assists the employers to save time in conducting the appraisal process in a more efficient way. The system enables the employers to better understand the importance of the job performance management and job reassignment systems.

7.3   Recommendations for Future Studies

For future research, more studies on the long-term effect of this system can be done. Studies on organizations can be made to observe which type of organization responds more positively towards this system. According to the nature of Thai people, they do not communicate directly about their feelings to each other. Receiving feedback from the employers in a direct fashion may be new to the Thai employees. Employees in international companies in Thailand could respond more positively to this system compared to Thai companies. Further studies on the reaction to this system from Thai employees can be made in the future.