

DEVELOPMENT OF STAFF PERFORMANCE MANAGEMENT STRATEGIES IN AN AUTONOMOUS UNIVERSITY: A CASE STUDY OF CHULALONGKORN UNIVERSITY

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Abstract: This research was aimed at study the suitable components and the characteristics for the staff performance management of the autonomous university and to propose the staff performance management strategies of Chulalongkorn University. The research finding revealed the crucial component of the staff performance management of the autonomous university consist of 2 parts: 1) The administration of a performance management system of which sub-components are the system objective, system benefits, determination of roles and responsibilities, continuous system improvement. 2) Performance management process-by means of management cycle (PDCA) consisting of performance planning process, performance monitoring and improving process, performance evaluation process and performance rewarding process. The components of two parts were rearranged into system model becoming the staff performance management system of the autonomous university.

The staff performance management strategies of Chulalongkorn University were developed into seven strategies: 1) E-Support Strategy 2) Balance Target Strategy 3) Re-Design Strategy 4) Performance Network Strategy 5) Peer feedback Strategy 6) Performance Reward Strategy and 7) Challenge Career Strategy. The strategy 1 to 6 can be applied for both academic staffs (Lecturer) and supporting staffs but the strategy 7, which is Challenge Career, was developed mainly for supporting staffs.

Keywords: PDCA, Strategies, Staff Performance Management, Chulalongkorn University

Introduction

University is a education for the mature who has their imagination, concept and believed more than other age, then have to arrange the learner and teacher to have freedom and self. The university have to has the freedom in the study for finding knowledge. The state university in Thailand developed for more than one hundred years, contributed the civilized much to nation. But there was be found the problem caused by the

bureaucratic administration structure and pattern of it that impacted to the quality and quantity of the education administration included to the policy need of the government, the first autonomous university, Suranaree Technology University was be established since 1990. Included in the nine status changes from state university to autonomous university since 2008: These universities need to develop the internal administration system such as academic administration budgeting and human resource systems. In addition, the bureaucracy has to become more flexible and efficiency especially the human resource system development.

In addition, there is a need to maintain good people support talent and develop staff by use the performance management system. The human resource strategy must be improved starting from clear identification of the expectation of the organization to behavior and performance of people. Monitor and supporting personnel to achieved expectations, performance appraisal and reward systems are imperative. This system support the management to understand the subordinate performance and charisma, promote the relationship between them. The staff clear understanding in the expectation of management is job motivated and the corrective data for fairness in the compensation, promotion and related manner. In summary, the study of performance management will contribute to the human resource administration in the autonomous university.

The case study of Chulalongkorn university be selected because it is the first university of Thailand, has a multi-disciplinary teaching and research area. The result of case study will be applied to the development of performance management system for other autonomous university.

Objectives

1. To study the suitable components and the characteristics for the staff performance management of the autonomous university
2. To propose the staff performance management strategies of Chulalongkorn University

Literature Review

Paitoon (1979) said about the principle of educational university is a education for the mature who has their imagination, concept and believed, need to arrange the education for learner and teacher to have freedom. The university has to have freedom in academic, knowledge finding and high democracy. Nevertheless, Jarut (2002) and Thinnapan (2003) cited that many

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problem in state university administration caused by the centralization system, inflexible and bureaucracy structure, affected to the quality and quantity of the university administration. The solution, autonomous university, was being proposed for more efficiency and environment changing adaptability. Especially, the state university that transferred to be the autonomous university that has to develop the internal administration, academic, budgeting and human resource system, to more proper and effectiveness by apply the new administration concept (Paatoon, 2008).

Armstrong (2005, 2006) cited that the performance management is a human resource strategy that based on PDCA approach of William Deming. Cokins (2004) study the reason of the strategic implementation failure, caused by the strategic plan not connected to the staff performance appraisal system. Then the target in the organization action plan and staff action plan target, not aligned. The strategy itself cannot be workout but have to drive, implementation by integrate the performance of organization level and individual level.

William (2002) studied the competition for success in present era in organizations that has been forced by the customer and stakeholder increasingly demanding improvement. The organization has to focus in the continuous improvement instead of the short period improvement or cost down as the last action. This situation caused to the changing in thought about the excellence and quality that focus into the customer understanding to response to their expectation correctly, impact to the organization structure to be more flatten, the manager have to close to direct control and performance driven.

Aguinis (2007) Study about the benefit of performance management to the organization and staff. It increase work motivation, support manager more understanding to the subordinate performance and charisma, create their relationship, staff has a more understanding and informed the expectation on them, included the performance information for the clear, correct and fairness in the compensate and promotion.

Wheelen and Hunger (2002) Said about the strategic planning process that are the environmental analysis, vision and mission, strategy, project formulation and strategy implementation, monitoring and evaluation.

Research Methodology

This study is a descriptive research, purposes to study the suitable components and the characteristics for the staff performance management of the autonomous university and to propose the staff performance management strategies of Chulalongkorn University.

The population and sample is classified into: 1. The two expert group as: 1) 10 Experts in human resource management from academic, private organization, private university to evaluated the suitability of the components and characteristics of the autonomous university staff performance management; 2) 7 Experts, the representative of the university management, dean administrative association, lecturer and supporting staff, in focus group discussion to check the suitability and possibility of staff performance management strategies of Chulalongkorn University. 2. Staffs of Chulalongkorn University who are the academic staffs (Lecturer) for 295 persons out of the population of 1,472 persons and the supporting staffs of the university for 345 persons out of the population of 2,000 persons

The research instruments comprise of: 1. Questionnaires for 10 experts to check the staff performance management system of the autonomous university; 2. Questionnaires to survey the staff's opinion concerning the staff performance management system of Chulalongkorn University.

The data gathering and analysis. Data gathering by self and mailing. The data analyzed by three stages as: 1. The document analysis about performance management about current practice of performance management in the autonomous university and the university in abroad. 2. The data analysis from questionnaire of Chulalongkorn university staff by SPSS by considered the frequency, mean, average and standard deviation.

The environmental analysis by SWOT to assess the strong, weakness, opportunity and threat in the performance management of Chulalongkorn University.

Conclusion

The research finding revealed that the crucial component of the staff performance management of the autonomous university consist of 2 parts which are:

1) The administration of performance management system of which sub-components are the system objective, system benefits, determination of roles and responsibilities, continuous system improvement;

2) The performance management process by means of management cycle (PDCA) consisting of performance planning process, performance monitoring and improving process, performance evaluation process and performance rewarding process. The components of two parts were rearranged into system model becoming the staff performance management system of the autonomous university, be presented as the picture below:

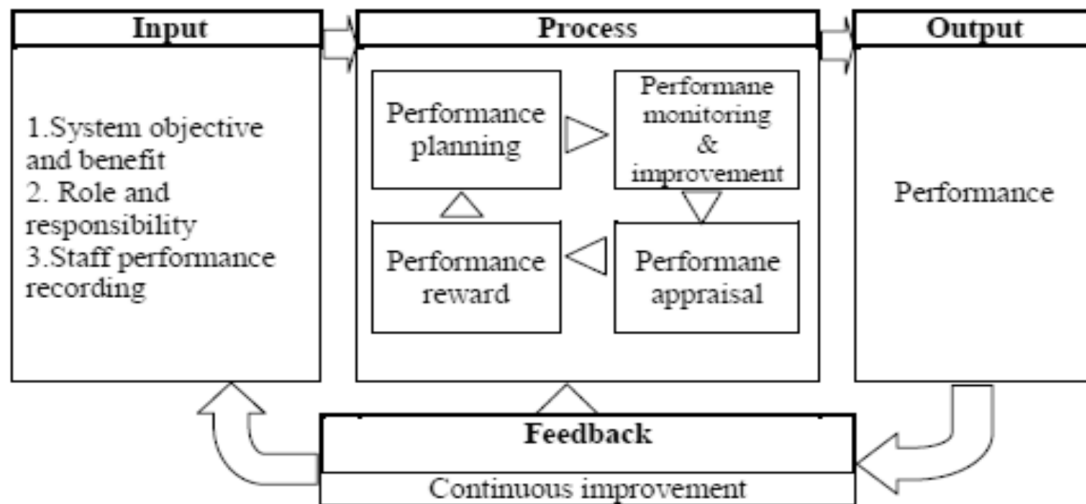


Figure 1: The Staff Performance Management System of the Autonomous University

The staff performance management strategies of Chulalongkorn University were developed into seven strategies: 1) E-Support Strategy 2) Balance Target Strategy 3) Re-Design Strategy 4) Performance Network Strategy 5) Peer feedback Strategy 6) Performance Reward Strategy and 7) Challenge Career Strategy. The strategy 1 to 6 can be applied for both academic staffs (Lecturer) and supporting staffs but the strategy 7, which is Challenge Career, was developed mainly for supporting staffs. Their summarized detail is:

1) E-Support strategy is a strategy about performance system administration, performance planning, performance monitoring and improvement and performance appraisal that concentrate in the usage of computer network to support for the data communication about objective, progression, problem and establishment between manager and staff.

2) Balance Target strategy is a strategy about performance planning that concentrate in the identification the diverse staff value. Benchmark with the global, included to the performance, social, emotional and ethics that contribute to the cooperation between different functional, promote the lecturer performance compete to the global university.

3) Re-Design strategy is a strategy about performance system administration and planning that concentrate in the work process and job redesign, for the staff participation in organizational direction, clear target and resources.

4) Performance Network strategy is a strategy about performance monitoring and improvement that concentrate in the high potential and diverse person and organizational network to the staff performance development.

5) Peer Feedback strategy is a strategy of performance monitoring, improvement, and appraisal

that concentrate in the feedback from peer person to develop and appraisal the performance.

6) Performance Reward strategy is strategy about performance reward that concentrate in the performance based compensation structure, reward in actual performance in the monetary and nonmonetary reward.

7) Challenge Career Strategy is a strategy about performance system administration, planning and appraisal that concentrate in the researcher and general supporting staff career path identification. The resources allocation is to improve and develop career advantage.

Recommendations

The university like to apply the staff performance management system should concentrated in the system administration component, the system objective and benefit, the identification of role and responsibility, performance recording and continuous improvement. Because these components are important mechanics to established, maintain and drive the system.

In the application of this staff performance management system, should applied base on PDCA (Plan-Do-Check-Act) instead of process or regulation.

The autonomous university management should consider the differentiation in university strategy, opportunity, threat, strength and weakness in each institute, analyze these environment to the proper performance management strategy that according to the university contextual.

The finding of this research will benefit to Chulalongkorn university if use the result as guideline to analyze in detail of each staff group such as lecturer in different academic area, researcher or faculty manager.

Recommendations for Further Research

1. Should study to assess the implementation of staff performance management system by the qualitative research.
2. Should study about staff performance management strategy in a specific area such as the lecturer performance indication strategy, the performance reward strategy.
3. Should study about the university culture impact to the staff performance management implementation efficiency.

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