A Proposed Employee Development Program from Objectives and Key Results: A Case Study of SG Group of Companies

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Abstract

Nowadays, many organizations have to re-think about strategic management more than in the past to face with the situation which every resources and abilities could be calculated as exact number to gain the best profit for organization. Investment in human resources has become a very large topic within the business world, so employee development become a necessary factor which the organization must focus on as it affects to organization performance directly. Performance Appraisal or Performance Evaluation System which is one of the most necessary tools to improve human assets became the core issue of the discussion. The purpose of the study was to propose Employee Development Program using the concept of “Objective & Key Result (OKR)”. Quantitative data using questionnaires was obtained from 93 respondents at Power Plant Section by using purposive sampling method. The result indicated that only Organization Direction has a statistically significant influence on Work Performance. Thus, Organization Direction is the most effective factor that has a significant influence on Work Performance based on OKR concept. Even though the statistical analysis showed that only Organization Direction has a significant influence on Work Performance, interview statements demonstrated that all of elements within OKR have significant influence on Work Performance as well. Thus, all the element in OKR still should be considered, but the organization might focus on the Organization Direction as the first priority.

Keywords: objectives & key results, motivation, work performance

Introduction

Nowadays, many organizations have faced rapid development of information and telecommunication technology which leads to fast growth and expanding of business competitiveness. Most organization have to re-think about strategic management with this new business situation. Investment in human resources has become a very relevant topic within the business world. Humans are also calculated as the resource which leads to costs for company, not only in salary or work time issues, but also including improvement program, career path, recruitment processes, and individual perceptions. Therefore employee development becomes a necessary factor which the organization have to focus as it affects the organization performance directly. The most necessary tools to improve human assets such as Performance Appraisal or Performance Evaluation System take the main role within the discussion. (Maharatsakul, 2002: p. 67-69)

Objectives and Key Results has been discussed about by various companies in Thailand since the middle of year 2018. It became the new trend within Thailand in terms of about performance evaluation approach or strategic management. (Poolpatarachewin, 2018)