

## ABSTRACT

The present situation of oversupply of graduates has been caused by the economics crisis during the mid 1997. Recruitment and selection of employees have been increasingly complex and competitive. Thus, companies today have overwhelming opportunities on selection of qualified and competent employees more than before.

Universities, having the role and responsibility of producing graduate to serve the labor market, should continually evaluate their students' performance and make use of the evaluation to develop their strategies to match their students to the employer's need and the labor market demand. The result from this study will be useful for the management of Assumption University and non-Assumption Universities to be aware about the strengths and weaknesses of their students in term of job performance and come up with proper adaptation to improve the situation.

There are three objectives of this study. The first objective is to measure the perception of immediate superiors in SMEs business toward job performance of Assumption and non-Assumption graduates. The second objective is also to measure and compare the satisfaction of immediate superiors in SMEs business toward job performance of Assumption and non-Assumption graduates. And the last objective is to generate useful information for management of Assumption and non-Assumption universities to improve their educational strategies necessary to meet labor market demand and immediate superior satisfaction.

Job performance is a key indicator for measuring the immediate superior satisfaction. It composes of trait, behavior and outcome criteria. For trait criteria which

focus on personal characteristics, the researcher investigates by using nine sub-criteria which are dependability, cooperation and teamwork, initiative, adaptability, responsibility, problem solving and judgment, communication skills, leadership and punctuality. Regarding behavioral criteria, which focuses on the specific behavior that leads to job success, three sub-criteria are investigated which composed of positive behavioral and attitude, knowledge, skill and capability and productivity. And lastly, the outcome criterion, which focuses on what was accomplished, the researcher investigates by using two sub-criteria, which are quality of work and quantity of work.

The primary data was collected through four hundred respondents who are SMEs immediate superiors and the result will be described by the descriptive and inferential analysis. Wilcoxon Signed Rank Test Method was used to test forty two hypotheses.

As regards to the perception of SMEs immediate superior toward job performance of Assumption and non-Assumption graduates, the results could be concluded that the immediate superiors perceived Assumption and non-Assumption graduate's job performance the same in all sub-criteria excepted positive behavior and attitude.

For the results of measuring satisfaction of SMEs immediate superiors toward job performance of Assumption and non-Assumption graduates indicated that immediate superiors have much more satisfaction toward job performance of Assumption graduates than those from non-Assumption on *Trait Criteria*. They are satisfied with Assumption graduates more than non-Assumption graduates in term of initiative, responsibility, as well as problem solving and judgment. As for other sub-criteria, they are satisfied with job performance both of Assumption and non-

Assumption graduates in the area of cooperation and teamwork, adaptability, and punctuality; however they are dissatisfied with job performance both of them in terms of dependability, communication skill, and leadership while, there is no sub-criteria that they more satisfied with non-Assumption graduates than Assumption graduates. *Regarding Behavior Criteria*, both of Assumption and non-Assumption graduates satisfy their immediate superior in term of productivity, but positive behavior and attitude, they are not satisfied. However, immediate superiors are more satisfied with non-Assumption than Assumption graduates in terms of knowledge, skill and capability. As for *Outcome Criteria*, immediate superiors are satisfied with both Assumption and non-Assumption graduates in terms of quality of work, however they seem to be more satisfied with those of non-Assumption than Assumption subordinates in terms of quantity of work.

In conclusion, the researcher would like to recommend the management of the universities to urgently improve for the criteria that do not meet the satisfaction of SMEs immediate superior and then they should maintain and improve their students performance in the criteria that have already met their immediate superior satisfaction. Finally, the management of the universities should continually improve and develop their curriculum aiming at improving their student's performance and producing the high quality graduates to serve the labor market.