

JOB PERFORMANCE AND HUMAN RESOURCE DEVELOPMENT: A STUDY OF EMPLOYEES IN BANGKOK

Montipa Vilasthip^{1*}, Patsara Sirikamonsin², Phinyaphat Rattanaprit³

^{1*, 2, 3} *College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand*
E-Mail: Montipa.vi@ssru.ac.th^{1*}, Patsara.si@ssru.ac.th², Phinyaphat.ra@ssru.ac.th³

ABSTRACT

The research aimed to study the relationship between job performance and human resource development (HRD) of employees in Bangkok. Utilizing a comprehensive framework, the purpose to examine the job performance as well as the human resource development efficiency and to explore the relationship between both factors. The population used was 300 company employees by using questionnaires to collect data whereas data analysis and processing was undertaken through statistical packages which are number, percentage, mean, standard deviation and inferential statistics were used for hypothesis testing with defined result of statistical significance level of .05. The result shown that informants were mostly male, age 25-34, bachelor's degree, single, average monthly income 30,001-35,000 Baht. The results of an analysis of opinions on the job performance of company employees in Bangkok revealed that the overall of the following aspects consisting of unity, adaptation, participation, result performance were at high level. In terms of quality work, quantity work and time spending aspects, overall were also at a high level. The relationship between human resource development efficiency and the aspect of the source variables were related with the p-value of .000. with statistical significance level of .05 and the analysis of the relationship between job performance and the source variables, the overall aspect of the dependent variables with a p-value of .000 were highly correlated with statistical significance level of .05.

Keywords: Job Performance, Human Resource Development, Company employees

INTRODUCTION

In the competitive world of the private sector, an organization requires continuous growth and competitiveness within existing resources to achieve its goal as planned. Employees therefore are essential resources contributing to competitiveness and they should be linked to job performance and Human Resource Development (HRD) under corporate value to create their commitment. The captioned value appears in a form of job performance and Human Resource Development (HRD) that refers to shared belief, value and tradition of employee behavior expressed via words, thoughts, learning, acts or

behavior arisen within a job performance and Human Resource Development (HRD) that can result in organizational achievement or failure. In other words, the symbiotic relationship between practices job performance and Human Resource Development (HRD) within company employees is increasingly recognized as a cornerstone of institutional success. As companies strive to navigate the complexities of the 21st century, the multifaceted roles of faculty and staff demand a strategic and adaptive approach to talent development. This introduction sets the stage for an exploration of how HRD initiatives, encompassing training programs, career development opportunities, and organizational support, significantly influence the effectiveness, motivation, and overall satisfaction of university professionals. In the academic realm, where the pursuit of knowledge intertwines with the responsibilities of teaching, research, and administration, HRD emerges as a crucial driver for individual and collective success. The contemporary university is a hub of diverse talents, where faculty members, researchers, administrative staff, and support personnel contribute to the institution's overarching mission. Nurturing these talents and aligning them with evolving educational paradigms and institutional goals are at the core of HRD's impact on job performance within company settings.

The effective working of employees relies on their strong cooperation and devotion and such a cooperation may arise due to many significant reasons. One of them is job satisfaction of employees since it strives to make them anxious to work intentionally and voluntarily and helps an organization to finally achieve its goal with effectiveness. As job satisfaction plays a vital role towards all employees, management at all levels should focus on and bring it to be one of elements for work analysis and defining a guideline of human resource management for their job satisfaction leading to effective working and highest benefits as well as goal achievement as planned (Boonyarit, 2015).

In conclusion, the researchers are of interest in examining the relationship between the job performance and HRD efficiency of the company employees in Bangkok under the hypothesis how the job performance is important and what are the factors affecting the HRD efficiency of the captioned employees in order that the research findings can be applied for job performance working to gain more HRD efficiency. The data on job performance and HRD efficiency gained from the research will help job performance to be systemic and reliable as well as useful for further applying as a principle and guideline of human resource development of their human capital.

Research Hypothesis

1. The job performance and human resource development of employees in Bangkok is at a high level.
2. The job performance correlates with human resource development of employees in Bangkok.
- 3.

Research Question

1. What is the situation job performance and human resource development of employees in Bangkok?
2. What is the relationship between job performance and human resource development of employees in Bangkok?

OBJECTIVE

1. To examine the situation job performance and human resource development of employees in Bangkok.
2. To explore the relationship between job performance and human resource development of employees in Bangkok.

LITERATURE REVIEW

Human Resource Development (HRD) is paramount in shaping and optimizing employee performance within an organization. By offering training programs, workshops, and learning opportunities, HRD facilitates the continuous development of employees' skills and knowledge. This emphasis on skill enhancement ensures that employees remain adept in their roles and equipped to meet evolving job requirements. Moreover, HRD fosters a culture of continuous learning that positively influences motivation and engagement among employees. The provision of career development pathways and opportunities for advancement within the organization further bolsters motivation, encouraging employees to strive for higher performance levels. Additionally, HRD contributes to job satisfaction, as employees who perceive their development needs being met tend to be more content and committed to their work. Beyond individual benefits, HRD plays a crucial role in organizational effectiveness, enabling employees to adapt to changes, fostering collaboration and communication within teams, and promoting innovation. Ultimately, by investing in HRD, organizations not only enhance individual and collective employee performance but also strengthen their competitiveness and sustainability in a dynamic and ever-changing business environment.

Human Resource Development

Human Resource Development (HRD) refers to a comprehensive set of practices, processes, and strategies designed to enhance the skills, knowledge, abilities, and overall performance of an organization's workforce. It encompasses activities aimed at improving individual and collective capabilities, fostering learning and development, and aligning human resources with organizational goals. HRD involves various initiatives, such as training and development programs, performance management, career planning, mentoring, and succession planning. The goal of HRD is to create a skilled, motivated, and adaptable workforce capable of meeting current and future challenges, contributing to organizational effectiveness, innovation, and sustained growth. Essentially, HRD focuses on maximizing the potential of human capital within an organization to achieve both individual and organizational objectives. Measuring Human Resource Development (HRD) involves assessing various factors that contribute to the growth, development, and effectiveness of the workforce. The measurement factors can be categorized into several key areas:

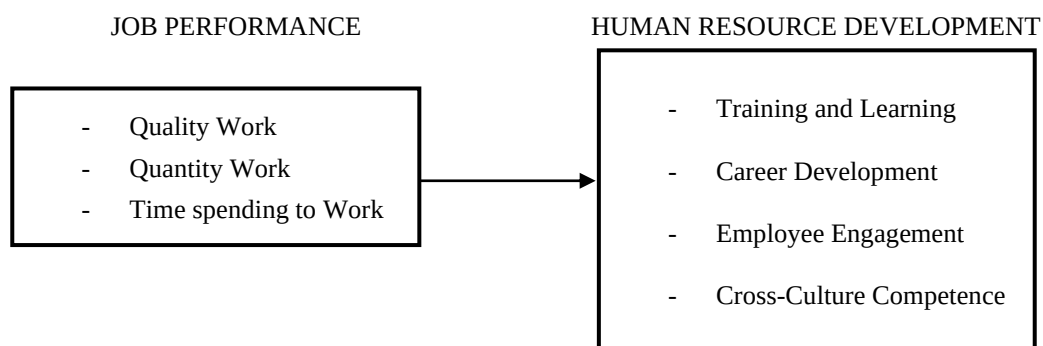
1. **Training and Learning Metrics:** Training Effectiveness: Evaluate the impact of training programs on employee skills, knowledge, and performance. Training Hours and Participation Rates: Measure the number of training hours per employee and the overall participation rates in training initiatives.
2. **Career Development Metrics:** Promotion Rates: Track the frequency and success rates of internal promotions. Succession Planning Effectiveness: Evaluate the readiness of potential successors for key roles.
3. **Employee Engagement Metrics:** Employee Satisfaction Surveys: Use surveys to measure overall job satisfaction and engagement levels. Retention Rates: Monitor employee turnover and retention rates.
4. **Cross-Cultural Competence Metrics:** Diversity and Inclusion Metrics: Measure the diversity of the workforce and assess initiatives promoting inclusion. Cross-Cultural Training Effectiveness: Evaluate the impact of training programs on cross-cultural competence.

Job Performance

Job performance refers to the effectiveness with which an individual carries out the duties and responsibilities associated with a specific job or role within an organization. It is a comprehensive evaluation of an employee's actions, behaviors, and accomplishments in relation to the expectations and standards set by the organization. Job performance encompasses both the quality and quantity of work, as well as the individual's ability to meet established goals and objectives. Factors contributing to job performance may include technical skills, interpersonal communication, problem-solving capabilities, initiative, and overall contribution to team and organizational success. Assessments of job performance are often conducted through various means, including performance appraisals, key performance indicators (KPIs), and feedback from supervisors, peers, and other stakeholders. Effective job performance is essential for the achievement of organizational goals and is a key aspect of talent management and employee development. In research, measuring job performance involves identifying and assessing specific factors relevant to the objectives of the study. The selection of measurement factors depends on the research questions, the nature of the job or occupation under investigation, and the overall goals of the research. Here are some common job performance measurement factors in research: Productivity Metrics: Quantitative measures of output, efficiency, or effectiveness in completing tasks or projects within a given time frame. Quality of Work: Assessment of the accuracy, precision, and overall quality of the work performed by individuals in their job roles. Goal Attainment: Evaluation of the extent to which employees achieve specific objectives, targets, or goals set for their roles. Time Management: Measurement of how well employees allocate and manage their time to meet deadlines and accomplish tasks efficiently.

Research Framework

Research framework after review of concepts and theories related to relationship between job performance and human resource development of employees in Bangkok., Peterson and Plowman, 1953's (as cited in Taranut, 2018) and Denison, 1990's concepts (as cited in Limprasert, 2014) were selected to be used as the conceptual framework of this research.



METHODOLOGY

Population and Sampling

The population used for this research focuses on company employees in Bangkok and the exact number was not specified, known only a large number as calculated by (Roscoe, 1969, pp.156-157) for sample size of 300 units at a 95% confidence level group determination.

The accidental sampling was used, and it is a non-probability one in which the population is randomly selected on the purpose of collecting a full required number and subject to the researchers' convenience.

Data Collection

The research instruments employed for data collection on direct questionnaire and its items and obtaining the sampling group's permission, the data was collected, and the content validity was later conducted for completeness. In the case of incomplete ones, additional inquiries were made until getting completeness of each item and the analysis for obtained data was later calculated by the statistical computer program.

Data Analysis

Statistics used in data analysis to answer the objectives of this research are descriptive statistical analysis used to describe the demographic characteristics of the sample, the statistics used were frequency and percentage, mean, and standard deviation. inferential statistical analysis is used to test hypotheses which used a simple Pearson Product Movement Correlation Coefficient analysis to test the correlation of two independent variables, and multiple regression analysis to test the influence of independent variables on dependent variables in the research conceptual framework was proceeded under the following process:

1. Description Statistics: to describe demographic characteristics of the sampling group as the qualitative variables using statistics of frequency and percentage whereas using minimum, mean and standard deviation for demographic characteristics of quantitative variables. In view of the relationship between working motivation and HRD of the company employees in Bangkok uses the value of mean and standard deviation.

2. Inferential Statistics Analysis: to handle the hypothesis testing as follows: to analyze the relationship between job performance and human resource development (HRD) of employees in Bangkok based on Pearson's Product Correlation Coefficient and principle of correlation interpretation (Wongrattana, 1998); if r value range is greater than 0.7, it shows that the correlation value is at high level, range between 0.3 - 0.7 = medium, range lower than 0.3 = low level, and range equivalent to 0.0 = no correlation, respectively.

RESULTS

Descriptive Analysis

The general information of sample group from Thailand who company employee in Bangkok, amounting to 300 samples. Most of them were male, 58.7%, age between 25-34 years old, 47.0%, status in marital, 49.25%, the of education at the bachelor's degree level, 45.5%, and average monthly income 30,001-35,000 baht, 34.25% and domiciled in Bangkok and its vicinities at most 72.00%.

1. The results' opinion towards the relationship between job performance and human resource development (HRD) of employees in Bangkok revealed that overall, in view of quality work, quantity work and time spent to work aspects was at high level.

Table 1 Average and Standard Deviation of the job performance of the company employees in Bangkok on Aspect Basis and Overall

Job Performance	Opinion Level		
	$\bar{x}$	S.D.	Interpretation

1. Quality Work	3.95	.753	High
2. Quantity Work	3.84	.811	High
3. Time Spending to Work	3.87	.792	High
Overall	3.89	.781	High

2.Results of relationship analysis between the relationship between job performance and independent variables; unity, adaptation, participation, result orientation and commitment revealed that overall, in view of quality work, quantity work and time spending to work the p-value was equivalent to .000 showing correlation with statistical significance level of 0.5.

Opinion on Job Performance	Unity		
	<i>r</i>	value	P- Interpretation
1. Quality Work	.969*	.000	Correlation is at high level.
2. Quantity Work	.958*	.000	Correlation is at high level.
3. Time Spending to Work	.970*	.000	Correlation is at high level.
Overall	.971*	.000	Correlation is at high level.

3.Results of opinion towards job performance of the company employee in Bangkok revealed that overall, of the following aspects: unity, adaptation, participation, result orientation and commitment was at high level, descriptive data on the human resource development affecting the job performance in company employee in Bangkok, the overall factors are at a high level. If considering each aspect, the first is career development at a high level, followed by training and learning, job performance, employee engagement, and cross-culture competence.

Table 3: The correlation coefficient between all factors of job performance on the human resource development in company employee in Bangkok.

	job performance	Training and Learning	Career Development	Employee Engagement	Cross-Culture Competence
1. Training and Learning	.489**	1			
	.303**	.533**	1		

2.	Career Development					
3.	Employee Engagement	.335**	.246**	.430**	1	
4.	Cross-Culture Competence	.521**	.398**	.381**	.352**	1

* Significant level at .05 ** Significant level at .01

4. Results of relationship analysis between the job performance and independent variables; adaptation, participation, job performance and human resource development in company employee revealed that overall, in view of work quality, work quantity and time spending aspects, the p-value was equivalent to .000 showing high level of correlation with statistical significance level of 0.5.

The result of regression analysis was found that the human resource development in the aspect of training and learning, career development, employee engagement and cross-culture competence can predict the job performance with a statistically significant value at $F = 5.98 + 0.303 \text{ Career development} + 0.489 \text{ Training and Learning} + 0.335 \text{ Employee Engagement} + 0.521 \text{ Cross-Culture Competence}$. When considering the multiple regression coefficients in the standard score form, it was found that the predictors with the highest multiple regression coefficients were career development 0.5498, followed training and learning 0.432, employee engagement 0.288, and cross-culture competence 0.2. It can be created as an equation for forecasting job performance in company employees in Bangkok.

CONCLUSION AND RECOMMENDATION

Conclusion

Further to the research findings, significance was later discussed as per below details:

1. Overall for Human Resource Development (HRD) significantly influences job performance within company employees in Bangkok, with various factors operating at a high level. Career development emerges as the foremost aspect, followed by training and learning, job performance, employee engagement, and cross-cultural competence. Among these, academic staff accord career development the highest importance, recognizing its vital role in aligning individual aspirations with organizational goals. HRD, with a strategic emphasis on career development, fosters engagement, satisfaction, and retention by providing growth opportunities. This approach, encompassing training, mentorship, and skill-building initiatives, ensures that employees possess the competencies required for present and future roles. The impact extends beyond individual enhancement to contribute to a dynamic, skilled workforce, ultimately driving organizational success and competitiveness. Training and learning, identified as another crucial factor, play an indispensable role in enhancing job performance.

2. Overall, for the job performance in view of the following aspects; unity, adaptation, participation, result job performance and HRD, all are at high level showing that the job performance is

mutually shared understanding, belief, value, tradition and norm among members or most of people in an organization as a social norm for job performance behavior and life style and it is the relationship between an job performance company employees in Bangkok and HRD. Additionally, undertaking activities need to be in the form of inherited belief, symbol, worship and practices differentiating job performance (Warapornwimonchai, 2011 as cited in On-Norm, 2015). Job performance affects business operating results based on flexibility & security criteria and internal & external orientation of an organization. This is in line with Denison, 1990 (as cited Limprasert, 2014) stating that job performance needs to focus on building on members' capability, pay attention on member requirement to create their sense of ownership with common responsibility as well as empowering them to participate in decision-making on their organizational operation. The job performance is working among member creativity in order to keep up with the changes, requirements of business and macro environment and forces members to adapt themselves to be able to rapidly respond to the changes of macro environment under awareness of clear vision and achievement goal.

3. Overall, the job performance efficiency in view of quality work, quantity work and time spending to work aspects appear at high level showing that an individual efficiency refers to effort, readiness, active working capability for good and quick result of working with quality and goal achievement. Job performance efficiency is a key factor in driving an organization towards achievement of operating result. Satisfactory and progressive productivity in both manufacturing and service as well as satisfaction of both customers and organizational members rely on capability of efficiency development of an organization (Laksana, 1999 as cited in Jansanga, 2018). The study has used the SEM-PLS to examine the relationship between and among the variables. The response rate of the current study is 44.7 percent. The results have highlighted that the relationship between strategic leadership, organizational innovativeness and firm supply performance is significant. Results from the study give support to the key theoretical propositions (as cite in P. Tirastittam, 2020) The job performance efficiency comprises quality work, quantity work, time spent to work and cost that are main factors of job performance and HRD. This is in line with the concept of Peterson and Plowman, 1953 (as cited in Taranut, 2018) stating that work quality is required to be standardized from which a manufacturer and customers gain worthwhile advantages and satisfaction. Products should be standardized with the proper quantity of work as expected and consistent with the production plan or goal. Time is the duration spent at the production process of an operation that should be in line with the principle and suitable for the works. All incurred cost of job performance should be suitable for works and method based on low investment but highest return basis for effective operation under consistency, continuity and similar standard. These will enhance employees to realize that their working time spent is worthwhile for devotion with satisfaction and pride of participation as well as willpower and intention of working.

The results of the analysis of the job performance of human resource development affecting company employees in Bangkok. It was found that conformity with career development followed by training and learning, employee engagement, and cross-culture competence could jointly predict the job performance in Thailand educational institutions which was statistically significant. The equation of predicting is $\text{Job Performance} = 5.98 + 0.303 \text{ Career development} + 0.489 \text{ Training and Learning} + 0.335 \text{ Employee Engagement} + 0.521 \text{ Cross-Culture Competence}$.

Recommendation

1. The research findings revealed that for the job performance, overall, in view of the following

aspects: unity, adaptation, participation, result job performance and HRD, all are at a high level. Since establishing the organizational culture requires time consuming, supportive working system should be continuously set to contribute to an establishment of the organizational culture. Nevertheless, the private sector employees may not be pleased to change their working behavior. An organization therefore should motivate them for more cooperation such as by appreciation rendered to employees who perform well in compliance with the supportive criteria of building an organizational culture.

2. For the operational efficiency, overall, in view of the following aspects: quality work, quantity work and time spending to work, all are at high level. Superiors should emphasize and encourage employees to be capable of effectively working such as availing an opportunity of fully showing capability of resourcefulness, problem solving to achieve in quality of work result within timeframe.

3. For future research on the impact of Human Resource Development (HRD) on job performance in Bangkok, several avenues merit exploration to enhance understanding and inform practical interventions. Firstly, a longitudinal study tracking the long-term effects of HRD initiatives on job performance would provide valuable insights into the sustained impact and potential areas for continuous improvement.

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