

Performance management programme of sia lee swee construction



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Contents

- Phase 5

1. 1 Company Selection

SIA LEE SWEE (SLS) CONSTRUCTION CO. is the company that has been selected by our group as the targeted company in this assignment. The grounds for our group to choose this peculiar company are because of as the followers:

1. 1. 1 It is a Multi-Level Organization

Our group believes that the Performance Management Process (PMP) is complicated for a company or an organisation, which consists of Multi-level of Managerial and Operational. As for SIA LEE SWEE (SLS) CONSTRUCTION CO, they are with 3 degree of Managerial and Operational Levels, which include:

- [1] Top Management Level,
- [2] Middle Managerial Level, and
- [3] Lower operational Level.

1. 1. 2 It is a Multi-Dimensional Organization

Our group believes that a company or an organisation, which with Multi-Dimensional Departments and several different sorts of Operational theoretical accounts should be backed up with a good Performance Management System (PMS) , in order for the company or the peculiar organisation to increase their overall fight, every bit good as their

productiveness. As for SIA LEE SWEE (SLS) CONSTRUCTION CO, they are with Multi-Dimensional Departments, which in general are executing different sorts of undertakings, but in inside informations are all inter-related within one another. As an illustration, the undertakings performed by a Gross saless Personal within the company are merely concentrating in doing gross revenues, and the duties for a Public Relationship Officer of the company are concentrating in constructing company ' s images or reput. Both places of the company were executing wholly different undertakings in their day-to-day occupations. However, they are all inter-related and associating to each another. Yet, if the gross revenues are dropping, it is highly difficult for the top direction to separate whether the Gross saless Personal or the Public Relationship Officer should be taken the duties for the dropped gross revenues degree.

Besides, the undertakings required by the managerial employees are besides wholly different with the undertakings that allocated to the operational staffs. Both of these groups ' occupation ' s demands, occupation ' s specification, every bit good as the occupation ' s duties are wholly different. As for Multi-Dimensional companies such as SIA LEE SWEE (SLS) CONSTRUCTION CO, we believe that their Performance Management Process (PMP) and their Performance Management System (PMS) are both valuable to be learned by us.

1. 1. 3 It is a Family-Based Small Medium Enterprise (SME)

As the chief aim of this assignment is to develop or reconstruct a much better Performance Management System (PMS) for a company, but is non

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merely analyze the peculiar company ' s Performance Management System (PMS) , yet we believe that a Small Medium Enterprise will be the better mark for us to choose instead than a good established populace listed company. The ground is merely because of we believe that a Performance Management System (PMS) of a SME Enterprise will posted higher opportunities to be improved or to be rebuilt, instead than a Performance Management System (PMS) of a good established populace listed company. And SIA LEE SWEE (SLS) CONSTRUCTION CO is carry throughing this demand, as it is a family-based Local Small Medium Enterprise.

1. 2 Company ' s Profile

The selected company for this assignment is SIA LEE SWEE (SLS) CONSTRUCTION CO. Generally, this company is a household based local building company, which falls into Small-Medium Enterprise (SME) classs of concerns. The company is located in Bukit Bakri, Muar, Johor Darul Tazim since its constitution. The chief concerns affecting by the company are as the followers:

[1] Private Housing Estate Projects Development,

[2] Contacted Home Construction,

[3] Roads Building,

[4] Drainages Construction, and

[5] Building Materials Supplier.

Over the old ages, the company had contributed to the several development undertakings within town of Muar. Until the day of the month of this assignment, the largest private lodging estate undertaking that had been developed by the company is Taman Sri Jaya. Besides, the company had besides contributed to construct a big residential park entirely by themselves, and besides contributed partially as the sub-developer to the Muar town most popular peddler centre – Jalan Bentayan Hawker Centre.

The company is presently using 62 full-time employees and 10 to 25 parttime workers, which build up about a entire figure of 72 to 87 employees as a whole from clip to clip. The bulk of the full-time employees were allocated into top or in-between managerial degrees, and all of the parttime workers were working as the builders in the edifice undertakings ' Fieldss. Another really important impact to the company employees ' places level allotment is merely depends on their personal individuality relationship to the company background ' s household. In order word, the company merely allows the direct household members to be in the top direction degree, and indirect relations of the household to be in the in-between managerial degree within the company, every bit good as hire external workers and putting them to work in the lower operational degree or at the most in the in-between managerial degree merely.

In general, all of the 8 top managerial places were monopoly by the company household direct members, and the places are:

[1] Director,

[2] Deputy Director,

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[3] General Manager,

[4] Finance Manager,

[5] Legal and Contactors Manager,

[6] Projects ' Management Manager,

[7] Gross saless Manager, and

[8] Public Relationship and Publicity Manager.

As in in-between managerial degree, there are with 24 in sum, which can be farther divided into:

4 Accountants,

2 Legal Personals,

10 Gross saless Personals,

1 Public Relationship Officer,

4 Selling Personals, and

3 General Clerks.

All of the places within the in-between managerial degree were occupied by the direct household members or their indirect relations, except the 3 General Clerks.

The last degree is the lower operational degree, which is besides the degree where the employees have no relationship with the company background ' s household. Besides this is besides the lone degree where the company putting their hired staffs into. However, there are besides with 30 full-time staffs in this degree, together with 10 to 25 parttime staffs that will be engaging, depending on the entire figure of the development undertakings demands, from clip to clip.

1. 3 Company ' s Background

SIA LEE SWEE (SLS) CONSTRUCTION CO is the subordinate company of the SIA LEE SWEE (SLS) CONSTRUCTION SDN. BHD. The SIA LEE SWEE (SLS) CONSTRUCTION SDN. BHD was originally founded by the male parent of the manager of SIA LEE SWEE (SLS) CONSTRUCTION CO, who is with the name Mr SIA Lee Swee. Mr SIA Lee Swee has three boies, and in order to extinguish struggles among his boies, every bit good as for better managing intents. He was so setup another two companies, which named:

[1] Sri Bakri Development Sdn. Bhd, and

[2] Sia Lee Swee (SLS) Construction CO

When Mr SIA Lee Swee decided to retire, the SIA LEE SWEE (SLS) CONSTRUCTION SDN. BHD. had been passed to his aged boy for managing, and the Sri Bakri Development Sdn Bhd had been passed to his 2nd boy, every bit good as Sia Lee Swee (SLS) Construction CO is now leaded by his 3rd boy, who is with the name SIA B. H. (Ah Hoh) .

Although in by and large, both three companies were independent managed by each of the Mr SIA Lee Swee ' s boy, but in fact their activities are closely related to each another. All of the three companies are ever sharing the same undertakings, and each of the boies had really owned certain grade of portions in their brothers ' companies as good. Besides, all of the three companies ' chief offices were closely located to merely beside each another, and shared one same piece of land.

1. 4 Interviewee ' s Profile

Name

Mr SIA B. H. (Ah Hoh)

Position

Director

Company Name

Sia Lee Swee (SLS) Construction Co.

Company ADDRESS

NO. 15-1, Bakri New Village,

84200 Bakri,

Muar,

Johor Darul Tazim,

Malaysia.

COMPANY TEL NO

06-9866206

06-9866207

COMPANY FAX NO

06-9868001

PERSONAL HP NO

019-6265449

011-663795

PERSONAL HOUSE NO

06-9866414

Performance Management Process (PMP)

SIA LEE SWEE (SLS) CONSTRUCTION CO is a household based Small Medium Enterprise (SME) , which consists of 3 degrees of organisation:

[1] Top Management Level,

[2] Middle Managerial Level, and

[3] Lower Operational Level.

The company as a whole is leaded by the Director of the company, who is Mr Sia B. H. (Ah Hoh) – the interviewee of this assignment. However, due to the manner of the managerial, where all the determinations doing are wholly centralized in the manus of the company ' s manager, therefore the

company does not truly follow a properly completed Performance Management Process (PMP), nor implemented a systematic Performance Management System (PMS) since its constitution. However, the company civilizations are putting more concern on the wages system to honor the part of the employees straight, as what the company top direction believe that “ Monetary wages are the cardinal incentive for employees at all degrees. ”

In general, there is no proper Performance Management Process (PMP) and systematic Performance Management System (PMS) in both Top and Middle managerial degrees employees within the company. The chief ground that contributed to this scenario is merely because of the employees within this two degrees are chiefly the direct household members or the indirect relations of the company ' s manager. Besides, as for Chinese ethic civilizations, which emphasize in precedence should be given on household relationships, besides contributed to such state of affairs. In other words, the company ' s manager fundamentally feels that there is not necessary to measure employees who are with comparative relationships, as any negative feedback given might do unhappiness and yet ache the relationships within his household ' s members or his relations.

As farther probe on the company, we found out that important more proper Performance Management Process (PMP) is established in the lower operational degree, as all of the workers within this degree have no relationship at all to the manager ' s household. In operational degree, all the workers can fundamentally be classified into two classes, which are:

[1] The Supervisors, and

[2] General Construction Workers.

These two classes of employees will be evaluated by utilizing two different attacks, which are result attack and behaviour attack. Anyway, consequence attack is traveling to measure the public presentation of the Supervisors, as the consequence attack is used to measure the concluding result that produced by the peculiar group of supervising workers, the workers duties and their public presentation criterion. Besides, in consequence attack, behavior of employees is related with the consequence that produced by them, and a peculiar supervisor must ever do certain that the occupations allocated to their supervising group of workers must ever run into the scheduled time-lines, every bit good as the needed quality of occupations performed.

The appraisal period that used to measure and reexamine the public presentation of the Supervisors is set on yearly and in November. The cardinal for implementing the rating system can ensue in increasing the understanding the perceptual experience of employees towards the company and the betterment of their public presentation throughout the twelvemonth. In this period, employees will be requested to make full up ego appraisal signifier and general director will measure employees by utilizing the mechanical system. In mechanical system, general director will rate the Markss that an employee deserve and so cipher the entire Markss that earned by each employee. The rating will establish on assorted of import standards such as duties, aims, quality of work and effectivity and efficiency of finishing the undertaking.

Furthermore, employees will have the feedback on what employer has evaluated them and they may appeal if they are unsated with the Markss given, so the general director will re-evaluate and reexamine the employees ' public presentation by holding a meeting with employees. Employees need to carry through the minimal demand of acquiring the Markss of 75/100 and above so merely they are able to acquire the waggess as portion of appreciating their parts. Waggess that given to the employees are including: 13th month fillip, excess 1 twenty-four hours of one-year leave and an accommodation on their base pay if employees are able to accomplish the demands. In other words, employees who are does non carry through the lower limit demands would non acquire the increase on their base wage and fillip.

On the other manus, the General Construction Workers will be evaluated based on their undertaking performed. Their abilities and accomplishments are significantly of import in this field. Hence, behavior attacks are used to mensurate their results. Behaviour attack is link between single behavior and environment which the individual is in, and every bit good as their actions and jobs. Therefore, company could measure them by detecting their behavior. Besides, behavior is determined by purely external factors such as compensation factor.

Indeed, human capital plays an of import function in the company. Hence, behavior and consequence attacks are non evidently link because personality of a building worker does act upon the degrees of attempt and so as the quality of their results. Poor consequences might due to bad attitude of the workers but, in between, results which achieved might associate with <https://assignbuster.com/performance-management-programme-of-sia-lee-swee-construction/>

the environment which is non under the workers ' control. As the consequence, good attitude does non intend that they are able to accomplish good results because there are some barriers prevent them to accomplish the mark. Therefore, wages system is utile to actuate lower degree workers to set them in relentless attempt for accomplishing the desired results. Therefore, the company has regulated the regulations and the standards for wagers. Wagers will merely administer for employees who have achieved the pre-suggested mark and they would merit to derive excess fillip, which is half of their monthly base wage, and paired with a one clip pecuniary inducement for them, as the cardinal incentive for all workers at the lower operational degree.

Besides, it is employee ' s duties to take part in strategic end so that they would perpetrate to accomplish ends. Furthermore, in the rating system, supervisor adopts ongoing petition for feedback and coaching in the same clip. By this, there are with two ways of communications between the supervisor and the workers. Obviously, the rating flows which implemented on the building workers are somewhat different with the supervisors. The ground is because they are stressing on sharing the public presentation informations and roll up the information on the topographic point. Besides their appraisal period that had been used to measure and reexamine the public presentation is different in the evaluating standards and facets, as what had been used for the Supervisors degree of employees.

As the general logic, the educational degree of the building workers are by and large low, therefore the supervisors might necessitate to garner the full workers to hold a meeting and presentation of the instructions for plants. In <https://assignbuster.com/performance-management-programme-of-sia-lee-swee-construction/>

the period of such meeting, supervisors could measure workers by identify their behaviors, what has been done for them, supply feedback in either positive or negative remarks, discourse the deductions of altering the workers ' behaviors and explicate how to better public presentation by amendment of their behaviors. These can take to farther development of person-based constructions, such as accomplishment programs to get the better of jobs and accomplish the effectivity. Person-based constructions like wage to the SKA, which is relevant to the plants, and which can do clear for the workers that with better public presentation might take to greater wages. This will non merely go the incentive to actuate the public presentations of the workers, but besides will make an environment of transparent, every bit good as equity to all the workers.

Besides, the company has besides provides safety and wellness policies for the building workers in all of the company development undertakings ' locales. This shown that they company are complied with the authorities demands, which monitoring by the ministry of adult male power. In add-on, the company besides provide medical and inadvertent insurances coverage to all of the employees regardless the degrees within the company organisation as a whole. Such insurances coverage is non merely to run into the authorities demand, but besides as a manner to minimise the company ' s liabilities as the building Fieldss are frequently unsafe. Besides, it could besides increase the motive to execute among the building workers, as they will hold the sense of feeling that the company is willing to take the responsible non merely to their safety within the working environment, but besides their psychologically safety and physically security demands.

The Issues within the Company

An effectual and efficiency Performance Management System (PMS) which rely on the proper Performance Management Process (PMP) are really helpful to the top director to measure each of the employees based on their behavior, attitude, and public presentation, duties on each assigned undertakings, and consequence which green goods by employees in its company in a proper manner. It enables the top director to place the employees ' strengths and failings, in order to further developing them to increase the overall competitory advantages of the company to run into their strategic ends.

However, after look into the company as a whole, we have notified the company really posted large failing, as there is no good established Performance Management System (PMS) within the company, and the Performance Management Process (PMP) is identified to be really limited in merely supervising the lower operational degree of employees. We believe that this failing will go the barrier for the company to growing decently, and besides this failing is perchance the chief beginning of the bulk of the hidden job within the company.

Based on the system presently utilizing in the company, we noticed that there are with important jobs and issues that the manager has either chosen to be neglected with (due to his doctrine which stated the household and relations relationship should be placed at the top precedence) , or the manager are non cognizant with the benefits that might get one time a proper Performance Management System (PMS) has been established within the company. The current procedure of measuring for the employees <https://assignbuster.com/performance-management-programme-of-sia-lee-swee-construction/>

is not truly accurate, but in fact is prejudiced to the employees, as it is wholly depending on the manager's own penchants. In other words, wages given to the peculiar employees might not because of their public presentation, but might because of their relationship with the manager, they are the penchants' cardinal individuals for the manager or might due to merely give-away by the manager without any proper ground. This nevertheless will further take to misused of company resources, demotivating other employees, and cut down the company's overall fight. Overall, the employees were not treated reasonably and moderately in the company. Although the interviewee (Director of the company) stated in the interview that no important jobs had been notified by him in his company so far, but our group members still believe that the job dissatisfaction of feeling among the employees should be happening in some grade within the company.

The deficiency of transparency besides caused the employees might not be cluttered about what is the undertakings that should be performed by them. In fact, they might merely ' act ' or execute undertakings, which they think will go the favor for the top directors. The impact might take to the employees began to play ' politics ' , as the manner to do them favorable for the company top directors. Such immoral activities will decidedly ache the company as a whole, when it becomes out of control by the company top direction.

Besides, we had besides identified another issue that faced by the company, which is that some of the employees are holding work overburden. Some employees have the jobs when they need to bear excessively much of duty,
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and need to be reported and instructed by excessively many directors. This job occurred due to there is neither systematic Performance Management System (PMS) nor proper Performance Management Process (PMP) over the top and the in-between managerial degrees within the company. As an illustration, a Supervisor might confront trouble when he receives different instructions or targeted orders from different top directors. It is somehow really hard for supervisor to carry through every director ' s purposes or petitions, but when one of the directors are non fulfill he or she will take to cover with the supervisor but non the other director straight. This is merely because of all of the directors are direct household members, which will seek their best to avoid direct struggles within one another. Yet, such scenario is the chief beginning of defeats to the Supervisors, as the supervisors are fall within the lower operational degree, which are besides no relationship at all to the manager ' s household.

Therefore, we believe that one time there is with the established of proper Performance Management Process (PMP) and systematic Performance Management System (PMS) within the company, it will make manner for the top directors to place such jobs much easier. The top directors can place the existent status, and yet lead to better communicating among the top and the in-between managerial degrees, every bit good as the decreasing of duties workload for the supervisors. These will be the prefect solution for to manage the Supervisors ' turnovers, as the Supervisors are presently the place which recorded the highest turnover rates within the company.

The Challenges of the Company

Challenges mean the external factors that influence a company to go on travel forward or forestall it for success in future clip. That can split into two major factors, which are chance and menace. Opportunity is any external fortunes or features which favours the demand of the system or where the system is basking a competency advantage. There have several chances to look. First, continues private sector lodging roar in the town of Muar will make more building chances to the company, since it is a well-known local building company. Second, public sector undertakings through Public Private Partnership (PPP) will convey farther chances to the company every bit good. Although they company is Chinese moral principles based which are non measure up to offer the authorities undertakings straight, but the company can fall in partnership with another Bumiputra building company to offer the authorities undertakings, or even go the secondary bidder to offer those parts of the undertakings that outsourced by any Bumiputra building company. The Public Private Partnership (PPP) plan is the agreements of the engagement of authorities bureaus and the private sector, for the intents of procuring investing and increate the efficiency in the bringing and the development of public substructure, societal community installations and other related community ' s services. Such partnership agreement enables the sharing of investings, hazards, duties and wages between the authorities and the private sector, which will so increate the figure of development undertakings and make chances to the company to go one of the beneficial.

However, as the position in the constructional industrial is increasing, yet it will pull more rivals to come in the industry. Besides the development of the Town of Muar make it go attractive for building companies, which was non original based in Muar Town, to affect themselves in the Muar Town building undertakings every bit good. This will posted the progressively challenges to the company, as they are presently need to increase their fight, in order to last while viing with other bigger and good established building companies.

Another really important challenge is that the mass development of the building industrials within the town of Muar has already produced many houses and stores for the purchasers to take on. In other words, the increasing supply of the town lodging belongingss have cause the company-built lodging belongingss have to confront more and more rivals. Besides, the purchasers penchants are now keep altering massively, due to they are presently with the supply of higher criterion of picks from many building companies locally or from foreign provinces. This scenario is become much complicated if compared as in the past where there were fundamentally merely few local building companies that will go the providers for the local town lodging development undertakings.

Besides that, developing supply concatenation through engagement in big undertakings is likely to heighten the opportunities in building. Renewable energy undertakings will offer chances to develop the accomplishment and capacity in the new market. Fiscal supports like loan and insurance and growing in income of people is in support of building industry. All of these factors will lend to convey in more and more ambitious rivals to the building industry, which will posted the challenges straight to the company.

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Besides, historical civilization heritages like the TAZ MAHAL encourage and supply a originative platform for the industry. As the consequence, the local occupants are now request to more advanced and creativenesss stylish houses, instead than merely merely a topographic point to remain. This will further increase the challenges of the company, as they are now non merely have to construct nice house, but besides have to construct originative and stylish houses, in order to run into the demands need and do it easier for them to sell their built belongings.

As we know in the general, menace is a challenge of an unfavorable tendency or any external circumstance which will unfavorably act upon the place of the system, In short, menace is another 1 factors as obstruction to forestall the company for the success in future. There have several menaces to analyse for the company, in which might go the challenges for the company from clip to clip. As at the top precedence is the Long-run market instability and uncertainness that may damage the chances and limit the enlargement of the employees ' preparation and installations ' development within the company.

Besides that, the current economic instabilities are besides become a really important challenges to the company, as what we know an lodging estate development undertaking might necessitate to pass several old ages to be completed, nevertheless, it is barely to foretell what will be the economic chances in the old ages subsequently in future. If the economic turning bad and autumn into recession in future, it might ache the company severely.

This is because in the period of recession, more people are unable to buy houses and take to keep liquidness assets. This may do the building industry
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to confront the hard currency flow job, if they are with excessively many supplies of houses with much lesser demand of purchasers. The hard currency flow hard might so take a company to get more credits loan with higher involvements or even have to declare insolvent at the terminal. This state of affairs is non uncommon, but it ' s wholly possible to be happened, particularly within the Locally Small and Medium Enterprise (SME) .

Another really critical challenge is the authorities. This is because political and security conditions in the part and late legislative enforcement steps are ever the menaces to the companies particularly the building companies. The deficiency of political willingness and support on advancing new schemes of the company can besides do the company trouble to successfully acquire the undertakings ' commands, complete the bided undertakings, and yet liquidness the reinforced undertakings to go net income at the terminal. Besides, it is undeniable to state that the company has to confront extra challenges due to it organisational construction, which is wholly Chinese moral principles based. This scenario has limited the company to affect them straight in offering the authorities buildings undertakings. In a more direct say, the company is non qualify to offer any authorities buildings undertakings throughout the state, due to the making of more than a lower limit of 50 % of Bumiputra portions in a building company is a must for the peculiar building company to put a command within any authorities undertaking.

As from financially factor, the company might necessitate to confront the challenges of the both possible increasing rising prices rates and

involvement rates. This is because the authorities is now intended to
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diminish their subsidies, which will straight take to the increasing cost in the logistic due to the higher patrol monetary value. And besides lead to the lifting rising prices rate, which might do the populace to hold lesser ingestion power, yet diminish the demand to ain lodging belongingss. Once the rising prices rate is making certain degree, it will coerce the Central Bank of Malaysia (Bank Negara Malaysia) to increase the cardinal involvement rate to a higher degree. This scenario will further diminish the willingness of the general populace to purchase lodging belongingss, and besides will do the company have to pay higher cost for their loan of development capital.

The last possible challenges for the company is the natural unnatural casualties, such as: Earth temblor, and inundations, which might take to the increasing of the cost of edifice stuffs, due to the amendss within the logistic web or the decreasing supply of the edifice stuffs, one time the natural stuff locations are destroyed. Beside, the inundations issue besides forced the company to pay more for upgrading their storage security of the edifice stuffs, every bit good as the safety of their managerial offices. The company has to pass a batch for the care, merely to forestall the possible losingss that might be arrived due to the inundations in future.

Decision and Recommendation

After studied in deepness within the SIA LEE SWEE CONSTRUCTION CO, we can concluded that the company is deficiency of the proper Performance Management Process (PMP) at the top and the in-between direction degrees, and besides deficiency of the constitution of systematic

Performance Management System (PMS) in all degree. The chief impacts

that contributed to such scenario is because of the company ' s manager is <https://assignbuster.com/performance-management-programme-of-sia-lee-swee-construction/>

rehearsing centralised determination devising, as he is keeping all of the company determination doing power, irrespective the size of the issue, every bit good as what is the peculiar determination sing with. Another important impact that contributed to such scenario is because of the company is chiefly wholly household based little endeavor, which mean that the bulk of the places in top and the in-between managerial degrees are hold by the company background ' s household members straight, or their several relations. Such state of affairs caused the company organisational civilizations where are wholly depends on the relationship (GuanXi) . In dependence, the employees might convey the company issues back to go the struggles within their household, or otherwise, since that there is no systematic Performance Management System (PMS) and proper Performance Management Process (PMP) , which can really assist all of the company ' s employees to separate their personal function as the company ' s employees, and besides their function as a household member while outside the company.

Such company organisational civilizations are really restricting the growing of the company in the short term and puting the company at hazard in the long term. The company might lose it creativities to make inventions concluding edifices, since all the determination devising are come from the manager himself and all the top and in-between managerial employees are closely related to one time another. In order words, it is barely for the company to derive newer advanced thoughts, as no foreigners are allowed to affect and take part within the company at center or higher degrees.

Besides, the deficiency of systematic Performance Management Systems besides lending to the jobs of deficiency of transparence, biases in measuring, wages upon penchants but non public presentation, and the work overload within certain places. All of these jobs will yet take to struggles within the same degree or among the different degrees of employees within the company as a whole. Besides the fight of the company are unable to be increased, as the misused of power and prejudices in apportioning the company resources for unneeded wages are both lead to the decrease of the company overall fight, every bit good as higher turnover rates within certain places.

As for the company ' s manager, we recommend him to deconcentrate the determination doing power consequently to the grade of issue, and besides the functional section of the determination devising. The decentralised determination doing practise can diminish the work loaded for the company ' s manager himself, and besides enables timely determination devising for lower grade determinations, every bit good as day-to-day operational determinations. Besides, the decentralized practise can carry through the ' Needs for Authorities and Power ' among the other top directors and middle managerial employees, as the manner to actuate them. The more ambitious ends and hard undertakings for the top and in-between managerial employees can besides increase their motive to execute.

Besides, the company should besides reexamine its Performance Management Process (PMP) at all degrees, and make a systematic Performance Management System (PMS) for all employees within the company, regardless their degrees of places. The company ' s manager
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every bit good as other top directors should accept the possible benefits of the systematic Performance Management System (PMS) and beware to the unsafe or possible hazards due to the deficiency of a systematic Performance Management System (PMS) .

In general, we believe that any Reward System that without a nexus with a systematic Performance Management System (PMS) is frequently biased, non crystalline and inefficient. However, due to the company organisational civilizations which are wholly based on Relationship (GuanXi) , and besides the deficiency of willingness of the company ' s manager to implement a systematic Performance Management System (PMS) at all degree, therefore our group had decided to urge a broader guideline of execution for the company.

The proposed broader guideline of execution for the company can be fundamentally divided into 3 phases:

Phase 1:

Make an overall reappraisal on the Performance Management Process (PMP) at all of the three degrees of organisational: Top Management Level, Middle Managerial Level, and Lower Operational Level. Identify the jobs and publish within each degree of Performance Management Process (PMP) , and farther finalized the whole Performance Management Process (PMP) within the company consequently to the cringle of: Prerequisites – & gt ; Performance Planning – & gt ; Performance Execution – & gt ; Performance Assessment – & gt ; Performance Review- & gt ; Performance Renewal and Reconstructing.

Phase 2:

Advise the of import and the intents of the Performance Management System (PMS) to the company ' s employees, particularly the top directors and the in-between managerial employees. And do certain that all of them are cognizant that a systematic Performance Management System (PMS) is really a really good tool to certain that:

[1] The undertakings performed by the employees are ever run intoing the occupation ' s demand of the company.

[2] Employees at all degree are ever cognizant about what should be performed by them and how to make their occupation good.

[3] Employees receive ongoing feedback on their public presentation and enable them for ego betterment.

[4] The wagess system become crystalline and eliminates struggles or uncertainties within the employees.

Phase 3:

Clearly stated the constituents of a systematic Performance Management System (PMS) and show the valuable of the system.

The constituents of a systematic Performance Management System (PMS) include:

[1] The manner of informing the employees about their public presentation outlooks

[2] The process in how to carry on the one-year public presentation assessments

[3] The process for ongoing feedbacks, including both positive and negative

[4] The manner in promoting the development of employee ' s KSA

[5] The preparation for Top Directors and Middle Managerial employees pull offing accomplishments and public presentations, in order to set up better administrative system

[6] The process to decide public presentation benefit or pay differences

Phase 4

Developing the systematic Performance Management System (PMS) and implementing it at the lower operational degree at the really get downing due to the undermentioned grounds:

[1] The lower operational degree workers are all have no relationship with the company background household ; hence there is no concern about the possible struggle that might impact the relationship within the manager household members or their several relations.

[2] Since there is with no relationship happening within the lower operational degree, yet the company ' s manager would be more willing to implement the system, as he need no to worry about any possible negative feedback given might ache the relationship within his household members or his several relations.

The systematic Performance Management System (PMS)

[A] The Performance Management System Process

- The Supervisors need to take the duties to pull off the public presentation of their supervising building workers, and they need to do certain that the given undertakings are able to be completed and run into the targeted quality of their several directors.

[A. 1] The ways of informing the building workers about their public presentation outlooks are as the followers:

- At the beginning of a twelvemonth or a given undertaking, the supervisors shall garner all of his straight supervising building workers to:

[1] Clarify their public presentation outlooks,

[2] Explain the manner for public presentation measuring,

[3] Stating them how their undertakings can lend to the company success, and

[4] At the terminal additions possible more waggess to them.

- All of the public presentations outlook will be documented and go the standards for public presentation rating.

- It is advisable that all of the public presentation rating signifiers or paperss should be signed and dated by the supervisor every bit good as their straight supervising building workers, as the manner for greater transparence and biases riddance.

[A. 2] The ways for public presentation maintaining

- The building workers should be responsible for their given undertakings.
- Supervisors are necessary to supply counsel and to back up their straight supervising building workers, in order for them to run into the outlooks.
- Supervisors need to inform, clear up, and show new alterations during the work rhythm. It is necessary for the supervisors to do certain that the building workers are able to accommodate to alterations.

[B] The Annual Performance Appraisals

- The supervisors need to measure employees during the past twelvemonth or after the terminal of a spring undertaking work rhythm.
- The usage of proper criterion format, which named Performance Appraisals, is a must for effectual rating and proper certification.
- The rating should be appraised in the evaluation graduated table format. A 5-level of evaluation graduated table is appropriate for public presentation assessment.
- Both of the Supervisor and the involved worker should subscribe on the appraisal signifier, as the manner to extinguish prejudices and for more crystalline rating.

[C] The Procedures for On-going Feedback

- Feedbacks should be provided by the supervisors to the building workers at regularly footing, regardless it is positive or negative.

– When there is with workers who are unable to run into the public presentation outlooks, yet the supervisor should document the under-performance with clearly naming out:

[1] The issue

[2] The stairss that be taken for betterment or rectification devising

[3] The result of the failure or the amendss

[4] The suggested betterment or rectifying action

[5] The follow-up day of the months

[D] The ways in Promoting the Employee Development

– The Supervisors should place the strengths and failings for their straight supervising building workers.

– The Supervisors should seek to help the workers to work out their possible failings, which might be the beginning of their under-performances.

– The Supervisors should documented all the identified strengths and failings of the workers and describing them to their coverage directors.

[E] The Passage of Positions

– When there is with new worker fall ining a peculiar supervising group, the supervisor should closely oversee the peculiar worker for a provisional periods of clip (Ideally will be 2 hebdomads to 1 month) .

- The Supervisors should do certain that the peculiar new worker are able to run into the public presentation outlooks before the terminal of the provisional periods, otherwise documenting the issue and describing to the directors.
- When a worker want to reassign from one group to another, the let go ofing group ' s Supervisor should direct a reappraisal of the worker ' s public presentation to the General Manager and besides to the having group ' s Supervisor. The reappraisal should be supplying together with the written petitions from the worker, or proposal to reassign from the supervisor.
- When a supervisor are decided to vacate, the General Manager should do certain that all the public presentation certification of the peculiar supervising group workers are decently documented, and is available to the worker ' s new supervisor.

Phase 5

Restructuring the above Performance Management System (PMS) to accommodate to the Top and the Middle managerial degree of employees and implementing the restructured PMS into these degrees confidently, one time the important consequences of the above PMS have been notified within the lower operational degree.

We believe that the company will be able to increate their overall fight, one time they have successfully developed, implemented and carry oning systematic Performance Management System (PMS) at all degrees of organizational within the company as a whole.