

Performance Management Within The Framework of Industry Related To International and Corporate Perspectives

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ABSTRACT

The world is so full of products and services that compete with one another for market share and the economic profit of companies, that careful examination of the factors that go into a product are the subject of this information. The primary goal of this report is to provide an accurate analysis of the elements, factors and components that comprise performance, and determine how it is managed and controlled. There are several different aspects of this regarding products, which are the combination of materials, technology or processing and various forms of labor or manpower applied to raw materials. For this article however our focus will be on the human factor, which is the activities, attitudes, behavior, and work methods, ethics and levels of skill, ability and achievement that companies manage in personnel. Management skills are learned and acquired over time and thru experience in dealing with people, under a

company, through the military, in Government or some form of education.

While it is true some persons have a natural ability to apply some of the qualities of a good manager, such as understanding, perception, have many forms of intuition, are constructive and creative, enthusiastic, can display leadership in many forms, enjoy working with and for people's good, most of these qualities must be learned or acquired over time. People just have different skills and what some lack others have in abundance, and when working together it is a constant challenge for all people to get along and not be working to the detriment of one another, even they may be working in the same company or division of one together. The various elements of human activity and behavior are the subject of this paper.

INTRODUCTION

The opening of any company is based on one simple principle; profit. There are also many governments that have had to resort to operating by using the basic business principles to generate revenues or profits, that in some cases can be called excise taxes or duties, etc. The human factor is the most unreliable variable and requires continual change and innovation, modernization and flexibility to handle effectively and profitably. The personnel of most

companies around the world are quite similar in some ways, and very distinctly different in others. So management programs that can work in one society very well, may not in others, due to cultural and religious differences, value differences and the variety of human nature. The information under consideration attempts to break down the variable invisible components that management of all types must recognize, understand and properly apply and

manage A portion of this involves the meaning and understanding of quality, how it is obtained, achieved and applied to products and services. A simplified definition of performance used in this study is described as the level of efficiency with which all overhead costs or imputes are converted into products or outputs.

Other elements of human personnel are goals, objectives, how managers acquire and maintain participation, cooperation, teamwork while maintaining cost and quality control Business schools must be able to recognize many of these required skills will be needed in the workplace by all levels of workers, and for those that become managers are placed in team leadership roles, or promoted from within a

company, these skills are mandatory and absolutely essential The concept of having management control performance, quality and costs is the basic function of their employment in most circumstances, however as people have become more complex in their personal lives, this brings continual new challenges to the workplace for management to deal with As personnel age they also adopt different styles and habits, or in many cases can become complacent and simply perform at minimum acceptable levels for various reasons The most divisive and dangerous factors being discontent and malfeasance must be recognized and handled by managers before they become magnified

METHODOLOGY

The course of this descriptive paper and initial study was to determine how well the management of some of the world's countries and the companies have benefited from higher forms of personnel and human resources management. The research on this subject was derived from other studies and publications on similar topics, however we have made an attempt to narrow down the many factors that contribute to management and focus on the actual performance This factor can be gauged in some ways within companies, however governments, with their much larger work forces, who are many times subjected to lower rates of pay for same or similar work as those in the private sector, are harder to calculate, determine and record in order to improve Measuring and creating some form of scale relative to performance, can differ significantly with almost every individual job, other than something such as repetitive manufacturing, where employees are doing the same manual or automated tasks. Our objective is more oriented at the people in management who must make the decisions, supervise and manage others, and we are using this format to elaborate on their skills and weaknesses.

Various short studies, as well as books and technical papers are being generated in the attempt to improve all levels of performance. We have also included a review of business performance, as the personnel in this area, comprise the backbone of most business success or failures. Businesses are born and die on the rather unenviable task of decision makers under many conditions and situations We are also interested in how manpower if properly managed can achieve high levels of performance, which will in the case raise production and profits. When considering government personnel, they are more oriented to service and administrative work with other kinds of objectives than quality and quantity of a product or service for sale, even though most of the public sector jobs are very service demanding, especially when most governments are supposed to be the servants for the benefit of the public. This study is an attempt to compare how some of these issues contribute and constitute performance when related to company profits or on the side of government.

DISCUSSION

There has been a recent phenomena of employees returning to the workplace and shooting fellow workers and those in direct management authority. This danger can lurk and exist in many companies where there is performance pressure on personnel, so some of these skills and qualifications will help managers to recognize and deal with these kinds of circumstances before they can escalate. The envy and jealousy of people are invisible negative qualities that can and do invade many companies. Personnel training and management of people programs are designed to deal with these very problems, and if recognized early and handled effectively most can be resolved within the company where they exist. This paper also looks into the many purposes and objectives of performance management practices. With global competition and contracting economies a regular reality of all companies, there is additional pressure to obtain ever more competitive products at lower prices, while maintaining quality. This has proven an elusive and often impossible goal for many companies. They have had to rely on financing and debt to keep operating in many countries. The initial investment in construction and the building of a company may require many years of business to recover, so creative financing has been extended to major companies who have tangible assets. Often a portion of these assets are the actual workforce

How this workforce is treated, managed and entrusted with the welfare of the company is the responsibility of all management. When personnel are content or satisfied, it has been proven that costs are lower, productivity higher and performance is greater. The first two are more easily measured when factored against hard costs of materials and labor, however the performance of personnel is more difficult to measure. When teamwork is created, one higher performing individual may make up for one or more who are not as productive. In some cases where different kinds of piece work programs were imple-

mented, a singly productive worker would flourish by the amount of work produced, however when placed in a teamwork situation, often that more productive person is actually held back by the slower workers, so these programs have to be carefully considered weather they will work in different circumstances If a person can be encouraged to maintain a positive attitude, then they are normally the more productive and higher performing worker, so psychology plays a major part in the management of personnel when performance is the objective.

Since performance in this format has so many different elements, it requires them analyzed individually for proper understanding. To begin any kind of program, awareness and the ability to absorb and increase knowledge related to the job skills required is a basic factor. There are different elements to the skill building process as well. Understanding and memory are required to enable the learning process to translate into productive profitable work or output. If the quality of personnel is achieved by proper training, then there are many avenues where they can benefit others by the sense of improved self worth that can encourage others who may be less enthusiastic, yet still occupy the same position in a company This is the ideal scenario, where the workers are self sufficient by being promoted and encouraged by one another The enjoyment of accomplishment and a job well done that is properly recognized and rewarded creates sound company policy at any level These are the most desired elements management strive to instill in all personnel

Well documented in many studies is the magnified importance in communications. Most problems can usually be traced back to a breakdown in some form of communications. In the ideal scenario, executive management will always bring forth rules, goals, policies, requirements and objectives. Often it is left up to middle management on how to obtain them, through productivity, performance, enforcement, and sound communications. The most important of

these has proven time and again to be effective and cohesive communications. This proves somewhat easier in smaller companies and becomes more difficult to effectively manage in larger ones, and exceedingly difficult in government. Corporate strategies are designed around the principle of effective and cooperative communications, and if this element is not present, then problems always seem to exist. Managers also face the accountability and profitability pressures from upper level executives who use high pay and incentives of job competition to keep managers generating profitable performance from both themselves and other sectors of a workforce.

Compensation is the driving force and motivation behind most forms of work done for others. Tangible monetary reward in the internationally accepted form of pay has created labor difficulties of all kinds. There are inequities in pay for similar or same work in industrial nations when compared to developing ones, different skill and output levels of millions of individual workers, various factors leading to the reasons for employment and compensation is seen as the cure all for many of them. The reality of this is only in models, as the real workplace suffers from continual pressure to perform at ever higher levels, and often local or regional economic trends can stall pay raises or any other higher forms of compensation for years. So companies have adopted other means of compensation, and the most popular is some form of profit sharing or company equity, shares in the firm or any type of program that can be considered gain sharing. These are used as incentives for the mutual benefits of employees and companies who feel their workforces are more productive when they have vested and long term interest and share in the company, beyond normal monthly pay.

Some of the documented benefits of profit sharing are the direct reward of company performance, the unity of purpose and mutual gains, better performing, producing and behaving workforces and managers, lower rates of dissention, an atmosphere of equity and fairness, higher rates of customer satisfaction, which is always used to measure the

overall performance of a company or a product. Many other benefits are also derived from employee ownership of a company, no matter how small or seemingly insignificant the share.

When people are introduced to or work in a positive environment, they tend to thrive for many reasons. Managers need to recognize that most people have ego, self esteem, basic work ethics and self worth. When these are channeled into company objectives, performance is at optimum levels. The constructive positive environment enhances creativity, expands the abilities and improves the quality of both products and personnel. Another skill managers have to be trained to recognize is the potential of personnel. This can be successfully developed when close working relationships exist between management and other subordinate personnel. Human capital potential exists everywhere, and managers realize this can be channeled into high levels of performance in a company or organization. Governments who are normally hopelessly inefficient with layers of redundant bureaucratic process and paperwork can bring in human resources management personnel to recognize these problems and offer sound solutions based on the principles and elements highlighted in this information.

It can be said that a company that is not obsessed with quality should at least consider it a priority. When it is the clear objective of a company to produce the highest quality of product or provide the best service available, then personnel management is the most essential element. Companies normally accomplish this by developing and adopting a set of standards that can be learned and used to judge various elements of productivity, cooperation and performance. With character of personnel so widely varied and different motivations for being in the workplace, management must leave programs with enough flexibility to consider these human personality differences. An example might be where a young high strung worker is very productive due to a higher metabolism and character when at work. The just simply function faster than another in the same work

task, yet might have an erratic social life, be absent more or not have the genuine work ethic and loyalty to a company, than say a slower more methodical worker, who has a quiet natured personality, but is loyal and more punctual. The first type of worker mentioned can easily move from job to job since they have the attitude that they can do most anything asked, while the second worker has a tendency to remain in one employment longer. So the challenge is to every manager who finds this situation very common. Creating a balanced attitude toward workers in this circumstance is an essential requirement of successful management in order to achieve performance.

When the magnitude of quality is measured against other factors that comprise a product or service, it always comes in as the most important. There are exceptions in mass produced products where volume and quantity are the sole objective, such as in the food industry or toy industry where the costs and profit margins are so tight that speed in production and handling are the priority in determining profits. The focus of this report is more on the need to improve quality by providing and manufacturing products and services that are in market demand. This involves doing so to meet the needs and expectations of clients and customers. The buying public is often overwhelmed with so many products of the same or similar type that the only difference separating them in both cost and choice is the quality. One computer may cost thousands more for one that looks very similar to another one, and this is especially true in the high tech, electronics and camera industries. Recently the computer and tele-communications products have dominated this trend in difference in quality.

How that quality is achieved managing the skills of personnel has brought massive technological advances to the market at ever lower prices. When new products just come out they are understandably higher priced, however in most cases within a year or two, other similar quality and competitive models of the same product force down prices. The fact that

many of these industries have moved into developing countries where huge less expensive labor pools are available is also a factor in these lower prices, and here again, managers and personnel responsible for product quality are challenged to produce to the same level as the product from a more advanced nation, where in general the skill level of workers may be higher. Training of workers in developing countries has proven very successful and the same quality can be achieved when this takes place.

Some of the demand factors on a company producing quality are the pressure to produce the same product for less money, less available resources or raw materials and the cost of them increasing without any control of the users in the market, changes in the demands and needs of consumers, risks of a product not selling, and competition. When quality suffers the first to recognize this can be consumers, and if a company business is a supplier to another one who makes the finished product, this can result in claims everywhere. This can also have detrimental effects and back lashes to the company where the defective part has originated, and this happens quite often. Human resource management is burdened with recognizing these situations before they become problems by a developed system of quality control and quality assurance to all buyers of both finished and component goods. This is primarily found in the manufacturing and processing industries.

The factor which can most contribute to the quality of personnel, who in turn are the primary asset or liability of any company or organization is education. Education has evolved to require increased planning, more defined directions in careers, more technical expertise and many forms of personnel skills, including all forms of human interaction in the workplace. Development of personnel begins in many high schools, colleges and universities, where most management requirements are determined in the different degrees offered. People learn the basic rule of competition as students trying to perform for grades to indicate the level of performance in the educational process. For many this forms the basis of similar

demands on them in most management professions. People are evaluated in detail for management positions for proper personnel skills and other qualifications that will lead to higher performance.

The service industry is faced with different types of quality control problems. These are most often found in customer satisfaction surveys or come forward in the form of complaints, since no tangible product is in question. Pressure from the fast pace of business has made much of the service related industries struggle to keep a high measure of quality. An example of this can be the recent pressure on the Airline industry. They have been hit with continually rising costs of all kinds, yet are under pressure from consumers to provide the same level of service at very competitive prices due to the wide range of available choice customers have access to. The service has had to be limited on the budget airlines to lower standards than many people are aware of who are not frequent fliers, and this has led to a storm of complaints about airline employee attitudes, and many problems have resulted. They have given this problem the term 'air rage' and it has been occurring in increasing frequency on many airlines. One of the factors is the actual more aggressive and sometimes violent attitudes and behavior of passengers, who feel they are paying for and not receiving quality service.

When world wide statistics are exposed and the mistakes and errors in human judgement are totaled, it is obvious there is more than reason for people in executive positions to be concerned with quality. The problems have escalated in the health care industry so rapidly in mistaken operations, unsafe and unnecessary procedures, basic blunders and the wrong drugs prescribed and taken so often that health insurance is now considered a luxury and has become so expensive, most of the working world is without it. Health care providers point to the doctors and hospitals where costs in the western countries have skyrocketed, however the quality of health care in general is at all time lows. Many doctors have formed clinics where the volumes of patients they can see are the sole determining factor

in how much they make. The entire industry needs far more rigid health care management and standards.

One of the plagues we carry in human nature is our limited vision of the future. It has been called short-sightedness or narrow mindedness. People with lack of foresight have been responsible for more backward trends and loss of performance than can ever be calculated. There are fortunately an abundance of visionary and creative people all over the world who have stamina, endurance, courage and foresight when challenged or criticized not to persevering what may seem odd at the time. Such people are responsible for the development of aviation, the automobile, every modern appliance and electrical invention and process and innovation that has brought humanity to this level of technological advancement. It is however a shame and international disgrace that so much of this creative brilliance and talent is wasted in weapons programs worldwide.

Many of the components of achieving quality can be easily determined however getting them into practice remains a never ending challenge for people in management positions. There are substantial benefits in the determination of market demand, identifying and satisfying the needs of customers and buyers with products competitively priced. The world is far more globally developed in the last two decades and the monopoly of a certain company with a new and innovative product is very short lived, as others quickly recognize the market and produce a similar if not identical product. This can drive research and devilmint and research marketing spending and strategy into higher expenses than some companies can handle. Although greater quality is a side benefit in most cases, it has occurred that many innovative developments have never made it to the market due to financial limitations on companies where they were originally developed.

Some of the more obvious elements of quality that actually result in a product or service being offered are sound workplace practices, efficient and productive process and manufacturing, high levels of industry standards, properly applied education and

training, and human resource management balanced and qualified to assist in product efficiency and increase performance and productivity in profitable timeframes. Some of the principles of quality have been described as motivation and mobilization of workforces in a common goal format, organizational objectives integrated to all levels to insure uniformity, preventing problems by the assessment and supervisory monitoring, creating and maintaining a process oriented and productive working environment, allowing the communications in a company to be two way, with attention to employee needs and concerns, and most importantly common goal or purpose uniformly applied.

The factors that make up customer service can vary widely from company to company, however some of the more general practices that management must undertake are reliability and trustworthiness, which can be defined in this format as meeting commitments and keeping promises and time frames of delivery. Assurance, which can involve maintaining confidence and professional ethical courtesy, Consideration and cooperation, which will demonstrate the care and prompt attention a customer can feel they deserve. Other critical elements of quality customer service are responsiveness which demonstrates our willingness and attitudes toward customer needs and concerns, and appearances, which are how things look in organization, cleanliness, and in production. Personal habits and qualities such as positive attitudes, personal sincerity, politeness and general appearance and equity in dealing with people are all reasons for enhancing customer service relationships.

Services are based on personnel contact and establishing a working relationship with people in the public or related to other companies. It is essential that quality integration be based on interpersonal relations what have benefits for both parties, organized productivity which is properly managed and maintained, personal development at each level of operations for efficiency, and managerial motivation and effectiveness. Existing market research companies provide services to many companies that are unable to handle these

functions in-house. Priorities can be classified into clear objectives easily and areas of a company that are deemed to need assistance or to be brought into scale with other divisions of a company can be maximized by development of personnel Under improvement training there is always the objective or goal as the priority then the other factors of personnel are values, personal attitudes and beliefs, and dealing with the inside workings of a business, corporation or organization Common trust has to exist between workers and management to help personnel endeavor and grow in directions that can be considered advancements for the common good, or the benefit of the product or company.

Some of the pressures and forces that affect management decisions and practices are profitability and accountability for expenditures in human resources. The fact that labor is the heaviest burden on most forms of production in terms of cost, it is this area where companies strive to continually improve quality, and have to deal with all employee situations and concerns while trying to remain profitable Management's primary responsibility in this area is to be qualified to train and inform managers of which decisions will be the most beneficial, and to stimulate as much improvement in performance and productivity as possible. To measure these intangibles management has implemented evaluations, which have become a vital ingredient in the success of personnel. Personal evaluations are also a simplified judgement tool that can be applied to access many of the qualities of personnel. Monitoring and evaluating performance of personnel has proven to lay the groundwork for growth and development since managers are familiar with those they supervise and can often be of assistance in promotion or advancement. Companies are continually faced with the challenge of implementing a system that maintains performance and improvement in balance, while working under sound administrative decision making

Key elements of a sound performance management system should include as mentioned a balanced approach to personnel. This has many types of components,

which are providing a constructive and work balanced environment where there is communication, cooperation, managerial involvement and experience relative to operations, decision making that addresses problems and deficiencies, a proper evaluation system that has promotion, personal advancement and other incentives such as merit or pay compensation and promotion, effective and relative interaction between management and the workforce, delegated and balanced responsibilities, accountability, and enthusiasm, loyalty and morale. Training and personnel development are also vital ingredients, however in many cases on the job training must take place to allow personnel to fully understand and function in the desired capacity.

Human Behavior Patterns

This difficult area of human behavior is a continual source of challenge for all companies. The world has become very complex, and the needs and personal habits of people has changed so rapidly many companies just cannot keep up. There is a younger more aggressive better informed and educated workforce in some countries, while in developing nations, there are masses of unskilled labor pools with excellent human capital potential. Many companies from richer and more industrial nations have used this to their advantage, and in the case of Japan and Singapore, or the United States, massive relocation of manufacturing and processing has been transferred to developing nations. The key to this is human resource management and how it is implemented. The social behavioral habits of people all over the world can be controlled in a working and earning environment. Political and religious differences are often placed in secondary roles when employment that will provide for daily survival is available. Cheaper labor has been essential for the survival of many companies who have to compete in the more open global marketplace.

The education of workers and personnel is the cornerstone and benchmark of what they may be able to accomplish. Yet many companies have implemented such effective training programs as part of performance

and development management, that often uneducated workers can achieve the same results with identical work requirements. People have become far more independent and mobile, as well as having adapted survival skills of many kinds. In an ideal learning environment that is part of any educational training program, organizational behavior elements can include clearly defined objectives, well developed lesson plans and ease of understanding, and proper preparation. Other contributing components can be training to have reports and lessons delivered on time, or a schedule, and direct involvement in actual learning.

Managers or instructors should have mastered the skill of relating to others, having consideration and standards which will enhance the needed skills of those being trained. These personnel also need to be responsive and understanding with problem solving abilities and skills. When these skills and abilities are present in managers or instructors, there are recognizable qualities that show up in trainees, such as respect, cooperation, a learning drive, enthusiasm, self esteem is increased, and performance is improved. In this setting the essential foundational elements are placed in front of workers for personal growth and promotion. The positive reinforcement and development of potential are stressed in an ideal setting and abusive and overly independent behavior is lessened.

With the understood goal and objective to be the higher quality of the product or service a company or organization must provide, the connection between all divisions and departments must also exist. This is often one area of severe deficiency in governments and organizations, when it is found that even though they may share the same office or building, there is little or no interaction between them. This lack of diversity and interdepartmental cooperation and knowledge is a constant item in the performance analysis difficulty studies. Companies take special measures to make sure management is trained in this difficult area and have interaction between divisions and departments on agendas in meetings and in practice. Since government jobs have a tendency to pay somewhat less than the private sector, there is

an institutional complacency and lack of desire for productivity often found in the public sector that could not be tolerated in most for profit companies. Human resource managers are trained in this problem area as well to use motivation and accomplishment and promotion incentives to limit this complacency.

Management properly trained should be able to recognize the signs of discontent and dissatisfaction in workers. All too often this can go unnoticed and eventually boil over in some employees and the long simmering ill will or discontent can take many destructive forms. One of the most difficult to access and recognize is the employee who looks busy virtually all the time with activity but is unproductive. This job sitting and simply occupying a position is one of the most expensive labor burdens and expenses on companies. Management must learn to recognize the subtle changes in behavior of employees and this can prove very difficult in some people who are naturally quiet natured and can harbor ill will and grievances that have either existed or manifested over a period of time, yet when asked the employees will respond they are fine and everything is normal.

Happiness is a temporary emotion and employees are just not always happy at work. Emotional distress and stress on workers comes from many different sources, but the most prevalent are personal matters that are seemingly out of the control of a person working. External pressure from family, financial matters, ill health, and problems outside the workplace also have negative effects on performance of personnel. The more common workplace difficulties center around lack of job dissatisfaction, lack of motivation, boardroom, employees assuming they are underpaid, envy and jealousy between workers or with management, assignments to menial, mundane or repetitious work without challenge, etc. These are some of the precursors of discontent and lack of both performance and productivity. Most can be effectively managed and productively handled by balanced and compassionate managers, but as case after case proves in many countries, these ideal conditions do not exist and the problem employee can remain silent until something can trigger

these long standing fears, or stresses. An understanding of basic human nature is an absolutely essential character trait of a good manager in any situation

In the development of programs designed to help raise performance it has been seen over and over that behavior of all participants is a critical component. The attitudes and feelings of people are changing all the time, and companies exist on a stable principle of continuity to assure quality and deliver it on schedule. Consistency is an essential element of both management and workers to maintain any kind of quality. Often the initial quality may be satisfactory to the producer or factory worker, but the aspect of quality is ultimately judged by the end customer. The responsibility of downline management is to deliver a product or service that will meet the requirements of the guarantee offered with purchase. This has become a popular selling tool for products, especially the more expensive ones such as automobiles, computers, stereo and musical equipment, cameras and consumer home appliances. Inspections at various stages of any production are necessary to assure quality that will meet these guarantees or claims will force a company from business. Sometimes when defects are discovered a company will do a voluntary recall or offer to replace or correct the defective part at no charge. This is common when any kind of safety defect in a product has reached the market undetected.

Conscious consumers look for labels of certification and safety in many products, and guarantee periods of one year or more. The auto industry has offered maintenance free ownership in many more expensive models for a set time period. Warrantee and guarantee work will ultimately cost companies money to correct but has been cited as helping to secure the original sale. Rework on the other hand is a detriment to any performance program and when products are returned or defective, market credibility is lost. In the western countries consumer protection agencies have evolved to provide an avenue to frustrated and otherwise unaware consumers. Most of these issues deal with the more serious safety concerns, however when a phone, or other popular

device is sold in great quantity and proves defective, consumer agencies are the first to hear from consumers. Safety laws and other legislation in many countries have also set standards companies must meet in order to bring a product into the market place. Companies have to keep aware of these standards and have products that meet or exceed them.

Performance of business as a whole, rather than from a more personnel related analysis has yielded some rather interesting facts. When we consider the tools and criteria being used to measure the overall performance of business, different standards and methods are required, such as using ratios and

comparisons to other competitors, sales and output totals, units produced versus units sold, which has stock on hand value, or static profits in equity not yet realized. Other methods of measuring this type of performance are assessment of problems and designing viable solutions, controlling quality and monitoring customer satisfaction by market research and other well defined strategies, and of course, unit cost and profit margins. Overhead costs of labor and materials, and all associated costs to produce a product or provide any kind of service are direct burdens on final profits, and these areas are where most efforts at improving performance are directed.

CONCLUSION

There is overwhelming evidence found in profitable companies where management has played a vital role in respects to human resource development. Extensive research into this subject in the USA, Japan and Europe has also documented the success related to sound management of personnel. The fact that performance, productivity and profitability can all be improved by carefully developed and practiced management has led to extensive training by many companies in this segment of the working life of personnel. There are many more opportunities created by energetic and enthusiastic workers for companies to yield better products and services. Books on this subject have been written and used in universities, colleges and training programs to improve all the characteristics of both workers and management in order to have uniform purpose, unity and cooperation exist in the workplace.

In this article we have covered many of the criteria and purposes of performance management and its vital importance in industry as well as government, companies, and organizations. People respond to quality in leadership, and recognize purpose when that leadership is use in a well balanced approach of authority and cooperation. This analysis of some of the many components, elements and factors that lead to higher performance are included

to benefit managers and executives in making some of the decisions that affect both personnel and product or service quality. Since people are looking ever closer for higher quality due to rising costs of products and services, it can prove a wise investment for companies and organizations to invest time into their personnel training and management program on an ongoing basis to keep up with the changes in human behavior.

With such intangible and unmeasurable results from many kinds of personnel management programs it has been our objective in this paper to identify and categorize some of the more useful elements in handling and managing personnel. The ultimate goal of any good human resource program is to yield a quality product at a very competitive price, and since the labor input is the most intangible factor in both these areas of consumer purchase, extensive control and effective management to increase and enhance performance has always proven highly profitable to companies. Hopefully many of these kinds of programs that exist in the more developed and industrial nations will find their way to the developing countries in greater numbers, since many of the workers in these countries do not share the same access to education, and great majority of what they learn comes from on the job training, where performance is taught.

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