

**THE STUDY OF KPI AND OKR IN THE EMPLOYEES'
PERFORMANCE EVALUATION IN THAI CONTEXT**



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PERFORMANCE EVALUATION IN THAI CONTEXT**

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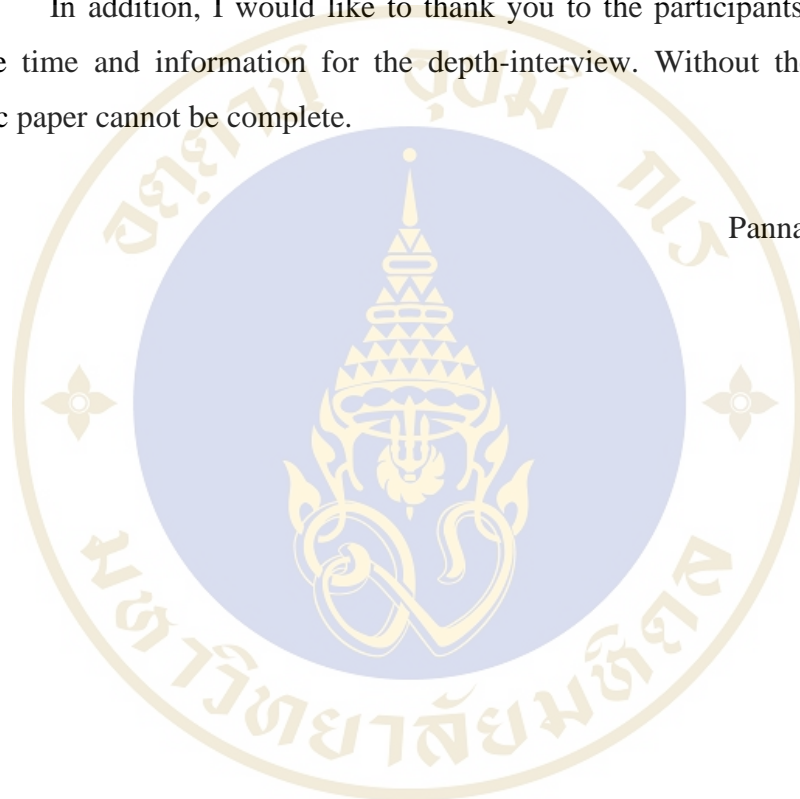
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ABSTRACT

The purpose of this study is to investigate the different between the Key Performance Indicator (KPI) and Objective and Key Result (OKR) in the employee's performance evaluation and to make the recommendation of the suitable approach of performance evaluation in Thai context. The research conducted in the in-depth interview and collect the primary data from 8 participant who are Human resource and senior employees.

The result of this study found the different pro and con of KPI and OKR which suitable in different type of employees as their ability and willingness. Recommendations of the performance evaluation which needs the other factors as the attendant from management, clear system, clear communication and the feedback.

KEY WORDS: Human resource/ Performance evaluation/ KPI/ OKR

31 pages

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CHAPTER I

INTRODUCTION

1.1 Background

Every company needs a performance evaluation for assessing their progress. The performance evaluation can assist them in tracking their goals (Schiemann,1996). The emergence of the new goal-setting framework which was used in the performance evaluation as Objective Key Result (OKR) has increased its popularity as many organizations from giant companies such as banking, technology have adapted it to the company's culture. The new performance evaluation has affected the employee's culture, motivation, engagement, and also their self-development. The Objective Key result is open for employees to set their goals based on their motivation and company goal. It will be the big picture of what the company needs and there are rooms for employees to design for themselves as to what they want to do or develop. This OKR can enhance the innovative culture. The goal will be frequency adjusted based on the situation and the progress of the work (Wodtke, 2016).

In contrast, the previous famous Key Performance Indicator (KPI) is the style of the top to down process as the company will set the fixed outcome that they are looking for and force the employee to align their goal with the company (Hao & Yu-Ling 2018). The KPI will be the fixed objective that normally will be reviewed only once in a year. Most of the employees will tend to set an easy goal so they can surely achieve and get a good grade at the end of the year. The result of the good grade will mean the bonus or the salary increase. This KPI is easy to evaluate employee performance as it is quantitative and timely but it can also reduce the motivation of the employee. As they tend to avoid the challenge goal and decrease the chance to develop themselves.

In general, the OKR seems to be the ideal performance evaluation that can boost employees' motivation and innovation. Nevertheless, the OKR can also be the disadvantage as the OKR isn't fixed so the low motivation employee may not pay attention to doing it (Radonić, 2017). Moreover, the OKR is the descriptive evaluation

so it is hard to evaluate employee performance and compared with their colleague. It will be troublesome to give the salary raise or bonus.

The difference in the pros and cons of the KPI and OKR will lead to a different outcome. So, I would like to research the KPI and OKR in the Thai context. As Thai culture is valued, the relaxed atmosphere. Thai employees may avoid the challenge goal and didn't appreciate the chance to grow as the OKR culture will provide.

1.2 Objective of this study

This research aims to investigate the impact of the different goal-setting framework as KPI and OKR that affect the performance evaluation in the organization within the Thai context. The objectives will include:

1. To investigate the difference between the KPI and OKR which affects the performance evaluation.
2. To provide recommendations for the Thai context company of the suitable practices that can contribute to organizational performance based on the findings.

CHAPTER II

LITERATURE REVIEW

2.1 Measuring the employee performance

From the research, Lingle and Schiemann (1996) have said that the company that measured their performance can do better business activities compared with the company that hasn't measured their outcome. As the measurement plays in the critical roles in transforming their business strategy into the result. This research has divided the performance into six strategies that affect the company's long-run success which is financial, operating efficiency, customer satisfaction, employee performance, innovation, and environmental issues.

Zijon (1999) has written in the book of 'How to measure the employee performance' that the first step of setting the measurement, the company should review their own goal and objective, then set the alignment of the company goals and the employees' goal. The employee's goals may relate to the other company performance as the financial performance, operating efficiency, customer satisfaction, innovation, or environmental issue based on that employee's roles and responsibility. Moreover, the company should set the measurement of each goal which should be qualitative or measurable, quality of the goal as well performance can be, cost and timeliness.

2.2 Reviewed of related OKR studies

In research Radonić (2017) had said that the OKR has brought prosperity to the giant technology companies such as Google, LinkedIn as it has integrated the employee individual objective with the company objective. This can drive ambition for the employees. The research has shown the positive correlation between the personal development or learning objective which is linked to the personal success score will increase the motivation for employees to achieve the company objective. Or it can be said that the OKR that is linked to the work performance score or chance to evaluate

that they do a good job has more access than the OKR that focuses only on personal growth and not linked to the work performance score. Moreover, the author has suggested solving the disadvantage of OKR as the low motivated employee may set the non-challenging objective by ‘feedback’ meeting as others can give feedback on employees’ objectives and suggestions. So the frequency of reviewing the OKR can also affect the outcome of OKR.

OKR goal-setting methodology (Wodtke, 2016) stands for Objective and Key result. Both Objectives and Key results will be described in qualitative ways. The Key objective and Key result can be from the brainstorm, meeting, or individual to set the challenging goal. The OKR will be frequency reviewed, mostly will be quarterly. The achievement of the key results will indicate whichever the Key objective accomplishes or not.

The recent research from Anatolyevna et al. (2020) has shown that the OKR influences the establishment of the Human capital. From the conclusion of the research, it showed that OKR has a positive effect on the company's economic activities, and ensures the information has spread within the company. Moreover, it increases the transparency of communication within the company. The OKR also ensures the unity of all departments within the company to work along smoothly and achieve the company’s goal as a whole. OKR also improves the professional competency of individual employees.

2.3 Reviewed of related KPI studies

In a book named ‘Six-figure management method: How to grow your business with the only 6 KPIs you'll ever need’ by Georges & Hus (2013) has mentioned the six key KPIs that every company will need to improve their business performance in terms of financial and growth. The book has suggested implementing these six KPI from the management to the bottom employees. These six KPIs are:

- *Sales from new source*; increase the new sales sources
- *Time facing customer*; the more time encounter with the customer means the better outcomes
- *Gains from the process*; encourage in improving the process

- *People responsibility level*; increase responsibility for the key employee
 - *Return on critical resource*; increase the speed of returning from the key resource such as financial, human capital or innovation
 - *Key project status*; measuring the leadership performance and coordination
- Research about KPI from Lavy et al. (2010) has classified the performance assessment indicator into four categories which are;
- *Financial indicators* are related to the financial performance of cost and expense.
 - *Physical indicators* can be evaluated in a qualitative manner such as the physical condition of the building office, factory, or quantitative indicator such as the power consumption of the building.
 - *The functional indicator* measures the functional performance and organization goals. For example, job satisfaction is related to the job function and effect in the turn overrate, the empathy space of the company related to the office utilization
 - *The survey-based indicator* which measures from the questionnaire or survey from the customers or users.

2.4 Comparative of OKR and KPI

In the comparative study of OKR and KPI which conducted in China (Hao & Yu-Ling 2018) has described the advantage and disadvantage of each KPI and OKR as follows:

The advantage of KPI is it is closely linked in company strategy or goal with the employees' goal so it will be easier to track their achievement and the company's progress. These top to bottom will secure the consistency of the employee performance and the company performance going in the same direction. Moreover, The KPI is limited in the action so the employee will focus on the critical thing to ensure the success of the organization. The limitation of KPI leads to reduced time and resource-consuming the assessment process.

In the same way, the limitation of KIP can also be its disadvantage as the limitation and fixed value made it hard to adjust as they may have ignored some important market value or key business indicators. The lack of the flexibility of KPI is

its huge error as sometimes the circumstance has changed and the fixed KPI may not adapt in time and it is hard to develop the innovation in the fixed requirement. The KPI is related to the incentive to the employee to spend their resources to achieve it and to get the original purpose of these measurements.

The advantage of OKR is it is not the only top-down but it is also the bottom-up so it opens for the two-way communication between the management and the employee. It is open for employees to bring new ideas or innovations on how to develop the organization. The OKR is focusing on the importance measurement and it can be adapted all the time as the OKR requires frequent discussion between managers and subordinates. Moreover, the OKR isn't directly linked to the performance or incentive but it will be used as the referral so it can motivate the new idea. The OKR is the mix of employees' development and company growth. Last but not least, the OKR can also bring the company transparency as it is open for employees to see other team performance goals that bring more integrity and inspiration.

The disadvantage of OKR as it doesn't match with every type of company as it needs a quality employee who has high responsibility, creativity, and is eager for self-development. Surely, the OKR may be difficult to implement in the manufacturing company where most of the labor doesn't require critical thinking or problem-solving skills. Moreover, the leadership style can affect the OKR, the too kind manager may result in the lacking performance improvement, the strict manager as authoritarian will result in blocking the idea. Last but not least, the OKR is focusing on the individual so it will be lacking in the sense of teamwork.

2.5 Thai Culture

Research from Pimpa (2012) about the organizational culture in the Thai public sector has described. The older generation tends to be more collectivist than the younger generation which tends to be individualism. The concept of power in Thai organizations is very strong and more effective in female employees than male employees. Thai employees have the key traits as avoiding conflict and uncertainty which means they are not willing to express their ideas and feelings in public to avoid challenging their seniors.

2.6 Employees' motivation studies

From the classic research of Maslow (1943) that divided the humans' needs into five hierarchy as **Psychological need** such as the needs of food, water, warm, **Safety need** as the security in life, **Social need** or the sense of belonging in a social, **Esteem needs** or the self-confident or respect and the **Self-actualization need** or reaching their full potential. As the theory mentioned people will fulfill their desired step by step.

The research of Dobre (2013) has found people still want basic needs such as sufficiency salaries, secured jobs, and the sociability work environment. Moreover, the employee also needs the opportunity to develop their self-actualization. Research has suggested the management should listen to their employees' feedback and improve the organizational culture to complete employees' needs and skills. As the research has shown the positive relationship between the employees' motivation and the organization's effectiveness which means the motivated employees can help the company increase their productivity and/or customer satisfaction. The motivated employees are also eager to engage themselves by taking efforts and taking action to achieve the organization's objective. Last but not least, the research also suggests that each employee has a different motivation level so managers should make the effort to focus on individual employees to match their needs.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Qualitative research

This research will conduct a qualitative research method to explore the difference between the KPI and OKR that can affect employee performance evaluation. The qualitative research will help to gain insight information from the interview methods. The investigation will start with the rough idea of the problem then explore the clarification of the problem (Bryman & Burgess, 1994). After getting a clear picture of the issue, the researcher will demonstrate the link to the data collection with a hypothetical explanation. If there is an absence of suitable matching, the researcher will need to reformulate or conduct further research.

This research was conducted in depth-interview with the participants to gain an understanding of their attitude, motivation, feeling, the performance review. The interview will consist of two sessions as the general information and the interview. The general questions will be age, gender, occupation, roles, and companies. The interview questions are the open-end question to gain more perceptive information on a performance evaluation that participants have experienced.

3.2 Sample and Data collection

An in-depth interview will be conducted on the online channel such as Line or Facebook messenger based on participants available. The research has shown the video conference is an alternative interview channel that considers having authentic information as the face-to-face interview (Janghorban et al., 2014). The main objective of the interview is to investigate the effect of the OKR and KPI approach to the employees' performance evaluation that affects the participants' motivation, the performance of their work.

The Interview will consist of two sessions as the general question and the in-depth interview question.

1) The General question

- How many years of work experience?
- What are the types of companies that you have worked at before?
- What are the roles that you have worked in each company?

2) The interview questions

- In each company how have they evaluated the employees' performance?

Please describe the method and the process.

- In each company what is the indicator that is used in evaluating employee performance? And how often are they evaluated?

- After the performance evaluation, what is the effect after the evaluation? Such as the bonus, increased salary, or praise.

- In your opinion, what is the weakness and strength and weakness of each employees' performance evaluation?

- Top to down VS the bottom-up performance goal, what do you think about these two strategies? What is your preference?

- What is the factor that can improve the performance evaluation to increase employee motivation?

- In what factor do you think de-motivate the employees in doing the performance evaluation? Why?

- In your opinion, what is the ideal employee performance evaluation? Any suggestions?

The following table describes the interview scheduled.

Table 3.1 Interview schedule

Date	Respondent code	Interview (approximate) time		Interview medium
		From	To	
4th July 20	Don	9.15	10.05	Line
4th July 20	Poo	10.35	11.00	Line
4th July 20	Dan	11.30	12.05	Messenger
4th July 20	Tee	21.45	22.50	Line
5th July 20	Bee	11.15	12.30	FB Messenger
5th July 20	Nam	15.20	16.05	Line
5th July 20	Ken	17.20	18.15	Line
19th July 20	Eva	17.00	17.45	Line

3.3 Sample Selection

The interview will collect the data from eight participants who have work experience in more than five years in various organizations. The research will compare the performance evaluation in each company from the participants' experience. The participants will be divided into two groups as the group that works in the human resource roles which can oversee the organization structure and impact of the performance evaluation in the organization. While the other group is the employees who are at a senior level and have been controlled under performance evaluation.

The research is under Thai culture as the difference generation has the different trends and behavior so the research will limit the gap of generation difference by using the sampling in a millennium or Generation Y who was born between 1977 and 2000 (Pınzaru et al., 2016). The sampling group ages are between 20 to 43 years old. Moreover, the sampling group will be chosen from various companies and experience for diverging the information.

Table 3.2 Interviewee List

Respondent code	Roles	Age	Gender	Experience	Years of experience in the company's culture (Thai/Inter)
Poo	Human Resource	32	Female	KPI	-Inter 5 years
Tee	Human resource	29	Male	KPI, OKR	-Thai 7 years
Bee	Human Resource	29	Female	KPI, OKR	-Thai 4 years -Inter 3 years
Nam	Human Resource	28	Female	KPI	-Thai 5 years
Ken	Human Resource	36	Female	KPI, OKR	-Inter 6 years
Don	Senior Developer	28	Male	KPI, OKR	-Thai 6 years -Inter 2 years
Dan	Communication Manager	38	Female	KPI, OKR	-Thai 15 years -Inter 5 years
Eva	Marketing and sales manager	32	Females	KPI, OKR	-Thai 3 years -Inter 7 years

3.4 Data Analysis method

This research will run an in-depth interview with the participants by video conference which can record the data into the sound clips. The sound clips will translate into a transcript. The analysis method will run by the **content analysis** (Mayring, 2004) which forms the category based on the theoretical background and research questions. Then analyze the answer with the previous categories that have previously formed. This step will create a clear definition, example, and coding rules. Coding is a logical process of arranging raw data into concepts that assist in illuminating the data (Baralt, 2012). The coding assists in comparisons and identifies the pattern of the information.

CHAPTER IV

DATA ANALYSIS

4.1 Interviewees' Background

1. *Poo* is a Human resource in a giant global manufacturer company for over the past 5 years. She works in the area of employee development. Her current company has used the strong KPI goal-setting framework.

2. *Tee* is a Human resource who has experience in a performance evaluation program for the giant Thai retailed company. He currently works in a bank company and takes charge of a data analysis session.

3. *Bee* worked in various types of companies from the international consulting firm, state enterprise to the international non-profit organization. Currently, she has worked in the area of performance evaluation in the giant Thai telecommunication company.

4. *Nam* is a human resource who currently works in a state enterprise. She has completed her master's degree in Human Resource.

5. *Ken* is a Human resource who has continually worked in an international non-profit organization for over 6 years. She has seen the organization transformed the performance evaluation from using the KPI goal-setting framework to the OKR goal-setting framework.

6. *Don* is a senior developer who has experience in a small Thai company, an international manufacturing company to current banking. He has experience in the KPI performance evaluation and the OKR performance evaluation.

7. *Dan* is a communication manager in an international non-profit organization. She works in the same organization as Ken. Even though they work in the same organization, but the perspective of the performance evaluation is different.

8. *Eva* is a Sales and marketing manager who has worked in a KPI environment and an open performance evaluation platform.

4.2 Data Analysis

From the literature reviewed, we found that the OKR and the KPI have a different approach as the KPI is the top-down process where the management will set what they want and order their subordinate to follow. While the OKR is more flexible and the employee can voice what they want to do to match with their personal development. OKR can be the bottom-up process mixing with the top-down process. These differences in style of performance evaluation can affect the organization's motivation.

In reality, companies have been mixing between the KPI and OKR in the performance evaluation. So, I haven't completely separated the KPI and OKR group in the interview. The participants will be asked their experience in the previous company that has a different style of performance evaluation and compare the experience. The KPI and OKR goal-setting framework in a performance evaluation will be differentiated by the character of itself.

After collecting all the data and categories the information into four topics, the first two topics which are 1) The goal-setting 2) Performance reviewed and feedback has directly related to the OKR and KPI framework. While the latter two topics may not directly link with the KPI and OKR framework but it has a significant effect on the performance evaluation as 3) The sense of unfairness 4) The inconsequential of performance evaluation.

4.2.1 The goal-setting

In the general performance evaluation, every employee will have their individual goal which some of their goals will cascade from the team's goal. The team goals also cascade from the company's goals. From the research of London, Mone, & Scott (2004) suggested that the goals setting which requires the co-agreement between manager and employee is more effective than the assigned goal,

From the interview, there are different patterns of the OKR and KPI employee's goals. As the interviewed Ken who has experienced the transition of the company from using KPI to OKR said '*KPI will be set from the region of each team and the goal will cascade to the country and then to each employee*'. While Ken has said about the OKR that '*The organization has opened for employees to put any of their*

*ideas to fill in the goal. The organization will have a **big picture of the goal and it is free for employees to put their idea in it. I think this is more fun and open for the employee.** Such as the organization has put the innovation in their agenda, one of the HR team has suggested putting the human resource application to work in the HR department. This is open for employees to share their opinion'*

To illustrate from Ken statement, the research has separated detailed in the KPI and OKR goal as

1) KPI

In the KPI employee's goal, the employee will get the goal that cascades from the teams and the company's goal. The goals will be fixed and easy to use. The goal will be assigned to the employees. For example, *'The management team has created the business plan and the main goal of the company, this goal has been assigned to each unit to complete or achieve the goal. The performance management will see if the employee can complete the task that the employee has been assigned or not'* Poo said. The KPI will be the top-down process and hard to change as Nam has mentioned *'The KPI in my organization is a top-down process. As the KPI is an agreement from the company around the country so it is hard to change'*.

Even, the assigned goal is easy to use and good for the big organization in which one manager has a hundred to thousand subordinates. It can make setting goals for employees easy and practical without spending too much time. But there is also the drawback of the assigned goal as the participants have reported *' I don't even know what is the purpose of this job'* as the employee just followed the assigned goal so they didn't see the whole picture and not felt that they are part of the organization.

2) OKR

In the OKR employee's goal, the organization has opened for employees to put their ideas to drive the organization's goals. As the sentence was reported by the participants *'After dividing the task, managers will talk with the employee and adjust the goal. To see if the goal makes sense or not, too much or too less. After the adjustment, we will get the final proper goal and agreement between the manager and employees.'* Don said. As the OKR is open for employees to voice their opinion, and make the proper goals for individuals. Moreover, the OKR can bring more sense of ownership from the employees as Don mentioned *'My motivation in working is to feel that I'm part of the*

work and having an impact on the job. Feel that I own the job, have the authority to make some decisions, and completed the job.'

The drawback of the OKR goal setting is it needs a lot of time and resources from the manager to spend with employees and make a goal. The suggestion of the research (London, Mone, & Scott, 2004) mentioned the training necessary for the manager level and also the employees in setting the goals together and tracking it. The drawback can occur in a giant company where one manager has the hundred to thousand subordinates. These managers will not have time to talk with individual employees. Moreover, in easy culture companies, the employees tend to set easy goals that they can easily achieve.

The benefits of the KPI and OKR goal-setting framework matched in a different situation and type of employees. So, Eva has suggested that *'I think it depends on the employee's character, some employees don't know the direction and they have a long process to learn, the top-down is a good solution for them. While the bottom-up process matches the talented employees as the company shouldn't block their ideas. The management does not know the real problem in a field because the management may not be available to visit the front, they just know the generic idea of the possible solution for the work. While the employee in the front knew the real problem.'* Eva's suggestion is similar to the situational leadership theory (Hersey & Blanchard, 1997). Situational leadership has divided the leadership style into four styles which will be used based on the types of employees, while the types of employees are divided into four types which are based on their ability to do the task and their willingness/confidence. The unable and low willingness employee, the manager needs to use the telling or directing style. The telling style is similar to the KPI goal setting which directly tells the employee what the company wants from them without asking for their opinion. In contrast, the employee who can do the job and having a high level of confidence, the theory suggested using the delegating leadership style. The manager delegates the employee to do their work and take full responsibility. This style is the same as the OKR goal-setting framework which is open for employees to voice their opinion and tell what they want to do.

4.2.2 The performance reviewed and feedback

There is a difference between OKR and KPI in reviewing performance evaluations during the year (Hao & Yu-Ling 2018). While the KPI is a fixed approach and hard to change during a year, the OKR has frequency review and adjusts the performance to make the performance suit the current situation.

From the interview, there is a difference in the frequency of the performance evaluation in the current company that participants worked, 25% (2 out of 8 participants) report the opened timeline for the performance reviewed, 37.5% (3 out of 8 participants) report two times performance reviewed in a year and another 37.5% (3 out of 8 participants) reports the annual performance reviewed.

Research (Hao & Yu-Ling 2018) has suggested that only a one-time performance review is hard to adapt to the situation while the OKR that is more flexible, leads the organization to be more effective. As Tee has mentioned *‘If there is not frequent feedback such as the five months has passed and the employee just received the feedback that they have done a poor performance, it will be too late for them to adjust the work. The ideal performance review should be **quarterly**. Once in a year is too late to adjust and employees didn’t pay attention to it until the end of the year.’*. Some participants have agreed that the frequency of the reviewed activities and goals made them more active as *‘There is a dashboard that is updated and tracked my activities and achievement of the goals every month. This made me alert, active all the time.’* Nam who has worked in a state enterprise said. The frequency of tracking and updating can alert the employee on their task. But unfortunately, in reality, may not match with the theories as Bee has mentioned *‘The ideal company may set the reviewed timeline often but in practice may not that often. Mostly, the company set annually evaluated, to reduce the cost and save time.’*. This statement has been linked to the Tee, Dan, Ken, and Don’s experiences in the company that tried to implement the OKR in the organization. Even their company wants to set the open timeline for performance reviewing but, in the end, the company still needs to set the timeline for performance evaluation. The open timeline from OKR procedural doesn’t work in a real situation and without the proper guideline, it is hard to be used. As Ken commented *‘In comparison between KPI and OKR, the employees seem to be active in doing KPI more than OKR as KPI is easy to understand, having the clear rules of doing it while OKR is freely descriptive and doesn’t*

have a specific timeline of doing it.'. Ken's company firstly set the open timeline and employees' do not care about doing it, so later the company needs to set the timeline for a performance review that at least the employees need to complete two times in a year (mid-year reviewed and the end of the year).

The proper performance review can also be a major part of the development of the employees. The major element of the performance review is 'Feedback'. As there is 87.5% (7 out of 8 participants) have mentioned the need for clear feedback in the performance evaluation. Tee has mentioned the importance of the feedback as *'There is a coaching session or feedback during the performance reviewed session. Employees will know what they have done great and what if they have lacked something.'* But unfortunately, in reality, most of the company has not paid attention to feedback to the employee as the statement from Poo, the HR said *'I heard from the employee that after the performance evaluation, the employee has not received the final feedback. When there wasn't the proper communication the employee doesn't get why their grade result was lower than their friend. This can create dissatisfaction for employees.'* This statement is the same as Nam and Bee. The good communication of performance evaluation, the employee will know the direction of what they should achieve and the result of their achievement. Poor communication can result in demotivated employees. Sometimes employees think that they have done hard work but got a bad grade without knowing the reason so they think the organization isn't fair and they don't know how they should improve themselves.

The KPI and OKR have a difference in communication style (Hao & Yu-Ling 2018). The KPI is mostly one-way communication while OKR is two-way communication. While the feedback in the KPI approach will be the manager directly giving the feedback to subordinates and OKR tends to use the 360feedback. As Don said *'The employee has the right to voice their opinion based on fact and reason.'* Ken said *'The OKR has opened for the employee to voice back, having the peer evaluation which may be fairer than the KPI.'* Even the employee can't refuse or voice back their opinion about the performance reviewed like the two-way communication but they still want to hear what is the feedback from the manager, as Nam said *'Even the employee can't resist the evaluation grade but they should be able to ask what they should adjust themselves to do a better work performance'*.

From the paper from Maylett (2009) said that 360 feedback was firstly used in the employee development program and later on as the need for the performance measurement became the high -priority, the 360 feedback has been used in a performance evaluation. Even Tee has the opinion about 360 feedback in Thai culture that most Thai employees tend to evaluate the performance based on their relationship with that person and not using the professional opinion. In contrast, Eva has said that 360 feedback is still a good channel for employees to voice their opinion in case they received the unfairness.

Nevertheless, the feedback required the training for the manager to be a coaching and delegate the employee to be on the right path (London, Mone, & Scott, 2004).

4.2.3 The sense of unfairness

The data has shown that 87.5 (7 out of 8) participants from both KPI and OKR goal-setting framework have said that they have experienced unfairness in the organization. The unfairness can be divided into two main categories as 'Playing Favorite' and 'Thai Culture'.

1) Playing favorite

The sense of playing favorites commonly happens in the offices, as the subordinate felt that the manager didn't make a fair judgment but they used their emotions to evaluate the employee. This has aligned with the presentation from Deloitte consulting firm (Bersin, 2017) that showed 61% of the causes of stress and fear in employees came from the manager plays favorite. As the participants 75% (6 out of 8 participants) have reported the sense of the unfairness of giving the better score for the manager's favorite. Here's an example of the sentence. *'The manager always has their favorite so they will give a higher score for their favorite'* Tee said, which is the same meaning as the sentence from Nam and Bee. While there is a sentence that shows some dissatisfaction as *'Favorite' the one work by their mouth'* from Eva which shows the untrusty of the score that is evaluated by the manager and doesn't believe the performance of that employee.

The sense of playing favorite can occur from the untrust from the employee to the manager or the performance evaluation of the system as Bee has said *'The trust*

is also important, the clear and transparent system, employees trust in it that the score is based on the systematic system, not on the emotional of the manager's favorite.'

2) Thai Culture

In Thai culture, we are collectivists (Pimpa, 2012). The manager and employees stay in a group and there is a sense of belonging with each other. This collectivist culture has big impacts on performance evaluation. Sometimes managers used easy ways to evaluate the employees to keep a good relationship with everyone. They evaluated everyone in the team to get the same score. This can de-motivate the employee in performing good work. Over 50% of the participants (4 out of 8 participants) have reported that there is a situation where a manager gave the same score to employees in a team and resulted in the demotivation of employees.

There is a repeated dialog of these cultures as *'Relationship-based managers will give everyone the same score, to maintain a good relationship with subordinates.'* Tee said. Or *'The other departments have the problem that the manager gave the same score to every member of the team. The result is that my friend who thinks that she is dedicated to work felt unsatisfied with the result and felt that it isn't fair for her'* Nam said.

Some of the participants have reported on the turn-over rate that can result in the unfairness of this relationship-based manager *'It effects on the turn-over rate, some people that I knew resigned because they don't have any fairness. He has worked hard, going home very late to complete the work but in the end, the manager gives every member of the team the same grade. He resigned because he thinks that the company doesn't provide the opportunity to grow for him'* Don said.

Moreover, in Thai culture we have the behavior of 'Kreng Jai' or 'Courteous' toward others, so we do not feel comfortable evaluating others and give a bad score especially if the feedback is open for peers to see it. So the feedback score won't be accurate and can't represent the real performance of the employee. As Tee has mentioned *'360feedback is based on the relationship, their friend will get the high score without considering their performance'*.

Overall, the unfairness in the performance evaluation can cause the demotivation of doing the performance evaluation and the motivation of work. Bee has suggested that *'The employee will focus on evaluating if the employee felt the system is*

clear and fair, if they felt that it, in the end, will be based on favorite, they just do it as necessary not the real enthusiasm'. The only participant who has not reported the unfairness in the organization has reported the strong system as 'There isn't any employee who doesn't want to complete the performance evaluation. We have a clear system so people pay more attention to the system and feel that there is an impact from performing.' Poo said.

Not only is the system that important but also the training and guideline for manager level to do the proper performance evaluation as Bee has mentioned *'The communication of the guideline for managers is important, sometimes managers don't know what is good or bad so they just give the same score to everyone because they are afraid of the subordinate to hate them.'* Bee's opinion is similar to Dan's comments as the training for employees' *'Training of the system is an important part. To make employees see the importance of performance evaluation systems. How to do it properly. Don't just say that we have it and left everyone on the way.'*

4.2.4 The inconsequential performance evaluation

Over 50% (4 out of 8) of participants have reported the drawback of the motivation of doing performance evaluation if it does not have any further consequence after completing the performance evaluation. The consequence of doing the performance evaluation can be something from the recognition, plan adjustment, promotion to the financial benefit such as salary increment, or bonus. For example, the participants' opinion in the research *'the new OKR isn't related to the benefit or salary increase. So the OKR in my company has unavoidably failed'* Ken said. Her statement is linked to the finding in the research from Fisher et al. (2005) that experimented with employer wariness in employee performance evaluation and compensation. The result found that the related performance and amount of benefit result in the company's better work performance. Compared with the equally shared benefit resulted in a lower company's performance.

Dan has mentioned the importance of recognition as *'I think the reward is really important to boost employees' motivation and delicacy. But the performance evaluation needs to make sense and take it as an important issue in the organization. In contrast, if it has not taken as important it can be a burden'* Dan said.

As one of the reasons why the performance evaluation has not been fully used in the organization caused by the management. The management does not pay attention to the performance evaluation. They just do it for granted, so the result of the performance evaluation has not been fully used in the organization. As Don has mentioned in his previous office let the employee do the performance evaluation but, in the end, the owner just gave the salary increased or bonus based on the emotion or based on the employee who has the potential to resign without thinking about their previous performance.

Even the performance evaluation has been carefully developed and used in the organization but if the management has not been using it and gave the reward based on the employee's performance, it can be the reason for the performance evaluation failure. As Ken said *'I think the management takes a critical role in making the performance evaluation work or not work. If they take it seriously, the employees tend to put more effort into doing it. For example, lately, the new HR director has reported to the CEO of every manager who hasn't filled in the evaluation form, so the completed performance evaluation rate has dramatically increased'*. Tee also mentioned the critical roles of management in the performance evaluation as *'The management team is also important, as they take it seriously and fairness, the employees will take the performance evaluation more seriously.'*

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

According to the research framework, the research has explored the KPI and OKR in the performance evaluation. As the different styles of the OKR and KPI which can lead to the different pro and con of the performance evaluation. The Goal setting and Performance reviewed topics have directly linked to the KPI and OKR approach. Moreover, two more topics have directly affected the performance evaluation which is the sense of unfairness and the inconsequential performance evaluation.

Table 5.1 The summary of the topic in the performance evaluation

Topic	Details	Solution
Goal-setting	KPI Pro: Spending less resource and time, good for the big company, Clear structure, and platform Con: Rigid on the goal and not suitable for the high potential employees	-Situational Leadership
	OKR Pro: Openness for the employee, rooms for new ideas, and development. Increasing the engagement from employees Con: Using many resources and time needs the guideline for employees and managers to do the proper goal setting. In the easy culture, the employees tend to set the easiest goal.	

Table 5.1 The summary of the topic in the performance evaluation (cont.)

Performance reviewed and feedback	KPI: Pro: Using less resource and times Con: Less performance reviewed which leads to lower performance development for employees, one-way communication so less innovation and limited ideas for employees.	- Clear Communication - Feedback
	OKR: Pro: More performance reviewed which lead to employee development and two-way communication Con: Using much resource and time, needs the guideline for employees and managers to run the proper performance review.	
The sense of unfairness	Play Favorite: can happen to every office. It happens from the untrustworthy system or the lacking of communication	-Clear system -Clear communication
	Thai Culture: the relationship-based culture Con: The insufficient performance evaluation knowledge for the manager can lead to the unfair evaluation as equally separated scores to everyone in the team.	-System training
The inconsequential performance evaluation.	Even the company has the performance evaluation system, but the manager has not used it in giving recognition to the employees. The examples of cognitions: salary increased, promotion, bonus, appreciation.	- Management attentive to the performance evaluation

5.2 The proposal for the performance evaluation from the data analysis

From the data analysis part, the research has suggested the performance evaluation as the following diagram.

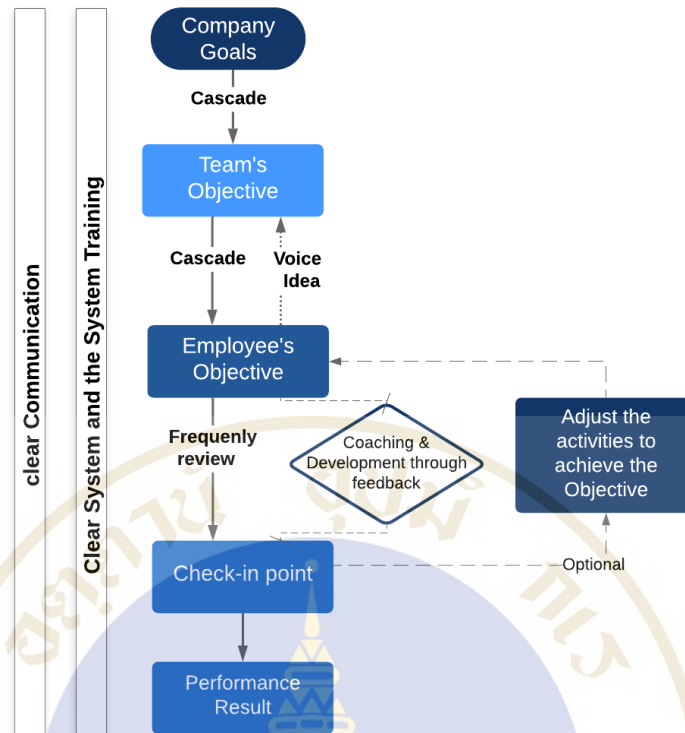


Figure 5.1 The proposal of performance evaluation flow

The diagram above has shown the research result as the ideal performance management from both KPI and OKR aspects that can be integrated and used in an organization.

Clear communication is key to performance evaluation success and reduces the misunderstanding between employees and management. Clear communication can reduce the sense of 'Playing favorite'. A clear goal can lead to better motivation and clear direction to the employee. **The clear system** can support the performance evaluation system to go along the timeline and be easy to report. The good system can reduce the employees' burden in doing and tracking their performance. Moreover, the clear system creates trust from employees to the performance evaluation. If the employees see that the system is fair and clear and there isn't room for playing favorites, the sense of unfairness in the organization will be reduced. Moreover, system training is also an important factor for the performance evaluation, as the OKR needs the trained manager to guide the employees. And both OKR and KPI needed to train the manager on how to make a judgment in performance evaluation.

The company's goal will cascade to the teams' and individuals' goals so the objective will have the same scope for the whole company. The goal can be directly cascaded or open for employees to voice their idea. This solution is the integration between the KPI and OKR. While KPI is the fixed objective that an employee can only receive KPI from the company, and OKR is too open for employees to create their objective. The KPI or OKR style will be used based on the type of employee as their ability and willingness (situational leadership has been used).

After employees have set their objectives, this research suggested the frequency of the reviewed performance could be quarterly or at least the half-year review. The frequency of the review can result in better performance as the research from Deloitte said the monthly review can improve the performance to 50% (Bersin.2017). The importance of the performance reviewed is to have **the feedback and communication** between the employee and the manager. As the feedback is the room for employees to develop themselves and review their performance and objectives if they are going in the right direction and see if they should adjust their activities to achieve their objectives. The frequency of the performance-reviewed makes them review themselves, as it can be motivated if they have done great in the past, and if they are leading in the wrong direction, it is faster to change.

5.3 Managerial Implication

From the research result, nevertheless, the company will choose the KPI or OKR in the performance evaluation. The company can improve its performance evaluation by these factors;

- **The attentive from the management** in making performance evaluation matters. The management should care by using the outcome from performance evaluation in giving recognition to employees.
- **The clear system** is one of the key factors to reduce untrustworthy processes in the organization and improve motivation for employees to do the performance evaluation. The clear system is a trait of KPI but the OKR can also improve their performance evaluation by setting the

process as to which level can result in which grade or set a timeline for performance review.

- **Clear communication** comes along with a clear system, as after having a clear system, the company should communicate their system. Clear communication can reduce the misunderstanding in the organization as the playing favorite.
- **Feedback** is a significant factor to help develop employees. The two-way communication feedback in the OKR approach is most effective in developing both employees and the company. As there is a room for employees to voice their ideas to the company. Even though the one-way communication in the KPI approach can also count as developing the employees' performance, at least the employees will know what they have done right or which part they should improve.

These four factors can enhance the performance evaluation to be more effective and reduce the bias and unfairness in the organization.

5.4 Limitation and Future Research

The OKR goal-setting approach has not been famously used in the company in Thailand which led to the limitation of the selecting participant. The research has been conducted by the 8 participants; the bigger group of the participants may lead to a broader scope of the finding.

The ideal sampling size should be the employee who worked in a company for a long time and see the transition of the company from the KPI to OKR so they will know the difference and can compare the culture that has been shifted from one point to another. In this research, we have only one participant who is in this ideal sampling size. While other participants are using the information from their experience in working in one KPI organization and then moving to OKR company. There will be many factors that affect performance evaluation such as different company cultures, different styles of direct manager, etc.

In future research, the researcher may focus more on the outcome of the different approaches of KPI and OKR that affected the company's performance.

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Appendix A: The coding file

Categories	Ken (OKR&KPI)	Don	Poo	Dan	Tea	Nam	Eva	Bee
Playing Favorite		'Every after the performance evaluation, they will have the increasing salary or bonus but in reality I didn't feel that performance evaluation has been used much. It seems to be based on the emotion of the manager who he prefers to have the higher salary increase or so on.		The fairness of the performance evaluation is important for me. If I spent a lot of effort on the work but received the poor performance evaluation I may be considered resigned. If I don't know the reason why I get a poor score, I may feel that I haven't been recognized by my boss or the organization		I think the performance evaluation platform isn't clear so the employee does not care in doing it. As the manager always has their favorite so they will give a higher score for their favorite.	There is also a favorite, the manager will give the low person their favorite.	'favorite' the one work by their mouth, assigned the job to the subordinate and claimed that this work was done by himself. He always came late and pretended to go home late. He always gets a good score due to his pretentious behavior.
Thal Culture Divided the score		It effect on the turn-over rate, some people that I knew resigned because they don't have any fairness. He has worked to complete the work but in the end the manager gives every member of the team the same grade. He resigned because he think that the company doesn't provide the opportunity to grow for him				Environment has the effect on the performance of the employee! Thal culture which we are the relationship based culture, will give our favorite special score so the performance evaluation has failed.		The employee will focus on doing the evaluation if the employee felt the system is clear and fair, if they felt that it in the end will be based on favorite, they just do it as necessary not the real motivation... not enthusiasm! There is always a favorite in the organization
Training				Training of the system is also an important part. To make employees see the importance of performance evaluation systems. How to do it properly. Don't just say that we have it and left everyone on the way.		Relationship based manager will give everyone the same score, to maintain a good relationship with subordinates.		There should be guideline for manager to evaluated the performance evaluation
No advance benefit		The demotivation of doing the performance evaluation is the non-result of doing it. Sometimes even the employee filed it but I haven't been worked in a next process or using it in the increasing salary.		As the organization already required a lot of paperwork, this PDI can be one of useless paperwork because it has not been used after setting it up.			The unfairness occurs in the situation that the direct manager has evaluated the employee and sealed the score and the above manager has to control the limited quota of employees in each grade. So the above manager may reduce the score of some employees to make it within quota even if he/she doesn't know personally of that subordinate.	
KPI		I don't have any authority, I have to depend on other co-worker to solve the one problem as the employee doesn't have any right to access or solve the problem on their own. The company needs to separate the part of the employee to make the information available. I don't see the whole picture of the work. They don't even know what the result of my work is. They keep everything really secret.		Performance management: everyone needs to commit to their task with the least mistake. Most of the people will get the B as the pass level completed their task. The top performance employee will get the A or S, this level is an outstanding employee who can do the task better than the assignment or their level.				The state company, I need to complete the task within the months. There is a KPI that is set and updated every month. I have used the people drive and dashboard to follow up the KPI. This made me alert, active. I can track my task in real time / Monthly report
KPI Drawback		I don't see the whole picture of the work. That made me burn out really quickly. I don't even know what the result of my work is. I don't have any motivation in working, feel like working as a labour like having to fob the box but don't even know what the kind of box just does as the order. I really despise that kind of job! I don't even know what is the goal of this job.						
OKR		After dividing the task, they will talk with the employee and adjust the goal. To see if the goal really makes sense or not, too much or too less. After the adjustment we will get the final proper goal and agreement between the manager and employees. The employee has the right to voice their opinion based on the fact and reason. As sometimes they may say they don't want to do their job, have the authority to make resource application to work in the HR department. This is really open for employees to share their opinion for manager to agree or not.						The easy culture, the employee tends to set the easy goal
OKR Benefit		My motivation in working is to feel that this part of the work and having an impact on the job. Feel that I own the job, have the authority to make some decisions and complete the job.						An open mind with the best employee could be successful in implementing the OKR. But I can't justify if it is the good system or the best employees that make this solution works.
OKR Drawback		The problem of OKR is it doesn't clear with the evaluated system, how can we indicate of the good or bad performance		IF it has good development in a systematic way, it will be good for employees. This can be a reward to employees for their hard work (It doesn't have the systematic process)				I have been in a super giant company like one manager who has to control over one thousand employees so it will be hard for them to evaluate their subordinate clearly, they can't give the feedback to every employee
Management role		Every after the performance evaluation, they will have the increasing salary or bonus but in reality I didn't feel that performance evaluation has been used much. It seems to be based on the emotion of the manager who he prefers to have the higher salary increase or so on.		The management has not taken care or paid attention to PDI. Employees are taken for granted. Just finished it briefly		The management team is also important, as they take it seriously and fairness, the employees will take the performance evaluation more seriously.		I have experience that the manager has given me the paper to sign but not allowed me to read the evaluation which is not the standard that the manager should do. (The manager's fault as he/she doesn't care in making the communication even if the system has been created for it.
Goal Setting			The management team has created the business plan and the main goal of the company. This goal has been assigned to each unit to complete or achieve the goal. The performance management will see if the employee can complete the task that employee has been assigned or not. The grade will be assigned to the employee accordingly.		Firstly, fill the employee about the organization goal and cascade to the employee. Some topic has been assigned and some can be voiced back. The personal development will be involved in the organization development. > , tell the organization goal, team goal and individual goal.			There is a discussion of what the manager expected and employees can feedback. I'm lucky that I had a good manager who clearly inform me of what role I choose and the outcome of the roles, such as the specialist role and the manager roles depend on what I want to be
Frequency review		I like one time performance evaluation as less paper work, only one time concern of it. We don't have to spend time adjusting it during the year						Mostly, the company set annually evaluated, to reduce the cost and save time. The ideal company may not that often.
Frequency review (times)		1 times in a year x4, none1	2 times in a year	open 1	2 times	two times in a years	one times in a years	annually evaluated
Communication/ Feedback		The OKR is good for discussion, the employee has a chance to voice back to the manager. And adjust the work with the team to make balance. They have a clear indicator of each achievement will result in what grade. I think this can reduce the awkwardness if the employee thinks that they did a good performance and why they got a lower grade than their expectation.		Sometimes I get the feedback from the employee that after the performance evaluation, the employee has not received the final feedback, there aren't the two way communication which results in de-motivate employee. When there wasn't the proper communication the employee doesn't get why they get this grade result while comparing with their friend who got the better grade. This can create dissatisfaction.		There is a coaching session or feedback to employees clearly. Employees will know what they achieve in what grade result. The communication clearly the employee will know if they have done a good performance or not. I have experienced a very clear form but there isn't a clear communication. I would satisfied with it as long as I don't know if I have done a good or bad performance.		Normally, the manager will evaluate and give the feedback to the subordinate. He/she will give their opinion to the above. While the performance, what is the good thing that she/he has done or the improvement that they should do. But in reality, the manager has not cared about the evaluation much. Me in the HR department has not received the feedback yet.
360 Feedback & Relationship		The motivation of doing it is to know what is my responsibility, what the achievement that I should reach. To have my goal in the work.						I like peer to peer evaluated/ 360degree. For the unfair/ people who don't get the fairness can voice their opinion to the above. While the people who were already happy and gave his friend a good score it depends on his preference. I mean this 360 feedback is a channel for employees to voice their opinion to the unfairness and improvement.
Communication Goal			Communication can be a key problem in this evaluation. Some managers have not clearly communicated what they should achieve to receive in what grade result.					Feedback 360 brings more fairness, it should be open for anyone to evaluate as previous company anyone can evaluate, some who have worked closely with the employee even in the different departments or the clients.