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A Needs Assessment of Communication and Employee Performance: A Case Study of PKK Auto Partnership Limited, Thailand

Thanthicha Phachirananwanich¹, Maria Socorro CL Fernando²

¹Assistant Marketing Manager, Samyod Auto Company, Lopburi, Thailand

Email: namtan.thanthicha@gmail.com ; samyodauto2012@gmail.com

Lecturer and Program Director, MMOD & PhDOD, Graduate School of Business and
Advanced Technology Management, Assumption University, Thailand

Email: mlfernando@gmail.com

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Abstract

Both company communication and employee performance play an increasingly essential role in many organizations throughout the world. Many companies are struggling to enhance better company communication and employee performance through training and career development because these can lead to the good image of organization and the effectiveness of entire organizational performance. This research intended to discover the priority needs for the improvement in terms of the forms of communication, company communication, and employee performance by using the case study of PKK Auto Partnership Limited in Thailand. There are two major research objectives including 1) To determine the current situation and expected situation of the company's communication and employee performance based on perceptions of employees and customers and 2) To design a training plan based on the results of the research study. To prioritize the needs for enhancing better company communication and employee performance, the quantitative research method using Priority Needs Assessment Modified (PNI_{Modified}) was utilized in this research study. The key results based on the quantitative findings were the company communication (PNI_{Modified} = 0.1644) sorted as the 1st rank of priority needs index followed by forms of communication (PNI_{Modified} = 0.1588) and employee performance (PNI_{Modified} = 0.1468), respectively. A training plan was designed based on the results of the study.

Keywords: forms of communication, company communication, employee performance, training plan, needs assessment

Introduction

In many organizations, their employees have been viewed as a receiver and sender of internal communication. Generally, those employees are considered as an active agent in the communication arena of their own organization (Frandsen & Johansen, 2011; Kim & Rhee, 2011; Heide & Simonsson, 2011). Importantly, those employees can search, interpret, and spread the information in terms of an active manner. For instance, they have a capability in referring to their own company, building networks and distributing the strategic knowledge. Then, these employees' behaviors are considered as the foundation of company's potentiality and employee communicative actions related with the organizational performance because they

can generate and conduct the competitive advantage for their organization (Mazzei, 2014). To retain an inspirational and motivational working environment, many organizations must create and have their own strategic communication. Particularly, company communication has been proven to play an important role as a predictor of employee engagement, employee's job satisfaction, employee's job performance and organizational performance (Verčič & Vokić, 2017). In the organizational and individual levels, most effort of various exploring relationships has been emphasized to the connection between work outcomes and company communication (Carrière & Bourque, 2009). Nevertheless, it is interesting to note that when the needs of organizational employee are met through the communication, they will be more likely to generate and have the effective working relationships at workplace (Gray & Laidlaw, 2004).

Research Objectives

- 1) To determine the current and expected situations of the company's communication and employee performance based on perceptions of employees and customers
- 2) To recommend a design for a training plan based on the results of the study

Research Questions

- 1) What is the difference between the current and expected situations of the company's communication and employee performance based on perceptions of employees and customers?
- 2) What design for a training plan can be recommended based on the results?

Significance of the Study

Company communication has been increasing in importance for a service business and enhancing better employee performance. So, this means that the company communication is vital to strengthen both of individual and organizational performance for PPK Auto Partnership Limited in Thailand. For the beneficiaries of this research study, the findings of this research will be beneficial to PPK Auto Partnership Limited in Thailand and other public or private organizations that is concerning about company communication and employee performance. Additionally, the human resource department of other organizations are welcome to utilize the findings of this research to apply and create their own appropriate training plan for enhancing company communication and effective employee performance for their better organizations.

Literature Review

Forms of Communication

In the organization, the face-to-face communication is considered as the most used form of communication followed by written communication, telephone communication and non-verbal communication, respectively. The face-to-face communication would be more active and well-suited for confidential information whereas the written communication would be more useful and suitable for important information. So, the face-to-face communication would be more powerful and proper for day-by-day information. Importantly it can be seen that the speed in deciding always effects on employee performance, an inappropriate form of

communication would not stimulate the employees and it would lack of confidence on keeping confidential information affects employee performance (Njeri Chege & Ombui, 2014).

Company Communication

Company's communication is one of successful tools that can uncover and exclude the problems within an organization. The organizations must have a clear and good company's communication. In doing so, those organizations will have the capability to function effectively and smoothly. Additionally, the existence of company's communication within an organization aims to encourage effective decision-making and to support positive organizational outcomes. Thus, the productivity of organizational employees will be bound to enlarge when the stable procedure of company's communication is established within an organization. As a result, the organizations need to ensure that their organizational employees will have an ability to conduct the employees' assigned tasks well and to gain information about their organizational goals, and responsibilities and duties which they are required to accomplish (Franklin, 2016).

Employee Performance

Employee's performance is viewed as the terms of outcome in the organization. Also, it is viewed as the terms of behavior (Armstrong, 2000). Moreover, employee's performance is measured against the standards of performance which are established by the organization (Kenney et al., 1992). However, there are many measurements that can be utilized into consideration when measuring employee performance such as productivity, effectiveness, efficiency, profitability, and quality (Ahuja, 2006).

Importance of Training towards Employee Performance

The development and organizational growth have been influenced by many factors. The training for organizational employees plays an important role in enhancing employee performance and increasing productivity. This will lead the organization to place in better positions to encounter competition and remain at the top. It is obvious that training and development influences the quality of employee performance (Aidah, 2013).

Needs Assessment

Needs assessment is considered as an appraisal process to find out the real causes of a problem. The information derived from the assessment are used to seek the guidelines for solving problems arising from such essential needs. It is expected that these guidelines will lead to the changes and improvements that will generate the further organizational development. The needs assessment research is especially useful research to create a planning with possible direction and have the opportunity for achieving the results according to expectations. Besides, this is also utilized to compare the achievement of organization operation (Panadda, 2012).

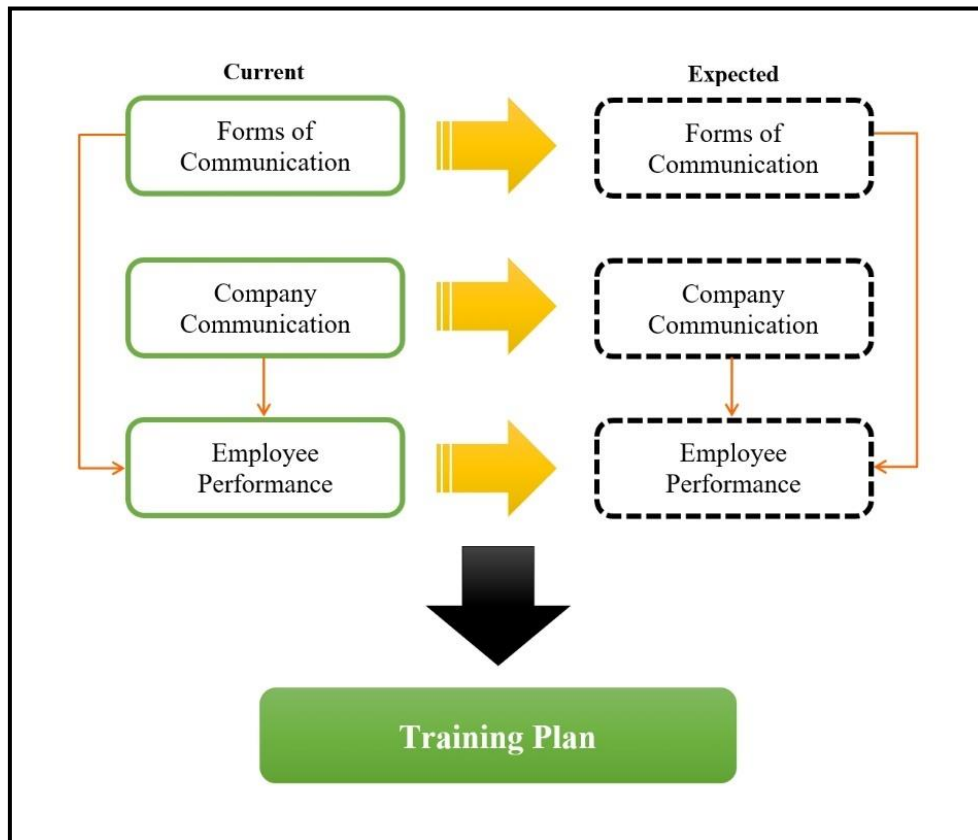
Conceptual Framework

Based on the related literatures, the researcher designed the conceptual framework as illustrated in the Figure 1. The variables of this study are forms of communication, company

communication, and employee performance measured both in the current and expected situations. The training plan is designed based on the results of the study.

Figure 1

The Conceptual Framework (Developed by the researcher, 2020)



Research Methodology

Researched Design

In this research study, the researcher used the quantitative research using survey questionnaire and descriptive statistics. The survey questionnaire was used to collect data from employees and customers at PKK Auto Partnership Limited in Thailand.

Research Sampling

The target populations for this research study comprised of two major groups including internal employees and customers. For the sample size, there were 22 internal employees who were currently employed and 338 customers at PKK Auto Partnership Limited, Thailand.

Research Instruments

The questionnaire was utilized as a research instrument for collecting data from target respondents. The questionnaire was divided into four parts including personal information,

forms of communication, company communication, and employee performance, respectively. The first part aimed to survey the demographic information of each respondent such as gender, age, education, position, and working period. Part 2 – 4 used the 5-Point Likert Scale with Not important at all (1), Slightly important (2), Moderately important (3), Very important (4) to Extremely important (5) to measure the perception of the respondents on the items related to the variables of the study. For the customers, the researcher selected only seven-question items from the original questionnaire that applies to them. These questions referred to the areas of the forms of communication, company communication, and employee performance that they perceive and respond to as customers based on their interaction with the employees and managers.

Data Collection Process

Random sampling of customers was conducted when they visited and used the services during the last two weeks of October 2020 at PKK Auto Partnership Limited, Thailand. All the employees of the company participated as respondents using a paper-based questionnaire that was distributed by the researcher. The data collection lasted for 15 days from the middle to the end of October 2020 at PKK Auto Partnership Limited, Thailand.

Data Analysis

Cronbach's Alpha for reliability test

Before distributing the questionnaire to target respondents, 30 respondents who were randomly chosen to examine the reliability of questionnaire by Cronbach's alpha. If the score of Cronbach's Alpha is equal to or more than 0.70, it means that the proposed questionnaire is acceptable and can be used to gather information from the target respondents.

Descriptive Statistics Using Frequency and Percentage for Demographic Information

To analyze data in the part 1 of questionnaire, the demographic information derived from 360 respondents is analyzed to find Frequency and Percentage through SPSS Program.

Descriptive Statistics Using Mean (\bar{x}) and Standard Deviation (S.D.)

To analyze data in the part 2 – 4 of questionnaire, the respondents' opinion in each question are analyzed to find Mean (\bar{x}) and Standard Deviation (S.D.) through SPSS Program. According to the interpretation of Mean (\bar{x}), the detail is demonstrated below (Srisaad, 2004).

4.50 – 5.00	means	the highest level of importance
3.50 – 4.49	means	a high level of importance
2.50 – 3.49	means	a moderate level of importance
1.50 – 2.49	means	a low level of importance
1.00 – 1.49	means	the lowest level of importance

Priority Needs Index (PNI_{Modified}) for Needs Assessment

The Priority Needs Index (PNI_{Modified}) is a method to test and find the needs assessment. To find out the needs assessment, ranking the needs for the forms of communication, company

communication, and employee performance was analyzed by the method of Priority Needs Index (PNI_{Modified}) as shown in the following calculation formula (Wongwanich, 2015).

$$PNI_{Modified} = \frac{(I-D)}{D}$$

Where: PNI means Priority Needs Index
 I means the mean of expected situation
 D means the mean of current situation

Results and Discussion

Cronbach’s Alpha results

Table 1 shows the that results of the Cronbach’s Coefficient Alpha of the variables were above 0.80. This means that all questions in the questionnaire were reliable. Therefore, the researcher could use the questionnaire.

Table 1

Results of Validity and Reliability (Cronbach’s Coefficient Alpha)

Variables	Number of Items	Cronbach’s Coefficient Alpha	Reliability
Forms of Communication	10	0.873	Good
Company Communication	10	0.887	Good
Employee Performance	10	0.868	Good

Results of Demographic Data

According to the results of personal information from 22 internal employees and 338 customers, the personal information of respondents is summarized as follows.

Gender – For the employees, there were 13 males (59.1%) and 9 females (40.9%). For the customers, there were 193 females (57.1%) and 145 males (42.9%).

Age – For the employees, there were only two age groups. There were 12 employees in the age range of 25 – 39 years old (54.5%) and 10 employees were between 40 – 59 years old (45.5%). For the customers, there were four age groups including 168 customers aged 25 – 39 years old (49.7%) followed by 118 customers with ages of 40 – 59 years old (34.9%), 27 customers over 60 years old (8.0%), and 25 customers between 15 – 24 years old (7.4%).

Educational level – For the employees, there were only two groups of educational level. There were 16 employees who were undergraduates (72.7%) and 6 employees who graduated in bachelor’s degree (27.3%). For the customers, there were four groups of educational level including 224 customers who graduated from the bachelor’s degree (66.3%), 91 customers who did not graduate bachelor’s degree (26.9%), 22 customers who graduated master’s degree (6.5%), and one customer who graduated higher than master’s degree (0.3%).

Position – For the employees, there were 9 technicians (40.9%), 8 general staff (36.4%), 4 departmental managers (18.2%), and one general manager (4.5%), respectively. For the customers, there were 221 general staff (65.4%), 77 others (22.8%), 25 general managers (7.4%), 12 departmental managers (3.5%), and 3 technicians (0.9%), respectively.

Working period – For the employees, there were 12 employees who had working period ranging between 5 – 10 years (54.5%), 5 employees who had working period more than 5 – 10 years (22.7%), 4 employees who had working periods ranging between 11 – 15 years (18.2%), and one employee who had working period less than 5 years (4.5%), respectively. For the customers, there were 108 customers who had working period more than 15 years (32%), 106 customers who had working period ranging between 11 – 15 years (31.4%), 64 customers who had working period ranging between 5 – 10 years (18.9%), and 60 customers who had working period less than 5 years (17.7%), respectively.

Results of Quantitative Data Analysis (Employees)

Overall Results of Three Variables

Priority Needs Index of Three Variables – Employees

Table 2

The result of quantitative data analysis on three variables – Employees

Variables	n	Current Situation (D)		Expected Situation (I)		PNI _{Modified}	Rank
		Mean	SD	Mean	SD		
Company Communication	22	3.8136	.65705	4.4409	.72352	0.1644	1
Forms of Communication	22	3.7500	.67171	4.3455	.70287	0.1588	2
Employee Performance	22	3.9000	.59682	4.4727	.67836	0.1468	3

NOTE: $PNI_{Modified} = (I-D)/D$

As shown in the table 2, both the current and expected situations of all variables are at a high level of importance. When considering each variable in the current situation, employee performance had the highest mean ($\bar{x} = 3.9000$, S.D. = 0.59682) followed by company communication ($\bar{x} = 3.8136$, S.D. = 0.65705) and forms of communication ($\bar{x} = 3.7500$, S.D. = 0.67171). When considering each variable in the expected situation, employee performance had the highest mean ($\bar{x} = 4.4726$, S.D. = 0.67836) followed by company communication ($\bar{x} = 4.4409$, S.D. = 0.72352) and forms of communication ($\bar{x} = 4.3455$, S.D. = 0.70287).

According to the results of priority needs index ($PNI_{Modified}$) for employees, the first rank was company communication which $PNI_{Modified}$ was equal to 0.1644. In the meantime, the second rank of priority needs index for employees was forms of communication which $PNI_{Modified}$ was equal to 0.1588 whereas the third rank of priority needs index for employees was employee performance $PNI_{Modified}$ was equal to 0.1468.

Priority Needs Index of Forms of Communication – Employees

Table 3

The result of quantitative data analysis (Items within forms of communication) – Employees

Forms of Communication (FC)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q8. I can read the counterparts' emotions by paying attention to their tone of voice while telephoning.	22	3.4091	1.05375	4.2273	.81251	0.2400	1
Q10. I pay attention to the non-verbal signal while interacting with counterparts.	22	3.5000	1.10195	4.2273	1.10978	0.2078	2
Q4. The internal written communication in the company facilitates the implementation of regulations and tasks.	22	3.7727	.97257	4.4545	.80043	0.1807	3
Q9. I perform body language, hand gesture, tone, and eye contact efficiently.	22	3.4545	1.05683	4.0455	1.04550	0.1711	4
Q5. The internal written communication in the company enhances my effective performance.	22	3.9545	.78542	4.5909	.59033	0.1609	5
Q1. I interact with others in the company through internal face-to-face communication confidently.	22	3.7727	.86914	4.3182	.77989	0.1446	6
Q6. The internal written communication makes me aware of new tasks, orders, and procedures.	22	3.9545	.78542	4.5000	.85912	0.1379	7
Q7. I communicate politely on the telephone with counterparts.	22	3.9545	.84387	4.4545	.73855	0.1264	8
Q3. The internal face-to-face communication in the company is suitable for confidential and important information.	22	3.7727	.92231	4.2273	1.06600	0.1205	9

Forms of Communication (FC)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q2. I distribute the information within the company through internal face-to-face communication effectively.	22	3.9545	.78542	4.4091	.85407	0.1150	10

NOTE: $PNI_{Modified} = (I-D)/D$

As shown in the table 3 regarding the result of quantitative data analysis (items within forms of communication) in terms of employees, the first rank of $PNI_{Modified}$ was Q8 ($PNI_{Modified} = 0.2400$) which is “I can read the counterparts’ emotions by paying attention to their tone of voice while telephoning”. The second rank of $PNI_{Modified}$ was Q10 ($PNI_{Modified} = 0.2078$) which is “I pay attention to the non-verbal signal while interacting with counterparts”. The third rank of $PNI_{Modified}$ was Q4 ($PNI_{Modified} = 0.1807$) which is “The internal written communication in the company facilitates the implementation of regulations and tasks”.

Priority Needs Index of Company Communication – Employees

Table 4

The result of quantitative data analysis (Items within company communication) – Employees

Company Communication (CC)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q15. I can perform internal communication for creating an atmosphere of respect at the workplace.	22	3.5455	.80043	4.3636	.72673	0.2307	1
Q12. My colleagues and managers are willing to exchange ideas and information with me effectively.	22	3.6818	.89370	4.5000	.67259	0.2222	2
Q18. Internal communication informs important news, announcement, or the change of regulations effectively.	22	3.6818	1.04135	4.3636	1.04860	0.1852	3
Q19. Internal communication helps support the achievement of my work performance.	22	3.9545	.78542	4.6818	.64633	0.1839	4
Q13. I can understand internal communication effectiveness.	22	3.5455	.85786	4.1818	.95799	0.1795	5
Q16. I can perform internal communication for supporting more friendly relationship with my colleagues, managers, and customers.	22	3.8182	.90692	4.4091	.79637	0.1548	6

Company Communication (CC)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q20. Effective internal communication is very important for the company.	22	4.0909	.75018	4.6364	.72673	0.1333	7
Q17. Internal communication supports stronger relationships within the company.	22	3.9091	.92113	4.4091	.95912	0.1279	8
Q11. I am willing to share ideas and information within the company frequently and effectively.	22	3.7727	.86914	4.3182	.99457	0.1446	9
Q14. The clear internal communication produces my efficient productivity and handles the flow of work smoothly.	22	4.1364	.77432	4.5455	.80043	0.0989	10

NOTE: $PNI_{Modified} = (I-D)/D$

As shown in the table 4 regarding the result of quantitative data analysis (items within company communication) in terms of employees, the first rank of $PNI_{Modified}$ was Q15 ($PNI_{Modified} = 0.2307$) which is “I can perform internal communication for creating an atmosphere of respect at the workplace”. The second rank of $PNI_{Modified}$ was Q12 ($PNI_{Modified} = 0.2222$) which is “My colleagues and managers are willing to exchange ideas and information with me effectively”. The third rank of $PNI_{Modified}$ was Q18 ($PNI_{Modified} = 0.1852$) which is “Internal communication informs important news, announcement, or the change of regulations effectively”.

Priority Needs Index of Employee Performance – Employees

Table 5

The result of quantitative data analysis (Items within employee performance) – Employees

Employee Performance (EP)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q21. My current skills and capabilities are sufficient to work effectively.	22	3.8182	.66450	4.5909	.66613	0.2024	1
Q23. My performance meets the company’s standards.	22	3.7273	.82703	4.4545	.80043	0.1951	2
Q29. I recognize that performance is very important for the company.	22	3.8182	.85280	4.5455	.59580	0.1905	3

Employee Performance (EP)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q24. I can take the appropriate initiatives in my works.	22	3.6818	.94548	4.2727	1.03196	0.1605	4
Q26. I strive to make self-development for enhancing my skills and capabilities.	22	4.0000	.81650	4.5455	.85786	0.1364	5
Q28. My performance influences the entire performance of the company.	22	3.7727	.86914	4.2727	.88273	0.1325	6
Q22. I intend to increase superior skills and capabilities for creating better performance.	22	4.0455	.72225	4.5455	.73855	0.1236	7
Q27. I can reach the company's goals within given period.	22	3.8636	.77432	4.3182	.83873	0.1177	8
Q25. I put all my efforts into my works.	22	4.1364	.88884	4.5909	.85407	0.1099	9
Q30. I aim to improve myself through training and career development.	22	4.1364	.88884	4.5909	.90812	0.1099	10

NOTE: $PNI_{Modified} = (I-D)/D$

As shown in the table 5 regarding the result of quantitative data analysis (items within employee performance) in terms of employees, the first rank of $PNI_{Modified}$ was Q21 ($PNI_{Modified} = 0.2024$) which is “My current skills and capabilities are sufficient to work effectively”. The second rank of $PNI_{Modified}$ was Q23 ($PNI_{Modified} = 0.1951$) which is “My performance meets the company’s standards”. The third rank of $PNI_{Modified}$ was Q29 ($PNI_{Modified} = 0.1905$) which is “I recognize that performance is very important for the company”.

Results of Quantitative Data Analysis (Customers)

Priority Needs Index of Three Variables – Customers

Table 6

The result of quantitative data analysis (Three Variables) – Customers

Variables	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Forms of Communication	338	3.6118	.30753	4.5044	.27746	0.2471	1
Company Communication	338	3.7260	.30955	4.5834	.26151	0.2301	2
Employee Performance	338	3.7888	.29745	4.6207	.23591	0.2196	3

NOTE: $PNI_{Modified} = (I-D)/D$

As shown in the table 6 regarding the result of priority needs index ($PNI_{Modified}$) for customers, the first rank was forms of communication which $PNI_{Modified}$ was equal to 0.2471. In addition, the second rank of priority needs index for customers was company communication which $PNI_{Modified}$ was equal to 0.2301 whereas the third rank of priority needs index for customers was employee performance which $PNI_{Modified}$ was equal to 0.2196

Priority Needs Index of Forms of Communication – Customers

Table 7

The result of quantitative data analysis (Items within forms of communication) – Customers

Forms of Communication (FC)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q4. The written communication in the company facilitates the implementation of regulations and tasks.	338	3.6124	.60715	4.4941	.55682	0.2441	1
Q1. I interact with the staff and managers in the company through face-to-face communication confidently.	338	3.6805	.66603	4.5710	.53594	0.2420	2
Q7. The staffs communicate politely on the telephone with customers.	338	3.7041	.62683	4.5917	.52152	0.2396	3

NOTE: $PNI_{Modified} = (I-D)/D$

As shown in the table 7 regarding the result of quantitative data analysis (items within forms of communication) in terms of customers, the first rank of $PNI_{Modified}$ was Q4 ($PNI_{Modified} = 0.2441$) which is “The written communication in the company facilitates the implementation of regulations and tasks” followed by Q1 ($PNI_{Modified} = 0.2420$) which is “I interact with the staff and managers in the company through face-to-face communication confidently” and Q7 ($PNI_{Modified} = 0.2396$) which is “The staffs communicate politely on the telephone with customers”, respectively.

Priority Needs Index of Company Communication – Customers

Table 8

The result of quantitative data analysis (Items within company communication) – customers

Company Communication (CC)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q18. Company communication informs important news, announcement, or the change of regulations effectively.	338	3.6006	.63311	4.4793	.53471	0.2440	1
Q12. The staffs and managers are willing to exchange ideas and information with me effectively.	338	3.7544	.60810	4.6361	.49997	0.2348	2

NOTE: $PNI_{Modified} = (I-D)/D$

As shown in the table 8 regarding the result of quantitative data analysis (items within company communication) in terms of customers, the first rank of $PNI_{Modified}$ was Q18 ($PNI_{Modified} = 0.2440$) which is “Company communication informs important news, announcement, or the change of regulations effectively” while the second rank of $PNI_{Modified}$ was Q12 ($PNI_{Modified} = 0.2348$) which is “The staffs and managers are willing to exchange ideas and information with me effectively”.

Priority Needs Index of Employee Performance – Customers

Table 9

The result of quantitative data analysis (Items within employee performance) – Customers

Employee Performance (EP)	n	Current Situation (D)		Expected Situation (I)		PNI Modified	Rank
		Mean	SD	Mean	SD		
Q21. The current skills and capabilities of the staffs and managers are sufficient to work effectively.	338	3.6982	.63344	4.6243	.50891	0.2504	1
Q23. The staffs and managers’ performance meets the company’s standards.	338	3.6095	.65015	4.4882	.54050	0.2434	2

NOTE: $PNI_{Modified} = (I-D)/D$

As shown in the table 9 regarding the result of quantitative data analysis (items within employee performance) in terms of customers, the first rank of $PNI_{Modified}$ was Q21 ($PNI_{Modified} = 0.2504$) which is “The current skills and capabilities of the staffs and managers are sufficient to work effectively” while the second rank of $PNI_{Modified}$ was Q23 ($PNI_{Modified} = 0.2434$) which is “The staffs and managers’ performance meets the company’s standards”.

Discussion of Key Findings

Comparison of Quantitative Findings on Three Variables

Table 10

The comparison of quantitative findings between employees and customers (Three Variables)

Quantitative Findings of Employees			Quantitative Findings of Customers (based on 7 selected questions)		
Variables	PNI Modified	Rank	Variables	PNI Modified	Rank
Company Communication	0.1644	1	Forms of Communication	0.2471	1
Forms of Communication	0.1588	2	Company Communication	0.2301	2
Employee Performance	0.1468	3	Employee Performance	0.2196	3

With regards to the quantitative findings of employees, it revealed that the company communication as the 1st rank of importance with $PNI_{Modified}$ equal to 0.1644. However, the first rank of the quantitative findings of employees was different from the first rank of the quantitative findings of customers. The 1st rank of importance in the quantitative findings of customers was the forms of communication with results of $PNI_{Modified}$ equal to 0.2471. Referring to the related literatures, it is obvious that employees need to emphasize on company communication because it is considered as one of successful tools which can reveal the problems within an organization. Thus, if these employees obtain a clear and good company's communication, they will have an ability to work effectively and smoothly in order to achieve their assigned tasks and reach the organizational goals. Nevertheless, customers need to focus on forms of communication because they require confidence to keep confidential and important information before handing over the official documents such as vehicle registration manual, identification card, and many more into the staffs.

Conclusion and Recommendations

Regarding the overall results of the priority needs index ($PNI_{Modified}$) on three variables with all items in the part of employees, it revealed that the 1st rank of priority needs index was company communication ($PNI_{Modified} = 0.1644$) followed by forms of communication ($PNI_{Modified} = 0.1588$) and employee performance ($PNI_{Modified} = 0.1468$), respectively.

On the other hand, based on the results of the priority needs index ($PNI_{Modified}$) on three variables with seven selected items for customers, it revealed that the 1st rank of priority needs index was forms of communication ($PNI_{Modified} = 0.2471$) followed by company communication ($PNI_{Modified} = 0.2301$) and employee performance ($PNI_{Modified} = 0.2196$), respectively.

According to the variable of the forms of communication, the most remarkable point is that the company needs to reinforce the forms of communication, especially in non-verbal and written communication based on the top five priority needs. Therefore, it can be clearly seen that the employees need to seriously emphasize and improve the non-verbal communication within the company to have an ability in reading the counterpart's emotions by paying attention to their tone of voice while telephoning firstly (Q8).

As regards company communication, it can be clearly seen that all employees need to seriously consider and improve in cooperating with each other to create an atmosphere of respect at the workplace firstly (Q15).

As for the variable of the employee performance, the employees need to seriously consider and improve in enhancing their current skills and capabilities that are sufficient to create effective and efficient works (Q21)

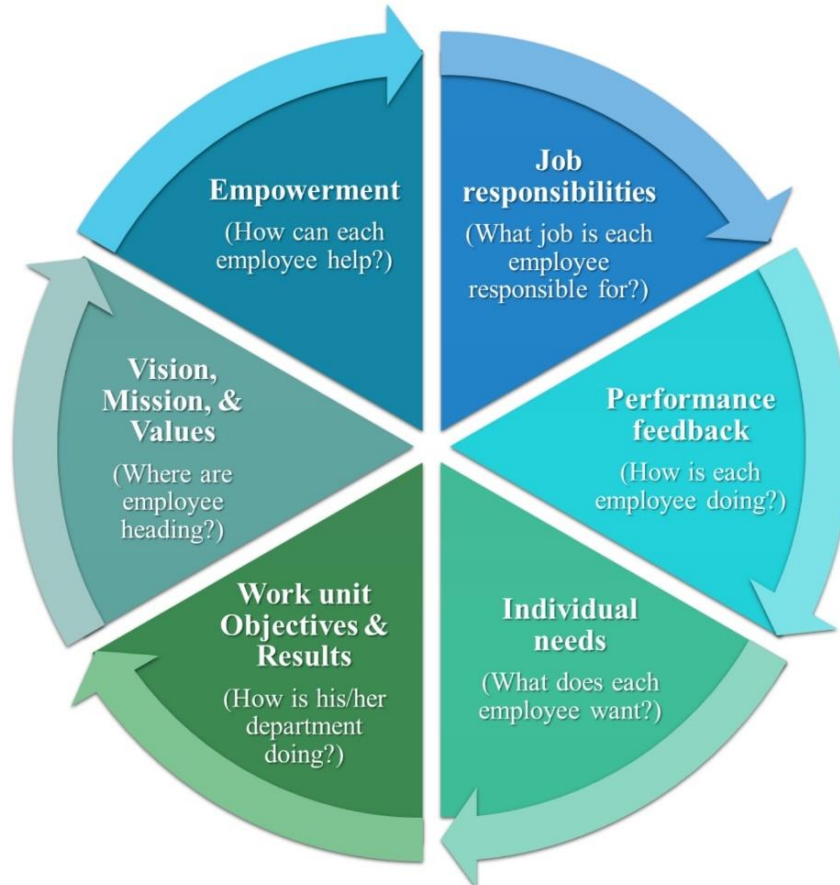
Recommendation on Designing a Training Plan based on the Results of the Study

Based on the results of the study, the research recommends the following in order to design a training plan for PPK Auto Partnership Limited in Thailand. There is a need to further conduct a comprehensive review of employees' communication needs and to generate the training needs and objectives. In doing so, the training objectives and needs are considered as

the reference points to guide the employees for enhancing effective company communication and employee performance. Figure 2 shows six major aspects that the company could undertake to design a training plan, namely 1) job responsibilities, 2) performance feedback, 3) individual needs, 4) work unit objectives and results, 5) vision, mission, and values to 6) empowerment. The company can use the suggested process and questions to communicate with the employees in order to gain the comprehensive review of employees' communication needs.

Figure 2

Process for Comprehensive Review of Employee's Communication needs (Developed by the researcher, 2020)



To generate the training needs and objectives, the researcher recommends that the company consider and utilize the research results, especially the top five priority needs based on PNI mod results. In doing so, these will encourage the company to weave the training plan with the overall needs of the company which cover both of employee and customer needs. Table 20 shows the priority needs of the three variables, namely forms of communication, company communication, and employee performance. Furthermore, the priority needs of each variable are sorted based on the research results.

Table 11

Overall Needs of PPK Auto Partnership Limited, Thailand

Variables	Priority Needs
Forms of Communication	<ol style="list-style-type: none"> 1. Need to have more ability in reading the counterpart’s emotions by paying higher attention to the tone of voice while communicating via phone 2. Need to motivate in paying higher attention toward non-verbal signals while interacting with the counterparts 3. Need to create the appropriate written communication in the company that can facilitate the implementation of regulations and tasks 4. Need to support the non-verbal communication in terms of body language, hand gesture, tone, and eye contact efficiently 5. Need to have more ability in creating the written communication in the company that can enhance the effective employee performance 6. Need to have higher capability and self-confidence in the face-to-face communication within the company to interact with the counterparts confidently 7. Need to encourage in improving higher capability in the telephone communication to conduct more polite communication while talking with the counterparts
Company Communication	<ol style="list-style-type: none"> 1. Need to encourage cooperation with each other for creating an atmosphere of respect at the workplace 2. Need to support in having more willingness in exchanging ideas and information within the company effectively 3. Need to acquire higher attention and awareness toward the company communication about important news, announcement, or the change of regulations effectively 4. Need to provide and promote effective company communication that can encourage all employees to reach the achievement of their work performance 5. Need to support in understanding the effectiveness of company communication clearly 6. Need to promote the importance of effective internal communication

Variables	Priority Needs
Employee Performance	<ol style="list-style-type: none"> 1. Need to enhance the employees’ current skills and capabilities which are sufficient to work effectively 2. Need to encourage in improving the employee performance to meet the company’s standards 3. Need to enhance the recognition and awareness among the employees that their performance is important for the company 4. Need to be more open and listen toward the initiatives of all employees as well as need to have capability in providing positive feedbacks on the employees’ initiatives to encourage further initiatives and to take these initiatives into their work performance 5. Need to support all employees to strive in making greater self-development for enhancing their skills and capabilities

Figure 3

Nine Steps of Training plan for PPK Auto Partnership Limited, Thailand (Developed by the researcher, 2020)



After conducting a comprehensive review and acquiring the training objectives and needs, the researcher suggests to the company to design the training plan with nine steps by starting from identifying the training needs to modifying and extending the training as necessary. Figure 3 presents the process of designing a training plan for PPK Auto Partnership Limited in Thailand which is developed by the researcher. Based on the research results, the company should emphasize the forms of communication and company communication because these two variables were indicated as the priority needs of employees and customers.

Thus, the researcher recommends to the company to combine the comprehensive review of employees' communication needs with the priority needs in order to identify the training needs (the first step) and the training objectives (the second step) in the training plan.

According to the third step, the company must explore and determine the learning requirements in terms of what skills, capabilities, and knowledge need to study and what the attitudes need to be adjusted.

For the fourth step, the company must plan the training program including techniques, facilities, location, and trainers that must be appropriate for all employees because these can encourage them to accomplish the training needs and objectives.

Regarding to the fifth step, the general manager and four departmental managers are suggested to consult with each other to decide and select the trainer who is qualified to provide the training.

During the implementation of training in the sixth step, the trainer should not provide only the instruction, but also the trainers should motivate all employees to practice and communicate with each other because this training mainly instructs about the forms of communication, company communication, and employee performance. Importantly, these aspects require to implement a practical learning rather than theoretical learning.

After implementing the training, it is crucial to evaluate the training at the end of the training session by a short questionnaire.

Regarding the seventh step, the company needs to monitor all employees after participating in the training such as how well they can enhance company communication, how well they can interact with others to generate better work performance, how well they can apply the learning from the training session into their work performance and so on.

For the last step, the company might modify and extend the training as necessary if there is no development or the employees still cannot reach the training needs and objectives.

Therefore, it is important to note that the company should re-conduct the first step again if the progress is not going well as planned and expected.

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