A Needs Assessment to Explore the Feasibility of a Unified Evaluation Framework for Diverse Job Specializations in the Joii Workstream

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ABSTRACT: This study explores the possibility and potential benefits of creating a standardized evaluation framework for various job specializations within Joii Workstream. Joii Workstream is a business process outsourcing (BPO) company that provides office-based support to the construction industry. This research addresses subjectivity, bias, and inconsistency in performance assessments. The proposed solution is to establish a standard set of criteria for evaluation. The study uses a mixed-methods approach, combining surveys and interviews with key personnel. The results indicate that there are issues with the current evaluation practices. Although the employees remain neutral, they recognize that there is room for improvement. Challenges and opportunities are associated with implementing a unified framework, particularly regarding the diverse nature of job specializations. While most employees believe in the potential of a unified evaluation framework, they remain neutral about its feasibility. The study recommends a thorough assessment of current practices, transparent communication, stakeholder engagement, and a phased implementation approach to address concerns and enhance the effectiveness of the evaluation framework. Successful implementation is expected to lead to improved organizational efficiency, standardized evaluation criteria, and enhanced transparency in performance expectations. The research provides valuable insights into the broader field of human resource management, serving as a reference for organizations seeking to optimize their performance evaluation processes for diverse job specializations.

KEYWORDS: Management, Engineering Management, Employee Evaluation, Business Process Outsourcing

I. INTRODUCTION

Business Process Outsourcing (BPO) has emerged as a transformative strategy for organizations seeking to optimize their operations and enhance overall efficiency. Understanding the broader impact of BPO on organizational performance is critical for academics and practitioners— according to research by Smith and Jones (2019). This includes how BPO companies evaluate their employees with varying specializations. The study by Garcia and Patel (2022) states, "Evaluation of BPO must address challenges, ranging from ethical considerations to data security concerns." Evaluating BPO's impact on organizational performance is critical to research, examining outcomes such as improved competitiveness and financial success. Smith and Jones (2019).

Joii Workstream, a business process outsourcing (BPO) company specializing in providing office-based support to the construction industry, was founded in 2019. With over 100 employees, the company boasts diverse expertise in construction and BPO, encompassing drafting, estimating, administration, accounting, IT helpdesk outsourcing, and data entry. Due to the diversity of specialized roles within the organization, there is a pressing need for distinct evaluation frameworks that consider the unique scope of work, key performance indicators (KPIs), and output metrics associated with each role. This study assesses the feasibility of implementing a unified evaluation framework to evaluate various job specializations within the company.

The necessity for a unified evaluation framework stems from the pursuit of consistent and fair performance assessments across diverse job specializations. It addresses the challenges of subjectivity and bias, fosters clarity in performance expectations, and facilitates transparency by establishing standardized criteria. Such standardization supports equitable performance comparisons, streamlines organizational processes, aligns assessments with broader objectives, and reduces the complexities of adapting evaluation forms for each job specialization.

Statement of the Problem

- What is the most effective way to evaluate employee performance across different job specializations within a company?
- What are the requirements for implementing a unified evaluation framework? Specifically, what steps must be taken to ensure such a framework is appropriately established and functioning?
- Would a unified evaluation framework be more beneficial than one focusing on an individual's scope of work?
- How does a unified evaluation framework impact the company's evaluation procedures?

Research Objectives

- To determine the feasibility of a unified evaluation framework for Joii Workstream.
- To compare a unified evaluation framework with specialization-specific evaluation.
- To determine the advantages and disadvantages of the unified evaluation framework.

Theoretical/Conceptual Framework

In this research, the independent variable is the unified evaluation framework, while the dependent variable is the feasibility of implementing it for various job specializations in the JOII Workstream. The independent variable is the variable that the researcher changes or manipulates, while the dependent variable is the variable that the researcher measures or observes. The researcher is interested in exploring the feasibility of implementing a unified evaluation framework, the independent variable. The dependent variable is the feasibility of implementing this framework, which will be measured through the needs assessment.

Scope and Limitations of the Study

The scope of the study is focused on assessing the practicality and potential benefits of implementing a unified evaluation framework across various job specializations within Joii Workstream. The study encompasses employees with diverse roles, including drafting, estimating, administration, accounting, IT helpdesk outsourcing, and data entry. The geographical scope is limited to Joii Workstream, a business process outsourcing company in Clark Freeport Zone, Pampanga.

Significance of the Study

The significance of the study, addresses a pressing organizational need by investigating the feasibility of implementing a unified evaluation framework, providing a practical solution to streamline performance assessments across diverse job roles within Joii Workstream. Successfully implementing such a framework could lead to enhanced organizational efficiency, standardized evaluation criteria, and improved transparency in performance expectations. The

research could provide valuable insights into the broader field of human resource management, particularly in the context of businesses operating in diverse job specializations. The research could serve as a reference point for organizations seeking to optimize their performance evaluation processes and align them with industry best practices. By exploring the advantages and disadvantages of a unified evaluation framework, the study contributes to the academic discourse on effective performance management strategies, bridging the gap between theory and practical application.

II. METHODS AND PROCEDURES

Research Design

The study will adopt a mixed-methods research approach, drawing on the insights of Creswell and Creswell (2017). This methodology integrates quantitative and qualitative research methods to provide a comprehensive and nuanced understanding of the research problem (Creswell & Creswell, 2017). The researcher will use numerical and descriptive data to analyze and interpret the research problem. The quantitative data will give statistical results to find patterns and relationships, while the qualitative data will provide a deeper understanding of the upper management's experiences and opinions. By using both methods, the researcher can gain a more complete understanding of the research problem and develop practical solutions.

Locale of the Study

The study was conducted at Joii Workstream, a BPO in Clark Freeport Zone, Pampanga. It was established in 2019 and has over 100 employees with different specializations.

Respondents

The quantitative randomized sampling methodology will encompass a thorough selection process of personnel across diverse job specializations, namely drafting, which involves creating precise technical drawings and blueprints; estimating, which entails the meticulous calculation of project costs; administration, which encompasses the effective management of day-to-day business operations; accounting, which involves the precise recording, classification and reporting of financial transactions; IT helpdesk outsourcing, which includes the provision of technical support to both employees and customers; and data entry, which involves the exact input of data into computer systems.

For qualitative research, a purposeful or criterion-based sampling technique will be used, which involves the participation of the company's operation manager and HR manager. These two managers are expected to supply valuable insights and perspectives relevant to the research problem. The operations manager knows each specialization's key performance indicators and deliverables. On the other hand, the HR manager oversees the evaluation procedures

and the management of the workforce pool following the company's standards.

Sampling and Sampling Procedure

The research team intends to employ both quantitative and qualitative sampling procedures. Quantitative sampling will entail using random sampling techniques within each stratum to select participants. This will ensure that each job specialization is adequately represented in the study.

In addition, purposeful or criterion-based sampling, a quantitative method, will be employed to select participants with relevant experience and knowledge about the subject matter.

Research Instruments

The quantitative research will utilize a survey questionnaire comprising a combination of close-ended questions. The questionnaire will have Likert scale items, which will measure the level of agreement or disagreement of the respondents with the statements related to the research objectives. It will also include multiple-choice questions to assess the current evaluation processes, employee preferences, and their viewpoints about the practicality of a unified evaluation framework. Demographic questions will also be included to gather relevant information such as job specialization, years of experience, and department. The survey questionnaire will serve as a research instrument to collect data that will be analyzed and interpreted to address the research goals.

The researchers created a semi-structured interview guide with open-ended questions and prompts for the qualitative research. The guide serves as a tool to guide the discussions between the operation manager and the HR manager. It covers topics related to the research objectives, such as the challenges and advantages of a unified evaluation framework and the required steps for its implementation.

Data Gathering Procedure

The survey will be conducted online through Google Forms; all company employees will receive it. Employees will have one week to complete the survey, providing enough time for participants to respond and ensuring data collection efficiency. All survey responses will be collected anonymously to keep data security and confidentiality. Employees will be informed that their participation is confidential and that individual responses will not be identifiable.

Conduct interviews with the operation manager and HR manager, following the guidelines in the interview questionnaire. A digital audio recording will be used to capture the discussions and ensure thorough analysis accurately. This analysis will focus on identifying recurring themes, patterns, and insights within the qualitative data to understand the research problem better.

Data Analysis Technique

The researchers will employ descriptive statistics as a fundamental data analysis component, drawing upon established statistical methodologies (Babbie, 2016). This analytical approach will offer a comprehensive overview of the quantitative data gathered from the survey. Descriptive statistics involve the computation of key metrics, including the mean, median, standard deviation, and frequency distributions. These computations will be applied to different data types, such as Likert scale items, multiple-choice questions, and demographic information.

The respondents are asked to provide the following demographic information – job title, age, gender, education level, years of work experience in Joii Workstream, and specialization.

The survey questionnaire has been divided into three categories with ten questions:

1. *Current evaluation practices for diverse job specializations in the JOII Workstream* - These questions are designed to measure the employee's perceptions of the current evaluation practices and their openness to implementing a unified evaluation framework.

2. *Challenges and opportunities for implementing a unified evaluation framework* - These questions are designed to measure the employee's perceptions of the challenges and opportunities of implementing a unified evaluation framework.

3. *Employees' perspectives on the feasibility of implementing a unified evaluation framework* - These questions are designed to measure the employee's confidence in their ability to implement a unified evaluation framework and their level of support for the initiative. The question will be evaluated with a Likert scale of one to five, from strongly disagree to agree strongly. Having the center as undecided.

Analyzing qualitative interview data involves several steps to ensure accurate results. First, the information collected must be organized and familiarized through proper transcription. Then, the data is broken down into smaller units through coding, which includes open coding and category development. This allows researchers to identify broader concepts and patterns from the data. These patterns are then categorized into themes based on their relevance to the research objectives. To ensure accuracy, the findings can be validated through member checking. Finally, the report should document and discuss the themes, emphasizing their implications and contributions to the research objectives while acknowledging any analysis limitations. This comprehensive understanding of the research problem is crucial for drawing accurate conclusions. in the JOII Workstream.

III. RESULTS AND DISCUSSION

Demographic Profile of the Respondents

This part includes the demographic profile of the employees in terms of age, gender, educational level, years of experience in the Joii Workstream, and specialization. In addition to the questions about the current evaluation practices, challenges and opportunities, feasibility, and resources, it is also essential to ask some demographic questions to understand the Joii Workstream stakeholders better.
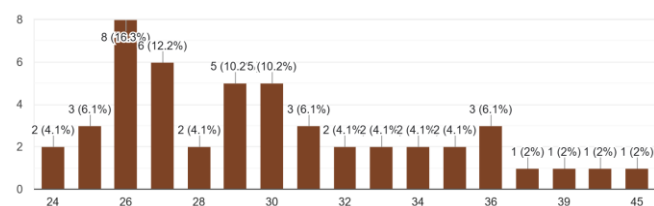

Figure 1.0 Respondents' Age Distribution

49 respondents of Joii Workstream answered the Unified Evaluation Feasibility Survey questionnaire. The figure shows that most employees who answered the survey questions are between 24 and 30 years old. This result reflects that the JOII Workstream likely comprises a younger workforce. This has several potential implications. JOII Workstream may be more tech-savvy and adaptable to change because younger workers are often more comfortable with technology and likely to be early adopters of new trends. This could be an advantage for the JOII Workstream, as it will need to adapt to the rapidly changing world of work.
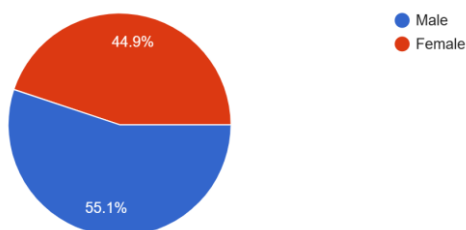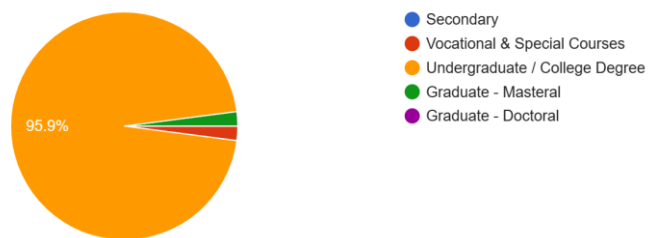

**Figure 2.0 Respondents' Gender Distribution**

Among the 49 respondents, as seen in the figure, 27 are male and 22 are female. Based on the results, a slightly higher percentage of males (55.10%) answered the survey questions than females (44.90%). This could be due to several factors, such as the gender distribution of the Joii Workstream or the fact that males may be more likely to participate in surveys. However, it is essential to note that this is just a small sample size, and more data would be needed to draw any firm conclusions about the gender distribution of the JOII Workstream.

Educational Background	No. of Respondents	Percentage
College Graduates	47	95.92%
Master's Degree Graduates	1	2.04%
Vocational & Special Courses Graduates	1	2.04%

Figure 3.0 & Table 1.0 Respondents' Educational Background Distribution

Based on the results, most of the respondents (95.92%) are college graduates. This suggests that the Joii Workstream likely comprises a highly educated workforce. This could benefit the Joii Workstream, as it must handle complex tasks and adapt to new technologies. However, it is essential to note that there is also a small percentage of respondents with master's degrees (2.04%) and vocational degrees (2.04%). This suggests that the Joii Workstream also has a diversity of educational backgrounds, which could be a benefit.
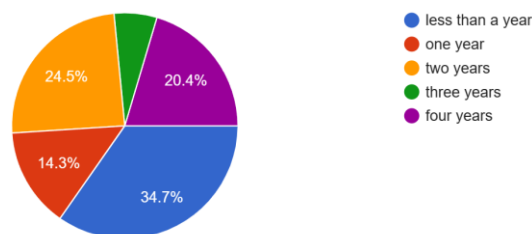

Years of Experience	No. of Respondents	Percentage
Less than a year	17	34.70%
One year	7	14.30%
Two years	12	24.30%
Three years	3	6.10%
Four years	10	20.40%

Figure 4.0 & Table 2.0 Respondents' Years of Working Experience with Joii Workstream

Based on the results, most respondents (49%) have less than two years of experience in the Joii Workstream. This suggests that the Joii Workstream is a relatively young and inexperienced workforce. This could be a challenge for the Joii Workstream, as it must invest in training and development to bring its employees up to speed. However, it is essential to note that there is also a significant percentage of respondents with three years of experience (6.1%) and four

years of experience (20.4%). This suggests that the Joii Workstream also has a core of experienced employees who can provide leadership and mentorship to the newer employees. The data suggests that the Joii Workstream is a diverse workforce with a mix of experience levels. This could be a strength for the Joii Workstream, as it will have a variety of perspectives and approaches to problem-solving.
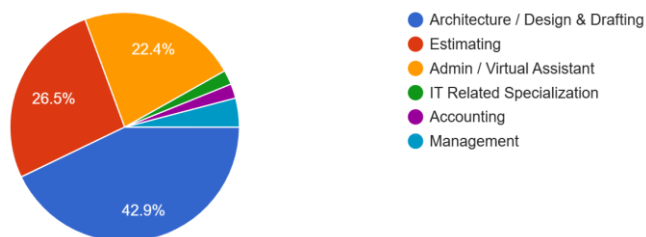
Specialization	No. of Respondents	Percentage
Architecture / Design & Drafting	21	42.86%
Estimating	13	26.53%
Admin / Virtual Assistant	11	22.45%
Management	2	4.08%
Accounting	1	2.04%
IT Related Specialization	1	2.04%

Figure 5.0 & Table 3.0 Respondents' Specialization Distribution

Based on the results, most respondents (42.86%) specialize in Architecture / Design and drafting. This suggests that the Joii Workstream has a strong focus on this area. The other specializations with significant representation are Estimating (26.53%), Admin / Virtual Assistant (22.45%), and IT Related Specialization (2.04%). This suggests that the JOII Workstream also has diverse skills and expertise.

Survey Questionnaire Results and Discussion
Table 4.0 Current evaluation practices for diverse job specializations response summary

Current evaluation practices for diverse job specializations in the Joii Workstream						
Questions	1	2	3	4	5	Mean
My current evaluation practices are fair and consistent.	0	0	9	29	11	4.04
My current evaluation practices effectively measure employees' performance with diverse job specializations.	0	1	8	30	10	4.00
My current evaluation practices are efficient	1	3	9	29	7	3.78

	1	2	3	4	5	Mean
and do not take too much time.						
My current evaluation practices align with the Joii Workstream's and the client's needs.	0	0	9	26	14	4.10
I am satisfied with the current evaluation practices.	0	3	15	26	5	3.67
I believe that the current evaluation practices could be improved.	0	0	7	18	24	4.35
I am open to implementing a unified evaluation framework.	2	4	17	15	11	3.59
I believe a unified evaluation framework would benefit the Joii Workstream.	2	4	14	15	14	3.71
The evaluation framework would be beneficial if it is more specialization-focused rather than unified.	0	1	17	18	13	3.88
Improve the current evaluation framework that aligns with my specializations.	0	0	8	25	16	4.16
Average Mean =						**3.93**

The average mean of 3.93 suggests that the respondents are generally neutral about the current evaluation practices in the Joii Workstream. However, the highest mean of 4.35 for the question "I believe that the current evaluation practices could be improved" suggests that most respondents believe that the current practices are not perfect and could be improved.

The results suggest that the Joii Workstream should improve its current evaluation practices. This could involve developing a more unified evaluation framework, providing more training to evaluators, or giving employees more input into the evaluation process.

Table 5.0 Challenges and opportunities for implementing a unified evaluation framework response summary.

Challenges and opportunities for implementing a unified evaluation framework						
Questions	1	2	3	4	5	Mean
The diverse nature of job specializations in the Joii Workstream	0	1	14	24	10	3.88

	1	2	3	4	5	Mean
would make developing a unified evaluation framework challenging.						
There would be resistance to change from stakeholders comfortable with the current evaluation practices.	1	3	25	19	1	3.33
It would not be easy to implement a unified evaluation framework without compromising the quality of the evaluation.	0	7	19	17	6	3.45
Implementing a unified evaluation framework would be costly and time-consuming.	1	11	23	11	3	3.08
There is a risk that a unified evaluation framework would not be effective in measuring the performance of employees with diverse job specializations.	0	3	19	19	8	3.65
A unified evaluation framework would improve the consistency and fairness of evaluation across the Joii Workstream.	2	2	19	21	5	3.51
A unified evaluation framework would make identifying and developing high-performing employees easier.	3	4	16	17	9	3.51
A unified evaluation framework would improve evaluation efficiency by reducing duplication of effort.	2	4	18	18	7	3.49
A unified evaluation framework would support the development of a	1	5	17	20	6	3.51

	1	2	3	4	5	Mean
more cohesive and collaborative work environment.						
A unified evaluation framework would enhance the reputation of Joii Workstream as a leader in employee performance management.	1	3	19	19	7	3.57
Average Mean =						**3.50**

The average mean of 3.50 suggests that the respondents are generally neutral about the challenges and opportunities for implementing a unified evaluation framework in the Joii Workstream. However, the highest mean of 3.88 for the question "The diverse nature of job specializations in the Joii Workstream would make developing a unified evaluation framework challenging" suggests that there is a significant number of respondents who believe that the diverse nature of job specializations would be a challenge to overcome.

This indicates that while the respondents recognize the potential benefits of a unified evaluation framework, they also acknowledge the challenges associated with developing and implementing such a framework in the context of Joii Workstream's diverse job specializations. It suggests that careful consideration and planning would be necessary to ensure that a unified evaluation framework could effectively address the needs of all job specializations without compromising the quality or fairness of the evaluation process.

Table 6.0 Employees' perspectives on the feasibility of implementing a unified evaluation framework response summary.

Employees' perspectives on the feasibility of implementing a unified evaluation framework.						
Questions	1	2	3	4	5	Mean
A unified evaluation framework is feasible for the Joii Workstream.	1	6	11	24	7	3.61
I believe that unified evaluation can standardize our evaluation process and work to my advantage.	0	7	12	24	6	3.59
I have the resources and knowledge to help implement a	1	6	24	16	2	3.24

unified evaluation framework.					
I will invest time and effort to support the implementation of a unified evaluation framework.	0	6	16	21	6	3.55
I am confident that the challenges of implementing a unified evaluation framework can be overcome.	0	3	16	24	6	3.67
I am excited about the potential benefits of implementing a unified evaluation framework.	0	6	14	25	4	3.55
The stakeholders/clients will support the implementation of a unified evaluation framework.	1	2	21	21	4	3.51
I believe that the Joii Workstream is ready to implement a unified evaluation framework.	2	3	16	25	3	3.49
I believe that a unified evaluation framework will be an asset to the Joii Workstream.	1	4	16	23	5	3.55
I am committed to the success of making a unified evaluation framework happen.	1	5	12	26	5	3.59
Average Mean =					3.54

The average mean of 3.54 under "Employees perspectives on the feasibility of implementing a unified evaluation framework" suggests that the respondents are generally neutral about implementing a unified evaluation framework in the Joii Workstream. However, the highest mean of 3.61 for the question "A unified evaluation framework is feasible for the Joii Workstream" suggests that a slight majority of respondents believe implementing a unified evaluation framework is feasible.

This indicates that while the respondents are concerned about the feasibility of implementing a unified evaluation framework, they also believe it is possible to overcome these challenges and successfully implement such a framework. It suggests that the respondents are open to a unified evaluation framework and are willing to work towards making it a reality.

Interview Results and Discussion

The interview responses from the operations manager and human resource manager shed light on the existing evaluation processes within the Joii Workstream, where simplicity and clarity are valued.

On top of evaluation frameworks, market research for salaries is a significant challenge. Emphasizing the importance of fair compensation based on the employee's evaluation results, particularly those surpassing expectations and taking on additional responsibilities.

Despite the company's desire for a universally understood system, the organization's diverse skills and specialized roles challenge the feasibility of a unified evaluation framework. The technical skills and knowledge provide the distinctiveness of each specialization.

Implementing a unified evaluation may hinder fairness in decision-making and acknowledging the varying levels of complexity in technical skills in the evaluation framework.

The respondents proposed that an effective evaluation method should balance generic items, specific vital indicators, and self-assessment, emphasizing aligning managers and employees to achieve organizational goals. The interview responses indicate a commitment to transparency and fairness, recognizing the intricate nature of skills and roles within the company that may pose challenges to a one-size-fits-all evaluation approach.

IV. CONCLUSIONS & RECOMMENDATIONS

Based on the results of the survey questions, the respondents are generally neutral about the current evaluation practices. However, a clear majority believe that the practices could be improved. They are generally neutral about the challenges and opportunities. However, many respondents believe that improving the evaluation framework for the diverse nature of job specializations would be a challenge to overcome. Also, they are generally neutral about the feasibility, but a slight majority believe implementing a unified evaluation framework is feasible. Joii Workstream should consider the need for improvement in its current evaluation practices and the feasibility of implementing a unified evaluation template focusing on general and specialization metrics.

Joii Workstream should also address the concerns of its employees regarding the diverse nature of job specializations and the potential challenges of implementing a unified evaluation framework.

The data suggests that Joii Workstream faces some challenges with its evaluation framework, but with careful planning, targeted improvements, and clear communication, it can create a more efficient evaluation system. The evaluation process involves a diverse group, presenting an opportunity to benefit from various perspectives. By considering

individual needs and roles, the evaluation process can be enriched.

Joii Workstream is recommended to take the following steps to address the findings of the research:

1. Conduct a more in-depth assessment of the current evaluation practices to identify specific areas for improvement.
2. Develop a plan for implementing a unified evaluation framework that addresses the concerns of employees and the challenges associated with the diverse nature of job specializations.
3. Pilot-test the updated evaluation framework in a small group of employees before rolling it out to the entire Joii Workstream.
4. Engage stakeholders in the development and implementation of the evaluation process. Address concerns regarding the current evaluation framework.
5. Empower employees with resources and knowledge for effective implementation. Provide training and support to enhance confidence in adapting to new evaluation practices.
6. Establish a robust communication strategy to address concerns and build excitement. Clear communication can enhance employee confidence, making them more receptive to changes.
7. Regularly evaluate the framework's effectiveness and solicit employee feedback to identify improvement areas and ensure ongoing relevance.

By taking these steps, the JOII Workstream can ensure that its evaluation practices are fair, consistent, and effective for all employees.

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