



UNIVERSITI PUTRA MALAYSIA

**PERCEPTIONS OF ACADEMICIANS TOWARDS PERFORMANCE
APPRAISAL IN A MALAYSIAN PUBLIC UNIVERSITY**

ROSHIDI HASSAN.

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Chairman: Associate Professor Azahari bin Ismail, PhD

Faculty: Educational Studies

Performance appraisal has received much attention from researchers for more than seven decades and dissatisfaction with the appraisal is a common survey finding (Cardy, 1998). Previous research findings mentioned dissatisfaction as one of the most common findings in many organizations, and this issue is no exception in the Malaysian public sector scenario. Ever since its introduction in 1993, the appraisal system has been facing with various problems especially those related to the implementation aspect and had aroused serious concern and mix feelings among the public sector employees. Therefore, this study attempts to investigate the employees' perceptions and views on the underlying elements behind their negative perceptions and



dissatisfaction toward performance appraisal implementation, the implications of such perceptions on the employees work attitude and finally soliciting their views and suggestions on enhancing the acceptance of the appraisal system.

The finding of this study is hoped to assist the government and the management of other public universities in Malaysia to understand better on the complexity and specific problems associated with the implementation of performance appraisal in the public sector especially in the higher learning institutions. Employees' views and their needs and criteria for an acceptable system could become a very important milestone for the government to ponder when planning to introduce a new appraisal system in the future. The input from this study is also hoped to assist the government and public organizations to develop and implement a more reliable, fair, acceptable and effective performance appraisal system in the future.

A qualitative research method was used in the study. The primary data for the study was obtained from the semi-structured questions used during the in-depth interviews with the participants, while the secondary data was obtained from various government publications, circulars and participants own documents. It was during the interviews that the participants' feelings and opinions toward performance appraisal were

captured. The participants for the interview were sampled using purposive and snowballing techniques. Within the interview duration period, a total of 12 participants' responses to multiple questions related to performance appraisal were obtained as the data was found saturated. Their views on the issues were captured and carefully analyzed by the researcher using qualitative technique underlined in the literatures.

The participants in the study were purposefully selected. They comprised of academicians with more than 10 years experience as academicians in the public university and as an appraisee. They were purposely sampled because the researcher categorized them as 'information rich' individuals that could help provide useful and detail information on the issues under study. Academicians were selected to be the participant for the study because of the unique nature of their job, they were usually the recipient of the 'imposed' system, highly qualified professionals and whom researcher believed able to provide critical opinion and open discussion on the issues under investigation. The data obtained from the interviews was carefully transcribed, coded, and analyzed using the steps recommended by the literatures. A narrative-style of thick descriptions was used to report the research findings.



The study revealed that the academicians were dissatisfied with how performance appraisal was implemented in the organization. They feel that performance appraisal was not properly implemented and do not seem to help them in any way to improve their job performance or personal development. They perceived performance appraisal as just another mechanism for the appraisers to reward the employees of their choice or preference. The process and spirit of implementing a fair appraisal was absent and appraisal is said to be conducted by appraisers in a manner that totally deviated from the expected process and procedures.

The weaknesses in performance appraisal implementation had somewhat caused academicians to develop negative perceptions and attitudes toward their job and the overall appraisal system. They were in the opinion that not much can be done by the appraisal system to improve their work performance as most of their suggestions and requests for professional training and development programs were not seriously considered by the management. There were several distinct elements mentioned by the participants that tend to 'disturb' their full acceptance and satisfaction of the appraisal system. Elements related to appraiser competence and biasness, clarity of performance standards, feedback, goal setting session, sufficiency of rewards allocation and training were highlighted during the interviews.

Appraiser competence and biasness, closed reporting system, minimal feedback and the absence of clear goals were some of the flaws in implementing performance appraisal which were mentioned by the participants.

Despite the dissatisfaction with the implementation of the performance appraisal, some academicians cited satisfaction with the incentives and the amount of monetary and non-monetary rewards that were allocated for excellent performers. They were glad that the government had introduced the appraisal system to measure and reward employees work performance. They felt that performance appraisal had managed to let them know their level of performance and their boss perceptions toward them through their appraisal scores. These two elements had actually saved the system from being totally perceived as a system with little or no benefit at all to employees.

The study again discovers that the weaknesses in implementing performance appraisal had caused most academicians to have negative feelings and perceptions toward the appraisal system, the management of the organization and the program which the government introduces. Employees' dissatisfaction and resentment toward the system were manifested through the change in their attitudes and behaviours toward their job and the environment. Based

on the data accumulated from the interviews, most participants expressed how performance appraisal had reduced their confidence of the system, reduces their level of motivation, make them less concerns of the system and eventually lead to job withdrawal and low morale.

There were some valuable suggestions put forward by the participants on how performance appraisal acceptance and satisfaction could be improved. They believed that employee acceptance and satisfaction could be enhanced if the performance appraisal process is more transparent, the goals and purpose of appraisal is clearly and well defined, the appraisers are well-trained, rewards are sufficiently distributed, and the instruments used be directed towards measuring performance rather than personality traits. Having these elements included in the process of performance appraisal would reflect the sincerity and commitment of the management to provide employees with a fair system of appraisal. In addition, it was proposed that a special unit to monitor performance appraisal implementation and process be established and should consist those who are well trained, competent, and professional in conducting performance appraisal. This unit is expected to monitor the implementation and finally normalize any appraisal discrepancies that might have been committed by the various departments in the institution. In addition, the use of multi-sources of appraisal was suggested to further help enhance the



trust, fairness, satisfaction and acceptance towards the organization appraisal system.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi sebahagian daripada keperluan untuk ijazah
Doktor Falsafah

**PERSEPSI AHLI AKADEMIK TERHADAP PENILAIAN PRESTASI DI
SEBUAH UNIVERSITI AWAM DI MALAYSIA**

Oleh

ROSHIDI HASSAN

November 2005

Pengerusi: Profesor Madya Azahari bin Ismail, PhD

Fakulti: Pengajian Pendidikan

Penilaian prestasi telah mendapat perhatian serius daripada ramai penyelidik sejak dari tujuh dekad yang lalu dan ketidakpuasan dengan penilaian prestasi adalah suatu yang lumrah dalam setiap penemuan kajian tersebut (Cardy, 1998). Maka, kajian ini bertujuan untuk mengetahui dengan lebih mendalam persepsi pekerja mengenai pelaksanaan sistem penilaian prestasi yang telah diperkenalkan oleh kerajaan di tempat kerja mereka, kesan penilaian prestasi terhadap gelagat mereka, dan seterusnya mendapatkan cadangan daripada peserta kajian ini tentang bagaimana caranya untuk meningkatkan lagi penerimaan dan kepuasan mereka terhadap sistem penilaian prestasi



ini. Adalah diharapkan agar penemuan-penemuan dalam kajian ini akan dapat membantu pihak kerajaan, organisasi sektor awam dan pihak pengurusan universiti tempatan untuk memperkenalkan dan melaksanakan satu sistem penilaian prestasi yang lebih memberi kepuasan, komprehensif, berkesan dan diterima oleh para pekerja di masa hadapan di bawah Sistem Saraan Malaysia yang baru.

Kaedah kualitatif telah digunakan dalam kajian ini kerana kesesuaiannya dalam melaksanakan kajian berbentuk kajian kes seumpama ini. Data primer dalam kajian ini diperolehi melalui soalan soalan berstruktur terbuka, di samping soalan tidak berstruktur terbuka, yang diajukan semasa sesi temubual dengan ahli akademik yang dipilih, manakala data sekunder diperolehi daripada dokumen dan laporan kerajaan dan individu yang ditemubual. Sepanjang sesi temubual ini, pendapat dan persepsi ahli akademik terhadap pelaksanaan sistem penilaian prestasi telah di perolehi dan dianalisis. Sejumlah 12 peserta kajian yang terdiri dari kalangan ahli akademik dan dipilih menggunakan kaedah 'purposive sampling' dan 'snowballing' serta dari pelbagai jabatan telah ditemubual untuk memperoleh pandangan mereka mengenai isu dalam kajian ini. Jumlah 12 ini diperolehi apabila penyelidik mendapati matlumat yang diberikan oleh peserta ke sebelas dan ke duabelas hampir sama dengan peserta-peserta terdahulu dan tidak banyak maklumat baru

yang telah diperolehi. Peserta dalam kajian ini terdiri daripada ahli akademik yang telah melalui proses penilaian prestasi melebihi sepuluh kali, iaitu, sekali untuk setiap tahun di bawah Sistem Saraan Baru. Mereka ini dipilih kerana penyelidik menganggap mereka sebagai individu yang 'kaya maklumat' dan berupaya menyediakan maklumat yang terperinci dan jelas mengenai isu dalam kajian ini. Penyelidik telah menterjemah semula temubual, mengkod dan menganalisis segala maklumat yang terkumpul menggunakan langkah langkah dan kaedah kualitatif seperti yang telah disarankan dalam literatur. Stail penulisan bercorak deskriptif telah digunakan untuk melapurkan segala penemuan dalam kajian ini.

Kajian ini mendapati kesemua ahli akademik yang ditemubual tidak berpuashati dengan sistem penilaian prestasi yang dilaksanakan. Elemen elemen yang dinyatakan sebagai punca ketidakpuasan hati mereka termasuklah penilai yang tidak mahir dan bias, standard yang tidak jelas, kekurangan maklumbalas, ketiadaan sesi penetapan sasaran kerja, kekurangan ganjaran, dan sistem kuota. Penilai yang tidak mahir, sistem membuat penilaian tertutup, maklum balas yang minima dan ketiadaan sesi penetapan sasaran kerja yang jelas didapati sebagai antara kekurangan utama dalam pelaksanaan sistem penilaian prestasi tersebut yang membawa kepada ketidakpuasan hati dan penerimaan mereka. . .



Kajian ini juga menggariskan beberapa implikasi daripada ketidakpuasan tersebut terhadap ahli akademik. Didapati banyak kesan negatif yang timbul daripada ketidakpuasan hati ahli akademik berbanding dengan kesan positif yang diperolehi dari sistem ini. Kesan seperti hilang keyakinan terhadap sistem, kurang motivasi kerja, kurang serius terhadap sistem penilaian dan kejatuhan moral adalah antara beberapa kesan negatif yang telah dikenalpasti wujud daripada ketidakpuasan hati ahli akademik ini.

Menurut peserta kajian ini, sistem yang boleh diterima ialah sistem yang mempunyai ciri-ciri seperti ketelusan, matlamat dan sasarannya jelas dan dibincangkan, dan instrumennya hendaklah ke arah mengukur prestasi kerja daripada sekadar mengukur personaliti atau sifat pekerja semat-mata. Dengan adanya elemen elemen ini semasa proses pelaksanaan penilaian prestasi, ia boleh dilihat dan diterjemah sebagai mencerminkan keikhlasan dan komitmen pihak pengurusan untuk menyediakan dan melaksanakan system penilaian prestasi yang lebih adil dan saksama kepada para pekerjanya. Peserta kajian ini juga telah mencadangkan agar satu unit khas yang terdiri daripada ahli penilai yang terlatih dan professional dibentuk atau ditubuhkan bagi memantau pelaksanaan proses penilaian prestasi. Ia bertujuan untuk memantau dan menormalisasikan segala kesilapan yang mungkin

wujud dalam proses penilaian prestasi. Sebagai tambahan, penilaian dari pelbagai sumber juga dirasakan dapat membantu untuk lebih meningkatkan kepercayaan, keadilan, kepuasan dan penerimaan pekerja terhadap sistem penilaian prestasi di masa hadapan.

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"May ALLAH Bless You All".



I certify that an Examination Committee has met on 24th November 2005 to conduct the final examination of Roshidi Bin Hassan on his degree of Doctor of Philosophy thesis entitled "Perceptions of Academicians towards Performance Appraisal in a Malaysian Public University" in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 1981. The Committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

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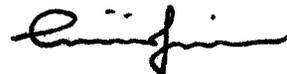
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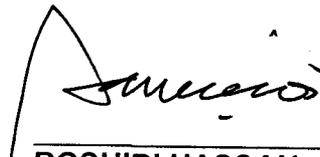
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DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.



ROSHIDI HASSAN

Date: 24th November 2005

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