

**SELF-APPRAISAL AND ITS RELATIONSHIP TO  
ORGANISATIONAL COMMITMENT AND JOB  
INVOLVEMENT**

A thesis submitted to the Graduate School  
in partial **fulfilment** of the **requirements** for the degree  
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**UNIVERSITI UTARA MALAYSIA**

**by**  
Lim **Soo** Giap



**Sekolah Siswazah  
(Graduate School)  
Universiti Utara Malaysia**

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Nama  
(Name) Dr. Dawood Ali Mithani  
(Penyelia **Utama/Principal** Supervisor)

Tandatangan  
(Signature) 

Nama  
(Name) En. Razli Che Razak

Tandatangan  
(Signature) 

Nama  
(Name) \_\_\_\_\_

Tandatangan  
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## Abstrak

### **PENILAIAN SENDIRI SERTA PERHUBUNGANNYA DENGAN KOMMITMEN ORGANISASI DAN PENGLIBATAN DALAM PEKERJAAN**

**Kajian ini** bertujuan untuk mengkaji **faktor-faktor** yang mempengaruhi **penilaian** sendiri pencapaian pekerja. Sampel yang diuji **adalah** pensyarah-pensyarah yang bertugas di **Institut** Teknologi **Mara** Perlis. Pembolehubah tak bersandar yang dikaji **adalah** Umur, Jantina, Pengalaman Bekerja, Komitmen **organisasi**, Penglibatan Dalam Pekerjaan. Disamping itu, pembolehubah adalah penilaian sendiri pencapaian pekerja. **Soal** selidik **ini** dipra-uji untk **memastikan kesahan** dan kebolehpercayaan. Keputusan ujian menghasilkan Alpha Cronbach = 0.91

**Statistik Diskriptif, Korelasi** Pearson dan Multiple Regresi **Analisis** digunakan untuk memeriksa hubungan **antara** pembolehubah **tak** bersandar dengan pembolehubah bersandar.

Keputusan kajian **ini** menunjukkan hubungan **signifikan dan positif** antara umur, komitmen **organisasi**, **serta** penglibatan dalam **pekerjaan** dengan penilaian sendiri pencapaian pekerja. Multiple Regresi **Analisis** menunjukkan 33.3% **variabiliti dalam** penilaian sendiri pencapaian pekerja yang **dikaji** itu boleh diterang oleh kelima-lima pembolehubah **tak** bersandar (**Umur**, Jantina, Pengalaman **Bekerja**, Komitmen **organisasi**, Penglibatan Dalam Pekerjaan).

Pembolehubah yang paling baik untuk meramalkan pembolehubah dalam penilaian **sendiri pencapaian pekerja** ialah **penglibatan** dalam **pekerjaan**.

## ABSTRACT

### SELF APPRAISAL AND ITS RELATIONSHIP TO ORGANISATIONAL COMMITMENT AND JOB INVOLVEMENT.

This study sought to investigate factors **influencing** employee **self-evaluated** performance of **Mara** Institute of Technology in **Perlis**. Age, Gender, Job Experience, Organisational Commitment, Job Involvement are the independent variables under this study. The dependent variable is Employee **Performance** dimension. The instrument was pre-test for validity and reliability. The results yielded an internal consistency of Cronbach's Alpha = 0.91

Descriptive Statistics, Pearson's Correlation and Multiple Regression Analysis are **used** to investigate the relationship between Age, Gender, Job Experience, Organisational Commitment, Job Involvement with Employee Performance.

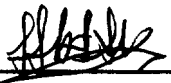
The findings showed that there were significant and positive correlations between age, organisational commitment, job involvement and employee self evaluated performance. Multiple Regression Analysis has shown that 33.3% of the observed variability in employee self-evaluated performance could be explained by the five independent variables (age, gender, job experience, organisational commitment, job involvement).

The best predictor of the employee **self-**evaluated performance was found to be job involvement.

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\_\_\_\_\_  
(LIM SOO GIAP)



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## CHAPTER ONE: INTRODUCTION

### 1.0 INTRODUCTION

#### 1.1 CONTEXT OF THE PROBLEM

It has been estimated that about 95% of performance appraisal programs involve top-down evaluations (Mount, 1984). There has been however, a growing **dissatisfaction** with this kind of approach. Based on their interviews of 111 state government managers and professionals, Finn and Fontain (1984) concluded that neither supervisors nor subordinates viewed their current performance appraisal system as being useful. Both academicians and scholars have expressed the need to consider alternative approaches to remedy the shortcomings of the current system. **Specifically**, subordinate self-appraisal has been recommended for implementation in industry as well as in public-sector **organisations** as part of a multiple appraisal system.

With today's emphasis on "TQM," it seems clear that the performance appraisal should be a significant concern for enlightened public relations

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