LEVEL OF SATISFACTION ON THE IMPLEMENTATION OF PERFORMANCE APPRAISAL AMONG NON ACADEMIC STAFF

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2011
LEVEL OF SATISFACTION ON THE IMPLEMENTATION OF PERFORMANCE APPRAISAL AMONG NON ACADEMIC STAFF

BY:

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A project paper submitted to the College of Business in partial fulfillment of the requirements for the degree of Master of Human Resource Management

Universiti Utara Malaysia

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KOLEJ PERNIAGAAN
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ABSTRACT

The study was conducted to identify the level of satisfaction among non academic staff of one of the public universities located in Northern Malaysia on the implementation of performance appraisal system.

The aims of the study were to: (i) measure the level of satisfaction on the implementation of the performance appraisal system; (ii) to investigate the relationship between independent variables (rater’s competency, evaluation process, compliance to rules & standard practices, employees’ participation and dependent variable (level of satisfaction); and (iii) to measure the influence of rater’s competency, evaluation process, compliance to rules & standard practices and employees’ participation on the level of employees’ satisfaction on the implementation of the performance appraisal system.

Data were gathered through questionnaires distributed to 377 respondents comprising of officers in the category of management and professional, support staff I, and support staff II. However, only 178 questionnaires (47 per cent) that were returned found to be useable for further analysis. The data were analyzed using Statistical Package for Social Sciences (SPSS) software, version 17.0.
The level of satisfaction was found to be at medium level, with a mean score of 2.89. All variables showed presence of a positive and significant relationship, with a value of correlation coefficients between 0.291 and 0.386.

The value of Adjusted R Square, however, amounted to only 0.141 which indicates that there was only 14.10 per cent change in the level of satisfaction that can be explained by the four (4) independent variables which are rater’s competency, evaluation process, compliance to rules & standard practices and employees’ participation. The remaining 85.90 per cent was due to other factors which were not considered in this research.

Generally, the findings indicate that the level of satisfaction, as measured along the given four independent variables, support the hypothesis that there is positive and significant relationship between the variables. The findings also show that the organization should focus more on the factors that are linked with employees’ satisfaction.
ACKNOWLEDGEMENT

I would like to convey my gratitude to Allah S.W.T for giving me the drive and motivation to complete this study. Without the help and support I received from the following people I would never have completed this program:

My project supervisor, Mr Abdullah Omar for his invaluable efforts and time in providing proper guidance, assistance and effortless support throughout the entire process. From this, I learnt skills, patience and endurance in completing the project paper. My sincere appreciation is also due to the management of USM for granting me permission to carry out this study.

My special thanks to the respondents who have contributed significantly by participating in the study and answering questionnaires. My beloved mother, Hajjah Zainab Haji Tahir for her love and compassion who made me who I am today. I am also grateful for the encouragement that I have received from members of my family. They have been extraordinary in supporting of my quest for knowledge and personal advancement.

Not forgetting my kids, Nazrul Abu Zhar, Siti Qadhijah Nazirah and Sara Saffiyya Nazirah, for whom I am so appreciative for all the joy, confusion and general frustration that you all have put up over the years. And also to my younger brother Ahmad Martadha Mohamed and his wife Haslinda Ibrahim, who have generously extended their immeasurable amount of advices and encouragement throughout the entire process.
Lastly, I would like to present my humble appreciation and gratefulness to all the people who made this journey possible.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERTIFICATION OF PROJECT PAPER</td>
<td>ii</td>
</tr>
<tr>
<td>PERMISSION TO USE</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>vi</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>viii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xii</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xiii</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

1.1 Introduction                                    | 1    |
1.2 Research background                            | 2    |
1.3 Problem Statement                               | 5    |
1.4 Research Questions                              | 6    |
1.5 Research Objectives                             | 7    |
1.6 Significance of the Study                       | 7    |
1.7 Limitation of Study                             | 8    |
1.8 Operational Definition                          | 9    |
# CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction  
2.2 Performance Appraisal Process  
2.3 Rater’s Competency  
2.4 Evaluation Process  
2.5 Compliance to Rules & Standard Practices  
2.6 Employee Participation  
2.7 Employee Satisfaction Relating to Performance Appraisal System  
2.8 Theoretical Framework  
2.9 Hypotheses  

# CHAPTER THREE: METHODOLOGY

3.1 Introduction  
3.2 Research Design  
3.3 Population  
3.4 Sampling Technique and Size  
3.5 Research Instrument  
3.6 Pilot Test  
3.7 Data Collection Procedures  
3.8 Data Analysis Techniques
### 3.8.1 Descriptive statistics

### 3.8.2 Inferential Statistics

(a) Pearson's Correlation

(b) Multiple Regression

---

#### CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

4.2 Rate of Response

4.3 Demographic Profile of the Respondents

4.4 Analysis Mean and Std Deviation for Variables

4.5 Analysis of Relationship Between Variables

4.5.1 Pearson Correlation Coefficient

4.5.2 Summary of Hypothesis Testing

4.5.3 Multiple Regressions

4.6 Conclusion

---

#### CHAPTER FIVE: DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

5.2 Discussions

---

x
5.3 Conclusion 55
5.4 Recommendation for Future Research 55

REFERENCES

APPENDICES

I  Research Questionnaires

II  Data Analysis Using SPSS

III  Form for Annual Target & Performance Appraisal Report

(a)  Management & Professional

(b)  Support Staff I

(c)  Support Staff II
## LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.1</td>
<td>Employees Feedback</td>
<td>4</td>
</tr>
<tr>
<td>Table 3.1</td>
<td>Population (N) and Appropriate Sample Size (S)</td>
<td>32</td>
</tr>
<tr>
<td>Table 3.2</td>
<td>Brief Description of the Questionnaire</td>
<td>34</td>
</tr>
<tr>
<td>Table 3.3</td>
<td>Alpha Coefficient for Each Variable</td>
<td>35</td>
</tr>
<tr>
<td>Table 4.1</td>
<td>Rate of Response</td>
<td>40</td>
</tr>
<tr>
<td>Table 4.2</td>
<td>Demographic Profile of the Respondents</td>
<td>40</td>
</tr>
<tr>
<td>Table 4.3</td>
<td>Mean Scores and Standard Deviations for Variables</td>
<td>43</td>
</tr>
<tr>
<td>Table 4.4(a)</td>
<td>Adjusted Level of Agreeableness</td>
<td>44</td>
</tr>
<tr>
<td>Table 4.4(b)</td>
<td>Category of Level of Agreeableness</td>
<td>44</td>
</tr>
<tr>
<td>Table 4.4(c)</td>
<td>Category of Level of Agreeableness for All Variables</td>
<td>45</td>
</tr>
<tr>
<td>Table 4.5</td>
<td>Correlations between Dependent and Independent Variables</td>
<td>46</td>
</tr>
<tr>
<td>Table 4.6</td>
<td>Summary of Hypothesis Testing</td>
<td>49</td>
</tr>
<tr>
<td>Table 4.7(a)</td>
<td>Results of Regression Analysis for Variables</td>
<td>50</td>
</tr>
<tr>
<td>Table 4.7(b)</td>
<td>Multiple Regression for Variables (Model Summary)</td>
<td>51</td>
</tr>
</tbody>
</table>
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figures</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1.1</td>
<td>Process Flow of the Public Sector Appraisal System</td>
<td>14</td>
</tr>
<tr>
<td>Figure 2.1</td>
<td>Theoretical Framework</td>
<td>28</td>
</tr>
<tr>
<td>Figure 3.1</td>
<td>Staff Population</td>
<td>31</td>
</tr>
</tbody>
</table>
CHAPTER 1

INTRODUCTION

1.1 Introduction

Performance appraisal is one of the core activities in human resource management function. It provides great input for other human resources decisions and more importantly as an indicator or determinant for salary raises, career advancement, employee development and other benefits offered by the management. To individual employees, appraisal is always being viewed as an instrument which has far reaching implications in their career path. It is therefore, the level of objectivity, transparency, and integrity of not only the system but also the raters that are crucial to ensure the acceptable level of fairness is preserved. If the employees perceived that they are being appraised appropriately and fairly, then the chances of eliminating the feeling of distrust are great which leads to higher level of satisfaction among employees. In such a case, both employees and organization will get the benefit of a motivated work force.

However, the organization will be negatively affected if irregularities, unfairness and oppression are involved in the process of appraising employees' performance. As a result, employees feel dissatisfied and this could badly impact on the smooth running of an organization and its efficiency would be seriously impaired.
The contents of the thesis is for internal user only
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