

**EFFECTIVENESS OF EXECUTIVE PERFORMANCE  
MANAGEMENT SYSTEM**

A thesis submitted to the Graduate School in partial fulfillment  
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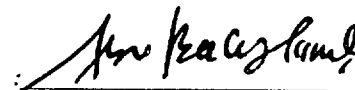
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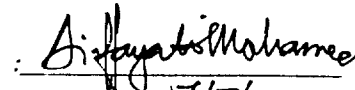
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## ABSTRAK

Penilaian prestasi eksekutif selalunya dibuat untuk memberitahu seseorang eksekutif berkenaan tahap prestasi kerjanya jika dibandingkan dengan jangkaan penilai dan prestasi sasaran. Walaubagaimanapun, implemantasi sesuatu sistem penilaian prestasi menjadi sukar disebabkan kepayahan untuk memberikan penilaian yang adil dan tepat terhadap prestasi seseorang eksekutif. Kajian ini bertujuan untuk menentukan pandangan para eksekutif di sebuah organisasi terhadap keberkesanan sistem penilaian prestasi yang diamalkan di organisasi tersebut. Ia juga bertujuan untuk mengkaji ketepatan pengadaran, kesahan pengukuran, dan pengetahuan terhadap sistem serta korelasi angkubah-angkubah tersebut dengan keberkesanan sistem penilaian prestasi. Soalselidik telah dijalankan terhadap 46 orang kakitangan eksekutif yang terdiri daripada eksekutif junior, eksekutif kanan, penolong pengurus, pengurus dan pengurus kanan. Borang soalselidik yang ditadbir sendiri oleh penyelidik menggunakan skala Likert 1 hingga 5 telah digunakan untuk mengukur respons terhadap angkubah-angkubah tersebut. Data yang dikumpul telah dianalisa menggunakan statistik diskriptif menerusi perisian SPSS. Kajian telah mendapati para eksekutif berada dalam keadaan tidak pasti terhadap ketepatan pengadaran, kesahan pengukuran, dan pengetahuan terhadap sistem. Namun demikian, kajian ini telah menunjukkan keberkesanan sistem penilaian prestasi mempunyai korelasi yang kuat dan signifikan dengan ketepatan pengadaran, kesahan pengukuran, dan pengetahuan terhadap sistem. Dicapangkan supaya latihan berkala diberikan kepada eksekutif yang bertindak sebagai penilai untuk meningkatkan ketepatan pengadaran dan kesahan pengukuran. Dicapangkan juga supaya kekerapan sesi maklumbalas dan penilaian semula secara formal dan tidak formal di antara penilai dan eksekutif yang dinilai ditingkatkan dan hubungkait antara penilaian prestasi dengan lain-lain fungsi pengurusan sumber manusia perlu diperjelaskan lagi.

## **ABSTRACT**

Executive performance appraisals are mostly undertaken to let an executive personnel know how his/her performance compares with the superior's expectations and performance targets. However, the implementation of effective performance appraisal system is complicated by the difficult task of obtaining a truly fair and accurate appraisal of executive's performance. This research study seeks to determine how the executives of an organization feel about the effectiveness of executive performance appraisal system being implemented. It also attempts to investigate the accuracy of performance ratings, validity of performance measures and perceived system knowledge and correlation of these variables to the effectiveness of performance appraisal system. A survey was administered on 46 executive personnel consisting of junior executives, senior executives, assistant managers, managers, and senior managers. Self-administered questionnaires with 5-point Likert scale were used to tap their responses to the variables under study. Data gathered were analyzed using simple descriptive statistics SPSS software. Found out that executives are yet uncertain about the effectiveness of the performance appraisal system being implemented and they are also uncertain about the accuracy of the performance ratings, validity of the performance measures, and the perceived system knowledge. Nevertheless the study shows that effectiveness of performance appraisal system correlates with accuracy of ratings, validity of measures, and perceived system knowledge. It is proposed that training be given to enhance the skills of appraising executives to increase the accuracy of performance ratings and validity of performance measures. More frequent informal and formal performance feedback and review and clearer linkages of performance appraisal system to other human resource management functions are also proposed.

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## **CHAPTER 1**

### **1.0 INTRODUCTION**

#### **1.1 Introduction**

Performance appraisal seems to be both inevitable and universal. There is a basic human tendency to make judgements about those one is working with and as well as about oneself as suggested by Dulewicz (1989). Two decades ago, according to De Cenzo and Robbins (1994), performance appraisals were primarily designed to tell employee how well they have performed over a period of time but today there are other reasons for performance appraisals which address development and documentation issues.

Performance appraisals continue to be controversial subject and interest of many research studies. Many respected researchers and academicians expressed doubts about the validity and reliability of the performance appraisal (Bernarden & Beatty, 1984; Longenecker & Gioia, 1988; Schneier, 1990). Performance appraisal typically consists of a form the human resources department demands every superior completes on every subordinate every year. Superiors rate subordinates in how well they performed on a list of objectives, and the ratings given determined employees financial rewards such as pay increase and bonus. The annual appraisal meeting, if any, between the boss and subordinate is supposed to

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