RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL AND EMPLOYEE ENGAGEMENT AMONG ADMINISTRATIVE STAFF

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ABSTRACT

The purpose of this study is to determine the relationship between performance appraisal and employee engagement among administrative staff. For this study, the researcher conducts a study in the context of Universiti Utara Malaysia (UUM), one of the public universities located in northern area in Malaysia. Besides, this study also determines the level of engagement among employees in UUM and does performance appraisal system influence employee engagement. A total 400 questionnaires were distributed to the administrative staff in UUM; Three hundred and six (306) usable questionnaires were returned. The data were analysed using Pearson Correlation analysis. The result indicated that the performance appraisal has significant relationship with employee engagement. On the other hand, the result shows the level of engagement among employees in UUM is high. This study shows the positive relationship between these two variables; whereas; when employee’s perception of performance appraisal (pertaining to tool; appraiser; growth and development) is high, the employee engagement among employee also high. This study also shows it is important for organization to ensure that performance appraisal conducted efficiently since it is one of the important areas in human resource management; which also may contribute towards high employee engagement among staff in organization.
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# TABLE OF CONTENT

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>TITLE PAGE</td>
<td>i</td>
</tr>
<tr>
<td>CERTIFICATION OF THESIS WORK</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>ACKNOWLEDGEMENT</td>
<td>v</td>
</tr>
<tr>
<td>TABLE OF CONTENT</td>
<td>vi</td>
</tr>
<tr>
<td>LIST OF APPENDICES</td>
<td>ix</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>x</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>xii</td>
</tr>
</tbody>
</table>

## CHAPTER ONE : BACKGROUND OF RESEARCH

1.1 Introduction  
1.2 Background of Study  
1.3 Problem Statement  
1.4 Research Questions  
1.5 Research Objectives  
1.6 Research Scope  
1.7 Significance of Study  
1.8 Definition of Key Terms  
1.9 Organization of Study

## CHAPTER TWO : LITERATURE REVIEW

2.0 Introduction  
2.1 Employee Engagement : Introduction and Background of the Concept  
   2.1.1 Engagement Model 1 : Kahn (1990)  
   2.1.2 Engagement Model 2 : Maslach & Leither (1997)
2.1.3 Measures of Employee Engagement 18
2.1.4 Antecedents and Consequences of Employee Engagement 18
2.2 Performance Appraisal 21
   2.2.1 Theory related to Performance Appraisal Study 22
   2.2.2 Performance Appraisal Tool 22
   2.2.3 Performance Appraisal: Appraiser 23
   2.2.4 Performance Appraisal: Growth and Development 24
   2.2.5 Performance Appraisal: Benefits and Implications 25
2.3 The Relationship of Performance Appraisal and Employee Engagement 27
2.4 Gaps in Literature Review 28

CHAPTER THREE : RESEARCH METHODOLOGY
3.1 Research Framework 30
3.2 Hypotheses Development 30
3.3 Research Design 31
   3.3.1 Population of study 31
   3.3.2 Sampling Frame 32
   3.3.3 Sample of Study 32
3.4 Measurement of Variables/ Instruments 33
   3.4.1 Instrumentation 33
      3.4.1.1 Employee Perception of Performance Appraisal 33
      3.4.1.2 Job Engagement Scale (JES) 34
      3.4.1.3 Adaptation of Instruments 36
      3.4.1.4 Demographic Questionnaire 36
3.5 Data Collection 37
   3.5.1 Secondary Data 37
   3.5.2 Primary Data 37

CHAPTER FOUR : RESEARCH FINDINGS
4.1 Frequency Distribution 38
CHAPTER FIVE : DISCUSSION, IMPLICATION AND CONCLUSION

5.1 Introduction 52
5.2 Discussion 52
  5.2.1 The level of Employee Engagement among Administrative Staff in UUM 52
  5.2.2 The Relationship between Performance Appraisal and Employee Engagement among Administrative Staff in UUM 52
5.3 Overview Discussion 53
5.4 Theoretical and Practical Implication 53
5.5 Limitation of Study and Direction for Future Research 54
5.6 Suggestions and Recommendations 55
5.7 Conclusion 57

REFERENCES 58

APPENDICES
LIST OF APPENDICES

Appendix 1  Study Review : Performance Appraisal & Employee Engagement  62
Appendix 2  Questionnaire Book  64
Appendix 3  Output Data  72
Appendix 4  Krejcie & Morgan (1970) Sampling Size Table  79
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
</table>
| Table 3.2 | Categories of Employees in UUM updated 21st June 2015  
Source: UUM Registrar Department | 29 |
| Table 3.3 | Details of instruments used in this study | 34 |
| Table 4.1 | Gender of the Respondents | 36 |
| Table 4.2 | Status of the Respondents | 37 |
| Table 4.3 | Education level of the Respondents | 37 |
| Table 4.4 | Age of the Respondents | 38 |
| Table 4.5 | Length of time the Respondents Work with UUM | 39 |
| Table 4.6 | Descriptive Statistics of Dependent Variables  
(Employee Engagement) | 40 |
| Table 4.7 | Descriptive Statistics of Dependent Variables  
(Employee Engagement Component) | 40 |
| Table 4.8 | Descriptive Statistics of Independent Variables  
(Employees Perception of Performance Appraisal) | 43 |
| Table 4.9 | Descriptive Statistics of Independent Variables  
(Employees Perception of Performance Appraisal) | 43 |
| Table 4.10 | Summary of Reliability Results for the Independent Variables  
(Employees Perception of Performance Appraisal) | 45 |
| Table 4.11 | Summary of Reliability Results for the Dependent Variables  
(Employees Engagement) | 45 |
| Table 4.12 | Correlation Table for Hypothesis Testing  
(Employees Perceptions of Performance Appraisals and Employee Engagement) | 46 |
| Table 4.13 | Correlation Table for Hypothesis Testing for Dimension of Dependent Variables | 47 |
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure 3.1</th>
<th>Theoretical Framework</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>28</td>
</tr>
</tbody>
</table>
LIST OF ABBREVIATION

HRM       Human Resource Management
JES       Job Engagement Scale
UWES      Utrecht Work Engagement Scale
CHAPTER ONE: INTRODUCTION

1.1 Introduction

Over the past several years, there have been intensive discussions about the role of human resource management (HRM) as a key asset in today’s organization (Theriou & Chatzoglou, 2014). HRM also has grown in its range to the point where it has become an industry rather than just a simple occupation (Davoudi & Fartash, 2012).

Mensah and Seidu (2012) stated that in today’s competitive business world, it is understood that organization can only compete with their rivals by innovating. An organization can be innovative by managing its human resource well. Effective implementation of human resource activities will help organizations achieve their mission and vision and be successful in their business.

In today’s competitive and dynamic environment, various organization are facing greater challenges in attracting and retaining talented employees, which are critical in determining an organization’s performance and sustainable competitive advantage.

According to Benardin (2010), HRM consist of five (5) major activities which are; organizational design, staffing, performance management and appraisal, employee training, organizational development, rewards systems, benefits and compliance. He also highlighted that the domain of performance management includes assessment of individual, unit or other aggregated level of performance to
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