

**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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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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