

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**A MODEL OF PERFORMANCE MANAGEMENT SYSTEM FOR MALAYSIAN
PUBLIC UNIVERSITY**

By

NUR HAFIZA BINTI NASIR HAMZAH



Thesis submitted to

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

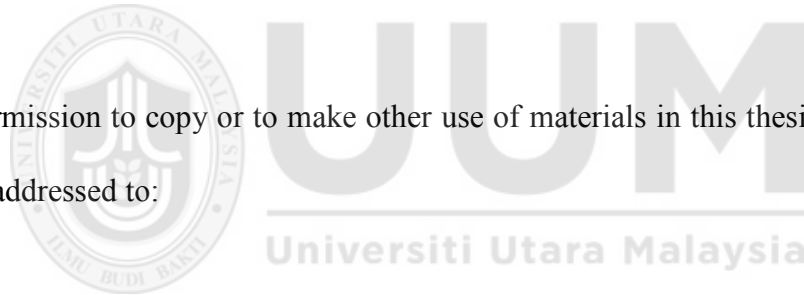
In Fulfilment of the Requirement for the Master of Human Resource Management

(MHRM)

PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:



Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia 06010 UUM Sintok Kedah Darul Aman

MALAYSIA

Abstract

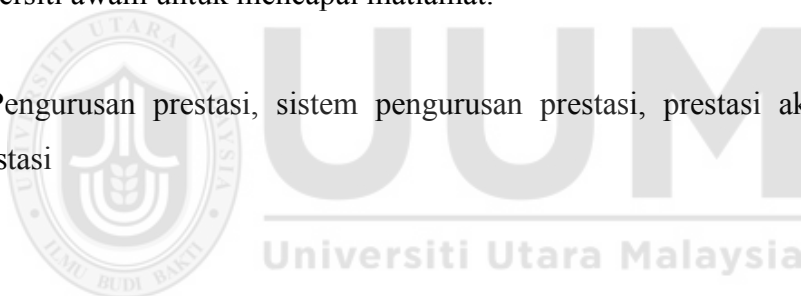
The proper implementation of performance management system in an educational institution could enhance the growth and development of its faculty members, which will positively reflect on the whole institution. This study analyses the usage of performance management system for academicians in Malaysian's Public Universities and its influence on their drive and general performance. It also determines the perception of the academicians on the accuracy and fairness on the process of performance management system. Interviews have been conducted using purposive sampling with Registrar, Head of Faculty and academicians reveals that the effects of performance management system will reflect the success of the universities. Therefore, based on the suggestions from literature reviews and interviews conducted, a model has been proposed in this study to help public universities to achieve goals as well as to manage performance management system for academicians to improve its overall performance.

Keywords: Performance management, performance management system, academician's performance, performance management model

ABSTRAK

Pelaksanaan sistem pengurusan prestasi yang efektif dalam institusi pendidikan dapat meningkatkan pertumbuhan dan perkembangan pensyarah dan seterusnya akan memberi impak secara positif kepada keseluruhan institusi. Kajian ini menganalisis penggunaan sistem pengurusan prestasi ahli akademik di Universiti Awam Malaysia dan pengaruh terhadap pemangkin prestasi pensyarah. Ia juga menentukan persepsi para pensyarah mengenai ketepatan dan keadilan sistem penilaian prestasi. Temubual yang dijalankan menggunakan kaedah persampelan bertujuan dengan Pendaftar, Ketua Fakulti dan pensyarah mendedahkan bahawa sistem pengurusan prestasi yang berkesan akan mencerminkan kejayaan universiti. Oleh itu, berdasarkan kajian literatur dan cadangan dalam temubual, model yang dicadangkan dalam kajian ini akan membantu universiti awam menguruskan sistem pengurusan prestasi yang bersesuaian dengan pensyarah dalam meningkatkan prestasi keseluruhannya serta membantu universiti awam untuk mencapai matlamat.

Kata kunci: Pengurusan prestasi, sistem pengurusan prestasi, prestasi akademik, model pengurusan prestasi



ACKNOWLEDGEMENT

First of all, I am grateful to Allah S.W.T for giving me the opportunity, motivation and strength to complete this study. I would like to express my sincere gratitude to my supervisor, Associate Professor Dr. Faizuniah bt Pangil for her continuous support, patience, motivation, enthusiasm and time in providing proper guidance, assistance and effortless support throughout the entire process of this journey. Most importantly, this study and research would not have been possible without the love, patience and unconditional support from my beloved husband, Mohd Sahril bin Ab Ghani to whom this dissertation is dedicated to. Thank you for helping me to stay sane, focused and overcome setbacks through these difficult years. I greatly value your deep belief in me. I would like to express my sincere thanks to my parents for their prayers and understanding my extremely busy schedule throughout my study and work. My appreciation also goes to all those who supported and assisted me in times of need. I would like to express my heart-felt gratitude to all of you. Thank You!

TABLE OF CONTENT

	PAGE
CERTIFICATION OF THESIS WORK.....	
PERMISSION TO USE.....	ii
ABSTRACT.....	iii
ABSTRAK.....	iv
ACKNOWLEDGEMENT.....	v
TABLE	OF vi
CONTENT.....	
LIST OF TABLES.....	x
LIST OF FIGURES.....	xii
LIST	OF xiii
ABRIVATIONS.....	
CHAPTER 1 : INTRODUCTION	
1.1 Background of the Study.....	1
1.2 Problem Statement.....	3
1.3 Research Question.....	5
1.4 Research Objectives.....	6
1.5 Scope and Limitations of the Study.....	6
1.6 Significance of Study.....	7

1.7	Definitions of Key Terms.....	8
1.8	Organization of the Thesis.....	9

CHAPTER TWO : LITERATURE REVIEW

2.1	Introduction.....	10
2.2	Definition of Performance Management.....	10
2.3	Definition of Performance Management System.....	11
2.4	Individual and Organization Performance.....	12
2.5	Performance Management System Processes.....	13
2.6	Academicians Performance.....	15
2.7	Performance Management System Satisfaction.....	16
2.8	Conclusions.....	18

CHAPTER THREE : RESEARCH METHODOLOGY

3.1	Introduction.....	19
3.2	Research Design.....	19
3.2.1	Interview.....	20
3.3	Interview.....	22

Protocol.....	
3.4 Data collection & Sampling.....	23
3.5 Data Collection	25
Procedures.....	
3.6 Establishing Credibility and	27
Reliability.....	
3.7 Data	28
Preparation.....	
3.8 Data	29
Analysis.....	
3.9	30
Assumptions.....	
3.10 Ethical Considerations.....	31
3.11 Conclusion.....	33

CHAPTER 4 : FINDINGS AND DISCUSSION

4.1	34
Introduction.....	
4.2	35
Participants.....	
4.2.1 University	35
A.....	
4.2.2 University	35
B.....	

4.2.3	University	36
C.....		
4.2.4	University	36
D.....		
4.2.5	University	37
E.....		
4.3	Strengths and Weaknesses of Performance Management System.....	38
4.3.1	Strengths of Performance Management System.....	38
4.3.2	Weaknesses of Performance Management System.....	42
4.4	Key Components of Performance Management System.....	45
4.4.1	Performance planning.....	45
4.4.2	Data Gathering, Observation and Documentation.....	52
4.4.3	Performance Appraisal and Feedback Sessions.....	53
4.4.4	Performance Diagnosis and Coaching.....	55
4.5	Performance Management Model to Manage the Performance of Academicians....	57
4.5.1	Balance Score Card Model for Public Universities.....	57

4.5.2 Leadership Model for Head of Faculty at Public Universities.....	59
4.6	61
Discussion.....	
4.6.1 Understanding the findings in relation to the research questions.....	61
4.6.2 Comparisons with previous research.....	65
4.7 Conclusion.....	67
CHAPTER FIVE : RECOMMENDATIONS AND CONCLUSIONS	
5.1 Recommendations.....	68
5.2 Conclusion.....	70
REFERENCES.....	77
APPENDIX A: INTERVIEW PROTOCOL FOR REGISTRAR.....	81
APPENDIX B: INTERVIEW PROTOCOL FOR ACADEMICIANS.....	82



LIST OF TABLES



Table 4.1	Participant profile.....
Table 4.2	Career Track for academician at Higher Education in Malaysia..
Table 4.3	KPI distribution by faculty to academician.....

LIST OF FIGURES

Figure 2.1	Performance Management System Process.....
Figure 4.1	Key Performance Indicator Distribution Process for Academician of Higher Education in Malaysia.....
Figure 4.2	Leadership Model.....
Figure 5.1	Model of performance management system for Academicians in Malaysian Public Universities.....

LIST OF ABRIVATIONS



UUM
Universiti Utara Malaysia

KPIs	Key Performance Indicator
PMS	Performance Management System
UM	University Malaya
UPM	Universiti Putra Malaysia
UKM	Universiti Kebangsaan Malaysia
UPNM	Universiti Pertahanan Nasional Malaysia
USIM	Universiti Sains Islam Malaysia

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Performance management is one key area of public administration reform. The Malaysian government highlight on the performance management in early 2005 and aims to upgrade the quality of delivery services at Government agencies. As stated in the Development Administration Circular 2/2005, key performance indicator (KPIs) is one of the techniques used to improve service delivery systems and is useful as a measuring tool for continuous improvement simply by focusing on outcomes or impacts rather than processes. This is because performance management is an integral part of the public service delivery mechanism. It is a process by which a public organization can assess whether it is delivering the right services—according to its mission and objectives—in the right amount, at the right cost, and at the right time (Bouckaert & Halligan, 2008). Hence, the need for a good Performance Management System (PMS) further emphasized effectively to improve the performance of the public sector.

Referring to the above matter, especially in the Education field, the Education Blueprint for Higher Education that launched on April 2015 had set new targets such as to improve tertiary enrolment rates, to increase graduate employability and to increase international students. As a part to materialize

and organize the tasks, praise people work and provide them with feedback and give them support.

The model above clarifies a link between the strength, weaknesses to be improved and suitable model in performance management. It also tells the importance of an ideal performance management system in higher education in Malaysian public universities. The findings of this research are relevant to the wider study of the model that can be used as a reference to management and Head of Faculty to evaluate and manage PMS systematically. It is hoped that the information and feedback given in this study will benefit not to public universities, but to all universities in Malaysia.



REFERENCES

- Ahsan, N., Abdullah, Z., Fie, D. G., & Alam, S. S. (2009). A study of job stress on job satisfaction among university staff in Malaysia: Empirical study. *European journal of social sciences*, 121 - 131.

Armstrong, M. (2006). *A handbook of personnel management practice*. London:
Asia

Pacific Journal of Human Resources.

Arnoff, J. (1971). Achievement Motivations Training and Executives advancement.
Journal of Applied Science New York, 7.

Berghe, J. V. (2011). *Job satisfaction and job performance at the workplace*.
Arcada:
Thesis.

Castillo, J. X., & Cano, J. (2004). Factors explaining job satisfaction among faculty.
Journal of Agricultural Education, 65-74.

Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource
management
practices on perceptions of organizational performance. *Academy of
Management Journal*, 949-969.

Dhanapal, S., Alwie, S. B. M., Subramaniam, T., & Vashu, D. (2013). Factors

affecting job satisfaction among academicians : A comparative study between gender and generations. *International Journal of Management Excellence*, 128- 139.

Ellickson, M. C., & Logsdon, K. (2002). Determinants of job satisfaction of municipal

government employees. *Public Personnel Management*, 343-358.

Elnaga, A., & Imran, A. (2013). The effect of training on employee performance.

European Journal of Business and Management, 137-147.

Gazioglu, S. and A. Tansel . (2006). Job satisfaction in Britain: Individual and job related factors. *Applied Economics*, 11 63-1 171.

Guest, D. (1997). Human resource management and performance: a review and research agenda. *International Journal of Human Resource Management*, 263-276.

Gupta, I. (2014). Impact of job satisfaction on employee performance. *Scholarly research journal for interdisciplinary studies*, 2307- 23 17.

Ibrahim, R. Z. A., Ohtsuka, K., Dagang, M. M., & Bakar, A. A. (2014). Job Satisfaction. among Malaysian employees: An application of Spector's Job Satisfaction Survey in the South East Asian context. *Jurnal Pengurusan*, 69-79.

- Machuca, M., Mirabent, J. B., & Alegre, I., (2014), Work life Balance and its relationship with organizational pride and job satisfaction, *Journal of Management Psychology*, 31 (2), 586-602.
- Marsh, R. & Blau, S., (2007), Workload factors impacting managers, *Journal of Management Development*, 26 (3), 200 – 212.
- Masood, T. (2010). *Impact of Human Resource Management (HRM) Practices on Organizational Performance: A Mediating Role of Employee Performance*. Jinnah University, Karachi: Doctoral dissertation Mohammad Ali.
- McConnell, C. R. (2004). Managing employee performance. *The health care manager*, 273-283.
- Mohammad, J., Quoquab Habib, F., & Alias, M. A. . (2011). Job satisfaction and organizational citizenship behaviour : An emprical study at higher learning institution. *Journal of Asian Academy of Management*, 149-165.
- Moja, T. (2000). Nigeria education sector analysis: *An analytical synthesis of performance and main issue*, Word bank.
- Norzaidi, M. D., & Salwani, M. I., (2009), Evaluating technology resistance and technology satisfaction on students' performance, *Campus-Wide Information Systems*, 26 (4), 298 – 312.

Orpen, C. (1994), The effect of time-management training on employee attitudes and behaviour: a field experiment, *The Journal of Psychology*, 128, 393-6.

Smollan, R. K., (2015), Causes of stress before, during and after organizational change: a qualitative study, *Journal of Organizational Change Management*, 28 (2), 301 – 314.

Stevenson, A & Harper, S., (2006), Workplace stress and the student learning experience, *Quality Assurance in Education*, 14 (2), 167 – 178.

Sua, T. Y., & Raman, S. R., (2009), The Transformation from Elitist to Mass Higher Education in Malaysia: Problems and Challenges, *Centre for Policy Research and International Study*, 101 (1), 7-14.

Sulaiman, A. N., (2013), Indikator Pengajian Tinggi Malaysia 2009-2013, *Kementerian Pendidikan Malaysia*, 12-50.

Wang, K., Lee. Y., Wang, S., Chu, C., (2009), Performance evaluation of resource allocation strategies for new product development under different workload scenarios, *Journal of Modelling in Management*, 4 (2), 91 – 113

APPENDIX A: INTERVIEW PROTOCOL FOR REGISTRAR

- Introduction
 - Welcome and thank you for giving us some of your time –
 - The interview is anonymous (No names)
 - Do you agree to a recording of this interview?
- Background Questions:
 - Tell me a little about your background.
 - What is your post at this university?
 - How long have you been at this university?
 - What is your job scope in this university?
 - Tell me about the PMS in this university
 - What are performance management practices in your university?
 - What criteria used to determine the performance management to academicians?
 - For each of the criteria mentioned above, what is the method used to get the information?
 - How can information related to performance management be communicated to all academicians?
 - From your experience, do you have any comments about the PMS?
- Closing remarks
 - Thanking respondents
 - Questions towards the interviewer

APPENDIX B: INTERVIEW PROTOCOL FOR ACADEMICIANS

- Introduction
 - Welcome and thank you for giving us some of your time –
 - The interview is anonymous (No names)
 - Do you agree to a recording of this interview?
- Background Questions:
 - Tell me a little about your background.
 - What is your post at this university?
 - How long have you been at this university?
 - What is your job scope in this university?
 - Tell me about your experience in using PMS at this university
 - Is it clear what the university expects from you?
 - Who makes decision on your performance planning?
 - To what extent do you feel involved in the decisions of performance planning?
 - How are you being motivated to fulfil the performance requirement?
 - Who gives you feedback on your work and how often?
 - How is the individual contribution assessed compared to team performance?
 - What can be improved?
 - How do your superior show appreciation for the work you do?
 - What kind of opportunities exist for team members to give feedback and recommendations to higher-management?
 - From your experience, do you have any comments about the PMS?
- Closing remarks
 - Thanking respondents
 - Questions towards the interviewer