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**A CASE STUDY ON PERFORMANCE MANAGEMENT SYSTEM OF A
FAMILY OWNED COMPANY:
PRESUMPTIONS, PERCEPTIONS AND IMPLEMENTATION**



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ABSTRACT

The main purpose of this study was to analyse the presumptions, perceptions and implementation of Performance Management System (PMS) in a private family owned company. This study examined the presumptions, perceptions and the responses of the upper level management and the lower level management of ABC company on the implementation of PMS. A total of 10 respondents were interviewed extensively and qualitatively to extract the results of the study. The findings in this study showed that the upper level management generally provide a globalized outlook of the system and how it can be implemented to grow the organisation. In spite of that, there are several upper level management personnel who did not have clear perceptions and presumptions of what PMS is for the company. In contrary, the lower level management provide a grounded outlook, a day-to-day notion of the system and how it can be implemented, specifying on going office administrative situation in ABC company. Due to the non-existence of PMS, there are several key issues that have been the stumble blocks for the development of ABC company. There are several positive notions on its implementation as well as negative notions on it in from the perceptions and presumptions of the respondents. This study sets out to be a reference for start-up family owned company to develop a systematic PMS, considering various familial factors in the Malaysian context and extends the knowledge about PMS in family owned company.

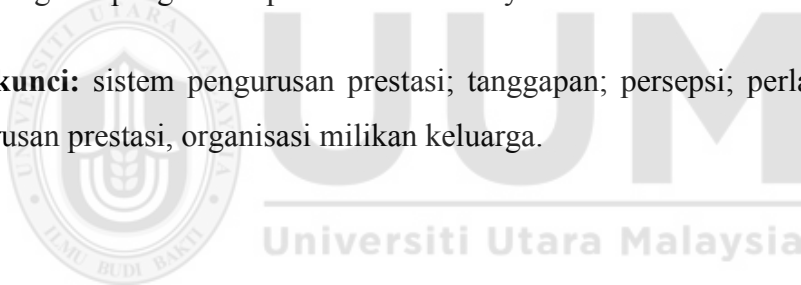
Keywords: Performance Management System; Presumptions; Perceptions; Implementation; Family Owned Company.



ABSTRAK

Tujuan utama kajian ini dijalankan adalah untuk menganalisis tanggapan, persepsi dan pelaksanaan sistem pengurusan prestasi di syarikat swasta milikan keluarga. Kajian ini tertumpu kepada aspek tanggapan, persepsi dan respon pihak pengurusan atasan dan pihak pengurusan bawahan terhadap pelaksanaan sistem pengurusan prestasi. Seramai 10 orang responden telah ditemuduga secara kualitatif dan mendalam untuk menyarikan keputusan kajian ini. Hasil dapatan kajian ini menunjukkan pihak pengurusan atasan secara umumnya memberi pandangan dari sudut global ke atas sistem dan bagaimana ianya boleh dilaksanakan untuk memperkasa sesebuah organisasi. Walaubagaimanapun, terdapat beberapa reponden dari pihak pengurusan atasan yang tidak mempunyai persepsi dan tanggapan yang jelas mengenai pengurusan prestasi untuk syarikat ini. Namun begitu, pihak pengurusan bawahan memberikan pandangan yang lebih berlandaskan situasi harian di dalam urusan pengurusan harian di organisasi ABC. Oleh sebab ketidakwujudan pengurusan prestatsi pekerja, terdapat pelbagai isu penting yang menjadi penghalang untuk pembangunan syarikat ABC. Terdapat juga beberapa respon persepsi dan tanggapan positif dan juga negatif dalam kalangan responden. Kajian ini adalah untuk menjadi rujukan kepada syarikat swasta milikan keluarga yang baru untuk merencana sistem pengurusan prestasi, mengambil kira pelbagai faktor-faktor kekeluargaan di dalam konteks Malaysia dan menambah ilmu mengenai pengurusan prestasi di dalam syarikat swasta milikan keluarga.

Kata kunci: sistem pengurusan prestasi; tanggapan; persepsi; pelaksanaan sistem pengurusan prestasi, organisasi milikan keluarga.



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LIST OF ABBREVIATIONS

PMS	Performance Management System
P	President
VP	Vice President
PT	Partner
LA	Legal Advisor
OM	Operation Manager
A	Admin
AA	Admin/Agent
AL	Admin/Lecturer
C	Clerk
L	Lecturer
MVO	Mission, Vision and Objective
ABC	Camouflage name of the company
RO	Research Objective
RQ	Research Question
ROI	Return of Investment
HRM	Human Resource Management
XYZ	Camouflage name of the public university

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CHAPTER 1

INTRODUCTION

1.0 Introduction

In this chapter, the foundations and the context of the study are established through background of the study, problem statement, research questions, research objective, significance of the study and definition of key terms.

1.1 Background of the study

A company is currently finding a way to expand its business internationally. This organization is also a partner to a public university, building international connections to enticing international students to enroll in public university. A great shift to the political landscape of this country, Malaysia, does in a way create seismic irregular economic movement which echoes the dawn of new Malaysia, with a new sense of direction from the newly appointed minister of education, the urge of expanding the horizon for a public university is higher than ever. It owing to the fact that new Malaysian government wants to comprehensively revamp institutions in Malaysia.

One of the most important institutions is education. It is important for the development of Malaysia. Education is one of the pillars to building a new Malaysia. Tun Dr Mahathir highlights the importance of education to prepare Malaysia for the Fourth Industrial Revolution during the discussion between the leaders of 21 Pacific Rim Nations annual summit. (Zuraimi Abdullah, 2018). This indicates the importance

of education to widen their horizon for the preparation of the Fourth Industrial Revolution. A public university partners with ABC company is indeed a strategic movement for the education system in Malaysia. A continuous flow of students from China, for an example, would definitely boost the market of our local university.

In addition, Tun Dr Mahathir's "Look East Policy" is aligned with the importance of revamping Malaysian education system. The minister of education, who was also with Tun Dr Mahathir during the visit, Dr Maszlee Malik states that three Japanese universities plan to set up their branches in Malaysia (Bowie, 2018). This indicates that the new Malaysia is strengthening the relationship with developed Asian countries such as Japan to improve its economy. ABC's MVO resonates of what the current government's strategy: Promoting our local university across Asia to encourage students from Asian countries to learn their trades in Malaysia, resonating the "Look East Policy" of Tun Dr Mahathir. In other words, the efforts to develop branches of three Japanese Universities in Malaysia are the beacons to establish more international relationship in the education system, hence highlighting the potential impacts that this organization, ABC company could have.

In relation to the Fourth Industrial Revolution, the opening of the international gate of public university could enhance Malaysian education system in terms of its cultural intelligence. The frequency of mingling with international students among the local students would induce a cultural assimilation among the students. This would enhance local students' cultural repertoire producing a more globalized outlook of local graduates. Claire Wong (2018) amplifies the idea as she states that the emergence of economy of a country would require a culturally intelligent workforce. The work force comes from public universities hence raising the stakes of the importance of our education system. This amplifies the competitive advantages among Malaysian

students to compete internationally as a result. In short, the public university partnering with ABC company is a good move to echo the mission, vision and objective of the current government of Malaysia.

Owing to that matter, this raises the significant of ABC company to perform well to attract students from all around Asia to enroll in the public university. Hence, ABC company ought to raise the bar and expand systematically in order to aid the development of the education system in Malaysia. Due to the matter of fact, the personnel in ABC company ought to fulfil their roles to gain outmost outcomes. In order to achieve the desired outcomes, this organization ought to inspect microscopically the performance of its employees to gain better outcomes in fulfilling its MVO. In pursuance of maximum outputs, the organization must work on maximizing the performance of its personnel, hence foregrounding the importance of performance management system in the organization.

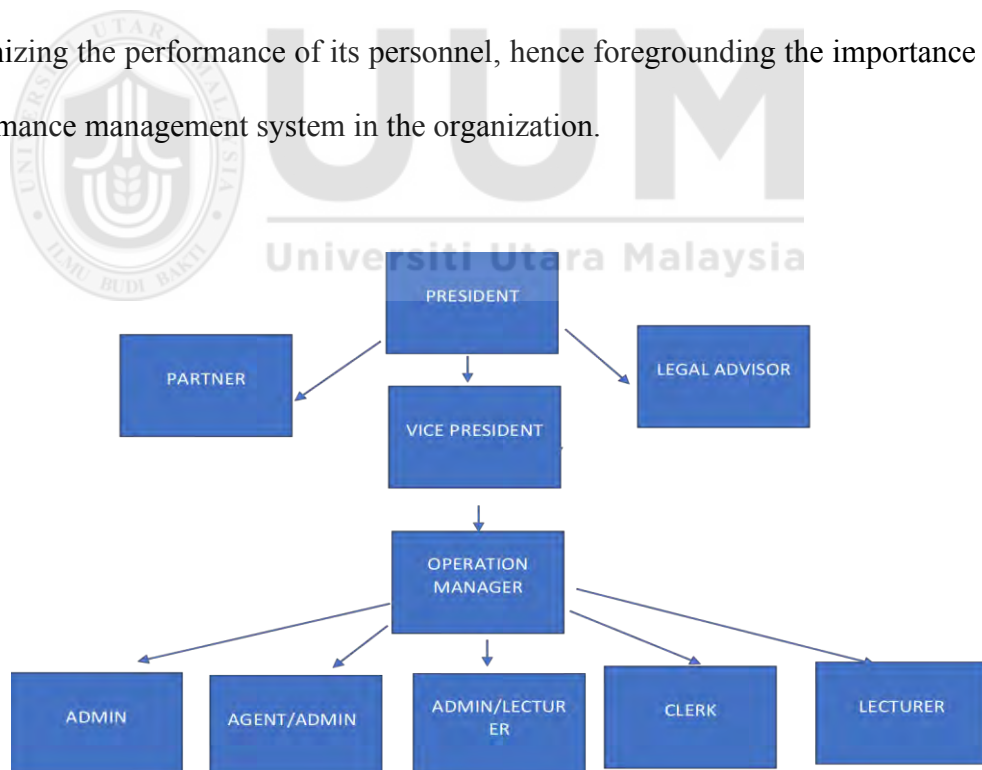


Figure 1

Figure 1 is the organizational structure of ABC company. In order to establish the context of the company, it is vital to comprehend the structure of the company.

Based on the figure, the President, P, spearheads the company having Partner, PT, and Legal Advisor, LA by his sides. Vice President, VP, leads Operation Manager, OM who manages the five subordinates under him. This is the structure that I, myself constructed to indicate one of the problems that the company has. The company does not have a proper documentation of its establishment: not having MVO, organizational structure and HRM functions which include Performance Management System, PMS. The company was established back in 2017, consisting ten employees. The President and the Partner established the company together, hiring three other important yet experienced personnel: Vice President, Legal Advisor and Operation Manager. They established a relationship with one of the public universities in Malaysia, XYZ University.

Performance management system is vital to nourish an organization as well as its employees. Performance management is comprehensive compared to the annual performance appraisal. The growth of employees is closely monitored in the efforts to achieving the goals of the company via the performance of the employees, fulfilling their roles in accordance to the job descriptions. Owing to this matter, it is vital for an organization to take into account the importance of performance management system and its proper implementation especially for new organizations or start-ups. The importance of performance management system transcends individualistic nature of an employee, galvanizing the essence of promoting a cascaded assimilation of mission, vision and objective of the company within individuals of an organization.

PMS is indeed a prominent feature for a start-up company. In order to strive and grow, a proper yet adaptive PMS suitable to the nature of the company ought to be implemented to keep the employees on their toes acting as the main driving force of the company. The start-up company was established for nearly two years. Owing to

the nature of its business direction, which is to entice international students to enroll into its partners which is one of the public universities in Malaysia, its PMS shall ought to be dynamic that suits its size. Dynamism of its PMS would create a causal linkage to the mechanics of the organization influencing its results over time. (Bianchi, Winch and Cosenz, 2018). This research is to meticulously study and propose the best model of PMS and to interrogate its presumptions and perceptions among relatively small number of staffs in this start-up company.

The problem of the start-up company lies on the performance of all its employees as the front-liners of the company do not comprehend clearly the mission, vision and objective of the company. The MVO of the company are not cascaded thoroughly despite its small number of employees. On top of that, recruitment of the employees is based on blood ties and friendships. This creates a lot of leniency among the employees. Front liners of the company are not supervised properly by the managers and this causes the mentioned problem: Leniency. Loss of disciplinary control of the company could jeopardize the company's potential and future. The company should and must satisfy the customers which are the international students as the rate of success of the company depends on the continuous flow of the international students to enroll into the its partner, an established public university.

Furthermore, dissatisfactions of the international students would negatively influence the company. Its weak footings to having a steady wave of international students could be obliterated if a constant flow of negative perceptions from the clients who are the students continues to knock the door. Lack of discipline among the front liners is one of the problems which is correlated with lack of proper surveillance from the manager. This happens owing to not having a proper PMS within the company. A proper PMS would tie the loose end of this start-up company, tightening and

concealing its loopholes in the effort to advancing forward. The problems will later be discussed in great length interrogatively. In other words, owing to its small size of employees, recruitment policy, lack of supervision and the absent of a proper system to galvanize and carter the performance of the employees, a porous standing and footing of the company could be addressed by having a dynamic PMS.

Due to the matter of fact, this paper is to address listed problems by interrogating employees': Front liners; Managers: Middle management and top management on their general presumption of PMS meticulously; to study possible anxiety on the implementation of PMS throughout all levels of management and to propose a strategic PMS model to the company. Perception on the implementation of PMS would induce anxiety and propagate negative notion, hence its implementation and framing of its structure ought to be done positively to enhance positive performance (Blackman et al, 2015). Owing to the matter, the study is to investigate in great details of the presumption and perceptions on the proposal of PMS for the company throughout the start-up organization.

The challenges of this era are inevitably sourcing from different directions due to the uncertainty of the economy of the country. This company has the potential to incorporate flexibilities in its operation, technicality and information within its newly proposed PMS due to the uncertainties of the business surroundings as stated by Sharma et al. (2010) (as cited in Akhtar and Shusil). In other words, due to the possible turbulence of economic environment, this start-up company should realize the importance of developing and implementing PMS to retain its footings as well as building its competitive advantages. Economic factor plays a vital role in the reason to sustaining and strengthening the organization through the study on the implementation

of the proposed model of PMS and the perceptions on it from the perspectives of the personnel of every level of management in the company.

1.2 Problem Statement

In this era, it is important for a company to retain its momentum to moving forward through the realization of the importance of strategic human resource management. It is vital to gain competitive advantages to remain relevant in the market of fast-paced world. Most major companies realized the important of effective human resource management to sustain competitive advantages (Tahvanainen, 2000). The research by Tahvanainen was written and conducted back in 2000. The major problem of ABC company is that there is no urgency to set up a proper human resource management let alone building an effective human resource management for this start-up company. Companies back in the early 2000s had realized the importance of HRM, however, this start-up company, which was built in 2016, despite practising certain 'off the records' HR functions, have not yet had the realization to having a proper yet effective HRM is non-existence.

Not being able to gain momentum to building and sustaining competitive due to not having proper HRM is possibly going to be a bigger problem in the future. Mohammad Akhtar and Sushil (2018) stated "In the face of globalization and liberalization, there is turbulence and uncertainty in business environment. The importance of an effective and integrated strategic performance measurement and management system has increased manifold". This indicates the possible bigger problem in the future if PMS, which is one of the HRM functions, is not implemented. Nonetheless, it is indeed a problem that ought to be addressed as soon as possible in the new dawn of Malaysia. One of the impacts of the winning of Pakatan Harapan

(PH) is the fluctuation of the economy of Malaysia. Volatility of Malaysian market and more than 2 percent decline for Malaysian ringgit in offshore market occurred as the aftermath of the win for PH as stated by Reuters (Cheang Ming, 2018). This indicates the current situation of economy of Malaysia. The start-up company has to take actions based on the current state of the country's economy to sustain competitive advantage to survive in the fluctuation of the nation's economic change. In other words, HRM of ABC company ought to be improved to gain competitive advantage to sustain and survive in the current state of the economy.

On top of that, ABC company is a family-owned company. It is one of the reasons why HRM is a non-existence in the company. As a result, employers of the company are not maximizing the potentials of the employees, who are young graduates, to get the best out of each of them. There is no system to cater the performance of these employees. There are no indicators that could appraise their performance and supervision from the managers is periodically inconsistent. The key reason why PMS, which is one of the key components of HRM is proposed to this company through this paper is due to the small number of the employees. Small number of employees enables the managers and the owner of the company to maximize the talents within the grasp of their hands. It is owing to the fact that the employees of the company are mostly blood related and are mostly from close knit family members. These employees are going to inherit the company from top managers and owners of ABC company. Hence, it is vital to maximize their potential and groom these employees via PMS which has not yet been developed. Performance of the employees is one of the core elements of the business as it is to make sure the service provided by the company satisfies the international students hence creating stronger credentials for more international students to enrol in the public university.

Even though, in this case study seems to indicate a negative notion within the company, a family-owned company does have positive impact to the development of the nation's economy if it is done properly. Silva and Maljuf (2008) indicates that the economy of developing countries is influenced greatly by family-owned companies compared with developed countries (as cited in Beuren et al, 2016). The potential of ABC company is promising hence it has to be backed up with proper and effective HRM. This proves that ABC company could be one of many family-owned companies which could give an impact in the developing the economy of this nation. However, as stated before, HRM specifically PMS has not yet properly been implemented to boost the potential of the family members which are also the employees for the future of the company. Owing to that matter, complacent and cavalier attitude can be seen through certain aspects of the employees' attitude in enhancing themselves.

In other words, ABC company are facing one possible problem which is there is no implementation of strategic HRM within the company specifically PMS. This paper would try to highlight the problem and at the same time, provide a solution to the possibly bigger problem in the future, since it is still a new company. It is important for the company to work in order to groom its employees to maintain its competitive advantage as well as producing better employees for future endeavour. Economic factor and familial relationships are the challenges that ought to be transcended to achieve the MVO of the company. PMS is an appropriate method to develop employees within the small company, hence producing employees who are maximizing their efforts for the development of the company.

ABC company has a President, Vice President, secretary, financial controller, HR manager, legal advisor, four agents, three academicians and a clerk. The president and vice president are the business strategists along with the legal advisor of the

company working with the Chinese agents to entice students to come for enrolment in ABC company before being enrolled to the partner of the company, XYZ university which is a public university in Malaysia.

The research started when Staff A has been in the company for a year as an academician and still currently pursuing for a master's degree in Human Resource Management on a part-time basis. As an academician, Staff A has to teach English to the Chinese students to prepare them for Malaysian University English Test (MUET) as she is an English Language and Linguistics graduate who also constructs learning syllabus for the students. She feels the needs to contribute to her company to practise what she has learnt in the Human Resource Management classes as her tuition fees for her master's programme is being sponsored by ABC company. Even though she is not contractually bonded to serve the company, she feels the needs to stamp her educational intellectual footprint in the company. It is because, after two years of establishment, ABC company still has not had proper HR system to structurally carter the employees of the company. Her intellectual footprint would propel the company to a greater height.

The top management seem to ignore the importance of implementing PMS in the company. A staff, (staff A) pitched the idea on its implementation during a meeting and had been given the task to execute its implementation as there were complaints from the clients about the inefficiency of the staffs of the organization. In addition, the suggestion made by staff A is to improve the level of efficiency and to reduce the number of complaints made by the clients. The problems might create a long-term impact on the business if PMS is not being executed immediately as the clients have to be happy with the services provided by the organization. The sense of urgency to

create a system has to be surged within the company hence highlighting the importance of PMS for the organization to keep striving forward.

Prior to implementation of PMS, it is vital to understand the perceptions, presumptions and the ideas of implementations of PMS on this company. Due to the matter, Staff A works on collecting the data of interview to better understand their perceptions, presumptions and implementation of PMS. Their perceptions, presumptions and their notions on PMS, are to be investigated further to be the foundations of the design of PMS in the future. This is the purpose of the research. Various literatures were inspected. Nonetheless, there were very limited materials on PMS in the Malaysian context. Hence it can be deduced that there are very few literatures in Malaysia on PMS in qualitative approach. As a result, this research is to fill the research gap to provide more in depth understanding on PMS. As such, this study is to reduce methodological gap or research gap in Malaysian context.

1.3 Research Questions

1. What are the presumptions of PMS among the employees?
2. How would the employees perceive PMS?
3. How can PMS be implemented in ABC company?

1.4 Research Objective

This study is a case study. A qualitative study which would explicitly the problems of ABC company as well as providing the insights of the employees on PMS system. The objective of this research is to

1. Explore the presumptions of the employees on PMS,
2. Investigate the perceptions on the PMS in ABC company

3. Examine how can PMS be implemented for ABC company

1.5 Significance of the Study

The study is important for start-ups companies to implement and to enhance employees' performance. Having a small group of employees enables PMS to be comprehensively and effectively implemented as managers are able to focus more on individuals on what they are doing and what they could potentially do in the future, keeping tabs their performance in fulfilling tasks based on job descriptions .In-depth interview for this case studies would provide insights on how employees in family-owned companies react to being keeping tabs despite working among close family members and friends as well as the best proposed PMS for family-owned companies to be implemented by the managers to enhance the performance of the employees in the family-owned business. As mentioned previously, this study would give impacts to the economy of developing countries, hence, having an in-depth knowledge of PMS for the insights, perceptions, presumptions on PMS as well as proposing the best PMS for ABC company would add to the knowledge of literature for this field.

The results would add more insights for entrepreneurs on how to manage and implement PMS in the environment of having family members and friends in the structure of the company. A proposed theoretical framework for PMS for ABC company will induce and spark as a foundation for entrepreneurs in establishing an organization which could sustain competitive advantage during the fluctuation of economy of the nation. Having solid foundations on the best way to sustaining performance among family members in the company would directly influence the

productivity of an organization. In addition, in Taiwan, fifty percent of national gross is contributed by family-owned company. Jonchi Shyu, (2011). This indicates the importance of family-owned company's performance is vital to the development of the nation's economy.

Having the belief of domino effect on how an effective HR function: Performance management system, could affect the development of the economy of the nation could be argued as far-fetched and utopian yet optimistically naïve. Nonetheless, this case study could provide an indirect link by focussing on the presumptions, perceptions on PMS and a proposed PMS for a family-owned company which is ABC company. Moreover, the implementation of PMS within this organization would fasten its trajectory to achieving its MVO. The notion of accomplishing the MVO would prolong the level of sustainability of the company as well as increasing the level of competitive advantage. The notional effect of PMS is not significant in terms of its profitability; however, it does attain strategic objectives and level the performance up to another level, achieving better than the other competitors within the same business realm (Laitinen & Kadak, 2018).

It illustrates how it actually propels the trajectory of the company in terms of its attainment of strategic objectives and level of performance of the organization. It is owing to the nature of the company: A start-up company. Having a faster trajectory of achievement of strategic objectives and performance of employees would enable the company to progress in an accelerating rate faster than the other start-up companies. On top of that, the innovations and improvement of the employees would be improved in the expense of PMS and this would project the trajectory of the organization to a greater height fastening its process to stamping its mark in the realm of the business as

stated by Gomes, Mendes and Carvalho (2016). In other words, PMS would fasten the trajectory of the organization to another new level as a start-up company.

Besides that, a proper implementation of PMS in small companies like ABC company would actually enhance the level of sustainability and efficiency. Retrospective and prospective views of the performance of the employees would enable a company to effectively plan a better blueprint of a plan for the future minimizing mistakes to achieving better results (Khahan Na-Nan, 2016). This is a good example to illustrate and predict the trajectory of ABC company as a new company. Implementation of PMS would tighten up the loose ends of the operations of the company and as a result, increasing the efficiency of the service provided by the company. Hence, the trajectory of the company would ascend at the rate the company had set up prior. Owing to that matter, this would build a much resolute foundation of the company to strive achieving its MVO.

In order to build resolute foundation of the company, it is vital for the company to acknowledge the employees as their assets. If the assets comprehend the direction they work on and the 'pot of gold' at the end of the direction through proper PMS implementation, the assets would move in unison through the set trajectory of an organisation (Abrudan & Coita 2008). In the context of ABC company, recruiting and processing the intakes of the students are the core business of the company. Hence, setting specific goals and timeline for the employees would heighten and enhance the efficiency of the company. As a result, this would direct the course of the trajectory on a positive note would eventually set a great standard as an international company based in Malaysia. In other words, having clear goals and directions as well as knowing the existence of 'pot of gold' at the end of the goals and directions, would increase the

level of efficiency hence improve the trajectory of the company in striving in this globalized world.

1.7 Definition of Key Terms

Performance management system (PMS) is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization (Aguinis, 2013).

Human Resource Management (HRM) consists of several HR functions which are training and development, performance management system, compensation and benefits, recruitment and industrial relations which contribute to the alignment of company's mission, vision and objectives (Aguinis, 2013).

Family owned company: Founders, offspring or relatives are the pillars of the human resource of the company holding managerial or board of directors' positions at the same time, hence having the power to control company's activities (Pyplacz, 2014).

Perception is acquiring sensory information of the world that is managed through experience and a series of process (Momah, 2011).

Bennet (1992) defines perception as a process in which the senses of smell, sound, taste, sound and feel are utilized in the formation of perception. In the context of the study, the perceptions of the employees on PMS of the company.

Presumption is a matter that is understood to being true or factual and it is used as a starting point for a course of series of actions or reasonings (Merriam-Webster). In the

context of the study, how the employees and top level management perceive to believe on PMS prior to PMS's execution.

1.8 Organization of the remaining chapters

Chapter 1 introduced and outlined the research objective, research questions, significance of the research. In chapter 2, review of literature on PMS and family owned company, conundrums related to PMS, perceptions and presumptions on PMS was done. In chapter 3, method of data collection is discussed thoroughly and interview protocol is used to extract the data. Chapter 4 discusses in depth the results of interview protocol aligning the results with research objectives. In chapter 5, recommendations for future study are elaborated for future research.



CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

It is important for this study to clarify the related areas of this qualitative study. The related areas of this study are economy and family owned company, Performance Management System, presumptions on PMS and perceptions on PMS. These are the important areas of the study. The literature review will thoroughly investigate these areas from past research.

2.1 Review of Related Literature

2.1.1 Presumptions and perceptions on PMS

In the case of ABC company, since PMS has never been introduced and implemented it is vital to ascertain the possible outcomes: presumptions and perceptions of PMS among employees of ABC company through previous literature. A research by Giovannoni and Maria Maraghini (2013) on a medium-sized Italian family firm named Monnalisa indicates the challenges during the integrations of new PMS for the company as the managers struggled to accomplish day to day works owing to the new targets system set by the new PMS despite the consistency of the targets. Another problem faced by the Italian company is that the targets do not allow the employees to be creative. These are the challenges faced by Monnalisa in the efforts to implement new PMS. In short, this is an example of perceptions of employees after the implementation of PMS in a family owned company.

Besides that, another study conducted by Makhubela *et al.* (2016) indicates the perceptions of public servants of public institutions in South Africa on implementation of PMS. The results of the study show that 140 public servants are not satisfied with PMS because the implementation of PMS is not comprehensive and lackluster. Employees are not included with the design of PMS, goals set are not clear, the performance standard is also questionable and performance appraisal is said to be unfair by the employees. These are the challenges and the perceptions of PMS among 140 public servants in South Africa. These are the possibilities of perceptions among employees of ABC company after the implementation of PMS. In short, it can be inferred that PMS ought to be implemented with the cascaded aids of the employees.

On the other hand, Holland's (2016) qualitative research interrogates employees of IT companies and their perceptions on performance management system. 17 in-depth interviews were done for 17 participants across six different IT companies. Majority of the participants felt their managers manipulated the PMS system for personal gains, the participants of the research disagreed with the reviews of their managers and the reviews were left unchanged for the next cycle of PMS and lack of clarity of the system from the managers. These are the perceptions of employees of IT companies and it can be inferred that the problems lie on the implementation of the system. Managers are not playing the roles they are supposed to be playing hence allowing the employees to experience and perceive the flaws as of the system's flaws.

Besides that, another study conducted in Zheijang province, China indicates police officers in the province, are not satisfied with the fairness of PMS which also does not cater complexity of individuals in setting up PMS (Jingyan et al, 2016). The design of PMS ought to be flexible when it comes to family owned company and it

can be inferred that it would enhance the performance of the employees based on previous literatures. Owing to that matter, this research highlights importance of the managers to properly implement the system. This notion is echoed by another research by Jewoola (2014) which was conducted at Northeast New York, a case study, in which PMS is not implemented properly due to favoritism and biasness of the managers dissatisfying the employees on the system. In other words, the implementation of the system is one of the main reasons of negative perceptions on PMS among employees.

In addition, even if the PMS is designed and suited the organization by the Human Resource practitioner, the employees still think that PMS is ineffective and redundant (Sharma et al,2016). Hence, company like ABC company, ought to carefully take into considerations of having a dynamic PMS embedded with the correct way of leaderships by the managers of ABC company. PMS of higher educational institution in South Africa failed to capture the performance of academic staffs objectively as PMS of the educational institution is not properly designed and implemented (Maimela & Samuel, 2016). The literatures on perceptions of employees on PMS microscopically dissect the importance of its design as well as its implementation and the roles of managers and employees in building an effective and successful PMS for a company in the context of family owned company.

Furthermore, studies on perceptions of employees on PMS at 22 organizations that provide early care and education services were done by Selden & Sowa (2011) show that employees think that the PMS is not aiding them to progress well in their development as employees and the employees do not even notice that they have been evaluated by the managers. This clearly shows the incompetency of the system as well as the managers. Based on all the above literatures on perceptions of PMS from the

employees can be inferred as directly related with the competency of the system itself as well as the competency of the managers in implementing the system. In the case of ABC company, all of these studies would provide significant insights to possible reactions and perceptions of the small size family owned company and its employees.

In relation to the level of incompetency of the implementation of PMS, employees of a polytechnic in Ghana have negative perceptions on Performance Appraisal System owing to level of subjectivity, errors, biasness, employees are not involved in criteria formation, performance standards and appraisal objectives. These are the reasons of why employees of the polytechnic in Ghana have negative perceptions on Performance Appraisal. Nonetheless, despite its poor construction and implementation of Performance Appraisal, most of the employees believe that the system is vital to enhance their career as well as achieving the objectives of the company (Boachie-Mensah & Seidu, 2012). In short, negative perceptions among the employees occur due to zero involvement of employees in the implementations of the system and poor implementations of the system.

The level of subjectivity has been one of the most important conundrums when it comes to dealing with the perceptions of the employees towards performance appraisal system. A study conducted by Balcioglu and Nihinlola (2014) among employees of National Horticultural Research Institute of Nigeria shows negative perceptions among the employees towards the appraisal system. Subjectivity and biasness are the main conundrums of the procedures practiced in the institute. In spite of that, the result of the research also indicates the employees are indeed committed and willing to follow the appraisal procedure highlighting the importance of performance appraisal among the employees to be evaluated accordingly. In short, this shows that the perceptions of the employees towards performance appraisal are

dependent on the level of objectivity. Hence, it is vital for a new company like ABC company to take this into considerations especially when it comes to dealing a family owned company.

Nonetheless there are positive perceptions of PMS among employees and a study was done in Uttarakhand, India for selected public sector organization shows the perceptions of the employees. The result of the research indicates that most of the employees believe that PMS is a tool that help to develop them; increase their self-esteem as they feel valuable and enhance the congruent of the business strategy. Nonetheless, the respondents believe that PMS does not aid their career progression (Jain & Gautam, 2016). This shows that PMS does emit positive impacts to the employees. In addition, a study on perception of employees on PMS in a public limited company in Pakistan was conducted by Abdul Hameed Khan (2016) and the overall results show that the employees have reacted positively with PMS of the company. Their perceptions on the overall process of PMS are positive. This is another perfect indication on positive impact of PMS on the perceptions of employees.

On top of that, perceptions of employees of the department of radiology in Gauteng, South Africa indicate positive acceptance of PMS as this increases the level of effectiveness of the system. The positive perceptions from the employees have direct correlation with the effectiveness of PMS (Lewis, 2015). In order to resonate previous literature on the roles of the managers in PMS, Wang (2016) states that the managers' s reactions on the implementation of PMS influence the overall perceptions of the employees. In relation to ABC company, the managers ought to keep in tabs on the design of PMS and how it should be implemented positively in order to induce a positive atmosphere among the employees of the family owned company. This is vital

as employees and managers are equally important in the implementation of PMS for the company.

The notion of perceptions on PMS has indeed created plethora of discussions on its advantages and disadvantages depending on ways of implementations. Sanjeev and Kumar Singh's (2014) research show that hundred employees in packaging industry around National Capital Region and Delhi marginally have positive perceptions on performance appraisal. They believe that performance appraisal enhances the chances of promotion and improve their performance. In spite of that, performance appraisal does emit negative reactions among the employees. They believe that performance appraisal increases the level of irritations among the employees and appraisal is largely due to having influential personal relationships. Positive perceptions among slightly outweighs negative perceptions among these employees. In other words, performance appraisal could possibly be a game changer for any organization only it is properly implemented by eliminating the elements of biasness and foregrounding the level of objectivity.

Salleh *et al.* (2013) conduct a study on the perceptions among public servants in federal departments in Malaysia on performance appraisal. The results indicate that fairness of performance appraisal and satisfaction of performance appraisal which serves as a mediator, have positive correlations with organizational commitment. This shows that the positive perceptions of employees on performance appraisal can be induced through a certain level of objectivity in the implementation of performance appraisal. In other words, in order to conjure positive perceptions among the employees on performance appraisal or performance management system, the implementation of PMS or performance appraisal has to be fair and as a result would increase the level of organizational commitment among the employees.

2.1.2 Family owned company affects economy

In order to higher the stakes of the significance of the research, it is vital to ascertain the impacts of family owned company on the economy of a nation. Family owned companies outshine nonfamily companies in countries such as France according to Bouzgarrou and Navatte (2013), the USA as stated by Block et al. (2011), Western Europe as reported by Maury (2006), Chile as indicated by Silva and Maljuf (2008), Canada as declared by King and Santor (2008), Belgium as enunciated by Hamadi in 2010 and many other countries (Dow and McGuire, 2016; Wang and Shailer, 2017) (as cited in Beuren et al, 2016). All of the researchers mentioned had proven that family owned companies are indeed transcended the performance of nonfamily companies. This shows that family owned companies have the capacity to compete and even dominate the economy impacting the growth of a nation. In short, in relation to the case study, ABC company does have potentials to be fulfilled.

In addition, in order for Malaysia to advance further, it is important to comprehend the potentials that family owned company has. Family owned companies ought to be cherished and be given opportunities to blossom in order to boost the nation's economy. Jonchi Shyu (2011) states that family owned companies are common features in developed countries such as USA and European countries and even prominent features in Taiwan as well as in other Asian countries. This indicates the importance of family owned companies in the features of the dawn of New Malaysia. Its importance is starkly clear for the economy of countries (Beuren et al, 2016). This strengthens and foregrounds family owned companies' potential as in the context of ABC company. In other words, family owned companies like ABC company could possibly be one of the tiny components to enriching the economy of an emerging nation like Malaysia.

Furthermore, family owned companies as highlighted previously do contribute to the economy of countries. Osunde (2017) states that family owned companies yield significance contribution to the economy. This would aid the growth of Malaysia's economy especially after General Election 14. The seismic change of political landscape affects the economy. Malaysia could learn something from Lebanon. After 30 years of civil war, which was indeed an example of a seismic change of political landscape in Lebanon, family businesses become prominent in creating opportunities in entrepreneurial activities as well as becoming the core factor in development of the economy of the country (International Finance Corporation, 2017). In short, previous researches prove the significant of family owned companies in the development of a nation especially in the context of recovering from a seismic change of political landscape in the country. ABC company indeed has unlimited potential to be part of the development of Malaysia's economy.

Besides that, family businesses play a vital role in the development of world's economies as stated by Le Breton-Miller and Miller (2009). This is echoed by Allouche and Amann (2000) as they state: "They (family businesses) are considered as important because of their contribution to wealth creation, job creation, and competitiveness" (as cited in Yosra Mani, Lassaad Lakhali, 2015). The literature on how family businesses affect the economy of a nation is rather comprehensive. Owing to that matter, ABC company ought to realize the opportunities they have, partnering with one of the best public universities in Malaysia to attain competitive advantage through implementation of strategic HRM specifically PMS in this context, to achieve MVO of the company as well as fulfilling their duties as partners of the public university and at the same time being a small portion of bigger components in boosting the economy of the country from the eagle eye view.

On top of that, Westhead and Cowling (1998) state that: “They (family owned companies) shape the world’s economy through contributions to wealth creation, job generation, and competitiveness”. This is another example that could highlight the potential, the significance, the impacts and the contributions that ABC company could make as a partner to a public university of Malaysia. This elevates the importance of the company as the partner to the public university aligned with the vision, mission and objectives of the new Malaysian government to inculcate the growth of economy as well as the growth of the nation’s education system. Hence, addressing problem statements through the research is an effort to indirectly influence the development of the economy by having a proper PMS in the company through the study of presumptions and perceptions of PMS’s implementation of ABC company.

2.1.3 Family owned company and performance

In order to ascertain the context of ABC company, it is vital to comprehend its contextual background: The characteristics of the company as well as how performance management system fits in with the nature or characteristics of the company. Stevenson et al. (1994) states that startup companies transcend the efforts of grasping opportunities as they, simultaneously work on creating opportunities (Napadol Rompho, 2018). This is aligned with the nature of ABC company which grasps opportunity to act as the partner of the public university to expand the market of the university in Asia and internationally parallel works on creating opportunities for the international students and mainly for the partner which is the public university to widen the horizon of the academic endeavor.

The challenges of being a startup company is different compared to the challenges of being a family owned company. Nonetheless, in the literature, there are a lot of literature on the relationship of family owned company and performance. There are advantages and disadvantages on being a family owned company. Having closed knit relationships within a company has its advantages or positive impacts on the performance of the company or the employees. Strong ties of family members are the catalyst to resulting a better financial performance of a family owned company (Yosra Mani & Lassaad Lakkhal, 2015). This is one of the positive notions of the correlation of family owned company with performance management. In short, strong relationships between the employees owing to familial ties strengthens and impacts positively of the performance of the company.

However, there is always the flip side of a coin as there is a negative correlation between family owned company and its performance. Beuren et al (2016) state the negative notion of this relation as in case of Brazilian case, the performance of family owned company is lower company to nonfamily company in which nonfamily company produces higher monetary return to the stakeholders. The previous stark contrast on the notion family owned company and its performance. Hence, indicating the intricacy and complexity of the subject matter. Performance of family firms (family owned company) is generally better than nonfamily company (Matias Gama & Mendes Galvão, 2012). This research contradicts to the Brazilian case which projects the ambivalence on familial ties and its relationships with performance.

On the other hands, another literature provides both sides of argument on family owned company and its performance. Jonchi Shyu (2011) states that a family owned company, its members have the initiative to improve the performance of the company as the alignment of profitability and family interests is perfectly balance. In

spite of that, as the shares of a family owned company are completely dominated by the family members, the level of profitability decreases. The researcher indicates the relationship between profitability and family ownership has an inverse U-shape relationship, reaching its peak at 30 percent of family ownership for the family owned company to reach its highest rate of profitability. In short, it can be inferred that the relationship of family owned company and performance is rather inconsistent depending on the context.

Performance of family owned company is very contextual as several aspects ought to be considered. In a research conducted by Sami R.M. Musallam, Hasan Fauzi and Nadhirah Nagu (2018), they state that family owned company performed better compared to institutionally owned company in Indonesia. This is also another positive indication on the relationship between family owned company and performance of the company. In contrary, a research conducted in Italy by Miller et al (2014) indicates that leaders in nonfamily companies outperform leaders of among family members in family owned companies. This is an indication of a kind of challenge of how ABC company could face when it comes to dealing with family members in making decisions as a result, could be inferred, disruption of performance. Despite having many researches in which produce positive outcomes on the relationships of performance and family owned company, there are also researches which show the opposite. In other words, there are many literatures covering the relationship between family owned company and performance. Nonetheless, studies are done from different aspects which add to the complexity and intricacy of the fields.

When it comes to making decisions, it could be clouded with the notion of having familial ties. This is the case in ABC company. Decisions, especially on the performance of employees, are possibly done without having objectivity in the

judgment. However, a research conducted by Mozhdeh Mokhber et al (2017) state that the most important thing for a family owned company to produce good performance is to preserve outstanding sense of loyalty, dedication and faith in the family especially during the transition of heirs and predecessors. It does not seem to be the case in Palestine. Nonfamily companies outshine family owned company as the researcher argues that the business and company goals might be comprised due to having familial ties in the company (Suhail Sultan et al, 2017). Even though performance can be maintained and even enhanced through having strong ties among family members, MVO of the company and familial ties might be intertwined creating a hindrance for the advancement of the company.

Clashes of familial ties and professionalism in the working environment could be the downfall for a family owned company. Professionalism could damage familial ties and vice versa. However, this is not the case for Berent-Braun and Uhlaner (2012)'s research, as the study indicates positive correlation between professionalism and performance of the family owned company. Nonetheless, the other three variables: Active Governance; Owner as Resource; and Basic Duties of the owner affect negatively on the financial performance of the researched family owned company. This literature is an example of how familial ties could neither provide definitive positive relationship nor definitive negative relationship on the performance of the company. Hence, it is intriguing to be studying ABC company on how PMS could affect their performance as family members and how the dynamism would affect the fulfillment of the MVO of the company.

Mohammad Badrul Muttakin et al (2014) state that family owned companies in Bangladesh do perform better compared to nonfamily company and familial ownership gives positive impacts to the overall performance. Another literature which

produces positive tones to the direct linkage of the relationship between family owned company and its performance. It can be inferred that the relationship between family owned company and performance is positive. Nonetheless, there are literatures which studied the negative notions of family owned company and performance. On top of that, whether positive notions or negative notions, it depends on the circumstances and the context of the study. In relation to ABC company, the hypothesis is the performance of ABC company could positively be taken positively or negatively. Despite of that, this case study to comprehend how PMS would enhance the performance from the presumptions and perceptions of all employees in ABC company.

The research is to ascertain the how a PMS would fit a family owned company for the very first time and would interrogatively study the perceptions and presumptions of PMS among the employees of ABC company prior and after the implementation of PMS as well as measuring the performance of the employees of ABC company.

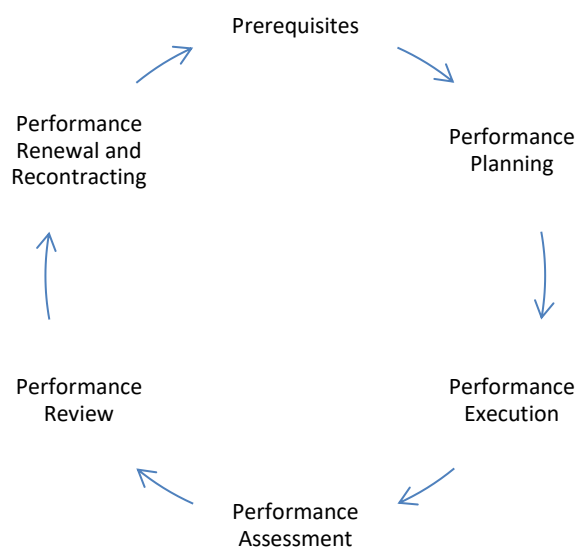


Figure 2
Aguinis's PMS cycle

Figure 2 above is the proposed Performance Management System for ABC company. This cycle of PMS is adopted from Aguinis (2013). Based on figure 2, prerequisites which is the first step, involves all the details and knowledge of the company: Mission, vision an objective of the company and organizational structure. Performance planning is to set objectives and performance standards whilst performance execution happens afterwards as performance of employees are evaluated through observations and documentation. Performance assessment is the 4th step of the cycle as it involves both managers and self-assessment as well as other relevant documents. Later the performance review will evaluate and overcome performance problems of the employees. The last step of the cycle is performance renewal and re-contracting as employees will be given contracts if they perform or vice versa.

2.2 Chapter Summary

Performance Management System is a body of framework which enables an organization to enhance its human resource capacity, aligned with its MVO. PMS is a tool or a driver to unearth personal's knowledge, skills and ability, maximizing them in accordance to the job descriptions in the quest to achieving targeted goals. PMS would align the overall structure of an organization converging each position moving towards the same direction.

CHAPTER 3

METHODOLOGY

3.0 Introduction

In this chapter, research design, population and sampling, the sampling technique, interview protocol and data analysis are discussed.

3.1 Research Design

Ranjit Kumar (2014) states: “The main focus in qualitative research is to understand, explain, explore, discover and clarify situation, perceptions, attitudes, values, belief and experiences of a group of people” (pg. 132). According to Ranjit Kumar, main focus of exploration, explanation and understanding perceptions on a subject matter, it is suitable for this research to qualitative study the perceptions, presumptions and implementation of PMS. On top of that, the size of the company is small, hence, the number of employees is relatively small: ten employees. This allows the researcher to interview, investigate, explore and examine employees’ notions on PMS.

This research is a qualitative research using the exploratory and descriptive approach. Qualitative design is to study in depth the presumptions, perceptions and their notions of implementations on PMS.

3.2 Population and Sampling

The population of the research is all personnel of the ABC company from top management to the front-liners. There are ten personnel of ABC company and all of them are interviewed.

The samples are taken from the organization which deals with the enrollment of international students from all around Asia, specifically in the education sector. The samples are all the personnel involved in the company including the top management, middle management and front-liners of the company. The top management of the company does not have familial ties; however, middle management and front-liners consist employees of closed familial ties. The samples are rather small in size hence it is rather easy to gain perceptions and presumptions on the proposed PMS. All ten respondents participated and answered the given questions.

In addition, ABC company is a start-up and the middle management as well as front-liners of the company have not yet been exposed to the idea of having PMS to cater their performance. Their presumptions and perceptions after having established for two years are raw and fresh data on how the group of employees presume and react before and after the implementation of PMS which is a new strategic approach of the company would be helpful to aid future entrepreneur who would like to open an organization, having family members as the employees of the organization.

Presumptions and perceptions of employees might be entangled as due to having close familial relationships hence the data could be intermingling with one another and produce the same presumptions and perceptions among the employees. Studying and interrogating every personal of the company is definitely doable as mentioned above, due to its relatively small size. Choosing the samples for the case study is comprehensive as each of the personal would be interrogated and questioned

to comprehend their presumptions and perceptions on PMS. Owing to the approach of the study, which is a qualitative research, the data from the sample cannot be generalized.

Nevertheless, it can be made as an example or guidelines for the entrepreneurs when it comes to implementing PMS as PMS is heavily dependent on the nature of the company and it is highly adaptive to its environment in which it is being implemented.

3.3 The Sampling Technique

The sampling technique for this qualitative research is purposive sampling (Punch,2005). Sampling technique which deliberately have some focus and purpose in mind.

3.4 Data Collection Procedure

1. Permission for data collection within the organization is asked by the researcher
2. Permission letter is endorsed
3. Data collection as participant observer is collected until the data is saturated: Do not produce any new data (Ranjit Kumar, 2014)
4. Semi structured interviews are done individually and in a focus group after the data gained as participant observer is saturated.
5. Tape recording on interviews would be recorded with the permission of the interviewees in a controlled environment
6. All the above steps are done once again after the implementation of a cycle of PMS

3.5 Research Instrument

Instrument that would be used is interview guide. (Ranjit Kumar,2014). Interview guide is the research tool for the qualitative research. These are the questions or the tools to be used for individuals and focus group unstructured interviews. The interview guide is adapted from Ranjit Kumar's (2014). This method is adapted, including semi-structured one-to-one interviews, informal discussions and the analysis of relevant documents provided by the managers (Yin, 1989; Scapens, 1990).

3.5.1 Interview Protocol:

Research objective 1: Explore the presumptions of the employees on PMS,

RQ1: What do you understand about performance management system?

RQ2: What do you think of having PMS in this organization and What should be the extent and nature of PMS's involvement

Research objective 2: Investigate Perceptions on the PMS of employees of ABC company

RQ3: How can a performance be evaluated?

RQ4: What do you think of having PMS in sustaining the company?

RQ5: How do you PMS could influence the growth of the company?

RQ6: What is your opinion on its advantages and disadvantages?

Research objective 3: Examine how can PMS which could be implemented for ABC company using certain theoretical framework.

RQ7: How will PMS affect the employees?

RQ8: How do you think PMS could be done in a family-owned company?

3.5.2 Validation of Instruments

Validity and reliability of instruments for qualitative research is adapted from Guba and Lincoln as they provide alternative criteria to judge the validity and reliability of the instrument. The Framework proposed by Guba and Lincoln tests credibility, transferability, dependability and confirmability which later being compared by Trochim and Donnelly (2007) parallelizing the criteria in quantitative research in terms of validation and reliability test for the instrument.

According to Trochim and Donnelly the first item proposed by Guba and Lincoln (1994) which credibility is parallelized with internal validity whilst the second item which is transferability is parallelized with external validity. Dependability and confirmability are parallelized with reliability and objectivity respectively. Trochim and Donnelly's model, parallelizing validity and reliability of Guba and Lincoln's model indicates that the instrument for qualitative research could be tested. Nonetheless, it is rather extensive and difficult to execute. (Ranjit Kumar, 2014).

3.6 Data Analysis

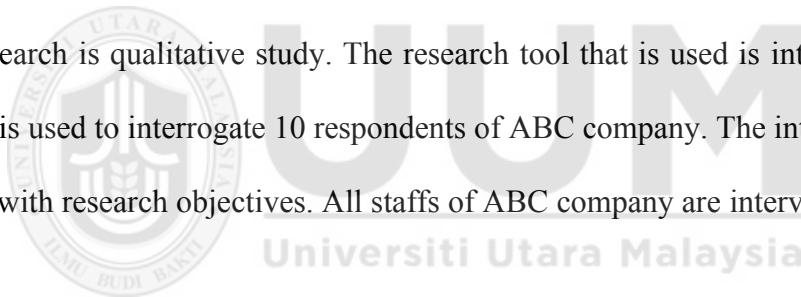
In this research, development of a narrative is to be used to describe the situation, the perceptions and presumptions of the employees on the proposed PMS. Common themes are to be developed to synthesize the in-depth interview data. Quantifying verbatim and themes would be done as a method to analyze data. Statistical method is adopted from Ranjit Kumar (2014). Apart from that, analytic

induction would also be utilized to analyze the data to draw up concepts from the synthesized data (Punch, 2005).

In order to study presumptions of PMS of the employees, the method of studying common themes and verbatim of the employees would be done to draw upon general ideas of employees prior the implementation of PMS as well as the perceptions after the implementation of PMS. Keith F Punch's analytic induction is to be adopted to draw up hypothesis from the results.

3.7 Chapter Summary

In this chapter, research design, population and sampling, the sampling technique, interview protocol and data analysis are discussed. The research design of the research is qualitative study. The research tool that is used is interview protocol which is used to interrogate 10 respondents of ABC company. The interview protocol aligns with research objectives. All staffs of ABC company are interviewed.



CHAPTER 4

ANALYSIS AND FINDINGS

4.1 Introduction

Based on literature review, there are perceptions and presumptions of the implementation of PMS. There are a lot of research indicating and highlighting its advantages and its disadvantages after the implementation of PMS. Research of previous studies had been done, and there were no qualitative yet in depth research on a small family owned company which has not yet designed a PMS in Malaysia. Hence, this research is to fill in the gaps of research. In this chapter, commentaries on PMS, the presumptions and perceptions of PMS would be analysed thematically. Interviews are done by inspecting and interrogating the President of the company, vice president, legal advisor, partner, secretary, clerks and lecturers/trainers of the company.

4.2 Participants' Demographic Profile

The participants' background is tabulated in Table 4.1 below. The table reports 60% of the respondents are male and 40 % are female. The age range of the participants are 60% of them are over 50 years old whilst the 40% of them are over 20 years old. The disparity of age is significant as mentioned above as this is a family owned company, hence the lower level management consists of fresh graduates who have familial ties except for L, who is a senior lecturer in the organization.

Table 4.1
Profiles of participants

Participant #	Age Range [years]	Gender	Working Experience [years]	Length current organisation [years]	Position	Length current position [years]	Industry/ Nature of business
P	> 50	Male	>30	1-2	President	1-2	Food
VP	> 50	Male	>25	1-2	Vice President	1-2	Shipping
PT	>50	Female	>25	1-2	Partner	1-2	Education
LA	>50	Male	>30	1-2	Legal Advisor	10-15	Safety and Security
OM	>50	Male	>30	1-2	Operation manager	10-15	Education
A	> 20	Female	>2	1-2	Admin	1-2	Fresh graduate
AA	>20	Male	>2	1-2	Admin/Agent	1-2	Fresh graduate
AL	>20	Male	>3	1-2	Admin/ Lecturer	1-2	Fresh graduate
C	>20	Female	>2	1-2	Clerk	1-2	Fresh graduate
L	>50	Male	>30	1-2	Lecturer	20-30	Education

P=President, VP=Vice President, PT=Partner, LA=Legal Advisor, OM=Operation Manager, A=Admin, AA=Admin/Agent, AL=Admin/Lecturer, C=Clerk, L=Lecturer

Since the inception of the company, everybody has the same length of time working in the company, however the positions: President, Vice President and Partner are held by them for the first time as they built the company together bringing in much more experience personnel in respective fields, Legal Advisor, Operation Manager and Lecturer to aid the growth of the company. the remaining four personnel are fresh graduates from respective universities.

30% of the personnel are experts in respective field: Legal Advisor, Operation Manager and Lecturer and the remaining 70% are still new in the current nature of business. P holds a PHD title and LA has a Master's Degree.

4.3 Data analysis

In this subchapter I will further discuss the data collected from the interviewer. P refers to the President, VP refers to the Vice President of the company, PT refer to Partner, LA refers to Legal advisor, OM refers to Operation Manager, A, refers to administrator, AA, refers to Agent/admin, AL refers to Admin/Lecturer, C refers to

Clerk and L, refers to Lecturer. The analysis is to deduce the presumptions, perceptions of the employees on PMS and its implementation in family owned company. The discussion will go in depth on what each personal says and utters their perceptions and presumptions on PMS and how do they think PMS could be implemented in ABC company.

Research Objective 1: Explore the presumptions of the employees on PMS

To fulfill the research the first research objective RQ1 and RQ2 are asked to all ten fellow respondents to comprehend their presumptions of PMS. In this chapter I will carefully inspect the answers of all respondents by comparing and contrasting the answers. The President of the ABC company responded by highlighting the importance of evaluation to comprehend “the weaknesses of the employees”. Based on what he said, PMS is an evaluation to inspect the weaknesses of individuals and how can as he continued “the individuals could fill the weaknesses of the other weak individuals” in the company. He also said that this is a form of “teamwork” as evaluation is done to cover one another in the company. In a meanwhile his Vice President said that “everything (is) based on performance in any company,(in whatever company you or you open, the must be a performance management because that is how we show how we affect sales in business”. This indicates that the presumption of the Vice President of ABC company foregrounds PMS as a pillar of any company. In addition, he added the consequences if PMS is non-existence in a company by saying that “if you do not have performance management, that means there is no matrix, no measurement anything for a start with the work progress you do, with (the) clients with (the) partners”. This perpetuates that his presumption on PMS is that PMS is a method to track the progression that is made with the staffs, clients and partners.

The point made by the Vice President of ABC company is seconded by one of the points made by the Operation Manager of ABC company, as he said "...PMS can be the data for the history of the company for the reference in the future." This means that PMS could track the progression of the company as what VP said: VP specified them by stating to keep track with the work progress, client and partners. Prior to highlighting the point made earlier, OM presumed that "PMS is a method to make sure the effectiveness of management. The second, PMS can expand the business. Third, PMS can be the data for the history of the company for reference in the future. There are three main things about PMS." This is the presumption made by OM. The presumptions of VP and OM of the company is overlapped as mentioned above. The ideas of PMS or rather the presumptions of PMS made by both of the personnel have a connection to which PMS is understood.

On top of that, the Legal Advisor of the company highlighted PMS as "...a method or business strategy of a company, acting as a benchmark to move towards the ultimate goal if the company..." which is also mentioned by the Partner of the company who stated "...these are all a process to make sure that the company could achieve its goal." Their presumptions on PMS is also parallel with the presumption made by Admin/Agent of the company who indicated "...performance is when staffs and managers work for one purpose and with one method." These points have one similar general idea of what PMS is: Aiding the company to achieving the goal or purpose of the company. The understanding of achieving the goal of the company echoes the notion proposed by Aguinis, the theoretical guru of PMS. The understanding of fulfilling a company's goal is vital to the development of the company in the context of PMS. In other words, LA, PT and AA's presumptions on PMS is parallel with the guru of PMS, Aguinis. LA commented in length on his

presumptions on PMS. He added "...companies all around need to have this system so that they have a certain standard to follow in terms of globalization to sustain in this new era." This means that he highlighted the needs for ABC company to have this system to accommodate to the ever-progressive era of technology. The upper level management give rather insightful commentaries on their presumptions of PMS and one lower-level management personal surprisingly commented and echoed Auginis's notion of PMS as mentioned above.

Lower level management, administrator gave her opinion or presumed her understanding on PMS by stating "...PMS is like KPI, so it will evaluate the employees, based on (the) performance. For example, based on our attendance, our attire, whether our attire is appropriate or not, and the goal set." She did mention about the goal set. Nonetheless, it is not about achieving the goal of the company as she did not add on that. She later added "I think there are other aspects but basically, it is about an employee's performance." Another admin who is also a lecturer, Admin/lecturer, AL commented that "generally what I understand is KPI is for every staff and the employer can keep track the performance of the employee and every decision made is for the improvement of the business of the company." He also stressed on KPI like the administrator (A) did. The stress on KPI is the basic or general notion of the presumptions on PMS by the two personnel of the company.

The clerk of the company, C, believed that "performance management, from what I understand, every job has its own responsibilities." She gave an example by saying "...I am the clerk, I will arrange the files and the documents, and prepare letters", illustrating her presumption on PMS. Her comment is echoed by another personal of the company who is a lecturer, L. L summarized his presumptions on PMS by giving an example of his own experience of being evaluated by the manager. He

said “Our basic job is to teach. The number of staffs is quite small. Normally we would relate to our manager, basically I am a trainer and another trainee, and later we have another level of supervisor and a secretary.” He later commented “... and on and off we would discuss with the manager, to update the progress and also to branch off from teaching or trainings by having different ways of teaching to other areas like academic writing, having seminars, or power point presentation to help improve the skills of the students.” L added “...he (the manager) wants performance from us, so that students would finish their course properly and go and continue their degree program and that is why we have these discussions to find new ways of things...”. This indicates that his presumptions on PMS is about continuous updates to the manager by having discussions on the development and progressions of the students from time to time.

Based on RQ1, the responses above from the upper level management can be thematically deduced into two main notions of what PMS is. The first notion which is extracted from the presumptions on what PMS is about achieving goals of the company which are highlighted by P, LA and AA who is from the lower level management. Whilst, P’s presumptions on the notion of PMS is on detecting weaknesses of individuals and how teamwork would come into play to cover the weaknesses of individuals as a team. VP and OM talked and presumed PMS as a way to keep track with the clients and partners whilst OM believes that PMS is to keep track on the history of the company. For the lower level management, A and AL believe that PMS is KPI which to keep track on the performance of the employees as stressed by AL. A specified it further by stating on the attendance, attire and attitude of employees to further elaborate their presumptions on the notion of PMS to address RO1. C and L express their presumptions by saying PMS is to clarify the responsibilities of the employees and continuous updates to the upper level management is an example of

PMS respectively. In other words, the lower level management, have few overlapping points between A and AL, whilst C and L have their own ideas or presumptions on what PMS is. AA, despite his lower level position, surprisingly, has his ideas overlapped with the upper level management, highlighting the importance of working to achieve the purpose of the company. These are the summary of RQ1 addressing RO1 of the research.

“Good every company which offer services needs a good marketing team, a management team that is excellent, a team of excellent lecturers, so if we can overcome the weaknesses it can help the company to grow better” is what the President, P said when he was asked on PMS’s involvement in the company, answering research question 2, RQ2. Again, he highlighted the importance of covering up weaknesses by having the system. VP of the company presumed by foregrounding “...there must be a timeline or time frame of completion, for example, our exercise dealing with the visa unit and stuffs like that, there must be a benchmark of how we manage.”. He added that by following the timeline “...we can enhance and improve our KPI to our partners and our customers.” PMS as presumed by P and VP is to cover weaknesses and setting up timeline to enhance and improve performance for the company to grow and for the satisfactions of the customers and partners.

PT said that PMS can be implemented however “...each individual of the family has to be open and can accept constructive criticism for the sake of the improvement of the company”, indicating the intertwined yet complex familial ties in implementing PMS in the company. LA commented in details about implementing PMS in the company stating “it is compulsory for an employee to be evaluated, based on their performance. The evaluation ought to be done, or assessed quarterly, half a year, or towards the end of the year. The purpose is to witness if there are weaknesses that can

be addressed by training by mentoring.” He echoed what P said on addressing the weaknesses of individuals or the personnel of the company and detailed the cycle of PMS as proposed by Aguinis. Furthermore, he commented on the lack of exposure of the personnel to strengthen his point on the implementation of PMS by stating “...most of the employees are not well exposed.” His further discussion on training is to resonate the importance of PMS as by having the system, weaknesses can be found through the system hence the needs of training. His emphasis on it is elaborated “...we should have a strategic planning to enhance new knowledge, new experience and for exposure. One of the methods, is to send the employees for training or to get trainers to come in to this company to provide fresh ideas”. The domino effect PMS is training and development.

LA later expressed and reemphasized again on the needs of PMS to aid the company to achieving its goals as he said “...in accordance to the system or it needs to have a SOP or any administrative order as a guidance for employees to perform and achieve MVO of the company.” On top of that, he added in great details on the culture on how PMS can be adapted by the company following “Models like from Europe, on PMS, and it has to be adapted under circumstances which is suitable with our country and culture”. This illustrates his great in-depth knowledge on how PMS can be implemented in the company. In other words, LA understands the importance of great details in the implementation of PMS, foregrounding another HR function which is training and development as the domino effect of PMS. Addressing weaknesses, such as lack of exposure, PMS cycle, relationships of MVO and PMS and cultural adaptations are the things he highlighted in the implementation of PMS in ABC company, taking into considerations of various factors to indicate the potential positive impact of PMS on the company.

However, OM has a different view on the implementation of PMS in the company. He emphasized on the size of the company. He said "...this is a small company. so, when it comes to evaluating the performance of the employees, the specifications of each job in this company has to be specified." He later commented "...we are all multiskilled. Even at times we have to cut onions. So it is difficult to evaluate our performance." Due to the size of company, OM said that it the specifications of the system has to be right owing to multitasking work given by the employers to the staffs. He later reasoned by saying "The main reason is that our scope of business is too limited. It is not like any other corporate companies. It involves many aspects. The scope is too small." This shows the level of understanding of OM on the nature of the business by illustrating the work flow of the company "...if a person wants to pursue his or her study, doing Masters , so the persons submits the documents, so we process the documents to any public universities, as according to the standards required by public universities, so our job is done." His illustration on the work flow strengthens his points on the nature and size of the company foregrounding the multitasking employees which requires a specific set of system to evaluate the employees.

The comments made by the lower management level are rather generic for RQ 2 to answer RO1. A said about fairness if PMS is implemented in ABC company. She said "...I think we should apply PMS so that it is fair for everybody, for example if the system is not used it won't be fair for everybody". She further exemplified "For example, like if one decides to not come to work, then one thinks it is fine, and it is acceptable. But for some staffs, they do follow the right procedure for example, to apply for leave". Another generic comment made by AL, Admin/lecturer, as he said " , I believe that the level of performance of each staff will increase, and each staff will

have a specific target each, and the target will be documented in PMS. It will impact the company hugely in the development of this company.” AA, agent/admin said about efficiency and cost reduction which differ to the other two presumptions of implementation as mentioned by A and AL. He stated “...the cost can be reduced; time will be utilized efficiently and more profits could be gained. I think, PMS is important, for any company, especially this company.” He later commented that “I think, cause I am in lower management, I feel like I can’t voice out my opinion, because all the instructions are directly from the manager, and I have to complete the tasks.” which sums up lack of discussion with the administrative officers with the upper level management.

AA later expressed his frustration by saying “Supposedly the work can be completed in one or two days, however, the work is relayed to different parties to complete it so it delays, as I have to wait for the different parties to complete their tasks.” This shows the needs for the company to implement PMS highlighting the problem of completing task in accordance to the dateline. The presumptions of AA on PMS is to solve this conundrums if the system is implemented in ABC company. C made a rather short comment on by saying “if PMS is done, properly, the company will run smoothly”. It can be deduced that the work flow in ABC company is not as smooth as she expected and by having the system, it would smoothen the work flow. L highlighted the implementation of PMS, his presumption by saying “...that is one that is lacking. We don’t have anything written down in relation to our performance. We judge based on how students perform. I think, we should have a systemic KPI”. This indicates the lack of proper documentation on his performance hence stressing the needs of the system for ABC company.

Based on the responses above on RQ2, addressing RO1, it can be deduced that the upper level management perpetuate detailed presumptions on the implementation of PMS in the company whilst the lower management express generic presumptions on implementation of the system in the company. Nonetheless, the lower level management expressed on the field PMS related problems by giving detailed examples in respective departments like A, AA and L did. They expressed the examples through their experience in relation to the implementation of PMS in the company. The responses, addressing RQ 2 from the upper level management are varied and different. LA discussed in great details yet in a more globalized outlooks in his remarks, whilst, the VP, discussed his views on the implementation to maintain the relationships with the clients and partners. The partner, PT opened up about familial ties and how individuals have to cope with the change. OM commented on multitasking and the needs of specifications and P, the President, expressed the needs for the system to discover the weaknesses of the employees and addressing them.

It can be deduced that the upper level management's presumptions on PMS tackle on the macro outlook of the overall planning of the company as discussed above whilst, the lower management's presumptions on PMS tackle on a micro or domestic outlook of the company, giving real life example of what is really happening in the office, giving the details of the working environment of the office through their own experience relating PMS along the way to demonstrate their presumptions in addressing RO1 of the research.

Research Objective 2: Investigate Perceptions on the PMS of employees of ABC company

To address RO2, RQ 3, RQ4, RQ5 and RQ6 are asked to all the ten personnel of the company. RO2 are asked to all the respondents and P answered by saying “one of the ways is to give an assignment to individuals or group that we want to mentor and we evaluate the results of the given assignments.” His remarks on how an evaluation can be made on an employee to evaluate “the weaknesses and strengths of the employees” as he commented. Assignments are given to individuals and evaluations to inspect the weaknesses and strengths of the employees are done based on the results of the assignments. That is how P perceived what PMS in evaluating the employees. VP talked about timeframe or dateline when it comes to perceiving on how a performance of an employee can be evaluated in this company. He commented “I need 3 months to complete this this, within the 3 months is your benchmark, anything more than that, that means you have not achieved your performance index”, highlighting the needs to fluffing the performance index by completing the given task based on the given timeline. Perceptions on PMS by these two personnel are quite similar in a way that assignments are given to employees, P talked about the results of the assignments whilst VP talked about the ability of the staffs to complete the assignment within the timeframe. Nonetheless, the perceptions of PMS by P and VP are quite similar.

PT commented on her perceptions of PMS by saying “in a company, evaluation can be done internally and externally” and later she was asked to elaborate further and she said “the external evaluator is the ones who deal with this company. like the international delegates of other country and XYZ university. Meanwhile internal evaluation, perhaps could be done by the owner of the company or the manager to evaluate each of the employee”. She believed that evaluations are to be done by

externally and internally for the employees of the company owing to having international relationship and partners with XYZ university to evaluate the performance of the personnel. However, LA elaborated further in great details on how PMS can be implemented and how an employee can be evaluated by stating “the guru of management, Peter Drucker, efficiency and effectiveness must come together. However, it needs to have a tool to bridge to bring together all the employees to one destination.” He emphasized on the importance to go to one destination and the tool to achieve the destination. He also perpetuated the ideas of efficiency and effectiveness to highlight his perceptions on PMS on this company.

LA continued by saying “...weaknesses have to be determined and need to be addressed properly and steps of management have to be applied” which echoed his perceptions on PMS and the system can address weakness of personnel in the company. “...outcomes are the business, how much is ROI, if they have invested certain money for the company it needs to have some time to ensure ROI can be achieved, if not how can the company will sustain and maintain competitive advantages in this new era,” are said by LA to resonate his perceptions on PMS in the company and how it would affect the company. The highlights on ROI and maintaining competitive advantages are the possible hypothetical outcomes of the implementation of PMS. LA’s in-depth insight are demonstrated through series of examples on how Donald Trump manages the US like a business. “...USD is still one of the strongest currencies in the world. Donald trump rules the country like a business, US is like a business” is what LA said to demonstrate his example on his perceptions on PMS if it is implemented in the company. P focusses more on the parties involved: Partners and international clients, and how can PMS be executed internally and externally whilst LA perceives PMS as a bridge to achieve the goal of the company; highlighting ROI,

competitive advantage, addressing weaknesses of individuals and elaborative examples of the implementation of PMS to further demonstration his perceptions on PMS.

OM questioned the method of PMS if it is to evaluate the employees of the company. He exemplified by saying “For example, the general manager. He has to write and prepare letters, dealing with potential customers, potential students, bus tickets, flight tickets. And many other things. This is not a job scope of a general manager.” He later questioned “But how do we evaluate him? It is very difficult.” However, he added “But how do we evaluate him? It is very difficult.” His perceptions on PMS take into consideration of the multitasking nature of the personnel of the company owing to its size: The number of staffs. Nonetheless, it shows that his perceptions on PMS is focused on the specifications of the system. The specifications are detailed and vast, hence his question on the implementation of PMS in this organization. In other words, OM provides a different angle on how he perceives PMS compared to other higher-level personnel, inspecting the size and the nature of business in adapting the system to this company.

For the lower level management, as discussed in subtopic 5.2 above, their responses on the perceptions of PMS is based on the real situation of the office. It is owing to their daily inputs and outputs of the flow of work in the office. A stated that “in my opinion, an employee should be evaluated on the ways one does his or her work, the ways one communicates with other employees and the employer and one’s ability to do his or her work within the timeframe. Besides that, the way one handles a group work and how he or she handles stress.” A’s perceptions are rather generic as discussed earlier in the previous sub chapter, nonetheless, her emphasis on communication skill and fulfilling the timeframe of work show her knowledge on the

field, the situation of the office and how PMS can be set to adhere to this aspect of performance of the employees. AA's perceptions on PMS echo A's as he did stress on communication as well between the upper level management and the lower level management. He said "in my opinion, staffs should also be given the chance to talk or give their opinions or excellent ideas. It is because it doesn't mean that the upper level management's work is perfect. I think, the lower level staffs would know better about the work needs to be done, and how to do it efficiently". This shows that the level management's comments are more in the realm of the office and their day to day experience and how PMS is perceived through their daily routine in the office. In the case of A and AA, their emphasis on communication skill, is a way for PMS can be angled towards in its implementation in the company.

"In my opinion, with the right system, an official system, in which every staff has the access to look at their own performance, as in my view, if PMS is implemented by the employer, the employees won't be able to know their progress, hence, a good system, should allow the employees to keep track with their own performance to evaluate whether they have managed to fulfill the goal set for them" is what AL said about his perceptions on PMS. He highlighted the need of the system to keep track on their performance to personally comprehend the level of work that they do in the office. He would like to know his own progression in the office through the system. C commented quite similarly to A as she talked about timeframe as well to demonstrate her perception of the system as she stated "one has to make sure that his or her job is done according to the time frame, and one has to be meticulous". This shows that A and C are always given the timeframe for their tasks to further illustrate their on-the-ground-view, which is in the office on how PMS can be implemented in ABC company, indicating their perceptions on the system. On top of that, C added "first,

through his or her level of education, and later his or her experience, level education and experience” in her comment on her perceptions of PMS which is rather generic, as mentioned earlier, demonstrating lack of knowledge on PMS.

L again, demonstrated his perceptions by illustrating an example for his perceptions on the system. He said that “yeah, I think one is your students, how well they do, that is the important part, that you have to see the students, do well in the exam, are able to speak in English and improve their performance”. His perceptions are again rooted on his daily routine in the office like the other lower level management perceived on PMS. In short, lower level management again generally illustrate day to day basis in the office as the core of their perceptions of PMS by stating the timeframe, communication factor, individual progression and the performance of students as the core area of PMS in their perceptions on PMS. RQ3 demonstrate the upper level management quite rather technical, by highlighting staff’s ability to complete the assignment on given time, as mentioned by P and VP. PT foregrounded the involvement of fellow partners and clients in the implementation of PMS, whilst LA’s perceptions emphasis on its importance and how PMS could be the bridge and tool to enhance the efficiency and effectiveness of the company, ROI and competitive advantage. OM discusses further taking into account the size of the company and its specification to demonstrate his perceptions on PMS based on RQ3 to address RO1 of the research.

RQ4 is asked to all ten respondents of the company to further detail their perceptions on PMS. P commented on how PMS can sustain the company by saying “it won’t work if we know our weaknesses or our strengths it won’t move forward if there are no efforts to fix the weaknesses” , repeatedly throughout the discussion perpetuating the notion of addressing weakness and he agreed that PMS would help

sustain the company by saying “of course”. VP also emphasized on the aspect of employees by stating “if you have performance based, then everything is measured, you don’t have to prove anything. Your KPI will show everything”. Both commented briefly on RQ4 focusing on the performance of employees instead of the performance of the company. PT also mentioned briefly about it as she said “yes of course. It could also improve the company”. The remarks are rather brief but focus is directed towards the company. OM gave another angle in his response on RQ4 by emphasizing on the core business of the company. He said “our core business is, after marketing is done by another group of people. Which means that if they succeed to marketing our company, or marketing agents, if they do not succeed to get the students, then we are not succeeding as well”. His emphasis on the core business in his response to whether PMS would sustain the company.

This is in contrast to the response of LA when RQ4 was asked. He again, answered and elaborated in great details of the question. He used simile to further detail his explanation on the notion of PMS. “PMS is a tool, is an equipment, or a bridge, without a bridge, people can’t go across the river or a building like a twin tower. As a human being without food or leg people can’t walk” and “PMS need to be implemented because it is a bible or Quran, as a guideline, guiding all the employees to a set of goal” are examples of simile and hyperbole that he used to illustrate his perceptions and understanding on the implementation of PMS and how it can sustain the company. He later added “It is a set of rules or principles need to be in place or on track, so that it is a route to the ultimate goal” which again reemphasized the vitality of achieving goals in sustaining the company through the implementation of PMS. He later commented on the needs for the company to understand how the word works in this era as PMS is the driver to ensure the sustainability of the company. He stated

“...in this borderless world, all this ought to be done and to have a strong leader to lead them, with a certain characteristic to lead them.” In these remarks he also highlighted the importance of having leaders in ABC company. He later envisioned if PMS is not implemented and ABC company does not change its managerial framework. He said “That is why PMS, SOP administrative or any other related to the orders or any directives that should be given to the employees and they well understand how it can be executed, if they can’t understand, about these simple set of rules, I think, failure will be waiting and natural death will be coming to this company.” Natural death awaits ABC company if these components are not well executed and gelled as mentioned by LA. The understanding of employees on the rules and directives with PMS as the software of the company, possible “natural death” is waiting for ABC company.

For the lower management, when RQ4 is asked, A responded by saying “I think yes. If the company has PMS, we could see the performance of the employees. even though it is a family business”. She agreed that PMS would sustain the company. It is owing to PMS would aid the employer if “if an employee is worth keeping or not” through the system proposed: PMS. The other four respondents of the lower level management also agreed to RQ4. AA stated that “I think yes, it can” and he later added “...we would know that this thing (PMS) can make this company a success for a long period of time”. AL seconded the point and added “Not only sustain, but it could improve the development of this company”. C talked about how PMS would smoothen the process of administration by saying “I think, with the right procedure, the methods are right, employee is committed with the work, that it will run smoothly” and L highlighted a slightly different view on the sustainability of company as a result of the implementation of PMS by resonating another crucial department of the company

which the marketing department as he stated “I think another thing is marketing, because we are not involved in marketing, so I don’t know how marketing department is being evaluated”. Nonetheless, he seconded A, AA, AL, commenting on sustainability of the company if PMS is implemented by responding “of course, definitely”.

For RQ4 the lower management answer the question in a straight forward manner which includes a personal of the high-level management personal who always comments in a brief way on how PMS would sustain the company. The responses to the question on behalf of all the five of the lower level management personnel, including one higher level personal, are short and brief reflecting on the sustainability of the company. However, L, despite his agreement on the matter, he changes the direction of the discussion to the most important department of the company: Marketing department which is the key to sustainability according to him. This remark is parallel to the remark made by OM, foregrounding the importance of the marketing department to be the source of sustainability, calling for PMS to focus on this department. P and VP’s notes on sustainability are on fixing the weaknesses and addressing them and measuring performance of the employees through the system respectively. P highlights on addressing weaknesses of individuals through PMS to sustain the company whilst VP highlights the measurement of the system on the employees and its vitality to sustain the company.

LA mostly detailed the discussion by stating PMS as the “Bible” or the “Quran” of the company hyperbolically. He also highlights the importance of leadership to mentor the employees through the system or set of principles constructed based on PMS and how this company might get ‘eaten up’ owing to the ever-fast-moving era of constant changes. PMS is deemed to be the tidal change of the direction

of the company. Overall, RQ4 does extract the perceptions of PMS among the employees through the scope of sustainability and PMS and the relationship would help to form the perceptions of all the personnel of the company.

Later RQ5 is asked to all respondents to further investigate their perceptions on PMS. P repeated the same point that he had mentioned previously on addressing the weaknesses of individuals and how by addressing them it would increase the performance level of the company. VP also repeated the same point as he had mentioned it previously, highlighting the timeframe of the work flow. He detailed his discussion by giving example of the work flow by saying “for example about visa, if you tell me about visa that I am going to get it in 3months, I can put it in agreement 3 and half month, additional two weeks to give us a buffer”. He did not really answer the question as he expressed the problems of the company in this question. He stated “...So if you tell me of course we didn’t put in performance index because we are always firefighting” and how PMS cannot be implemented in the company because of continuous conundrums the company has to solve like a ‘firefighter’. He added that PMS is going to be a preventive mechanism by expressing “...So when you have preventive methods measured using the performance index, then you can get proper goal”. PMS is believed to be the preventive method to the ‘fire’ problems the company faces. Nonetheless, the problems are the ‘problems’ that have been the hindrance to implement PMS in the company.

PT expressed her frustration by saying that PMS is non-existence hence creating a problem as well among the family members which will further be discussed in the later subtopic. LA detailed in great length of RQ5, illustrating extensive examples to prove his point that PMS would help grow the company. He indirectly answered the question by providing examples such as “..., I find that Starbucks that

every fifteen minutes, they will be new outlets open worldwide. Why? It is because PMS is in place, and from time to time, they make, an evaluation and they improve it from time to time”. This is to indicate that PMS would help grow the company like Starbucks is, now. OM again maintained on his line, reemphasizing the nature of business and the size of the company. “PMS has to be shaped based on the nature of business of this company” is what he said to express his opinions. He did not really answer whether PMS would help grow the company or not, but he insisted on elaborating further the nature of business as he said “We are not 100 percent student recruitment company. As it would be different if we were student recruitment company, as it would involve marketing. And later we would have to cater the students until the student’s graduates”. His emphasis on the nature of business is an indication that possibly, PMS, if it is to be implemented in the company, various aspects especially the nature and size of the business have to be centralized to develop the system. In spite of that, he did not answer the question directly.

For the lower level management, A said that, in response to RQ5, “by having this system, the employees would be productive. Employees would not take things for granted. I think employees would be more productive and responsible.” This can be deduced that if the productivity level is increased through the system, surely the company will grow. AA, using a negative inflection to what A just said, stated that “...this company relies heavily on its staffs, and if the staffs could not properly do their job, this company would not grow”. This indicates that if the employees do not their job properly, the company would not grow and by having PMS, it would ensure that the jobs are done properly hence resulting to the growth of the company. AL responded by saying “PMS could influence the company in various aspects, like in management, academic, and perspectives of the staff” and later gave example to detail his point. He

commented that because of PMS “..., from the perspective of the subjects offered, they would know that the subjects are periodically improved.” This is a field work example of the admin who also works as an academic staff in the company. He stressed on how one aspect can be improved through PMS and even though he did not explicitly mention on how it would affect the growth of the company, this implicit detail he shared which is “The outsiders or the people that this company deal with would give positive remarks about the company” is an implicit notion on how the company would grow through the implementation of PMS in ABC company. ‘

C commented by positively responding to the question. Her answer is generic as mentioned before. She said that “I think it will be good, for the family, as we are doing it for the family, for the future of the business, like if we build a company full of people outside the company, the question whether would they be able to continue the legacy of the company in the future might arise”. She responded in the scope of family owned company which will be further discussed in the next subtopic. On top of that, L answered the question by saying “...if we have a KPI and it is managed properly and objectively, and it would be a great help, everybody is performing especially in the marketing department”. His emphasis on marketing department had been mentioned before. However, he did raise a different matter as he later added “If you want to run a company well, you must get competent people”. This unearths a different HR function which is also in some ways connected to PMS: Recruitment and hiring. In spite of that, it can be concluded that the answers given by the lower level management to address RQ5 are not directly answering the question.

In other words, RQ5 is given to further unearth the perceptions of employees on PMS. The responses are sometimes repeated like in the case of P and VP as well as OM. PT expressed her frustration without answering the question whilst LA

demonstrates his in-depth knowledge on the subject by giving appropriate examples to prove his points. The lower level management talk about productivity, completing the task properly, smoothening the process, building for the future and emphasis on different departments among all the five respondents. These are their perceptions on PMS in relation to how PMS affects the growth of the company. The emphasis on marketing department is implicitly answering the question as highlighted by OM as well, it is indeed the most crucial department as it brings in the clients and controls the flow of the revenue of the company. Hence, both of them, OM and L believe that the crucial component to the growth of the company is its marketing department. PMS should be focused in this department to grow the size of the company as it will increase the revenue of ABC company.

RQ6 is asked to P and he responded by saying “like I said earlier, this is the teamwork, we don’t address individual’s performance. Teamwork. If there are weaknesses in terms of execution of jobs, we would work on it with the consultations of those who are capable and experts, to help”. His answer is rather repetitive and no new points can be extracted from P. PT was not asked the question as her answer based on previous response would also be repetitive. VP and LA discussed in details for RQ6. However, VP extended the reason why PMS is not implemented in the company for RQ6. It is because “we have not even structured it to a proper way of running it, initial thing that was set up, was not properly done that means, no proper discussion with principles”. He later added the root cause of the problem by stating “Because everyone took things from the air, presume this is the way, presume this is the involvement, presume that this would complete within this thing”. No documentation took place in the initial process of the building of the company as he said “No matrix, no black and white documented”. His answers are not answering the question. In spite

of that, the answers are worth to be explored in the other subtopic of the chapter. LA expressed his opinion by saying “if PMS is executed, for sure it will enhance more money, the capital, and will encourage more students and more investor, will come in.”. He later commented on the disadvantage of PMS, and he said “it goes to the employees or it goes to the employer, they feel distress because it is very strict, and most of the employees, they are staying in the comfort zone”. The impact of the implementation PMS would affect the employees greatly as they are in the comfort zone which is one of the criticisms made by LA.

LA later criticized the employees of the company in the aspect of the disadvantage of PMS by claiming “That is why, my point of view is if they still under the cocoon, they don’t want to learn, definitely I believe they will be dead” which also resonates his previous point on natural death of the company. OM, in a meanwhile, said that “In short, PMS would not affect the revenue of the company but it would increase the level of credibility of the company”. This is an emphasis on his point he made earlier about the nature of business and how crucial the marketing team is for the company. The advantage is that it would increase the credibility of the company but it would not directly affect the flow of revenue of the company. These are the comments made by the upper level management. P and PT had reached data saturation as they repeat the same point over and over again whilst, VP reasoned the non-existence of PMS in the company. LA gave out possible advantages and disadvantages from the perspective of the employees whilst OM has also reach data saturation, reemphasizing again on the importance of nature of business and how important the marketing team is for the revenue of the company.

The lower level management A responded by saying “I think, basically, this company can grow bigger if PMS is implemented. It is because people of higher

position would be able to evaluate the performance of the employees”. Another illustration of example as she stated “if the employee comes to work or not, does his or her job or not. So, PMS is needed” shows as mentioned earlier the real situation of the office of ABC company. Nonetheless, she answered the question. AA said that “the first advantage is time will be used efficiently, cost will be reduced and the company would appreciate the non-family member staffs.” This is the advantage for the staffs and he later gave an example how PMS would give advantage to the company through the clients as he said “And for the students, the service and facilities provided by the company would be satisfactory. For example, the offer letter will be gotten faster from the company, the visa process will be much more efficient”. The service provided by the company would be better hence giving a positive impact to the image of the company hence becoming an advantage for the company if PMS is implemented.

AL reacted to the question by saying “there would be staffs who would disagree and agree” and added “But, some of the staffs, would feel like it is like a burden, and this would affect the company greatly. As probably, some of them, would take it lightly of all the work and they feel like PMS is unnecessary, as long as they do their work”. These are the response when he was asked to answer the advantages and disadvantages of the implementation of the system. C said that the company will sustain for a long run. However, she raised an interesting point which will later be discussed further in the next subtopic. She said “if the sons or daughters are dissatisfied, the other staffs will also be dissatisfied, I think, because the close relationships”. This is an indication of the disadvantages of PMS if it is to be implemented in the company. L said that it would be good to have PMS as one advantage that is those who do not perform will be “reprimanded and get warning letters”. He also provided a disadvantage as “I fear , everyone is related, I don’t know, it would cause rifts, or animosity, as their personal

relationship, the problems, might spread. That would be a disadvantage”. This is the concern raised by L in relation to the disadvantages of PMS for ABC company. The respondents had started to discuss the nature of the company which is having familial ties and how it would affect the every single personal in the company.

In other words, the perceptions of PMS among the employees and the employers of the company had been discussed in this subtopic of the chapter to address RO2.

Research Objective 3: Examine how can PMS which could be implemented for ABC company using certain theoretical framework

RQ7 is asked to all ten personnel of the company. In this subtopic, further discussion will be made on how PMS impacts family owned company. P reacted to the question by answering “family members are family members when we are at home. When we are at the office, we are coworkers, and if there are weaknesses then we will take action to address them” The notion of professionalism is highlighted here in the effort to implement PMS in ABC company. VP again reemphasized on matrix of evaluation as he had mentioned earlier in above questions. He also emphasized on the timeline and coordination PMS would provide the company. His data is reaching to saturation point. However, PT whose points are nearly reaching saturation point, responded by saying “the workers who are open minded and positive would always be ready to be evaluated and upgraded for the future of themselves and the company”. She later added “on the flip side of the coin, for the workers who are negative, they do not like to monitored. There is no need for us to think of thousands of excuses, if the mind is close, they themselves would not want any changes, only thinking that they are right all the time and can’t accept criticism to change for the better” , anticipating

retaliations from some facets of the family members in the company. It is an indication of how the complexity of familial ties would negatively impact some of the employees in the company.

LA also anticipated negative reaction from the employees as RQ specifically asked the impact of PMS on the staffs in the company. LA seconded PT's point by saying "...if PMS is implemented, for a long run they will be demotivated because they think that this company belongs to their family". He believed that some facets of the employees would be demotivated, taking into account his observations on the staffs of the company. It is because he said "The thing is they can be free. however, in terms of business, to me there is no such thing of thing about selfish or think about themselves", indicating some level of selfishness among the staffs of family members. This is a hypothesis that he developed on how employees would react to the implementation of PMS on ABC company. OM has reached to the saturation level of data collection as he emphasized on how PMS should focus more on the marketing team or the staffs in the marketing team in order to increase the revenue of the company and to enhance the growth of the company as well as to sustain it.

The lower level management, A believed that "PMS would give a positive impact to the employees of the company". She briefly explains how it would increase the level of responsibility as the system would make the employees work better. The point made by A is seconded by AA as he said that PMS would create a positive environment and it would increase the revenue of the company. Employees, despite the status as family members, "...would abide the system and they won't work following their own wills, as they would work according to the standard set by the company". This indicates that A and AA believe that PMS would impact the organization positively and will produce positive outcomes of the company. However,

the observation made by AL echoed what LA and PT said. He said “but there would be several staffs who would not be interested with such implementation, as they have the mentality that this company is my family’s company , they can do whatever they want to do and I think that there would be slight disputes in terms of unity among the staffs”. This anticipation that some of the staffs who are family members would dismiss the idea and it would create disunity among the employees in the company. The reaction of the employees specifically is rather negative from the commentary of AL, contrasting the points made by A and AA.

AL’s point is supported by C as she believed that there might be some dissatisfactions among the family members. Nonetheless, she believes that if PMS is implemented properly then she would think that “...I guess, it should be fine.”. L’s commentary on RQ7 is rather negative as well in relation to how the employees would react to the implementation of the system. He said “But I could see conflicts, as some people might not take it seriously, or even might be offended, there are problems”. The reactions of lower level employees are rather negative on RQ7 as they believed that problems might arise among some facets of the family members. Their points are rather similar to LA and PT’s point of view as there might be disputes and negative reactions among the family members or the employees in relation to the implementation of PMS in family owned company.

RQ8 will inspect further in the details on family owned company and the nature would affect the implementation of PMS in ABC company. P unearthed the root reason of the construction of family owned company by reasoning “we started from zero. And we are not capable to pay employees with huge amount of salary. So in the early stage, we do need help from family members and friends, so these people are willing to work without any salary.” This is the explanation of P, who is the owner of the company

revealing the main reason why the company are full with family members. He later added that if the company is gaining momentum and receiving revenues "...it is not possible, to fire these people and hire other people, so, we would continue with the momentum and we would add more employees outside of the circle to expand the company". The company is small and the revenue is not big. Hence, he reasoned the hiring of his family members. In spite of that, he did not really answer the question on how would PMS be implemented in family owned company. However, it gives a great insight of the reasons why family members and closed-friends are hired at the first place.

VP anticipated conundrums in the implementation of PMS in ABC company. He stated "...it is going to be very complicated when you deal with the family. There are a lot of situations in managing.". He exemplified by saying "...everyone has got their own thing of, hey this one, I partially own this, in a way I want it two of family members, and in a way I also have got right on all that." This perpetuates the idea that there might be conflict of interest if PMS is to be implemented in ABC company. He later added "But for family members, it is a bit different, there are a lot of give and take, that has to be put in role, sometimes that drags the time, so that would be slower process." This comment shows how delicate the situation is if family members are being evaluated among one another and as a manager, he believes that it is going to be a difficult job to implement PMS. He believes that if any of the system is to be implemented it is vital for the staffs to have sense of belonging in the company.

PT listed several points in great details of how PMS can be implemented in this company:

"First, each employee has to know the goal of the company. second, the employee should feel the sense of belonging. Third, each employee has to be ready to receive

and execute the instruction. Fourth, if the company is still a new company, there should be SOP and rules that ought to be abided by each staff without any exceptions. Everything has to be in black and white. Everything has to be documented. Fifth, the owner of the company should choose people with qualifications to strive the company. if among the family members, the right choice has to be done so that the journey of the company would not face any petty or trivial problems which could tarnish the name of the company. sixth, each staff has to be immune to criticism and changes. Seventh, each employee has to be given the chance to voice out their opinions in the open discussion especially in this family owned company. eighth, the owner has to frequently supervise the employees in the early stage of the journey of the company and give the autonomy to the management after the owner is convinced with the ability of the management. Tenth, evaluation ought to be done from time to time. Eleventh, training should be provided to enhance the skills and ability of the employees. twelfth, once a while, employees ought to be appreciated”

These are guidelines provided by PT on how to implement PMS in the company. The guideline is rather comprehensive covering important key points of the aspects of the company.

LA's point echoed VP's on the sense of belonging. He said “Sense of belonging it means that this company belongs to them. If this company fails, they are jobless.”. On top of that, the employees should have “...discipline, integrity are the keys for most of big companies still sustain and still are competitive in this new world”. LA later commented “. And of course, their attire in the office. As mentioned by Edward de bono, they should be able to distinguish, this is official, this is family, this is friend, this all of the facts can't be mingled or mixed together” which focusses on professionalism and total overhaul on the behavior of the employees. As according to

his observation, one of his criticisms is “I think from my observation, the communication skill is lacking”. PMS can be implemented, however, according to LA these are the aspects that ought to be worked on in order to achieve an optimum level of the implementation of the system. In meantime, OM justified his answer to the question by saying that only in family business that one can cover one another as he said “. It is an advantage when it comes to a person, or a staff, can cover the other departments, and where can we get this advantage? In a family business”. He later continued “It is because, failures of the other departments, would affect one another as it is a family owned company”. He highlighted the advantages of family business and it can be deduced from the answers that he did not really answer the question, asking how can PMS be implemented in the company. Nonetheless, his justification echoed P’s justification earlier providing another insight in family owned business.

The lower level management A, reacted to RQ8 by saying “Even though we might know that person, it doesn’t mean that person knows how to do his or her work properly. It has to be fair”. She illustrated further by giving example and said “For example, one could get more because of certain vague criteria and one could get (salary) less because of certain vague criteria as well. This is not fair.” This could be one of the bigger issues raised by one of the laymen like A. Another management related issue is raised by AA as he said that “I think the family member staffs do not know how to properly do their job. Their workloads are being given to the other staffs.” This issue strengthens the needs for the company to implement PMS, however, these responses do not really address the question given: How to implement PMS in family owned company. AL highlighted the point that had been mentioned before by one of the higher-level managements, he said about professionalism and everybody should oblige PMS regardless. C expressed her concern on the fairness of the system. She

raised her concern by stating "...maybe it will be a bit hard to be successful because your own family is evaluating so it will be a bit bias and unfair". Her point is explicitly supported by L as he seconded what C said. He responded by saying "Everyone is related. I think it is going to be difficult to evaluate. I think it is difficult to be objective. We would lose sight of objectivity. We tend to overlook their weaknesses and their performance because familial ties, we cannot be objective. That's the drawback." If PMS is evaluated another problem arise which is the objectivity of the system or even one of the issues in raised by Aguinis is rater's bias.

The lower level management generally expressed their concern on the objectivity of the system and AL called for some level of professionalism among the employees. The lower level management provide some insightful concerns on their parts giving more information to the upper level management to build a comprehensive yet suitable PMS for this family owned company. PT and LA explain in details on how to construct the system but P and OM unearth some reasons and detail information on the nature of family owned company, with P providing his reasons behind hiring family members and OM providing the advantages working in a family owned company. VP anticipated possible conundrums when it comes to implementing the system in the company by saying there might be a lot of "give and take" if the system is executed.

His reasoning is directly linked with the concerns raised by the laymen, stressing on the objectivity of the system which is also a problem for public servants in South Africa as their perceptions on PMS is negative as they believe that PMS is unfair and the standard is questionable (Makhubela et al, 2016). Jewoola (2014) echoes the problem in relation to VP's possible biasness in the system in an isolated case in Northeast New York. This is an indication that VP's approach might negatively

influence the perceptions and presumptions of the employees in ABC company. RQ7 and RQ8 unearth some answers which are related to the implementation of PMS in family owned company. Inspections of how the employees would react and their insights on how to implement in a family owned company do attempt to fulfill RO3 of the research. Possible issues and possible reactions from the employees are raised by the respondents in response to RQ7 and RQ8 and I believe that these anticipative issues and reactions would be valuable for the employers to build and implement PMS in a family owned company.

4.4 Chapter Summary

It can be concluded that the perceptions of the higher-level management offer in depth knowledge on PMS: Perpetuation of a globalized market whilst the lower level of management offer a day to day outlook on what is happening in the office, providing a much-detailed notion on the aspects of PMS. It can also be deduced that the presumptions and perceptions of the higher-level management combined with the detailed outlook of the office remarks made by the lower level management are sufficient enough for the company to construct and sketch its own PMS. Owing to the non-existence of PMS, there are several key issues that have been the stumble blocks for the development of ABC company. There are several positive notions on its implementation as well as negative notions on it. Nonetheless, the negative notions on the perceptions, presumptions as well as its implementations are more rooted with the nature of business, family owned company as well as its size. Conundrums based on these aspects are explored and unearthed from the impact of not having PMS in the organization. For future research, implementations can take place and before and after effect can be recorded as a result of a practical implementation of the system.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter, the contributions of the study on the company, the limitations and recommendations of the study are discussed.

5.2 Contribution

The data from the respondents could be extracted and be made as the key aspects of PMS for ABC company. Notes on globalized outlook of future and current challenges highlighted by the upper level management could be used to comprehend the needs for the company to achieve competitive advantages through PMS. VP and OM's notes on tracking the progression and history of the company could add to the data bank of the company, backdating the progress and working on improving the company. On top of that, points made by the lower level management on the integrity of the system is another key element that can be taken into account for ABC company to design its own PMS which is Rater's bias: mentioned in Aguinis's PMS. It is because one of the upper level management who constantly leads the employees in the office mentioned about "give and take" which is going to be a problem if PMS is designed for the company. Daily basis observations by the lower level management can be the specifications of PMS's design as well as OM's emphasis on the job scope as multitasking is a common feature in the company. In addition, higher level management's globalized outlook as well as their understanding on the challenges in the industry would be the general driver of PMS. Hence, the company has to design PMS, appraising the multitasking nature of the job scope. This study would make the

company realize on the importance of setting the foundations of the company: MVO, job scope, organizational structure and work flow. Aguinis's PMS would set the foundations of the company on the very first step of the cycle. In other words, this study would be the beacon for the company to lay down the foundations of the company: MVO, job scope, organizational structure and work flow of the company. This study would also provide the information needed for the company to consider in designing the criteria of PMS as the nature of business, the culture, the relationship with the public university, familial ties and other specific elements for ABC company have to be the referential points for future human resource manager of the company to design PMS.

5.3 Limitation of study

The study lacks of transferability. The size of the company is too small for transferability of the results to the other family owned companies in Malaysia. The number of respondents, ten respondents, is not too high or too few for the research, hence lack of transferability of the analyzed data is one of the major setbacks. The transferability of the results can be achieved if the same characteristics and nature of business are shared with ABC company. In addition, researcher's bias, misinterpretations of information given by the respondents to the researcher, misinterpretations or misunderstanding of research questions on behalf of the interviewees are major limitations of the study. It is difficult to generalize the results as there are various specified aspects in the realm of PMS in ABC company. In addition, the interview protocol was adapted from a researcher theorist, Ranjit Kumar. The practicality and the effectiveness of the interview protocol for this study

specifically, might not fit with the cultural and behavioral aspects of the employees of ABC company.

5.4 Recommendation for future study

For future research, case study can be done by using interview protocol for each decision made prior, during each PMS cycle and after each cycle. In-depth interview can be done for each cycle and for each employee of the company. This would lengthen and deepen the understanding of PMS in family owned company.

5.5 Conclusion

Data collected in this study could possibly be the reference for ABC company or any other companies which have similar circumstantial business setting. The nature of business of ABC company, the size of the company, the international relationships with XYZ university and other countries, familial ties and the multitasking nature of the company are circumstantial characteristics which could be adapted by other family owned companies in the implementation of PMS. The case study lacks of transferability due to its isolative issues.

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APPENDICES

Interview

Vice-president

VP of ABC COMPANY: What do I understand from performance management, what do I understand from performance management is in any management or in any organization, is everything based on performance, in any company whatever company you do or you open, there must be a performance management because that is how we show how we affect sales in business, correct? If you do not have performance management, that means there is no matrix no measurement, managing anything for a start with your staffs with the work progress you do, with our clients with our partners, everything has to be performance based, so if you asked me performance management, that is the middle key.

Interviewer: In the context of this company, what is the nature of performance management?

VP: In the context, like I was mentioning in XYZ university, see everything has to have a matrix, whatever we take from the principle, there must be a timeline or time frame of completion, for example, our exercise dealing with the visa unit and stuffs like that, there must be a benchmark of how we manage, whatever we give our principle to manage, it has to have a proper time matrix, with that algorithm we can enhance and improve our KPI to our partners and our customers.

Interviewer: How can performance be evaluated?

VP: of course, if there is a benchmark, evaluation, how can it be evaluated, based on whatever the benchmark they had given us, I need 3 months to complete this this, within the 3 months is your benchmark, anything more than that, that means you have not achieved your performance index.

Interviewer: When it comes to the staffs here?

VP: Staff's matrix is very different, from a clerk, to a trainer, to a manager, lecturer, a finance manager, KPI is based on your role, based on your role what do you need to achieve? What you need to progressive, show improvement, there must be a matrix right? So that lecturing, coordination of how you do, whatever enhancement you do, whatever timeline you are supposed to complete, these how are how basically performance management.

What is your opinion on its advantages and disadvantages?

Interviewer: What if this company is to have a proper performance management system, because actually we don't have a proper PMS

VP: yeah, we don't have, we have not even structured it to a proper way of running it, initial thing that was set up, was not properly done that means, no proper discussion with principles. Everything was a bit messed up. Because everyone took things from the air, presume this is the way, presume this is the involvement, presume that this

would complete within this thing. No matrix , no black and white documented. That is why, everything has to be black and white documented, in the sense that, my service to you is this, I give you this length of period for me to complete something so it would be easier for you to tie with other principles, if now principle don't give you black and white answer, how are we gonna tie up with anybody else ? that means it is something that has been taken out from the air ,which is not right, there is no way or worth mentioning the performance index.

Interviewer: What do you think, because of the nature of the company, and the staffs are very much interrelated to one another and have familial ties, what do you think of having a Performance management in a family owned company, and do you think it is possible to achieved it, or is it gonna be complicated ?

VP: of course it is gonna be very complicated when you deal with the family. There are a lot of situations in managing. Of course , having a whole lot of family members , everyone has got their own thing of , hey this one , I partially own this , in a way I want it two of family members, and in a way I also have got right on all that. When it comes to the administration part of it, it is a bit difficult, sometimes, lets sometimes like, when you expect something in return, you don't get it in time. But of course when you hire somebody else from an outside party, it is very easy to control, because everything is by KPI, performance and whatever, at the end of the day, you achieve your KPI then you have made it. But for family members , it is a bit different, there are a lot of give and take, that has to be put in role, sometimes that drags the time, so that would be slower process. But in a way that if everybody understands , if everybody from the day, has been briefed on what they need to do, everybody understands their role and the sense of belonging has to come naturally in them then I think it is not going to be a problem. But if one doesn't have a sense of belonging, if they do not know why they are here, and they just think that they are here because my so and so hold this certain position, and I have this much of share, then there would not be any performance. One has to be hired only through proper qualification, then you will understand that corporate nature of how business is done. When they don't have this certification, or exposure or experience, or in other words, if they don't have experience outside, they would not know what a company is all about. So, it all starts off from a very different thing. So, if you ask my opinion, of course it is harder to manage family company thing, especially when we are trying to doing big, of course small scope ,you re doing small training, small this and this and there, retail outlet, which is a bit different, but you are doing a big complex business dealing with international I think we need to have the proper guys with proper qualification and experience.

Interviewer: do you think if we are to have a performance management system in this company, would it be enough to sustain this company?

VP: of course, definitely, if you have performance based, then everything is measured, you don't have to prove anything. Your KPI will show everything. For example, I will give an example from our scenario. Example for the lecturers, what would be your KPI?

Interviewer: to make sure that they perform well for their exams.

VP: see, whatever that make any sense, that we are prepared the content of material, whatever teaching, the durables that you give in class, whatever it is outstanding , past years questions, of whatever the MUET exam which they are benchmarking on. If everything is given proper ,everything is derived from proper module and proper structure , the students should be able to pass. But if the student fails, then, where did we go wrong? Then we need to go back to performance, and study back where we did wrong, what we need to add, and from there we just give and take and see what we need to improve, so by doing that there will be improvements.

Interviewer: when it comes to the current situation that we are in now , do you think that if we are to work on PM having PMS now here in this company. Is it gonna help having a better situation than we are in now?

VP: with PMS?

Interviewer: with PMS, right now, if we are to have it, but the scenario that we are in with the other party, like you said earlier with XYZ university

VP: This thing has to be derived at the very initial state, when you do business, when A meets B , what has to be derived? Everything must be done proper. When A meets B and nothing was discussed and everything was just words of mouth but nothing black and white, this where problem starts, then B, discussed with A , A is the principle, B is the one intending to do the business model, B brings up to C, D, E, F, of what he thinks, I have already spoken, we can do this, this is how are we going to do this . but we never thought of the deep line of what are the problems, that is why we are facing a lot of issues today because everything was done on a very preliminary stage of discussion. No details discussions of the visas. Like example, like today we are having a lot of issues on visas, getting the supervisors on time. We got a lot of issues. So all the issues, are the ones are causing us a lot of harm indirectly effecting the visa, effecting our marketing strategy, effecting the whole process of whatever we have discussed internationally. So whatever we discussed internationally, is coming from the B , that discussed with A. so when B don't give the right information, when B discussed with C,D, E, F. it is all puzzled. Eventually it doesn't work, because A and B didn't tie up a good strategic business partnership.

Interviewer: how do you that by having Performance management system would affect the growth of the company , be it in mind that our company is like still two years, how do you think if we would have PMS would affect the growth of company?

VP: with Key performance index , everything is measured, within two days, we need to deliver something, I get it within two days, I am on already, because I am on with the timeframe that I have promised my principle. If you just tell me, for example about visa, if you tell me about visa that I am going to get it in 3months, I can put it in agreement 3 and half month, additional two weeks to give us a buffer. So when I get it within the three months, I have met my KPI with my principle, so I am not against the whole contractual agreement that we had. But when I don't have the initial 3 months on black and white, stated there, what am I going to promise , I cant go on promise with my principle within three months to settle. This is where the whole thing is going on in a loop, in a sense that that the principle are asking, why is it taking 7 months to come out with a visa, is it more completion for students to go home after

one year, and still the visa is not out. So we are caught in those scenarios. So if you tell me of course we didn't put in performance index because we are always fire fighting. If there is a scenario, we are going addressing, to put off the fire. In any company, only with preventive maintenance you can actually help to grow this business. That means everything has to be pre-look. For example, you buy a computer, when there's a problem with the computer, then I only check the computer? That should not be the way. Every month I should be doing the scanning for anti-virus, every month I should clear off whatever unnecessary files, do my defragmentation for my computer, then I see my performance, these are the preventive things that you do before the computer die. So when you have preventive methods measured using the performance index, then you can get proper goal. Everything is controlled within the KPI. That is it is measured, that is how corporate do it.

Interviewer: do you think it is important that this company should implement PMS or not in the future?

VP: in the future of course, I am definitely going to do it. it is because we have been fire fighting from day one since we started this. It is because of A and B the initial principle, outline of the whole model, the business model was not out properly. So I am not saying that, there could be a lot of improvement after we realise this after one and a half year, we realise, we should have done this, this, this, that is why I said, when any business, when any companies, ties out, everything is structured out black and white. When everything in black and black, everything should be thought through, everything should be vetted through for everything process, from the time students's time outside, and how they come in, the day they stepped in in our country, how are we gonna manage them. It has to be mentioned. Then we can do a proper thing. Now you see, from the day we started, it is just like every time we are fire -fighting, and we are not actually, we cant even look at preventive, it is like the whole jungle is on fire. By the time we put off the fire slowly by slowly, we are coming to an end to solve, but then we are not addressing the original issue, we have not even solved the issue we don't know the root cause of it, and that's the problem, now that we understand the root cause. So I always believe from the root cause, we need to have preventive method. So preventive method is to tie up between A and B a good bonding. So we need to go to A, saying look here, this is my issue I face here, for one and a half year, so we need to improve the business. So I need to know what is the legitimate time that you think you need to do the visa. How long do you take to get supervisor for me, how it take to enrol a student, how long to get the offer letter, everything has to be metrically studied, within A and A must tell B, B must put it black and white, and both must sign agreement. Only then B can be strong and tying up with everybody else. Anything else?

Interviewer: I think that is all. Because all the answers that you have given have exceeded whatever I have here.

VP: basically you understand? I will give you my experiences in various parties, when I was involved in party A, I used to manage the whole operation there, there is like 4500 people I have to answer, being the director accessing the whole project, their capacity is within half an hour they lose million dollars, so within half and hour and because of delays of transfers between containers to the shipments movement they lose so much of money. This company cannot tolerate nonsense. So for them, what they do

is, if a pc is goes down, within 20 minutes, that means no questions asked , you have got pre fixed pre -installed software that you can run operation, I can just run press play, and run. There is no stop operation. That is how it is managed. This is the measurement that we need to always put and improve. In the telco industry, everything is given timeline, because if a certain vvp said if they want a tower to be built in a week, they want it a week. But in order to get it , it is very impossible, because you need approval from local council approval , you need to get building ,everywhere you have to lock some a huge a money of money for security deposit. So this process, internally and externally we need to work on a lot of parties the involvement. To expedite this thing, to complete in one week is really impossible but if you have proper channel , proper mechanism, you have proper directive of you only allow to do a JB or discussion within two days. You can achieve it. but if the person sits down for a week not doing anything how can the tower be up in a week no way, so everybody has to work and face and have this sense of urgency which is very very important, and sense of belonging, and many of them don't want performance index, because they feel they cannot follow or fulfil the needs that is required it is because lack of courage within themselves and them being able to complete whatever given in stipulated time. Big company today , all MNC sthey all have KPI, if we need to complete, I don't care how you do it, if you sit upside down, hang upside down, do it, that's all. But I will give you a very reasonable timeline I will ask you can you complete it in two weeks? If you say yes, do it, I don't care whether you come or not come to office but work within the time line. That's basically performance, that's how they measure, if you can complete , you have made your first KPI, so each time you have you index your KPI for each six month there will be evaluation and you need to write you project and the timeline. That is how HR will measure your performance index based on how they pay you on bonus pay out. So, of course if you talk about KPI, is the thing in any industry or in any business, even in retail shop, even if you wanna buy bread, if your supplier doesn't give you enough bread based on time required every two days, you need to give me some bread, and then you might have customers coming and shop and not having bread, but your guy promised you in one day he will come for the bread to come, now three weeks no bread in your shop, will your customers come back again, cause he knows the chances to get bread is so slimy. That is why I said everything needs to have proper metric.

Operation manager

Interviewer: The topic of my research is performance management system. It is a system to evaluate performance of employers. It has a cycle for the whole system. The purpose of this interview is to interview you, on what is performance management?

Operation manager: could you please be more specific?

Interviewer: what do you understand about performance management system?

Operation manager: PMS is a method to make sure the effectiveness of management. The second, PMS can expand the business. Third, PMS can be the data for the history of the company for reference in the future. There are three main things about PMS

Interviewer: in the context of the company, how can the performance of this company be evaluated in this company?

Operation manager: if we are to refer to this company, this is a small company. So, when it comes to evaluating the performance of the employers, the specifications of each job in this company has to be specified. But we are all multiskilled. Even at times we have to cut the onions! So, it is difficult to evaluate our performance. The main reason is that our scope of business is too limited. It is not like any other corporate companies. It involves many aspects. The scope is too small. Basically, if a person wants to pursue his or her study, doing Masters , so the persons submits the documents, so we process the documents to any public universities, as according to the standards required by public universities, so our job is done. Then, we got our salary. We don't do marketing. We are consultants. Easing the process of the students.

Interviewer: so, it is very difficult to implement PMS because of our nature or scope of business and core business

Operation manager: lets say, if a person opens a restaurant, despite the name is called as a small business it has a bigger scope, it is actually big, it involves the supplies, sales , dealing with customers, supplier, management, and account. We are smaller than that.

How can a performance be evaluated?

Interviewer: as said earlier, the employers of this company are multitasking. does it mean that performance management is still relevant or is it not relevant?

Operation manager: it is relevant. But it is difficult to get its specific rating. As employees do all the work. For example, the general manager. He has to write and prepare letters, dealing with potential customers, potential students, bus tickets, flight tickets. And many other things. This is not a job scope of a general manager. But how do we evaluate him? It is very difficult. But overall, we can generally say that he is doing a good job.

Interviewer: if PMS existed in this company, would PMS sustain this company for a long period of time?

Operation manager: our core business is, after marketing is done by another group of people. Which means that if they succeed to marketing our company, or marketing agents, if they do not succeed to get the students, then we are not succeeding as well. It means, that we have to have good connection with the marketing agent. Even if we have good connections with the agents, it doesn't mean anything as there plenty of others who are doing the same core business like we do, the competitors. There will be other competitors who will tackle the agents. For example, bribery. Or even racial preference. Our students are from China, and Chinese Malaysians would have the advantages. Basically, we cannot sustain, or expand, by solely focusing on our business plan. Which means, we could have management development plan to manage this business better. But, we can fix on certain issues and speed up certain issues. Our challenges are quite simple. For example, we could prepare and provide the fastest way to the main campus for students who are interested.

Interviewer: meaning to say, if we are to implement PMS, we can do for those who are in the management of students who want to come to Malaysia. So, the most important people for us to evaluate are the agents?

Operation manager: yes, when it comes to the business. But when it comes to management, we would say that the target or goal, is the timeframe from the time the students land at the airport to the main campus. How long? So that is the evaluation that can be done for the employees of this company. So, who did it? The manager would conduct and pass to the subordinate, and later the subordinate would deal with the main campus.

Interviewer: what is your opinion, if PMS is implemented in this company as the employees are very much related, having familial ties, how would it affect this family owned company in implementation of PMS?

Operation manager: in management, in general, there are specification to jobs or department, in which staffs are responsible for each department. It is an advantage when it comes to a person, or a staff, can cover the other departments, and where can we get this advantage? In a family business. It is because, failures of the other departments, would affect one another as it is a family owned company. Let us compare with conventional business or company, the staffs would just think about his or her job only, and think only about the salary at the end of the month, but if family owned company, the staffs would cover one another as they would know the financial situations of the company. Hence, this is one of the advantages of having familial ties in a family owned company.

Interviewer: if let say this company does have PMS, for those who manage the process of the students to settle down in Malaysia, would PMS help to expand the business?

Operation manager: KPI is molded to make sure success in every aspect of the business. However, it depends on the nature of business. PMS has to be shaped based on the nature of business of this company. In reference to this company which recruits students, or consultants for student recruitment. We are not 100 percent student

recruitment company. As it would be different if we were student recruitment company, as it would involve marketing. And later we would have to cater the students until the students graduates. But our business nature, is not like that. We are here to be consultants for the students recruiters.

Interviewer: if PMS is to be implemented in this company, like we discussed before, like having PMS for the agents : how many students to be recruited within certain timeframe , or for management: evaluating them based on the timeframe for the process of settlement of students to the main campus, if PMS were to be implemented, or wanted to be implemented, how would it affect the employees, especially in the context of family owned company?

Operation manager: it won't greatly affect the success rate of the business. management doesn't directly influence the success of the company or doesn't affect the revenue of the company. The success of this company depends on sales, agent or marketing team. However, PMS would increase the credibility and accountability of the company. Our ability to manage the resources given to this company. For example, 30 students, the process of settlement of these students are done well and smoothly, and this would increase the level of trustworthiness of this company among the agents. Our customers are agents. Not the students. If the agents feel that the price is too expensive, then they would negotiate with the other companies. It cannot be denied that effective management would decrease our cost. This would increase the revenue of the company. However, this is too subjective involving different aspects of the business. In short, PMS would not affect the revenue of the company but it would increase the level of credibility of the company.

Interviewer: what is your job scope

Operation manager: my job is operation manager. I supervise all aspects of the business to ensure the smoothness of the business.

Interviewer: could you please elaborate your job scope?

Operation manager: I would receive the demands from the customers, the ones who will recruit the students. The students will be managed until payment is made. For example, a student wants to pursue his or study, doing masters or PHD. Or a short course , just wanting to experience learning in Malaysia. Once, they are here to pursue their goals, and my job is to manage this students and to ensure that they are satisfied with the service provided by the company.

Interviewer: thank you.

Lecturer

Interviewer: could you please introduce yourself and your job scope?

Lecturer: Hello my name is Zulfikar, and I teach English for students from China to prepare them for MUET, teaching them and help them with the language skills: all the four skills, listening, reading, writing and listening. Mostly academic based.

Interviewer: first question, I would like to ask you about Performance management system. So, performance management system is keeping tab with the performance of the staffs of this company. Basically, what we are going to talk about is the management within our company.

The idea is to create PMS even for the employees of this company. What do you understand about PMS, based on your experience with this company?

Lecturer: Our basic job is to teach. The number of staffs is quite small. Normally we would relate to our manager, basically I am a trainer, and another trainee, and later, we have another level of supervisor, and a secretary. Performance here, the trainers here, have to supervise the progress of the students. Trainers have to be there to see the progress. The supervisor would overall supervise our job and on and off we would prepare programs for the students. And on and off we would discuss with the manager, to update the progress, and also to branch off, from teaching or trainings, by having different ways of teaching, to other areas, like academic writing, having seminars, or power point presentation to help improve the skills of the students.

Interviewer: Does it mean that the KPI is being set up at every time meeting that is held with the manager?

Lecturer: yeah, kind of, he wants performance from us, so that students would finish their course properly and go and continue their degree program. And that is why we have these discussion and to find new ways of things, and also going into new areas

Interviewer: how can the performance of the staffs of this company can be evaluated, for example, you as a trainer, or as a teacher, how do you think, that you should be evaluated?

Lecturer: yeah, I think one is your students, how well they do, that is the important part, that you have to see the students, do well in the exam, are able to speak in English and improve their performance.

Interviewer: So, your performance depends on the performance of the students?

Lecturer: yes, how well they do academically.

Interviewer: this company does not have a proper PMS, what do you think, if this company is to have PMS in which we have a proper evaluation from our manager and our students as well.

Lecturer: that is one that is lacking. We don't have anything written down in relation to our performance. We judge based on how students perform. I think, we should have a systemic KPI.

Interviewer: what do you think, if we are to have it, for example, what if your students have to opportunity to evaluate you and your manager has a proper way to evaluate you?

Lecturer: yeah that would be wonderful. Then we have a black and white way, something concrete written down. That's a good way of doing it.

Interviewer: do you think, that by having a proper PMS for each of the staff here in this company, would it help in sustaining the company?

Lecturer: of course, definitely, I think another thing is marketing, because we are not involved in marketing, so I don't know how marketing department is being evaluated.

Interviewer: do you think that PMS , is more important for the marketing department?

Lecturer: I think it is for everybody, as well as the marketing, is done. That is important.

Interviewer: most of the staffs, they are very much related to one another, so do you think, if we have a PMS would it be a setback for this company to evaluate one another because they have familial ties. Would it be problem or will it not be a problem?

Lecturer: I think it would be a problem. Everyone is related. I think it is going to be difficult to evaluate. I think it is difficult to be objective. We would lose sight of objectivity. We tend to overlook their weaknesses and their performance because familial ties,... we cannot be objective. That's the drawback.

Interviewer: What could possibly be the advantages for the company?

Lecturer: it would definitely , what happen if they don't perform, what are the consequences? If they don't meet the KPI? Or the standards What happen? Of course they would get reprimanded and get warning letters

Interviewer: what do you think , would be the disadvantages of having KPI in the context of the company?

Lecturer: I fear , everyone is related, I don't know, it would cause rifts, or animosity, as their personal relationship, the problems, might spread. That would be a disadvantage

Interviewer: how do you think PMS would influence the growth of the company? Do you think that there is going to be problems, how do you think that it could influence the growth of the company by taking the circumstances (possibly rift among the family members) of the company?

Lecturer: overall, if we have a KPI and it is managed properly and objectively, and it would be a great help, everybody is performing especially in the marketing department, and then we have more open discussion, another area is how competent are the staffs in their own area, in finance, all these things play a role. If you want to run a company well, you must get competent people.

Interviewer: if we are to implement PMS, how would it affect you as an employee? How will the employees react to this change?

Lecturer: I think, KPI is a positive thing, I mean, they want to measure your performance and things like that, definitely influence behavior because people are watching because of KPI. But I could see conflicts, as some people might not take it seriously, or even might be offended, there are problems. But overall it would be a good thing to have KPI.

Interviewer: do you think that it would be relevant to have PMS, bearing in mind, in the nature of business and circumstances?

Lecturer: we should all have. It is necessary as we don't know the direction of the company. We have to look at the revenues. We have to take a lot at outside people, as what they do affect us as also, that kind of delays outside of our power, I think KPI is essential for our performance. We can have meetings.

Interviewer: actually if we are to implement, we are going have cycle for every four months, will be evaluating by the system. What you said is actually true, as we are going to a lot more open discussion...

Lecturer: critical look. The thing is , people should be able to take it, we are not criticizing them personally, just their performance

Interviewer: even if we are to have this system, it is going to be for every cycle, we would be given new objectives for every cycle.

Lecturer: it is a good thing. We also have to deal with agents. How are they performing

Interviewer: do you think that it is more crucial for the agents to have KPI because they are bringing the students, because they are the core business of what we do here

Lecturer: yes of course, as our revenues depend on them. They are the ones who supply the students. Do we have any control over the agent?

Interviewer: I don't know, and I think , that is another area that this company should look at. Based on what I understand, it is more important for the agents to have KPI and we are here to manage the students and we are dependent on them. I think that's all. Thank you Mr. Patrick

Lecturer: yes, of course. Welcome.

Lecturer/ admin

Interviewer: could you please introduce yourself and your job scope?

Lecturer/ admin: My name is Ali and I am one of the English teachers.

Interviewer: what is your other job scope?

Lecturer/admin: I also prepare exam questions, modules and I do a bit of administrative works

Interviewer: do you know what is performance management system? Basically, PMS is a system which keeps track your performance, and it has full cycle of PMS . theoretically it is done for quarterly every year. What do you understand about PMS ? basically, what do you understand about KPI?

Lecturer/ admin: generally, what I understand is, KPI is for every staff and the employer can keep track on the performance of the employee and every decision made, is for the improvement of the business of the company.

Interviewer: okay, based on this company, based on the context of the company, what is your opinion, if PMS is to be implemented in this company?

Lecturer/admin: if PMS is implemented here, for each employee, I believe that the level of performance of each staff will increase, and each staff will have a specific target each, and the target will be documented in PMS. It will impact the company hugely in the development of this company.

Interviewer: In your opinion, how should PMS in this company be implemented? How should your performance be evaluated?

Lecturer/ admin: in my opinion, with the right system, an official system, in which every staff has the access to look at their own performance, as in my view, if PMS is implemented by the employer, the employees wont be able to know their progress, hence, a good system, should allow the employees to keep track with their own performance to evaluate whether they have managed to fulfill the goal set for them.

Interviewer: do you think that PMS would be able to sustain the company in terms of revenue and others?

Lecturer/ admin: In my opinion, yes absolutely. Not only sustain, but it could improve the development of this company.

Interviewer: The size of the company is small, and most of the staffs have familial ties, and we can categorize this company as family owned company as big decisions are made by family members. If PMS is implemented in this family owned company, what is your opinion?

Lecturer/ admin: in my opinion, it is an obligation to implement PMS, despite its nature: having familial ties or not family related. When it comes to work, everybody has to be professional. In my view, it is an obligation, as work is work, family is family and when we are in the office, regardless of our relationships, we have to be

professional. that is how feel as I don't think, it is an option (to implement PMS), even though it is a family owned business.

Interviewer: hypothetically speaking, if PMS were implemented in this company, what the reactions that you predict among the staffs?

Lecturer/ admin: in my opinion, I would be happy for that, but there would be several staffs who would not be interested with such implementation, as they have the mentality that this company is my family's company, they can do whatever they want to do and I think that there would be slight disputes in terms of unity among the staffs.

Interviewer: what is your opinion on the advantages of implementing PMS in this small sized company that the staffs have familial ties?

Lecturer/admin: like I said earlier, there would be staffs who would disagree and agree. But if everybody agrees with PMS, even if the size of the company is small, it can stabilize the company for a long run. But, some of the staffs, would feel like it is like a burden, and this would affect the company greatly. As probably, some of them, would take it lightly of all the work and they feel like PMS is unnecessary, as long as they do their work. There would be two possible situations, if everyone agrees on PMS, the company could sustain and develop, if there are some of the staffs who disagree, it would negatively impact the company in the future.

Interviewer: what is your opinion on the staffs who disagree with PMS, what is the best way to overcome this problem?

Lecturer/ admin: first, initiative action has to be taken. These staffs have to think professionally and do their work seriously. Second, most probably, the employer has to take action by sending them to training or motivational talks, to prove that work is work, even though this company is a family company.

Interviewer: in your opinion, if PMS is implemented in this company, in the circumstances of this company, what are the disadvantages of the that the company might experience?

Lecturer/admin: in my opinion, in the early of PMS, perhaps, that the company would be able to detect or see bad performances of the staffs, as I said earlier, this is a family business, as some of the staffs would take things lightly, if this is implemented, perhaps, maybe, employer would unearth the ugly truth of the performance of the staffs. However, this would take time for the company to enjoy the good impacts of PMS. For me, the implementation marks the restart of the company, because of the implementation of PMS as PMS is done officially, not a verbal implementation.

Interviewer: how PMS could influence the company, in what aspect that PMS could influence the company?

Lecturer/admin: For me, PMS could influence the company in various aspects, like in management, academic, and perspectives of the staffs. If everybody has their own KPI and target as mentioned earlier, work will be done according to the targeted date, so, in my view, in the aspect of management, this would smoothen managerial work

of the company. In the aspect or in the context of academic, we would not stuck in one syllabus, we would be able to add more syllabus time to time. From the perspective of the outsiders, or the party we deal with, they would see that this company's management is smooth and well prepared, and academically, from the perspective of the subjects offered, they would know that the subjects are periodically improved. The outsiders or the people that this company deal with would give positive remarks about the company.

Interviewer: in general, how do you feel about performance management system if it is to be implemented in this company?

Lecturer/ admin: first, as we discussed, the company is in trouble. For me, the first thing that this company has to do is we have to solve the existing problems first before we can start with PMS. I feel, if PMS is implemented officially, this company could expand further and stabilize itself like the other companies.



Administrator

Interviewer: introduce yourself, your position and your job scope

Administrator: Hi, I am Anis, I am the assistant administrator here. My job scope is I have to do filing, meeting the students, and all the administrative works except finance and teaching

Interviewer: what is your opinion on PMS? PMS is a system to keep track your performance and it has quarterly cycle and would evaluate your performance holistically. What do you think about PMS?

Administrator: in my opinion, PMS is like KPI, so, it will evaluate the employees, based on our performance. For example, based on our attendance, our attire, whether our attire is appropriate or not, and the goals set. I think, there are other aspects but basically it is about an employee's performance.

Interviewer: in your opinion, how should an employee's performance be evaluated?

Administrator: in my opinion, an employee should be evaluated on the ways one does his or her work, the ways one communicates with other employees and the employer and one's ability to do his or her work within the timeframe. Beside that, the way one handles a group work and how he or she handles stress.

Interviewer: what is your opinion, if PMS is to be implemented in this company?

Administrator: yes, it is very good, even though this company is a family owned company, I think we should apply PMS so that it is fair for everybody, for example, if the system is not used, it wont be fair for everybody. For example, like if one decides to not come to work, then one thinks it is fine, and it is acceptable. But for some staffs, they do follow the right procedure for example, to apply for leave.

Interviewer: if this company implements PMS, is it going to help sustain the company?

Administrator: I think yes. If the company has PMS, we could see the performance of the employees. even though it is a family business. If you think about it, a business is supposed to help the company gain revenues, not to lose them. By having PMS, it would help the employers to determine if an employee is worth keeping or not.

Interviewer: my next question, it is a much detail question, what is your opinion, in the context of the company, what if PMS is implemented in this small company, and most of the staffs have familial ties, what do you think?

Administrator: I think, PMS should be implemented regardless of the size of the company. Even though we might know that person, it doesn't that person knows how to do his or her work properly. It has to be fair. It is because the welfare of the employees has to be taken care of. For example, one could get more because of certain vague criteria and one could get (salary) less because of certain vague criteria as well. This is not fair. Another example is, if there is a dissatisfaction among the employees,

and employees know one another. If one is dissatisfied, and one wants to take a legal action, one would reconsider and having familial ties would make one reconsider again and it would be a problem. Hence, it is vital for the company to have PMS.

Interviewer: in your opinion, if this company wants to implement PMS, what are the advantages of this system and how would PMS benefit the company?

Administrator: I think, basically, this company can grow bigger if PMS is implemented. It is because people of higher position would be able to evaluate the performance of the employees. if the employee comes to work or not, does his or her job or not. So, PMS is needed.

Interviewer: what about the disadvantages of PMS, taking into account the size of the company and the familial ties that the employees have between one another?

Administrator: I don't think there are disadvantages

Interviewer: like you said earlier, there might be disputes if PMS is implemented, so what is your view on it?

Administrator: perhaps, maybe there is dissatisfaction between the employees. even among family members as well, the relationship is not close, so maybe there might be dissatisfactions. Even in big companies, there might be some employees, who would belittle one another, like if you come early, people would say, owh you think you are better than me? Maybe there might these sort of things to happen

Interviewer: how do you feel, how would PMS expand the business of this company?

Administrator: in my opinion, by having this system, the employees would be productive. Employees would not take things for granted. I think employees would be more productive and responsible.

Interviewer: how would PMS would impact the employees of this company?

Administrator: I think, PMS would give a positive impact to the employees of the company. Like I said earlier, they would be more responsible, their work might be better, as they have to take into considerations of their KPI, and I think that's it.

Interviewer: as a conclusion, could you please summarize, if PMS is to be implemented in this company, taking into account the size of company and its nature of having familial ties, if you can summarize, what is your opinion on PMS, please summarize.

Administrator: in conclusion, I think PMS, should be implemented, regardless of its size, or a family business or not a family business, from there, we can comprehend the performance of everybody. It is not only for employees; it is also for the upper level management system too. So, despite there might be some dissatisfaction, but PMS has to be implemented, so that the system would be fair for everybody, and cases like lying or dishonesty could be reduced.

Agent/admin

Interviewer: could you please introduce yourself and what is your jobscope?

Agent/admin: My name is Karim. In this company, I am the agent who will lure international students from Indonesia and China especially

Interviewer: What do you understand about PMS?

Agent/admin: for PMS, I don't really understand it, but what I know is , performance is when staffs and managers work for one purpose and with one method/framework)

Interviewer: in your opinion, how should a staff be evaluated?

Agent/admin: in my opinion, staffs should also be given the chance to talk or give their opinions or excellent ideas. It is because it doesn't mean that the upper level management's work is perfect. I think, the lower level staffs would know better about the work needs to be done, and how to do it efficiently.

Interviewer: in your opinion, what if PMS is implemented in this company, what is the impact?

Agent/ admin: maybe this company would succeed, the cost can be reduced, time will be utilized efficiently and more profits could be gained. I think, PMS is important, for any company, especially this company

Interviewer: could you please explain in details, how could PMS be implemented in this company?

Agent/admin: I think, cause I am in lower management, I feel like I cant voice out my opinion, because all the instructions are directly from the manager, and I have to complete the tasks. Supposedly, a task can be completed in one day, however, the work is a lot, and can't be handled in one day, so it will take more time, so the cost will increase. Supposedly the work can be completed in one or two days, however, the work is relayed to different parties to complete it so it delays, as I have to wait for the different parties to complete their tasks.

Interviewer: you did say about the delay of the process, so, why is the process that needs to be done is delayed or late?

Agent/admin: supposedly the manager has to listen to what the staffs have to say. supposedly one staff has to work on managing the process of administrations of one to five students or five to 10 students, so, it will be more focused. Works can be done a lot more faster. In comparison, like working on settling one offer letter for a student is done by another staffs, settling the visa for another student is done by another different staffs, so, in order to complete the task, we have to wait for the offer letter to be completed before we can do other administrative work. Step by step, and this takes longer time.

Interviewer: can PMS sustain the company? sustaining is to maintain the performance of the company?

Agent/admin: I think yes, it can. It is indeed can be done because if we work together, and the lower management and the upper management have the same purpose and work together, we would know that this thing (PMS) can make this company a success for a long period of time.

Interviewer: in your opinion, what is the importance of having one goal for a company?

Agent/admin: if we have one goal, or one purpose, we would know what to do, if we do not know what is the purpose of this staff, this staff, and the other staff, and we would be clueless about their purpose. We won't do a reflection on ourselves asking why is the process of administration is delayed and late, because we do not know about our own purpose

Interviewer: in your opinion, what is the purpose of the existence of this company?

Agent/admin: for now , from what I know, the main thing is to get the students, and the money because the purpose is not from the manager, and it is not about providing a good service, it is about getting the money, and students,

Interviewer: so, when you said about getting the students and the money, could you please explain further about this?

Agent/admin: it is like this, it is a process, to get the students, and we have to apply, and get the offer letter, and accomplishing the visa documents, and finally can further his or her studies, this thing can be completed in one or two weeks and everything can be settled. But we don't know the intention (or the purpose of the work) of others, and the performance of the other staffs, and we don't know why some of the staffs' works are delayed, why cant he or she perform, and the process is actually quite simple if it is done properly, and we have to know that the standard of the company: to know how long the whole process (registering the students) can be completed, and the students do not have to continuously ask when the whole process of registration is completed.

Interviewer: what is your opinion if PMS is to be implemented in this company which consists of family members, what is your opinion on this? What would happen if this is implemented?

Admin/agent: I think, for a family owned company, supposedly, the manager and the higher level officers should be fair for all the staffs, as they should not see the staffs as family members or staffs(who are not family members), if they see them as family members, the family members who are staffs would think that this company belongs to their family, hence, they can do whatever they want and the workloads that is supposed to be completed, are easily transferred to the other staffs (non family member staffs) , but the problem is the non family member staffs have their own job scope given, that is why some of the works are delayed to be processed as the non family member staffs are given much more workloads compared to the family members.

Supposedly, the family member staffs should perform better because they are the ones who are going to support this company for a long period of time.

Interviewer: could you please illustrate further examples in relations to giving workloads to the others that causes heavy workload to the other staffs?

Admin/agent: based on my experience, I worked on an offer letter for the students, and there are 30 to 50 students that I had to provide offer letters, and I had to settle the work within 2 days because the students had been asking, when could they receive offer letter, but the family members asked a lot of my favors to do the other works. So I could not settle the said job, my job. I could have completed by my job first before entertaining to the request but they would say do this work first (their work), how can I complete my job if this is not settled. It is supposed to be his or her work, but because the fact that he or she is a family member and I am just another non-family member staff. They would consider as an outsider who works in this company, in his or her family's company, and they would think that the outsider(non-family member staffs) would work harder. I think, the family member staffs should give a good example for the other staffs, because if the family member staffs work at their best, automatically the non-family member staffs would also work at their best and give the best performance too.

Interviewer: what is your opinion if PMS is implemented and what are the advantages if this company is to implement this system in the context of family owned company?

Admin/agent: the first advantage is time will be used efficiently , cost will be reduced and the company would appreciate the non-family member staffs. And for the students, the service and facilities provided by the company would be satisfactory. For example, the offer letter will be gotten faster from the company, the visa process will be much more efficient. It is because for international students, it is important to receive the offer letter as we do not know if we are going to further our studies or not and if the visa is not yet received from the company, the students might have troubles to travel around and it is going to be a problem as the students are adapting to a new life in a new country as the students do not have the permit to live here. Lastly, it would affect the students to study thinking about the visa, and the possibilities of having problems with the immigrations.

Interviewer: what is your opinion, if the system is to be implemented, what is the disadvantages of this system for the company or what are the negative impacts that could possibly face by the company in the context of family owned company and its relatively small size?

Admin/agent: maybe, for the non-family member staffs would feel like this is like working for any other company, and I think there might not be any problems for these staffs, and even the students would feel its negative impact, even they would feel its positive impacts.

Interviewer: how would this system influence the growth of the company? the performance of each staff will be evaluated and how this would influence the growth of the company?

Admin/Agent: if the staffs really know what they are doing, it would give a good positive impact for the company, because this company relies heavily on its staffs, and if the staffs could not properly do their job, this company would not grow.

Interviewer: how would PMS impact the staffs, would it create a positive environment or a negative environment because this is done among the family members, so what is your opinion?

Admin/agent: I think it would create a positive environment cause it would increase the revenue of the company, as we are talking about family members, and if the family members are experiencing this system, they would abide the system and they wont work following their own wills, as they would work according to the standard set by the company. in the end, they have to work, regardless whether they are family members, the father or the son, or the daughter. If they want to work here as the pay is equal, and supposedly they would work at equal amount of workload and give their absolute best and there wont be any delays, because it would negatively impact the company,

Interviewer: based on your own experience working in this company, would it be possible to implement the system in the context of family owned company and its size realistically?

Admin/agent: I think it is a must for this company , because I think , the company really depends on the non-family member staffs, and I think the family member staffs do not know how to properly do their job. Their workloads are being given to the other staffs. If this system is implemented in a family owned company, it would function well.

Interviewer: in your opinion, should the staffs in this company undergo training to accomplish their task and to improve their performance?

Admin/agent: supposedly yes, because if there is an open recruitment for new staffs, the new staffs would frequently ask us right, and this would lose our focus. Supposedly before the new staff enters the workplace, the new staff has to undergo the training, he or she has to know how to accomplish the task, how to settle the task, as the work involves international relationships, and this is so important for the company. if one comes to the company and does not know how to do his or her work, it would be a troublesome for the other old staffs who are accomplishing their tasks.

Interviewer: in a nutshell, how can you summarize , with the new system to evaluate in this family owned company?

Admin/agent: maybe, from what I know, the company will be busy, when the students are about to enroll. Before the students enroll, the company should give one or two months to train the staffs, like for example, if the staffs who have to work on the offer letter , have to be trained on how to work on the offer letter efficiently and better, and how the staffs who handle the visa of the students could work and handle the visa efficiently and faster and this includes the family members who are also the staffs and how for example, some of the staffs have kids at home, and how can they work from home and they have to meet the deadline regardless, even if the sons or the daughters

of the staff is sick or not, they have to meet the deadlines, because if they are not working on it, the other staffs would have to cover, and the staffs who have to cover would upset the manager as they could not meet their own deadline covering for the staffs who pass the work to them. I think it would be confusing

Interviewer: thank you

Admin/agent: you are welcome.



Partner

Interviewer: what is your opinion on performance management in a company?

partner: it is good for a company. it can focus on certain departments on the company and on certain staffs to improve the company. these are all a process to make sure that the company could achieve its goal

Interviewer: could you please elaborate further about achieving the goal of the company?

Partner: the goal of this company is to be one of the most successful companies which could ease the process of enrolling more international students to XYZ university

Interviewer: in your opinion, how can a PMS be implemented in this company taking into account of its size and familial relationship?

Partner: it can be done, however, each individual of the family has to be open and can accept constructive criticism for the sake of the improvement of the company

Interviewer: how would the staffs react if their performance is kept tracked, in your opinion, what is the reaction of the employees?

Partner: the workers who are open minded and positive would always be ready to be evaluated and upgraded for the future of themselves and the company

Interviewer: how about the closed minded individuals in the company?

Partner: on the flip side of the coin, for the workers who are negative, they do not like to be monitored. There is no need for us to think of thousands of excuses, if the mind is close, they themselves would not want any changes, only thinking that they are right all the time and can't accept criticism to change for the better

Interviewer: in your opinion, with the structure of the company, the hierarchy of the company, how would an employee should be evaluated?

Partner: in a company, evaluation can be done internally and externally.

Interviewer: could you please explain further?

Partner: in the case of this company, the external evaluator is the ones who deal with this company. like the international delegates of other country and XYZ university. Meanwhile internal evaluation, perhaps could be done by the owner of the company or the manager to evaluate each of the employee

Interviewer: do you think that PMS for each employee would sustain the company?

Partner: yes of course. It could also improve the company

Interviewer: if the company wants to implement PMS , in your opinion, how should it implemented? What are the steps need to be taken?

Partner: first , each employee has to know the goal of the company. second, the employee should feel the sense of belonging. Third, each employee has to be ready to receive and execute the instruction. Fourth, if the company is still a new company, there should be SOP and rules that ought to be abided by each staff without any exceptions. Everything has to be in black and white. Everything has to be documented. Fifth, the owner of the company should choose people with qualifications to strive the company. if among the family members, the right choice has to be done so that the journey of the company would not face any petty or trivial problems which could tarnish the name of the company. sixth, each staff has to be immune to criticism and changes. Seventh, each employee has to be given the chance to voice out their opinions in the open discussion especially in this family owned company. eighth, the owner has to frequently supervise the employees in the early stage of the journey of the company and give the autonomy to the management after the owner is convinced with the ability of the management. Tenth, evaluation ought to be done from time to time. Eleventh, training should be provided to enhance the skills and ability of the employees. twelfth, once a while, employees ought to be appreciated. Financial side of the company has to be handled well too.

Interviewer: does the company have any problems in managing its finance?

Partner: is this a general or specific question?

Interviewer: it depends on how you interpret

Partner: when it comes to finance, any company would face problems especially when it is not handled well. There are more....

Interviewer: if you do not mind, you can share, I will conceal the name of the company.

Partner: every employee is obliged to have knowledge, values in their lives, honesty, integrity and responsibility.

Interviewer: could you please summarize PMS in relation to this company taking into account its size and familial ties?

Partner: there is no PMS. Zero. The size of the company is small, but if it is managed well, it can be a big company. Familial ties is a foundation or basic, there would be insecurity among them and no understanding at all. Zero .

Interviewer: I think, this should be enough, thank you for participating.

Partner: Thank you.

Clerk

Interviewer: Assalamualaikum, could you please introduce yourself and your information will be concealed, could you please introduce yourself and your job scope?

Clerk: Waalaikumussalam, my name is Ayu , I am the clerk of ABC company. I am also an admin assistant to prepare the letter and the documents

Interviewer: what do you understand about PMS, a system which will keep track the performance of the employee.

Clerk: performance management , from what I understand, every job in the office, has its own responsibilities. For example, like me, I am the clerk, I will arrange the files and the documents, and prepare letters,

Interviewer: in your opinion, how should an employee be evaluated?

Clerk: first, through his or her level of education, and later his or her experience, level education and experience

Interviewer: how about his or her performance? How should a performance of an employee be evaluated?

Clerk: he or she has to commit with his or her work, and he has to be punctual coming to the office, and one has to make sure that his or her job is done according to the time frame, and one has to be meticulous, and knows what he or she is doing.

Interviewer: based on the jobs in the office, how should one be evaluated?

Clerk: I think that's all

Interviewer: in your opinion, how should PMS be implemented in this company? what do you think, if PMS , is implemented?

Clerk: if PMS is done, properly, the company will run smoothly

Interviewer: do you think, that PMS will be able to sustain the company? the employee will be evaluated according to the job

Clerk: hurmm, I think, with the right procedure, the methods are right, employee is committed with the work, that it will run smoothly.

Interviewer: the company is filled with family members, and close friends, what if PMS is to be implemented taking into account that everybody knows each other well?

Clerk: if it is implemented then, it is going to be good, as it will run smoothly

Interviewer: will it work if everybody is being evaluated? Like the father is evaluating the sons and the daughters, siblings will evaluate the other siblings, and friends are evaluating one another, would it work?

Clerk: hurmm, maybe it will be a bit hard to be successful because your own family is evaluating so it will be a bit bias and unfair.

Interviewer: if the company implements PMS, what do you think the advantages are?

Clerk: even though the employees are family members, if the procedure is correct, for example, the owner hires the sons or daughters, and if they have the qualifications and the experience, the advantage will be good for the company, as the company can sustain for a long period of time.

Interviewer: what about the disadvantages?

Clerk: sometimes, if, hurmm, if the sons or daughters are dissatisfied, the other staffs will also be dissatisfied, I think, because the close relationships

Interviewer: Do you think, PMS will influence the growth of the company?

Clerk: I think it will be good, for the family, as we are doing it for the family, for the future of the business, like if we build a company full of people outside the company, the question whether would they be able to continue the legacy of the company in the future might arise.

Interviewer: what is your opinion, how would PMS affect the employees? if it is implemented, how would it impact the employees?

Clerk: I think, like I said earlier, there might be some dissatisfactions

Interviewer: why do you say so?

Clerk: if PMS is done, since, it is done in this family owned company, the evaluation is done, and for example, there is one employee who is lack of experience but is paid higher, it would create a disharmony in the company, but if one is paid, according to the qualification, then I guess, it should be fine.

Interviewer: what causes this?

Clerk: based on the evaluation

Interviewer: so what you said is if the evaluation is done properly then it is going to be fine, but if not, there might be some problems, right?

Clerk: yes

Interviewer: could you please summarize, if PMS is implemented in this company taking into account the size and its familial ties?

Clerk: like I said before, in my opinion, family owned company is good, but before that, family members ought to be trained, and look at their qualifications as well whether they can do the job or not, introduce the company and the job scope, and once the person is deemed capable, then the owner should hire him or her. If not, the family member who is inexperienced should work as a layman, working under the experts of the field in the company

Interviewer: so training is important?

Clerk: yes, so then the family member can be placed at the right position in the company

Interviewer: thank you.

Clerk: you are welcome.



President

Interviewer: Assalamualaikum

President: waaalaikumusalam

Interviewer: I would like to ask some questions about the company

President: okay, talk

Interviewer: it is about PMS. PMS , it is for each company. what if your company is to have PMS, it is to evaluate the employees. what is your opinion about PMS?

President: it is good for a company to develop the company. we evaluate the weaknesses of the employees and it could strengthen the teamwork by covering the weaknesses of individuals. The individuals could fill the weaknesses of the other weak individuals.

Interviewer: in your opinion, how can an employee be evaluated?

President: there are many ways to evaluate the weaknesses and strengths of the employees. one of the ways is to give an assignment to individuals or group that we want to mentor and we evaluate the results of the given assignments

Interviewer: what is your opinion if PMS is to be implemented in ABC company?

President: good

Interviewer: could you explain in details how it could positively impact the company?

President: every company which offer services needs a good marketing team, a management team that is excellent, a team of excellent lecturers, so if we can overcome the weaknesses it can help the company to grow better. Personally, I encourage if there is any help from any parties to help to evaluate or to give an input for the company to strive

Interviewer: in terms of performance, could PMS sustain the company

President: of course, it is like this, it wont work if we know our weaknesses or our strengths it wont move forward if there are no efforts to fix the weaknesses. And if we know our weaknesses and we work on it, it is vital to fix it. If we know, and we do nothing about it then, it is useless, there might be help from outside that might help us to strive and it would be good.

Interviewer: in your opinion, if PMS is to be implemented in this company, taking into that this company is managed or run by family members and closed friends.

President: it is like this. This company is built based on discussion and helps among friends who know the strengths and weaknesses of this company. we started from zero. And we are not capable to pay employees with huge amount of salary. So in the early

stage, we do need help from family members and friends, so these people are willing to work without any salary, and when we got the revenue, it is not possible to fire these people and hire other people, so , we would continue with the momentum and we would add more employees outside of the circle to expand the company.

Interviewer: if there is a system to evaluate the family members and friends, would there be any disputes? As all of them know one another and have familial ties.

President: family members are family members when we are at home. When we are at the office, we are coworkers, and if there are weaknesses then we will take action to address them

Interviewer: would there be any conflict of interest, as having familial ties, if employees are not fulfilling KPI ?

President: like I said earlier, this is the teamwork, we don't address individuals performance. Teamwork. If there are weaknesses in terms of execution of jobs, we would work on it with the consultations of those who are capable and experts, to help.

Interviewer: what is your opinion about PMS, do you have any thoughts to implement PMS before this or is this a new thing for you?

President: it is a good thing. Like we have a car, that could protect us from the rain and the sun, if it is beneficial for the company, I encourage such changes, and would work towards fixing the company to strive forward.

Interviewer: do you think that PMS would help , increasing the revenue of the company

President: of course, if there is a system to detect our weaknesses and if we fix the weaknesses, of course it will increase the performance of the company

Interviewer: could you please elaborate further on the weaknesses of the company and how would you address these problems?

President: the truth is it is a very good question but it is very subjective in a way that everybody has their own opinions on this, on how to address it. Depending on the capabilities of the company. if the company doesn't have financial strength it will be in trouble. If the company has employees who are not good enough, but it has financial strength, it has the capability to hire qualified individuals, I think it will be a good thing for the company to strive forward.

Interviewer: you did say that the problems are subjective, why do you say so?

President: some people would evaluate one person, like, that person could not bring in revenue or the business, but that person has a good PR skill that could convince the clients that the company is good, but he cant bring in the revenue, or the business. Evaluation depends on the angle of how an employee is being evaluated, in aspect, revenue, PR, quality of work. We have several different departments in the company. the marketing team is to bring in the clients, the management is to manage the clients and the staffs, teaching department is to make sure that the students and should reach

the KPI. That is why it is subjective as you cannot evaluate, like for example, the tutors are not capable to bring in the business, and of course they cant! Because their job is to teach, so, we cannot evaluate them equally like the marketing system. That is why I said subjective

Interviewer: could you please summarize PMS in this company, taking into account the size of the company and its familial ties?

President: okay, in the early stage, we needed the supports from friends and family. But as the company grows bigger, we could hire employees who are qualified. It doesn't mean that I don't need the support from friends and family. We want to grow, lets say, if you have a problem, are you going to consult people whom you do not know to help you solve your problems. I don't think this would happen. You would consult your family members, to solve the problem. In the early stage, friends would help your family members would help, and at one point, you are at the stage where you are financially strong then you can open the company to the public, hiring qualified people to solve your problems, this is what happen to this company. in the early stage, my friends and family do help me. When we are at a higher stage, we would open it to those who are qualified. We are not a company who have a strong financial strength, and we started from zero.

Interviewer: I think that's all. I really appreciate your help

President: I hope that your thesis would be a success.

Interviewer: assalamualaikum

President: waalaikumussalam.

Legal advisor/partner

Interviewer: assalamualaikum, could you please explain what do you understand about performance management system?

Legal advisor/ partner: performance management system is a method or business strategy of a company, acting as a benchmark to move towards the ultimate goal of a company, this system needs to be implemented for the achievement of the company. companies all around the need to have this system so that they have a certain standard to follow in terms of globalization to sustain in this new era.

Interviewer: do you have any other examples?

Legal advisor/ partner: for example, listed company, YTL, they have sustained for more than 15 years, they have 35 billion asset including in Japan and UK. Therefore, the system that they have been implementing and they are still enhancing to ensure sustainability and competitive advantage of the company that is very tough nowadays. Besides that, YTL, still can sustain and they have their system and they improvise from time to time

Interviewer: do you have anything add?

Legal advisor/ partner: YTL, have role model and they take it from Japan and UK to adapt and to suit with the current environment in Malaysia. YTL, despite the emergence of new companies, YTL, is still relevant and is still able to compete. Therefore, PMS is vital for every company to survive

Interviewer: how can an employee be evaluated? Based on the size and circumstance of the company how can the employees be evaluated?

Legal advisor/partner: it is compulsory for an employee to be evaluated, based on their performance. The evaluation ought to be done, or assessed quarterly, half a year, or towards the end of the year. The purpose is to witness if there are weaknesses that can be addressed by training by mentoring. It is because guidance should be given to the employees to ensure that they are equipped with knowledge. It is very broaden in terms of knowledge and most of the employees are not well exposed. Therefore, we should have a strategic planning to enhance new knowledge, new experience and for exposure. One of the methods, is to send the employees for training or to get trainers to come in to this company to provide fresh ideas. And the ideas must be internalized for each of the staff so that they can perform in accordance to the system or it needs to have a SOP or any administrative order as a guidance for employees to perform and achieve MVO of the company. coming to the company, as I mentioned earlier, YTL , is a big company even after 50 years. And they sent their employees abroad, UK and America to gain experience and knowledge. They also offer scholarship to pursue their studies and to gain new knowledge and new ideas to compete globally. I would like to recommend that this company to follow YTL as a model or the framework. As to have rule and function and then they will perform very well. I think they need mentor or supervisor to follow the progress of the employees to detect the weaknesses weekly and it should be documented. So from the documents, evaluations can be done to

improve for betterment. In term of strategic performance, it has to be documented and it should be evaluated quarterly, half a year or at the end of the year, from this, recommendations, can be given to the employees, and finally solutions can be found. Models like from Europe, on PMS , and it has to be adapted under circumstances which is suitable with our country and culture. It is because to change or to transform human being it requires passion and patience to improve the performance of the employees to understand what the MVO of the company is. In conclusion, my personal view, it needs to have weekly or monthly meeting, just to evaluate face to face and to call personally to give constructive comments to each of the staff who cant perform at the certain level. If fail to do so for a long run, the company will collapse. The fact of mismanagement, and management literacy, financial management, if financial is being mismanaged the company will for sure collapse. In current, situation, the economy is not too good in Malaysia, they have to gear up themselves, with sufficient knowledge and manage the finance properly. Failure awaits if they are illiterate in finance.

Interviewer: what is your opinion if PMS is to be implemented in this company?

Legal advisor/ partner: if PMS is implemented in this company, I completely agree, because from the guru of management, Peter Drucker, efficiency and effectiveness must come together. However, it needs to have a tool to bridge to bring together all the employees to one destination. Coming back to Peter Drucker, efficiency and effectiveness, one of leaders in the world now, Donald Trump, if I am not mistaken, 20-30 years now, he was an apprentice and he was successful and even until now, the principles that he holds, and how he implemented and yet the principle he is still implementing now, and even now, US and China are having trade war, and now he is still using the same principles from back then until now. He does his research in this development, and he wrote books and the books are practical and can be used in new economic era, now look, a couple of months ago, Donald Trump visited China they had an argument on trade war between the west and east. China which has the largest population still can sustain and they are rival of US . Because of Donald Trump has strategic planning of business, they can compete in the world. USD is still one of the strongest currency in the world. Donald trump rules the country like a business, US is like a business. If Donald Trump applies the principles he has been using 30 years, US can still sustain in terms of economy, it is a micro and macro. In this small company, this company, most of the principles can be adjusted adapted in our circumstances. However, chief executive officer needs to trust his personnel. Weaknesses have to be determined and need to be addressed properly and steps of management have to be applied. Coming back to government agency, Royal Malaysia Police, IPCMC, is to supervise because of the failure of monitoring and supervising, and it is no longer relevant in current situation. It is being debated as people in Malaysia because people are looking for performance and result, if the result is not as expected by the people, people will protest to the government. That is why, it is important, to have KPI or the system to be improvised from time to time. That is why I would like to recommend here, whatever findings or outputs, need to have recommendations, recommendations need to be studied meticulously to get the results, nowadays, people want the results. They want the services. To compare with the company, outcomes are the business, how much is ROI, if they have invested certain money for the company it needs to have some time to ensure ROI can be achieved, if not how can the company will sustain and maintain competitive advantages in this new era, if not you will be outdated and obsolete can no longer survive in this world.

Interviewer: how can PMS sustain the company ?

Legal advisor/ partner: PMS is a tool, is an equipment, or a bridge, without a bridge, people cant go across the river or a building like a twin tower. As a human being without food or leg people cant walk. It is a set of rules or principles need to be in place or on track, so that it is a route to the ultimate goal. PMS need to be implemented because it is a bible or Quran, as a guideline, guiding all the employees to a set of goal. Therefore, each of the company , particularly in this company, they must have set of goals, a set of goals must consist of procedure, SOP administrative order that should be given to all employee or personnel. It is because all staffs need to be guided to go to the route of the MVO of the company. coming back to Donald Trump in those days, when he was leading the apprentice in the US. After many years, till now, he is one of the presidents who has a big voice. The principle of think big,make it happen business in life, this is the principle hold by donald trump. PMS, is a tool, a vital important, because without this, people are the body without souls, or human being walk without leg. It is as a tool or a bridge, it is to equip the employees to lead them en route to the destination. However, in this borderless world, all these ought to be done and to have a strong leader to lead them, with a certain characteristic to lead them. One of the most important factors that is suitable is sense of belonging in this company. everyone has to have the sense of belonging and the passion to perform their duty. And also the employees need to have mentors to ensure that they are doing the right thing on track to the ultimate goal. And from time to time, I believe that they need to adapt or adopt certain principle of new management strategic management from the latest , for instance Robert Kiwosaki. First, must think big, trust yourself and thirdly you must be passionate when you do something, self-determination and also sense of belonging , I think these five principles are more than enough if it is executed. And of course as I mentioned earlier, weekly , quarterly monthly meeting must be held, why am I saying this, because from these we can determine where is the weaknesses, how assessment can be made, how evaluation can be made, which lead to PMS. However, if we see big companies in Malaysia like Petronas, Khazanah, why all these companies fail, and one of the companies under Malaysian Airline System, it is suffering towards natural death. That is why PMS, SOP administrative or any other related to the orders or any directives that should be given to the employees and they well understand how it can be executed, if they cant understand, about these simple set of rules, I think, failure will be waiting and natural death will be coming to this company.

Interviewer: in your opinion, how do you think that PMS can be implemented in family owned company

Legal advisor/ partner: in my point of view, first rule is sense of belonging. It means that each employee should have this in their soul. Sense of belonging it means that this company belongs to them. If this company fails they are jobless. They should have sense of responsibility, and also accountability, whatever they do, they are accountable for. And if they fail to follow the rules and procedures, they will failure and definitely in a long run the failure will affect their company. and as a result, they are jobless. Thirdly, they should have discipline, integrity are the keys for most of big companies still sustain and still are competitive in this new world. Fourthly, they should have punctuality in terms of performing and carrying out their duty. Time is vital important. Fifthly, they ought to have their own self belonging in whatever they do, it will affect

the company and their job. Manage the time properly as I mentioned earlier, and be sure they should be professional in dealing with people. Communication, this is one of the factors, that I think from my observation, the communication skill is lacking. Because effectiveness or efficiency must couple together with communication skill. And of course, their attire in the office. As mentioned by Edward de bono, they should be able to distinguish, this is official, this is family, this is friend, this all of the facts cant be mingled or mixed together, in this regards, the thin line, they should distinguish, where am I. or I work for whom. Even if you work in family, like YTL, one of the listed companies in Malaysia, they can differentiate it, they are seven siblings, brothers and sisters, and when dealing with them, they are really professional, they know the rule and function, they know how to deal with the problems, and how to solve the problem. Moreover, research and development in a company should be implemented, because most of the big companies in the world Samsung, Apple, or other companies, they have strong research development. And of course all this expertise, they will do their research and comparative, and now if you observe in Japan or new economy power in China, they are really having good research development, therefore, in order to stay competitive and to sustain and to stay relevant in Malaysia. This company needs to take lesson learnt from their failure till end of this year. And be frankly if they don't admit what they did before, and they don't learn, and my point of view, they will fail and they will no more sustain in Malaysia.

Interviewer: in your opinion, what are the advantages and disadvantages if PMS is to be implemented in this family owned company and the size of the company?

Legal advisor/partner: in my point of view, the advantage if PMS is executed, for sure it will enhance more money, the capital, and will encourage more students and more investor, will come in. however, the key here is trustworthiness. If they have certain integrity, certain discipline and can be trusted, for sure this is the advantage for this company in terms of KPI, and all this while, the check and balance ought to be executed, why am I saying this? It is because, check and balance is very important. Coming back to the theory that we learn, Montesque theory, judiciary, parliament, and administrative. If these three bodies is mingled, and mixed, definitely, it will not have check and balance. Check and balance is important in terms of financial, debit credit income, and how the money and financial, have been expense, how they expense the money, and this is important because, without capital, without money, how the company will run and check and balance, integrity, trustworthiness is not internalized for each of the employee, I believe this will be very weak. It is like a tree, if there is no strong root, and the tree will collapse. Disadvantages, it goes to the employees or it goes to the employer, they feel distress because it is very strict, and most of the employees, they are staying in the comfort zone. Whereas this will be disadvantages for the company. for a long run, people surrounding, they are making observation, the performance, trust, integrity, this is spreading by mouth, and in the new media war, media social, in a few seconds the whole world would know. That is why wherever you go, abroad, people will judge you. First thing first is trustworthy, your integrity your discipline, and of course from time to time you should enhance new knowledge, new experience. How does it come to you? Through reading, through meeting, seminars and many other ways, or many other tools or many other methods, all these must be internalized by each staff, the power of knowledge, the power of networking, the power of communication, these are the rules that must be in their minds. If they know but it has not been done, it will be a failure, and as a result, the whole thing will

be affected especially to sustain and competitive, especially next year, the year 2020, people are becoming smarter and smarter, and if you are still in the comfort zone, or under the cocoon, you think that you are well smart, whereas you know nothing, you are nowhere, the power of knowledge , the power of education, the power of networking, integrity, trustworthy, self-esteem, your pride, sense of belonging, these are the rules need to be have, implant in your mind, and of course, change or transform, to anticipate to predict the change, we must be ten steps ahead, in order to ensure for the competitiveness. A big company, in Europe or US, most of developed countries , they are looking for integrity. They are looking for trustworthiness, they are looking for discipline, they don't want to stay under the same way. That is why, my point of view is if they still under the cocoon, they don't want to learn, definitely I believe they will be dead.

Interviewer: how can PMS influence the growth of the company?

Legal advisor/partner: in this regards I believe that PMS is one of the factors, I strong believe to support my view, without PMS, without certain rules, PMS, you are nowhere. It means that PMS is a system from the history, it shows that, has lead to the ultimate goal, for example, Apple Steve Jobs, Samsung korea, and then Mr Donald Trump, president of the US currently, what he is doing right to apply most of the business and PMS, how we make evaluation and assessment, that is why he is leading the US and now the world through business, coming back to the fact about business, from my reading and research, I find that Starbucks that every fifteen minute, they will be new outlets open world wide. Why? It is because PMS is in place, and from time to time, they make, an evaluation and they improve it from time to time. This brings them to climb the leader of success. Thousands step begin with the first step. Most of the big companies, big brother, like the US, they learn from mistakes, and from my research, president of America has fallen several time, and he wakes up, lesson learnt, he learns through failure, we must be strong enough and believe that from our failure, it is a valuable thing that you can learn about, from this you can make you own framework, from you findings you can make your own recommendation and of course solutions. Whatever problem, talk about problem, but you are looking at that problem, as the best for you to learn. You can make the solutions, you think about it, whether you think creatively and this has to be supported with fact and figures, and my view is that, if this company still in most of , they are in the family and still in comfort zone, and they don't want to learn new things, they don't accept failures, and they don't want to learn from other companies, they cant achieve. And if they don't want to make it as a lesson from their experience, it is difficult for them to sustain and stay competitive in this new world.

Interviewer: how do you think , PMS will affect the employees of this company?

Legal advisor/partner: from my observation, if PMS is implemented, for a long run they will be demotivated because they think that this company belongs to their family. The thing is they can be free . however, in terms of business, to me there is no such thing of thing about selfish or think about themselves, if you want to sustain, or you want tot develop your company, you must be ready in your mind to transform and change, the behavior of the company, the attitude, there are three things about human being, the attitude, the skill and knowledge. The new dimension of attitude skill and abilities. Abilities, ability to handle people, the ability to face new challenges, the

ability to anticipate new challenges, to predict new things, like a wave, we must be able to face new challenges especially in borderless country. You cant stop people from spreading any news Just few seconds, it can spread all around the world. That is why the importance of integrity, self-discipline and self-determination , and I would like to add in, that blue print , the framework, or action plan, all this must be documented, I will cite RMP, what happened here facing a lot of problems. Truly there are other agencies worst than RMP, however, it is a leading enforcement in Malaysia, hold a lot of rules and law in Malaysia, they are under the microscope, for this small company to develop to sustain and to stay competitive, they need to change, they need to transform especially this end of the year, 2020, if they don't take this failure for new challenges next year, it is going to be difficult for them. They should have a blueprint, action plan, how to execute. And this must or should have mentor supervisor with strong character or behavior. In an organization, behavior, attitude, ability skill and knowledge all these components, must be put in one, and also all these to have check and balance and must be evaluated thoroughly to done from time to time.

Interviewer: could you please summarize PMS in the context of the company.

Legal advisor/ partner: I would like to sum up, as mentioned earlier in my introduction, integrity, consist of self-discipline, honesty, trustworthiness, these are the components to me are paramount important. We cannot hide, we cannot sweep under the carpet, people surrounding they are talking, even though it is not an official report, from the feedbacks, for a year, I have received a lot of feedbacks quite negative, my mid point, my own solutions, if integrity, they cant uphold it properly they will not be relevant because of in terms of legality in come tax, in terms of legal from the court, people are demanding , using and keep changing the name here and there, to me to be a good company, to sustain competitive you must hold just one name. if you keep changing the name, people will judge you and cannot be trusted. That is why integrity consist of all things, all elements that I mentioned must be uphold, to uphold this, you must be honest, honest to yourself. My observation after a year, they have to change, they have to transform, don't feel like this company belong to my company, it belongs to me , my father and my family, a lot of embezzlement had happened in this company. I would like to wrap up, integrity is the most important thing.

Interviewer: thank you very much for your time

Legal advisor/ partner: you are welcome.