

## **APPENDIX 1**

### **SURVEY QUESTIONNAIRE**

# RESEARCH QUESTIONNAIRE

## INTRODUCTION

1. This questionnaire is designed to conduct a research on the Performance Management amongst the mid-level leaders in the Army by researchers from the UCMC course, Management Wing, IPDA. Please provide information as accurately as possible so that the outcome of this study will be used to reorganize or conduct further study to help the organization improve on the aspect of measuring performance.

2. This questionnaire has 3 distinct parts:

Part I. Current performance management practices.

Part II. Effects of motivation.

Part III. Demographic profiles.

## PART I. CURRENT PERFORMANCE MANAGEMENT PRACTICES.

Please state your opinion. Please indicate your agreement or disagreement. For each statement please circle the appropriate number to indicate whether you:

1- STRONGLY AGREE    2 – AGREE    3 – NEUTRAL    4 – DISAGREE  
5 – STRONGLY DISAGREE

Circle one and only one answer for each statement. There is no right or wrong answers to these questions.

1. You are aware of the existence of the Army Performance Management system.    1   2   3   4   5

2. The following activities involve the Performance Management process currently practiced. (Please check the appropriate box)

- a. Individual Appraisal. (Confidential report, BAT D 11 A)
- b. Annual Work Target (SKT)
- c. Counseling.
- d. Individual Objective/Accountabilities.
- e. Monitoring Performance.

YES	NO
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

3. These activities are conducted independently as a separate entity and do not have a link between themselves? (Question 2)    1   2   3   4   5

4. Current grading system in the confidential report is allocated only 47% is sufficient to evaluate an individual's performance?    1   2   3   4   5

5. Current Performance Management system (typical system) effectively measures the overall individual Performance amongst the mid-level leaders in the Army?    1   2   3   4   5

6. Performance management appraisal establishes the main objectives in which the individuals are expected to achieve over a period of time? 1 2 3 4 5

7. You have the skills, knowledge or aptitudes to carry out the annual performance management using the typical system? 1 2 3 4 5

8. Sufficient materials are readily available for reference for you to successfully carry out evaluation of Performance Management using the typical system? 1 2 3 4 5

9. Performance Management (typical system) practiced in the Army is formally taught to all service personals especially on the principles of implementation and evaluation? 1 2 3 4 5

10. Official interviews are usually done by the evaluating officer stating your strength and weaknesses in the course of preparing the Performance Management report? 1 2 3 4 5

11. In making your assessment of the current system, do you think it has the following items? (Please check the appropriate box )

- a. Relevant
- b. Fair
- c. Serious Intent
- d. Efficient
- e. Productive

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

12. The current system identifies the individual level of Performance to provide a basis for informing, training and developing the person? 1 2 3 4 5

13. The current appraisal system and annual work target (SKT) should be merged to become a single comprehensive report for evaluating performance? 1 2 3 4 5

14. The present implemented system should be improved further to uplift the standard of evaluating performance emphasizing effectiveness and efficiency? 1 2 3 4 5

Provide some details on factors to improve?

15. The present changes and modernization in the organization, the inherent evaluating system could be outdated and ineffective, and therefore a new performance management model/system should be introduced? 1 2 3 4 5

**PART II. EFFECTS ON MOTIVATION**

16. The evaluation of performance management system has an effect on an individual's motivational factor? 1 2 3 4 5

17. The top management really takes cognizance and provides feedback once the appraisal has been sent up? 1 2 3 4 5

18. What are the effects of a good individual performance Management system?  
(Please check the appropriate box)

	Yes	No
a. Recognition.	<input type="checkbox"/>	<input type="checkbox"/>
b. Promotion.	<input type="checkbox"/>	<input type="checkbox"/>
c. Pay Increase.	<input type="checkbox"/>	<input type="checkbox"/>
d. Courses.	<input type="checkbox"/>	<input type="checkbox"/>
e. Other Rewards.	<input type="checkbox"/>	<input type="checkbox"/>

19. The above listed statements that you have agreed is/are motivating? 1 2 3 4 5

State if there are any other motivating factors not listed above?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

20. There could be changes in your motivation as an outcome of an improved-performance report? 1 2 3 4 5

21. No feedback on appraisal system has motivational effects on performance, clarifying goals and to solve employee work problem? 1 2 3 4 5

22. Using the typical system for evaluating performance; the superior might show biasness in his report and this de-motivates you? 1 2 3 4 5

23. Sufficient emphasis has been put on the Performance Management process all these years and the outcome has effectively enhanced the organizational performance? 1 2 3 4 5

**PART III. DEMOGRAPHIC PROFILE.** (Please check the appropriate box)

1. Rank.

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2. Gender.

Male	Female

3. Main Job Function.

Command	Staff	Instructor	Specialist	Others

4. Ethnicity.

Malay	Chinese	Indian	Others

5. Corps.

Combat Unit	Combat Sp	Service Sp

6. Formation.

Div	Bde	Unit	Others

**Thank You for your kind cooperation. Good Luck and have a nice day.**

## **APPENDIX 2**

# **ONE-WAY ANOVA RESULTS ON PERCEPTION ON CURRENT PERFORMANCE MANAGEMENT SYSTEM IN THE ARMY**

TABLE A

PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON RANK

Variables	Rank			Sig.
	Captain	Major	Lt Col	
	Mean	Mean	Mean	
Aware of Performance Management system	2.35	1.98	3.33	0.000
These activities are separate entity	2.74	2.66	3.67	0.043
47% is sufficient to evaluate an individual's performance.	2.67	2.97	2.67	0.060
Current system effectively measures the overall performance.	2.74	3.22	4.00	0.000
Main objectives are established for the individuals to achieve.	2.35	2.67	4.00	0.000
Skills and knowledge to carry out the PM.	2.44	2.61	2.67	0.285
Sufficient materials are readily available	2.87	3.15	2.67	0.060
Performance Management practiced in the Army is formally taught.	2.70	3.06	3.67	0.001
Official interview are usually done by the evaluating officer	2.54	2.57	3.00	0.499
The current system identifies the individual level of performance	2.55	2.85	3.33	0.006
Current appraisal system and AWT should be merged	2.47	2.03	2.67	0.000
Present system should be improved further.	2.29	1.89	2.03	0.001
A new PM model/system should be introduced.	2.15	2.20	2.33	0.852

**TABLE B**  
**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON GENDER**

Variables	Rank		Sig.
	Male	Female	
	Mean	Mean	
Aware of Performance Management system	2.22	2.50	0.342
These activities are separate entity	2.76	2.27	0.104
47% is sufficient to evaluate an individual's performance.	2.77	3.09	0.247
Current system effectively measures the overall performance.	2.95	3.09	0.648
Main objectives are established for the individuals to achieve.	2.52	2.45	0.815
Skills and knowledge to carry out the PM.	2.52	2.36	0.536
Sufficient materials are readily available	2.98	2.82	0.577
Performance Management practiced in the Army is formally taught.	2.86	2.82	0.870
Official interview are usually done by the evaluating officer	2.57	2.36	0.477
The current system identifies the individual level of performance	2.70	2.36	0.202
Current appraisal system and AWT should be merged	2.30	2.45	0.537
Present system should be improved further.	2.13	2.09	0.877
A new PM model/system should be introduced.	2.17	2.18	0.978



TABLE C

PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON JOB FUNCTION

Variables	Main Job Function						Sig.
	Command	Instructor	Staff	Others			
	Mean	Mean	Mean	Mean			
Aware of Performance Management system	2.22	2.00	2.30	2.42			0.226
These activities are separate entity	2.75	2.81	2.74	2.48			0.611
47% is sufficient to evaluate an individual's performance.	2.79	3.00	2.74	2.57			0.270
Current system effectively measures the overall performance.	3.10	2.98	2.94	2.67			0.414
Main objectives are established for the individuals to achieve.	2.41	2.56	2.55	2.43			0.754
Skills and knowledge to carry out the PM.	2.66	2.47	2.51	2.29			0.339
Sufficient materials are readily available	3.15	2.81	2.93	3.10			0.310
Performance Management practiced in the Army is formally taught.	2.83	2.88	2.90	2.67			0.724
Official interview are usually done by the evaluating officer	2.62	2.49	2.56	2.62			0.921
The current system identifies the individual level of performance	2.66	2.76	2.66	2.71			0.936
Current appraisal system and AWT should be merged	2.13	2.44	2.32	2.38			0.288
Present system should be improved further.	1.83	2.17	2.20	2.29			0.034
A new PM model/system should be introduced.	2.17	2.07	2.21	2.19			0.847

**TABLE D**  
**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON ETHNICITY**

Variables	Ethnicity				Sig.
	Malays	Chinese	Indian	Others	
	Mean	Mean	Mean	Mean	
Aware of Performance Management system	2.27	1.44	2.67	2.00	0.025
These activities are separate entity	2.72	3.44	2.00	3.00	0.016
47% is sufficient to evaluate an individual's performance.	2.76	2.33	4.25	2.38	0.000
Current system effectively measures the overall performance.	2.89	4.25	3.75	2.63	0.000
Main objectives are established for the individuals to achieve.	2.48	2.67	3.86	2.13	0.000
Skills and knowledge to carry out the PM.	2.53	2.00	2.75	2.25	0.150
Sufficient materials are readily available	2.99	2.56	3.25	2.75	0.381
Performance Management practiced in the Army is formally taught.	2.83	3.33	3.63	2.38	0.009
Official interview are usually done by the evaluating officer	2.55	2.11	3.13	2.88	0.123
The current system identifies the individual level of performance	2.66	2.33	3.63	2.75	0.009
Current appraisal system and AWT should be merged	2.32	1.89	2.25	2.63	0.287
Present system should be improved further.	2.16	1.44	2.00	2.25	0.061
A new PM model/system should be introduced.	2.18	1.78	2.50	2.13	0.390

**TABLE E**  
**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON CORPS**

Variables	Corps				Sig.
	Combat Unit	Combat Support	Service Support	Mean	
	Mean	Mean	Mean		
Aware of Performance Management system	2.20	2.27	2.28	2.28	0.833
These activities are separate entity	2.66	2.79	2.82	2.82	0.517
47% is sufficient to evaluate an individual's performance.	2.85	2.61	2.80	2.80	0.239
Current system effectively measures the overall performance.	2.87	3.00	3.09	3.09	0.381
Main objectives are established for the individuals to achieve.	2.53	2.48	2.52	2.52	0.942
Skills and knowledge to carry out the PM.	2.58	2.32	2.57	2.57	0.124
Sufficient materials are readily available	2.98	2.82	3.09	3.09	0.300
Performance Management practiced in the Army is formally taught.	2.84	2.89	2.86	2.86	0.928
Official interview are usually done by the evaluating officer	2.61	2.43	2.59	2.59	0.485
The current system identifies the individual level of performance	2.79	2.46	2.66	2.66	0.060
Current appraisal system and AWT should be merged	2.29	2.36	2.30	2.30	0.877
Present system should be improved further.	2.06	2.22	2.18	2.18	0.415
A new PM model/system should be introduced.	2.22	2.09	2.13	2.13	0.598

**TABLE F**  
**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON FORMATION**

Variables	Formation				Sig.
	Division	Brigade	Unit	Others	
	Mean	Mean	Mean	Mean	
Aware of Performance Management system	2.31	2.41	2.24	2.11	0.357
These activities are separate entity	2.93	2.77	2.73	2.68	0.828
47% is sufficient to evaluate an individual's performance	2.57	2.59	2.83	2.88	0.249
Current system effectively measures the overall performance	3.14	2.92	3.01	2.88	0.739
Main objectives are established for the individuals to achieve	2.64	2.63	2.42	2.53	0.529
Skills and knowledge to carry out the PM	3.14	2.50	2.41	2.53	0.016
Sufficient materials are readily available	2.93	2.79	3.10	2.94	0.294
Performance Management practiced in the Army is formally taught	3.00	3.00	2.67	2.97	0.068
Official interview are usually done by the evaluating officer	3.00	2.75	2.52	2.42	0.079
The current system identifies the individual level of performance	3.00	2.63	2.60	2.76	0.317
Current appraisal system and AWT should be merged	2.43	2.44	2.19	2.35	0.277
Present system should be improved further	2.36	2.21	2.11	2.05	0.491
A new PM model/system should be introduced	2.50	2.21	2.02	2.27	0.120

## **APPENDIX 3**

### **ONE-WAY ANOVA RESULTS ON EFFECTS ON THE MOTIVATION**

**TABLE A**  
**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON RANK**

Variables	Rank			Sig.
	Captain	Major	Lt Col	
	Mean	Mean	Mean	
PM system has effect on motivation.	2.31	2.40	2.67	0.546
Top management provides feedback.	2.86	3.08	2.67	0.210
Motivation due to improved report.	2.41	2.16	2.67	<b>0.032</b>
No feedback on appraisal system.	2.75	2.39	3.00	<b>0.010</b>
Superior might show biasness in his report.	2.39	2.05	2.00	<b>0.006</b>
PM enhances organization's performance.	2.65	2.94	3.67	<b>0.004</b>

**TABLE B**

**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON GENDER**

Variables	Rank		Sig.
	Male	Female	
	Mean	Mean	
PM system has effect on motivation.	2.37	2.09	0.351
Top management provides feedback.	2.95	2.64	0.299
Motivation due to improved report.	2.32	2.55	0.332
No feedback on appraisal system.	2.62	2.64	0.949
Superior might show biasness in his report.	2.25	2.18	0.772
PM enhances organization's performance.	2.79	2.64	0.578

TABLE C

PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON JOB FUNCTION

Variables	Job Function				Sig.
	Command	Instructor	Staff	Others	
	Mean	Mean	Mean	Mean	
PM system has effect on motivation.	2.46	2.19	2.35	2.43	0.585
Top management provides feedback.	2.71	3.20	2.94	2.95	0.145
Motivation due to improved report.	2.15	2.12	2.43	2.57	0.018
No feedback on appraisal system.	2.40	2.51	2.70	2.90	0.097
Superior might show biasness in his report.	2.23	2.16	2.23	2.62	0.174
PM enhances organization's performance.	2.75	2.95	2.75	2.76	0.629



**TABLE D**

**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON ETHNICITY**

Variables	Ethnicity				Sig.
	Malays	Chinese	Indian	Others	
	Mean	Mean	Mean	Mean	
PM system has effect on motivation.	2.37	2.11	2.13	2.50	0.738
Top management provides feedback.	2.89	3.78	3.38	2.88	0.033
Motivation due to improved report.	2.36	1.89	2.13	2.13	0.217
No feedback on appraisal system.	2.63	2.11	2.75	2.88	0.317
Superior might show biasness in his report.	2.30	1.56	1.75	2.25	0.014
PM enhances organization's performance.	2.71	3.78	3.63	2.88	0.000

**TABLE E**  
**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON CORPS**

Variables	Corps				Sig.
	Combat Unit	Combat Support	Service Support		
	Mean	Mean	Mean		
PM system has effect on motivation.	2.36	2.43	2.25	0.621	
Top management provides feedback.	2.86	3.07	2.98	0.382	
Motivation due to improved report.	2.28	2.25	2.46	0.250	
No feedback on appraisal system.	2.57	2.50	2.86	0.080	
Superior might show biasness in his report.	2.22	2.13	2.45	0.093	
PM enhances organization's performance	2.77	2.77	2.84	0.884	

**TABLE F**  
**PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM BASED ON FORMATION**

Variables	Formation						Sig.
	Division	Brigade	Unit	Others			
	Mean	Mean	Mean	Mean	Mean	Mean	
PM system has effect on motivation.	2.79	2.36	2.15	2.50			0.031
Top management provides feedback.	3.07	2.79	2.78	3.19			0.029
Motivation due to improved report.	2.64	2.47	2.29	2.23			0.141
No feedback on appraisal system.	2.43	2.70	2.62	2.60			0.801
Superior might show biasness in his report.	2.43	2.19	2.24	2.27			0.808
PM enhances organization's performance.	2.79	2.72	2.78	2.83			0.935

## **APPENDIX 4**

### **COMPUTER CODING**

## CODING SCHEME

Question No	Variable Code	Variable Label	Coding Instruction
1	A1	You are aware of the existence of the Army Performance Management system.	Apply to all question in this section:  1- Strongly agree.  2 – Agree.  3 – Neutral.  4 – Disagree.  5 – Strongly Disagree.
3	A2	These activities are conducted independently as a separate entity and do not have a link between themselves? (Question 2)	
4	A3	Current grading system in the confidential report is allocated only 47% is sufficient to evaluate an individual's performance?	
5	A4	Current Performance Management system (typical system) effectively measures the overall individual Performance amongst the mid-level leaders in the Army?	
6	A5	Performance management appraisal establishes the main objectives in which the individuals are expected to achieve over a period of time?	
7	A6	You have the skills, knowledge or aptitudes to carry out the annual performance management using the typical system?	
8	A7	Sufficient materials are readily available for reference for you to successfully carry out evaluation of Performance Management using the typical system?	
9	A8	Performance Management (typical system) practiced in the Army is formally taught to all service personals especially on the principles of implementation and evaluation?	
10	A9	Official interviews are usually done by the evaluating officer stating your strength and weaknesses in the course of preparing the Performance Management report?	

12	A10	The current system identifies the individual level of Performance to provide a basis for informing, training and developing the person?	
13	A11	The current appraisal system and annual work target (SKT) should be merged to become a single comprehensive report for evaluating performance?	
14	A12	The present implemented system should be improved further to uplift the standard of evaluating performance emphasizing effectiveness and efficiency?	
15	A13	The present changes and modernization in the organization, the inherent evaluating system could be outdated and ineffective, and therefore a new performance management model/system should be introduced?	
2	B1 B2 B3 B4 B5	The following activities involve the Performance Management process currently practiced.  Individual Appraisal.(BAT D 11 A) Annual Work Target. Counseling. Individual Objective/Accountabilities. Monitoring Performance.	Apply to all question in this section:  1. Yes. 2. No.
11	C1 C2 C3 C4 C5	In making your assessment of the current system, do you think it has the following items? (Please check the appropriate box )  Relevant Fair Serious Intent Efficient Productive	Apply to all question in this section:  1. Yes. 2. No.

16	A14	The evaluation of performance management system has an effect on an individual's motivational factor?	Apply to all question in this section:
17	A15	The top management really takes cognizance and provides feedback once the appraisal has been sent up?	1- Strongly agree.
20	A16	There could be changes in your motivation as an outcome of an improved performance report?	2 – Agree.
21	A17	No feedback on appraisal system has motivational effects on performance, clarifying goals and to solve employee work problem?	3 – Neutral.
22	A18	Using the typical system for evaluating performance; the superior might show biasness in his report and this de-motivates you?	4 – Disagree.
23	A19	Sufficient emphasis has been put on the Performance Management process all these years and the outcome has effectively enhanced the organizational performance?	5 – Strongly Disagree.
18	D1 D2 D3 D4 D5	What are the effects of a good individual performance Management system?  Recognition. Promotion. Pay Increase. Courses. Other Rewards	Apply to all question in this section:  1. Yes. 2. No.