

CHAPTER 6

CONCLUSION AND RECOMMENDATION

INTRODUCTION

This final chapter will present an overview of the results of the research and the perception of the researchers. The chapter will provide answers to the research questions, summary of the research findings, researchers' recommendations for future study and conclusion.

6.1 OVERVIEW OF THE RESEARCH

From the early 80s the performance management system was practiced in the Army. The Army was solely concentrating only on performance appraisal system. There has been a lot of research done by the private sector which has paved the way for an improved performance management system. Since then there has been some emphasis put on the military organization to further improve the human resources management in line with the modernization and on going developments. The performance management systems being the core of the human resource management system ponders seriously to adapt to current changes and keep pace with global advancement. Therefore this study was mooted to gather information and identify the perception of the mid-level leaders with regards to the long existing appraisal system.

This justifies the researchers' approach of the study to be an exploratory method. The overall study utilizing the self-administered questionnaire method has provided the option to meet the overall objectives of the research. The respondent's positive answers have provided substantial input regarding the subject matter which has given the researchers the opportunity to analyze and fulfill the requirement of the research. Different locations in Peninsular Malaysia were selected for the sampling that made the research time consuming. However the main findings of this research are the expectations and views from the 232 respondents that facilitated the analysis.

6.2 SUMMARY OF THE RESEARCH FINDINGS

The outcome from the analysis of the research has provided general information pertaining to the subject matter. The researchers have taken cognizance of the information gathered and in the opinion that it will be fruitful and provide the avenue for improvements. The main findings of the research are as follows:

6.2.1 The research shows that there are still 13.5% of the mid-level leaders who are not familiar with the inherent system practiced at the present moment. (Page 62).

This could be because of lack of experience and exposure of the young mid-level leaders nowadays especially in the rank of Captains.

These Captains are mostly commissioned direct to the rank and lack exposure and experience. (Observation)

6.2.2 Drawing from the data analysis (page 62), 41.3% of the mid-level leaders are satisfied with the inherent system. Most of them believe that the current system effectively measured individual performance. However the data further reveal (72.4%) agree that the current system could be improved. Another 73.7% believe that a new improved Performance Management system to be introduced to further enhance the effectiveness and efficiency of the organization.

The researcher's observations are as follows:

6.2.2.1 This finding are due to the loyalty of these officers to the organization as the army is mainly a Human Resource organization and has its peculiar values and culture. They do not want to go against the management which portrays disloyalty. It is not surprising because an organization such like the Army emphasizes on loyalty and trust.

6.2.2.2 The reason is basically resistance to changes. These officers are already comfortable with the current system where it has been efficient so far. A new system will require them

to learn the system and to practice it, which will be troublesome for them.

6.2.2.3 Analysis from Table C in the Appendix 3 clearly states that officers in the command structure are supporting the notion for an improved performance appraisal system compared to the officers from the staff and instructor appointment. This is believed to be relevant as the officers from the command appointments evaluate more personnel than the officers from staff and instructor appointment. (Observation)

6.2.3 The knowledge and skills of the evaluating officers indicate that only 50% of the officers have sufficient attributes to competently carry out the evaluation and implementation of the system. Within the mid-level leaders there is a disparity of the level of understanding of the inherent system. This further reinforces the finding highlighted by the researchers at Para 6.2.1.

6.2.4 The research also reveals that 36% of the officers believe that there are insufficient reference materials and guide lines that provides assistance in the evaluation process. This is supported by another 43 % who believe that the organization should put emphasis on the present system.

The researcher's observation reveals that there is one guideline published on the subject matter in 1993, which may not be available to all at the units. Again the new officers (Captains) as explained at Para 6.2.1 may not know the existence of such a publication. It is perceived that these same officers have suggested the organization to give emphasis to the present system. (Observation)

6.2.5 The finding also suggests that both the Appraisal Format and the Annual Work Target should be integrated to become a complete comprehensive evaluation report. 67.4% of the officers are supporting this ramification.

Undeniably the existence of performance management amongst the mid-level leaders in the Army has been focusing on performance appraisal or individual evaluation. Even after the inception of the new remuneration system in the mid 90s, which introduced Annual Work Target, the Army has just added this requirement as a separate entity to reinforce the appraisal system especially involving pay increment. Therefore these two requirements although carried out at the same time, have never been integrated. In addition to that the recent review, which introduced the Malaysian remuneration system (SSM) by the Public Service Department, has not been fully implemented by the Army. (Observation)

6.2.6 The study also reveals that the current system has shortcomings in the aspects of feedback and biasness, which is directly linked to motivation. 38.1% of the officers believe that there is feedback from the top management on the appraisal system and 64.1% believe that the evaluating officers do show biasness during the evaluation process.

6.2.7 The research reveals that 64.8% of the officers believe that the current system is motivating. Again 64.3% are suggesting that adopting a new performance management system can further enhance the motivational level. This strengthened the notion as suggested at Para 6.2.2 that the present system should be reviewed.

The researcher's observation on this is that a new performance management system will incorporate additional activities apart from appraisal such as monitoring, counseling and periodic review. This will certainly reduce the subjectivity of the typical appraisal and enhance motivation.

6.2.8 The research also indicates that 44.6 % of the mid-level leaders believe that the existing system has serious intent. Another 47.5% believe that this system is unproductive as far performance is concern.

The observation made by the researchers on this outcome could be due to the complacency since it is an annual routine process-involving appraisal. In continuation, these same group of officers also could be

supporting the notion for a new performance management system, which integrates appraisal, Annual Work target and other related activities as described in Para 6.2.7.

6.2.9 The Malays and the Other races support the statement that the current performance evaluation system does effectively measures the overall performance level while the Chinese and the Indians perception is in contrast with the Malays.

6.3 RECOMMENDATIONS

6.3.1 The researchers recommend that the Army reviews its inherent performance management system in due course and ponder into the model as suggested by the Public Service Department for a probable solution or remedial action. The study substantiate that the inherent system is still significant with certain improvements. Mean while suggested enhancement should concentrate on upgrading the knowledge and skills of the evaluators in the aspects of preparing an appraisal and also the integration with the Annual Work Target. The setting of performance objectives by the evaluators for the Annual Work Target should be achievable and job related.

6.3.2 The two systems (Appraisal system and the Annual Work Target) should be integrated in order to provide more objectivity in the evaluation

process. The system must be more transparent to reduce biasness so that the service personals will have trust in it and be motivated. If the Army fully implements the Public Service Department performance management model (Chapter 3) then it adds value to the current system by introducing additional activities that are all related to improve the standard of performance management.

6.3.3 The Army should organize formal courses to standardize the evaluation process among evaluators. Formations and units can conduct Officers Study Day occasionally to overcome the research shortcomings and enhance the knowledge and skill of the mid level leaders. The organization must stress the importance of the evaluation process and emphasize on its effect to the service personals.

6.3.4 To have seminars and dialogues periodically to reiterate in the importance of Performance Management and hope to create a more coordinated and consistent appraisal evaluation process to enhance motivation. As for the new Captains as indicated in the findings, tutorial on the appraisal subject could be included in the basic training syllabus at the Training Academy.

6.3.5 The researchers are recommending for the organization to consider group performance evaluation for the future since individual performance

is the core of the current system. This is because at all levels of command the important elements have always been deployed in groups for a mission.

6.3.6 For the observation on the ethnicity's perception on the effectiveness of the current performance evaluation system, the researchers suggest a separate study to be conducted to verify this proposition.

6.3.7 The researchers recommend the conduct of a future research covering the samples from all the rank and file of the Army in order to accomplish more conclusive findings paving the way for a better solution for performance management in the Army. The future study could also confirm the intent for a group performance management system.

CONCLUSION

6.5 The current performance management system practice in the Army involving the mid level leaders is accepted. Nevertheless to enhance the current system effectiveness it is suggested that the Army take the opportunity to observe the inherent Public Service Department performance management system for implementation. Although it is perceived that the recommended changes would face initial resistance but in long run it will benefit the organization. Based on the outcome of the

research it is obvious that the mid level leaders are comfortable with the present system even though the present system has its weaknesses. An introduction of a new system will require them to adapt, learn and practice that system which will be cumbersome. Ultimately the introduction of a new system will certainly improve the performance evaluation process and upgrade the effectiveness and efficiency of the organization.

The Army being mostly a human resource based organization must make the effort to improve the management system so that it can administer and lead its personals both during peace time and war time. As the combat power of any army involves directly to morale therefore the motivational factors must be considered seriously as morale is directly linked to motivation. Personals who are highly motivated will have high morale and this will lead to higher combat power or a combat multiplier. As the improvement of Performance Management system in the Army can enhance the motivation, leaders at all levels must understand its importance. All the efforts must be taken to continuously improve the performance management system and related human resource management system in accordance to its modernization process. It is prudent and will prepare the Army to maintain its motivational level high and ultimately retain its competencies.