

**Employee Perception on the Implementation of the Performance
Appraisal System at the University of Malaya**

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SUMMARY

The purpose of this study is to investigate and identify issues pertaining to the implementation of the current performance appraisal system, the New Remuneration System (NRS) with specific reference to the University of Malaya, Kuala Lumpur, Malaysia. This research also tries to examine the effectiveness of the NRS as one of the management tools for the determination of salary increment, promotion, bonuses and other employee benefits.

Specifically the study aims to identify employee perception of the current performance appraisal system; whether it is a just and accurate system for the employees of the University of Malaya or otherwise.

The result of the study shows that since the inception of the NRS in 1992 the implementation of this performance appraisal system at the University of Malaya had created a substantial amount of problems and major short comings eventually leading to employees perceiving the NRS as unfair, inaccurate and ineffective as management tools for determination of promotion, salary increase, career progression and others.

Research findings prove that there were problems associated with the NRS, amongst them the implementation of the Matrix Salary Schedule, the quota

system for higher salary and the lack of accuracy and fairness in its implementation. These problems have undermined its objective of becoming a comprehensive, accurate, fair and progressive system.

Finally the study suggests several remedies aimed at improving the system's process in order for it to achieve its intended objectives and in pursuit of providing a just and accurate performance appraisal system for the employees at the University of Malaya.

CONTENTS

Acknowledgements

Summary

Contents

List of Tables

List of Abbreviations

	Page
CHAPTER 1	
1. INTRODUCTION	1
1.1.1 Background	1
1.1.2 Problem Statement	5
1.1.3 Research Objectives	6
1.2 Literature Review	8
1.2.1 Purpose and Uses of PA	8
1.2.2 Performance Appraisal Concept and Process	12
1.2.3 Performance Appraisal Cycle	17
1.2.4 Reasons for the Failure of Appraisal Programmes	21
CHAPTER 2	
2.1.1 Organisation Background and Research Methodology	23

2.1.2	Corporate Mission of the UM	24
2.1.3	Objectives of the UM	24
2.1.4	University Administration	25
2.1.5	University Staffing	26
2.1.6	University Expenditure	26
2.2	Elements and General Concept of the NRS	26
2.2.1	Introduction	27
2.2.2	Main Characteristics of the NRS	27
2.2.3	The NRS Process in the UM	30
2.3	Research Methodology	38
2.3.1	Questionnaire	38
2.3.2	Secondary Data	39
2.3.3	Electronic Interview Discussion	40
2.4	Strengths and Weaknesses of Research Methodology	40
2.4.1	Strengths and Weaknesses	41

CHAPTER 3

3.	Research Findings	46
3.1	Problems Associated With the NRS	46
3.1.1	The Matrix Salary Schedule Table	47
3.1.2	Accuracy and Fairness of the Implementation of NRS	52
3.1.2.1	Lack of knowledge and Training Among Assessors	53

3.1.2.2	Assessor Lack of information on Assessee Actual Performance	55
3.1.2.3	Unclear Performance Target Criteria	57
3.1.2.4	Prejudice and Personal Biases	59
3.1.2.5	The “Halo Effect”	65
3.1.2.6	Recency Error	65
3.1.2.7	Central Tendency Error	66
3.1.2.8	Strictness or Leniency Error	66
3.1.2.9	Appointment of Substitute Appraisers	67
3.1.3	Manipulation of the System	68
3.1.4	Issues of Transparency and Openness	69
3.2	Other Common Problems Related to Performance Appraisal Systems like the NRS	72
3.2.1	A Focus on the Past	72
3.2.2	Performance Appraisal and Uses of the Quantifiable Measures	73
3.2.3	Traits are Inputs to Work, Not Output	73
 CHAPTER 4		
4.	Conclusion	75
4.1	Suggestions and Recommendations	79

4.1.1	Training	79
4.1.2	Compulsory Performance Review	80
4.1.3	Communication	84
4.2	Reviewing the Matrix Salary Schedule	85

Appendices

References

LIST OF TABLES

Table 1.1	Common Uses of Performance Appraisal
Table 1.2	Theoretical Model of Performance Appraisal Cycle
Table 2.1	Type of Salary Movement Under NRS
Table 2.2	Matrix Salary Scale under NRS
Table 2.3	Matrix Salary Scale for the University Administrative Officer
Table 2.4	Service Scheme for University Administrative Officer
Table 2.5	Matrix Salary Scale for Administrative Officer

LIST OF ABBREVIATIONS

- CUEPACS** - **Congress of Union Employees in the
Public and Civil Service Malaysia**
- NRS** - **New Remuneration System**
- HRM** **Human Resource Management**
- PA** - **Performance Appraisal**
- PAS** - **Performance Appraisal System**
- UM** - **University of Malaya**