



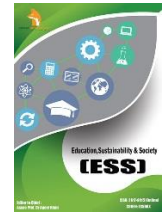
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RESEARCH ARTICLE

PERFORMANCE APPRAISAL AND ORGANIZATIONAL PERFORMANCE IN SELECTED TERTIARY INSTITUTIONS IN PETALING JAYA, SELANGOR

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ABSTRACT

Institutional performance in Petaling Jaya, Selangor, was investigated through a focus on performance appraisal. It looked into how performance reviews affect employees' dedication, what factors go into creating a positive review, and how that impacts the organization's bottom line. This study relied on original data collected from a representative sample of residents in the study area. Data collection strategy included a questionnaire. A total of 120 questionnaires were sent out to respondents, and after 96 were collected, it was determined that they were usable. Descriptive and inferential statistics were used to analyze the collected data. The results showed that an efficient performance appraisal system has an effect on staff loyalty ($F = 75.004, p = 0.000$). The chi-square test revealed that performance reviews have an effect on an organization's output ($\chi^2 = 43.103, p = 0.000$). Similarly, evidence suggested that the halo effect and the culture of an organization might have an impact on performance reviews. According to the results of the study, the efficiency of an organization's performance appraisal system is correlated with that system.'

KEYWORDS

performance appraisal, employee's commitment, organization performance

1. INTRODUCTION

Stakeholders play a variety of roles within organizations. Every interested party is counting on the company to deliver. In today's cutthroat business climate, organizations rely on their staff more than ever to achieve success. Workers are the company's most prized possession. Therefore, employee performance is directly related to the success of the organization. Organizations can get better results from their staff by regularly assessing their current levels of knowledge and ability. An employee's performance is appraised on a regular basis based on how well it meets the requirements of the position (Terry and Franklin, 2003). An essential part of human resource management and administrative control, a performance appraisal system is an effective tool for enhancing the productivity of an organization's workforce (Kavussi, 1999). To properly manage and assess employees, a performance review system is indispensable. It has as its overarching goal the enhancement of both organizational effectiveness and personal growth (Cascio, 1998).

According to recent study, performance appraisal is not just a means by which an organization can keep tabs on how well its employees are doing their jobs (Caruth and Humphreys, 2008); it's also a crucial part of helping those employees improve by providing them with constructive criticism (Sole, 2009). Performance appraisal, as defined by (Brown and Benson, 2003; Moorhead and Griffin, 1992), is "a continuous process of assessing and measuring inputs of each employee with a view to knowing their strengths and weaknesses" (Cook and Crossman, 2004). According to previous research, a performance appraisal is any process that measures and improves an individual's or group's performance with the aim of achieving organizational goals (Abu-Doleh and Weir, 2007). Through performance appraisal, which helps with managing both individuals and teams, organizations can achieve high levels of performance (Caruth and Humphreys, 2008). Performance appraisal, as defined by Stone, Romero, and Lukaszewski (2006), is an umbrella term for a variety of programs

designed to evaluate employees and help them grow professionally through feedback and financial incentives (Armstrong and Baron, 2005).

Organizations put the cart before the horse by prioritizing things like selection, training, development, and salary administration over performance appraisal, as stated by (Banjoko, 2015), as cited by Kanisa and Makokha (2017). In light of (Rao's, 2014) argument that performance appraisal results are crucial in determining whether or not an organization's employees need training, it seems pointless for an organization to place a high priority on training without also giving performance appraisal fair consideration. Therefore, this study looked into what factors influence the success of performance reviews, how those reviews affect workers' commitment to their companies, and how that, in turn, affects the bottom line at a sample of Petaling Jaya, Selangor universities.

2. LITERATURE REVIEW

The purpose of the performance review is to assess the worker's present and future abilities and to make suggestions for how those can be enhanced. Its purpose is to evaluate a worker's performance. According to (Shelley, 1999), a performance appraisal is a methodical process by which an employee's past work is evaluated in order to inform his or her future work. A formal method of assessing how well an individual or group is accomplishing its goals, performance appraisal (PA) is a systematic method of doing just that. Because managers should ideally be conducting performance reviews on a regular basis, the word "formal" is essential in this definition. Companies should place equal weight on both individual and team performance when evaluating employees, but traditional performance reviews tend to focus on the former. The primary purpose of any effective performance review process, regardless of its form, should be to evaluate past work and launch plans for future development. Many individuals fear and flounder during the performance review procedure

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(Russell and Russell, 2009). Management dislikes having to give them out, and employees dislike receiving them (Houghton, 2010).

While there are many reasons to evaluate an employee's performance, the need to do so in today's globally competitive market has increased the importance of doing so. Therefore, it appears to be an overreaction to abandon the only program whose name includes the word "performance" and whose focus is on the workers.

3. CHARACTERISTICS OF AN EFFECTIVE APPRAISAL SYSTEM

Improving individual, group, and organizational performance is the primary goal of any performance appraisal system. The system could also be used to help with managerial choices like salary increases, promotions, and layoffs. The appraisal process also needs to be defensible in court. No system is perfect, but there are features that should be present in all of them. According to (Banjoko, 2015), an open appraisal system will allow for feedback to be communicated to the employee and will also encourage the employee to redirect his work habits in a manner that is advantageous to better performance growth. All performance evaluation criteria must be directly related to the tasks at hand and cannot be based on the individual being evaluated (Allan, 1994). One way to make sure a system of evaluating employees' work is effective is to make sure that it places more emphasis on measures of their performance than on questions about their character (Smither, 1998).

According to a study, "increasing complexity of some of the systems might be a barrier, thus to make the process work, managers themselves have to be motivated to want to use it." As a result, the author of that study concluded that "user friendliness" is a crucial component of efficient performance management. Moreover, he said that performance appraisal is a sound practice if it is easily comprehended and directed towards a specific goal (s). They should also have a "clear and resourced training and development infrastructure" that is closely linked to their "effective use," which should be at the center of all managerial performance goals (Streblor, 2001).

To be effective, an appraisal system requires that the procedure be embedded in a larger culture in which the values shape the fabric of everyday life at work (Piggot-Irvine, 2003). They argue that companies' criteria for evaluating and promoting employees should be unrelated to performance standards or related in a way that cannot be operationalized or linked with precise standards for an effective appraisal, as found in the research of (Blunt and Popoola, 2005). Relevance, sensitivity, reliability, independence, acceptability, and practicability are some of the criteria that an effective appraisal system must meet, as outlined by (Lukas, 2007).

Some of the features of a good appraisal system are formalization, job-relatedness, standards and measurements, validity, reliability, open communication, trained appraisers, ease of use, employee accessibility to results, review procedures, and appeal procedures and eleven characteristics identified by (Caruth and Humpreys, 2008) as essential to an effective employee performance appraisal system. According to recent study, a positive appraisal system is based on mutual respect between the appraiser and appraisee, which in turn leads to higher productivity (Enkhjin, 2010). He also emphasized the importance of the information of such appraisal processes being clear, objective, having high integrity, and ultimately aiming for deep development for an appraisal system to be effective.

4. FACTORS AFFECTING PERFORMANCE APPRAISAL

Both internal and external contexts play a role in the evaluative process. The rating scales method of performance evaluation is constantly being criticized, despite the fact that many of the problems that have been raised are not inherent to the method but rather reflect improper implementation. According to (Lawler, 1994), there is a large body of research demonstrating that traditional performance evaluation methods are counterproductive because they cause stress for managers and resentment from employees. Another difficulty with performance evaluation is its lack of objectivity; using rating scales to evaluate factors like appearance, attitude, and personality can be problematic, for example.

Additionally, these elements might not even be relevant to an employee's productivity on the job. While some degree of subjectivity is inevitable in any form of employee evaluation, basing evaluations on factors unrelated to job performance could put both the assessor and the company in violation of laws governing discrimination in the workplace and the rights of disabled workers. Some research examined the efficacy of performance appraisal in the United States and found that the three most common reasons for the poor working conditions with managers and a lack of information on managers' actual performance were also contributing factors in the failure of appraisal systems (Longneck, 1997).

A study determined what factors were limiting the effectiveness of performance appraisal at Kenyatta National Hospital, and they found a lack of transparency and non-participatory. He also found out that the appraiser never received any feedback and that the appraiser's own biases sometimes showed through during the performance review (Rotichi, 2001).

Performance reviews can be hampered by factors like employees not knowing about the program and receiving no feedback, as noted by (Fanuel, 2004). Cultural bias, or stereotyping, can have a significant impact on evaluations (Pfeffer, 2009). Manipulation of evaluation by managers has been identified by (Fox (2009) as a factor influencing appraisal systems; this occurs when managers have complete authority over the appraisal process.

As an example, a manager may "favor" one employee over another and therefore want to give that person a raise in pay. To cover their tracks, their boss might give them a glowing review of their performance while giving a less-favored but equally effective worker a lower score (Fox, 2009). As proximal factors in the field of performance appraisal, identified performance appraisal objectives, performance appraisal systems, rates, and reward rating-linkage as potential influences on performance appraisal (Abd-Hamid, 2011).

Proximal factors that can affect the success of the appraisal include the organization's climate, structure, and culture. (Ochoti et al., 2012) identified a number of factors that affect performance appraisal, including the process of implementation, interpersonal relationships, rate accuracy, informational factors, and employee attitude. The performance appraisal process, rater accuracy, employee attitude, communication, interpersonal factors, and training all play a role in the final rating, according to (Begwu et al., 2013). A study found that performance appraisal is influenced by factors other than job performance or output (Ijewereme and Benson, 2013). Fear of blackmail or physical attack, fear of retribution, tribalism or favoritism, leniency or bribery, or admiration of personal loyalty are all examples of such influences.

5. EMPLOYEE COMMITMENT AND PERFORMANCE APPRAISAL

Commitment at work refers to an employee's emotional investment in, or active participation in, their place of employment. Employee dedication is crucial because it predicts whether workers will quit or work harder. According to (Khan, 2013), organizations can succeed in their goals if they employ people who are both skilled and dedicated to the cause. Nonetheless, research shows that the performance appraisal process is directly related to workers' dedication to the company. The goal of any performance review should be to encourage, direct, and unify staff efforts towards achieving the organization's goals (Grubb, 2007). In their 2010 study, Sholihin et al. demonstrated that both monetary and non-monetary performance appraisal measures are positively related to employee dedication to the company. It was found that if workers believe the appraisal process is fair, they are more likely to trust their employer and become invested in their work.

Asamu argued that performance appraisals provide an opportunity for reflection on past performance, and that the employee's reaction to the appraisal was a significant factor in determining whether or not the employee's performance improved as a result (Asamu, 2013). For them to be truly effective, however, they must serve as the foundation upon which to build plans for future growth and improvement and to reach consensus on what that growth and improvement will entail. According to (Juyal's, 2006) research, performance reviews are the most important factor in determining employee loyalty. The sincerity of the organization in its approach to performance appraisal contributes to a rise in staff commitment and confidence, and the process benefits both the organization and its employees. Further, Singh and Rana (2013) used 172 bank employees to examine the effect of performance reviews on loyalty to the company, and they found that appraisals had a positive and statistically significant effect.

According to James's (2013) research on the topic of performance evaluation and teacher dedication in Kenya, the two are strongly correlated. Performance appraisal, like many other HR activities (Yasemin, Serdar, and Esin, 2014 found), has a positive and significant relationship with affective and normative commitment. In addition, Saxena and Rai (2015) found that workers who had positive experiences with their company's performance appraisal system reported higher levels of job satisfaction and organizational loyalty.

6. PERFORMANCE APPRAISAL AND ORGANIZATIONAL PERFORMANCE

Employees aren't the only ones who gain something from performance

reviews. The same is true for businesses that use performance appraisal data to pinpoint employees' strengths and areas for improvement. Human resource planning can benefit from appraisal data in a number of ways, including facilitating succession planning and identifying candidates for promotions, new positions, or additional training (Monga, 1983). An employee's performance review can point the way towards better leadership training, enhanced productivity, and a more secure succession plan. It has as its overarching goal the enhancement of both organizational effectiveness and personal growth (Cascio, 1998).

7. METHODOLOGY

Using a descriptive research strategy, this study looked at certain tertiary institutions in Petaling Jaya, Selangor. To collect the primary information, a questionnaire was developed. Participants were asked to use a 5-point Likert scale to rate the impact that performance appraisal has on the success of their organization. A total of 120 questionnaires were distributed at random, with 96 of those returned usable. Inferential and descriptive statistics were used to examine the gathered data.

8. FINDINGS AND DISCUSSION

Among those who responded, 47.9% strongly agreed that outside influences such as labor unions, the halo effect, appraiser and appraisee knowledge of the system, and organizational culture can have an impact on the performance appraisal process, while 22.9% agreed, 13.5% were neutral, 10.4% disagreed, and 5.2% strongly disagreed (see Table 1).

There are three common types of bias in performance reviews: central

tendency error (when a rater gives everyone an average or above average rating), leniency or strictness error (when a rater gives everyone a high or low rating), and halo effect (when a manager overrides objective performance data to reward a worker for personal qualities).

Table 1:

The performance appraisal process can be influenced by a variety of external and internal factors, such as labour unions, the halo effect, the appraiser's and appraisee's level of knowledge, and the culture of the organisation. Frequency Percent Valid Percentage Quantitative Accumulation

Valid

Strongly Disagree 5 5.2 5.2 \s Disagree 10 10.4 10.4 15.6 \s Neutral 13 13.5 29.2 \s Agree 22 22.9 52.1 \s Strongly Agree 46 47.9 100.0 \s Total 96 100.0 100.0

Table 2 shows a positive correlation between performance reviews and staff loyalty, and since the p-value is less than .05 at the .05 significance level, we can draw that conclusion. The results are in line with those of (James, 2013), who also discovered a strong link between performance evaluation and loyalty. This result accords with the work of (Saxena and Rai, 2015), who found that employees are more committed to their jobs when they are satisfied with the feedback they receive on their performance.

Table 1: The Performance Appraisal Process Can Be Influenced by A Variety of External and Internal Factors, Such as Labor Unions, The Halo Effect, The Appraiser's and Appraisee's Level of Knowledge, and The Culture of The Organization.

	Frequency	Percent	Valid Percentage	Cumulative Percentage
Valid	Strongly Disagree	5	5.2	5.2
	Disagree	10	10.4	15.6
	Neutral	13	13.5	29.2
	Agree	22	22.9	52.1
	Strongly Agree	46	47.9	100.0
Total	96	100.0	100.0	

There were 22 respondents who strongly agreed (22, 22%) and 22 respondents who agreed (22, 22%).

Source: Authors' Computation, 2019

Table 2: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	75.004 ^a	16	.000
Likelihood Ratio	79.844	16	.000
Linear-by-Linear Association	9.585	1	.002
N of Valid Cases	96		

In 19 out of 24 cells (76.0%), the expected count is 5. We anticipate a count of at least .95 at the very least.

Source: Authors' Computation, 2019

Table 3: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.103 ^a	16	.000
Likelihood Ratio	44.407	16	.000
Linear-by-Linear Association	2.427	1	.119
N of Valid Cases	96		

A total of 16 cells has an expected value lower than 5. An absolute minimum of .41 is to be anticipated.

Source: Authors' Computation, 2019

Since the p-value (.000) is less than the .05 significance level, it can be inferred that employee appraisal is statistically significant to organisational performance (as shown by Table 3). The findings corroborate the findings of Ahmed et al. (2010), who studied the impact of HRM policies on employee satisfaction and turnover intentions in Pakistani SGOs, finding that a more effective performance appraisal system has a positive effect on both.

It can be concluded from the study that performance appraisal is an essential tool for boosting both organizational efficiency and employee dedication. An efficient performance review process may encourage workers to put forth extra effort in providing quality service, which in turn may boost the company's standing. The research also found that the halo effect, organizational culture, and labor unions can have an impact on performance evaluations. The study also helped us understand why performance reviews are good for businesses.

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