



**THE PERFORMANCE MANAGEMENT SYSTEM
USED BY CELESTICA ELECTRONICS (M) SDN BHD**

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**BACHELOR OF BUSINESS ADMINISTRATION
(HONS) HUMAN RESOURCE MANAGEMENT**

FACULTY OF BUSINESS MANAGEMENT

UNIVERSITI TEKNOLOGI MARA

BANDARAYA MELAKA

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**Submitted in Partial Fulfilment of the
Requirement for the
Bachelor of Business Administration (Hons)
Human Resource Management**

**FACULTY OF BUSINESS MANAGEMENT
UiTM BANDARAYA MELAKA**

2010

DECLARATION OF ORIGINAL WORK



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“DECLARATION OF ORIGINAL WORK”

I, Siti Nur Fairuzah Bt Mohd Shariffuddin, (I/C Number: 871006-23-6086)

Hereby, declare that,

- This work has not previously been accepted in substance for any degree, locally or overseas and is not being concurrently submitted for this degree or any other degrees
- This project paper is the result of my independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: _____

Date: _____

LETTER OF SUBMISSION

Date of Submission: 29 April 2010

The Head of Program
Bachelor of Business Administration (Hons) Human Resource Management
Faculty of Business Management
Universiti Teknologi MARA
73100 Melaka

Dear Sir,

SUBMISSION OF PROJECT PAPER

Attached is the project paper entitled “THE PERFORMANCE MANAGEMENT SYSTEM USED BY CELESTICA ELECTRONIC (M) SDN BHD” to fulfill the requirement as needed by the Faculty of Business Management, Universiti Teknologi MARA.

Thank you

Yours sincerely,

SITI NUR FAIRUZAH BT MOHD SHARIFFUDDIN

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Bachelor of Business Administration (Hons) Human Resource Management

ABSTRACT

This case study aims at examining the Performance Management System used by Celestica Electronics (M). Performance Management is very crucial for the success of a company because an effective performance management system is able to help both employees and the organization to accomplish their goals.

In terms of the Performance Management System incorporated by Celestica, they use a system called Performance Development Planning (PDP). But there were weaknesses in the system that made employees become unsatisfied with the process and resorted to them leaving the company.

Driving this effort is the theory presented by scholars regarding the Performance Management Model which includes Performance Planning, Ongoing Coaching, Multiple Sources of Feedback and Performance Review.

Thus the purpose of this study is to explain the process of Performance Management carried out by Celestica and compare it to the Performance Management Model provided by theory. The comparison is made by conducting a gap analysis between theory, company procedure and the actual practice of performance management system by the company.

Through the analysis it was found that there were not many gaps between theory and the company procedure of performance management. The underlying problem found was that the implementation of the system or the actual practice deviates from the procedure of Performance Management provided by the company. Among the recommendations for the company is that they should appoint a person to review or audit the PDP process and create a communication culture in the company.