



**FACTORS THAT AFFECTING THE EFFECTIVENS OF PERFORMANCE
APPRAISAL TOWARDS CELCOM AXIATA BERHAD (REGIONAL OFFICE,
SOUTHERN REGION)**

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“DECLARATION OF ORIGINAL WORK”

I, AIDA AZREENA BINTI ROSLI,

Hereby, declared that,

- This work has not previously been accepted in substances 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: _____

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ABSTRACT

Employee performance appraisal is one of the most commonly used management tools in the United States. Over 90 percent of large organization including 75 percent of state employee system requires some type of annual performance appraisal (Seldon, Ingraham & Jacobson, 2001). Performance appraisal is one of the most widely researched areas in industrial/ organizational psychology (Murphy & Cleveland, 1993). However, the traditional research agenda has done little to improve the usefulness of performance appraisal as a managerial tool. Recent research has moved away from studies of rater accuracy and psychometric measures to themes of employee reactions towards performance appraisal as indicators of system satisfaction and efficacy. Employee perception of fairness of performance appraisal has been studied as a significant factor in employee acceptance and satisfaction of performance appraisal. This Study investigated factor that affecting the effectiveness of performance appraisal. The underlying hypothesis was there is any significant relationship between evaluator factor, evaluation factor and performance appraisal system towards the effectiveness of performance appraisals towards Celcom Axiata Berhad (Regional Office, Southern Region). Data were obtained via a survey questionnaire from 120 participants from Celcom Axiata Berhad, regional office, southern region. But only 97 participants have submitted back the questionnaire. After obtaining the data, the data was analyzed by using Statistical Package for the Social Science (SPSS) 16.0.

TABLE OF CONTENTS

CONTENT

PAGE

Declaration of Original Work	i
Letter of Submission	ii
Acknowledgement	iii
Table of Contents	iv
List of Tables	v
List of Figure	vi
Abstract	vii

CHAPTER 1: INTRODUCTION

1.1	Introduction	1
1.2	Background of the Company	4
	1.2.1 Vision	5
	1.2.2 Pledge	5
1.3	Problem Statement	6
1.4	Research Questions	7
1.5	Research Objectives	7
1.6	Theoretical Framework	8
1.7	Hypothesis	10
1.8	Scope of Study	10
1.9	Significant of Study	11
1.10	Limitation of Study	12
	1.8.1 Lack of Clarity	12
	1.8.2 Unequal Performance Standard	12
1.11	Definition of Term	13
1.12	Summary	13