

EMPLOYEES' OPINION ON PERFORMANCE MANAGEMENT AT
A GOVERNMENT AGENCY

Prepared for:
MR. MOHD AMLI BIN ABDULLAH@ BAHARUM

Prepared by:
NOR HIDAYAH BINTI AHMAD 2006213098
BACHELOR IN OFFICE SYSTEMS MANAGEMENT (HONS.)

UNIVERSITI TEKNOLOGI MARA (UiTM)
FACULTY OF OFFICE MANAGEMENT AND TECHNOLOGY

May 2009

TABLE OF CONTENTS

ABSTRACT.....	II
ACKNOWLEDGEMENT.....	III
LIST OF TABLES.....	IV
LIST OF FIGURES.....	VII
CHAPTER 1	
INTRODUCTION	
1.1 Background of the Study.....	1
1.2 Problem Statement.....	3
1.3 Research Objectives.....	4
1.4 Research Question	5
1.5 Significant of the Study.....	6
1.6 Scope of the study.....	7
1.7 Limitation of the Study.....	8
1.8 Definition of Term.....	9
1.9 Organization of the report.....	10
CHAPTER 2	
LITERATURE REVIEW	
2.0 Introduction.....	12
2.1 Performance Management.....	12
2.2 Aspects of Goal and Goal-Setting.....	15
2.3 Aspects of Fairness in Discussing and Reviewing performance.....	18
2.4 Aspects of Supervisory Reward Behavior.....	19
2.5 Conceptual Framework.....	22
CHAPTER 3	
METHODOLOGY	
3.0 Introduction.....	23
3.1 Research Design.....	24
3.2 Sampling Frame.....	25
3.3 Population.....	25

3.4 Sample Size.....	25
3.5 Sampling Technique.....	26
3.6 Unit of Analysis.....	26
3.7 Instrument.....	26
3.8 Validity of Instrument.....	27
3.9 Data Collection Procedures.....	27
3.10 Plan of Data Analysis.....	29

CHAPTER 4

FINDINGS AND ANALYSIS

4.0 Introduction.....	31
4.1 Response Rate.....	31
4.2 Demographic Background of the Respondents.....	32
4.3 Aspects of Goals and Goal-Setting.....	38
4.4 Aspects of Fairness in Discussing and Reviewing performance.....	53
4.5 Aspects of Supervisory Reward Behavior.....	74

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.....	85
5.1 Demographic Data.....	85
5.2 Conclusions.....	86
5.3 Recommendations.....	88
5.4 Direction of future research.....	91

REFERENCES.....	92
-----------------	----

APPENDICES.....	94
-----------------	----

A Cover Letter.....	95
---------------------	----

B Questionnaire.....	96
----------------------	----

C Follow-up Letter.....	111
-------------------------	-----

D Data Analysis.....	113
----------------------	-----

ABSTRACT

The purpose of this paper is to identify the employees' opinion on performance management at a government agency. The questionnaires designs have been distributed to 40 respondents and 40 questionnaires were collected back. The test involved techniques using SPSS version 16.0. The results of the test conducted show that the respondents have positive reaction on the aspects of goal and goal-setting, fairness in discussing and reviewing performance and supervisory reward behavior. From the findings, there were some recommendations to the organization for continuous improvement on performance management such as the culture of the organization must be supportive, goals should be "SMART", clearly establish what good performance, be plentiful with praise but selfish with criticism and supervisor should review owns doing every now and then.

ACKNOWLEDGEMENT

Assalamualaikum,

First and foremost, I would like to praise Allah SWT for giving me His blessings to execute this project despite many challenging moments, which I faced especially during the early stage of this undertaking.

I would sincerely like to extend my heartfelt appreciation to various individuals that had given me their guidance and support in preparing and finally completing this project paper. My undying gratitude to my advisor, Mr. Mohd Amli bin Abdullah @ Baharum for his guidance and patience in helping me produce this final project. I am particularly thankful to Tuan Hj. Abdul Razak bin Said and Mr. Saharani for constructive comments, valuable support and help in completing this project.

My deepest appreciations go all the way to Majlis Amanah Rakyat (MARA) for allowing me to do my research over there. Thank you to all staff especially in Human Resource Department for their commitment. There are no words to describe my indebtedness to my beloved family, friends and all who involved directly or indirectly for their patience and support by giving ideas and comments in improving all there is of me.

All the sweat and tears had not gone to waste. A special thanks to all office management lectures (OM221) for helping me during my studies in UiTM, Jengka Pahang.

Nor Hidayah Binti Ahmad

Faculty of Office Management and Technology
Universiti Teknologi MARA