



FACULTY OF BUSINESS MANAGEMENT

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

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JANUARY 2014



**BACHELOR OF BUSINESS ADMINISTRATION WITH
HONOURS (HUMAN RESOURCE MANAGEMENT) FACULTY
OF BUSINESS MANAGEMENT UNIVERSITI TEKNOLOGI MARA
"DECLARATION OF ORIGINAL WORK"**

I, SITI SAFURA BINTI MUHAMAD MUSTAFA, (I/C Number: 900225-11-5276)

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: 09 January 2014

Date: JANUARY 09, 2014

Head of Program

Bachelor of Business Administration (Hons) Human Resource Management

Faculty of Business Management University Technology Mara

(Bandaraya Melaka)

Dear Madam,

SUBMISSION OF PROJECT PAPER (HRM 662)

Enclosed here is the research entitled **“THE FACTOR THAT CONTRIBUTED ON PERCEIVED FAIRNESS IN PERFORMANCE APPRAISAL IN CARE ION TECHNOLOGIST SDN BHD KERTEH”** to fulfill the requirement as needed by the faculty of business management, university technology Mara.

I hope this report will fulfill the requirement of Bachelor of Business Administration with honors and also achieved the objective of this study.

Thank you.

Yours faithfully,

SITI SAFURA BINTI MUHAMAD MUSTAFA

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BBA (HONS) HUMAN RESOURCE MANAGEMENT

CHAPTER 1

1.0 INTRODUCTION

The topic is about a study on the factor that contributed on perceived fairness in performance appraisal among employees. The researcher has decided some dependant variables and also independent variables. The researcher dependant variable is the Fairness in Performance Appraisal. Justice in Procedural, Distributive justice and Interactional justice will be independent variables. The researcher will conduct research based on the factor that contributed independent variable on dependant variable.

1.1 BACKGROUND OF STUDY

The purpose of this research is researcher want to know The Factor That Contributed on Perceived Fairness in Performance Appraisal among Employees at Care Ion Technologist Sdn Bhd.

Performance appraisal is a key element in management practices. It plays an important role for continuous improvement. A lot of researchers have worked on performance appraisal from both employees and organizations point of view. According to (Walsh M.B, 2003), performance appraisal is a process which is supervisor monitors employee performance, compares it with expected goals and targets and then uses it for the further improvement of the performance and outputs.

In Human Resource practices, performance appraisal systems must be develop from time to time in order to help improve employee skills and commitment on their job and at the same time it will motivate and reward employee performance. Therefore, the upper management and the employees should realize the importance of performance appraisal the workplace. There are two purpose of performance appraisal whereby to support administrative decision such as promotion and to provide feedback from employee and development (Cawley, 1998).

This study was conducted by using perceived fairness of performance appraisal for employee. According to (Cook, 2004) fairness is required in performance appraisal because it will give positive impact on employee performance. One of employee reaction on performance appraisal system is perception of fairness. Performance appraisal effectiveness is dependent on employee acceptance of the feedback provided during the performance appraisal session (Wilson, 2011).

In conclusion, since the performance appraisal has great impacts on the work values, this research would be using the factor that contributed on perceived fairness of performance appraisal among employee in workplace as an instrument to analyze and