

UNIVERSITI TEKNOLOGI MARA

**FAIRNESS PERCEPTIONS OF PERFORMANCE APPRAISAL
AND ITS EFFECTS ON EMPLOYEES' JOB PERFORMANCE
OF SARAWAK GOVERNMENT AGENCIES**

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Declaration

I hereby declare that the work contained in this research proposal is my own except those which have been duly identified and acknowledged. If I am later found to have plagiarized or to have committed other forms of academic dishonesty, action can be taken against me under the Academic Regulations of UiTM's.

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ABSTRACT

The objectives of this study was to explore the existence of organizational justice more specifically three kinds of justice, namely distributive, procedural and interactional justice in the assessment of Performance appraisal that will affect the job performance among the employees of Sarawak government agencies. Correlation analyses were conducted to examine the associations between the variables. The method of sampling is convenience sampling. The size selected samples was 140 persons that they were determined by Cochran formula. The means of collecting data with two standard questionnaires: organizational justice with 17 items and job performance with 10 items. The face and context validity of questionnaires were reviewed by the experts and for measuring the reliability of them was used Cronbach-alpha coefficient. To analyzing data, Pearson correlation coefficient is used. Findings show that organizational justice affects performance appraisal and there is a positive relationship between organizational justice and its dimensions (Procedural justice, distributive justice and interactional justice) and job performance.

Keywords : organizational justice, Performance appraisal , job performance

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CHAPTER 1

INTRODUCTION

This chapter will provide the background of the study, focusing specifically on the impact of Performance appraisal (PA) in the public sector and the effects of the appraisal in the forms of job performance of the public employees. This chapter will also explore the relationship between perceived fairness of performance appraisal and employees' job performance. The respondents of my research included public servants from the Resident and District Offices of Sibuan, Kanowit, Selangau, Mukah and Sarikei Sarawak and would cover the Support Group 1 and 2 and the Professional and Management Group.

1.1 Background of the Study

Generally, the structure of the Malaysian government consists of three levels namely the federal government as the central government, the state governments and the local governments. Malaysian public servants serve in various government agencies at these three different levels of government forming the largest population of workforce in the country providing support to economic growth. Hence, emphasis on the efficiency and effectiveness of the civil service would greatly impact the national competitiveness in the global economy. Noting the great impacts by civil servants' performance, the government would definitely require commitment by public officials to his job and the organization. This has in fact been recognized that organizations can realize all the functions and objectives if they have committed workers (Ricketta, 2002).

In the public sector, the performance of employees is vital to the society. Various governmental agencies' policies are carried out and implemented through the employees. The failure of the employees' ability in delivering their duties will leave negative feelings among the citizens and bring doubts and dissatisfaction particularly with the government recruitment process and public administration system in general.