

UNIVERSITI TEKNOLOGI MARA

EMPLOYEES' PERCEPTION OF FAIRNESS AND
SATISFACTION OF PERFORMANCE APPRAISAL AT
SABAH FORESTRY DEVELOPMENT AUTHORITY
(SAFODA)

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ABSTRACT

This study, undertaken at the Sabah Forestry Development Authority (SAFODA) is entitled “Employees’ Perception of Fairness and Satisfaction of Performance Appraisal at Sabah Forestry Development Authority (SAFODA).” The main objective of this study is to examine the perception of fairness, and the level of satisfaction of employees with the current performance appraisal practice at the organisation, and present the findings and recommendations to the management of SAFODA for further reference and consideration. A survey was conducted on a sample of 80 employees at SAFODA, but only 55 surveys were managed to be collected. Data analysis using SPSS version 21 and several tests were conducted using independent t-test, ANOVA and Pearson’s correlation test to arrive at the desired results. Findings from this study revealed that respondents perceived the performance appraisal practice in SAFODA as fair, and the positive correlation between perception of fairness with distributive justice, procedural justice and informational justice with reaction towards Performance Planning and Review (PPR) and also significant correlation between interpersonal justice and reaction towards Performance Planning and Review (PPR) indicated respondents satisfaction with the performance appraisal practice in SAFODA. Organisational justice dimensions of distributive justice, procedural justice, informational justice and interpersonal justice have a strong correlation with satisfaction toward the supervisor. Overall, employees perceived the performance appraisal practice as fair, and were generally satisfied with it. It is suggested that the management of SAFODA use a different method of appraising employees’ performance apart from the established and current practice used in the civil service. Peer evaluation is recommended as it is a unique method of evaluation, which gives wider picture of individual employees’ actual performance and provide better perspective in term of reducing the possibility of injustice outcomes of employees’ performance appraisal.

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TABLE OF CONTENTS

	Page
AUTHOR'S DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Background of Study	1
1.2 Problem Statement	3
1.3 Research Objectives	5
1.4 Scope of Research	6
1.5 Significance of the Study	6
1.6 Definition of Key Terms	6
CHAPTER TWO: LITERATURE REVIEW	8
2.1 Introduction	8
2.1.1 Performance Appraisal	8
2.1.2 Fairness of Performance Appraisal	10
2.1.3 Organisational Justice Theory in Performance Appraisal	11
2.1.3.1 Distributive justice	13
2.1.3.2 Procedural justice	14
2.1.3.3 Interactional justice (interpersonal and informational)	14
2.2 Employees' Perception	16
2.3 Employees' Satisfaction	18
2.4 Conceptual Framework	20

CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction	21
3.2 Research Design	21
3.3 Unit and Level of Analysis	22
3.4 Sample Size	22
3.5 Sampling Technique	22
3.6 Measurement/Research Instrumentation	23
3.7 Data Collection	24
3.8 Data Analysis	24
CHAPTER FOUR: FINDINGS AND ANALYSIS	25
4.1 Introduction	25
4.2 Description of Respondents' Profile	25
4.3 Goodness of Measure	28
4.3.1 Reliability Test	28
4.4 Testing of Assumption	29
4.4.1 Normality Test	29
4.5 Descriptive Statistics Of Employees' Perception Of Fairness Of The Performance Appraisal Practice In Safoda In Terms Of Distributive Justice, Procedural Justice, Informational Justice And Interpersonal Justice	29
4.5.1 Perception of Fairness of Performance Appraisal in terms of Variables of Justice Scales Based on Gender Using an Independent t-test	42
4.5.2 Perception of Fairness on Performance Appraisal in terms of Variables of Justice Scales Based on Two Age Groups Using an Independent t-test	43
4.5.3 Perception of Fairness on Performance Appraisal in terms of Variables of Justice Scales Based on Years of Work at a department using an Independent t- test	43