



# **Performance Appraisal**

Past, present and the way  
forward

**Rusli Ahmad**



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**Universiti Malaysia Sarawak**  
**Kota Samarahan**

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# INTRODUCTION

**T**he global world today witnessing organisations facing various possibilities and challenges to sustain their competitiveness. Competition now become more critical and unpredictable because unforeseen challenges occur everywhere and occasionally can become a big headache to organisational players. Various powerful strategies were used to handle the alarming issues with create instabilities market for the organisation services or products. Organisation now extensively thinking on how to penetrate the new market and win the business opportunity everywhere. A borderless and flattering world now allows competitions that come from diverse geographical spaces, races, religions, socio-cultural and it is expected to be healthy the business environments.

Technology takes place very fast and seeps in all types of organisations and leaves a very significant contribution to daily activities of the organisation. The information boom in The Revolutions 4.0 also saw workers face various possibilities. Not only worried about losing jobs because of high-tech robots or because of the surge in external workers, but they are beginning to worry about the drastic changes in the workplace that has taken place today. Different customer expectation and the rapid of technologies and information innovation have changed the landscape of their work. The ever-

increasing standard of living also causes workers to start thinking of what is best for their self, family, community and organisation they work with. Work life balance issue has now becoming an alarming agenda although these days a mode on industrial relation become more harmony rather than more on the conflict mode before.

Performance management is one of the crucial functions in managing human resource at the work place. In relation with that organisation performances need to be managed effectively from a holistic perspective. Performance management looking at the macro level and from the micro level, performance appraisal is the most crucial and important function need to be systematically managed to dealing with employees' performance. Employees' performance and organisational performance is a reciprocal process and becomes the aims of 21<sup>st</sup> organisation. It's involves all units of analysis in the organisation and higher levels of commitment in all aspects is needed. In relation with that concerns, contemporary, forward looking and effective ways of measuring the individual workers must be in place. Every employee in organisation want to be measured their work performance in a very objectives and professional ways. Without effective, efficient and proper ways of handling these functions, performance appraisal philosophies, objectives and results will be questioned by all the related parties and it will create a lot of hiccup, problems, havoc and may create a choas in an organisation.

Performance appraisal plays important roles in managing employees at the work place and helps for organizational survival. Linking the appraisal system to the reward system means that it can be used as a strategic tool by organisations. When employees are motivated to work, they will generally put their best effort in the tasks that are assigned to them. Employee satisfaction is important for every organisation because this can lead towards a positive growth for the company. This can be a key factor in communicating

values, promoting flexibility and maximizing individual potentials and contributions to organisational objectives. Very often, if the employees are not happy with the organisation, this will lead to job dissatisfaction in the form of complaints of unfairness, job absenteeism, low motivation, less productivity, early retirement, and other problems. This will injure the organisation and if serious can also affect the image of the organisation.

The objective of this inaugural book is to assemble academic thoughts, expert reasoning, sharing the research expertise and consultation insights and situational or present observation points on employee's appraisal issues for the betterment. It is hoped from this inaugural book, it can spark any new idea and initiatives to think and give more understanding on the issue being discussed. I wish to express my congratulations and appreciation to UNIMAS for organizing this inaugural speech and it is hoped it will be beneficial to all the related parties.

# Acknowledgements

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*“Proclaim! (or read!) in the name of thy Lord and Cherisher”*. (Al-‘Alaq 96:1)

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The title of my lecture is ‘Performance Appraisal: Past, Present and the Way Forward’. All praise is to Allah the Most Beneficent, the Most Merciful, for giving me the strength and courage to complete this book in conjunction of my inaugural lecture. Issues on performance appraisal, workers’ competency, quality and high level of achievement has fast becoming the pulse of any organisation in order to survive the 21<sup>st</sup> century. The impact of performance practices is really huge to the individual workers, organisation and all related parties involved. Nevertheless, some organisations are still unaware and remain complacent.

First I would like to express my deepest gratitude and my heartfelt thanks to my families (my mother, my beloved father, father in law, mother in law, wife, children and my relatives) for their patience, support, understanding, tolerance and sacrifice. Without their constant love and support, this book would not have been possible. I hope this small academic contribution in this area of study will benefit the interested parties to gain more knowledge, experience, skill and expertise in the area of employees’ appraisal and organisation survival. All good things come from Allah and

# Performance Appraisal

## Past, present and the way forward

Organisations are now facing various possibilities, new development and fragile market place to remain competitive in the era of ICT. Competition becomes stiff, critical and unpredictable therefore in need of powerful strategies to handle it. Employers and employees as the most important parties in an organisation always seeking aspirations for a harmonious relationship, avoiding all conflicts and looking forward to better work-life balance. Both have different targets where the former look at numbers and reputation, the latter dream of a fairly measured work performance. Without an effective, efficient and proper ways of handling performance appraisal system, it shall result in chaos for the organisation. This will lead to job dissatisfaction in the form of complaints of unfairness, job absenteeism, low motivation, less productivity, early retirement, and other problems, hence will negatively impact the organisation in the future. This book gives emphasis on the past, present and the way forward of handling the most sensitive human resource management topic, which is employees appraisal. This book offers contemporary ways of managing the appraisal system with the ultimate aims of maximising employees' potential and enhancing organisation's status.

### The Author



Professor Dr Haji Rusli Haji Ahmad is an academic staff of the Faculty of Cognitive Sciences and Human Development (FSCHD), Universiti Malaysia Sarawak (UNIMAS). He graduated with a Diploma in Education and a B.A (Hon.) in Anthropology and Sociology from Universiti Kebangsaan Malaysia (1987), Master of Management from Universiti Putra Malaysia (1996) and Diploma in Research Methodology and Doctor of Philosophy (Ph.D) in Human Research Management from Universiti of Bradford Management School, United Kingdom (2003). He also obtained a Diploma in Teaching and Learning From UNIMAS and Executives Certificate in

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