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Issues and Challenges in the Internationalisation of Higher Education and Human Capital Development in Developing Countries: The Malaysian Case
  *Dato' Dr. Mohd Taib Hashim*

Usaha-usaha Pemantapan Modal Insan
  *John Antony Xavier, Prema Selvanayakam dan Maizatusima Haji Juham*

Towards an Efficient Delivery System in Malaysia: Bridging the Digital Divide
  *Zulkefli Ibrahim*

Public Debt Management in Malaysia: The Last Three Decades and Future Direction
  *Chen Chow Min*

Sistem Penilaian Prestasi Sektor Awam di Malaysia: Pemikiran Semula Terhadap Peranan dan Tanggungjawab Pegawai Penilai Prestasi
  *Haji Rusli Haji Ahmad*

Tingkah Laku Yang Tidak Beretika Dalam Organisasi Pentadbiran Awam
  *Roslan Mahmood dan Nik Rosnah Wan Abdullah*
Performance appraisal is one of the most important activities in human resource management. The impact of the performance appraisal system is significant to the employees because of the direct influence of the appraisal’s decision on salary and wages earned. Organisations will face direct negative impacts if the performance appraisals were seen as being non-systematic, unfair and discriminatory towards the employees. These will create low levels of employees’ motivation, decreased productivity levels, inabilities to meet expectations and overall unstable commitments from the workers. These problems will have impacts on the general performance of the organisation or company. Several research findings on the performance appraisal systems in several government agencies show worrying trends. Research findings show that raters involved in the appraisal decisions did not have sufficient competencies. Without these competencies raters cannot play their roles effectively. Thus, this creates negative implications for the employees with respect to their acceptance of the decisions made. This paper discusses the important roles and responsibilities played by the raters in the appraisal process. Suggestions on how to improve these discrepancies are offered in this paper either as immediate actions to be undertaken, actions to be implemented in the short-term or actions to be implemented in the long-run.