

EMPLOYEE APPRAISALS and **COGNITIVE INFORMATION** **PROCESSING SYSTEMS**

Rusli Ahmad



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Kota Samarahan

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PREFACE

It is my honour and esteemed pleasure to give my note in this book entitled Employee Appraisals and Cognitive Information Processing System. This topic is vitally important in management, as a main task for officer or manager in every organization, whether private or public, and on whatever scale. Without any doubt, officer or managers in organizations will face and perform this crucial task. If the decision process in appraisal systems is undertaken in an improper manner, this will create errors and can affect other matters in organisations.

Therefore, there is a need to further explore the decision process, especially about information processing, in order to gain better understanding and input on how decision-making was made in organisations in general, and especially performance appraisal decisions. This information can then be used to enhance the effectiveness of the decision making-process and to help to create a good relationship between managerial group and employees in organisation.

The objective of this book is to assemble input from various sources: theory, practice and research outcomes for better understanding of the performance appraisal decision-making process. It is my hope that some of the results of this initiative will engender a good move by all interested parties to gain more exposure, knowledge and experience about the subject.

I wish to express my congratulations and appreciation to the author for this positive effort in writing this book.

Professor Datuk Dr. Abdul Rashid Abdullah
Vice Chancellor
Universiti Malaysia Sarawak

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Praise is to Allah The Beneficent, The Merciful, for giving me the strength and courage to complete this book. Firstly I would like to point out that this book is an outcome of half of my Doctor of Philosophy study in the University of Bradford Management School, United Kingdom. I would like to express my sincere thanks to all my supervisors and my tutor (Dr. David P. Spicer, Mr. David Taylor, Professor Dr. Edward Snape, Dr. Van Hutzhing and Professor Arthur P. Francis).

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Last but not least, my deepest gratitude to Universiti Malaysia Sarawak for sponsoring my Ph. D study and its encouragement to make these ideas become reality.

I also would like to highlight that nothing is impossible in this world and it can be done with work hard and smart and performing *doa* and *tawakkal* to God (Allah).

Rusli bin Haji Ahmad
February 2008

FOREWORD

In every organisation, human beings or workers play a vital role in determining its survival. Human capital, or workers, have become the ultimate assets compared with other resources (money, land, machine, factory, hardware, software, material, equipment and etc), and are the key or prerequisite factors in making the operation of the organisation or factory runs as planned. Linking the appraisal system to the reward system means that it can be used as a strategic tool by organisations. This can play a key role in communicating values, promoting flexibility and maximising individual contributions to organisational objectives. Commonly, but not necessarily, if the workers are not happy with the organisation, this situation leads to job dissatisfaction among employees in the form of complains of unfairness, job absenteeism, low motivation, low productivity, early retirement, and other related issues. Thus, there are reasons why the appraisal process and decisions have become very popular issues of management concern and academic study. Appraised activities give direct or indirect impact to workers performance in the workplace. Today, nobody can deny the important of performance appraisal activities as one of the important activity in human resource management functions. This book is interested in understanding the information processing system in the performance appraisal decision. In exploring the information processing system, which occurs in the decision-making process, this book will utilize the practice of cognitive processing models.

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