



JURNAL

PENGURUSAN AWAM

PENERBITAN JABATAN PERKHIDMATAN AWAM MALAYSIA

Jilid 6 Bilangan 2

ISSN 1675-3720

Disember 2007

Pengukuhan Institusi dan Pelaksanaan Awam

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Dr Haji Rusli Haji Ahmad

ABSTRAK

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, inability 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.