

Rusli Ahmad (2010) "Model pemrosesan maklumat kognitif dan pembuatan keputusan. Teori dan amalan dalam sistem penilaian prestasi pekerja sektor awam di Malaysia", *International Journal of Management Studies*, 17(2), pp. 201-224.

## **Abstract**

**Purpose-** This study seeks to understand the decision making process in a performance appraisal decision by looking at the cognitive information processing aspects involved. This paper therefore concentrates on the practice of cognitive processing model in the Malaysian public service performance appraisal system. Raters' understanding on their approaches to appraisal decision making are explored for evidence of the cognitive processing system, alongsides considerations of the attitudes towards practice in the specific cognitive processing model phases.

**Design/methodology/approach-** Non-experimental design by using quantitative research methodology was used to explore the perception of the raters' to the practice of cognitive processing model phases. Questionnaire survey was chosen as a specific method or technique for data collection because of the effectiveness and advantages of this technique. 199 questionnaires were distributed to 34 high schools and from that, 77.9% of questionnaires were returned and were usable for data entry. With regard to the statistical inference, the researcher used the t-test to identify the difference in perception of the raters.

**Findings-** Overall, results from the questionnaire survey clearly show that raters have a positive attitude towards the practice of cognitive processing model phases in their performance appraisal decision. Mean value over 3.0 and t-tests results are found to be very significant from the mid-point 3.0 ( $p < 0.01$ ). This indicates that raters have a clear understanding and positive attitude towards cognitive processing phases and realize the importance of these steps in performance appraisal decision.

**Originality/value-** This research paper is important because it will offer understanding on the cognitive processing model phases practised by raters in the performance appraisal decision. Exploration of the cognitive maps of raters can provide insight into how raters make their decisions. The role of raters in the implementation of the performance appraisal system can also be explored. Previous studies on performance appraisal system in the Malaysian Public Service have tended to focus on other aspects. Therefore, the main significance of this study lies in its being the first study of cognitive maps of raters' cognitive processing model in the Malaysia context. Although a few studies have been done on the cognitive processing model phases, these are mainly focused on the investigation of single stages or issues related to the cognitive processing model, rather than exploring it as a whole process. This study will enable academics, practitioners and policy makers to understand the process behind performance appraisal decisions. Comparison between the raters' cognitive maps can also take place.