

# MODEL PEMROSESAN MAKLUMAT KOGNITIF DAN PEMBUATAN KEPUTUSAN: TEORI DAN AMALAN DALAM SISTEM PENILAIAN PRESTASI PEKERJA SEKTOR AWAM DI MALAYSIA

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## Abstrak

*Kajian ini bertujuan untuk melihat kaitan amalan pembuatan keputusan dengan prestasi pekerja sektor awam di Malaysia dengan memberi perhatian kepada aspek pemprosesan maklumat kognitif. Tumpuan kepada sistem pemprosesan maklumat kognitif yang terlibat secara menyeluruh dibuat memandangkan pentingnya penggunaan maklumat dalam sebarang pembuatan keputusan dan tiada kajian yang komprehensif tentang perkara yang berkaitan dibuat sehingga kini. Penyelidikan yang dijalankan adalah bersifat kuantitatif. Sampel kajian terdiri daripada 199 pegawai penilai prestasi yang dipilih berdasarkan persampelan rawak mudah. Soal selidik yang berkaitan telah dibina dan 155 borang soal selidik yang lengkap telah digunakan untuk tujuan analisis. Hasil kajian menunjukkan tidak terdapat perbezaan yang signifikan antara pegawai penilai novis dan pakar dalam semua fasa yang terlibat dalam model pemprosesan maklumat kognitif kecuali untuk faktor pemerhatian 1. Ini bermakna tidak terdapat perbezaan yang signifikan antara pegawai penilai novis dan pakar dalam pelaksanaan pemerhatian, pengkategorian, penyimpanan, pengingatan semula, pengintegrasian dan pembuatan keputusan. Kajian ini penting kepada pembuat dasar, pengamal sumber manusia dan pereka program latihan untuk membaiki aspek pelaksanaan penilaian prestasi yang menjadi amalan penting bagi organisasi. Kajian ini juga membuka ruang kepada pemahaman yang lebih menyeluruh dari segi amalan pembuatan keputusan berkaitan penilaian prestasi pekerja dengan mendekatinya dari aspek kognitif proses yang terlibat. Pemahaman yang lebih mendalam dan menyeluruh ini diharap akan membuka ruang kepada pelaksanaan satu sistem penilaian prestasi yang diterima ramai dan adil.*

**Kata kunci:** *Pembuatan keputusan; penilaian prestasi; sistem pemprosesan maklumat.*

## Abstract

**Purpose** - This paper 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, alongside considerations of the attitudes toward 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. A total of 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 showed that raters have a positive attitude toward the practice of cognitive processing model phases in their performance appraisal decision. Mean values over 3.0 and t-test results were found to be very significant from the mid-point 3.0 ( $p < 0.01$ ). This indicated that raters have a clear understanding and positive attitude toward cognitive processing phases and realise 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 had tended to focus on other aspects. Therefore, the main significance of this study lies in it being the first study of cognitive maps of raters' cognitive processing model in the Malaysian context. Although a few studies had been done on the cognitive processing model phases, these were 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.

**Keywords** - *Cognitive processing model; decision making; information processing system; performance appraisal; public sector.*

**Paper type** - *Research paper.*