

HUBUNGAN ANTARA CIRI PENILAIAN PRESTASI DENGAN KEBERKESANAN PENILAIAN PRESTASI: PERANAN KEADILAN PENILAIAN SEBAGAI PERANTARA DAN KEPIMPINAN AUTENTIK SEBAGAI PENYEDERHANA

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ABSTRAK

Kajian ini bertujuan untuk menyelidik hubungan antara ciri-ciri penilaian prestasi dengan keberkesanan penilaian prestasi dan keadilan penilaian sebagai pemboleh ubah perantara. Kajian juga menyelidik peranan kepimpinan autentik sebagai pemboleh ubah penyederhana dalam hubungan antara keadilan penilaian dengan keberkesanan penilaian prestasi. Ciri-ciri penilaian prestasi yang merupakan pemboleh ubah tidak bersandar merangkumi tujuan penilaian, maklum balas penilaian, kejelasan kriteria, penyertaan pekerja dan hubungan interpersonal. Manakala pemboleh ubah bersandar adalah konstruk keberkesanan penilaian prestasi yang dibentuk daripada dimensi kepuasan penilaian dan dimensi motivasi untuk meningkatkan prestasi. Sebanyak tujuh belas hipotesis telah dibentuk berdasarkan kerangka kajian. Kajian ini merupakan kajian tinjauan dan bersifat keratan rentas. Populasi kajian melibatkan guru-guru sekolah menengah harian biasa yang bertugas di bawah KPM seluruh Malaysia. Responden kajian ditentukan secara rawak mudah dan sebanyak 500 soal selidik telah dihantar. 292 responden telah memberikan maklum balas namun 284 (56.8%) sahaja sesuai digunakan bagi tujuan analisis. Analisis dilaksanakan menggunakan SPSS versi 23 bagi analisis deskriptif sementara *Smart-PLS* versi 3.2.9 bagi membuat pengujian hipotesis. Hasil analisis mendapati dua belas hipotesis diterima manakala lima hipotesis ditolak. Pemboleh ubah tujuan penilaian, maklum balas penilaian dan kejelasan kriteria serta keadilan penilaian mempengaruhi keberkesanan penilaian prestasi secara langsung. Semua ciri penilaian prestasi kecuali tujuan penilaian mempunyai hubungan yang positif dan signifikan dengan keadilan penilaian. Dapatan juga menunjukkan kesemua ciri penilaian prestasi kecuali tujuan penilaian mempengaruhi keberkesanan penilaian prestasi secara tidak langsung melalui keadilan penilaian sebagai pemboleh ubah perantara. Analisis juga mendapati kepimpinan autentik tidak memainkan peranan sebagai penyederhana. Dapatan kajian menyumbang kepada bukti empirikal tentang peranan ciri-ciri penilaian prestasi serta peranan keadilan penilaian dalam mempengaruhi keberkesanan penilaian prestasi. Ini membolehkan pihak pengurusan terutamanya Bahagian Pengurusan Sumber Manusia merancang dan membuat penambahbaikan dalam pengurusan penilaian prestasi agar menjadi lebih berkesan bagi mencapai sasaran organisasi pada masa akan datang.

Kata kunci : Ciri penilaian prestasi, keadilan penilaian, kepimpinan autentik, teori penilaian kognitif, teori ekuiti.

ABSTRACT

This study aims to investigate the relationship between the performance appraisal characteristics and performance appraisal effectiveness with appraisal fairness as the mediating variables. The study also examine the role of authentic leadership as a moderating variable in the relationship between appraisal fairness and performance appraisal effectiveness. The performance appraisal characteristics which are the independent variables include appraisal purpose, appraisal feedback, clarity of criteria, employee participation and interpersonal relationships. While the dependent variable is the construct of performance appraisal effectiveness formed from the dimension of appraisal satisfaction and the dimension of motivation to improve performance. A total of seventeen hypotheses were formed based on the study framework. The study was based on a survey design and cross sectional. The study population include ordinary-secondary school teachers working under the MOE throughout Malaysia. The respondents were determined using simple random techniques and a total of 500 questionnaires were distributed. 292 respondents provided feedback but only 284 (56.8%) were suitable for analysis. Descriptive analysis was performed using SPSS version 23 while Smart-PLS version 3.2.9 was used to test the hypotheses. In total twelve hypotheses were accepted while five hypotheses were rejected. The variables of appraisal purpose, appraisal feedback and clarity of criteria as well as appraisal fairness directly influence the performance appraisal effectiveness. All performance appraisal characteristics except for appraisal purpose showed a positive and significant relationship with appraisal fairness. The findings also indicate that all performance appraisal characteristics except for appraisal purpose influence the performance appraisal effectiveness indirectly through appraisal fairness as mediating variable. The analysis also show that authentic leadership does not play a role as a moderating variable. The findings of this study contribute to the empirical evidence on the role of performance appraisal characteristics as well as the role of appraisal fairness in influencing the effectiveness of performance appraisal. This enables the management, especially the Human Resource Management Division to plan and make improvements in the management of performance appraisal to be more effective in achieving organizational targets in the future.

Keywords: Performance appraisal, Appraisal fairness, Authentic leadership, Cognitive appraisal theory, Equity theory.