

**PERFORMANCE APPRAISAL SYSTEMS EFFECTIVENESS:
A STUDY OF ATOS**

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DECLARATION

I thus proclaim that this accommodation is my own work towards the Degree of Master of Business Administration and that, supposedly, it contains no material recently distributed by someone else nor material which has been acknowledged for the honor of some other level of the University, with the exception of where due affirmation has been made in the text.

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

Performance Appraisal System: A Study of Atos

**By
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The requirement for successful appraisal of execution in organizations has been featured lately. This examination subsequently investigated the adequacy of ATOS execution assessment frameworks. The examination was distinct in both essential and optional information. Information were gathered with the assistance of surveys and examined with the assistance of the Social Sciences Statistical Package. The review showed that the association had an examination framework set up, and this was to a great extent acknowledged by all gatherings of respondents: the board and activity staff. The review noticed that key execution principles have been characterized and are plainly settled in the evaluation framework. Discoveries likewise shown that, generally, the principles have been laid out in a joint effort with staff and assessors. Likewise, the respondents exhibited general mindfulness and consolation from the different partners on the foundation's examination framework. The review showed that most staff take part in the evaluation cycle. Once more, a large portion of the staff feel that criticism addresses their prosperity. Moreover, most staff accept that the evaluation framework is pertinent and don't consider the examination cycle to be an exercise in futility. It was noticed that the examination cycle has assisted with perceiving foundational factors that obstruct successes. Key difficulties recognized included low criticism rates and absence of satisfactory assets, among different difficulties. The review prescribed the

need to guarantee that the reasonableness of the evaluation interaction is maintained with the end goal that the essential certainty and participation can be given by the laborers. What's more, there is a need to guarantee normal criticism. Inability to do so could affect the staff's advantage all the while, and the staff ought to get however much input as could reasonably be expected on their exhibition.



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DEDICATION

I would like to dedicate this research work to the God who preserved, led, and supported my life to help me on the academic ladder to achieve this height. Secondly, to my parents, Mr. Selva Kumar and Mrs. Krishnawanie, to my siblings, Dr. Parvethaa and Rubindren, and to my friends from UNIRAZAK. I am thankful for their love, for their contributions and for their prayers.



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List of Abbreviations

PA	Performance Appraisal
ATOS	ATOS Services (M) Sdn Bhd
SPA	Staff Performance Appraisal
BARS	Behaviorally Anchored Rating Scales
MBO	Management by Objective
EPAP	Developing Employee Performance Appraisal Plans


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CHAPTER ONE

INTRODUCTION

1.0 Background

The subject of evaluation process continues to be a basic topic of conversation in organization circles. According to Kurt (2004), while business pioneers see the prerequisite for evaluation systems, they are also frustrated by the different obstructions that disaster area its objectives. One of the organizations commitments is to ensure that the association works actually and gainfully. To achieve these objectives, overseers ought to have the choice to choose and assess the show levels of both the affiliation and its particular agents (Kurt, 2004).

Evaluation process has been portrayed as an administration device intended to work with interchanges inside the work environment, improve the nature of the work created and work with individual responsibility. This definition supports the legitimate prerequisite that all organizations survey the exhibition of staff (Derven, 1990). Winston and Creamer (1997) depict execution examination as an authoritative technique that includes conscious cycles to assess the exhibition of staff through appraisals to upgrade the efficiency of staff.

Present day associations rely upon execution estimation and investigation. Estimations should be founded on the association 's technique and give basic information and data on key cycles, results and results. These information and examination support a few hierarchical objectives, like preparation, evaluating hierarchical execution, improving cycles and standing out hierarchical execution from 'best practice' measurements (Averson, 1998).

With regards to the organized presentation evaluation standards, the rating was utilized to gauge worker execution against the components and assumptions for the representative's exhibition examination plan and to give a record rating. Laborers must have the right information, abilities and perspectives to perform well in their work. Information, abilities and mentalities are the inward skills that specialists bring to work or that they should learn through preparing.

Independent of what the association means to do while directing an exhibition evaluation, it produces criticism that can be either certain or negative for both administration and representatives. Dealing with the result of laborers is a significant piece of the work completed by all directors of each and every association. It is essentially as basic as overseeing monetary assets and program results as the achievement or absence of execution of workers significantly affects the monetary and program parts of any association (Kurt, 2004).

In numerous associations, evaluation is utilized to assist with deciding the award result by distinguishing workers who ought to have most accessible benefits, for example, pay expands, rewards and advancements. For similar explanation, the consequences of the evaluation are utilized to recognize less fortunate entertainers who requires some type of directing or, in outrageous cases, reduce of pay or excusal (Chadbourne 1994).

Once more, utilizes for execution evaluation have included equivalent business opportunity contemplations, advancements, move and compensation increments. Execution evaluation was an all-encompassing technique for dealing with the organization. It has likewise been called a review

component of a substance in regards to the exhibition of people, gatherings and whole divisions (Awosanya and Ademola, 2008).

Global exploration shows that suitable examination plans have the ability to upgrade the effective administration of instructive foundations, the norm of training proposed to understudies and the satisfaction of sensible requests for straightforwardness (Chadbourne, 1994). Subsequently, in most learning conditions, endeavors have been made universally to characterize the human asset strategies expected to impart and further develop a nonstop learning environment by examining different HR factors, like preparation development and execution examination. Execution examination is by and large licensed to prompt the prevalent execution of many organizations (Averson, 1998). Such associations or establishments are frequently alluded to as superior execution work frameworks, learning or adaptable associations with common or high responsibility models (Applebaum and Butt, 1994)

1.1 Statement of the Problem

Execution evaluation is a decent chance to officially recognize workers' achievements and commitments to the organization, and to guarantee that a reasonable association is framed and protected among execution and prize. Consequently, one of the vital targets of execution evaluation is to remunerate execution and address shortcomings. At the end of the day, it offers important direction and guidance to laborers and gives directors and managers a valuable setting from which to gauge the representatives' staff's exhibitions.

In ATOS, starter examinations show an occasional evaluation of worker execution. The utilization or in

any case of the after effects of the evaluation can't be laid out as of now, notwithstanding, worries among certain representatives are introduced by the presentation examination as simple customs. A quick perception frequently shows an absence of congruity in the arrangement of contribution to representatives. For the most part, these are bottlenecks that invalidate the place of execution assessment and legitimizes the assertion by Kurt (2004) that some business bosses are commonly disappointed in execution assessment structures considering the way that the ideal outcomes are not exactly perceived.

At the point when representatives in most open establishments have been blamed for elevated degrees of failures in the exhibition of their obligations by the overall population, viable evaluation frameworks have become more fundamental. This concentrate accordingly looks to analyze the viability of examination frameworks in ATOS.

1.2 Objectives

The targets are isolated into general and unequivocal objectives.

1.2.1 General Objectives

The overall goal of the review is to evaluate the viability of the Employee Performance Appraisal framework in ATOS.

1.2.2 Specific Objectives

The specific goals include:

- a) To survey employees view of the evaluation framework at ATOS.
- b) To look at the goals of execution evaluation at ATOS.

- c) To survey the viability of execution evaluation at ATOS.
- d) To distinguish the difficulties of execution evaluation at ATOS.

1.3 Research Questions

The accompanying exploration questions formed the basis upon which the study was conducted:

- a) What is employees view of evaluation framework at ATOS?
- b) What are the goals of execution evaluation at ATOS?
- c) How viable is execution evaluation at ATOS?
- d) What are the difficulties of execution evaluation at ATOS?

1.4 Significance of the Study

This study will reveal insight into the staff's mindfulness and acknowledgment of the presentation examination technique and the significance of goal, precise and effective execution evaluation. It will likewise add to mindfulness and writing as it considers how execution examination can be more powerful, permitting the board to acquire a more profound comprehension of the human asset the executives cycle. It will likewise give data to human asset experts about how the principles and guidelines about execution evaluation work in associations and further develop the projects expected to fix weaknesses and reward.

1.5 Scope of the Study

This study focuses on the performance appraisal as a human resource operation in ATOS. All departments of the organizations will be included in the report. Respondents would then be randomly chosen from all these departments.

1.6 Overview of research methodology

The methodology of the review includes the plan of the examination, concentrate on populace, inspecting methodology and information assortment and investigation systems. The information for the investigation comprises of two key sources, optional and unique. Essential information was gotten from the reactions created utilizing polls from respondents who haphazardly chose from all divisions. The information was examined with the guide of the SPSS.

1.7 Limitations of the Study

In undertaking this report, the researcher encountered the following problems:

- i. The time span given to finish the review didn't permit an in that frame of mind into the review.
- ii. The issue of lacking assets restricted the degree to which the specialist had the option to move around to gather information.
- iii. The dependability of certain respondents might prompt mistaken end in the event that false data was given. A few respondents were terrified to give information

1.8 Organization of the Study

The investigation comprises of five pages. Chapter One talk about the unique situation, issue articulation, degree, significance and goals of this exploration project. Chapter Two talks about flow writing connected with the postulation to acquire a comprehension of the exploration subject. Chapter Three presents the examination techniques utilized by the scientist to lead the investigation. Chapter Four incorporates the ends and conversations of the discoveries of the report. Chapter Five sums up the finishes

of the review and gives ideas that will prompt the arrangement of the issue presented, as well as an idea for additional examination.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter sets out the hypothetical construction and models that are relevant and adequate for the flow research, which will be endlessly used to assess the information and data gathered.

2.2 The Concept of Performance Appraisal

Execution is the outcome or the result of a singular's way of behaving. The result of the individual consequently turns into a component of limit and inspiration (Ainsworth et al., 2002). Execution evaluation (counting execution evaluation, examination, estimation) is a standard investigation of business related exercises or inadequacies of people inside the association. A vital figure further developing execution is the turn of events and utilization of execution measurements or pointers, which are detectable qualities of the products, offices, cycles and tasks utilized by the association to screen and improve execution.

Shelley (1999) characterizes execution assessment as the technique for getting, evaluating and reporting data on the general worth of a representative. The motivation behind the exhibition assessment is to assess and improve the ongoing presentation of the representative and the future capability of the worker. Its will likely survey what the worker is doing. Shelley again observes PA to be a thorough approach to assessing and estimating the progress of laborers over a given period and getting ready for their future. It is a strong technique for aligning, enhancing and compensating workers' outcomes. Through focusing accentuation on execution, execution assessment is at the center of HR the executives and addresses the administration's advantage in the outcome of representatives.

Canals (1999) validates Shelley 's position (1999) and further adds that exhibition examination is a technique by which associations measure worker execution in light of foreordained rules. Canals characterizes the critical reason for the assessment as assisting managers with better selecting organizations and use human resources and, in the long run, further developing productivity. As per Moats, when done accurately, assessments fill the need recognized by Shelley: (1) to tell employees the best way to improve their presentation; (2) to set assumptions for employees; and (3) to assist management with assessing the viability of subordinates and to make a move on enlisting, advancements, migrations, preparing, pay, work configuration, move and end.

The above openings raised by Moats and Shelley with everything taken into account describe execution evaluation as a fundamental and reduced, day to day plan and unprejudiced delegate rating method in its continuous position, which can similarly be used to close the way that far experts can go in calling improvement. The benchmarks for such an assessment, according to Moats, are all around the arrangement of working liabilities according to the foreordained goals of the business, which similarly integrate rewards and benefits.

Moats (1999) states that, in the early piece of the 20th hundred years, execution assessments were principally utilized for regulatory purposes in bigger associations, like advancements and the computation of wages and rewards. Since the 1960s, notwithstanding, associations and analysts have bit by bit underlined the utilization of representative tests for persuasive and hierarchical arranging purposes. For sure, execution assessment has turned into a critical technique for some associations to work on the viability of all features of the undertaking, from

staff and development to creation and client care (Moats, 1999).

As Moats brings up, this change in accentuation was trailed by a reach in enhancements in the plan and utilization of assessments during the 1970s, 1980s and 1990s. These progressions reflected new investigations and discernments about authoritative way of behaving and hypothesis. Traditional appraisal structures have also been closed, and that suggests that people have not had the choice to see their own results. Since the mid-1900s, most associations have conflicted with closed assessments for open evaluations that grant laborers to benefit from information and praise.

Moats further argues that a further change in assessment strategies since the mid-1900s has been a stage towards more prominent representative commitment. This includes self-examination, worker understanding into evaluations, surveys and point setting by staff. Examination processes have now become more outcomes arranged, and that implies that assessments are more centered around the method involved with setting benchmarks, setting individual targets, assessing execution, and afterward deciding advancement in view of targets, assumptions and accomplishments.

Furthermore, assessments have become more diverse, incorporating a wide range of boundaries and strategies to guarantee an effective assessment process and to all the more likely characterize the variables behind the outcome of workers (Bodil, 1997).

Once more, Moats keeps up with that exhibition surveys and assumptions have likewise addressed a shift towards decentralization. As such, obligation regarding supervising the entire appraisal process has moved nearer to the specialists who are being assessed; while past execution appraisals have for the most

part been laid out and led by unified HR offices or ranking directors, during the 1990s the assessments were considerably more prone to be completed by line supervisors straight over the evaluation.

2.3 Objectives of Performance Appraisal

Before the structure is implicit profundity, the objectives of the assessment plan ought not set in stone. Generally, the objectives would decide the procedures and execution norms for assessment to arrange them with laborers, overseers and worker's organizations to acquire their viewpoints and commitment (Fletcher, 1994). The critical goals of the assessment structure are by and large to audit results, potential and recognize preparing and profession arranging needs. What's more, the rating framework can be utilized to choose if laborers can get a monetary impetus for their prosperity (Derven, 1990).

Execution assessments allow the board and representatives astonishing opportunities to look at how representatives (1) are improving and to see what kind of improvement can be made or to help with developing their resources and license them to work even more really (Grote, 2002). An examination of potential and development needs figures the degree and type of work that specialists will actually want to do from now on and how they can more readily create for their own professions and streamline their commitment to the organization. Reward surveys decide the 'rewards' that specialists can get for their past assistance. The honor assessment is for the most part an alternate component from the evaluation technique, yet the assessment is likewise joined by data given by the presentation evaluation (Einstein, 1989).

Wesley (2004) likewise depicts a portion of the objectives of the exhibition evaluation as set out beneath:

1) to survey the presentation of employees over a given period. 2) To pass judgment on the distinction between the genuine and the ideal outcomes. 3) To help the board in the act of hierarchical power. 4) Assists with chipping away at the affiliation and contact between supervisors - subordinates and bosses - workers. 5) To analyze the qualities and lacks of individuals to decide the preparation and improvement needs representing things to come. 6) To give contribution to laborers on their past progress. 7) Provide information to help other individual decisions of the association. 8) Provide heading on the objectives and occupations of the tasks to be endeavored by agents. 9) To choose the reasonability of the other human resource components of the association, for instance, selecting, assurance, planning and improvement. 10) lastly, to reduce employees complain.

Skilled assessment of the singular presentation of an office or partnership assists with expanding the general viability of the association. McGregor in Moats (1999) characterizes the three vital useful areas of execution the executive's frameworks as regulatory, enlightening and persuasive. As indicated by Addison-Wesley (2001), evaluations serve a regulatory capacity by empowering a methodical method for surveying increases in salary and different impetuses, and by appointing power and responsibility to the most skilled people. Once more, Moats says that the savvy job is satisfied when the assessment system gives information to directors and evaluates individual qualities and shortcomings. Bodil at last makes sense of the persuading undertaking of giving a learning climate that spurs employees to work on their presentation. When utilized effectively, execution assessments should be visible to assume a vital part in empowering employees and management to set assumptions for the time preceding the following evaluation (Addison-Wesley, 2001).

According to McNamara (2000) Performance Appraisal may be carried out with the following goals in

mind:

- a) To keep up with records to decide remuneration bundles, wage structure, compensations raise, and so on.
- b) To recognize the qualities and shortcomings of representatives to put right men on right work.
- c) To keep up with and survey the likely present in an individual for additional development and improvement.
- d) To give an input to representatives with respect to their presentation and related status.
- e) It fills in as a reason for impacting working propensities for the representatives.
- f) To survey and hold the limited time and other preparation programs.

Wesley (2004) also describes some of the goals of the success assessment as set out below:

- a) To survey the performance of the employees over a given period.
- b) To judge the hole between the genuine and the ideal execution.
- c) To help the administration in practicing authoritative control.
- d) Helps to reinforce the relationship and correspondence between unrivaled - subordinates and the board - representatives.
- e) To analyze the qualities and shortcomings of the people to recognize the preparation and advancement needs representing things to come.
- f) To give criticism to the representatives in regards to their past performance.
- g) Provide data to aid the other individual choices in the association.
- h) Provide lucidity of the assumptions and obligations of the capacities to be performed by the representatives.
- i) To judge the viability of the other human asset elements of the association like enrollment,

determination, preparing and advancement.

j) To reduce the complaints of the employees.

2.4 Effectiveness of Performance Appraisal

The effectiveness of the framework is portrayed as an outside norm of "how well the framework meets the necessities of the different gatherings and associations related with its tasks" (Pfeffer and Salancik 1978), which is roughly a development of "doing the right things" or having legitimacy of the result (Hines et al . 2000).

Effectiveness is, by definition, a subjective measure characterized by the evaluator. Möller and Törrönen (2003) guarantee that adequacy "alludes to the framework's capacity to enhance and create arrangements that expand the advantage of the establishment's partners."

Moats (1999) brings up that the best execution assessment structures are: (1) even minded, (2) pertinent and (3) solid. Bodil (1997) characterizes realism as vital in light of the fact that it guarantees that the design is promptly perceived by laborers and productively authorized by chiefs. Moats additionally calls attention to that convoluted or ridiculous assessment frameworks seem to prompt vulnerability, disappointment and non-use. Moats additionally calls attention to that frameworks that are not straightforwardly essential to the gig can bring about sat around and assets. Obviously, the best assessment frameworks perceive and break down just significant propensities that lead to work execution. Frameworks that come up short on propensities are in many cases invalid, wrong and result in segregation in view of non-related factors (Bodil 1997).

Moats repeats that the nature of the assessment framework is significant on the grounds that it guarantees that all laborers are estimated on a predictable scale. Non-uniform assessments are less effective in light of the fact that the guidelines for progress or disappointment become emotional and aimless. Moreover, consistency permits an organization to efficiently contrast the evaluations of various representatives and one another. Moats keeps up with that while organizing their assessment processes, organizations should address four choices: (1) What ought to be surveyed? (2) Who is to make the appraisal? (3) What procedure(s) ought to be utilized; and (4) How are the discoveries to be conveyed? In choosing what to gauge, the fashioners of the assessment strategy by and large think about the results, yet additionally the ways of behaving that add to the results (Bodil, 1997).

As indicated by Shelley (1999), the way of behaving and results determined will rely upon a few elements exceptional to the business and industry. In particular, measures that empower the accomplishment of exhaustive corporate targets ought to be chosen. According to this, Moats, is accomplished by concluding the specific job of each occupation in accomplishing the targets of the business, and which propensities and results are vital to the outcome of each position. Moreover, different rules for execution ought to be weighted to mirror their importance.

2.5 Challenges of Performance Appraisal

Inferable from dread, there is a gamble of resistance to valuation. Assuming that the appraisal technique is feeble, it won't have a sufficient effect. Rater's issues, like mercy or thoroughness mistake, focal propensity blunder, individual inclination mistake, correlation blunder, additionally influence the employee's performance assessment (Rasch 2004).

Every employee ought to survey his/her supervisor and examine each other with the end goal of defining the objectives for the following evaluation. This conversation ought to incorporate a rundown of generally achievement, challenges experienced, potential for change in execution, long haul vocation objectives, a point by point activity anticipate expected set of responsibilities and obligations, representative development interest and needs, an emphasis on unambiguous areas of improvement, a synopsis of execution targets and execution assumptions, progressing input and occasional conversations.

Performance assessments are basic for the assurance, mentality and activities of staff, for the correspondence of hierarchical objectives and for developing positive connections among the board and staff. Performance assessments incorporate an organized, recorded, incessant assessment of the presentation of the member and an arrangement for future advancement. So, execution and work audits are vital for checking the exhibition of people and associations.

2.6 Employee's Perception of Appraisal Systems

Most employees have blended feelings about performance appraisal programs. Albeit some concur that it has a few biases and generally neglects to accomplish its objectives, others track down it an approach to legitimizing its prosperity (Rasch 2004). As per Rasch (2004), administrators commit blunders while evaluating employees and their outcomes. Any of these biases are seen by employees as method for review their prosperity unjustifiably.

Predispositions and critical blunders of different sorts can sabotage the performance assessment process. Inclination, as indicated by Shelley (1999), alludes to a mistaken twisting of the computation. Moats calls attention to that despite the fact that the exhibition examination program is accurately planned, its

adequacy can be weakened by unseemly utilization of emotional as opposed to quantitative pointers.

Objective markers are immediately incorporated into the assessment since they are quantifiable and evident. Emotional mediations, then again, are those which can't be measured and are principally founded on the assessment of the eyewitness. Abstract measures can possibly weaken the nature of employees evaluations, as they might be impacted by predisposition or contortion because of feeling (Moats 1999). To beat the outcomes of segregation, many organizations should prepare evaluators to forestall predisposition. McNamara (2000) examines eight normal kinds of inclination talked about beneath:

First Impression (Primary Effect)

This inclination, as indicated by McNamara, emerges when raters foster a general assessment of the rate in view of specific novel qualities of the rate characterized by them. The qualities and attributes recognized may not give a satisfactory premise to evaluation.

Halo Effect

In his terms, Moats says that the expression "corona" comes from the bending that the appraiser, similar to a holy messenger with a radiance over his head, couldn't possibly be at fault. Nonetheless, this type of inclination frequently reaches out to the adversaries of the rater and may not be connected to work. The effect is particularly articulated when the assessor is a foe or an excellent companion of the evaluator. McNamara adds that the exhibition of the individual is completely assessed since seen positive quality, property or trademark. At the end of the day, this is a penchant to score a man consistently high or low in different characteristics in the event that he is extra-commonly high or low in a specific quality. On the off chance that there are not many unlucky deficiencies for an employee.

Horn Effect

McNamara characterizes this predisposition as a circumstance wherein the result of the individual is completely assessed in view of a negative quality or saw work. This outcome in a lower in general rating than is merited.

Excessive Stiffness or Lenience

Contingent upon the raters' own assumptions, convictions and physical and mental make-up at the hour of appraisal, evaluations can be surveyed rigorously or tenderly (Moats 1999) According to Kurt (2004), a few supervisors are probably going to take the line of least obstruction and score individuals high, while others, of course, have faith in the oppression of exact evaluation, especially given the hindrances of oppression.

A mercy mistake can make the framework incapable. In the event that everyone is to be positioned high, there isn't anything the framework has done to recognize representatives. Channels brings up that mercy and severity lead to bias as the appraiser keeps on considering the outcome of every one of his laborers as one or the other positive and good or poor and horrible. While these twists are for the most part the result of equivocal execution assumptions, they can likewise be the result of the evaluator 's perspectives.

Central Tendency

McNamara proposes this bias exists where appraisers rate all laborers as normal entertainers. That is, it's a disposition to rate individuals as neither high nor low, and to follow the center way. As per Moats, the blunder of focal propensity emerges when assessors are reluctant to rate laborers as powerful or

incapable. They appease their hesitation by positioning all staff in the exhibition scale, keeping away from tops that might cause pressure or require explanation.

Personal Biases

Shelley says that the manner in which the manager contemplates every one individuals utilized under him-whether he enjoys or disdains them-impacts the positioning of their outcomes. Individual Bias can emerge out of a few sources because of information assembled from partners, contemplations of confidence and assessment, social and family ancestry, etc. Similarly, Moats is of the conviction that individual predisposition emerges from the disappointment of a rater to a party or class of people. At the point when this disappointment prompts a singular's judgment, a mistaken presentation assessment is the outcome.

Spillover Effect

In making sense of this predisposition, McNamara claims that the ongoing achievement is greatly estimated on the grounds of earlier execution. "The individual who has been major areas of strength for an in a far off past is sure that he is fine as of now" (McNamara 2000).

Recency Effect

On account of this inclination, not entirely settled by the latest way of behaving which disregards the ways of behaving broadly displayed during the assessment period. The recency impact is an end product of the innate inclination for raters to pass judgment on the progress of laborers dependent to a great extent upon their latest way of behaving instead of considering long haul patterns (McNamara 2000).

Moats Corroborates McNamar's position on the presence of these biases, as proposed, and portrays the 10th bias that McNamar excluded to show. Moats terms this a diverse bias, which he depicts because of the singular nature impression of the evaluator. These suppositions frequently negate the activities of assessors that have contrasting convictions or social qualities.

Gabris and Mitchell (2000) revealed a problematic predisposition in the evaluation of execution known as the Matthew Effect. It is named after Matthew of scriptural prestige, who expressed, "To every individual who has been conceded, and has an overflow: however, to every individual who doesn't have, all that which he has, is stripped away." According to Gabris and Mitchell, the Matthew Effect is said to exist in the exhibition evaluation where employees seem to accomplish similar consequences of the evaluation a large number of years. That is, the results of their assessment seem, by all accounts, to be inevitable: whenever they have performed well, they will keep on performing great; they've done horrendously, they're likely going to terribly do. Matthew Impact demonstrates that, regardless of how testing the representative 's activities are, their past evaluation records will influence their potential improvement endeavors (Gabris and Mitchell 2000).

Notwithstanding bias, Moats (1999) battles that deformities in the execution of the assessment plan can be hurtful. Moats refers to the instance of administrators who downsize their staff when elite execution assessments will exceed the division's spending plan for rewards; or those chiefs who use execution appraisals to achieve individual or departmental arrangement targets, hence twisting evaluations.

2.7 Limiting the Effects of Supervisory Bias

McNamara suggests reasonable advances that ought to be taken to restrict the results of administrative

predisposition.

a) **Sensitivity Training:** Managers should be aware of the types of unpretentious predisposition that might struggle with their prosperity as appraisers. They should understand that, for instance, the ingroup/outgroup predisposition diminishes the spirit and excitement of their subordinates.

b) **Developing unfortunate entertainers:** benefits, monetary or non-monetary, can be given to rouse supervisors to make endeavors to assist unfortunate entertainers with improving their presentation. Administrative assessments, for instance, could underscore the benefit of drawing in with feeble entertainers to work on their exhibition. The conceivable outcomes are wide.

(c) **Counseling, Transfer, Termination:** there is generally the likelihood that a worker who gets unfortunate evaluation results is a persistently unfortunate entertainer. No manager is endlessly committed to endure terrible outcomes. Reliably powerless assessment results will recommend a requirement for guiding, move or end. The right cure would rely upon the conditions.

2.8 Performance Appraisal Techniques

As Moats (1999) calls attention to, various execution evaluation strategies can be delegated either past-arranged or forward-looking.

Past-Oriented Techniques

As indicated by Moats, past-arranged methods assess the way of behaving that has proactively happened. They focus on giving contribution to staff on their demonstrations, input that is utilized to make them more powerful later on. Canals presents the techniques as such as talked about beneath:

Grade Scales and Checklists: According to Moats, a portion of the ordinary methods of execution

assessment, like rating scales and agendas, stay normal in spite of their inborn weaknesses. They include an assessor giving an emotional evaluation of a singular's presentation in light of a successful scale going from great to terrible or an agenda of qualities. Normally, straightforward boundaries, like unwavering quality, demeanor and participation, are characterized.

The clear benefit of these strategies is that they rush to direct. Essential disadvantages incorporate being especially helpless against a wide range of predisposition; regularly disregarding significant occupation related data and including unnecessary information; having inadequate assets for successful criticism; and neglecting to set assumptions for likely execution. In correlation, erratic techniques, for example, positioning frameworks are powerless against legitimate dangers.

Behaviorally Anchored Rating Scales (BARS)

As per Moats, a more attractive way to deal with execution assessment is typically secured rating scales (BARSs) that are planned to characterize business related errands and commitments and to characterize more fruitful and less compelling activities that add to outcome in individual occupations. The rater screens the specialist and tracks their activities on the bars. The framework resembles the agenda frameworks where the contentions are fundamentally confirmed as evident or bogus. Moats brings up, in any case, that BARS differs in that it utilizes varieties of occupation related explanations that permit the assessor to separate between activities, results and results.

Forced-Choice Appraisals

Forced-choice evaluations consist of a rundown of matched (or bigger) sentences. As per Moats, the assertions in each pair might be either negative or positive, or one might be positive and the other

negative. The evaluator is compelled to choose one contention from each pair that better addresses the individual. He battles the Forced decision. Evaluations are generally straightforward and reasonable to deal with, yet absence of work-relatedness and have no space for positive information.

Critical Incident Evaluation Techniques

Basic occurrence evaluation strategies empower the assessor to report remarks making sense of the representative's positive and unfortunate occupation related activities (basic episodes). As indicated by Moats, the cases are partitioned into gatherings like cooperation, practicality and mind-set. The advantage of this strategy is that it tends to be utilized really to give contribution to laborers. It is along these lines less inclined to such kinds of bias. In the other hand, basic occasion assessments are troublesome in light of the fact that they require steady, close to checking and on the grounds that they don't loan themselves to normalization and are time escalated (Kurt 2004).

Field Evaluation Analysis Methods: field survey testing methodologies incorporate the utilization of human asset specialists to help executives in doing audits. Canals takes note of that the master asks the supervisor and, on occasion, the collaborator's inquiries concerning the aftereffects of the worker, records the reactions, designs the assessment, and sends it to the chief for investigation and discussion with the representative. This style of technique builds proficiency and normalization since the assessment is completed by a staff trained professional. It is less helpless against bias or lawful issues for a similar reason. Nonetheless, field audits are by and large costly and unrealistic for most firms and are normally utilized exclusively in extraordinary cases — for instance, to check predisposition charges (McNamara 2000).

Future-Oriented Techniques

Moats proposes that future-arranged assessment approaches focus on future accomplishment by estimating laborers' ability for achievement and laying out objectives for both short-and long haul execution. He tends to these sorts of methodologies as introduced underneath:

Management by Objectives (MBO) Approach

Moats characterizes this methodology as an objective situated approach. In MBO, managers and staff team up by and large to put assumptions together to assist employees with achieving quality advancement in a continuous course of objective setting, criticism and revision. Because of their input, employees are undeniably bound to be propelled to accomplish the objectives and to answer the analysis that comes from resulting objective achievement estimations (McNamara 2000).

Assessment center evaluation

Moats focuses to this as a more complicated assessment approach that is regularly pertinent to regulatory or chief possibilities. It is a technique for evaluating conceivable achievement in light of different expectations and scores. Normally, a party assembles at an instructional hub or evaluation site. They are tried independently through a progression of meetings, evaluations and activities. What's more, they are tried in a gathering climate during dynamic exercises, group drives and gathering gatherings. Analysts and chairmen work near survey the conceivable administrative limit of staff and to perceive abilities and inadequacies (Bodil 1997).

Psychological Tests

Psychological assessment is a significantly less complex approach to deciding profession achievement. Moats takes note of that they ordinarily comprise of meetings with the representative and his managers and partners, as well as different styles of appraisals and surveys of scholarly, profound and business related attributes. The clinician examines their perceptions and decisions in a review that might be examined with the employee.

Self-Appraisal

One more estimation philosophy utilized later on situated gathering is self-evaluation, which incorporates staff making their own prosperity appraisals. As per Moats, while self-appraisal systems can frequently be facilitated with past-situated audits, they are particularly viable in empowering laborers to define their own boundaries and perceive areas of activity that require change. The advantage of such audits, which can be somewhat casual, is that they offer an optimal stage for analysis and criticism from bosses. Moreover, they urge administrators to sort out what employee need from themselves and the office or division (Bodil 1997).

Bodil likewise proposes that evaluators frequently blend different forward-looking and past-situated strategies, making mixed ways to deal with execution assessment. As per Kurt (2004), utilizing an assortment of different strategies, chiefs ought to screen the two activities and results and set assumptions for employee to improve their presentation and increment their inspiration. For instance, the evaluator might utilize both the BARS and MBO systems to procure the upsides of each and make up for the weaknesses of both. Chopek (2003) addresses the accompanying four techniques according to a specific viewpoint to remember clarifications of the current strategies for use and to exhibit the varying

assortment of the techniques accessible.

The Balanced Scorecard

Chopek describes this as a technique that underscores on clearness and is useful in surveying both inside tasks and outer results. The reasonable scorecard centers around four critical points of view in which individual appraisals happen and is then joined to give a general evaluation. These bits of knowledge incorporate learning and improvement, the market strategy, the customer and the monetary (bsc.org).

2.9 Developing Employee Performance Appraisal Plans (EPAP)

As per Wesley (2003), the authoritative rules for work force planning give the principal depiction of the components and norms in their EPAP. The EPAP characterizes the essential components and assumptions that the employee should follow during the rating time frame. Wesley brings up that achievement parts and measures ought to be discernible, reasonable, unquestionable, fair and functional. Likewise, EPAPs ought to be adaptable so they can be custom fitted to the advancing objectives of the program and occupation particulars.

Elements

As per Wesley, the things spread out in the appraisal plans ought to be in every way considered critical. Representatives are considered responsible as individuals for occupations through these perspectives. Obligations and obligations of their jobs. A key viewpoint being the undertaking or obligation of such importance that unacceptable exhibition alone will prompt an end that the representative's general presentation being inadmissible.

Standards

Performance necessities, as portrayed in Wesley (2003), are articulations of the exhibition threshold(s), requirement(s) or expectation(s) that should be met for every component at a particular degree of execution. Kurt (2004) says that they should be founded on results which give solid measurements, for example,

Quality

This keeps an eye on how much the individual or work bunch is supposed to lead the work and furthermore the precision or worth of the finished thing. It suggests accuracy, show, utility, or sufficiency. Assessments can consolidate bumble rates, (for instance, the aggregate or level of errors allowed per work unit) and purchaser dependability (not entirely settled by client survey/input).

Quantity

This keeps an eye on how much work the delegate or work unit should do. Measures are imparted as a couple of things or organizations expected or as an overall result to be achieved.

Timeliness

This tends to how effectively, when, or by what date the individual or work group should accomplish the work.

Cost-Effectiveness

This is about reserve funds or cost administration. These can examine cost-viability on asset levels (cash,

staff, or time) that can commonly be accounted for and determined. Cost-viability drives can incorporate components of proficiency, for example, holding or limiting unit costs, diminishing the time it takes to produce or supply a decent or administration, or decreasing waste (Wesley 2003).

2.10 Conceptual Framework

The conceptual framework of the study is presented in the Figure 2.1 below

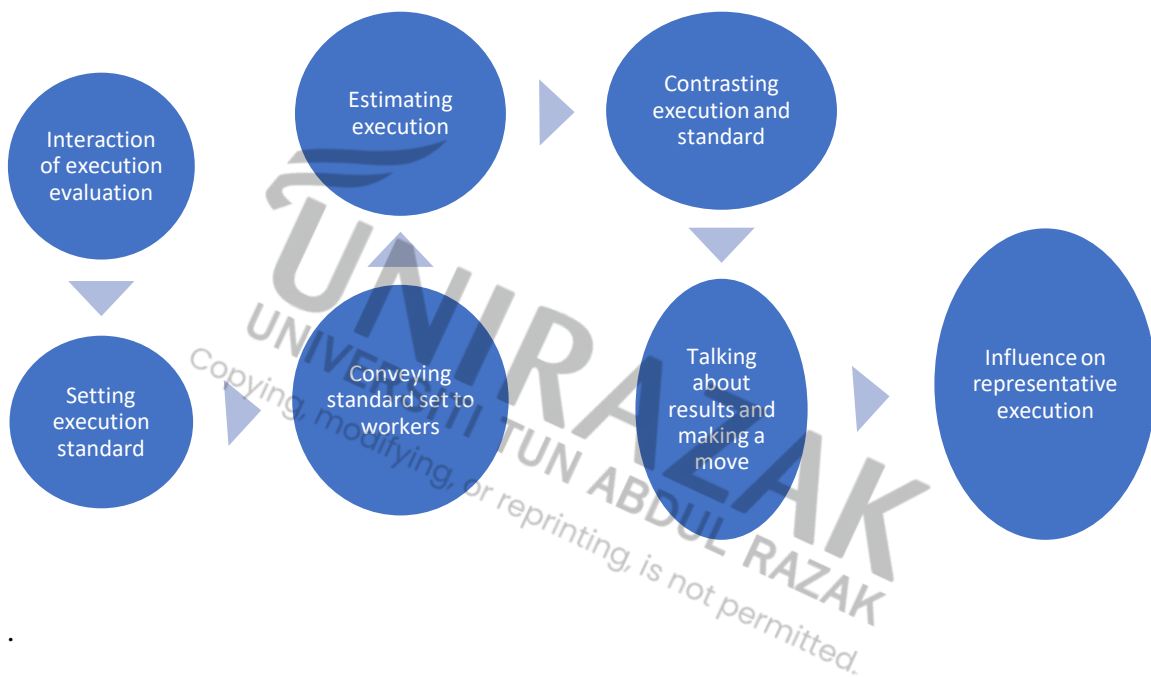


Figure 2.1 Conceptual Framework

The two elements mean to accomplish the ideal outcome on the representative. As Fletcher (1994) put it, the objectives of the assessment plan ought not entirely settle before the structure is underlying profundity. Generally, the objectives would decide the estimation cycles and achievement guidelines so they can be bantered with employees, bosses and worker's organizations to inspire their viewpoints and devotion.

Performance evaluation follows a deliberate cycle to guarantee that results are accomplished. When the assessment cycle has been created, there is a need to set the achievement level and make sense of this level for representatives. Worker yield is surveyed at the planned times and contrasted with the concurred standard. To significantly affect the effectiveness of laborers, the discoveries are breaking down, and the necessary move is initiated to address weaknesses.

Shortcomings in any of the components impact the accomplishment of the ideal results. For instance, inability to set the right execution assumptions that are steady with the corporate objectives would adversely affect the representative's expected exhibition. Once more, similar weaknesses can keep on happening without making the expected strides subsequent to assessing effectiveness.

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CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0 Introduction

The analysis methodology is discussed in this chapter. The fields discussed in this chapter are research architecture, data sources, study population, sample size used in the study, sampling methods used in the selection of respondents, data collection methods and data analysis techniques.

3.1 Research Design

Research engineering is a design for the lead of statistical surveying (Malhotra, 2007). It is additionally the essential technique for doing the information assortment and translation process. In directing this examination, the specialist utilized the graphic style of the report. As indicated by Polit and Hungler (1995), the engaging overview is tied in with distinguishing, noticing and announcing features of the condition as it is considered common. An illustrative examination is one in which data is gotten without modifying the climate (for example nothing is being controlled). These are frequently alluded to as "correlational" or "observatory" research.

Descriptive data is normally gotten by surveys, meetings or perceptions. The thinking for utilizing the elucidating research configuration is that while the enlightening examination doesn't coordinate well with the idea of either quantitative or subjective exploration strategies, it is as yet equipped for consolidating the components of both in a similar example. Once more, it is essential to address the 'what' and 'why' sort of examination questions presented in section one.

3.2 Sources of Data

The researcher has gathered information from essential sources. Primary information was acquired utilizing surveys to be given by the analyst to the workers of the association utilized for the review.

3.2.1 Primary Data

Primary information is the first information got from the essential sources. Respondents to the current investigation are the underlying sources from which the information were accumulated. It's fundamental that the information had not been seen previously.

3.3 Population

Bryman et al (2003), depict a review populace as the entire gathering that the exploration centers around. The populace for this study comprises of staff of ATOS Malaysia. As shown in Table 3.1 underneath, the complete population for the whole number of the organization included was 925.

3.4 Sampling Technique

A sum of 100 respondents were remembered for the examination. This was picked in light of Bartlet et al (2001's) suggestion that 'assuming the populace is past the district of 1679, an example of 118 is ideal. Given the imperceptibly larger number of 925 comprising the absolute populace, the analyst has made 100 guides and arbitrarily conveyances to activity and supervisory crew. Simple random sampling was utilized to pick the respondents in this example.

In measurements, a solitary irregular review is a subset of people (a study) drawn from a more extensive gathering (a populace). Every individual is picked consistently and simply by some coincidence, implying that every individual has a similar likelihood of being chosen anytime of the determination cycle, and every subset of the populace has a similar likelihood of being chosen for the example as some other subset of the populace. The example to be gathered must then be drawn arbitrarily from various office. The breakdown of the example size is found in Table 3.1 underneath.

Table 3.1 Population and Sample Size

College	Population	Sample size
National Grid	90	10
Siemens	290	30
Morgan Stanley	360	30
MFS	135	20
HR, Finance, & Management	50	10
Total	925	100

3.5 Data Collection Instruments

The study used the questionnaire as an approach to gathering the necessary information for the examination. The survey comprised of shut finished objects. It's been self-built.

3.5.1 Questionnaire

The survey was basically locked. This Questionnaire was chosen as an instrument to empower respondents to address inquiries at their recreation and in the security of their working environments.

3.6 Data Analysis Technique

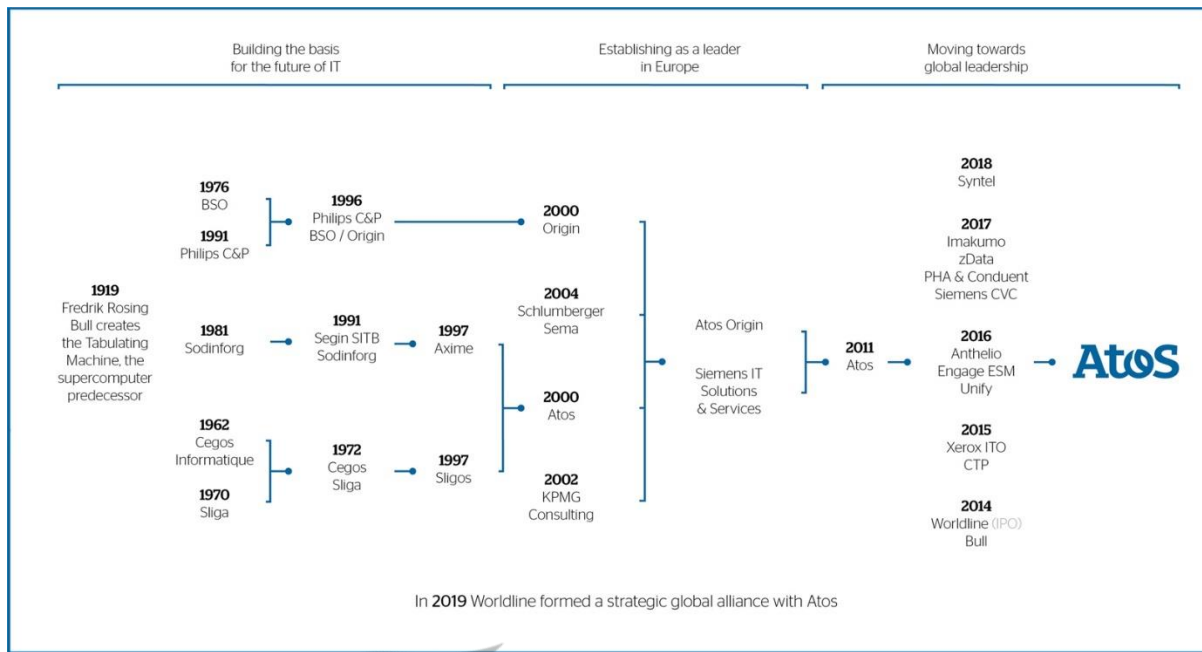
Essential information created by the investigation were refreshed and checked for precision and unwavering quality. The information were checked, arranged, organized and coded to determine research objectives and examination concerns. The information was then adjusted and put in the recurrence table. The qualities relating to the frequencies were then made an interpretation of into rates to permit a correlation between pie outlines and histograms. This was worked with by the Social Science Statistical Kit (SPSS).

3.7 Organizational Profile

The historical backdrop of Atos extends per century, from Fredrik Rosing Bull's most memorable classification machine to Europe's main computerized specialist organization.

Consistently, 110,000 individuals in 73 nations are planning and presenting imaginative advanced innovations that work with the market change of clients and tackle the natural and social issues that we as a whole face.

Atos is the Worldwide Information Technology Partner for the Olympic and Paralympic Games and works under the names Atos, Atos and Unify. Atos is a SE (Societas Europaea) kept in the Paris Stock Exchange CAC40.



Vision, Mission & Core Values

Vision

To assist its client across all areas with planning for another time of computerized business, Atos applies state of the art advances and broad industry information

Mission

Our mission is to assist with planning the eventual fate of the data innovation space. Our aptitude and administrations support the improvement of information, instruction as well as multicultural and pluralistic ways to deal with research that add to logical and mechanical greatness.

Core values

- Accountability.
- Trust.
- Operational Competitiveness.
- Service.
- Innovation.
- Social Wellbeing.
- Excellence.



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSIONS OF FINDINGS

4.0 Introduction

Chapter Four incorporates a show and conversation of the consequences of the review. The outcomes are dissected for the various objectives assortment. The research is completed in the feeling of other logical tests analyzed in the writing.

4.1 Demographic Classification of Respondents

The segment attributes of respondents are analyzed with regards to identity, age and long periods of business. This was assessed to decide the segment profiles of the respondents utilized in the current examination. The various perceptions corresponding to the segment profiles of the respondents are recognized and talked about in the accompanying tables and graphs:

4.1.1 Gender of Respondents

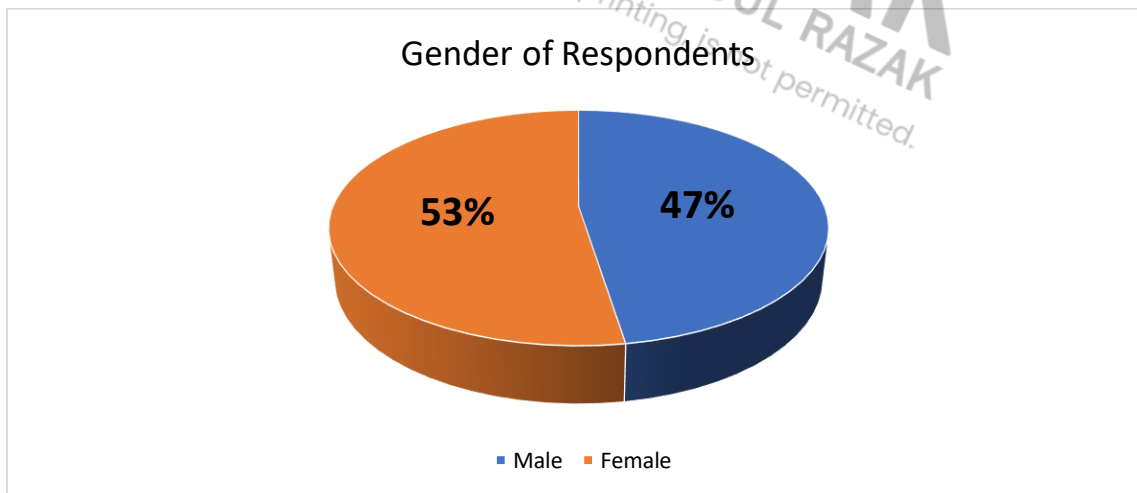


Figure 4.1.1 Gender of Respondents

Discoveries connected with the orientation of the respondents are recognized and tended to in Figure 4.1 above. The measurement shows the quantity of respondents to the review work concerning their orientation or sex. The table uncovers that of the 100 respondents remembered for the exploration investigation, 53 (53%) were female, while the leftover 47 (47%) were male. The discoveries all the more most certainly show that the establishment has more female specialists than male workers.

4.1.2 Age of Respondents

The age of the respondents is also seen in the table below. Table 4.2.2.1 below indicates the age distribution of the frequency of respondents.

Age	Frequency	Percent (%)
21-30	39	39%
31-40	52	52%
41-50	5	5.0%
51 and above	4	4.0%
Total	100	100

Table 4.1.2.1 Age of Respondents

Table figures show that 39 (39%) were 21-30 years old and 4 (4%) were 51 years old and more established. Information additionally show that 52 (52%) of the complete number of respondents, most of which were in the 31-40 age range, while 5 (5%) were in the 41-50 age class.

Considering the dominant age ranges of 21-30 and 31-40, the study indicates that most ATOS workers are expected to be between 20 and 40 years of age. It is mentioned here that this age demographic is the most active workforce in any economy.

4.1.3 Number of Years Spent with ATOS

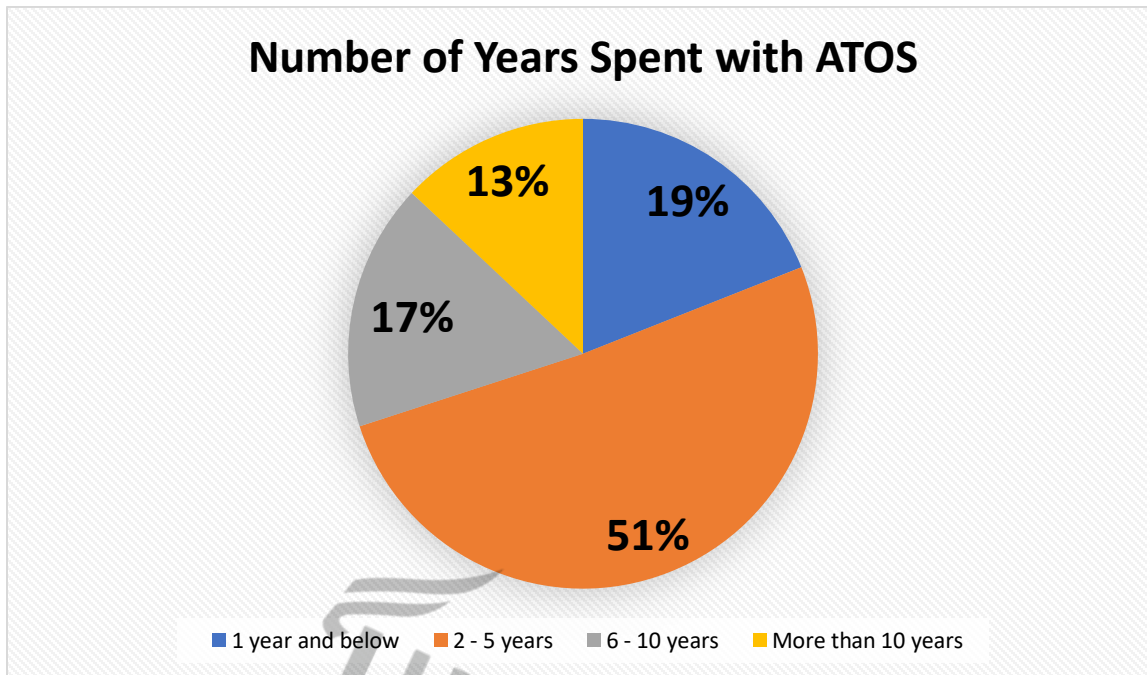


Figure 4.1.3 Number of Years Respondents have Spent with ATOS

The research also looked at the number of years of respondents to the college. Findings to this are seen in the table below as a general concept, Figure 4.1.2 indicates the frequency of respondents with respect to the number of years they spent in ATOS.

4.2 Appraisal Systems and Procedures At ATOS

This section talks about the ATOS assessment framework and methods. This was one of the primary objectives of the report. For the most part, there has been a union of reactions from junior staff and senior staff. Figure 4.2.1 underneath shows the outcomes as displayed.

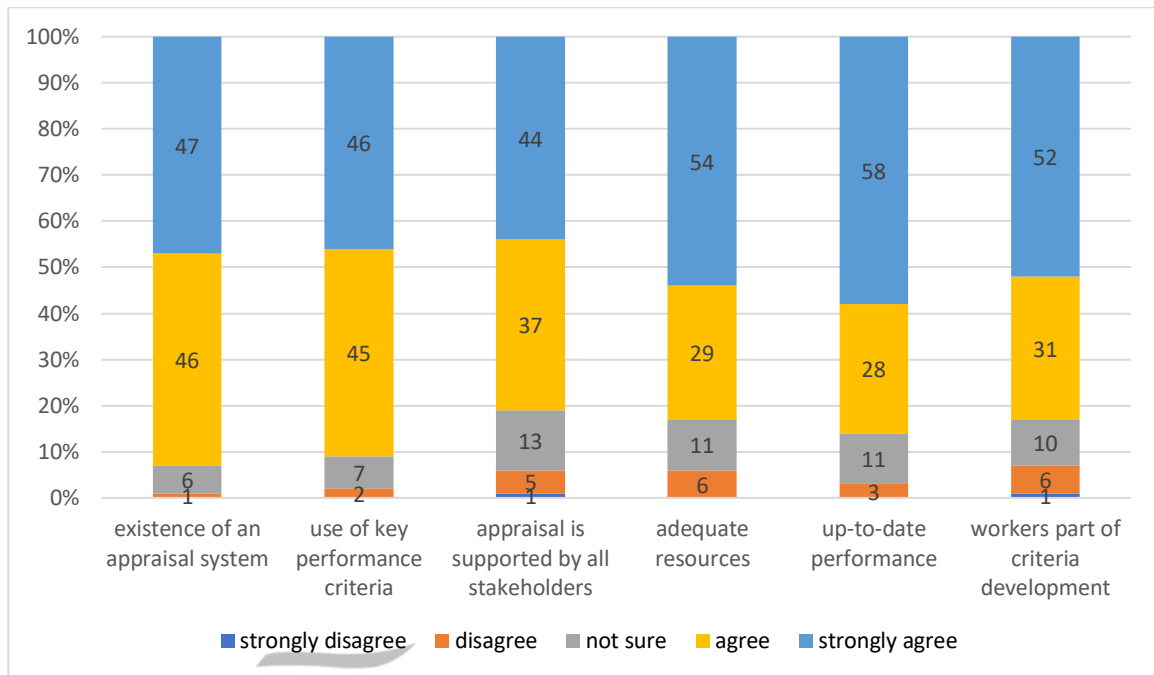


Figure 4.2.1 Effectiveness of Appraisal System at ATOS

Figure 4.2.1 shows that most specialists can't connect execution assessment with their expert development. As displayed in the figure underneath, around 93 (93%) shared this position, while around 7 (7%) were don't know, demonstrating that they couldn't firmly connect execution assessment to their expert development.

Figure 4.2.1 also reveals that there are key execution guidelines used during the time spent assessing workers. This position was appeared at considering the way that around 91% of the respondent's general had this perspective. A breakdown of the response suggests that around 46% solidly agreed while 45% furthermore agreed with simply 9% appearance nonappearance of palatable data on the issue. This is portrayed by Addison-Wesley (2001) as one of the critical parts of a strong assessment system.

Finally, we furthermore find from figure 4.2.1 that the assessment cycle is maintained by all

accomplices. As gotten by the figure, 44% unequivocally assented to this while 37% moreover assented to a comparable position, with the overabundance 19% either contrasting or demonstrating the way that they couldn't certify that identical position. It suggests that the two subject matter experts and the leaders show coordinated effort in assessment works out. Most of the key staff conversed with highlighted this position. They raced to add that organization and staff interests have to a great extent varied.

Figure 4.2.1 above likewise gives further discoveries on the evaluation framework at the ATOS Services (M) Sdn Bhd. From the figure it is seen that around 83% by and large accept that satisfactory assets are made accessible for the examination cycle. The breakdown shows that while 54% firmly consented to this position, 29% concurred with the leftover 17% demonstrating that they were don't know and clashes. The finding recommends that on the typical the course of examination in the organization gets the necessary assets to actually work with the interaction.

Once more, Figure 4.2.1 additionally uncovers that by and large, execution models utilized in the foundation reflects what is cutting-edge. This was gotten from reactions which show around 86% of the respondents by and large concurring. The breakdown of the reactions shows that 58% emphatically concurred with 28% additionally concurring. The leftover 11% couldn't verify or refute the position while 3% disagreed. Interviewees imparted this insight; they further recommended that there are a few benchmarks that act as a hotspot for refreshing models. Wesley (2004) gives in his review that state-of-the-art execution models will look to upgrade the efficiency of the laborer in accordance with current pattern. The organization thusly would have to keep up the standard of ensuring the use of state-of-the-art execution measures.

4.3 Appraisal Process

The performance assessment system in ATOS is analyzed in this part. The objective of the assessment was to distinguish parts of the establishment's exhibition examination cycle and how they helped or frustrated the evaluation interaction. Figure 4.3.1 portrays the discoveries comparable to the particular regions examined.

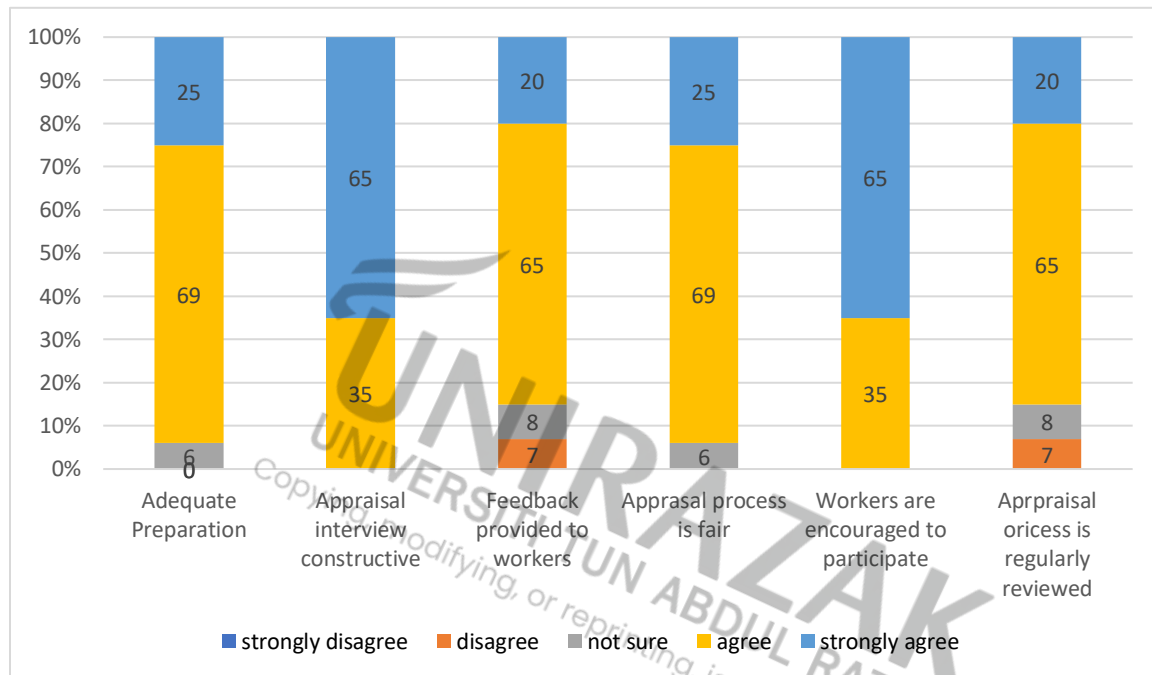


Figure 4.3.1 Findings on the Appraisal Process at ATOS

The way that enough readiness goes into the evaluation cycle is a basic end addressed in the picture. In other words, the appropriate safeguards and systems are in place to ensure that the appraisal process is carried out successfully. People in senior positions who were interviewed confirmed this. According to figure 4.3.1, 94% of respondents agreed in general. 25% strongly agreed, while 69% agreed, with the remaining 6% unable to confirm or deny and none disagreeing. Kurt (2004) underscores the significance of intensive readiness prior to starting an appraisal cycle. As per Gabris and Mitchell (2000), this will support the accomplishment of the expressed objectives.

We can see from figure 4.3.1 that the respondents thought the examination interview was all helpful. Not set in stone by the split, which uncovered that around 65% firmly concurred with this position, with the leftover 35% concurring too. There were no dissidents, showing that most of representatives accept the organization's examination methodology is useful. A useful evaluation technique, as indicated by Kurt (2004), lays out the environment for effectively distinguishing representative lacks and deciding the expected preparation to cure such shortcomings.

Finally, it can be seen in figure 4.3.1 that workers at all levels, both senior and junior, receive a large amount of input. Because around 15% of respondents could not confirm or were generally opposed to the position, the input may not be 100% accurate. The following is a breakdown of the data: 20% strongly agreed, 65% agreed, 8% were unsure, and 7% disagreed. McNamara (2000) believes criticism to be a significant method for guaranteeing that workers know about their inadequacies so they can be tended to.

Further assessment of the examination cycle uncovered that most of respondents accept the strategy is fair. Following was found as the result of breakdown: 25% unequivocally concurred that the examination interaction is fair, 69% concurred, and the excess 6% couldn't avow that position. As shown in the outline, nobody protested. Chopek (2003) accepts that a fair evaluation strategy will increment specialist certainty and urge them to truly take remarks.

Staff through survey and interview moreover offered the hint that workers are asked to participate in the assessment cycle. This is critical given that staff support is colossal in ensuring the reasonability of the assessment cycle. The breakdown uncovered the accompanying: 65% firmly consented to the position,

35% consented to a similar situation with none disagreeing (see figure 4.3.1 above).

Figure 4.3.1 at long last uncovers that the evaluation interaction is looked into to address shortcomings on standard premise. The figure uncovers that 20% firmly consented to this position, 65% consented to it 8% couldn't affirm this position while the leftover 7% for the most part contradicted. There is the need to address shortcomings that surface so a definitive point of an evaluation is accomplished.

4.4 Employee's Perception of Performance Appraisal at ATOS

This section looks at the impression of respondents on the examination framework at ATOS. Discoveries are portrayed on the figure 4.4.1 beneath.

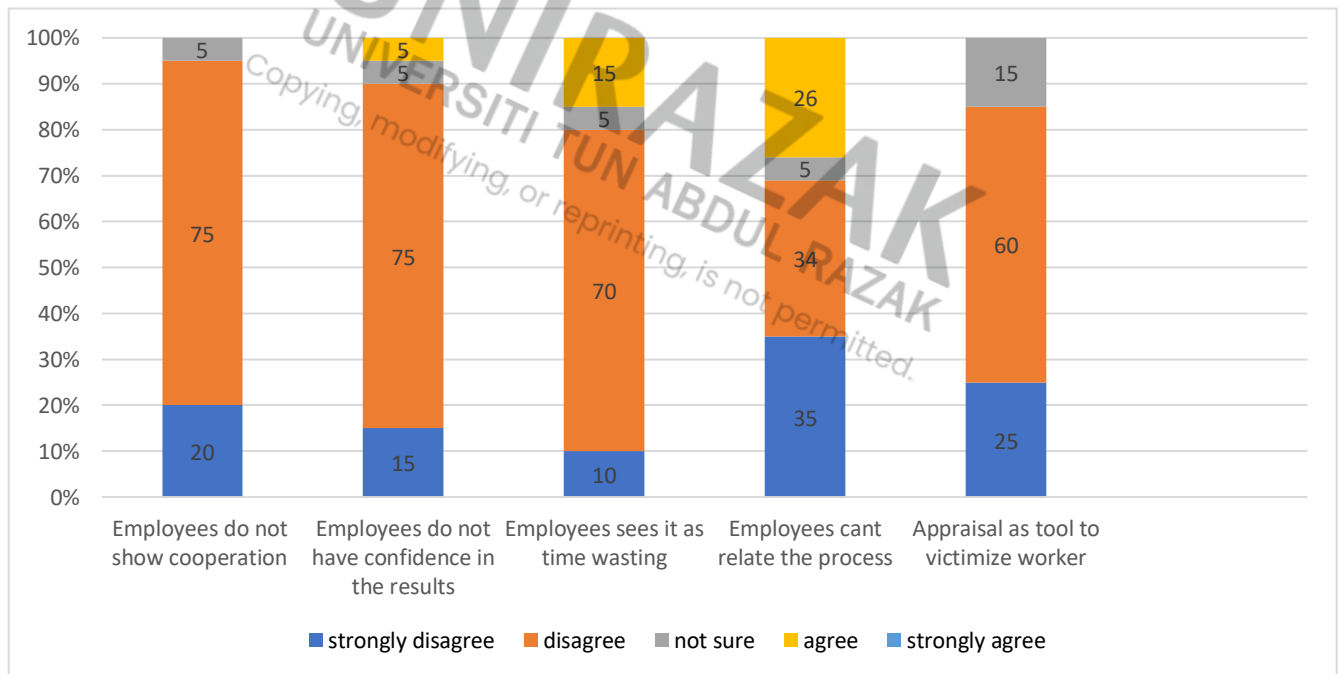


Figure 4.4.1 Findings Employees' Perception of Performance Appraisal at ATOS

Figure 4.4.1 uncovers fluctuated reaction on what is the impression of respondents on evaluation process at the ATOS Services (M) Sdn Bhd. The assessment gets the impression of both newbie and senior. From

the figure most staff demonstrating areas of strength for a form staff on the examination cycle. Because of the assertion "Workers don't show participation in the evaluation cycle" coming up next was noticed: 5% couldn't affirm this position, 75% differ while the excess 20% unequivocally clashed. It recommends that for the most part around 95% dissented, consequently affirming the statement above.

Regarding the assertion "Representatives don't completely accept that that criticism mirrors their exhibition" 5% concurred, 5% couldn't affirm this position, 75% clashed while 15% emphatically clashed. The position is that around 90% by and large differ to this assertion. The end in this way is that both senior and junior individuals from the establishment accept that workers for the most part collaborate in an evaluation cycle. For a foundation like ATOS participation for such a movement is critical to have the option to address inborn difficulties in their exhibition.

Once more, figure 4.4.1 shows that larger part of the staff consider the activity as exceptionally huge and don't view it as comprising time squandering. This was laid out through reactions which uncover that around 80% by and large offer this situation with the excess disagreeing or not having the option to affirm that position. The 20% who differ or didn't share this position suggests that some staff in the minority view the movement as containing an almost guaranteed waste of time. The majority of the respondents in this classification might be in the class that don't get to criticism from past evaluations and thusly don't esteem the significance of the examination.

Figure 4.4.1 above depicts further revelations on what was found in the concentrate as containing the perspective on staff on execution assessment in the association. A key insight is that larger piece of the respondents' interface assessment to delegate new development. Subsequently, in light of the assertion

"evaluation doesn't reflect in that frame of mind" around 69% by and large consented to this position. In any case, the figure likewise shows around 31% disagreeing, recommending that around 31% of staff can't connect execution examination with worker advancement.

Again on figure 4.4.1, we see that there is overall the spot that workers are not misdirected through assessment process. Concerning position, an amount of 85% response was recorded (see figure 4.4.1 above). The breakdown shows that simply 15% couldn't assert this situation while none conflicted. Workers having this knowledge show the level of objectivity of the presentation assessment at the ATOS Services (M) Sdn Bhd. Objectivity in assessment is portrayed by Chopek (2003) as an affirmation of its sensible suitability.

4.5 Challenges of Performance Appraisal at ATOS

The study likewise endeavored to distinguish the difficulties confronting the organization's presentation evaluation framework and interaction. Data in regard of this goal was assembled utilizing the two polls and meetings. Figure 4.5.1 underneath uncovers the difficulties as seen by the respondents. From the figure we find various difficulties affirmed by respondents.

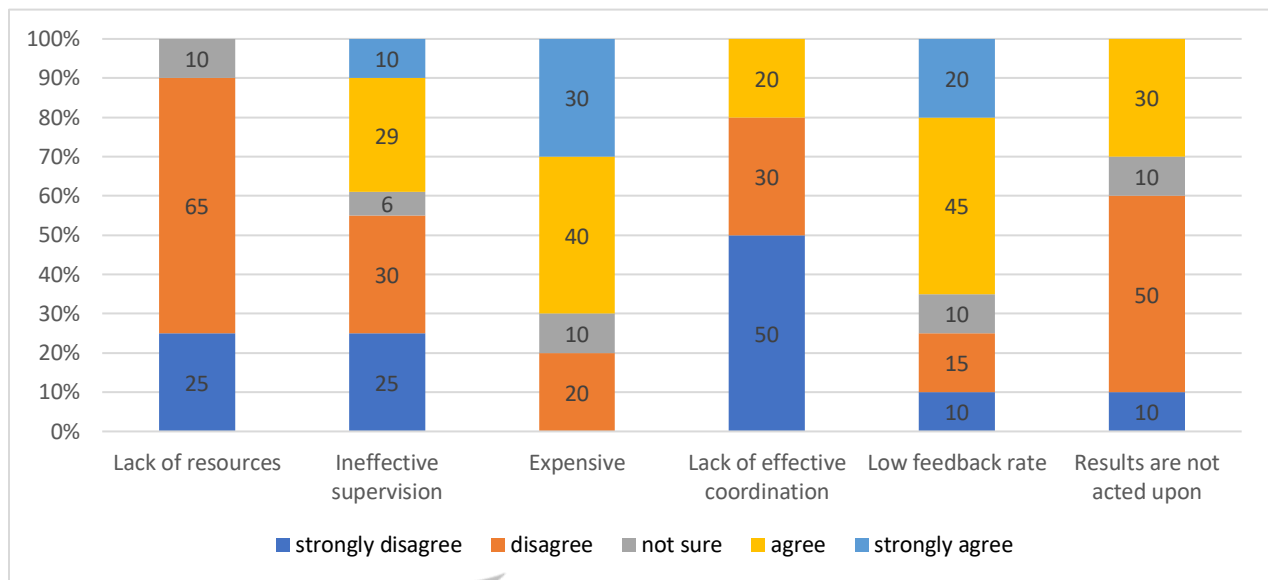


Figure 4.5.1 Challenges of Performance Appraisal At ATOS

In any case it is seen that one of the difficulties is the general absence of assets to see to a powerful execution of an evaluation cycle. By far most individuals conversed with validated this view. We find from figure 4.5.1 that shortfall of resources didn't involve a test to the organization assessment cycle. As displayed in the figure around 90% by and large imparted this insight. Nonetheless, 10% disagreed, proposing that they held an alternate assessment.

Again, we find that a slight bigger piece of the respondents didn't consider "ineffective oversight as a test to execution assessment in the organization. This was laid out in view of the reality around 55% by and large shared this position. The excess had 39% disagreeing while around 6% couldn't verify or refute it as a test. The rate that contradicted is very huge, proposing the requirement for regard for be given to this area.

A key test seen on figure 4.5.1 is how assessment is exorbitant. This is avowed on the figure by around 70% of the respondents who overall assented to this position. The breakdown uncovered the

accompanying: 30% unequivocally concurred, 40% concurred, 10% were don't know while the leftover 20% for the most part contradicted (see figure above). Cost is possibly a test in any action embraced that requires subsidizing; but taking into account that presentation evaluation has a relationship with efficiency there is the need that the fundamental financing is gotten to do such a significant movement successfully.

On figure 4.5.1 we find that low examination rate is one more test that staff see with the appraisal structure in the association. Taking into account this challenge 65% of the respondents for the most part consented to this position. A breakdown uncovered the going with: 20% strongly agreed, 45% agreed, 10% couldn't certify or go against this situation while the overabundance 25% overall conflicted. It shows that fairly more than 2/3 of staff of the association acknowledge that there is low analysis rate in the show assessment process. As demonstrated by Wesley (2003), analysis is essentially all around as critical as the main the assessment. Without analysis most experts will lose trust in the structure since they can't recognize it with their development.

4.6 Effectiveness of Appraisal System at ATOS

An assessment was also completed to decide the feasibility of the assessment association at ATOS. Figures 4.6.1 underneath depict revelations similar with the practicality of the performance assessment structure at ATOS.

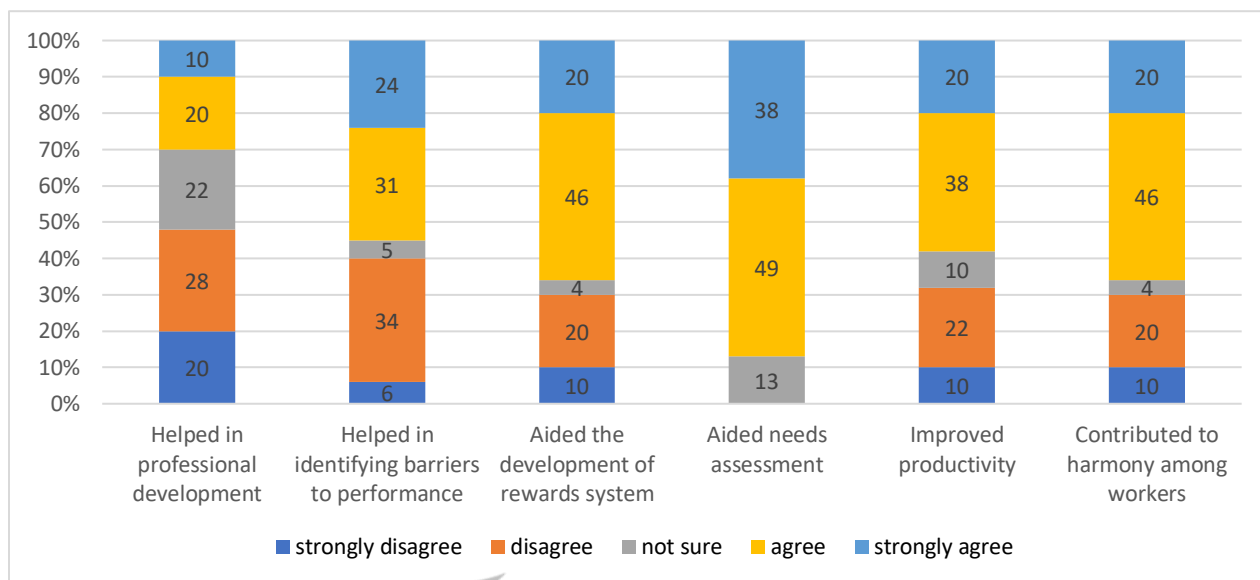


Figure 4.6.1 Effectiveness of Appraisal System at ATOS

From figure 4.6.1 it is seen that most staff can't recognize execution evaluation with their expert turn of events. As displayed in the figure underneath around 48% shared this position while around 22% were don't know, proposing that they couldn't determinedly relate execution examination to their expert turn of events.

Most anyway conceded that the cycle can assist with distinguishing boundaries to execution which when tended to appropriately assists help with generating efficiency. This position was shared by around 55% of the respondents. Of course around 45% either gone against or couldn't confirm or go against this assertion. The critical finding here is that most staff se the cycle as being colossal in perceive impediments to execution.

Finally, figure 4.6.1 additionally gives sign that presentation evaluation has supported the advancement of remuneration framework and hence has added to a superior award framework

in the organization. This position is unsurprising with disclosures in the examination of Awosanya and Ademola (2008) It centers around the meaning of the show assessment activity to both affiliation and the individual.

On figure 4.6.1 above, we further recognize a piece of the effects of execution assessment in the school. From the figure we find that as various as 87% showed that the display assessment process has aided the prerequisites examination with taking care of which is a huge activity in making getting ready program for staff. Around 58% moreover related execution assessment to additional created productivity while around 66% acknowledge it has contributed basically to arrangement among staff of the association.

It shows that exhibition evaluation has been reasonable in the association and has contributed out and out to additional created productivity and congruity among workers while in like manner helping with perceiving execution obstructions to be tended to and supporting the improvement of compensation structures.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the survey, discoveries and ideas emerging from the conversations on the information got from the review respondents.

5.2 Summary of Findings

Demographic Characteristics of Respondents

The study discovered that around 53% of the respondents were female. It was hence expected that the likelihood of a female laborers turning into a female is more prominent than that of a male. Once more, as for their age, it was viewed that as the vast majority of them were somewhere in the range of 31 and 40 years old. Concerning the quantity of years enjoyed with the organization, around 51% burned through 2-5 years as ATOS staff.

Appraisal Systems and Procedures at ATOS

The study showed that the organization had an assessment structure in place, and this was largely accepted by all groups of respondents: management and operation staff. The study noted that key performance standards have been defined and clearly established in the evaluation framework. Findings also shown that, to a large degree, the standards have been established in collaboration with staff and assessors. Furthermore, the respondents showed general mindfulness and consolation from the different partners on the organization's assessment system. Discoveries have showed that, generally, the necessary instruments are accessible to integrate a proficient technique for assessment of achievement inside the association.

Most of the respondents were very optimistic as to whether the performance requirements were derived from an up-to-date work description.

Appraisal Process

The study showed that there was sufficient preparation by the administrator/boss and the staff before the assessment interaction. Once more, most respondents proposed that the appraisal interaction was performed similarly. Most respondents have concurred that the evaluation interview was planned to be positive. There has been reports that staff are urged to participate in conversations. It was likewise tracked down that criticism to staff isn't by and large given as expressed by the respondents. There was likewise proof to show that there is a regular assessment of progress towards the goals.

Employee's Perception of Performance Appraisal at ATOS

The study showed that most staff participate in the appraisal cycle. Once more, the greater part of the staff feel that criticism addresses their prosperity. Moreover, most staff concur that the assessment structure is significant and don't consider the evaluation interaction to be an exercise in futility. Most staff have expressed that they will connect the assessment cycle to their self-awareness. The declaration that the assessment interaction is just utilized as a technique to defraud other staff was not shared by the respondents. This demonstrated that the technique ought to be performed similarly and with the right expectations of remunerating achievement and fixing shortcomings.

Challenges of Performance Appraisal at ATOS

The key difficulties recorded incorporated the accompanying: it is tedious and it takes a lot of assets to lead routine assessment processes.

Effectiveness of Appraisal System at ATOS

The study discovered that the evaluation framework empowered the specialists to expertly move along. Once more, it was noticed that the technique has assisted with perceiving foundational factors that obstruct victories. The proof likewise demonstrated that the assessment strategy is, generally, fit for approving the regulatory choices of the association, while simultaneously assisting with characterizing the authoritative preparation and improvement needs of the board and functional faculty.

5.3 Conclusions

The study analyzed the evaluation framework and procedure of ATOS Services (M) Sdn Bhd using respondents who were both management and operational staff from all departments. Several observations have been made and thoroughly discussed. The main results included the development of an evaluation framework with key performance metrics that have been defined and clearly established by the organization. Effectively, it emerged that the process has helped to define systemic variables that impede successful results.

It should also be stressed that the uniformity of the evaluation structure is important because it ensures that all workers are measured on a consistent scale. Non-uniform evaluations are less successful because the standards for success or failure become subjective and meaningless. In addition, consistency helps an organization to consistently compare the evaluations of different workers with each other.

The overall end, in this way, is that organizations ought to truly consider the procedures and cycles that will empower them to deal with their assessment process productively so the predetermined objectives

can be achieved and at last changed over into the aftereffects of the organization.

5.4 Recommendations

Based on the results and discussions, the following is recommended:

1. Need to ensure that performance criteria are up to date

There is a need to guarantee that exhibition prerequisites have been gotten from an exceptional work depiction. On account of ATOS, this has been laid out in accordance with what has been recommended in the writing and should be upheld.

2. Need to ensure fairness in the appraisal process

The study discovered that while they were in the minority, a few respondents tested the decency of the assessment cycle in the association. To completely eradicate this discernment, as it can possibly affect confidence in the framework, there is a need to guarantee that decency is maintained in the assessment cycle so the expected trust and collaboration from the staff can be made.

3. Need to ensure regular feedback

The concentrate additionally showed that the criticism rate was exceptionally poor. This impacts a portion of the objectives of the evaluation framework. There is likewise a need to guarantee everyday surveys. Inability to do so may impact the staff's trust all the while, and the staff ought to get however much contribution as could be expected on their outcomes.

4. Need to ensure effective supervision

Finally, one of the issues that commonly rises up out of the presentation of the assessment is the way that managers don't have the right mentality to help the process. While this was not seen

with ATOS, there is a requirement for supervisors to reinforce the cycle by showing the right demeanor. This is going far to assemble the right fervor among the staff.



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Appendix 1

EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM:

A CASE STUDY AT ATOS MALAYSIA

My name is Sobbitha Selva Kumar, an MBA student from the Graduate School of Business of Universiti Tun Abdul Razak (UniRazak). I am currently conducting the above-mentioned study under the supervision of Asst. Prof. Dr. Farhana Tahmida Newaz. You are selected as one of the significant participants for this research and your input will be used as the primary data for my research.

Background Information

Gender	Tick
Male	
Female	

Age	tick
21-30	
31-40	
41-50	
51 and above	

Level of education	Tick
SPM	
Diploma	
Degree	
Master	

How long have been working with ATOS?	tick
1 year and below	
2-5 years	
6-10 years	
More than 10 years	

Appraisal Systems and Procedures at Service Desk

(Key: 5-Strongly Agree 4-Agree 3-Not Sure 2-Disagree 1-Strongly Disagree)

Statements	5	4	3	2	1
ATOS has a system in place for evaluating employees.					
The appraisal system has clearly specified key performance criteria (i.e., competencies, behaviors, and results / outcomes).					
The criteria were created with the help of workers and appraisers.					
There is understanding and backing from key partners (for example workers, supervisors).					
The necessary resources are available to implement an viable execution examination framework.					
The performance standards have been separated from a modern expected set of responsibilities.					
The appraisal devices are organized, with clear clarifications about the measures to be evaluated, and execution principles					

Appraisal Process

(Key: 5-Strongly Agree 4-Agree 3-Not Sure 2-Disagree 1-Strongly Disagree)

Statements	5	4	3	2	1
Adequate arrangement is attempted by management and employee before the appraisal cycle					
The appraisal cycle is fair					
The evaluation interview intended to be a helpful, two-way conversation of execution and objective setting					
The specialists are urged to take part in evaluation conversations					
Workers are given normal feedback					
Input provided is valuable					
Progress towards objectives are looked into at normal stretches					
Does the evaluation interaction present an open door for criticism					

Employees' perception of performance appraisal at ATOS

(Key: 5-Strongly Agree 4-Agree 3-Not Sure 2-Disagree 1-Strongly Disagree)

Statements	5	4	3	2	1
Employees don't show collaboration in the evaluation process.					
Employees don't completely accept that that input mirrors their presentation..					
Employees consider the evaluation process an exercise in futility					
Employees can't relate the evaluation interaction to their self-awareness.					
Employees accept the evaluation process is just utilized as an instrument for defrauding a few specialists					

Challenges of performance appraisal at ATOS

(Key: 5-Strongly Agree 4-Agree 3-Not Sure 2-Disagree 1-Strongly Disagree)

Statements	5	4	3	2	1
The required assets are inaccessible to complete a viable evaluation.					
Managers don't show the right attitude to help the process.					
The expense of supporting the interaction is a test.					
A few specialists are misled through the evaluation process.					
Execution objectives don't think about appropriate natural variables.					
Results are not followed up on.					

Effectiveness of appraisal systems at ATOS

(Key: 5-Strongly Agree 4-Agree 3-Not Sure 2-Disagree 1-Strongly Disagree)

Statements	5	4	3	2	1
Helps in proficient turn of events (distinguishing qualities and shortcomings in execution, carrying out techniques for development)					
Helps in distinguishing foundational factors that are obstructions to viable execution.					
Helps the advancement of remuneration frameworks.					
Approves authoritative choices, eg pay, advancement, position, and so forth.					
Helps the assurance of authoritative preparation and advancement needs.					

APPROVAL PAGE

**TITLE OF PROJECT PAPER : PERFORMANCE APPRAISAL SYSTEM
STUDY OF ATOS**

NAME OF AUTHOR : SOBBITHA SELVA KUMAR

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature: _____

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Date: _____

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Dean

Graduate School of Business

Date: _____

