

Enhancing Organizational Effectiveness by Performance Appraisal, Training, Employee Participation, and Job Definition

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Abstract

Organizations face challenges while they live in a dynamic and competitive environment. The effectiveness of a business constitutes its ability to perform a function with optimal levels of input and output. Improving organizational effectiveness is a sober concern for any organization as a matter of existence. This has to be achieved through implementation of important organizational effectiveness factors. Enhancing organizational effectiveness is the key for success in any business and consequently managers are expected to increase the efficiency of their work environment. Fundamentally, this paper offers a framework for improving organizational effectiveness. 165 questionnaires were distributed among students in a university and collected data was analyzed through factor analysis, reliability, correlation, and regression test. The findings revealed that training, employee participation, performance appraisal, and job description have significant effect on organizational effectiveness.

Keywords: Organizational Effectiveness by Performance Appraisal, Training, Employee participation, and Job Definition

1. Introduction

Employees are one of the most important assets of an organization as they contribute to its growth and success (Danish and Usman, 2010). Malik et al. (2010) Concluded that in the era characterized by rapid and continuous change, knowledge capital must be retained in order for organizations to be productive and responsive to the needs of their stakeholders. Likewise, universities as training and research institutions need to attract, retain and develop their employees. Universities need employees who are well trained and motivated so that they are committed to their work of conducting research and training for the development of the nations (Lew, 2009). Research literature has shown that effective application of some human resources management (HRM) practices enables university employees to be committed to their work for good performance of the universities (Chen et al. , 2009; Shahzad et al. , 2008). Implementation of appropriate HRM practices for university employees will promote university effectiveness as Lew (2009) noted that employees play a strategic role in improving ratings in key areas like research quality, academic reputation of faculty, academic program quality, research contribution to society, preparation of tomorrow's leaders and quality of graduates. Even its government aspires to turn Malaysia into an international hub for world-class education through establishment of top and leading universities (Sirat, 2005). For this to materialize, it is significant that the country's universities improve their world-class university ranking by attracting and retaining excellent and experience academicians and support staff.

In 2010, the Malaysian Government launched its economic transformation program (ETP), which is the road map for fast tracking its economic development. One of the sectors which will play an important role is education especially the higher learning institutions. The nation needs more human resources capable of performing different activities both in public and private sectors. Subsequently, the higher learning institutions are expected to produce high-quality human resources. Studies on the impact of human resource practices on organizational effectiveness with particular reference to Malaysia have focused on the private sector (Osman et al., 2011a; Abdullah et al., 2009; Lew, 2009). Little empirical research has been conducted to examine the effects of HRM practices on universities effectiveness in Malaysia. Therefore, this study is to examine the impact of HRM practices on organizational effectiveness in Malaysia with a particular focus on university. The next section reviews relevant literature followed by methodology and analyses of the results. Finally, the conclusions and implications for the study are discussed.

2. Literature Review

2.1 Organizational Effectiveness

Organizational effectiveness is regularly viewed as the main factor inside business and training area, and also the way to survival in associations of every assorted type in the twenty-first century (Rieley, 1993). The investigation of organizational effectiveness has turned into an extremely vital zone of exploration because of the predominant place associations possess in our lives (Ghorpade, 1970). Zammuto (1982) showed that there has been a distinction of thought on the best way to characterize organizational effectiveness including

characterizing it as "the accomplishment of objectives, objective achievement without forcing strains on the authoritative framework, and as far as meeting criteria set by the constituencies of an association". There are three approaches that have been most normally utilized within the investigation of organizational effectiveness namely the goal approach, the systems resource approach, and the process approach. A fresher approach has also emerged called the multiple constituency approach, which is a mixture of the initial three. In the model of goal approach, the effectiveness of an association "is measured as stated by the capability of the association to attain desired objectives. In the systems approach to organizational effectiveness, which drew on the general frameworks hypothesis, effectiveness "is evaluated regarding the association's capability to secure rare resources. The process approach points out to the inside procedures and general working inside an association; for example, the work environment and worker fulfillment. A suitable elective to the objective, frameworks, and process approaches for examining and measuring organizational effectiveness is the multiple constituencies (MC) approach. This model is accepted to have been advanced in an exertion to endeavor to improve the shortcomings of the objective, methodology, and framework displays by joining the two viewpoints.

As stated by the previous literature, there have been three methodologies that have been most normally utilized within the investigation of organizational effectiveness namely the goal approach, the systems resource approach, and the process approach. A fresher approach has emerged called the multiple constituency approach, which is a mixture of the initial three. Cameron and Whetton (1983) clarified the need for a few models of organizational effectiveness. Since there is an assortment of organizational conceptualizations that exist, this prompts issues with defining meanings of and evaluating criteria of effectiveness, prompting a need for a mixture of models of organizational effectiveness. Since associations contrast as to their societal capacities, it is reasonable that they might differ regarding size, shape, and structure. It is likewise unsurprising that they might be diverse with respect to institutional interrelationships and operational circumstances. Due to these distinctions, Ghorpade (1970) claimed that it is troublesome to discover one technique for measuring organizational effectiveness, since "criteria which fit certain associations miss the mark when connected to others".

2.2 Performance Appraisal

Christopher Kelly (2008) found that appraisal is correlated for achieving good. Jassim and Jaber (2007) argued that the performance appraisal has crucial role to evaluate their employees' behavior for attaining the goals of organization. The goal of adopting the employee performance appraisal in enterprise is to guide and motivate employees' activities in line with the organization objective and leading to the creation of organization performance. Ibrahim (2007) examination performance appraisal can be divided into behavior base appraisal and results oriented appraisal. The behavior base appraisal focus on the behavior of individuals, when it is clear distinction between acts and observation, this is the most effective appraisal. The results oriented appraisal is only concerned with the result of the conduct, when the measurement results more easily and appropriate, this could be the most effective appraisal. According to IIMM (International Infrastructure Management Manual, 2009) performance appraisal is aimed to: Appraisal and justifications levels of service; monitoring, and reporting and requirements; Techniques and methodologies to enable cost effective asset lifecycle treatment, such as risk management etc.

2.3 Training

Training defined as a factor on enhancing the present or future performance of employee through increasing their ability to perform via learning or changing their attitude that lead to increase their skills and knowledge (Conti, 2005). Training is also related to the increasing performance of the firms as it eases the development of knowledge and skills required for the firm (Shipton et al., 2005). Training is a crucial element to increase performance work system (Pfeffer, 1998). These systems function based on the employees' skills in the frontline, initiative in identifying and resolving problem and initiating changes in work approach. Becker and Gerhart (1996) argue that certain types of training are equally beneficial for a firm and to their rivals. In such a case, firm offering training activities for employee that hired by them. Therefore can express company sponsor training activities for enhancing the organizational skills (Chen and Huang, 2009). Through of the knowledge capability organizations can enhance the quality of the present employee via giving training and development practices. Based on Tabassi et al. (2012) expressed each organization need to specific skilled and motivated workforce to gain learning process and incentive activities through training activities to improve learning process. Finally, a huge number of studies examine investment on training have benefit for improving organizational performance (Michigan, 1984; Nonaka & Takeuchi, 1995; Boselie et al, 2001; Huemann, 2010; Zakaria, 2012).

2.4 Employee participation

Employee participation is defined as a process for empowering employees to participate in managerial decision-making and improvement activities appropriate for their levels in the organization (Abdulkadir et al., 2012). Employee participation has been a focal point of other management fields as well. It has been viewed as one of

the most effective problem solving and process to improve principles of organizational performance (Kees et al., 2002). Abdulkadir et al. (2012) stated in the “employee involvement” book that the goal of adopting the employee participation in enterprise are to create long-term commitment, a new way of doing business, and fundamental change in culture. Also firms may elicits employees' participation by give them the situation for solving the problems and to participate in decision-making process to affects on their work. Qureshi et al. (2010) explain employee participation shows the degree to which employees can insert values into their work as an input and the degree to how the firm can use these input values. Employees participation may allow for better discovery and utilization of local knowledge in the organizational, particularly when there is incentives in place that foster such discovery. Finally, there are number of studies that examine the benefit of employee participation on organizational performance (Chen and Huang, 2009; Soomro, 2011; Zakaria, 2012).

2.5 Job Definition

The definition of a job according to the measurement method of Davis and Haltiwanger means that a worker with a labor contract fills jobs. This is somewhat at variance with the concept of labor demand where total labor demand is equal to employment – filled labor contracts plus vacant jobs. These are the two dimensions of the definition of a job at the micro level, namely (i) the size of a job and (ii) the length of a job. When labor market flows are measured by means of labor contracts, these two dimensions relate to the size of the contract and to the length of the contract. The first dimension, the size of the labour contract, is also implicit in the definition of employment.

Exploring the effect of HRM, activities on organizational performance and exploring the role of intermediate elements among them are crucial aspects to discuss. Human resource management practices may facilitate the unique and valuable knowledge, therefore, to express the unique and valuable knowledge can make a compromise between the variables of the human resource management practices and organizational innovation performance that are explained in the following sections.

2.1.1 The relationship between performance appraisal and organizational effectiveness

Performance appraisal is the analysis of recent failures and successes of employee, weakness and strength of personal, and suitability for progress or more training. Several researcher done study on the performance appraisal as below:

Eichel and Bender (1984) investigated on the imperial rater method to assess the performance of official family member. Levinson (1992) study the importance of process of identification of employee with manager. Mbiti (1994) investigated on human temperaments as a reason why we are require to appraise employee. Richi (1996) evaluated the skill-based method of performance management. Quchi(1997) study that many Nigeria companies conduct performance appraisal, without considering to their sophistication level. Strebler (1997) and Akinyele and obamiro (2005) investigated on the performance appraisal as s key feature of organizations. Cascio (1998) investigated on performance appraisal a process to improve work of employee. Moulder (2001) study on the program and practice of performance appraisal system for employee. Armstrong (2001) evaluated the human resource practices and performance appraisal. Complementary human resource management practices, motivation, and formal training pay enhance performance appraisal lead to a great and positive influence on the productivity (Kirsten and Meyer, 2005). In addition, ineffective appraisal practices can lead to several undesirable issues such as : decrease employee productivity, low morale, and reduce encourage to support organization, so all of them lead to reduce the organizational effectiveness (Osman et al.,2011). So, the suggestion hypothesis as below:

H1: Performance appraisal has significant relationship with organizational effectiveness.

2.1.2 The Relationship Between Training and Organizational Effectiveness

Training is a one part of Human resource management practices that help employees for developing and building their competencies (Gritz, 1993). Human resource management makes new capacities and also new attitude that influence on employee's behaviors to achieve organizational goals (Collins and Clark, 2003). In addition, firms have to present internal and external training opportunities to expand necessary knowledge and expertise of employees (Nonaka and Takeuchi, 1995). In this competitive environment, one of the main strategies to reach competitive advantage is, use properly trainings, for helping organization to achieve the goals (Cheng and Huang, 2009) by increasing organizational and employees efficiencies (Ng & Siu, 2004). Training planned for mutual benefits (employees and organization) contributes to high effectiveness (Tiwari and Saxena, 2012). During the last decades, researchers are focusing to identify the relationship of training, with organizational performance and have completed different dimensions in different times (Masood, 2010). Studies confirmed positive influence between training and organizational performance. ‘People are the most valuable asset’ nobody can refuse it. Companies invest in training function to enhance employee's skills, abilities and performance (Mackelprang et al., 2012). For example, some researcher express that HRM practices have deep effect on organizational performance (Tan and Nasurdin, 2012; Qureshi et al., 2010). HRM practices such as training increase organizational performance by providing suitable and useful skills and ability in employs. Likewise,

Paul (2009) exposed that employee training has significant role in organizational performance as instrument that effect on organizational culture and employs' behavior. Thus, the following hypothesis is suggested:

H2. Training has significant role in increasing with organizational effectiveness.

2.1.3 The Relationship Between Employee Participation and Organizational Effectiveness

Participation called as mechanism between workers, to give opportunity for exchanging organizational information (Adel Mohammad, 2010). Ford & Randolph (1992) In the initial year explain where worker contributed in decision making with their leaders in management styles is Participatory Management. Some researcher explain that during participation employees can influence in management decision making and help to the organizational performance improvement (Abdulkadir et al., 2012; Khan, 2010). During participation, encourages employees to participate in the process of decision-making that can influence on working environment. Extensive employee participation in management style has critical role for cross-functional addition and efficient working (Masood , 2010). In additional, TQM organizations, utilize a participative approach in decision making for increasing number of benefits (Kees and Michiel, 2002). Employee participation is a process of empowerment in organization that means decentralizing power during the organization (Gharakhani et al., 2013). According to Tan and Nasurdin (2012), innovative firms treat HRM practices as the organization's strategy to encourage team tasks, for enhancing customer relationships through participation. The function of participation can has a significant role that directly involvement on line managers (Rees and Christine, 1998). The following hypothesis is expressed:

H3. Participation has significant relationship with organizational performance.

2.1.4 The Relationship Between Job Description and Organizational Effectiveness

Job description represents the title of the job, duties, responsibilities, requirements, and summery statements. Organizational relationship of given position, qualification requirement to do the task, physical demand and condition of employment (Baldwin et al., 2007).

The suitable job description, that originates from clear outline the responsibilities, duties, expected individual skills for performing a job and working conditions. The organization before starting to looking for the candidates should know about what they are looking for and what is expected of them, so there is a direct relationship among the organizational effectiveness and job description quality (Manning et al., 2012) accurate job description lead to organization effectiveness (Chi Ming and Brian, 2002). So, the suggestion hypothesis as below:

H4: Job description has significant relationship with organizational effectiveness.

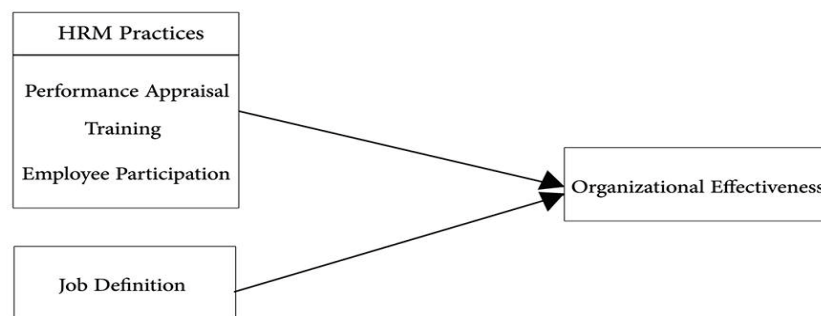


Figure1. Conceptual Frame Work

The conceptual framework of this study was formed based on investigating the relationship between the independent variables namely performance appraisal, training, employee participation and the dependent variable as organizational effectiveness.

3. Data Collection

The population for this study is the employees of a Malaysian governmental university. The sampling method in this research was purposive sampling in which a complete range of employees for a Malaysian university were surveyed. In actuality, the individuals who meet the criteria which was being employees of the Malaysian university were considered for the purpose of data collection and analysis. Purposive sampling is randomly selecting units from the segment of the population with the most information on the characteristic of interest (Guarte and Barrious, 2006).

4. Data Analyzing and Discussion

A sample of 65 participants including the staff of a Malaysian university was used for the purpose of data collection. After data collection, reliability was considered as an indicator of a measure's internal consistency. In this regard, consistency is the way to comprehension reliability. A measure is reliable when various endeavours

at measuring something merge on the same result (Zikmund et al., 2010). Cronbach's coefficient alpha is critical for measuring multi-point scale items, that is, 5-point Likert scale utilized in this thesis (Sekaran, 2003). Subsequently, this technique of internal consistency was adopted to assess the reliability of the measures for this paper.

Table1. Cronbach's Alpha Range

Cronbach's alpha range	Internal consistency
$\alpha \geq 0.95$	Excellent
$0.95 > \alpha \geq 0.80$	Very good
$0.80 > \alpha \geq 0.70$	Good
$0.70 > \alpha \geq 0.60$	Fair
$\alpha < 0.60$	Poor

Accordingly, a reliability test was conducted on the whole sample of the study including 39 respondents in order to examine the questionnaire for correcting the potential errors. The below chart presents the Cronbach's Alpha; in this regard, J.D stands for job definition, P.A shows performance appraisal, E.P demonstrates employee participation, T refers to training, and O.E is about the dependent variable of the study as organizational effectiveness.

Table2, Reliability Test

No	Factor	Number of Items	Cronbach's Alpha
1	J.D	5	.898
2	P.A	4	.883
3	E.P	8	.962
4	T	9	.875
5	O.E	7	.834

Numerous researchers propose different level of acceptance in assessing reliability through Cronbach's alpha; however, it is commonly agreed that an alpha of higher than 0.60 is acceptable (Zikmund et al., 2010). There was a regression test and the below chart shows out the accuracy of each hypothesis:

Table3, Hypothesis and Regression Test

Number of Hypothesis	Independent Variable	Dependent Variable	Σ	R	R ²	Out Comes
1	J.D	O.E	.000	.751	.564	Accepted
2	P.A	O.E	.000	.657	.432	Accepted
3	E.P	O.E	.000	.664	.441	Accepted
4	T	O.E	.000	.596	.355	Accepted

Correlation Analysis

As the below chart indicates, a correlation test was conducted regarding the independent and dependent variables and the results showed that there is correlation among all variables.

Table4, Correlations

		The duties of my job are clearly defined	JD	PA	EP	T	O.E
The duties of my job are clearly defined	Pearson Correlation	1	.841**	.640**	.590**	.290**	.765**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	165	165	165	165	165	165
JD	Pearson Correlation	.841**	1	.763**	.769**	.289**	.751**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	165	165	165	165	165	165
PA	Pearson Correlation	.640**	.763**	1	.904**	.431**	.657**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	165	165	165	165	165	165
EP	Pearson Correlation	.590**	.769**	.904**	1	.551**	.664**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	165	165	165	165	165	165
T	Pearson Correlation	.290**	.289**	.431**	.551**	1	.596**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	165	165	165	165	165	165
O.E	Pearson Correlation	.765**	.751**	.657**	.664**	.596**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	165	165	165	165	165	165

** . Correlation is significant at the 0.01 level (2-tailed).

The statistical analyses of the study proved that the four independent variable of the study namely job definition, performance appraisal, employee participation, and training affect positively on organizational effectiveness.

5. CONCLUSION

Increasing organizational effectiveness has become the central consideration of any organization these days. In this regard, the contribution of this paper was to study the effect of four important factors namely job definition, performance appraisal, employee participation, and training on organizational effectiveness. Accordingly, a survey was conducted in one of the Malaysian universities and a purposive sampling technique was used for the purpose of data collection. In addition, a reliability test for a sample of 39 respondents was conducted; however, a test was conducted to have a large number of relationships among variables and a correlation test was also conducted. The findings of this paper demonstrated that all four independent variables of this study as job definition, performance appraisal, employee participation, and training on organizational effectiveness positively affect on the dependent variable of this study named organizational effectiveness.

Recommendation for Future Research

This study was conducted in a governmental department to be more exact at a university and the questionnaires were distributed among the employees accordingly. Therefore, it is recommended to future researchers to consider the effects of training, employee participation, performance appraisal, and job description as the important factors on organizational effectiveness in private sector. In this regard, future researchers will be expected to focus on the customers and ask their ideas for enhancing organizational effectiveness. Furthermore, it is suggested to future researchers to investigate how to increase the effectiveness of the organizations from various aspects.

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