

New Measurement of Employee's Strategic Job Performance Appraisal: Construction using the Malaysian Sample

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Abstract

Job performance is seen as a set of behaviours that are relevant to the achievement of an organization's goal where a person works. A job performance appraisal is usually measured using Key Performance Indicators (KPIs) to emphasize the quality of work either in public or private services. Unfortunately, the vision, mission and goals of the organization are rarely achieved although these KPIs are achieved by the human resources. Therefore, organization needs to revise the measurement of job performance to make sure that organization's goals are achieved in line with the achievement of job performance. This can provide a clear picture of the individual's performance in the organization as a whole. Recognizing the importance of individual job performance in enhancing the excellence of an organization, the purpose of this study is to develop a new way of measuring job performance. This is done by combining six main components of job performance including tasks, contextual, adaptive, productive behaviour, service quality and organizational strategic objectives. Data were collected among officers working with the Malaysian Road Transport Department and analysed using SPSS and AMOS. Findings indicated acceptable construct validity for the new measurement of job performance named Strategic Job Performance Scale. This demonstrates the implication for Human Resource Management field of study to incorporate important components of job performance to a new measurement of strategic job performance appraisal.

Keywords: Strategic Job Performance Appraisal, Instrument Development, Psychometric Property, Organizational Management, Performance Appraisal, Human Resources, Employee Performance, Malaysia

Introduction

The measurement of strategic performance should takes into account the overall operation of the business and should be measured by the organization's strategies and goals (Chenhall, 2005; Twaissi & Aldehayyat, 2021). Meanwhile, an effective job performance measurement system is one of the most important success factors to any organization in achieving

organizational effectiveness. Hence, the components measuring employee's job performance should be aligned with the organization's main objectives and goals. This is because an organization's goals and objectives will form and formulate a more strategic measurement of job performance (Ukko & Rantanen, 2007; Kombate, Emmanuel, & Richard, 2021). Therefore, the criteria in measuring strategic job performance should be mirrored by the original goals of the organization (Hall, 2011; He, Wang, Chan & Xu, 2021). Ironically, Ayers (2015) finds that the main problem that caused organizational goals were not achieved is because of the employee's job performance appraisal is not aligned with the characteristic of organizational goals.

There are many aspects of job performance used and researched by previous scholars and practitioners. Previous researchers that have been researched about employee's job performance from the perspective of contextual job performance are Motowildo, Borman and Schmit (1997), Van-Scooter, Motowildo and Cross (2000), and Rita and Widodo (2020). Meanwhile, some researchers that have been focused on task performance are Campbell, McCloy, Oopler and Sager (1993); Griffin, Neal and Parker (2000); and Taba (2018). In addition, some researchers that have investigated employees' performance from the perspective of adaptive job performance include Kozlowski et al (1998); Pulakos et al (2000), and Halim (2013). Additionally, some researchers that focused on productive work behaviours as job performance are Colquitt, Lepine and Wesson (2005), and Koopmans, Allard, Henrica, Hildebrandt and Stef (2013). Another component of job performance that also important and have been studied by previous researchers is service quality as researched by Parasuraman, Zeithaml and Berry (1988); Singh (2016); Alghfeli et. al (2020). These components of individual performance can be seen as important criteria measuring employees' job performance.

In practical terms, past researchers have studied various measures of job performance; however, there is a need to combine these measures so that it can be used by Human Resource Management (HRM) practitioners to evaluate a more complete and adequate measurement of job performance. This is because most of previous researchers and practitioners only measure the components of individual job performance separately. For example Halim (2013) only reported about adaptive job performance; Rita and Widodo (2020) only reported about contextual job performance. Hence, by combining all the task performance, contextual performance, adaptive performance, performance of productive behaviour, and service quality performance can reform a more adequate and strategic measurement of employee's job performance. Another component that shall be included is the organizational strategic objectives. As demonstrated by Ayers's (2015) research, a lot of initiative was done to achieve organizational goals but it is verify that the organizational goals was not achieved because it was not included in the measurement of employees' individual job performance. Consistent with research by Cooke, Xiao and Chen (2021); He et al. (2021), the organizational objectives and goals should be incorporated in employee's job performance to make sure the organizational goals are achieved. Hence, the employee's job performance itself should measure organizational strategic objectives as one of the measurement.

In summary, it can be seen that a complete components of strategic job performance measurement will assist organizational management in translating organizational strategies into action plans to be more advanced and competitive in the organizational goals. This is

because a good job performance appraisal system plays an important role in shaping the excellence of an organization. Therefore, the purpose of this article is to report the development of employee's Strategic Job Performance Scale using the Malaysian sample.

Literature Review

A strategic measurement system translates an organization's strategy into an action to identify the key performance measures that are in line with the organization's objectives and goals (Twaissi & Aldehayyat, 2021). Thus, the ideal measure of strategic job performance can be developed by combining important job performance measurement as researched by previous researchers including task performance, contextual performance, adaptive performance, performance of productive behaviour, and service quality performance. Furthermore, organization's strategic objectives should also be incorporated as one of the components because it determines the main direction of job performance to achieve the organizational goals (Cooke et al., 2021; He et al., 2021).

According to Motowildo et al. (1997); Kamaruddin et al (2021), employee's job performance is a set of key responsibilities that are important in the job such as skills in the task, quality work, decision making, problem solving and completion of given tasks. Employee's task performance is usually used in determining job performance because it determines employee's level in carrying out the responsibilities and tasks entrusted to them (Campbell et al., 1993; Griffin et al., 2000; Taba, 2018). Meanwhile, contextual job performance refers to work behaviours that are not formally stated in the description of responsibilities for a career such as creativity, cooperation and mutual help, dedication, commitment in the organization and effective communication (Motowildo 1997; Utami & Surya, 2021). In addition, adaptive job performance is about the situation of an individual adapting according to changes that occur in the task role and work system such as dealing with unexpected work situations, solving a problem faced creatively and wisely adapting to the work culture environment (Pulakos et al., 2000; Halim, 2013). Additionally, productive work behaviour is an efficient behaviour and does not adversely affect the organization and people in the organization including the supervisors, colleagues and customers by doing work according to the rules and did not neglect the safety of themselves and others while working (Spector & Fox 2010; Naeem et al., 2021).

Further, some scholars, such as Alghfeli et al. (2020) suggest including service quality as a measure of job performance. Service quality refers to the characteristics of services produced by the organization that meet the needs and satisfaction of customers such as reliability, capability, responsiveness and empathy for customers (Parasuraman, Berry, & Zeithmal, 1985; Mashhady, Khalili & Sameti, 2021). Meanwhile, Cooke et al. (2021) and He et al. (2021) argue that the organizational goal is the main indicator to be achieved in any organization and should be incorporated in employee's job performance achievement. For example the strategic objectives of the Road Transport Department of Malaysia (JPJ) is to strengthen the registration and licensing system, strengthen the training system, strengthen the automotive engineering industry, enforce the administration of road laws and enhance service integrity (Strategic Plan JPJ 2016-2020). Hence, this can be used as components of employee's job performance measurement to construct a more strategic job performance measurement.

On the other hand, Ayers (2015) argues that many efforts were done to make sure organizational goals are achieved. For example, Fauzi and Paiman (2019); Alajmi and Arabiat (2021) argue that knowledge sharing was done in some organizations as an effort to achieve organizational goals. Further, Aziz and Derasol (2020); Garavan et al (2021) find that employees' training program was done as compulsory activities to achieve the organizational goals. Furthermore, Abdullah, Halim and Abdullah (2018); Awang et al (2020) demonstrate that leadership development was done as an initiative to achieve the organizational goals; this goes the same with leadership politics effort that will achieve organizational goals (Olorunleke, 2015). In addition, Haron, Idiab and Ahmad (2012) explain the importance of aligning the achievement of organizational goals in employee's job performance. However, Ayers (2015) finds that the main problem that caused unachieved organizational goals is because of the employee's job performance appraisal is not aligned with the characteristic of organizational goals; this has making false direction to perform job performance. Hence, the measurement of job performance should include organizational strategic objective to make sure that employee's job performance is aligned with the achievement of organizational goals (Cooke et al., 2021; He et al., 2021).

Further, the Road Transport Department of Malaysia (JPJ) is one of many examples of organizations that did not achieve its organizational goals completely although the employees' job performance is at high level when appraised yearly at the end of the year. Hence, the organization is a suitable sample that can be used to develop a new measurement of strategic job performance. Hence, the JPJ's strategic objectives should be incorporated as organizational strategic objectives that should be achieved by JPS' officers. Therefore, the purpose of this article is to report the development of JPJ's Strategic Job Performance Scale among JPJ's officers working with the Selangor State Road Transport Department.

Material and Methods

Research Design

This research used quantitative research method with cross-sectional survey method to develop Strategic Job Performance Scale (SJPS) as a new measurement of employee's job performance. Quantitative method is considered as the best method to determine the intensity of problems studied and provide information in numerical form on the feelings and behaviours of studied respondents (Babbie, 2016). In the current research, a stratified random sampling method involving sample obtained from officers working with six branches of Selangor Malaysia at the Road Transport Department (JPJ) was organized; the branches included were JPJ's officers at Padang Jawa Kubu Bharu, Sabak Bernam, Petaling Jaya, Banting and Bandar Baru Bangi. Data were collected using questionnaire in few surveys.

The instrument used as questionnaire in this study was adapted from previous studies. Data were analysed using SPSS (Statistical Package for the Social Sciences) version 21 and AMOS (Analysis of Moment Structure) version 22 to achieve the research purpose. In addition, few tests including EFA (Exploratory Factor Analysis), CFA (Confirmatory Factor Analysis) and SEM (Structural Equation Analysis) were used. In addition, data was also analysed according to four stages, starting with a pilot study, factor exploration analysis (EFA), factor validation analysis (CFA), and construct validation (SEM). The stages of instrument development were adapted according to suggestion by Colton and Covert (2007). The Strategic Job Performance Scale (SJPS) is developed first by defining the conceptual and operational definition; in which, it was

based on previous research definition. Then, a pilot study involving 50 respondents from JPJ Bandar Baru Bangi branch was done. Next, instrument was refined using 250 respondents from JPJ Sabak Bernam, Petaling Jaya and Banting branches using EFA analysis. Finally, the Maximum Likelihood method is used in factor validation analysis (CFA) for the actual study data involving 257 respondents from JPJ Padang Jawa and Kuala Kubu Bharu branches. However, only factors and items that exceed the requirements of factor EFA, CFA and SEM were included in the final SJPS.

Instrumentation

The first version of Strategic Job Performance Scale (SJPS) consists of 32 items; in which, there is six dimensions, namely task performance consists of 6 items, contextual performance consists of 10 items, adaptive performance consist of 5 items, productive work behaviour consists of 7 items, service quality consists of 8 items and organizational strategic objectives consists of 9 items. Instrument measuring task performance, contextual performance, and productive work behaviours were adapted from Koopmans et al (2011); meanwhile, instrument measuring adaptive performance was adapted from Halim (2013). In addition, instrument measuring service quality was adapted from SEVQUAL by Parasuraman (1988). Additionally, organizational strategic objective was adapted based on JPJ's strategic objectives; in which, it was adapted from five strategic pillars of JPJ that need to be achieved by the JPJ organization (Strategic Plan 2016). Hence, there is 45 items in the first version of SJPS. The instrument was developed in Malay language with all positive items. This is shown in Table 1.0.

Table 1.0

Items for each dimension in the first version of Strategic Job Performance Scale

Dimension	Total Number
Task Performance	6
Contextual Performance	10
Adaptive Performance	5
Productive Work Behaviour	7
Service Quality	8
Organizational Strategic Objectives	9
Total Item	45

Results and Discussion

Pilot Study

Table 2.0 shows the results of analysis based on pilot study among JPJ's officers involving 50 respondents at JPJ Bandar Baru Bangi branch, Selangor. It can be seen that the first version of Strategic Job Performance Scale (SJPS) has acceptable reliability level based on Alpha Cronbach analysis for each dimensions including task performance (0.902), contextual performance (0.932), adaptive performance (0.943), productive work behaviour (0.875), service quality (0.942) and organizational objectives achievement (0.972). However, the number of items decreased from 45 items to 32 items. Overall, each variable in this study was accepted because it has reliability value more than 0.70.

Table 2.0

Reliability value of the study item for the pilot study (N = 50) respondents

Dimension	Cronbach's Alpha Values	Dimensions accepted
Task	0.902 (6 items)	Accepted
Contextual	0.932 (5 items)	Accepted
Adaptive	0.943 (4 items)	Accepted
Productive Work Behaviour	0.875 (5 items)	Accepted
Service Quality	0.942 (5 items)	Accepted
Organizational Strategic Objectives	0.972 (7 items)	Accepted
Total Item	32	

Exploratory Factor Analysis (EFA)

Table 4.0 shows items were grouped into six factors in the strategic job performance variable using Maximum Likelihood (ML) extraction method with Varimax rotation technique. Meanwhile, Table 3.0 shows the value of eigenvalue and variance for each dimension in Strategic Job Performance Scale (SJPS) based on EFA analysis. Results shows six successful factors are formed from EFA analysis with each items have more than 0.5 factor loading. However, the number of items decreased from 32 items to 24 items.

Table 4.0

Maximum Likelihood (ML) based on strategic job performance scale factor

Items	Factor Weighting					
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
PKS1	.828					
PKS3	.805					
PKS5	.781					
PKS6	.728					
PKS2	.704					
PKS8		.888				
PKS4		.863				
PKS7		.827				
PKS10		.805				
PKS15			.856			
PKS19			.804			
PKS14			.786			
PKS13			.757			
PKS16				.895		
PKS18				.875		
PKS17				.821		
PKS24					.860	
PKS21					.859	
PKS23					.679	
PKS25					.529	
PKS28						.722
PKS31						.690
PKS30						.681

Notes: Factor 1 = Task Performance, Factor 2 = Contextual Performance, Factor 3 = Adaptive Performance, Factor 4 = Productive Work Behaviour, Factor 5 = Service Quality, Factor 6 = Organizational Strategic Objective

Table 3.0

Eigenvalue values and variance factors in Strategic Job Performance Scale (SJPS)

Dimension/Factor	Number of remaining items	Eigenvalue Value	% Variance	Cumulative
Tasks	5	3.883	16.178	16.178
Contextual	4	3.352	13.966	30.144
Adaptive	4	2.882	12.006	42.150
Productive Behaviour	3	2.188	9.118	51.268
Service Quality	4	1.852	7.718	58.986
Organizational Strategic Objectives	4	1.530	6.373	65.359

Results of Construct Validation Using CFA and SEM analysis

According to Awang (2010), once the CFA first order model is built and the model achieved a good index, then the next process is to place each sub-factor under the path known as CFA second order analysis. The purpose of the second-order CFA analysis is to confirm that the hypothesized constructs of the theory are in components or sub-factors. Hence, Figure 1 shows the results of second-order CFA analysis; in which, the first order CFA was done individually for each variable before they were combined in second order CFA. The results of second order CFA based on measurement model shows that only 18 from 24 items of Strategic Job Performance Scale (SJPS) achieved Goodness of Fit Index (GOF). The standardized regression coefficient value for the 24 items is in the range of 0.60 and 0.92 with accepted level of average variance extracted (AVE) for each dimensions.

The AVE for task performance is 0.62, contextual performance is 0.74, adaptive performance is 0.51, productive work behaviour is 0.55, service quality is 0.62, and organizational strategic objective is 0.52. The CFA model also achieved GOF with $df = 226.877$ with $p = 0.000$, $GFI = .913$, $TLI = .923$, $CFI = .940$, $RMSEA = .059$, $PCLOSE = 0.103$. The results show that the CFA model for SJPS factors is consistent and achieved the AVE value cut-off point of more than 0.50. Meanwhile, Table 5 shows the summary of GOF for the CFA model. Figure 1 also demonstrates that the composite reliability and discriminant validity (through correlation between variables) for each dimension has acceptable level. This implies that Strategic Job Performance Scale (SJPS) has acceptable construct validity.

Table 5
 Summary of GOF for Strategic Job Performance Scale (SJPS)

Index	Recommendation by scholars	Hypothesis Model
Chi Squared Test	>0.05	226.877
CMIN/DF	<5.00	1.891
GFI	>=0.90	.913
TLI	>=0.90	.923
CFI	>=0.90	.940
RMSEA	<=.08	.059

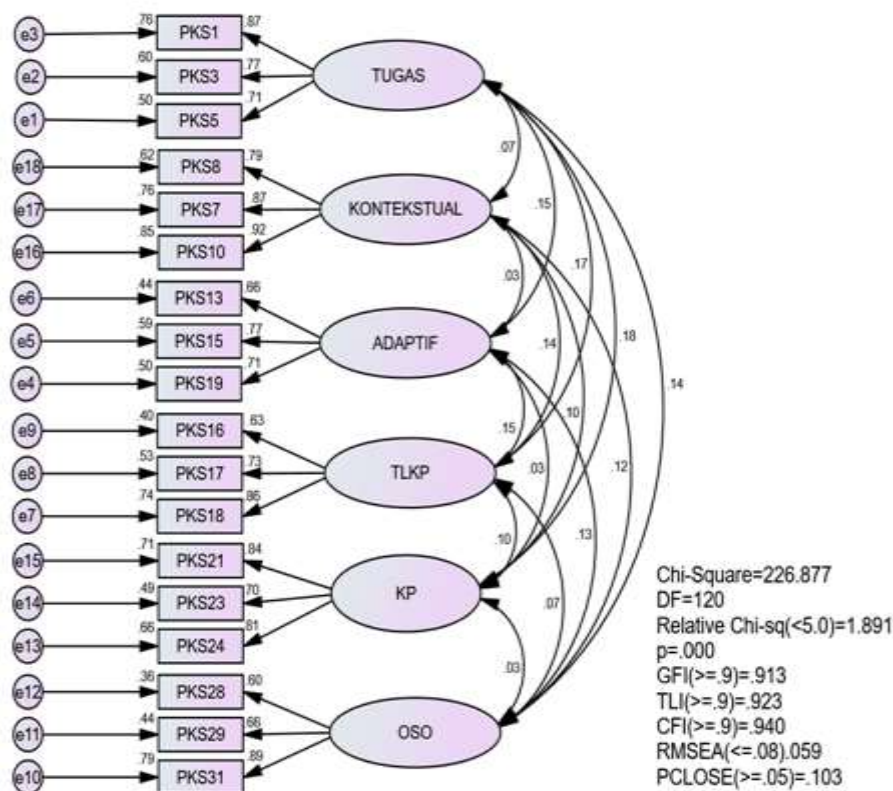


Figure 1.0 Items remained in the measurement model for Strategic Job Performance Scale (SJPS)

Notes: TUGAS = Task Performance, KONTEKSTUAL = Contextual Performance, ADAPTIF = Adaptive Performance, TLKP = Productive Work Behaviour, KP = Service Quality, OSO = Organizational Strategic Objective

Research Implications

Findings of this research have important implication to the field of Human Resource Management (HRM) field of study. Previous researches find that HRM practitioners and researchers have different and selective components of employee's individual job performance, such as measuring only contextual job performance (Rita & Widodo, 2020), adaptive job performance (Halim, 2013), etc. This has making the incomplete measurement of employee's job performance appraisal with lost direction to achieve organizational goals

(Ayers, 2015). Hence, research results suggest that HRM practitioners and researchers should consider a more complete components of employee's job performance appraisal by incorporating the measurement of task performance, contextual performance, adaptive performance, productive behaviour, service quality, and organizational strategic objective as a new components of strategic job performance appraisal to make sure that employee's job performance is achieved in line with the organizational goals. It is also suggested that future research to use this complete measurement of strategic job performance to determine the level of employee's job performance.

Additionally, with a more complete measurement of job performance appraisal, employees have a clear direction to achieve; which is not only to perform task related to job design but also to fulfil other needs in organization especially to achieve organizational goals. In fact, the organization's initiative, such as training program, work process monitoring (such as total quality management), and job rewards to make sure employees achieve organizational will not be a waste since the target to achieve organizational goals have already been counted in annual job performance appraisal. Future researchers are suggested to test the instrument or develop a new instrument with the six suggested components to determine the consistency in improving organizational goals.

On the other hand, although this research has limitation of only using quantitative study among JPS' officers using the Malaysian sample; however, the six components of employee's job performance was drawn from literature review of employee's job performance in HRM field of study. Hence, research results combined updated and important components of measuring employee's job performance that can be used to determine a more concise job performance measurement. Therefore, employee's job performance appraisal should be constructed to a new measurement of strategic job performance appraisal.

Conclusions

Previous researchers have proven that one of the problems that contribute to the non-achievement of organizational goals is the lack of measurement in employee's job performance; this has made employee's job performance achieved at high level but not for the organizational goals. Hence, the objective of this article was to report the construction of Strategic Job Performance Scale (SJPS) to overcome this research problem by combining six important dimension of job performance including task performance, contextual performance, adaptive performance, productive behaviour, service quality, and organizational strategic objective. The instrument was constructed by adapting previous research instruments and revised in four stages using the Malaysian sample namely the officers working at the Road Transport Department of Malaysia (JPJ) in Selangor. The first stage was a pilot study involving 50 respondents; in which, findings has refined the instrument from 45 to 35 items. Then, second stage was EFA analysis involving 250 respondents; in which, findings has refined the instrument from 35 to 24 items. The third stage was CFA analysis involving 257 respondents; in which, findings has refined the instrument from 24 to 18 items. Finally the last stage is SEM, which has confirmed acceptable GOF for the model of Strategic Job Performance Scale (SJPS) with the six dimensions. This demonstrates that SJPS is a valid and reliable instrument that can be used as a new measurement of job performance. Hence, research results have implication to Human Resource Management (HRM) field of study by suggesting practitioners and researchers reconstructing employee's traditional job

performance to a new measurement of strategic job performance in order to make sure that employee's job performance appraisal is complete and aligned with organizational goals achievement.

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This research report is a part of PhD. research results by a PhD. candidate at the Psychology and Human Well-Being Research Centre, Faculty of Social Science and Humanities, Universiti Kebangsaan Malaysia, Malaysia. The Strategic Job Performance Scale (SJPS) can be subscribed by contacting the Centre for Innovation & Technology Transfer UKM, at nurfairuz@ukm.edu.my or direct website <https://www.ukm.my/inovasi-ukm/>. The instrument is useful as performance appraisal and can also be useful to determine the level of employee's job performance that achieved organizational strategic goals.

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