

Chapter4. Analysis and discussion of the result of study

4.1. Taipei City Police Department

4.1.1. Personal Information analysis of sample

For the gender part, males accounted for 89.0% of the respondents. It is representative of the proportion of the population structure, which shows the majority of police members at present are male.

In the age proportion, respondents were divided into six different age groups from 18 to older than 60. Respondents between the ages of 31-40 are the most represented group and accounts for 41.5%. The second largest group is in the age group between 40-49 years old, which accounts for 34.0%. Members over 60 years of age represent the smallest group and accounts for only 1%. The research further divided respondents into three generation periods. Respondents in the younger generation (18-25 and 26-30) made up 16.0 % of the total sample. The second group (31-40) represented 41.4% while those respondents over 40 years old represented 42.5%.

Almost 80% of all respondents are married (79.5%).

In terms of position of rank, low- level police who ranks in the Police Major 4th class³⁷ accounts for 43%. Police Major 3rd class ranked second with 19%. Moreover, Police Sergeant 1st class ranked third with 17%. The highest level of police officer (rank Police Major 1st class) accounts for only 2.5% of the total sample. In short, low-level police officers (ranks Police Major 4th class, Police Sergeant 1st class, Police Sergeant 2nd class, Police Sergeant 3rd class) account for 143 persons, which represents 71.5% of the total number. There are 57 middle-to-high level officers and they account for 29.5% of the total number. This is representative of the

³⁷Ming-Yueha Tarng, Charng-Hona Hsieh and Tzu-Jeng Deng, "Personal background and reasons for choosing a career in policing An empirical study of police students in Taiwan" *Journal of Criminal Justice*. Vol. 29, Issue 1, (January-February 2001) pp. 45-56.

post governmental structure, where the structure of rank is in a typical pyramid shape.

The majority of respondents (57.4%) have a college degree. Those who have an undergraduate degree, make up 22.5%. Secondary school graduates accounted for 12.5%.

For seniority in terms of years in service, those who have served between 16-20 years represent 24.5% of the total, and this is also the highest. Those who have been in the police force for 11-15 years ranked second at 24.0%. Respondents who served less than 10 years only accounted for 21.5%.

Research further showed that in terms of seniority those with seniority under 10 years account for 21.5%; 11-20 years (48.5%); and over 21 years (30%). The director position makes up 12.5%.

In terms of current position seniority, the respondents who have served less than three years, and the respondents who have served 26-30 years, each accounted for 31% respectively (total 62%). Those who served 6-10 years accounted for 19.5%. The statistical result shows an M type. Those who received records for rewards or punishments in the past three years totaled 88.5% of respondents.

Form4-1 Sample analysis of Taipei City Police Department

Basic item	Classification	Times	Proportion
Gender	Male	178	89.0%
	Female	22	11.0%
Age	18-25years	13	6.5%
	26~30years	19	9.5%
	31~40years	83	41.5%
	41-50years	68	34%
	51-60years	15	7.5%
	over60years	2	1%
Education degree	Secondary School	25	12.5%
	College	119	59.5%
	Undergraduate	45	22.5%
	Postgraduate	11	5.5%
Position	director	25	12.5
	assistant	175	87.5
Seniority service	below3years	18	9%
	3~5 years	11	5.5%
	6~10 years	14	7%
	11~15 years	48	24%
	16-20 years	49	24.5%
	21-25 years	35	17.5%
	26-30 years	19	9.5%
	over31 years	6	3%

Basic item	Classification	Times	Proportion
Ranking position	Police Major1st class.	5	2.5%
	Police Major 2nd class.	14	7%
	Police Major 3rd class.	38	19%
	Police Major4th class.	86	43%
	PoliceSergeant1st class.	34	17%
	Police Sergeant 2nd class.	9	4.5%
	Police Sergeant 3rd class.	14	7%
Marital status	Unmarried	39	19.5%
	Married	158	79.5%
	Other	3	1.5%
Seniority of current position	under3years	62	31%
	3~5years	37	18.5%
	6~10years	39	19.5%
	11~15years	34	17%
	16-20years	17	8.5%
	21-25years	11	5.5%
	26-30years	62	31%
	over31years	0	0%
Records (rewards or punishments) in past three years	Yes	177	88.5%
	no	23	11.5%

To measure the satisfaction of the evaluation system in the Taipei City Police Department, the questionnaire is divided into three major dimensions: 「**implementation of evaluation system**」, 「**implementation of rewards and punishments**」 and 「**as a motivational concept to measure**」. From the results following the analyses of the questionnaire, we can make the following preliminary analysis:

4.1.2. Implementation of evaluation system

In this part, we'll measure satisfaction with 13 questions including (*I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability. In my department, I feel satisfied with the objectivity of evaluation result. I feel satisfied with the current process of evaluation. etc.*)

The result of this part indicated that the high level satisfaction of respondent is :

1. *I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability. (56.0%);*
2. *I feel that the current evaluation system has already played a role in Performance Pay. (51.0%);*
3. *I feel that the current evaluation system has already played a role in Promotion by Performance Rating and Promotion by Pay Rating. (49.5%)*

Compare with those questions of low satisfaction, the low level satisfaction is :

1. *I think that evaluation results can encourage working morale (32.5%);*
2. *I feel that the current evaluation system can give an exact evaluating of job performance (35.5%);*
3. *I feel satisfied with the current evaluation system (37.5%).*

The analytical results are as follows:

A1. *I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability.*

--analysis: 56% respondents who serves in the Taipei Police Department feel satisfied while 15.5% feel dissatisfied.

	Frequency	Percent (%)
Strongly agree	11	5.5
Agree	101	50.5
Neither agree nor disagree	57	28.5
Disagree	20	10
Strongly disagree	11	5.5
Total	200	100

A2. *In my department, I feel satisfied with the objectivity of evaluation result.*

-- analysis: 45% of respondents who serves in the Taipei City Police Department feel satisfied, and the majority of respondents do not agree.

	Frequency	Percent (%)
Strongly agree	9	4.5
Agree	81	40.5
Neither agree nor disagree	77	38.5
Disagree	23	11.5
Strongly disagree	10	5
Total	200	100

A3. *I feel satisfied with the current process of evaluation.*

--analysis: 40.5% of respondents who serves in the Taipei City Police Department feel satisfied.

	Frequency	Percent (%)
Strongly agree	7	3.5
Agree	74	37
Neither agree nor disagree	78	39
Disagree	27	13.5
Strongly disagree	14	7
Total	200	100

A4. *I feel satisfied with the current evaluation system*

--analysis: only 37.5% of respondents who serves in the Taipei City Police Department feel satisfied while the majority of respondents feel that evaluation system should not restrict the proportion of employee to be assess an “A” to only 75%, because the merit-based performance evaluation system should only be used for ordinary performance evaluation.

	Frequency	Percent (%)
Strongly agree	7	3.5
Agree	68	34
Neither agree nor disagree	77	38.5
Disagree	36	18
Strongly disagree	12	6
Total	200	100

A5. *I feel that the current evaluation system has already played a role in Promotion by Performance Rating and Promotion by Pay Rating.*

--analysis: 49.5% of respondents who serve in The Taipei City Police Department agree this regard.

	Frequency	Percent (%)
Strongly agree	10	5
Agree	89	44.5
Neither agree nor disagree	61	30.5
Disagree	27	13.5
Strongly disagree	13	6.5
Total	200	100

A6. *I feel that the current evaluation system has already played a role in Performance Pay.*

--analysis: 51.0% of respondents who serve in the Taipei City Police Department agree this regard.

	Frequency	Percent (%)
Strongly agree	11	5.5
Agree	91	45.5
Neither agree nor disagree	68	34
Disagree	22	11
Strongly disagree	8	4
Total	200	100

A7. *I feel that the current evaluation system has already played a role in Individual Transfers.*

--analysis: 38.5% of respondents who serve in The Taipei City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	8	4.0
Agree	69	34.5
Neither agree nor disagree	71	35.5
Disagree	40	20
Strongly disagree	12	6
Total	200	100

A8. *I feel that the current evaluation system has already played a role in Retaining Position and Removal.*

--analysis: 39.5% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	8	4
Agree	71	35.5
Neither agree nor disagree	74	37
Disagree	33	16.5
Strongly disagree	14	7
Total	200	100

A9. *You think that the current evaluation system is just, a mere formality.*

--analysis: 41%of respondents who serve in the Taipei City Police Department accept this view while 39.05% of respondents show neither agree nor disagree and 20.0% of respondents do not disagree.

	Frequency	Percent (%)
Strongly agree	22	11
Agree	60	30
Neither agree nor disagree	78	39
Disagree	38	19
Strongly disagree	2	1
Total	200	100

A10. *I feel that the current evaluation system can give an exact evaluating of job performance.*

--analysis: 35.5%of respondents who serve in the Taipei City Police Department agree in this regard.

	Frequency	Percent (%)
Strongly agree	6	3
Agree	65	32.5
Neither agree nor disagree	68	34
Disagree	50	25
Strongly disagree	11	5.5
Total	200	100

A11. *I think that evaluation results can encourage working morale.*

--analysis: 32.5% of respondents who serve in the Taipei City Police Department support this opinion while the majority is negative about this issue.

	Frequency	Percent (%)
Strongly agree	7	3.5
Agree	58	29
Neither agree nor disagree	76	38
Disagree	43	21.5
Strongly disagree	16	8
Total	200	100

A12. *After the evaluation results are released, I experience failure and disappointment.*

--analysis: 35.5% of respondents who serve in the Taipei City Police Department agree with above while it is also worthy 45.5% of respondents have neither agree nor disagree no comment.

	Frequency	Percent (%)
Strongly agree	16	8
Agree	55	27.5
Neither agree nor disagree	91	45.5
Disagree	35	17.5
Strongly disagree	3	1.5
Total	200	100

A13. *You think that the way of assessment in the current evaluation system, is more favorable to those who flatter their evaluator, than those who actually have more reward points.*

--analysis: 47% of respondents who serve in the Taipei City Police Department support this opinion while only 15.0% oppose it, further analysis indicate that the majority of respondents think the current evaluation system, is more favorable to those who flatter their evaluator.

	Frequency	Percent (%)
Strongly agree	28	14
Agree	66	33
Neither agree nor disagree	76	38
Disagree	26	13
Strongly disagree	4	2
Total	200	100

4.1.3. Implementation of rewards and punishments

In this part, we'll measure satisfaction with 6 questions including (*I feel that the system of rewards and punishments is accordance with the actor's contribution and wrongdoing. I feel satisfied with the system of rewards and punishments. I feel satisfied with the standards of the system of rewards and punishments, etc.*)

The result of this part indicated that the highest satisfaction of respondents is with:

1. *I feel that the system of rewards and punishments is accordance with the actor's contribution and wrongdoing.* (40.5%);
2. *In my department, I think these of rewards are more than punishments.* (37.5%);
3. *I feel satisfied with the system of rewards and punishments* (31.0%) and *According to my record of rewards and punishments, I feel satisfied that the rewards and punishments match my performance.* (31.0%)

Comparing with those questions of low satisfaction, the lowest satisfaction is *I feel satisfied with the standards of the system of rewards and punishments.*(22.5%)

The analysis of these questions is as follows:

B1. *I feel that the system of rewards and punishments is accordance with the actor's contribution and wrongdoing.*

--analysis: 40.5% of respondents who serve in the Taipei City Police Department agree with this regard while 21.5% disagree.

	Frequency	Percent (%)
Strongly agree	8	4
Agree	73	36.5
Neither agree nor disagree	76	38
Disagree	36	18
Strongly disagree	7	3.5
Total	200	100

B2. *I feel satisfied with the system of rewards and punishments.*

--analysis: 31.0% of respondents who serves in the Taipei City Police Department feel satisfied.

	Frequency	Percent (%)
Strongly agree	7	3.5
Agree	55	27.5
Neither agree nor disagree	78	39
Disagree	49	24.5
Strongly disagree	11	5.5
Total	200	100

B3. *I feel satisfied with the standards of the system of rewards and punishments.*

--analysis: only 22.5% of respondents who serve in the Taipei City Police Department support this opinion while the majority is negative.

Some respondents indicate that: Due to different functions of staff, there are many different rewards but only concentrate to someone (or director), even only one (director) undertakers 200-300 praise in one year. There should be no

difference in evaluation between sectors or persons.

	Frequency	Percent (%)
Strongly agree	5	2.5
Agree	40	20
Neither agree nor disagree	85	42.5
Disagree	54	27
Strongly disagree	16	8
Total	200	100

B4. *In my department, I think these of rewards are more than punishments.*

--analysis: 37.5% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	14	7
Agree	61	30.5
Neither agree nor disagree	79	39.5
Disagree	37	18.5
Strongly disagree	9	4.5
Total	200	100

B5. *According to my record of rewards and punishments, I feel satisfied with that the rewards and punishments match my performance.*

--analysis: 31% of respondents who serve in the Taipei City Police Department feel satisfied.

	Frequency	Percent (%)
Strongly agree	6	3
Agree	56	28
Neither agree nor disagree	99	49.5
Disagree	30	15
Strongly disagree	9	4.5
Total	200	100

B6. *You think if you do not get any, you would have any motivation to work better.*

--analysis: only 20.0 % of respondents who serve in the Taipei City Police Department support this opinion while 49.5% oppose it, further analysis indicated that some of respondents think: the police is an important national cadre, and as a motivational tool, their behavior should be guided by a high-level of respect from the society they serve, honor and achievement.

	Frequency	Percent (%)
Strongly agree	9	4.5
Agree	31	15.5
Neither agree nor disagree	62	31
Disagree	77	38.5
Strongly disagree	21	10.5
Total	200	100

4.1.4. As a motivational concept to measure

In this part, we'll measure satisfaction with 20 questions including (*Considering my diligence, I feel the evaluation result I have received is fair. Generally speaking, I feel my evaluation result I have received is fair. In the process evaluation, I have opportunity to express my opinion. The evaluator will consider my real work performance when evaluate me, etc.*), and as a motivational concept to measure.

The result of this part indicated that the highest satisfaction of respondent is with

1. *Considering my achievement, I feel evaluation result I have received is fair.* (50.5%);
2. *Generally speaking, I feel satisfied with evaluation result I have received.* (50.0%);

3. *I feel that my effort is more than reward I have received. (49.5%)*

Comparing with those questions which present low satisfaction, the lowest satisfaction is with:

1. *I feel satisfied with evaluation procedure implemented for subordinates (27.5)*

2. *In the process evaluation, I have opportunity to express my opinion. (29.5)*

The analytical figures of those questions are following:

C1. *Considering my diligence, I feel the evaluation result I have received is fair.*

--analytical figures show: respondents who serve in the Taipei City Police Department feel satisfied with this regard make up 48.5%.

	Frequency	Percent (%)
Strongly agree	12	6
Agree	85	42.5
Neither agree nor disagree	73	36.5
Disagree	23	11.5
Strongly disagree	7	3.5
Total	200	100

C2. *Considering my degree of duty, I feel the evaluation result I have received is fair.*

--analysis: 47.5% of respondents who serve in the Taipei City Police Department agree above point.

	Frequency	Percent (%)
Strongly agree	12	6
Agree	83	41.5
Neither agree nor disagree	80	40
Disagree	16	8
Strongly disagree	9	4.5
Total	200	100

C3. *Considering my work pressure, I feel evaluation result I have received is fair.*

--analysis: 44.0% of respondents who serve in The Taipei City Police Department agree this regard.

	Frequency	Percent (%)
Strongly agree	11	5.5
Agree	77	38.5
Neither agree nor disagree	80	40
Disagree	24	12
Strongly disagree	8	4
Total	200	100

C4. *Considering my achievement, I feel evaluation result I have received is fair.*

--analysis: 50.5% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	12	6
Agree	89	44.5
Neither agree nor disagree	69	34.5
Disagree	24	12
Strongly disagree	6	3
Total	200	100

C5. *Generally speaking, I feel my evaluation result I have received is fair.*

--analysis: 48.5% of respondents who serve in the Taipei City Police Department support this opinion.

	Frequency	Percent (%)
Strongly agree	11	5.5
Agree	89	43.0
Neither agree nor disagree	71	35.5
Disagree	22	11
Strongly disagree	7	3.5
Total	200	100

C6. Generally speaking, I feel satisfied with evaluation result I have received.

--analysis: 50.0% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	11	5.5
Agree	86	44.5
Neither agree nor disagree	75	37.5
Disagree	21	10.5
Strongly disagree	7	3.5
Total	200	100

C7. In the process evaluation, I have opportunity to express my opinion,

--analysis: 29.5% of respondents who serve in the Taipei City Police Department agree with above point

	Frequency	Percent (%)
Strongly agree	7	3.5
Agree	52	26
Neither agree nor disagree	83	41.5
Disagree	41	20.5
Strongly disagree	17	8.5
Total	200	100

C8. *In the process of evaluation, I have an opportunity to participate, object or appeal.*

--analysis: 30.0% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	9	4.5
Agree	51	25.5
Neither agree nor disagree	88	44
Disagree	36	18
Strongly disagree	16	8
Total	200	100

C9. *The evaluator will listen attentively, and with an open mind to my different opinions during my evaluation.*

--analysis: only 32.5% of respondents who serve in the Taipei City Police Department support this opinion while the majority is negative.

Some respondents indicate: If the evaluator has strong preconceptions (good or bad) about the subordinates, and he/she is evaluating a person (good/bad) previously, it would be easier for subordinates to experience unfair treatment and to lose faith in the evaluation system.

	Frequency	Percent (%)
Strongly agree	6	3
Agree	59	29.5
Neither agree nor disagree	94	47
Disagree	28	14
Strongly disagree	13	6.5
Total	200	100

C10. *The evaluator will consider my real work performance when evaluating me.*

--analysis: 39.5% of respondents who serve in the Taipei City Police Department agree in this regard.

	Frequency	Percent (%)
Strongly agree	4	2
Agree	75	37.5
Neither agree nor disagree	86	43
Disagree	25	12.5
Strongly disagree	10	5
Total	200	100

C11. *The evaluator does my annual evaluation based on his own personal and subjective impressions.*

--analytical figures show: respondents who serve in the Taipei City Police Department support this opinion 46.5%, comparing with that The evaluator will consider my real work performance when evaluate me get39.5%, the majority of respondents think annual evaluation based on evaluator his own personal and subjective impressions than subordinate's real work performance.

	Frequency	Percent (%)
Strongly agree	17	8.5
Agree	76	38
Neither agree nor disagree	88	44
Disagree	16	8
Strongly disagree	3	1.5
Total	200	100

C12. *The evaluator will consider my every day behavior when evaluating me.*

--analysis: 44.0%.of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	4	2
Agree	84	42
Neither agree nor disagree	90	45
Disagree	13	6.5
Strongly disagree	9	4.5
Total	200	100

C13. *I think that the evaluator will give me some suggestions for future in service-training during my evaluation.*

--analysis: 35.0% of respondents who serve in the Taipei City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	3	1.5
Agree	67	33.5
Neither agree nor disagree	94	47
Disagree	22	11
Strongly disagree	14	7
Total	200	100

C14. *I think that the evaluator will give some directions on service-improvement during my evaluation.*

--analysis: 37.0%.of respondents who serve in the Taipei City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	5	2.5
Agree	69	34.5
Neither agree nor disagree	91	45.5
Disagree	24	12
Strongly disagree	11	5.5
Total	200	100

C15. *I think the evaluation procedure implemented for subordinates is fair.*

--analysis: 32.0% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	4	2
Agree	60	30
Neither agree nor disagree	96	48
Disagree	29	14.5
Strongly disagree	11	5.5
Total	200	100

C16. *I feel satisfied with evaluation procedure implemented for subordinates.*

--analysis: 27.5%.of respondents who serve in the Taipei City Police Department agree above point.

	Frequency	Percent (%)
Strongly agree	3	1.5
Agree	52	26
Neither agree nor disagree	104	52
Disagree	30	15
Strongly disagree	11	5.5
Total	200	100

C17. *I feel satisfied with the result of evaluation system implemented for subordinates.*

--analysis: 30.5% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	3	1.5
Agree	58	29
Neither agree nor disagree	100	50
Disagree	28	14
Strongly disagree	11	5.5
Total	200	100

C18. *I feel that the result of the evaluation system implemented for subordinates is not proportionate to my efforts.*

--analysis: 30.0% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	7	3.5
Agree	53	26.5
Neither agree nor disagree	104	52
Disagree	30	15
Strongly disagree	6	3
Total	200	100

C19. *I feel that the result of the evaluation system implemented for subordinates allows me to work better.*

--analysis: 34.0%.of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	2	1
Agree	66	33
Neither agree nor disagree	106	53
Disagree	16	8
Strongly disagree	10	5
Total	200	100

C20. *I feel that my effort is more than reward I have received.*

--analysis: 49.5% of respondents who serve in the Taipei City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	16	8
Agree	83	41.5
Neither agree nor disagree	93	46.5
Disagree	5	2.5
Strongly disagree	3	1.5
Total	200	100

Brief summary:

To measure the satisfaction of the evaluation system in the Taipei City Police Department, the questionnaire is divided into three major dimensions: 「**implementation of evaluation system**」, 「**implementation of rewards and punishments**」 and 「**as a motivational concept to measure**」. From the results following the analyses of the questionnaire, we can make the following preliminary conclusions:

First, in the dimension 「**implementation of evaluation system**」, according

to the statistical analyses, 56.0 % police who serve in the Taipei City Police Department feel satisfaction with the question of *「I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability.」*

Respondents have shown the most satisfaction with this question.

In the “current evaluation system” part, 51.0 % of respondents *feel that the system has already played a role in Performance Pay.*

I feel that the current evaluation system has already played a role in Promotion by Performance Rating and Promotion by Pay Rating 』 was supported by 49.5% of respondents;

「I feel that the current evaluation system has already played a role in Retaining Position and Removal 』 got 39.5% of support ;

「I feel that the current evaluation system has already played a role in Individual Transfers 』 got the lowest support at 38.5%.

Moreover, comparing with those questions in terms of *「the objectivity of evaluation result* 』, *「the current process of evaluation* 』 and *「the current evaluation system* 』, we find that *「the objectivity of evaluation result* 』 got the highest score at 45.0% ; *「the current process of evaluation* 』 got 40.5% ; *「the current evaluation system* 』 got the lowest at only 37.5%. The obvious reasons for the low satisfaction of the current evaluation system were taken from respondents opinions on the following issues:

1. For an “A” assessment the evaluation system should not restrict the proportion of employees to be assessed on this level 75%, because the merit-based performance evaluation system should only be used for ordinary performance evaluation;
2. For an “A” assessment the evaluation system is limited in proportion which could create a situation where one person can have an “A” assessment in one unit, but can not have an “A” assessment in the another unit;

3. Ordinary evaluation becomes a mere formality. The annual bonus evaluation can not be combined with the ordinary evaluation;
4. Although the reward-punishment evaluation system has the function of removing, a staff member, who performs very badly, however, it is very difficult to actually remove such a person.

Generally speaking, most respondents are unsatisfied with the evaluation system and feel deeply negative toward it.

There are many colleagues who put in a lot of effort, but who are unable to get an A assessment, because the proportion is limited. They believe that this is detrimental to morale. The police expect that the current evaluation system should be in accordance with a fair reward-punishment system and the evaluator's fair attitude to ensure efficiency.

Second, in the dimension 「 **implementation of reward-punishment system** 」, according to the statistical analyses, the level of satisfaction among police officers who serve in the Taipei City Police Department with the implementation of the standards of the reward-punishment systems is only 22.5%.

Other responses include that different positions, even for officers on the same level, have different rewards, for instance a director in the investigating unit have more opportunities to gain rewards. In addition respondents feel that there is a reward-punishment imbalance due to newly implemented policies by the Ministry of Police. Analysis shows that only 31.0% of respondents were satisfied with the implementation of the reward-punishment system.

Third, in the dimension 「 **as a motivational concept to measure satisfaction** 」, the statistical analysis shows that most respondents *feel their evaluation results are fair* (50.5%). Other factors taken into consideration by the respondents

include diligence, degree of duty, work pressure and achievement. These four factors were scored as follows : 「*considering my achievement*」 50.5%; 「*considering my diligence*」 48.5%; 「*considering my degree of duty*」 47.5%; 「*considering my work pressure*」 44.0%. These results indicate police work in general, create more pressure than other general civil service jobs. In this regard, respondents feel that the police department should have a higher proportion of “A” assessments than other civil service departments – to evaluate them under the same principles is unfair.

Also deserving some attention is the fact that 46.5% of respondents felt that evaluators evaluate based on their own personal and subjective impressions. 「*The evaluator will consider my every day behavior when evaluating me*」 (44.0%); 「*The evaluator will consider my real work performance when evaluating me.*」 (39.5). Respondents felt that the evaluator should be unbiased in his evaluation, and should not be influenced by personal friendships or pressure from higher authorities.

Further analysis shows that only 29.5% of respondents felt that they have an opportunity to express their opinions during an evaluation, while only 30% felt they have an opportunity to participate, object or appeal. Only 32.5 % agreed that the evaluator will listen to their opinions and with an open mind.

From this, we can infer that respondents believe there should be better communication between the subordinates and the evaluator and subordinates should further have an opportunity to communicate while being evaluated.’

Only 32.0% felt that the evaluation procedure implemented for subordinates was fair while a low 27.5% said they were satisfied with the process. This is significant and indicates that this procedure warrants further discussion.

4.1.5. Quantization analysis³⁸

Questionnaire statistical analysis – using chi-square test to analyze data for the categories of different generations, service seniority and ranking position.

In this part, we'll use the chi-square to analyze respondents from three generations in terms of their viewpoint differences (younger than 30 years, between 31-40 years and over 41 years), seniority of service and ranking position to analyze satisfaction levels for these three dimensions: **implementation of the evaluation system, implementation of the rewards and punishments system and as a motivational concept to measure.**

This paper will further provide suggestions for reforms and system design according to the three dimensions mentioned above, taking into account the different view in term of different generations.

A good approximation of the chi-square test requires the expected value or count of each cell in the cross table should be more than or equal to 5, the 5-grade scale in terms of strongly,···strongly disagree will be collapsed as the 3-grade scale in terms of the accuracy of the test can be increased.

To test the satisfaction with **the implementation of the evaluation system** in the three categories -- different generations, service seniority and ranking position-- we'll measure satisfaction with 13 questions including (*I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability. In my department, I feel satisfied with the objectivity of evaluation result* , *I feel satisfied with the current process of evaluation.* , etc.)

³⁸ Gray, R M, Neuhoff, D L, "Quantization" *IEEE Transactions on Information Theory*. Vol. 44, No 6, (Oct. 1998) pp. 2325-83

For the 13 questions to measure satisfaction with implementation only one question was of significance. (form 4-1-5-1.)

The chi-square value was not significant for questions such as *‘I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability.’*, *‘In my department, I feel satisfied with the objectivity of evaluation result’*, *‘I feel satisfied with the current process of evaluation.’* among the project.

But, different generations felt differently when it came to the question *“You think that the current evaluation system is just, a mere formality”* (This showed a of competence (p =0.004)

The statistics show that 54.2 % of respondents who belong the 31-40 age group agreed with this statement, while only 46.9% of those under 30 all think current evaluation systems are is just a mere formality. But, for the generation of over 40 year olds only 25.9% agreed with this item (as shown in forms 4-1-5-4).

Moreover, further analyses of the data from respondents with different levels of seniority service to these questions: in the **‘ implementation of evaluation system’** dimension, the statistics indicated that the question of *‘In my department, I feel satisfied with the objectivity of evaluation result’*(showed competence (p =0.048), showed that 40.2% of those who have seniority service between 11-20 years feel satisfied with the objectivity of evaluation results, but up to 53.3% who have seniority service of more than 21 years (as shown in forms 4-1-5-5) feels satisfied in this regard..

Relative analyses indicated that senior police officers show more satisfaction than junior police officers in the term of *‘In my department, I feel*

satisfied with the objectivity of evaluation result .

For analysis of different ranking positions (as shown in forms 4-1-5-3) the following 7 questions: *「I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability.*」, *「In my department, I feel satisfied with the objectivity of evaluation result*」, *「I feel satisfied with the current process of evaluation.*」, *「I feel satisfied with the current evaluation system*」, *「I feel that the current evaluation system has already played a role in Promotion by Performance Rating and Promotion by Pay Rating.*」, *「I feel that the current evaluation system has already played a role in Performance Pay.*」, and *「You think that the way of assessment in the current evaluation system, is more favorable to those who flatter their evaluator, than those who actually have more reward points.*」, the chi-square value competence is ($P < 0.05$).

1. In the question of *feeling satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability*, 70.2% percent of mid-to-high ranking officers are satisfied, while only 50.3% of low ranking officers feel the same.
2. 73.7 % of mid-to-high ranking officers *feel satisfaction regarding the objectivity of the evaluation result in their department*, while only 33.6% low ranking officers agree. The range of difference is more than 40.1%.
3. In the question of *「I feel satisfied with the current process of evaluation*」, the statistics show that 59.6% of mid-high ranking officers feel satisfied, while this satisfactions is shared by only 32.9% of low ranking officers.
4. For *I feel satisfied with the current evaluation system*, the statistics show that 50.9% middle-high ranking officers feel satisfied, while the low ranking officers represent only 32.2%.

5. For the question *‘I feel that the current evaluation system has already played a role in Promotion by Performance Rating and Promotion by Pay Rating.’* , 64.9% of officers with a mid-high ranking feel satisfied. On the other hand low ranking represent only 43.4%.
6. Statistics show that in the term of *‘I feel that the current evaluation system has already played a role in Performance Pay.’* , that there are 66.7% middle-high level officers who feel satisfied, but only 44.8% low ranking officers.
7. Regarding the question *You think that the way of assessment in the current evaluation system, is more favorable to those who flatter their evaluator, than those who actually have more reward points.’* , the statistics show that 28.1% of middle-high ranking officers do not agree this view, contrary to the 9.8% of low ranking officers. More low ranking officers (48.3 %) agree with this statement, compared with only 43.9 % of mid-high ranking officers.(as shown in forms 4-1-5-6 to as shown in forms 4-1-5-12).

Form4-1-5-1

Chi-square 「 **implementation of the evaluation system** 」 in terms of different generations

	X2	P	Whether significant or not
feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability	4.247	0.374	not apparent
feel satisfied with the objectivity of evaluation result	9.348	0.053	not apparent
feel satisfied with the current process of evaluation	1.910	0.752	not apparent
feel satisfied with the current evaluation system	4.044	0.400	not apparent
has already played a role in Promotion by Performance Rating and Promotion by Pay Rating	1.831	0.767	not apparent
has already played a role in Performance Pay	6.951	0.139	not apparent
has already played a role in Individual Transfers	4.811	0.307	not apparent
has already played a role in Retaining Position and Removal	6.517	0.164	not apparent
the current evaluation system is just, a mere formality	15.397	0.004	apparent
can give an exact evaluating of job performance	3.828	0.430	not apparent
evaluation results can encourage working morale	1.604	0.808	not apparent
evaluation results are released, I experience failure and disappointment	6.044	0.196	not apparent
more favorable to those who flatter their evaluator, than those who actually have more reward points	2.224	0.695	not apparent

Form4-1-5-2

Chi-square 「**implementation of the evaluation system**」 in terms of different seniority levels

	X2	P	Whether significant or not
feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability	6.324	0.176	not apparent
feel satisfied with the objectivity of evaluation result	9.611	0.048	apparent
feel satisfied with the current process of evaluation	2.533	0.639	not apparent
feel satisfied with the current evaluation system	4.633	0.327	not apparent
has already played a role in Promotion by Performance Rating and Promotion by Pay Rating	6.252	0.181	not apparent
has already played a role in Performance Pay	4.887	0.299	not apparent
has already played a role in Individual Transfers	7.152	0.128	not apparent
has already played a role in Retaining Position and Removal	4.329	0.363	not apparent
the current evaluation system is just, a mere formality	9.265	0.055	not apparent
can give an exact evaluating of job performance	6.131	0.190	not apparent
evaluation results can encourage working morale	4.891	0.299	not apparent
evaluation results are released, I experience failure and disappointment	1.641	0.801	not apparent
more favorable to those who flatter their evaluator, than those who actually have more reward points	3.540	0.472	not apparent

Form4-1-5-3

Chi-square 「**implementation of the evaluation system**」 in terms of different rankings

	X2	P	Whether significant or not
feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability	6.501	0.039	apparent
feel satisfied with the objectivity of evaluation result	26.555	0.000	apparent
feel satisfied with the current process of evaluation	12.807	0.002	apparent
feel satisfied with the current evaluation system	7.344	0.025	apparent
has already played a role in Promotion by Performance Rating and Promotion by Pay Rating	7.748	0.021	apparent
has already played a role in Performance Pay	9.700	0.008	apparent
has already played a role in Individual Transfers	2.429	0.297	not apparent
has already played a role in Retaining Position and Removal	0.690	0.708	not apparent
the current evaluation system is just, a mere formality	2.169	0.338	not apparent
can give an exact evaluating of job performance	3.914	0.141	not apparent
evaluation results can encourage working morale	1.170	0.557	not apparent
evaluation results are released, I experience failure and disappointment	5.346	0.069	not apparent
more favorable to those who flatter their evaluator, than those who actually have more reward points	11.315	0.003	apparent

Form4-1-5-4

The Crosstab in the question of 「*the current evaluation system is just a mere formality*」 in terms of different generations

			agree	no comment	disagree	Total
different generation	Under 30years	Count	15	11	6	32
		% within generation	46.90%	34.40%	18.80%	100.00%
	31-40 years	Count	45	23	15	83
		% within generation	54.20%	27.70%	18.10%	100.00%
	over41years	Count	22	44	19	85
		% within generation	25.90%	51.80%	22.40%	100.00%
Total		Count	82	78	40	200
		% within generation	41.00%	39.00%	20.00%	100.00%

Form4-1-5-5

The Crosstab in the question of 「*feel satisfied with the objectivity of evaluation result*」 in terms of different seniority levels

			agree	No comment	disagree	Total
different seniority	Under 10years	Count	19	17	7	43
		% within seniority	44.20%	39.50%	16.30%	100.00%
	11-20years	Count	39	35	23	97
		% within seniority	40.20%	36.10%	23.70%	100.00%
	over21years	Count	32	25	3	60
		% within seniority	53.30%	41.70%	5.00%	100.00%
Total		Count	90	77	33	200
		% within seniority	45.00%	38.50%	16.50%	100.00%

Form4-1-5-6

The Crosstab in the question of *「feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability」* in terms of different ranking

			agree	No comment	disagree	Total
Ranking position	Mid-high	Count	40	11	6	57
		% within ranking position	70.20%	19.30%	10.50%	100.00%
	low	Count	72	46	25	143
		% within ranking position	50.30%	32.20%	17.50%	100.00%
Total		Count	112	57	31	200
		% within ranking position	56.00%	28.50%	15.50%	100.00%

Form4-1-5-7

The Crosstab in the question of *「In my department, I feel satisfied with the objectivity of evaluation result.」* in terms of different ranking

			agree	No comment	disagree	Total
Ranking position	Mid-high	Count	42	10	5	57
		% within ranking position	73.70%	17.50%	8.80%	100.00%
	low	Count	48	67	28	143
		% within ranking position	33.60%	46.90%	19.60%	100.00%
Total		Count	90	77	33	200
		% within ranking position	45.00%	38.50%	16.50%	100.00%

Form4-1-5-8

The Crosstab in the question of *feel satisfied with the current process of evaluation* in term of different ranking

			agree	No comment	disagree	Total
Ranking position	Mid-high	Count	34	17	6	57
		% within ranking position	59.60%	29.80%	10.50%	100.00%
	low	Count	47	61	35	143
		% within ranking position	32.90%	42.70%	24.50%	100.00%
Total		Count	81	78	41	200
		% within ranking position	40.50%	39.00%	20.50%	100.00%

Form4-1-5-9

The Crosstab in the question of *feel satisfied with the current evaluation system* in terms of different ranking

			agree	No comment	disagree	Total
Ranking position	Mid-high	Count	29	20	8	57
		% within ranking position	50.90%	35.10%	14.00%	100.00%
	low	Count	46	57	40	143
		% within ranking position	32.20%	39.90%	28.00%	100.00%
Total		Count	75	77	48	200
		% within ranking position	37.50%	38.50%	24.00%	100.00%

Form4-1-5-10

The Crosstab in the question of *「has already played a role in Promotion by Performance Rating and Promotion by Pay Rating」* in terms of different ranking

			agree	No comment	disagree	Total
Ranking position	Mid-high	Count	37	13	7	57
		% within ranking position	64.90%	22.80%	12.30%	100.00%
	low	Count	62	48	33	143
		% within ranking position	43.40%	33.60%	23.10%	100.00%
Total		Count	99	61	40	200
		% within ranking position	49.50%	30.50%	20.00%	100.00%

Form4-1-5-11

The Crosstab in the question of *「has already played a role in Performance Pay」* in terms of different ranking

			agree	No comment	disagree	Total
Ranking position	Mid-high	Count	38	16	3	57
		% within ranking position	66.70%	28.10%	5.30%	100.00%
	low	Count	64	52	27	143
		% within ranking position	44.80%	36.40%	18.90%	100.00%
Total		Count	102	68	30	200
		% within ranking position	51.00%	34.00%	15.00%	100.00%

Form4-1-5-12

The Crosstab in the question of *「more favorable to those who flatter their evaluator, than those who actually have more reward points」* in terms of different ranking

			agree	No comment	disagree	Total
Ranking position	Mid-high	Count	25	16	16	57
		% within ranking position	43.90%	28.10%	28.10%	100.00%
	low	Count	69	60	14	143
		% within ranking position	48.30%	42.00%	9.80%	100.00%
Total		Count	94	76	30	200
		% within ranking position	47.00%	38.00%	15.00%	100.00%

Implementation of rewards and punishments

From three categories of different generations ,service seniority and ranking position with the dimension of **「implementation of rewards and punishments」**

First, following analyses in the dimension of **「implementation of rewards and punishments」** in the terms of different generations (by 4-1-5-13 form),

This part we'll measure satisfaction with those questions of *「I feel that the system of rewards and punishments is accordance with the actor's contribution and wrongdoing.」* , *「I feel satisfied with the system of rewards and punishments.」* , *「I feel satisfied with the standards of the system of rewards and punishments.」* , *「In my*

department, I think these of rewards are more than punishments.」 and 「*According to my record of rewards and punishments, I feel satisfied with that the rewards and punishments match my performance.*」, and the chi-square value of above questions shows not apparent.

However, in the question of 「*You think if you do not get any reward, you would have any motivation to work better.*」, the chi-square value shows apparent($p=0.027$)(as shown forms 4-1-5-13). Further analyses, there are 24.1% of respondents who are the generation of 31-40 years old think if I do not get any reward, I would have any motivation to work better; On the contrary, only 16.5% of respondents who are over the age of 41 (as shown forms 4-1-5-16).

Moreover, for dimension of 「 **implementation of rewards and punishments** 」 (as shown in forms 4-1-5-14) in the term different seniority service. In the question of 「*You think if you do not get any reward, you would have any motivation to work better.*」, the chi-square value shows the competence ($P=0.038$) apparent. Further analysis indicated that there are 23.7% of respondents who have seniorities service between 11-20 years thought that if you do not get any reward, you would have any motivation to work better by 4-1-5-17. , review, only 13.3% who served more than 21 years think that, two ethnicities differ by 10.4%.

In the term of different ranking position, further analyzes with dimension of 「 **implementation of rewards and punishments system** 」 the chi-square value shows the competence ($P=0.03$) apparent.(as shown in forms 4-1-5-15). In the question of 「*You think if you do not get any reward, you would have any motivation to work better.*」, statistical data indicates that 21.0% of respondents who are the low-level ranking think if you do not get any reward, you would have any motivation to

work better, while only 17.5% who are middle-to-high ranking officers.(as shown in form4-1-5-18)

Form4-1-5-13

Chi-square 「 **implementation of rewards and punishments** 」 in terms of different generations

	X2	P	Whether significant or not
the system of rewards and punishments is accordance with the actor's contribution and wrongdoing	8.182	0.085	Not apparent
feel satisfied with the system of rewards and punishments	5.594	0.232	Not apparent
feel satisfied with the standards of the system of rewards and punishments	8.393	0.078	Not apparent
In my department, I think these of rewards are more than punishments	6.130	0.190	Not apparent
According to my record of rewards and punishments, I feel satisfied with that the rewards and punishments match my performance.	2.365	0.669	Not apparent
if you do not get any reward, you would have any motivation to work better	10.998	0.027	apparent

Form4-1-5-14

Chi-square 「 **implementation of rewards and punishments** 」 in terms of different seniority levels

	X ²	P	Whether significant or not
the system of rewards and punishments is accordance with the actor's contribution and wrongdoing	5.094	0.278	Not apparent
feel satisfied with the system of rewards and punishments	6.317	0.177	Not apparent
feel satisfied with the standards of the system of rewards and punishments	5.364	0.252	Not apparent
In my department, I think these of rewards are more than punishments	5.572	0.233	Not apparent
According to my record of rewards and punishments, I feel satisfied with that the rewards and punishments match my performance.	3.327	0.505	Not apparent
if you do not get any reward, you would have any motivation to work better	10.130	0.038	apparent

Form4-1-5-15

Chi-square 「implementation of rewards and punishments」 in terms of different ranking

	X2	P	Whether significant or not
the system of rewards and punishments is accordance with the actor's contribution and wrongdoing	4.971	0.083	Not apparent
feel satisfied with the system of rewards and punishments	3.162	0.206	Not apparent
feel satisfied with the standards of the system of rewards and punishments	0.452	0.798	Not apparent
In my department, I think these of rewards are more than punishments	2.574	0.276	Not apparent
According to my record of rewards and punishments, I feel satisfied with that the rewards and punishments match my performance.	6.835	0.053	Not apparent
if you do not get any reward, you would have any motivation to work better	7.023	0.030	apparent

Form4-1-5-16

The Crosstab in the question of 「if you do not get any reward, you would have any motivation to work better.」 in terms different generations

			agree	No comment	disagree	Total
Different generation	Under30years	Count	6	16	10	32
		% within generation	18.80%	50.00%	31.30%	100.00%
	31-40years	Count	20	26	37	83
		% within generation	24.10%	31.30%	44.60%	100.00%
	Over41years	Count	14	20	51	85
		% within generation	16.50%	23.50%	60.00%	100.00%
Total	Count	40	62	98	200	
	% within generation	20.00%	31.00%	49.00%	100.00%	

Form4-1-5-17

The Crosstab in the question of *「if you do not get any reward, you would have any motivation to work better.」* in terms of different seniority levels

			agree	No comment	disagree	Total
Different seniority	under10years	Count	9	20	14	43
		% within seniority	20.90%	46.50%	32.60%	100.00%
	11-20years	Count	23	26	48	97
		% within seniority	23.70%	26.80%	49.50%	100.00%
	ovre21years	Count	8	16	36	60
		% within seniority	13.30%	26.70%	60.00%	100.00%
Total		Count	40	62	98	200
		% within seniority	20.00%	31.00%	49.00%	100.00%

Form4-1-5-18

The Crosstab in the question of *「if you do not get any reward, you would have any motivation to work better.」* in terms of different ranking

			agree	No comment	disagree	
Different ranking	Mid-high	Count	10	11	36	57
		% within ranking	17.50%	19.30%	63.20%	100.00%
	low	Count	30	51	62	143
		% within ranking	21.00%	35.70%	43.40%	100.00%
Total		Count	40	62	98	200
		% within ranking	20.00%	31.00%	49.00%	100.00%

As a motivational concept to measure satisfaction

In the dimension of **as a motivational concept to measure satisfaction** (4-1-5-19), which can calculate the result of satisfaction in terms of different generations on the implementation of the evaluation system. For the 20 questions

(Form 4-1-5-19) that deal with the fairness of the evaluation system, the **chi-square** value for 19 questions is not apparent.

However, for the question *I feel that the result of the evaluation system implemented for subordinates is not proportionate to my efforts.* , the chi-square value shows an apparent of (p=0.011). Upon further analysis, 36.1% of those who fall in the age group 31-40 felt that the result of the evaluation system implemented for subordinates is not proportionate to their efforts, while for those over the age of 41 only 23.5% felt the same (See 4-1-5-22 form).

Moreover, further research (as shown in forms 4-1-5-20), only one question showed an apparent chi-square value. The question dealing with the fairness of the evaluation in terms of diligence shows an apparent of (p=0.028).

If we look at (form 4-1-5-23), we can see that of those who have seniority of service of between 11-20 years, 42.3% consider their own diligence and feel the evaluation result they have received is fair. On the contrary, up to 60.0% of those who have more than 20 years seniority of service agreed with this view. There is a difference of 17.7% between the two generations.

For the dimension *a motivational concept to measure satisfaction in terms of ranking*, we analyzed 12 questions with an apparent chi-square value (see form 4-1-5-21).

Further analysis of questions,

1. For *Considering my diligence, I feel the evaluation result I have received is fair.* , 70.2 % of those who are middle-to-high ranking officers felt satisfaction while only 39.3% of those who are low ranking officers felt this way, indicating a difference between ranks of 30.9%. (as shown in forms 4-1-5-24).

2. For 「Considering my degree of duty , I feel evaluation result I have received is fair. 」 , 66.7% of those who are middle-to-high officers felt satisfaction while only 39.9% of those with lower rankings felt the same.(see form 4-1-5-25)
3. For 「Considering my work pressure, I feel evaluation result I have received is fair. 」, 66.7% of those who are middle-to-high officers felt satisfaction while only 39.9% of those with lower rankings felt the same. (see form 4-1-5-26).
4. In the question of 「Considering my achievement, I feel evaluation result I have received is fair. 」 , 68.4% of those who are middle-to-high officers felt satisfaction while only 43.4% of those who are low level officers felt the same.(as shown in forms 4-1-5-27).
5. For 「Generally speaking, I feel my evaluation result I have received is fair. 」 , upon to 70.2% of those who are middle-to-high officers felt satisfaction while only 39.9% .of those who are low level officers felt the way.(as shown in forms 4-1-5-28)
6. In the question of 「Generally speaking, I feel satisfied with evaluation result I have received. 」 , according to statistics, 70.2% of those who are middle-to-high officers felt satisfaction while only 42.0% of those who are low level officers felt this regard.(as shown in forms 4-1-5-29).
7. For 「The evaluator will consider my every day behavior when evaluating me. 」 , according to statistics, 59.6% of those who are middle-to-high officers felt satisfaction while only 37.8%. of those who are low level officers felt the way.(as shown in forms 4-1-5-30).
8. In the question of 「I think the evaluation procedure implemented for subordinates is fair. 」 , 49.1% of those who are middle-to-high officers supported this view while

only 25.2% of those who are low level officers supported the same.(as shown in forms 4-1-5-31)

9. For the question of *「I feel satisfied with evaluation procedure implemented for subordinates.」* , according to statistics, 40.4% of those who are middle-to-high officers felt satisfaction while only22.4% of those who are low level officers felt the way.(as shown in forms 4-1-5-32).

10. In the question of *「I feel satisfied with the result of evaluation system implemented for subordinates. 」* , according to statistics, 52.6% of those who are middle-to-high officers felt satisfaction while only21.7%.of those who are low level officers felt this view.(as shown in forms 4-1-5-33).

11. For *「I feel that the result of the evaluation system implemented for subordinates is not proportionate to my efforts.」* , 24.6% of those who are middle-to-high officers approved this view while only32.2% of those who are low level officers approved the same.(as shown in forms 4-1-5-34)

12. In the question of *「I feel that the result of the evaluation system implemented for subordinates allows me to work better.」*, according to statistics, 47.4% of those who are middle-to-high officers felt satisfaction while only28.7% of those who are low level officers felt the way.(as shown in forms 4-1-5-35)

Form4-1-5-19

Chi-square χ^2 as a motivational concept to measure μ in terms of different generations

	X2	P	Whether significant or not
Considering my diligence, I feel the evaluation result I have received is fair	6.335	0.176	Not apparent
Considering my degree of duty, I feel the evaluation result I have received is fair	3.985	0.408	Not apparent
Considering my work pressure, I feel evaluation result I have received is fair	3.869	0.424	Not apparent
Considering my achievement, I feel evaluation result I have received is fair	4.928	0.295	Not apparent
Generally speaking, I feel my evaluation result I have received is fair	7.967	0.093	Not apparent
Generally speaking, I feel satisfied with evaluation result I have received	5.772	0.217	Not apparent
In the process evaluation, I have opportunity to express my opinion	3.451	0.485	Not apparent
In the process of evaluation, I have an opportunity to participate, object or appeal	4.769	0.312	Not apparent
The evaluator will listen attentively, and with an open mind to my different opinions during my evaluation	8.449	0.076	Not apparent t
The evaluator will consider my real work performance when evaluate me	4.667	0.323	Not apparent

The evaluator does my annual evaluation based on his own personal and subjective impressions	5.634	0.228	Not apparent
The evaluator will consider my every day behavior when evaluating me	1.821	0.769	Not apparent
the evaluator will give me some suggestions for future in service-train during my evaluation	3.645	0.456	Not apparent
the evaluator will give some directions on service-improvement during my evaluation	4.220	0.377	Not apparent
the evaluation procedure implemented for subordinates is fair.	3.211	0.523	Not apparent
feel satisfied with evaluation procedure implemented for subordinates	2.241	0.655	Not apparent
feel satisfied with the result of evaluation system implemented for subordinates	5.089	0.278	Not apparent
the result of the evaluation system implemented for subordinates is not proportionate to my efforts	13.161	0.011	Apparent
the result of the evaluation system implemented for subordinates allows me to work better	4.159	0.385	Not apparent
my effort is more than reward I have received	1.250	0.870	Not apparent

Form4-1-5-20

Chi-square χ^2 as a motivational concept to measure χ^2 in terms of different seniority levels

	X ²	P	Whether significant or not
Considering my diligence, I feel the evaluation result I have received is fair	10.887	0.028	Apparent
Considering my degree of duty, I feel the evaluation result I have received is fair	7.023	0.135	Not apparent
Considering my work pressure, I feel evaluation result I have received is fair	1.637	0.802	Not apparent
Considering my achievement, I feel evaluation result I have received is fair	4.239	0.375	Not apparent
Generally speaking, I feel my evaluation result I have received is fair	6.801	0.147	Not apparent
Generally speaking, I feel satisfied with evaluation result I have received	6.750	0.150	Not apparent
In the process evaluation, I have opportunity to express my opinion	3.445	0.486	Not apparent
In the process of evaluation, I have an opportunity to participate, object or appeal	7.251	0.123	Not apparent
The evaluator will listen attentively, and with an open mind to my different opinions during my evaluation	2.194	0.700	Not apparent t
The evaluator will consider my real work performance when evaluate me	2.883	0.578	Not apparent

The evaluator does my annual evaluation based on his own personal and subjective impressions	7.101	0.135	Not apparent
The evaluator will consider my every day behavior when evaluating me	3.359	0.500	Not apparent
the evaluator will give me some suggestions for future in service-train during my evaluation	4.371	0.358	Not apparent
the evaluator will give some directions on service-improvement during my evaluation	2.728	0.604	Not apparent
the evaluation procedure implemented for subordinates is fair.	3.544	0.471	Not apparent
feel satisfied with evaluation procedure implemented for subordinates	9.104	0.059	Not apparent
feel satisfied with the result of evaluation system implemented for subordinates	5.323	0.256	Not apparent
the result of the evaluation system implemented for subordinates is not proportionate to my efforts	7.162	0.128	Not apparent
the result of the evaluation system implemented for subordinates allows me to work better	4.296	0.367	Not apparent
my effort is more than reward I have received	5.779	0.215	Not apparent

Form4-1-5-21

Chi-square χ^2 as a motivational concept to measure χ^2 in term of different

Ranking

	X ²	P	Whether significant or not
Considering my diligence, I feel the evaluation result I have received is fair	15.874	0.000	Apparent
Considering my degree of duty, I feel the evaluation result I have received is fair	13.385	0.001	Apparent
Considering my work pressure, I feel evaluation result I have received is fair	9.909	0.007	Apparent
Considering my achievement, I feel evaluation result I have received is fair	10.739	0.005	Apparent
Generally speaking, I feel my evaluation result I have received is fair	16.649	0.000	Apparent
Generally speaking, I feel satisfied with evaluation result I have received	13.186	0.001	Apparent
In the process evaluation, I have opportunity to express my opinion	4.661	0.097	Not apparent
In the process of evaluation, I have an opportunity to participate, object or appeal	5.105	0.078	Not apparent
The evaluator will listen attentively, and with an open mind to my different opinions during my evaluation	1.807	0.405	Not apparent t
The evaluator will consider my real work performance when evaluate me	5.882	0.053	Not apparent

The evaluator does my annual evaluation based on his own personal and subjective impressions	4.261	0.119	Not apparent
The evaluator will consider my every day behavior when evaluating me	7.988	0.018	Apparent
the evaluator will give me some suggestions for future in service-train during my evaluation	2.995	0.224	Not apparent
the evaluator will give some directions on service-improvement during my evaluation	1.612	0.447	Not apparent
the evaluation procedure implemented for subordinates is fair.	11.148	0.004	Apparent
feel satisfied with evaluation procedure implemented for subordinates	6.666	0.036	Apparent
feel satisfied with the result of evaluation system implemented for subordinates	18.452	0.000	Apparent
the result of the evaluation system implemented for subordinates is not proportionate to my efforts	15.798	0.000	Apparent
the result of the evaluation system implemented for subordinates allows me to work better	6.351	0.042	Apparent
my effort is more than reward I have received	3.306	0.191	Not apparent

Form4-1-5-22

The Crosstab in the question of 「*the result of the evaluation system implemented for subordinates is not proportionate to my efforts.*」 in term of different generation

			agree	No comment	disagree	Total
Different generation	under30years	Count	10	22		32
		% within generation	31.30%	68.80%		100.00%
	31-40years	Count	30	39	14	83
		% within generation	36.10%	47.00%	16.90%	100.00%
	over41years	Count	20	43	22	85
		% within generation	23.50%	50.60%	25.90%	100.00%
Total		Count	60	104	36	200
		% within generation	30.00%	52.00%	18.00%	100.00%

Form4-1-5-23

The Crosstab in the question of 「*Considering my diligence, I feel the evaluation result I have received is fair.*」 in term of different seniority

			agree	No comment	disagree	Total
Different seniority	under10years	Count	20	19	4	43
		% within seniority	46.50%	44.20%	9.30%	100.00%
	11-20years	Count	41	34	22	97
		% within seniority	42.30%	35.10%	22.70%	100.00%
	over21years	Count	36	20	4	60
		% within seniority	60.00%	33.30%	6.70%	100.00%
Total		Count	97	73	30	200
		% within seniority	48.50%	36.50%	15.00%	100.00%

Form4-1-5-24

The Crosstab in the question of 「*Considering my diligence, I feel the evaluation result I have received is fair.*」 in term of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	40	14	3	57
		% within ranking	70.20%	24.60%	5.30%	100.00%
	low	Count	57	59	27	143
		% within ranking	39.30%	41.30%	18.90%	100.00%
Total		Count	97	73	30	200
		% within ranking	48.50%	36.50%	15.00%	100.00%

Form4-1-5-25

The Crosstab in the question of 「*Considering my degree of duty, I feel the evaluation result I have received is fair.*」 in terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	38	17	2	57
		% within ranking	66.70%	29.80%	3.50%	100.00%
	low	Count	57	63	23	143
		% within ranking	39.90%	44.00%	16.10%	100.00%
Total		Count	95	80	25	200
		% within ranking	47.50%	40.00%	12.50%	100.00%

Form4-1-5-26

The Crosstab in the question of 「Considering my work pressure, I feel the evaluation result I have received is fair.」 in terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	35	15	7	57
		% within ranking	66.70%	26.30%	12.30%	100.00%
	low	Count	53	65	25	143
		% within ranking	39.90%	45.50%	17.50%	100.00%
Total		Count	88	80	32	200
		% within ranking	44.00%	40.00%	16.00%	100.00%

Form4-1-5-27

The Crosstab in the question of 「Considering my achievement, I feel evaluation result I have received is fair.」 in terms of different ranking

			agree	No comment	disagree	Total
different ranking	Mid-high	Count	39	14	4	57
		% within ranking	68.40%	24.60%	7.00%	100.00%
	low	Count	62	55	26	143
		% within ranking	43.40%	38.50%	18.20%	100.00%
Total		Count	101	69	30	200
		% within ranking	50.50%	34.50%	15.00%	100.00%

Form4-1-5-28

The Crosstab in the question of 「Generally speaking, I feel my evaluation result I have received is fair.」 in terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	40	15	2	57
		% within ranking	70.20%	26.30%	3.50%	100.00%
	low	Count	57	60	26	143
		% within ranking	39.90%	42.00%	18.20%	100.00%
Total		Count	97	75	28	200
		% within ranking	48.50%	37.50%	14.00%	100.00%

Form4-1-5-29

The Crosstab in the question of 「Generally speaking, I feel satisfied with evaluation result I have received.」 in terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	40	13	4	57
		% within ranking	70.20%	22.80%	7.00%	100.00%
	low	Count	60	58	25	143
		% within ranking	42.00%	40.60%	17.50%	100.00%
Total		Count	100	71	29	200
		% within ranking	50.00%	35.50%	14.50%	100.00%

Form4-1-5-30

The Crosstab in the question of *「The evaluator will consider my every day behavior when evaluating me.」* in terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	34	18	5	57
		% within ranking	59.60%	31.60%	8.80%	100.00%
	low	Count	54	72	17	143
		% within ranking	37.80%	50.30%	11.90%	100.00%
Total		Count	88	90	22	200
		% within ranking	44.00%	45.00%	11.00%	100.00%

Form4-1-5-31

The Crosstab in the question of *「I think the evaluation procedure implemented for subordinates is fair.」* in terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	28	22	7	57
		% within ranking	49.10%	38.60%	12.30%	100.00%
	low	Count	36	74	33	143
		% within ranking	25.20%	51.70%	23.10%	100.00%
Total		Count	64	96	40	200
		% within ranking	32.00%	48.00%	20.00%	100.00%

Form4-1-5-32

The Crosstab in the question of *「I feel satisfied with evaluation procedure implemented for subordinates.」* in terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	23	25	9	57
		% within ranking	40.40%	43.90%	15.80%	100.00%
	low	Count	32	79	32	143
		% within ranking	22.40%	55.20%	22.40%	100.00%
Total		Count	55	104	41	200
		% within ranking	27.50%	52.00%	20.50%	100.00%

Form4-1-5-33

The Crosstab in the question of *「I feel satisfied with the result of evaluation system implemented for subordinates.」* in terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	30	19	8	57
		% within ranking	52.60%	33.30%	14.00%	100.00%
	low	Count	31	81	31	143
		% within ranking	21.70%	56.60%	21.70%	100.00%
Total		Count	61	100	39	200
		% within ranking	30.50%	50.00%	19.50%	100.00%

Form4-1-5-34

The Crosstab in the question of *「I feel that the result of the evaluation system implemented for subordinates is not proportionate to my efforts.」* in the terms of different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	14	23	20	57
		% within ranking	24.60%	40.40%	35.10%	100.00%
	low	Count	46	81	16	143
		% within ranking	32.20%	56.60%	11.20%	100.00%
Total		Count	60	104	36	200
		% within ranking	30.00%	52.00%	18.00%	100.00%

Form4-1-5-35

The Crosstab in the question of *「I feel that the result of the evaluation system implemented for subordinates allows me to work better.」* in the terms different ranking

			agree	No comment	disagree	Total
Different ranking	Mid-high	Count	27	24	6	57
		% within ranking	47.40%	42.10%	10.50%	100.00%
	low	Count	41	82	20	143
		% within ranking	28.70%	57.30%	14.00%	100.00%
Total		Count	68	106	26	200
		% within ranking	34.00%	53.00%	13.00%	100.00%

4.1.6. Brief summary:

For this research we used a chi-square test to analyze data for the categories of different generations, service seniority and ranking position and dealt with three dimensions: 「 **implementation of evaluation system** 」 , 「 **implementation of reward-punishment system** 」 ,and 「 **as a motivational concept to measure** 」

1. In the dimension of 「 **implementation of evaluation system** 」, different generations of police in terms of the question 「 *You think that the current evaluation system is just, a mere formality.* 」 showed an apparent.

Further analysis indicated that 54.2% of those who are between 31-40 years and 46.9% of those who are under 30 years think the current evaluation system is just a mere formality. On the contrary, only 25.9% of those who are over 41 think the same.

Further analysis of the different seniority of service in terms of the dimension of 「 **implementation of evaluation system** 」 , and the result of chi-square test for the question: 「 *In my department, I feel satisfied with the objectivity of evaluation result.* 」 showed a competence apparent.

Further from the analysis, 40.2% of those who have seniority service of between 11-20 years, feel satisfied with the objectivity of evaluation result while 53.3% of those who have seniority service over 20 years feel satisfied. The data indicates that the higher seniority of service a respondent has, the more satisfied he/she is with evaluation results.

2. For different ranking positions, we dealt with the dimension of 「 **implementation of the evaluation system** 」 , and looked at the following questions 「 *I feel satisfied with standards of annual evaluation in terms of work performance, moral,*

knowledge, and ability.」, 「*In my department, I feel satisfied with the objectivity of evaluation result.*」, 「*I feel satisfied with the current process of evaluation.*」, 「*I feel satisfied with the current evaluation system*」, 「*I feel that the current evaluation system has already played a role in Promotion by Performance Rating and Promotion by Pay Rating.*」, 「*I feel that the current evaluation system has already played a role in Performance Pay.*」 and 「*You think that the way of assessment in the current evaluation system, is more favorable to those who flatter their evaluator, than those who actually have more reward points.*」, which all showed a chi-square result that presented a competence apparent of ($P < 0.05$).

In short, the above statistics indicate that low ranking officers show less satisfaction than the middle-to-high ranking officers for five questions, including 「*I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability.*」 etc.

Only in terms of one question, 「*You think that the way of assessment in the current evaluation system, is more favorable to those who flatter their evaluator, than those who actually have more reward points.*」, did the low-ranking officers show more satisfaction than the middle-to-high ranking officers.

3. In the dimension 「**implementation of rewards and punishments**」, statistical analysis indicated that the result of the chi-square presented a competence apparent.

In terms of the question 「*You think if you do not get any reward, you would not have any motivation to work better*」, the chi-square showed an apparent for the categories of generation, seniority and ranking position.

In the categories of generation, analytical data showed that 24.1% of those between the ages of 31-40 feel that if they do not get any reward, they would not have any motivation to work better while only 16.5% of those under 41 felt the same.

Moreover, in the categories of seniority service, analytical data indicated 23.7% of those who have senior service between 11-20 years feel if they do not get any rewards, they will not have any motivation to work better, while this view was shared by only 13.35% of those who have seniority service over 21 years. The difference between the two groups is 10.4%.

As for the category of ranking position, analytical data indicated that 21.01% of low ranking officers feel that if they do not get any rewards they will not have any motivation to work better, while 17.5% of middle-high ranking officers agreed with this viewpoint.

Above analysis indicated that low level officers in the 30-40 age group with a seniority service of between 11-20 years agreed that if they did not get any rewards, they would not have any motivation to work better -- this result is more negative in motivational concept.

4. For 「**as a motivational concept to measure**」, statistical analysis indicated that the result of the chi-square presented the competence apparent in term of the result of the evaluation system implemented for subordinates and is not proportionate to subordinates' efforts from different generation.

Upon further analysis, 36.1% of those who belong to the group (31-40) felt the result of the evaluation system implemented for subordinates is not proportionate to their efforts while only 23.5% of those who are over 41 felt the same way. This presented a difference of concepts for different generations.

5. In the part of 「**as a motivational concept to measure**」, the result of chi-square presented a competence apparent for the question of *Considering my diligence, I feel the evaluation result I have received is fair* in terms of different seniority service. Further analysis showed, 42.3% of those who have seniority service between 11-20 years considered their diligence and felt the evaluation results they

have received were fair, while 60% of those with more than 21 years of seniority service felt this way. The seniority service difference between two groups is 17.7%.

6. For 「**as a motivational concept to measure**」, statistical analysis indicated that the result of chi-square presented the competence apparent in 11 questions of *Considering my diligence, I feel the evaluation result I have received is fair, etc* . Upon further analysis, most of those who are low level officers showed less satisfaction than most of middle-to-high officers in 5 questions of *Considering my diligence, I feel the evaluation result I have received is fair, etc*; On the contrary, most of those who are low level officers showed more satisfaction than most of middle-to-high officers in the question of *The result of the evaluation system implemented for subordinates is not proportionate to my efforts*.

4.2. The Hung Kong City Police Department

4.2.1. Personal Information analysis of sample:

For the gender part, males accounted for 84.0% of the respondents. It is representative of the proportion of the population structure, which shows the majority of police members at present are male.

In the age proportion, respondents between the ages of 41-50 are the most represented group and accounts for 50%. The second largest group is in the age group between 31-40 years old, which accounts for 34.0%. Members over 60 years of age represent the smallest group and accounts for only 2%. Almost of all respondents are married (94%), and only 6% are unmarried.

In terms of position of rank, the most represented group is Constable³⁹, 32% of those who ranks in Senior Police Constable [SPC] while 20% of Constable [PC]. Moreover, Senior Inspector of Police [SIP] accounts for 12% of the total sample. In short, low-level police officers (ranks Station Sergeant [SSGT], Sergeant [SGT], Senior Police Constable [SPC], Constable [PC]) account for 38 persons, which represents 76% of the total number. There are 12 middle-to-high level officers and they account for 24% of the total number.

The majority of respondents (64%) are secondary school graduates. Those who have college degrees, make up 20%. Undergraduate degree accounted for 14%.

For seniority in terms of years in service, those who have served between 11-15 years, and those between 21-25 years, each account for 22% respectively (total 44%), which is also the highest. Those who have been in the police force for 16-20 years ranked second at 20.0%. Respondents who served less than 10 years only accounted for 20%.

³⁹ Nicole Constable, "Sexuality and Discipline among Filipina Domestic Workers in Hong Kong" *American Ethnologist*, Vol. 24, No. 3, (Aug 1997) pp. 539-58.

Research further showed that in terms of seniority those who have seniority under 10 years account for 20%; 11-20 years (42%); and over 21 years (38%). The director positions make up 34%.

In terms of current position of seniority, the respondents who have served less than three years represent 32% of the total. Those who served 21-25 years accounted for 24%. Those who served between 6-10 years, and those between 11-15 years, each account for 14% respectively. (total 28%) Those who received records for rewards or punishments in the past three years totaled 52% of respondents.

Form4-2 Sample analysis of Hong Kong City Police Department

Basic item	Classification	Times	Proportion
Gender	Male	42	84%
	Female	8	16%
Age	18-25 years	0	0%
	26~30 years	2	4%
	31~40 years	17	34%
	41-50 years	25	50%
	51-60 years	5	10%
	Over 60 years	1	2%
Education degree	Secondary School	32	64%
	College	10	20%
	Undergraduate	7	14%
	Postgraduate	1	2%
Position	director	17	34%
	assistant	33	66%
Seniority service	Below 3 years	2	4%
	3~5 years	2	4%
	6~10 years	6	12%
	11~15 years	11	22%
	16-20 years	10	20%
	21-25 years	11	22%
	26-30 years	8	16%
	Over 31 years	0	0%

Basic item	Classification	Times	Proportion
Ranking position	Senior Superintendent of Police	0	0
	Superintendent of Police	1	2
	Chief Inspector of Police	3	6
	Senior Inspector of Police	6	12
	Inspector of Police	1	2
	Probationary Inspector of Police	1	2
	Station Sergeant	0	0
	Sergeant	10	20
	Senior Police Constable	16	32
	Constable	12	24
Marital status	Unmarried	3	6
	Married	47	94
	Other	0	0
Seniority of current position	under3years	16	32
	3~5 years	3	6
	6~10 years	7	14
	11~15 years	7	14
	16-20 years	4	8
	21-25 years	12	24
	26-30 years	1	2
	Over 31 years	0	0
Records (rewards or punishments) in past three years	Yes	24	48
	no	26	52

To measure the satisfaction of the evaluation system in the Hong Kong City Police Department, the questionnaire is divided into three major dimensions: 「**implementation of evaluation system**」, 「**implementation of rewards and punishments**」 and 「**as a motivational concept to measure**」. From the results following the analysis of the questionnaire, we can make the following preliminary analysis:

4.2.2, implementation of evaluation system:

In this part, we'll measure satisfaction with 13 questions including (*I feel satisfied with standards of annual evaluation in terms of basic regulation. In my department, I feel satisfied with the objectivity of evaluation result. I feel satisfied with the current process of evaluation. etc.*)

The result of this part indicated that the high level satisfaction of respondents is with

1. *I feel satisfied with standards of annual evaluation in terms of basic regulation. (90.0%);*
2. *I feel satisfied with the objectivity of evaluation result. (82.0%);*
3. *I feel satisfied with the objectivity of evaluation result. I feel satisfied with the current process of evaluation. (82.0%);*

Comparing with those questions which indicated a low level of satisfaction which are;

1. *I feel that the current evaluation system has already played a role in overcoming shortcomings of employee. (36.0%);*
2. *I think that evaluation results can encourage working morale. (44.0%);*
3. *I feel that the current evaluation system has already played a role in finding good points of employee. (46.0%).*

The analytical results are as follows:

A1. *I feel satisfied with standards of annual evaluation in terms of basic regulation.*

--analysis: 90% respondents who serves in the Hong Kong Police Department feel satisfied while 2% feel dissatisfied.

	Frequency	Percent (%)
Strongly agree	10	20
Agree	35	70
Neither agree nor disagree	4	8
Disagree	1	2
Strongly disagree	0	0
Total	50	100

A2. *In my department, I feel satisfied with the objectivity of evaluation result.*

--analysis: 82% of respondents who serve in the Hong Kong City Police Department feel satisfied.

	Frequency	Percent (%)
Strongly agree	6	12
Agree	35	70
Neither agree nor disagree	7	14
Disagree	2	4
Strongly disagree	0	0
Total	50	100

A3. *I feel satisfied with the current process of evaluation.*

--analysis: 80% of respondents who serve in the Hong Kong City Police Department feel satisfied.

	Frequency	Percent (%)
Strongly agree	6	12
Agree	34	68
Neither agree nor disagree	8	16
Disagree	2	4
Strongly disagree	0	0
Total	50	100

A4. I feel satisfied with the current evaluation system

--analysis: 82% of respondents who serve in the Hong Kong City Police Department feel satisfied.

	Frequency	Percent (%)
Strongly agree	7	14
Agree	34	68
Neither agree nor disagree	5	10
Disagree	4	8
Strongly disagree	0	0
Total	50	100

A5 I feel that the current evaluation system has already played a role in finding good points of employee.

--analysis: 46% of respondents who serve in the Hong Kong City Police Department agree in this regard while 30% disagree.

	Frequency	Percent (%)
Strongly agree	4	8
Agree	19	38
Neither agree nor disagree	12	24
Disagree	15	30
Strongly disagree	0	0
Total	50	100

A6. *I feel that the current evaluation system has already played a role in overcoming shortcomings of employee.*

--analysis: 36% of respondents who serve in the Hong Kong City Police Department agree, while the same percent disagree.

	Frequency	Percent (%)
Strongly agree	2	4
Agree	16	32
Neither agree nor disagree	14	28
Disagree	18	36
Strongly disagree	0	0
Total	50	100

A7. *I feel that the current evaluation system has already played a role in Individual Transfers.*

--analysis: 52% of respondents who serve in the Hong Kong City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	2	4
Agree	24	48
Neither agree nor disagree	11	22
Disagree	13	26
Strongly disagree	0	0
Total	50	100

A8. *I feel that the current evaluation system has already played a role in comparing with personal performance and potential in the same ranking position.*

--analysis: 56% of respondents who serve in the Hong Kong City Police Department agree with above point.

	Frequency	Percent (%)
Strongly agree	2	4
Agree	26	52
Neither agree nor disagree	10	20
Disagree	12	24
Strongly disagree	0	0
Total	50	100

A9. *You think that the current evaluation system is just a mere formality.*

--analysis: 34%of respondents who serve in the Hong Kong City Police Department accept this view while 36% of respondents are neutral and 30% of respondents disagree.

	Frequency	Percent (%)
Strongly agree	2	4
Agree	15	30
Neither agree nor disagree	18	36
Disagree	15	30
Strongly disagree	0	0
Total	50	100

A10. *I feel that the current evaluation system can give an exact evaluation of job performance.*

--analysis: 52%of respondents who serve in the Hong Kong City Police Department agree in this regard.

	Frequency	Percent (%)
Strongly agree	0	0
Agree	26	52
Neither agree nor disagree	11	22
Disagree	11	22
Strongly disagree	2	4
Total	50	100

A11. *I think that evaluation results can encourage working morale.*

--analysis: 44% of respondents who serve in the Hong Kong City Police Department support this opinion while 26% of respondents are negative about this issue.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	21	42
Neither agree nor disagree	15	30
Disagree	13	26
Strongly disagree	0	0
Total	50	100

A12. *After the evaluation results are released, I experience failure and disappointment.*

--analysis: 26% of respondents who serve in the Hong Kong City Police Department agree with above statement, but it is worthy to note that 38% of respondents neither agree nor disagree with this.

	Frequency	Percent (%)
Strongly agree	0	0
Agree	13	26
Neither agree nor disagree	19	38
Disagree	17	34
Strongly disagree	1	2
Total	50	100

A13. *You think that the way of assessment in the current evaluation system, is more favorable to those who flatter their evaluator, than those who actually have more reward points.*

--analysis: 44% of respondents who serve in the Hong Kong City Police Department support this opinion while only 24% oppose it.

	Frequency	Percent (%)
Strongly agree	4	8
Agree	18	36
Neither agree nor disagree	16	32
Disagree	11	22
Strongly disagree	1	2
Total	50	100

4.2.3. Implementation of rewards and punishments

In this part, we'll measure satisfaction with 6 questions including (*I feel that the system of rewards and punishments is in accordance with the actor's contribution and wrongdoing. I feel satisfied with the system of rewards and punishments. I feel satisfied with the standards of the system of rewards and punishments, etc.*)

The result of this part indicated that the highest satisfaction of respondents

is with:

1. *I feel satisfied with the system of rewards and punishments.*(66%);
2. *I feel that the system of rewards and punishments is in accordance with the actor's contribution and wrongdoing.* (64%);
3. *I feel satisfied with the standards of the system of rewards and punishments.* (50%)

Compared with those questions indicating low satisfaction, of which the lowest satisfaction is with *In my department, I think the rewards are more than the punishments.* (38%)

The analysis of these questions is as follows:

B1. *I feel that the system of rewards and punishments is accordance with the actor's contribution and wrongdoing.*

--analysis: 64% of respondents who serve in the Hong Kong City Police Department agree with this while 22% disagree.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	31	62
Neither agree nor disagree	7	14
Disagree	11	22
Strongly disagree	0	0
Total	50	100

B2. *I feel satisfied with the system of rewards and punishments.*

--analysis: 66%of respondents who serves in the Hong Kong City Police Department feel satisfied.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	32	64
Neither agree nor disagree	6	12
Disagree	11	22
Strongly disagree	0	0
Total	50	100

B3. *I feel satisfied with the standards of the system of rewards and punishments.*

--analysis: 50% of respondents who serve in the Hong Kong City Police Department support this opinion.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	24	48
Neither agree nor disagree	10	20
Disagree	14	28
Strongly disagree	1	2
Total	50	100

B4. *In my department, I think these of rewards are more than punishments.*

--analysis: 38% of respondents who serve in the Hong Kong City Police Department agree with above point. Some respondents said that there is a lack of rewards and punishments for members of the logistic units specifically and policemen in the police force in general. Some respondents also thought that every work position needs someone to work in it, but some positions are more difficult to be rewarded, but it does not therefore mean that one's work performance is bad. The records of rewards should be a reference of personal

merit reports with a personal contribution or response from a superior and a file to be covered and examined by an upper line superior. Every stage and process of appeal must be investigated and judged, before a final decision can be made. In terms of procedure, there should be a detailed record.

	Frequency	Percent (%)
Strongly agree	3	6
Agree	16	32
Neither agree nor disagree	15	30
Disagree	15	30
Strongly disagree	1	2
Total	50	100

B5. *According to my record of rewards and punishments, I feel satisfied with that the rewards and punishments match my performance.*

--analysis: 48% of respondents who serve in the Hong Kong City Police Department feel satisfied.

	Frequency	Percent (%)
Strongly agree	5	10
Agree	19	38
Neither agree nor disagree	12	24
Disagree	13	26
Strongly disagree	1	2
Total	50	100

B6. *You think if you do not get any reward, you would not have any motivation to work better.*

--analysis: only 14 % of respondents who serve in the Hong Kong City Police

Department support this opinion while 68% oppose it.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	6	12
Neither agree nor disagree	9	18
Disagree	23	46
Strongly disagree	11	22
Total	50	100

4.2.4. As a motivational concept to measure

In this part, we'll measure satisfaction with 20 questions including (*Considering my diligence, I feel the evaluation result I have received is fair. Generally speaking, I feel my evaluation result I have received is fair. In the process evaluation, I have opportunity to express my opinion. The evaluator will consider my real work performance when evaluate me, etc.*) and as a motivational concept to measure.

The result of this part indicated that the highest satisfaction of respondent is with

1. *Considering my diligence, I feel the evaluation result I have received is fair.* (76%);
2. *Considering my degree of duty, I feel the evaluation result I have received is fair.* (76%);
3. *Considering my work pressure, I feel evaluation result I have received is fair.* (68%)

Compared with those questions which present a low satisfaction, of which the lowest satisfaction is with:

1. *The evaluator will listen attentively, and with an open mind to my different opinions*

during my evaluation.(34%)

2. In the process evaluation, I have opportunity to express my opinion. (38%)

The analytical figures of these questions are the following:

C1. Considering my diligence, I feel the evaluation result I have received is fair.

--analytical figures show: respondents who serve in the Hong Kong City Police Department who feel satisfied make up 76%.

	Frequency	Percent (%)
Strongly agree	9	18
Agree	29	58
Neither agree nor disagree	6	12
Disagree	5	10
Strongly disagree	1	2
Total	50	100

C2. Considering my degree of duty, I feel the evaluation result I have received is fair.

--analysis: 76% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	3	6
Agree	35	70
Neither agree nor disagree	4	8
Disagree	6	12
Strongly disagree	2	4
Total	50	100

C3. *Considering my work pressure, I feel evaluation result I have received is fair.*

--analysis: 68% of respondents who serve in the Hong Kong City Police Department agree in this regard.

	Frequency	Percent (%)
Strongly agree	3	6
Agree	31	62
Neither agree nor disagree	7	14
Disagree	7	14
Strongly disagree	2	4
Total	50	100

C4. *Considering my achievement, I feel the evaluation result I have received is fair.*

--analysis: 70% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	4	8
Agree	31	62
Neither agree nor disagree	8	16
Disagree	5	10
Strongly disagree	2	4
Total	50	100

C5. *Generally speaking, I feel my evaluation result I have received is fair.*

--analysis: 76% of respondents who serve in the Hong Kong City Police Department support this opinion.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	37	74
Neither agree nor disagree	7	14
Disagree	3	6
Strongly disagree	2	4
Total	50	100

C6. Generally speaking, I feel satisfied with the evaluation result I have received.

--analysis: 70% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	34	68
Neither agree nor disagree	9	18
Disagree	5	10
Strongly disagree	1	2
Total	50	100

C7. In the process of evaluation, I have an opportunity to express my opinion,

--analysis: 38% of respondents who serve in the Hong Kong City Police Department agree with the above point

	Frequency	Percent (%)
Strongly agree	2	4
Agree	17	34
Neither agree nor disagree	11	22
Disagree	19	38
Strongly disagree	1	2
Total	50	100

C8. *In the process of evaluation, I have an opportunity to participate, object or appeal.*

--analysis: 62% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	5	10
Agree	26	52
Neither agree nor disagree	9	18
Disagree	8	16
Strongly disagree	2	4
Total	50	100

C9. *The evaluator will listen attentively, and with an open mind to my different opinions during my evaluation.*

--analysis: only 34% of respondents who serve in the Hong Kong City Police Department support this opinion while the majority responded negatively.

Some respondents indicate that most evaluators have their own personal and subjective impressions while assessing, failing to observe the staff's behavior and real work performance in an all-round way.

	Frequency	Percent (%)
Strongly agree	4	8
Agree	13	26
Neither agree nor disagree	10	20
Disagree	23	46
Strongly disagree	0	0
Total	50	100

C10.*The evaluator will consider my real work performance when evaluating me.*

--analysis: 72% of respondents who serve in the Hong Kong City Police Department agree in this regard.

	Frequency	Percent (%)
Strongly agree	5	10
Agree	31	62
Neither agree nor disagree	10	20
Disagree	4	8
Strongly disagree	0	0
Total	50	100

C11.*The evaluator does my annual evaluation based on his own personal and subjective impressions.*

--analytical figures show that 54% of respondents who serve in the Hong Kong Taipei City Police Department support this opinion.

	Frequency	Percent (%)
Strongly agree	6	12
Agree	21	42
Neither agree nor disagree	12	24
Disagree	7	14
Strongly disagree	4	8
Total	50	100

C12.*The evaluator will consider my every day behavior when evaluating me.*

--analysis: 74%.of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	3	6
Agree	34	68
Neither agree nor disagree	8	16
Disagree	5	10
Strongly disagree	0	0
Total	50	100

C13. *I think that the evaluator will give me some suggestions for future in service-training during my evaluation.*

--analysis: 54% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	3	6
Agree	24	48
Neither agree nor disagree	14	28
Disagree	9	18
Strongly disagree	0	0
Total	50	100

C14. *I think that the evaluator will give some directions on service-improvement during my evaluation.*

--analysis: 52%.of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	25	50
Neither agree nor disagree	17	34
Disagree	7	14
Strongly disagree	0	0
Total	50	100

C15. *I think the evaluation procedure implemented for subordinates is fair.*

--analysis: 54% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	2	4
Agree	25	50
Neither agree nor disagree	18	36
Disagree	4	8
Strongly disagree	1	2
Total	50	100

C16. *I feel satisfied with evaluation procedure implemented for subordinates.*

--analysis: 56%.of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	1	2
Agree	27	54
Neither agree nor disagree	15	30
Disagree	6	12
Strongly disagree	1	2
Total	50	100

C17. *I feel satisfied with the result of evaluation system implemented for subordinates.*

--analysis: 58% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	2	4
Agree	27	54
Neither agree nor disagree	14	28
Disagree	6	12
Strongly disagree	1	2
Total	50	100

C18. *I feel that the result of the evaluation system implemented for subordinates is not proportionate to my efforts.*

--analysis: only 24% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	2	4
Agree	10	20
Neither agree nor disagree	20	40
Disagree	14	28
Strongly disagree	4	8
Total	50	100

C19. *I feel that the result of the evaluation system implemented for subordinates allows me to work better.*

--analysis: 54.0%.of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	0	0
Agree	27	54
Neither agree nor disagree	16	32
Disagree	6	12
Strongly disagree	1	2
Total	50	100

C20. I feel that my effort is more than the reward I have received.

--analysis: 62% of respondents who serve in the Hong Kong City Police Department agree with the above point.

	Frequency	Percent (%)
Strongly agree	7	14
Agree	24	48
Neither agree nor disagree	12	24
Disagree	3	6
Strongly disagree	4	8
Total	50	100

4.2.5. Brief summary:

To measure the satisfaction of the evaluation system in the Hong Kong City Police Department, the questionnaire is divided into three major dimensions: 「**implementation of evaluation system**」, 「**implementation of rewards and punishments**」 and 「**as a motivational concept to measure**」. From the results following the analysis of the questionnaire, we can make the following preliminary conclusions:

First, in the 「**implementation of evaluation system**」 part, according to the statistical analyses, 90% police who serve in the Hong Kong City Police Department feel satisfaction with the question of 「*I feel satisfied with standards of annual evaluation in terms of basic regulation.*」, compared with 56.0 % of police who serve in the Taipei City Police Department feel satisfaction with the question of 「*I feel satisfied with standards of annual evaluation in terms of work performance, moral, knowledge, and ability.*」. The above mentioned indicate that both sides have shown the most satisfaction with this issue. But some respondents further indicated that some issues, in their evaluation system, are too abstract⁴⁰ to be useful for their team or unit, and there is still space for improvement in the evaluation system. Another respondent also suggested that the opinions in the evaluation should be assessed according to or refer to some incident and should not be based on the evaluator's personal and subjective impressions.

In the function of the “current evaluation system” issue, 56.0 % of respondents *feel that the current evaluation system has already played a role in comparing personal performance and potential in the same ranking position.*

I feel that the current evaluation system has already played a role in Individual Transfers was supported by 52% of respondents; *I feel that the current evaluation system has already played a role in finding the good points of employees* got 39.5% of support; *I feel that the current evaluation system has already played a role in overcoming shortcomings of employees* got the lowest support at 36%.

Moreover, when comparing with those questions in terms of 「*the objectivity of evaluation result*」, 「*the current process of evaluation*」 and 「*the current evaluation system*」, we find that 「*the objectivity of evaluation result*」 got the

⁴⁰ Robert Davison, “GSS and action research in the Hong Kong police” *Information Technology and People*, Vol. 14, Issue. 1,(Mar 2001) pp.60-77.

highest score at 82% ; 「the current evaluation system」 got 82% ; 「the current process of evaluation」 got the lowest at only 80%. The obvious reason for the high satisfaction of the current evaluation system as taken from respondent's opinions is that the current evaluation system is fair, so the whole evaluation process satisfies them. But some respondents have suggested the following:

1. Most evaluators have their own personal and subjective impressions while assessing, failing to observe the staff's behavior and real work performance in an all-round way.
2. The evaluators should understand the actual working situation of his subordinates while assessing, to ensure that the assessment is fair, and reflects staff members' work performance⁴¹.
3. The result⁴² of the evaluation system implemented for subordinates should have facts which would limit evaluator use of personal and subjective impressions, and the evaluators should also allow subordinates to accept or put forward opinions.
4. As long as there are some items which can't be calculated⁴³ in the course of assessing quantity, there will still be reports which are assessed in accordance with an evaluator's personal views, and which would not be just, fair and objective.
5. Because the result of the annual evaluation has a direct influence on employee's promotion, there are some abstracts items which should be improved. For example:

⁴¹ A. S. Huque and L. Vyas, "Expectations and performance: assessment of public service training in Hong Kong" *The International Journal of Human Resource Management*, Vol.19, Issue 1, (Jan 2008) pp. 188 – 204.

⁴² Irene Hau-siu Chow, "An Opinion Survey of Performance Appraisal Practices in Hong Kong and the People's Republic of China" *Asia Pacific Journal of Human Resources*, Vol. 32, No. 3, (Feb1995) pp. 67-79.

⁴³ M. W. E. Glautier, Brian Underdown, *Accounting Theory and Practice: theory and practice* (Hong Kong Pearson Education 2000) pp.234-48.

general impressions which are mostly personal impressions. It was suggested that some items that can be measured and assessed in the course of quantity should be added to the report.

Generally speaking, most respondents are satisfied with the evaluation system and feel deeply positive toward it.

Some respondents indicated: To ensure fairness in calculating real performance⁴⁴, the same functions of staff and the same degree of work should have the same standards, different functions of staff can't be compared during evaluations.

They are also in agreement with police members who serve in the Taipei City Department who put in a lot of effort, but who are unable to get an A assessment because the proportion is limited, that this is detrimental to morale.

Second, in the dimension 「 **implementation of reward-punishment system** 」, according to the statistical analyses, the level of satisfaction among police officers who serve in the Hong Kong City Police Department with the question *In my department, I think the rewards are more than the punishments* is only 38%. Comparing with those who serve in the Taipei City Police Department undertaker 30-40 praise in one year, there are more difficult to gain rewards.

Further analysis shows that 66% of respondents were satisfied with the implementation of the reward-punishment system while only 31.0% of respondents who serve in the Taipei City Police Department felt the same way. The difference between the two sides is 35%.

Third, in the dimension 「 **as a motivational concept to measure satisfaction** 」, the statistical analysis shows that most respondents who serve in the Hong Kong City Police Department *feel their evaluation results are fair* (76%),

⁴⁴ Tai, Benny Y.T. (2007) "Developing an Index of the Rule of Law: Sharing the Experience of Hong Kong," *Asian Journal of Comparative Law*, Vol. 2, Issue. 1, (Mar 2007), p. 4.

compared with only 50.5% of those who serve in the Taipei City Police Department, a difference of 25.5%

Regarding the equity issue, the four factors taken into consideration by the respondents include diligence, degree of duty, work pressure and achievement. These four factors were scored in the Hong Kong City Police department as follows:

1. 「*considering my diligence*」 76%;
2. 「*considering my degree of duty*」 76%;
3. 「*considering my achievement*」 70.%;
4. 「*considering my work pressure*」 68%;

Comparing with the Taipei City Police Department the results were as follows:

1. 「*considering my achievement*」 50.5%;
2. 「*considering my diligence*」 48.5%;
3. 「*considering my degree of duty*」 47.5%;
4. 「*considering my work pressure*」 44.0%.

These results indicate that most of the respondents on the Hong Kong side think that the current evaluation system is fair, so the whole evaluation process satisfies them, but more than half of the respondents on the Taipei side are negative.

It is worthy to note that respondents who serve in the Hong Kong Police department felt that evaluators evaluate based on their:

- *every day behavior* (74%)
- *my real work performance* (72%);

- *their own personal and subjective impressions. (54%).*

Also deserving some attention is the fact that 46.5% of respondents who serve in the Taipei Police Department felt that evaluators evaluate based on

- *their own personal and subjective impressions.(46.5%);*
- *my every day behavior (44.0%);*
- *my real work performance (39.5).*

Respondents felt that the evaluators should understand the actual working situation of their subordinates while assessing, to ensure that the assessment is fair, and reflects staff members' work performance. The evaluators should be unbiased in their evaluation, and should not be influenced by personal friendships or pressure from higher authorities. Most evaluators will assess good points and punish bad points while evaluating, avoiding their own impressions from playing a role in front of subordinates. As long as there are some items which can't be calculated in the course of accessing quantity, there will still be reports which are assessed in accordance with evaluators' personal views, and which would not be just, fair and objective.

In short, although the current evaluation system for the police is a set of improved mechanisms⁴⁵, it is still influenced by subjectivity or the personal judgments of the evaluators.

Regarding the evaluation procedure, further analysis shows that only 38% of respondents who serve in the Hong Kong Police Department felt that they have an

⁴⁵ King W. Chow, "Hong Kong public administration under stress: the significance and implications of management paradoxes" *International Journal of Public Administration*, Vol. 15, Issue 8, (Aug 1992) pp.1633 – 63.

opportunity to express their opinions during an evaluation, while 60% felt they have an opportunity to participate, object or appeal. Only 34 % agreed that the evaluator will listen to their opinions and with an open mind.

When comparing with respondents who serve in the Taipei City Police Department only 29.5% felt that they have an opportunity to express their opinions during an evaluation, while only 30% felt they have an opportunity to participate, object or appeal. Only 32.5 % agreed that the evaluator will listen to their opinions and with an open mind.

General speaking, the difference between the two sides are significant.

For the evaluation procedure, 56% who serve in the Hong Kong Police Department felt that the evaluation procedure⁴⁶ implemented for subordinates was fair while 58% said they were satisfied with the process. On the other side, only 32.0% who serve in the Taipei City Police Department felt that the evaluation procedure implemented for subordinates was fair while a low 27.5% said they were satisfied with the process. This is significant and indicates that respondents on the Hong Kong side believe there should be better communication between the subordinates and the evaluator, having practiced “goal management⁴⁷”, there should be goals expect accomplishment in a year period of time advance, and subordinates should further have an opportunity to communicate while being evaluated.

⁴⁶ Anthony B. L. Cheung, “Civil Service Reform in Post-1997 Hong Kong: Political Challenges, Managerial Responses?” *International Journal of Public Administration*, Vol. 24, Issue 9 (June 2001) , pp. 929 -950.

⁴⁷ Brian Brewer, “Performance Measures and Security Risk Management: a Hong Kong Example” *International Review of Administrative Sciences*, Vol. 70, No. 1, (2004) pp. 77-87.

4.3. The Shanghai City Police Department

4.3.1 Analysis of System and Question

The prime practical purpose is to compare the perceived conditions within the Chinese civil service system⁴⁸ with western theories of what constitutes satisfying work conditions. A further purpose is to suggest normative hypotheses about how these theories might be used to increase satisfaction with the evaluation system in the Chinese civil service organization. To test our suggested motivation mechanism, we conducted a survey using In-depth interview. Our research area is The Shanghai City Police Department.

The PRC Civil Service Law provides that performance evaluation should be conducted for all civil servants. The Law and related regulations set up specific requirements covering the types of performance evaluation, criteria and standards, organization and process of performance evaluation, and utilization of performance evaluation information for HRD (Human Resource Development) decision making.

Despite various constraints at especially rural precinct such as Chong-Ming Precinct, and the lack of financial resources, the rural precincts have made serious efforts to implement the Civil service Law, related regulations and practice. Progress has been made in translating central policy into implementation measures that fit, to varying degrees, local and regional circumstances.

Performance evaluations are widely conducted in the urban regions including the Pu-dong Precinct. Partly due to the regional diversity but also because of the lack of advanced knowledge and skills, the performance evaluation practices varies greatly in different areas in terms of seriousness, methodological soundness, objectiveness

⁴⁸ Steven E. Aufrecht, L Si Bun, "Reform with Chinese Characteristics: The Context of Chinese Civil Service Reform" *Public Administration Review*, Vol. 55, (Mar,1995) p.23.

and linking of results to HRD decisions. There appears to be no uniform or standardized approaches to individual performance evaluations for either category of employees.

4.3.2. In-depth interview response:

Place: the Eton Hotel Shanghai (No.535 Pudong Avenue Pudong New Area Shanghai)

Date: 2008, 4, 16.

1. Q: Do you feel that the system of rewards and punishments is accordance with the actor's contribution and wrongdoing?

A (C1): As we know, although the reward-punishment evaluation system exists in this society, it can't be used for the function of removing a staff member who performs very badly. The main reason is that in China personal relationships in traditional society are beyond any system.

2. Q: Do you feel satisfied with the objectivity of evaluation result in your department?

A (C2): According to employee opinion, an "excellent" assessment evaluation system⁴⁹ should not restrict the proportion of employees to be assessed on this level to only 15% of staff in a department, but this decision depends on superiors and could be very different or even go against the opinions of employees.

Q: Do you feel satisfied with the current evaluation system?

A (C3): Generally speaking, it is impossible or very difficult to find a fair evaluator to

⁴⁹ Caroline Haiyan Tong, Jeffrey D. Straussman, Walter D. Broadnax, "Civil service reform in the People's Republic of China: case studies of early implementation" *Public Administration and Development*, Vol. 19, Issue 2, (Jun 1999) pp. 193 – 206.

evaluate all employees, Of course, the evaluation system only promotes the evaluation function, but it is still far away from being a fair process.

Despite the specific requirements, performance evaluation processes are considered in a large number of cases to be ones that are not transparent and individual civil servants do not understand why they receive their respective rating. These performance evaluation process results, in a large number of cases, are subjective interpretations of individual performance by supervisors

Q: Generally speaking, do you feel your evaluation result you have received is fair?

A (C4): For most common employees who work hard, an “excellent” (A) assessment evaluation system should have a certain rationality which is reasonably fair, but if the proportion is not limited, a few staff members can also achieve an “excellent” assessment through other means, which will not be a fair evaluation.

Q: Do you feel that the current evaluation system can give an exact evaluating of job performance?

A (C5): The evaluation system should have a certain rationality. This situation often occurs in most organizations. One person who works in two different units will be evaluated by different evaluators. This will create different assessments for the same person, which might not reflect the same opinions.

Place: the Eton Hotel Shanghai (No.535 Pudong Avenue Pudong New Area Shanghai)

Date: 2008, 4, 17.

Q: Do you think that the current evaluation system is just a mere formality?

A (C6): If the annual bonus evaluation is applicable to all employees, it must be ensured that the ordinary evaluation will not just become a mere formality. In Chinese traditional culture, people are willing to do favors for others.

Q: Do you think that these of rewards are more than punishments in your department?

A (C7): Only the number of rewards has been lowered, but the number of punishments has not been lowered. A system cannot function if the rewards and punishments are not balanced. So, the authority concerned must consider carefully before implementing such a new measure that will affect the welfare of most employees.

Q: Do you feel satisfied with the objectivity of evaluation result in your department?

A (C8): Basically, any unit in an organization must be unique and professional and can't be replaced. Different units must be evaluated in different ways and if the merit-based performance evaluation system can achieve the goal to objectively encourage morale, it will be a good system.

The necessary connection between job descriptions and the system used to assess individual performance is, in some cases, weak. The heavy reliance on "key tasks and targets contract" as a base for performance evaluation provides flexibility but fails to cover systematically all aspects of responsibility and duty.

Due to the regional diversity, there does not appear to be standardized approaches to the assessment of employees in terms of standardized formats, weighting and assessment systems.

The evaluation of achievements tends to focus on inputs and compliance, and fails to pay due attention to outcomes and results.

A (C9): It goes without saying that there is no one evaluation system which is fair to everyone even if it is designed perfectly. If a staff member performs well the

whole year, but is evaluated proportionately, especially at a time when he/she just got a promotion or changed position during that year, there should be another way to give some extra bonus to him/her in a new system. It will also encourage staff morale.

A (C10): Generally to say, the “excellent” assessment proportion system relating to police members is unfair compared to other general civil staff because of the riskier and tougher work. But police are also part of the government, so if the “excellent” assessment proportion system is not sufficient, maybe police should be evaluated by means of other ways, for example to promote them according to risk pay and so on. The more the police are appreciated in the system, the more they will benefit to the society.

Place: the Eton Hotel Shanghai (No.535 Pudong Avenue Pudong New Area Shanghai)

Date: 2008, 4, 18.

Q: Do you have an opportunity to participate, object or appeal in the process of evaluation?

A (C11): First, the evaluator (leader) is assigned to do the evaluation but the evaluator doesn't actually listen to the opinion of the employees. The evaluator makes a decision, relying on his/her own likes or dislikes, as a result, it makes the current evaluation system a mere formality.

Second there are some units where the evaluator fears to offend subordinates, and would instead determine the candidates for an “excellent” assessment through popular vote. This results in some staff members, who have achieved a good performance to be dropped from the list of candidates because they are not as popular as some others who have not achieved such a good

performance.

Q: Do the evaluator will consider your real work performance when evaluate you?

A (C12): The result of the annual evaluation is based on three grades-- “excellent”, “competent” and “not competent.” According to the regulations of evaluation, the proportion of “excellent” grades where employees are to be assessed in their own department or unit should be limited to 10% of the total number of employees, and can not exceed 15 % of employees in that department. To accommodate big and small departments, the ordinary way of implementation of evaluation is that numbers of “excellent” grades is multiplied by 15% according to the actual number of people in each department to determine a quota for every department and unit. The phenomenon has produced two problems; first, no matter if employee work performance is good or bad, they are forced to accept this quota, and secondly where the quota may hurt those who work with enthusiasm.

A (C13): On the issue of the results of evaluations, there is not enough reward for those who get an “excellent” assessment, while on the other hand, the punishment is too heavy for those who get a “not competent” grade, and this influences the reasonability and the fairness of the evaluation system.

On many occasions, surveyed persons mentioned a phenomenon of a rotation of an “Excellent” rating among peers and they attributed this to the lack of due attention to performance evaluation, the vagueness of the criteria and defects in the process. Performance evaluation practices fail, in general, to provide sufficient incentives for high quality performers. In some cases, it even becomes a demoralizing and demotivating experience.

Q: Do you feel that the current evaluation system has already played a role in

Promotion by Performance Rating and Promotion by Pay Rating?

A (C14): There is actually no difference between Promotion, Promotion by Performance Rating and Promotion by Pay Rating and Performance bonuses for those who are assessed as “excellent” or “competent”.

4.3.3. Brief summary:

The research showed that the modified motivation theories could be used in the Chinese public departments and our created motivation mechanism could be used to improve the working efficiency in Chinese police department to push the department to a more advanced level.

Economic globalization produces a lot of negative influences, because the foundation of developing countries' economy, science and technology, and education does not match that of developed countries. Furthermore, it is very difficult to reach the ideal “win-win” strategy in strong comparative environment. Facing severe challenges, China will focus its attention on the improvement of comprehensive national strength to build a well-off society in an all-round way. In the two fields of human resources development⁵⁰ and public sector reform⁵¹, China draws on experience of new theories and fresh knowledge to create China's personnel management system, and improve some relative managerial systems and research the pilot government performance results evaluation.

Thanks to its clear recognition of the negative influences of economic globalization, the Chinese Government holds that although the positive and negative

⁵⁰FU Tao, “The Analysis of System Innovation on China's Resource Development” *Journal of Chongqing University of Science and Technology*, No. 1 (2007) pp. 42–43.

⁵¹ Hon S. Chan and Edward Li Suizhou, “Civil Service Law in the People's Republic of China: A Return to Cadre Personnel Management” *Public Administration Review*, Vol. 67, Issue 3, (May 2007) pp.383-98.

influences coexist, and favorable opportunities and severe challenges go hand in hand, yet the positive influences surpass the negative ones, and there are more favorable opportunities than severe challenges. The governments of developing countries, therefore, should enhance their confidence to guarantee the innovative development in human resources development and public sector reform in the context of economic globalization.

There are some institutional and technical obstacles to the effective use of performance evaluation for HRD decision making. This results in many cases, in the failure to link performance reward to promotion decisions as required by the Law. In the rural regions, the failure to establish promised incentives is also a problem. Training is mainly provided according to job types and ranks and there are lacks, in some cases, of systematic use of performance evaluation identify training needs. In addition, a large majority of dismissal decisions are made based on individual civil servants violation of laws or misconduct and it is seldom the case that an individual civil servant is dismissed purely for poor performance.

The in-depth interview shows that the completion rate of performance evaluation in the regional police department is uneven. This unevenness has negative impacts on the ability to use them as part of a rational and predictable set of tools for internal staffing and promotion and HR development in general. Likewise, the use of these performance evaluations to identify and trigger the planning of training is weakened by the inconsistent rate of completion. This view is not necessarily supported by official sources.

To enhance the evaluation system the following are suggested:

1. Promote the strategy of “Strengthening China with talented people⁵²,” draw on the

⁵²Bill K. P. Chou, “Civil Service Reform in China, 1993-2001: A Case of Implementation Failure” *China: An International Journal*, Vol. 2, No. 2, (Sep 2004) pp. 210-34.

- experience of new theories, new knowledge and new technologies to enhance the professional capacity of employees in training and education in public sector;
2. Formulate and perfect an incentive mechanism⁵³ for employees;
 3. Research corresponding coordinative systems to offer systematic support⁵⁴ for the merit system in public service sector;
 4. Research pilot⁵⁵ governmental performance results evaluation in the overall establishment of a response mechanism.
 5. That the link between performance evaluation of individual civil servants and organizational goals and performance, where required, be strengthened. This implies:
 - 5.1. Establishment of a set of results-oriented, objective, measurable organizational objectives based on an organizational mission, developed scientifically.
 - 5.2. The transfer of organizational objectives into individual objectives and performance targets in a systematic manner and with special attention to the internal links between individual performance targets and organizational objectives.
 - 5.3. Evaluation of individual performance based mainly on individuals' contributions to organizational goals so as to better demonstrate the special focus on "achievements".
 - 5.4. Linkage of individual performance to organizational performance in the utilization of performance evaluation information for HRD decisions. For example, units with a higher ratio of "Excellent" ratings may enjoy a higher

⁵³Malcolm Warner, *Human Resource Management in China Revisited*, (New York Routledge 2005) p. 279.

⁵⁴Tao-Chiu Lam and Hon S. Chan, "China's New Civil Service: What the Emperor Is Wearing and Why" *Public Administration Review*, Vol. 56, (1996) p. 175.

⁵⁵Jincheng Lee, "China's Human Resources Development and Public Sector Reform Facing Economic Globalization", *Institute of Administrative Science Ministry of Personnel of PRC*.

percentage of the total workforce with an “Excellent” performance evaluation.
Consequently, more individuals within that unit would be rewarded.