

Recruitment and Performance Appraisal Model Implemented Among Academician: Kolej Profesional MARA Seri Iskandar Perak

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ABSTRACT: Organised human resource planning help to reduce crisis such as having insufficient or to many workers. Method of attracting right people to apply jobs vacancies in the organization is called as recruitment, meanwhile selection is a step taken to choose the best candidates to fill in the available positions. Both steps are related with each other, how could an organization make a selection if there's no candidates applying for the jobs or the candidates apply doesn't suitable for the open positions. Reward either in form of financial or non-financial reinforcement could encourage workers to be in the higher levels of their productivity. Analysis of these elements in human resource management in Kolej Profesional MARA Seri Iskandar shown that there is a clear process and procedure upon recruitment and selecting lecturers for KPM. However, for performance appraisal for MARA staff there still room for improvement such as training managers on how to provide meaningful recognition, provide a variety of recognition programmes and periodically tracking the results of MARA recognition programmes. A reward is a form of recognition that increases workers productivity, and also to help retain existing lecturers from having the intention to leave MARA.

KEYWORDS: recruitment, selection, induction, performance appraisals, human resource management

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I. INTRODUCTION

Kolej Profesional MARA (KPM) offers diploma and semi-professional programmes. KPM curriculum is developed by the experts in the relevant fields. It is continuously improved to ensure KPM students are equipped with the latest knowledge and are prepared with career readiness for the current national industrial needs. Each KPM campus offers various facilities for the convenience and comfort of students. There is six campus of Kolej Profesional MARA in peninsular Malaysia that is KPM Beranang, KPM Ayer Molek, KPM Indera Mahkota, KPM Bandar Penawar, KPM Bandar Melaka and KPM Seri Iskandar. MARA education is divided into three categories which is Maktab Rendah Sains MARA (MRSM), Technical and vocational education and training (TVET) Education Institution and Higher Education. Kolej Profesional MARA is located under MARA Higher Education. Other institutes which is located under higher education is Kolej MARA (KM), Kolej Poly-tech MARA (KPTM), Kolej University Poly-tech MARA (KUPTM) and Kuala Lumpur (UniKL). Kolej Profesional MARA is formerly known as Institut Perdagangan MARA (IPM) and established in May 1977. Since its establishment until the end of July 1982, KPM is located at Level 2, Sing Hoe Motor Building, Jalan Ipoh, Kuala Lumpur. Initially for the first batch, KPM only has 100 students and 4 lectures. On the 1st of June 1998, KPMKL has moved to Beranang. Second KPM campus is opened in Malacca followed by KPM Indera Mahkota, Kuantan Pahang. The 4th KPM which is KPM Seri Iskandar which opened in January 2004. In year 2020 KPM Seri Iskandar (KPMSI) has 100 lecturer and 1600 students, the list of program offers in KPMSI is Diploma in International Business, Diploma in English Communication, Diploma in Marketing and Diploma in Business Information Technology.

Recruitment

Definition of recruitment is a process of inviting prospective staffs and inspiring them to apply job in our organization. This process is important to ensure we are hiring the right individuals for the right positions. Process of selecting the best potential candidates using a talent pool could benefits the organizations as the talent pool is increase, the lower the cost would be. Recruitment helps to increase the success rate of selection process by decreasing the number of qualifies job applicants as well as to help organization to identify and preparing job applicants by short listed the appropriate candidate for the positions. Staff recruitments planning for Kolej Profesional MARA (KPM) is being done by Bahagian Pendidikan Tinggi MARA, they shall identify the staff requirements base on the subject that need a lecturer. There a seven KPM in Malaysia and each institute offer a different course and subject. Staffing are also been plan according to the number of students enrolled at the institutes and on the lecturer's workloads. Recruitment criteria for lecturer could become cloudy if there is

absenteeism of a proper job analysis and no reliable information about the job description and employee specification for that specific institutes.

Selection and Induction

A process of choosing relevant individuals who is qualified to fill the positions in an organization is called as selection. Selection is an attempt to strike a well balance between the applicant working skills and organization recruitment requirements. Selecting the perfect employee is important for three main reasons that is to ensure organization performance, reduce cost and workers legal obligations. Employee with an excellent skill could perform effectively and thus help to improve the organizational performance that is why screening out undesirables' candidates and to choose better candidate could effectively contribute to organization success. Cost-benefits to recruit and hiring employees need to be considered in order to avoid unnecessary wastage of money and the valuable resources such as search fees, interviewing time, references checking, travel and moving expenses. There is also other costs that need to be considered for a bad hiring decision such as cost of mistakes, accidents and loss of customers due to incompetent employees, cost of lowered morale among employee's supervisor and co-workers who desperately need to rework the new employee mistakes or to take over his or her task, cost of defending claims of dismissal without just cause or excuse, upon employee dismissed and cost of recruiting and training a replacement (Aminuddin M, 2018). Process of choosing individuals having relevant qualifications, matching job requirements with the profile of the candidates and using tools and techniques in order to match candidate with suitable positions is the essentials of selection. The differences between recruitment and selection is recruitment refers to identifying and encouraging potential employees to apply for a position in the organization meanwhile selection is about selecting the right candidates from the pool of applicants.

The Process of Selection for Kolej Professional MARA

1. Application Online Form (<http://online05.mara.gov.my/vacancy3/>)
2. Selection Interview
3. Background investigation
4. Medical/Physical Examination
5. Final job offers

The final job offer to the employee usually is temporary post at least for six months until the new employee is been sent to an induction program which last for two weeks. Induction which are also called as orientation are define as introduction of a new employees to the organization, their work units, and their job scopes. An effective orientation program has an immediate and lasting impact on the new employee and would convey difference between his or her success and failure in the organization. Usually new employee receive induction from their co workers and from the organization. KPM induction started with the new lecturer is been brief about his or her job by the head of the department, for KPM Seri Iskandar right after the new employee meet with the directors of the institutes. The new employee then is being introduce to all the staff and to the subject matter experts that he or she need to teach for that semester. Subject matter experts are usually the co-workers that had been teaching the subject more than three years. After about six month or more, human resource of Majlis Amanah Rakyat (MARA) shall sent the new employee to an induction program which is call as Program Transformasi Minda (PTM). After the PTM is completed, new employee shall receive a job confirmation letter from MARA human resources.

The main objective of this PTM program is to:

1. Provide officers with exposure to national concepts, principles and philosophies of nation-building, government administration systems and basic rules of public service.
2. Cultivate the personalities, personalities and values of patriotism of employees to be more skilled and able to adapt in public service
3. Implementing the value of excellent work culture so that employees can provide efficient and effective service delivery
4. Provide officers with a first-class mindset in line with the goals of a developed country.

Performance Appraisal

Employees' performance appraisal satisfaction is significantly and positively related with work effort and affective organizational commitment. Effort should be enhanced if the employee is properly reinforced. Staff in MARA could receive an award of Anugerah Perkhidmatan Cemerlang (APC) or Pingat Perkhidmatan Cemerlang (P.P.C.). Referring to Service Circular No. 13 of 2012 clarifying the policy and implementation of the Pingat Perkhidmatan Cemerlang (P.P.C.) award and Anugerah Perkhidmatan Cemerlang (APC) award to in-

service personnel public. APC grant to civil service officer was implemented through the Public Administration Development Circular (PKPA) Bill. 2 of 1993 and modified through PKPA Bill. 2 of 2002 following the implementation of the Sistem Saran Malaysia (SSM). APC is a Government tribute to the officer's public service that has provided excellent service in addition recognition of high-quality service based on performance annual employees. APC grants are given to 8 percent of the officers currently serving on December 31 of each agency's rating year. Pingat Perkhidmatan Cemerlang (P.P.C.) is a medal for employees a public service that demonstrates exceptional excellence in the job who is entrusted with an active role in off-campus engagement and donations official activities include volunteering, community, sports, cultural and others activities that can bring honoured to the organizations and countries

The main objective of Pingat Perkhidmatan Cemerlang (P.P.C.) is to:

1. recognizes the extraordinary excellence of the activity official and non-official duties
2. recognizing the contribution of creativity and innovation employees
3. provide encouragement to engage in volunteer activities, community, sports, culture
4. motivate to cultivate excellence in various fields of official and non-official work.

However, the total number of recipients of P.P.C. and APC for each agency cannot exceed 8 percent of the total number of employees is serving on December 31, year of assessment and limit maximum recipient P.P.C. must not exceed 3/8 of the total number of recipients of P.P.C. and the APC. If only during the year in respect of which no public service officer is eligible P.P.C., then the ministry does not need to carry out the award P.P.C. for that year and the quota can be used for grant of APC. Officers who are eligible for consideration for APC grants are able to earn Laporan Penilaian Prestasi Tahunan (LNPT) scores of 85% and above and also need to be free of disciplinary action in the year of assessment. Pingat Perkhidmatan Cemerlang that had been awarded to the officer can be withdrawn refers to Clause V, Statute P.P.C. and paragraph 7 of the Regulations which determines there is also a conditions of governing P.P.C. can being revoked due to conditions where the officer was convicted of an offense involving fraud, deception or morally wrong or officers lose their citizenship or the officer is believed to be ineligible to receive a medal by the Panel Pembangunan Sumber Manusia (PPSM). There is situations where lecturers do felt that they are not qualified to receive the award at all, some are also assume that they only get the award once in their lifetimes in MARA and the selection is a rotation process in order to give all the staff at least once opportunity to receive the award. In determining the beneficiaries of the P.P.C., eligible employees are considered will be judged on earning the score of Laporan Penilaian Prestasi Tahunan (LNPT) at least 85% and above and also earn an outside assessment of activity or contribution official assignments of 10 marks and above. Officers will also be given opportunities and priorities based on their effort for career development such as attending courses, seminars or conferences that may contribute to improved work performance and also nomination to receive the Darjah Kebesaran, Bintang and Federal or State Medals. Performance appraisal has a negative relationship with employee turnover intentions which means that higher the level of satisfaction regarding performance appraisal will lower intention to quit the current organization. Turnover intention is related to the people intention to leave or quit the organization or individual tendency to quite from their organization (Price, 1977). Poon (2004) found that employee's dissatisfaction regarding performance appraisal significantly increase employee intention to leave their organization while having lower level of job satisfaction. Even though there is a smaller number of turnover intentions in Kolej Professional MARA Seri Iskandar, the effects that sequence from the exceptions of zero chance to receive an APC awards brings down the working performance of the employee. There's situation that they have a habit to be passive and assume that the person who receive the award should do extra jobs and not them.

II. CONCLUSION

Recruitment helps to increase the success rate of selection process by decreasing the number of qualifies job applicants as well as to help organization to identify and preparing job applicants by short listed the appropriate candidate for the positions. Meanwhile selecting the perfect employee is important for three main reasons that is to ensure organization performance, reduce cost and workers legal obligations. After the employee accepted their final job offers, the employee shall go through an induction which are also called as orientation. An effective orientation program has an immediate and lasting impact on the new employee and would convey difference between his or her success and failure in the organization. Performance appraisal system should be designed in a manner which enhances employee trust about fairness of the system which will indeed result in greater degree of employee commitment. Based on the findings in KPMSI this a list of recommendation from (Naeem, Waseef & Khan, 2017) that could be implemented in order to improve KPMSI performance appraisal. Firstly, by create a positive relationship between performance appraisal satisfaction and employee outcomes, so managers need to have a clear communication about performance appraisal satisfaction

due to improve organizational productivity. Employees' satisfaction regarding performance appraisal system will also help in reducing the turnover cost. Consequently, from there organization will easily retain their employees as well as help to attract potential employee to join the organization. Managers in organization need to have a transparent performance appraisal system as it is beneficial for increasing work effort, employee commitment and at the same time reduce their intention to quit from their existing organization or to lost interest in their jobs. Establish clear goal for employees could help to enhance the energy level of individuals which in turns will boosted organizational productivity.

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