

# Recruitment, Selection and Performance Appraisal Model Implemented Among Staff: Sultan Azlan Shah University, Perak, Malaysia

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**ABSTRACT:** Human Resources planning are crucial for every organization to ensure that the organization would be able to confront with the challenges ahead. It would help the organization in developing their strength and durability through the time. Selecting the best candidates to fill a position should be done meticulously in order to choose the most suitable personnel for the post. Therefore, recruitment should be exercised by considering whether the candidates are qualified and suitable for the position offered or not. Other than recruitment, performance of the staff shall also be monitored and measured by the management in order to ascertain that every personnel are capable to carried out their duties as expected by the stakeholders. Staff retention is also an important factor for an organization. To cope with this issue, Sultan Azlan Shah University had taken appropriate measures in order to retain its staff loyalty, whether the academician staff or the management staff. Reward in either financial or non-financial forms will be given to the high-performance staff in the evaluation years. The rewards and recognitions could inspire the staffsto increase and improve their performance in the future. Performance appraisals also benefit the university in retaining its staffs as well as attracting potential candidates to join them. Sultan Azlan Shah University had taken all appropriate measure in the recruitment process. Nevertheless, there still room for improvement in the performance appraisals, which could improve its delivery as well as increase its transparency.

**KEYWORDS:** recruitment, selection, retention, performance appraisals, evaluation, human resource management

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## I. INTRODUCTION

Sultan Azlan Shah University was founded in 1999 and located at Bukit Chandan, Kuala Kangsar, Perak, Malaysia. The University offering several studies programs ranging from undergraduate programs to post-graduate programs for the eligible students from around the world. All of the programs offered are recognized by the Malaysia Qualification Agency (MQA) and the Public Service Department of Malaysia. The University is engaged in strategic partnership with professional recognition bodies such as Islamic Banking & Finance Institute Malaysia (IBFIM), Institut Terjemahan Buku Malaysia (ITBM) and Malaysian Agricultural Research and Development Institute (MARDI). Sultan Azlan Shah University is also the Permanent Secretariat of the Association of Islamic Universities Asia (AIUA) with membership of more than 60 Asian Islamic universities and a certified ISO 9001: 2015 organization.

Currently, the University offers 11 post-graduate programs, 27 undergraduate programs and 1 foundation studies program with total 5343 active students. To dates, Sultan Azlan Shah University had appointed 192 full-time academician staffs and 228 management and supporting staffs.

### Recruitment

Edwin B. Flippo(1984) define that, "Recruitment is the candidates searching process for the employment and stimulating them to apply for jobs in the organization." Parry & Wilson (2009) cited that, "recruitment includes those carried out practices and activities with the primary purpose of identifying and attracting potential employees by the organization itself."

The recruitment process is crucial for an organization in order to ensure that the selected candidate is the best person for the vacant position. Therefore, organization should consider its candidate's experience, abilities, skills and educational qualifications when recruitment takes place.

Recruitment exercised in Sultan Azlan Shah University is carried out by the Human Resource Department according to the University's recruitment plan and policies. The process includes identifying, screening, shortlisting and hiring of the potential personnel for the purpose of filling up the vacant positions within the University.

### **Selection and Induction**

Wendell French (1986), "Selection is the process of choosing among people who apply for work with an organization." It is a responsibility for the managers to determine the best approach to be used in the selection process according to the requirement and area of expertise needed. This is because, requirement for the academician and non-academician staff are different and required different approaches and methods.

Decenzo and Robbins (2008), "Selection activities predict which job applicant will be successful if hired." When the applications received, it shall be screened, in order to reduce the number of the eligible candidates. Shortlisted candidates shall be offered for the further test and examination. Thus, only the best among them will stand till the end of the selection process.

In order to match candidates with suitable positions, the usage of suitable tools and techniques is essentials to match the job requirements with the profile of the candidates. Any mistake during these processes may incur additional costs to the organization. The additional costs include the search fees, advertising costs, in-house recruiters' salaries, references checking, interviewing time, loss of customers due to incompetent employees and so forth. Therefore, managers should minimize any possible mistakes along these processes.

Sultan Azlan Shah University's selection process begun with career opportunity advertisement in its website at <http://www.usas.edu.my/index.php/en/kerjaya-usas>. Interested applicants shall apply for the positions by written an application letter to the management of the University and enclosed the supportive documents. The applications then screened and only shortlisted applicants shall be notified for tests and interviewing session. Applicants who were successful in the interview will be required to undergo medical/physical examination before qualified to be appointed to a particular position.

The new workers typically offered with a contract for service position for at least one year at the University. The University shall have every right whether to renew or terminate their service or to offer them with permanent staff status at any time within the contract.

Once they accepted the permanent staff status offered, they are required to attend the induction training for 1 week and a *Program Transformasi Minda (PTM)* for 2 weeks. Both of the courses developed to introduce the new employees to the organization, their work units, their duties and responsibility and to nurture them with the working culture of the organization. A good induction training will help new hires with the fastest route from being hired to being productive. It shall also help in the increment of productivity of the University.

### **Performance Appraisal**

Arvinder Kour Mehta (2015) cited that, "One of the main functions of human resource management is performance appraisal. It is useful both for the Management as well as for the employees so that they can know and understand about their performance from the Management perspective." It is believed that, there is a positive relationship between the performance appraisal and the employee's performance. Thus, performance appraisal could help in the increment of employee's productivity.

Sultan Azlan Shah University have adopted the Service Circular No. 13 of 2012 by the Public Service Department of Malaysia regarding to the *Anugerah Perkhidmatan Cemerlang (APC)* award to in-service personnel at the University. The award enables up to 8 percent of the overall staff in the University to be rewarded and recognized in the year of assessment. Award recipient shall receive a recognition certificate and MYR1000.00 in cash.

The recipients are selected through their *Laporan Nilai Prestasi Tahunan (LNPT)* as the *Key Performance Indicators (KPIs)* which needs to obtain above 85 percent marks from the overall valuation in the assessment year. The recipients were also been given the priority for a career advancement (if any) in within the University.

## **II. CONCLUSION**

Recruitment helps organization in reducing the risk of unnecessary cost or lost. Good practice of recruitment, selection and performance appraisal shall reduce the number of employee turnover, as well as improving their productivity. Managers should play their role to ensure that every decision made are adhere to the rules and policies in force, as well as improve its delivery and increase the processes transparency.

Based on findings in Sultan Azlan Shah University, the management shall consider for the improvement of the performance appraisal. To retain their employee loyalty and appreciate their service, the University could offer the *Anugerah Perkhidmatan Setia* or *Loyalty Service Award* for every 10 years services of each employee.

The management shall also help the employee in their career improvement by providing aid for the employee who plans to further their studies at the University. Apart of helping the employee in their studies, the University would as well improve its staff competencies for the advancement of the University itself.

A comprehensive human resource management practice is one of the key factors for success organization. Managers, on the other hand, should always play their roles to plans, organizes, leads and controls the scarce resources in order to meets the organization's goals and to satisfy their stakeholders.

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