

Recruitment and Performance Appraisal of *Gerik* District Council

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ABSTRACT: *Gerik District Council (GDC) is a local government that is usually referred as local authority. The recruitment and selection in a well-designed council like GDC shows how it works as a service provider not only for people but also for well-being and safety. An organized human resource planning within the organization plays a big role for the growth of GDC and the success of its business strategy which brings to both profit and team synergy. Inspired by its efficiency, this paper tries to analyze the recruitment and selection of GDC, besides the induction and appraisal performances of worker.*

KEYWORDS: *Recruitment, Selection, Induction, Performance Appraisal, Human Resource Management, District Council*

I. INTRODUCTION

Gerik is a memorable name and used to be notoriously known as a black area in the past. However, changes in the past few decades promised a new well-organized plan to be enjoyed by *Gerik* community in the future. *Gerik* District Council (GDC) is a local council located in *Perak* and the agent to administer the district development by provides various services to the community by improving and upgrading the infrastructure and services. GDC promotes community and public sector participation in the national development program. Besides, GDC manages the economic resources efficiently and ensuring that the development direction is in line with the national policy. GDC utilizes the environment natural beauty in line with the tourism development direction and trend. As the early year of the establishment of GDC, there were 3 Local Administrative Board (L.A.B) that started around 1928-1975 which was located at *Gerik* Township, *Batu Dua* New Village and *Kuala Rui* Village. On 1 December 1979, these three L.A.B were joint under one Local Authority Administration called *Gerik* District Council. However, the operation area was only 2.64 square kilometers and 1.51 square kilometers was the town area. The *Gerik* L.A.B. that was previously known as Town Board was last gazetted and with effect from 1 January 1995 under the Government Gazette No 1653. The gazetted area was approximately 372 acres, and it encompassed businesses buildings and office buildings as well as government quarters and UPRA (1) and UPRA (2) areas. The L.A.B. *Batu Dua* or better known as Local Council was gazetted on 26 April 1962 with the official number of 308. The gazetted area was 30 acres, which encompassed the *Batu Dua* New Village which comprised of residential houses and a few shop lots. The L.A.B. *Kuala Rui* was also better known as Local Council was also gazetted on the same date as L.A.B. *Batu Dua* that was on 26 April 1962 with the official number of 306, and covered an area of 26 acres. This area also comprised of the *Kuala Rui* New Village residential area, with only a few shop lots.

II. RECRUITMENT

The restructuring and creation of positions is based on the Local Government Act 1976 (Act 171), the Local Authority or Local Government shall be construed as any City Council, Municipal Council or District Council, as the case may be, and in relation to the Federal Territory means the Mayor of *Kuala Lumpur* appointed under section 4 of the Federal Capital Act 1960 [Act 190]. A new position is a position created in an organization like GDC which is never been created before. Generally, a number of positions created is based on the increased workload within the organization. A permanent job is a job with pension and brings the element of pension that is permanent and usually requires more than 10 years. These types of positions are filled by permanent, temporary and contract employees. A temporary position is created solely for the purpose of carrying out the ongoing task and for the project of development that need to be completed quickly. These positions may be filled by temporary appointments, by contract officers on a contract appointment and by temporary officers on a temporary exchange. These positions will be abolished once the project is completed.

Recruitment of worker in GDC is based on normal recruitment process. The Human Resource Management (HRM) of GDC recruits the suitable candidates based on the characteristic that is suitable and satisfy the role. The

overall process of recruitment is more likely analyze the role and advertise the vacancy of the position with the different grades as needed in a certain department, with some of eligibility that provided before the candidate needs to fill out the form. Basically, the advertisement in the GDC website are listing the position and the grade, status of the position like permanent, contract to permanent, and contract. Also have a closing date to aware people.

Recruitment and selection is often viewed as the process up to the resolution on the candidate. Keeping away from any case of discriminations and other complaints, the information of the candidates often placed with the recruitment file which it is the great benefit in handling the people. It is often the case that the final selection is bargain which no candidate will perfectly match the qualification as needed and the offer usually made to the person who is closely matches the specification. The early recruitment process does not require a cost as much as the cost to pay the new worker but GDC as the district council takes the wise decision in hiring a worker as it will repay them much (Roberts, 1997).

2.1 Selection and Induction

The process of selection at GDC takes time as the senior management and HRM consider the candidate's specification which mostly do not match the listing specifications. The selection including the process of pre-screen as the one who do not have the qualification in certain position in GDC is consider as incompetent. The election must be wise because the works must be done by the appropriate candidate. (Roberts, 1997) stated that work is actually out of the tasks and activities scope too which include the physical, economic and social environment in which the activities take place. In the twentieth century, the selection needed to match the specific job. In the twenty-first century, the selection is in the wider context as it matches the flexibility and the rapid pace of change.

The shortlisted candidate must attend an interview and take a test before the last decision takes place. Interview is the most method used in selection and it is unusual for people to be hired without an interview. The test can be either ability or personality. Ability tests measure specific talents like vocabulary, numeracy, spatial awareness, and typing speed. For certain position in Finance Department and Department of Valuation and Property Management in GDC, a written test must be done. The written test is based on the General Orders from Chapter A to G in Malay language in terms of science and knowledge.

An offer is made if the candidate passed the test and any other examination. The information on the Curriculum Vitae for example must be checked for the genuine and the authentication. Otherwise, GDC will make mistakes in hiring the candidates which is not suitable and not competence. (Roberts, 1997) stated that the authenticity of the candidate's information must be checked first for example like the qualifications, licenses, certificates, the specialist checks on health and credit or criminal records and taking up the references. References is quite considered as the universal aspect in selection which this are obligations that must be obeyed and references generally useful when the request is framed around specific questions.

As of January 1, 2013, all provisions in the service scheme regarding the need to attend the Induction Course successfully as a condition of validation in service have been amended and replaced by the Mindset Transformation Program (MTP). MTP is one of the terms of service verification. The Induction Course is intended to achieve the objectives that provide the same disclosure to all members of the public service including GDC's worker on national history, government policy, plans and programs of national development. This provide with details of the administrative system, key procedures, directions and circuits as well as government guidelines. The MTP is a mandatory course designed for newly recruited civil servants from GDC and any other agency. This the condition for confirmation in civil service which basically the new recruit is introduce to general aspects of public service and the important of teamwork. Besides, to generate the good values that will create the professional public service workforce.

III. PERFORMANCE APPRAISAL

(Arthur, 2006) stated that ensuring the maximum utilization of every employee's skills, knowledge and interest is a primary objective of performance appraisal program. The motivated workforce can increase the organization's competitive edge and can enhance the employer-employee relations. Performance appraisal of GDC's worker was built upon the Service Circular Number 4 of 2002, the Implementation of the Malaysian Remuneration System for Federal Public Service Members. All Performance Evaluation Report (PER) preparations including Key Performance Indicator (KPI) must be performed online or via the PER submodule in the Human Resource Management Information System (HRMIS) application.

There are three groups in GDC which are, Top Management, Management and Professional Groups, and Executives which these need to be evaluate using the Key Performance Indicator (KPI) and also the other way is using Annual Work Targets (AWT). For officers at both the Main and Special Grade Position in Top Management using individual assessed in line with KPI of organization. Measured KPIs are initiatives and programs that are joint and specific responsibilities at the department or division level with a weight of 40 percent for Main officer and 50 percent for Special Grade officer.

While both Executive and Management and Professional Groups are using AWT which is need to provide AWT at the early of year. An appraisal officer or First Evaluation Officer entitled to give marks to the appraised officers start from 75 percent until 85 percent which is on target mark. It shows that the appraised officers are able to manage the organization well. When it comes to evaluate, there must be a reason why this has been implemented. There are a few appreciations for the worker who earn both PER scores of 85 percent and above and obtain 10 mark on an outside activities or contributions beyond official duty which called *Pingat Perkhidmatan Cemerlang* (P.P.C) and Excellent Service Award (EXSA) for worker who earns PER scores of 85 percent and above and free from disciplinary action in the year of assessment.

P.P.C is a recognition for employees in a public service that demonstrate extraordinary excellent in the job that entrusted to him or her also with an active involvement and contribution beyond official duties include volunteering, sociological, sports, cultural and many more that make the organization and country proud. This recognition is declared by the *Yang di-Pertuan Agong* through the Statute of P.P.C and as any other medal which has been declared by *Yang di-Pertuan Agong*. This medal can be worn to any current official ceremonies. Meanwhile, officers who are eligible for EXSA are for public service officer whether he or she appointed on permanent, interim or contractual and has served completely one year on the last day of assessment year.

However, this recognition and appreciation is the controversy thing. For those worker who feel the appraisal not doing the right job in evaluate the worker, this should not be the thing that they need to worry because in most all organization there are two people at least appointed to ensure the effectiveness of the PER who is Chief Secretary of the Ministry or Head of Department as a Chairman and his Deputy as a Member which called Human Resource Development Panel (HRDP). HRDP will pays close attention and in-depth judgement to ensure that the assessment is done properly without any judgement and abusing result which they will authenticate the score for the management team officer based on the KPI achievement and the appraised officer's performance assessment scores. If in doubt and have a strong foundation, HRDP of GDC can modify and adjust the score. Also, when there is in situations where the appraised officer obtained a performance score less than 70 percent, the HRDP must conduct investigations or any appropriate action to ensure that there is no element of persecution in the performance of the officer's performance assessment.

IV. CONCLUSION

A local government built in a small town might seems easy to control and manage. Older administration of GDC might quite easier than today in terms of jobs and at the same time had the challenging moments when it comes to the technology. Nowadays, it is even better and systematic. Not only the recruitment ways but the treats to the worker is even fair throughout the years. Recruitment is one of the ways to find the suitable person to settle the job. Not only be as a job provider, GDC acts like a developer of *Gerik*. Selection of the job is based on the certain characteristics that candidate possess and also based on the criteria that company listed. The disciplined rules towards worker and the organization itself make the best result in winning the both sides and even the *Gerik* community. Performance appraisal is a government recognition to the civil service officer in line with the transformation of the country towards a high performing work culture and innovation. Otherwise, work maybe done in the different ways. Even it is located in a small town and conducts the development of *Gerik*, GDC really have a big heart towards keeping the sustainability of *Gerik*.

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