

## **Recruitment, Selection, Induction and Performance Appraisal Process in Supermax Corporation Berhad**

Santhira Rupini A/P Sukumaran<sup>1, a</sup>

<sup>1</sup>S19200661

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**Abstract:** *In any organization, recruitment, selection and induction processes are the most important functions of personnel management that help in hiring a suitable candidate for a particular position. Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of efficient personnel. Once a selection is done, an induction process takes place. Planning an induction process for new employees is designed to ensure that the new employees settle into their employment easily to enable them to become effective as soon as possible. According to Watkins (2016), effective induction processes encourage closer identification with the employers and also assists to reduce employee turnover. Performance appraisal (PA) refers to the methods and processes used by organizations to assess the level of performance of their employees and to provide them with a feedback. This process can be used for both developmental and administrative purposes. The research on PA includes examination of the psychometric aspects of the appraisal tools, the cognitive process and the biases involved, and the social context. Although PA is an important tool for managing employees, managers, and workers are rarely satisfied with it. Therefore, clearly defining the purposes of the PA and addressing the employees' reactions are essential to the success of the PA.*

**Keywords:** *recruitment, selection, induction, employee, organization, performance appraisal*

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### **Introduction**

Supermax Corporation Berhad a world class latex glove conglomerate listed on the Main Board of Bursa Malaysia Securities Berhad, is a leading international manufacturer, distributor and marketer of high quality medical gloves. Supermax currently exports to over 160 countries worldwide in the regions of America, Europe, Middle East, Asia and the South Pacific. As an own-brand manufacturer, Supermax has developed a range of successful brands such as Supermax, Aurelia and Maxter which are trusted and recognized by laboratories, hospitals, pharmacists, doctors and surgeons around the world. Supermax Group produces up to 24 billion pieces of gloves per year, meeting approximately 12% of the world demand for latex examination gloves. Supermax Group has twelve manufacturing plants based in Malaysia equipped with state-of-the-art machinery, energy-saving biomass systems and a research and development centre. The Groups having manufacturing facilities and offices located at Sungai Buloh and Klang, Selangor; Alor Gajah, Melaka; Lahat and Taiping, Perak. Supermax has eight own distribution centers cum corporate offices based in the United States of America, Brazil, Canada, Germany, United Kingdom, Hong Kong, Singapore and Japan, and collaborates with over 1,200 independent distributors around the world. The Supermax Group was founded by Dato' Seri Stanley Thai and his wife Datin Seri Cheryl Tan in 1987 as a trading business distributing latex gloves. Their humble beginnings eventually lead to their dream to produce premium quality gloves of their own. This motivated them to work hard and in 1989, they started their first manufacturing facility with just a small team of committed and dedicated employees. With a business foresight and in answering the Government's call to brand Malaysian products, Supermax ventured into own brand manufacturing and became the first OBM (own brand manufacturing) latex glove manufacturer in Malaysia when it launched its first brand, Supermax. Through brand embodiment, creative packaging and premium quality products, Supermax gained a substantial foothold and commands significant market share in the US dental market. This is indeed a commendable achievement in view of the highly competitive glove industry in the global market. The success

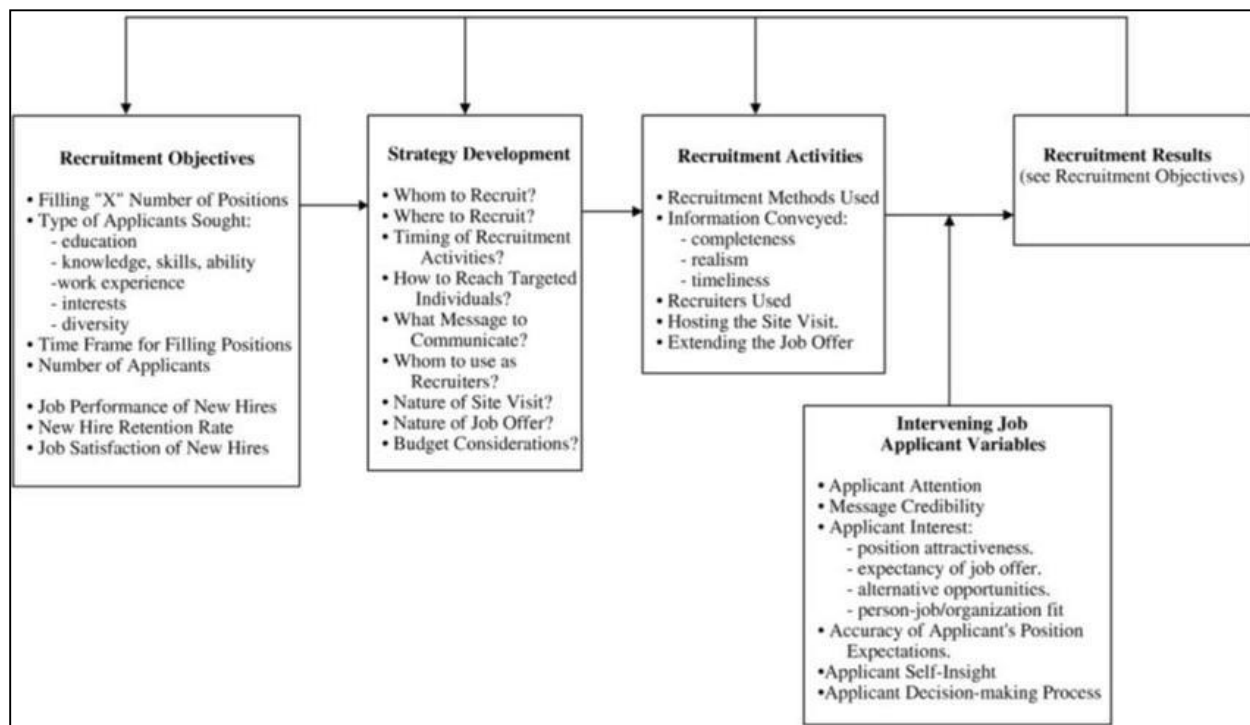
of Supermax has encouraged the company to continue its efforts on niche marketing and create brand differentiation through the provision of superior and consistent quality control as well as product innovation. Today, Supermax's brands of products have since carved distinctive names synonymous to superior quality and continue to be the products of choice among consumers worldwide. Supermax is committed to research and development as well as product innovation and strives for the "pursuit of quality and excellence".

## **Recruitment**

Hiring talented individuals is critical to an organization's success. In order to hire the most talented, first must recruit them. Recruiting employees can be a challenging task. Even in a recession, it can be difficult to fill certain types of jobs (Needleman, 2008), so recruiters have to make important decisions, including whom to target, what message to convey and how to staff recruitment efforts. If not done correctly, an organization's recruitment efforts can produce job applicants who are unqualified, who lack diversity or who may decline job offers. These same applicants may be prone to turnover if hired. A poorly designed recruitment process can miss attractive job candidates including those who work for competitors because they never find out that a position is open. An effective model for the recruitment process involves:

- Identifying who should be recruited
- Reaching targeted individuals
- Determining the best timing for recruitment
- Designing a recruitment message
- Planning an organizational site visit
- Evaluating past recruitment efforts
- Managing the entire recruitment operation

External recruitment includes the actions intended to bring a job opening to the attention of potential candidates outside the organization and to influence whether these candidates apply, maintain interest and, in the end, accept a job offer (Breaugh, 2008). Primary emphasis is on activities under the control of an HR department charged with recruiting new employees.



Adapted from Breaugh, J. A. (2008). Employee recruitment: Current knowledge and Important areas for future research.

Every organization has their own recruitment process when hiring an individual. Recruitment refers to the process of identifying and attracting job seekers so as build a pool of qualified job applicants. Supermax Corporation Berhad has several stages of recruitment process:

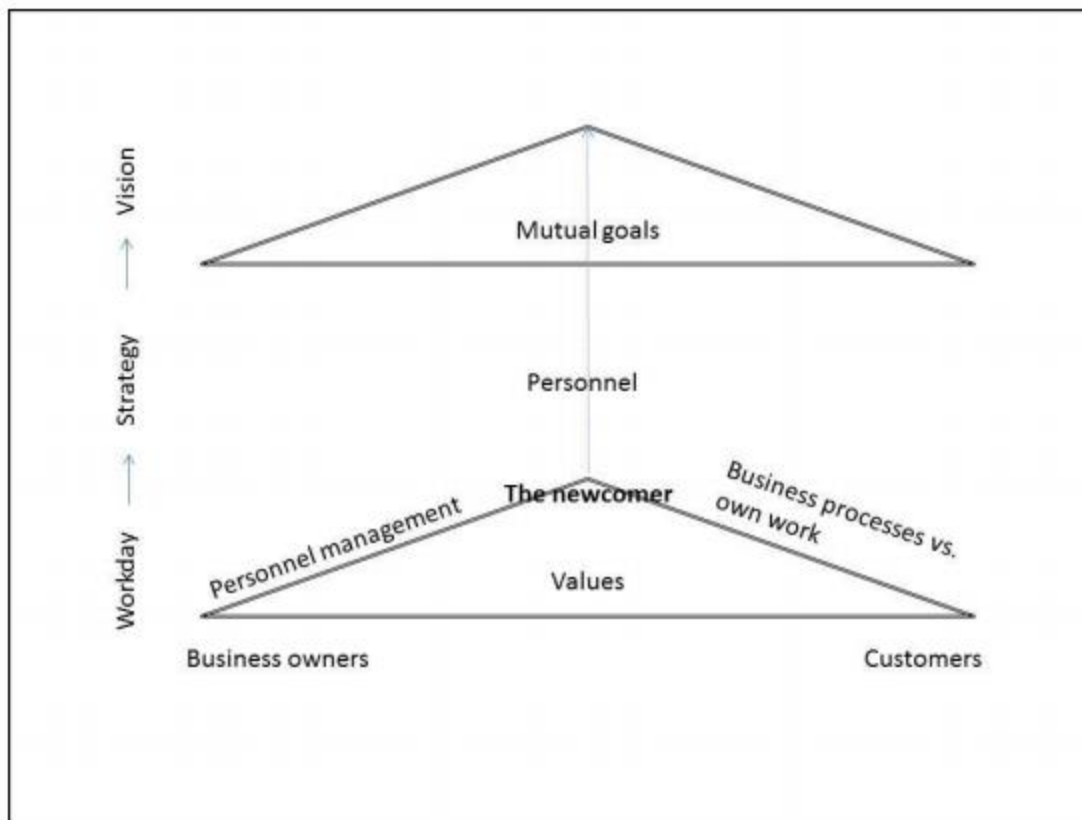
- 1) Planning
- 2) Strategy development
- 3) Searching
- 4) Screening
- 5) Evaluation and Control

The first stage in the Supermax recruitment process is planning. Planning involves the translation of likely job vacancies and information about the nature of these jobs into a set of objectives or targets that specify the number and type of applicants to be contacted. The type of people to be informed about job openings depends on the tasks and responsibilities involved and the qualifications and experience expected. These details are available through job description and job specification. Once it is known how many and what type of recruits are required, serious consideration given to technological sophistication of recruitment and selection devices. The advent of computers has made it possible for Supermax to scan national and international applicant qualifications. Technological advancement have given a wider scope of options in the initial screening stage. All the details about the position required will be uploaded to make the screening process easier. Once a recruiting plan and strategy are worked out, the search process can begin. The applications received will be screened. Those who pass will be contacted and invited for interview. Unsuccessful applicants will be sent letters of regret. In screening, applicants' qualifications are judged on the basis of their knowledge, skills, abilities and interests required to do the job. Supermax uses interviews and resumes to screen applicants. Those shortlisted candidates will be called for second interview. Finally, the suitability of the candidates for consideration in the selection process will be gathered and evaluated.

## **Selection and Induction**

Selection is the process of picking or choosing the right candidate, who is most suitable for the job. It is the process of interviewing the candidates and evaluating their qualities, which are necessary for a specific job and then selection of the candidates is made for the right positions. The selection of right candidates for the right positions will help the organization to achieve its desired goals and objectives. When selection of the employees takes place, it is vital to ensure that they possess the desired qualifications, skills and abilities that are required to perform the job duties in a well-organized manner (Recruitment and Selection, n.d). Supermax have several selection process that takes place in following order. The first step is the candidates are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc. Next, candidates need to do a written tests that consists of intelligence test and reasoning test. These tests are used to objectively assess the potential candidate. Then, candidates will be interviewed. It is a one to one interaction between the interviewer and the potential candidate. The skills, academic and family background, competencies and interests of the candidate are examined during the interview. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. After that, candidates are required to do a medical test. Medical tests are conducted to ensure physical fitness of the potential employee. After that, a reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

Once the recruitment and selection processes are completed and a new employee has been appointed the process of formal induction begins. Induction is considered as an important part of a company's human resource practices. Many aspects should be addressed when discussing the importance and objectives of an induction process. Induction can be defined as the processes and support provided by the organization in order to help a new employee to learn to know the new organization and its members as well as the expectations and tasks of the job. In Supermax induction of the first day is ensured that the new employee becomes familiar with their environment, is by introducing to immediate colleagues so they know who to go to for assistance and has some information to review and absorb. Induction activities start with the plant tour that consists of all the departments. Then, the employee is introduced to the main duties of the role and processes by first, reading the Standard Operating Procedure (SOP). Everyday there will be a task given by the manager in order to know the parameters and the processes involved. The given task will be explained in detailed before start. Once done, feedback and coaching will be done for better understanding. Within the six months of probation period, training are given to the employee so that so that the required need of skills for working are met. They will still assist from time to time, with further clarification of the role, its responsibilities and expectations addressed in more depth. Following the successful conclusion of the formal induction program and the probationary period, the ongoing review of the employee's development will be addressed through performance review process. According to Daskalaki (2011), when an employee has enough information, one is able to work actively towards the common goals and take on initiatives that direct the organization towards its vision. This broader and more systematic process called on boarding is a phased approach in which the focus is more on the success factors and company culture than on traditional human resource policies (Darcy, 2013).



Adapted from Daskalaki, M. (2011). *Recontextualizing New Employee Induction*.

## **Performance Appraisal**

Performance appraisal (PA) plays a central role in managing human resources in organizations. The term performance appraisal (or performance evaluation) refers to the methods and processes used by organizations to assess the level of performance of their employees. This process usually includes measuring employees' performance and providing them with feedback regarding the level and quality of their performance (Denisi and Pritchard, 2006). The main goal of the PA in organizations is to improve employee performance. In Supermax, there are three stages of PA system. The manager needs to evaluate the Performance Categories and agree on expectations and goals/projects at the beginning of the rating period. They will start to conduct Phase I, Performance Planning, Communication of Performance Expectations/Requirements and Goals/ Projects. Let the employee know that all supervisors met to discuss the Performance Categories, expectations/requirements and goals/projects. They will get an appraisal form to review on the performance categories. Then is the Phase II: Performance Monitoring and Coaching. In the second phase, the department head need to observe, monitor, and coach the employee throughout the rating period. This phase of the performance appraisal program begins right after they talk with the employee about the Performance Categories, expectations, performance requirements, and goals/projects in Phase I. The Appraisal Conference is the last phase of the Performance Appraisal System. At this time, they will review all the three phases with the employee that will be done privately and in a positive manner.

## **Conclusion**

Human resources are stated to be an integral part of any organization. The jobs, functions, tasks and operations can be adequately performed by proficient and skilled personnel. Therefore, within the organizational structure, it is vital to implement effective recruitment, selection and induction processes. When the members of the organization are aware of proper recruitment, selection, induction processes and performance appraisal system, then they are able to

make recruit the most eligible employee. There are numerous job duties and functions within the organization and performance of all kinds of tasks and operations require skills and abilities, which can be honed by making provision of adequate training to the personnel. The individuals hired may be experienced and knowledgeable, but they do experience changes and transformations within the organizations regarding various aspects, such as, the working environmental conditions, performance of job duties, attitudes and behavioural traits of the employers, methods to enhance productivity, utilization of innovative techniques and methods and so forth. When the employees are selected, it is important that they should be loyal and dedicated towards the organizations. They should be committed towards the performance of job duties and possess the traits of resourcefulness, diligence, and conscientiousness. Finally, it can be state that Supermax have been practicing recruitment, selection, induction processes and performance appraisal system with accuracy, precision and truthfulness.

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