

# HUMAN RESOURCE MANAGEMENT. AN EXAMPLE IN PUBLIC SECTOR

Farah Adilla Ab Rahman  
Universiti Teknologi MARA  
Kampus Alor Gajah, Melaka  
Farah\_adilla1112@yahoo.com

## ABSTRACT

*Human resource management is defined as the policies and practices one needs to carry out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising. The research discusses the practice of human resource management in the Department of Works Malaysia in managing its civil servants for the year 2009. The researcher had used primary and secondary data for example, interviews, reports and books.*

**Keywords:** Human resource management, civil servant.

## INTRODUCTION

Human resource management is responsible for how people are treated in organizations. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labors, and solving problems that arise (Cherrington, 1995).

In Malaysia, human resource management can be considered important because it affects the motivation of the civil servant. The motivation of the civil servant will affect his or her performance in giving services to the public.

In ensuring a suitable candidate for various vacancy positions, civil servants are selected based on their merit, proper training and appraisal according to their work target.

Due to the large size of public sector, the human resources management process is different from private sector. For instance, the recruitment of personnel will be handled by Public Service Commission (PSC) the formulation & implementation of policies with regard to the appointment of public servants, promotion, and disciplinary action will be handled by Public Service Department (PSD).

Thus this paper will discuss about the role of Human Resource Management Division, Department of Works, Malaysia.

## DEFINITION OF HUMAN RESOURCE MANAGEMENT

Human resource management is defined as the utilization of human resource to achieve organizational objectives (Mondy and Noe, 1996). Similar to Mondy and Noe (1996), Stone (2008) defined human resource management as involving the productive use of people in achieving organization's strategic objectives and the satisfaction of individual employee's needs. Human resource management is not only imperative to achieve the organization objectives, but also to fulfill the employee's need in their job. This is to ensure that the employee are motivated hence can bring their best human capital to the organization.

Meanwhile Mathis and Jackson (2003) defined human resources management as the design of formal system in an organization to ensure effective and efficient use of human talent to accomplish organizational goals. Formal system is where there are rules and regulations that the employees must be adherent to, division of labor, hierarchical structure and impersonality of relationships in the office.

Human resources management process involves five basic functions (Dessler, 2000). These functions are:

- i. Planning: Establishing goals and standards, developing rules and procedures; developing plans and forecasting-predicting and projecting some future occurrence.
- ii. Organizing: Giving each subordinate a specific task; establishing departments; delegating authority to subordinates; establishing channels of authority and communication; coordinating the work of subordinates.
- iii. Staffing: Deciding what type of people should be hired; recruiting prospective employees, selecting employees; setting performance standards; compensating employees, evaluating performance; counselling employees, training and developing employees.
- iv. Leading: Getting others to get the job done; maintaining morale; motivating subordinates.
- v. Controlling: Setting standards such as quality standards.

## **HUMAN RESOURCE MANAGEMENT DIVISION AT THE DEPARTMENT OF WORKS MALAYSIA**

The Human Resource Management Division is one of the divisions in the Corporate Management Section, Department of Works, Malaysia. The Human Resource Management Division is being lead by a Diplomatic Public Officer grade M54. The Human Resource Management Division is consists of these units namely:

- i. Performance and Competency Development Unit
- ii. Human Resource Development Unit
- iii. Human Resource Management Unit
- iv. Organizational Development Unit
- v. HRMIS Unit

### **a) Vision of the Human Resources Management Division**

To perform efficient human resource management based on integrity and accountability to achieve government mission in giving the best services.

### **b) Mission of the Human Resources Management Division**

To ensure the human resource management performs not only based on rules and regulation but also to achieve Annual Work Target.

### **c) Objectives of the Human Resources Management Division**

- i. To give an efficient, transparent and quality service correlation to human resource management.
- ii. To give career training in correlation to the fields related to make the officers and staffs of Department of Works, Malaysia more efficient and responsible in performing their tasks.
- iii. To give advices to the fields related to the human resource management.

### **RECRUITING AND SELECTING**

Recruiting is defined as the process of discovering potential candidates for actual or anticipated organizational vacancies (Decenzo and Robbins, 2007). It is a linking activity that brings together those with jobs to fill and those seeking jobs.

The selection is the process through which organizations make decisions about who will or will not be allowed to join the organization (Noe, Hollenback, Gerhart, and Wright, 2004).

Selection begins with the candidates identified through recruitment and attempts to reduce their number to the individuals best qualified to perform the available jobs. At the end of the selection process, the selected individuals are placed in jobs with the organization.

In Malaysia, the Public Service Commission, an independent body, is responsible for recruitment of personnel in the Civil Service. Under Article 144(1) of the Federal Constitution, the main functions of the Commission are to appoint, confirm, emplace on the permanent or pensionable establishment, promote transfer and exercise disciplinary action over members of the service or services to which its jurisdiction extends (United Nations, 2005).

Candidates are appointed either on a permanent, temporary or contractual basis. The candidates have to undergo several steps in the process of recruitment. The steps are:

- i. Job Application
- ii. Special Examinations
- iii. Attending the Interview

Civil servants' intake at the Department of Works, Malaysia comprises of Technical Professional and First technical support group positions. Professional position includes civil engineer, electrical engineer, mechanical engineer, architect, and material measuring officer grade J41. First technical support position includes assistant engineer grade J29, technician grade J17, and draughtsman grade J17.

Civil servants' intake process:

- i. Ministry of Works will obtain information from the Department of Works, Malaysia for job vacancies.

- ii. Ministry of Works will inform the Public Service Commission.
- iii. The Public Service Commission will conduct the interview process whereby the candidates will be selected from the individuals who have registered with Public Service Commission.
- iv. Successful candidates will be sent to Ministry of Works.
- v. Ministry of Works will send the names of successful candidates for the position of engineers to the Department of Works, Malaysia for duty attachment all over Malaysia.
- vi. Department of Works, Malaysia will inform other vacancies beside technical to the Public Service Commission.

Public Service Department and Public Service Commission have the power to select candidates for the position of clerks, secretaries, and information technologies officers.

## **FUNCTIONS OF PUBLIC SERVICE COMMISSION**

The Public Service Commission of Malaysia functions under Article 144(1) of the Federal Constitution which stipulated 6 main functions of the Commission (www.spa.gov.my). Functions of PSC are:

1. Appointment
2. Confirmation Of Service
3. Conferment Into Pension Status
4. Promotion
5. Transfer
6. Exercise Disciplinary Control

Article 144(1) of the Federal Constitution states that:

“Depending on the provision of any laws at hand and towards the provision of this Constitution, therefore it has become the duty of a Commission which is referred by this Section to appoint, confirm, confer into permanent or pension status, promote, transfer and to exercise disciplinary control over personnel for services covered by its jurisdiction.”

### **1. Appointment**

The Commission manages the appointment of personnel in the Public Service on permanent, temporary, contractual, temporary transfer and loan status. It also has the authority to terminate the services of personnel in the Public Service according to the appointment's directive. In addition, the Commission has empowered Ministries and Federal Departments as well as relevant State's Administrative Government for posts in the Support Group (Group C and D JKK).

### **2. Confirmation of Service**

The Commission has the authority to confirm personnel in the Public Service of their services, to extend trial period, to return a personnel to an original post or to terminate the services due to failure at being confirmed of their services. It has empowered the Ministries and Federal Departments as well as relevant State's Administrative Government to confirm the services for posts in the Support Group (Group C and D JKK).

### **3. Conferment into Pension Status**

The Commission manages the conferment into pension status of personnel in the Public Service who are confirmed in service and have served in services deemed pension status for not less than 3 years. This does not relate to the Support Group (Group D JKK).

### **4. Transfer of Services**

The Commission has the authority to transfer permanent personnel in Public Service from one scheme of service to another scheme, and from one service to another scheme of service of equal grade. It also has the authority to transfer permanent officers appointed on temporary transfer or loan.

### **5. Promotion**

The Commission functions as a Board of Promotion for promotion to posts for members from the Public Service Boards of Promotion as well as promotion to a higher grade under the Integrated Service Scheme. Additionally, it also functions as a Board of Appeal for the Public Service Promotion as provided under the relevant Orders of the Public Service Board of Promotion.

### **6. Disciplinary Control**

The Commission is a relevant Disciplinary Authority for disciplinary actions with the purpose of dismissal or demotion of officers in the Highest Management Group and the Professional Management Group. It also acts as the Public Service Disciplinary Board of Appeal as provided by the relevant Orders of the Public Service Disciplinary Board.

## **FUNCTIONS OF PUBLIC SERVICE DEPARTMENT**

In Malaysia, the role of personnel administration is played by Public Service Department. The objectives of Public Service Department is to be a high-performance Public Service personnel agency in developing an excellent workforce that provides quality services through policy formulation and human resource management ([www.psd.gov.my](http://www.psd.gov.my)). The functions of Public Service Department can be divided into three (3) which are:

### **1. Planning**

- i. To determine the roles of the public sector;
- ii. To determine the organisational size and structure of the public agencies;
- iii. To determine the requirements and development of human resource;
- iv. To determine pensions and retirement benefits;
- v. To determine the implications of privatisation/separation on the public sector human resource; and
- vi. To develop strategic alliances and networking.

### **2. Development**

- i. To determine Organisational Development Policies;
- ii. To determine Career Development Policy;
- iii. To develop career path;

- iv. To develop succession planning; and
- v. To determine training policy.

### 3. Management

- i. To manage the appointment, emplacement, remuneration, promotion, retirement benefits, service conditions, employer-employee relations, trainings and human resource database;
- ii. To formulate and clarify policies on the above mentioned matters to implementer agencies;
- iii. To manage policies monitoring; and
- iv. To manage policies evaluation.

## TRAINING

Training is defined as an organization's planned efforts to help employees acquire job-related knowledge, skills, abilities and behaviors, with the goal of applying these on the job (Noe, Hollenback, Gerhart, and Wright, 2004).

A training program may range from formal classes to one-on-one mentoring and it may take place on the job or at remote locations. Training can bring benefit to the organization as it motivates employees to learn about something new.

Training section under the Human Resource Management Division, Department of Works, Malaysia will provide annual schedule including costs. Human Resource Management Division officers will suggest related courses according to the budget that has been approved.

List of training done by Department of Works, Malaysia in 2009:

<b>Number</b>	<b>Courses, Seminar, Conference</b>
1	<i>Kursus Pemantapan Kaunseling untuk Ahli-ahli AKRAM JKR (Lanjutan)</i>
2	<i>Bengkel Penyediaan Bajet Kewangan Ibu Pejabat Jabatan Kerja Raya tahun 2010/2011</i>
3	<i>Kursus Kaunseling Dalam Perkhidmatan dan Panduan Menghadapi Temuduga.</i>
4	<i>Kursus Penulisan Surat Rasmi Berkesan</i>
5	<i>Kursus Pengurusan Rekod dan Dokumen Kerajaan</i>
6	<i>Kursus Coaching Dan Mentoring</i>
7	<i>Kursus Pengendalian Gangguan Seksual Di Tempat Kerja</i>
8	<i>Kursus Bahasa Inggeris untuk Pemandu Kenderaan (Siri I)</i>
9	<i>Bengkel Pengendalian Buku Rekod Perkhidmatan dan Penyediaan Penyata Perubahan (Kew.8)</i>
10	<i>Kursus Persediaan Persaraan Untuk Bakal Pesara</i>
11	<i>Kursus Aplikasi Kaunseling Dalam Pengurusan Sumber Manusia (Tahap I dan II)</i>
12	<i>Bengkel Pengukuhan SEPAKAT/HRMIS Bilangan 2/2009</i>
13	<i>Kursus Motivasi dan Penerapan Semangat Kerja Berpasukan (Siri I)</i>
14	<i>Kursus Pengukuhan Profesionalisme Pegawai Awam untuk Gred 41</i>

15	<i>Kursus Pemanduan Berhemah untuk Pemandu Kenderaan</i>
16	<i>Kursus Pengenalan Pengurusan Kewangan untuk Pegawai Baru (Siri I)</i>
17	<i>Kursus Bahasa Inggeris untuk Pemandu Kenderaan (Siri II)</i>
18	<i>Bengkel Penyelarasan Pengendalian Kursus/Latihan/Seminar/Bengkel Jabatan Kerja Raya</i>
19	<i>Bengkel Bentuk Peribadi, Bina Jatidiri Jabatan Kerja Raya</i>
20	<i>Kursus Asas Pengurusan Pejabat</i>
21	<i>Bengkel Pengukuhan HRMIS Bilangan 3/2009</i>
22	<i>Kursus Protokol Dan Etiket Sosial Untuk Pegawai Profesional</i>
23	<i>Kursus Pengurusan Pelanggan Berkualiti</i>
24	<i>Kursus Pengurusan Kewangan untuk Ketua-Ketua Bahagian Cawangan Pengurusan Korporat</i>
25	<i>Kursus Pemantapan Pengurusan Kewangan Siri (I)</i>
26	<i>Kursus Kecemerlangan Kerjaya Jabatan Kerja Raya</i>
27	<i>Kursus Coaching Dan Mentoring untuk Pegawai Jabatan Kerja Raya</i>
28	<i>Bengkel Penyediaan Sasaran Kerja Tahunan Cawangan Pengurusan Korporat</i>
29	<i>Kursus Pengacaraan Majlis dan Penulisan Teks Berkualiti</i>
30	<i>Bengkel Pengukuhan SEPAKAT/HRMIS Bilangan 4/2008</i>
31	<i>Kursus Pengurusan Rekod dan Dokumen Kerajaan</i>
32	<i>Kursus Amalan Gaya Hidup Sihat " Heale &amp; Hearty For Excutive</i>
33	<i>Kursus Pengukuhan Pembantu Tadbir Jabatan Kerja Raya</i>
34	<i>Kursus Pengurusan Stress dan Kecemerlangan Diri</i>
35	<i>Kursus Keselamatan di Tempat Kerja untuk Pegawai-pegawai Keselamatan</i>
36	<i>Kursus Peningkatan Imej Profesional dan Etika Sosial Untuk Pegawai Wanita</i>
37	<i>Kursus Motivasi dan Penerapan Semangat Kerja Berpasukan (Siri II)</i>
38	<i>Kursus Maklumat Pelaksana Sistem Pengurusan Kakitangan (SEPAKAT)</i>
39	<i>Bengkel Pengukuhan HRMIS Bilangan 5/2008</i>
40	<i>Kursus Pemantapan Pengurusan Sumber Manusia Dalam Perkhidmatan Awam</i>
41	<i>Kursus Coaching dan Mentoring Ditempat Kerja (Fokus Penyelesaian)</i>
42	<i>Kursus Pengukuhan Pengurusan Kewangan Untuk Pembantu Tadbir (Siri II)</i>
43	<i>Taklimat HRMIS Modul Data Pengurusan Rekod Peribadi Cawangan Pengurusan Korporat</i>
44	<i>Bengkel Pengukuhan HRMIS Bil 6/2009</i>
45	<i>Kursus Pengurusan Tatatertib dalam Perkhidmatan Awam Untuk Pengurus</i>
46	<i>Kursus Pengendalian Mesyuarat dan Penilisan Minit Mesyuarat Berkualiti</i>
47	<i>Kursus Aplikasi Kaunseling Dalam Pengurusan Sumber Manusia (Tahap III)</i>
48	<i>Kursus Kemahiran Komunikasi Berkesan dan Pengucapan Awam</i>
49	<i>Taklimat HRMIS Modul Data Pengurusan Rekod Peribadi Cawangan Pengurusan Korporat</i>
50	<i>Seminar Pengurusan Kewangan Berintegriti</i>
51	<i>Kursus Pengenalan Pengurusan Kewangan untuk Pegawai Baru (Siri I)</i>
52	<i>Kursus Motivasi dan Penerapan Semangat Kerja Berpasukan (Siri III)</i>

Sources: *Laporan Pelaksanaan Strategik Pengurusan Sumber Manusia, 2009*

In the Department of Works, Malaysia, training is carried out by National Institute of Public Administration (INTAN) and The *Malaysian* Administrative Modernisation and Management Planning Unit (MAMPU). Due to increase in the demand of training, the Department of Works, Malaysia, sought training from external consultants.

There are two categories of courses done at the Department of Works, Malaysia. Technical courses are usually done with the Ikram Training and Infrastructure Development Institute. Collaboration courses are usually prepared within the department by inviting facilitators or by appointing external consultants.

List of consultants that are being appointed by the Department of Works, Malaysia in the year 2009:

Number	Consultant
1	HDR Consultant
2	Adatif Gemilang
3	Universiti of Malaya Centre for Continuing Education
4	Theosophy Glanz Resources
5	AHM Khidmat Enterprise
6	DS Sepakat Sdn Bhd

### **Role of National Institute of Public Administration (INTAN)**

The Institute of Public Administration (INTAN) is a division under the Public Service Department that provides training for the whole public sector. INTAN was founded in 1972. According to the 1999 Establishment List, INTAN has staff strength of 739 made up of 175 trainers, with the balance comprising management, administration and supporting staff. The establishment of INTAN was to provide training and development to all levels of government employees in development administration related to government systems and procedures, policy formulation and analysis, economics and project planning and management, and financial management. However, the role of INTAN has evolved with the changes following thrust of national development and public administration (Abdullah, Normah, Abdul Kuddus, 2003)

### **PERFORMANCE APPRAISAL AND REWARDING**

Stone (2008) defines performance appraisal as concerned with determining how well employees are doing their job, communicating that information to employees, agreeing on new objectives and establishing a plan for performance improvement. Similar to Stone

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(2008), Mathis and Jackson (2003) defines performance appraisal as a process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees.

From these definitions performance appraisal signals to employees what is really vital; it provides ways to measure what is important; it fixes responsibility for behavior and results; and it helps to improve performance.

In Department of Works, Malaysia, civil servants will be evaluated based on their work and the head of department will evaluate and disclose the result in the Annual Performance Evaluation Report (*Laporan Penilaian Prestasi*).

Human Resource Division Annual Work Targets according to Department of Works, Malaysia Strategic Frameworks 2007-2010 are:

<b>Number</b>	<b>Human Resource Division Annual Work Target</b>
1	Managing candidacy -Darjah Kebesaran, Bintang dan Pingat (Federal and State) for Top Management.
2	Managing the award distribution matters of -Darjah Kebesaran Federal and State.
3	Managing outstation (overseas) application.
4	Managing review of Service Book for officers and staffs Branch.
5	Managing matters of Annual Performance Evaluation Report (LNPT) and Annual Work Target for officers and staffs at the Corporate Management Branch.
6	Managing Work Responsibility Admission for officers and staffs.
7	Managing matters on General Service.
8	Managing leave matters.
9	Managing matters on Change Statement
10	Managing the updating of Service Book.
11	Managing the updating of Position Registration of officers of staffs at the Corporate Management Branch
12	Managing the updating of Service File of officers and staffs.
13	Managing matters of Agreement Documents for contract officers.
14	Managing applications for medical facilities (SARAUBAT)
15	Managing the preparation of Physical Performance Report and the finance

	of the training Development Program implementation for officers and joint usage staff.
16	Managing the preparation of result analysis and Training for officers and joint usage staffs.
17	Managing the production of exam/test results.
18	Managing matters on Career Training for support group staff.
19	Managing Public Service Exam (Department Subject) for Draughtsman Service J17, Technician J17, and Technician Assistant J29.
20	Managing Special Test to join Technician Assistant Service Scheme (KPSL) for Draughtsman and Technician.
21	Managing Craftsmanship Skill Test to fulfill application terms for Craftsman position, Low Public Worker and promotion for existing Craftsman.
22	Managing the production of Examination Calendar that will be distributed to all registered customers.
23	Managing the Examination/Test Question Legislation Workshop.
24	Coordinating Examination Marking Workshop.
25	Managing and observes the activity of the examination matters at the Examination Center.
26	Managing the Coordination and Invigilator Examination Center Workshop.
27	Managing and observes the activity of the examination matters at the Examination Center.
28	Managing matters of meetings.
29	Managing the preparation of Human Resource Unit (Operation) Section Examination Budget for 2009.
30	Managing the preparation of Training Development Budget for Support Group at the Corporate Management Branch.
31	Managing the updating of Human Resource Management Information System (HRMIS) and (SEPAKAT).
32	Coordinating the rebranding of Examination Website.
33	Managing ethic issues for Professional officers group and support group.

Sources: *Laporan Pelaksanaan Strategik Pengurusan Sumber Manusia, 2009*

Human Resource Division Annual Work Target according to strategic terms which are:

<b>Human Resource Division Annual Work Target</b>	<b>Strategic Term</b>
Customer Focus	To be strategic partners with our customers and increase their involvement and satisfaction with our services.
Asset Management	To ensure all physical assets continue to deliver desired outcomes with efficient use of short and long term resources.
Performance Measurement and Reporting	To achieve our objectives and deliver accountability, performances are continually measured and gaps are effectively managed.
Strategic Competency Development	To create a system to develop competent workforce to match the right people with the right jobs to measure performance for continuous improvement.
Standardisation	To standardise our processes and skills to provide consistent and reliable services.
Earned Value	To establish a project progress evaluation system anchored to scheduled performance.
Leveraging on ICT	To streamline our business process and communication system, through the use of ICT, thus improving our effectiveness and efficiency.
Effective Implementation of Malaysian 5-Year Plan	To ensure projects are implemented through appropriate implementation methodologies to meet customer needs and outcomes.

Sources: *Laporan Pelaksanaan Strategik Pengurusan Sumber Manusia, 2009*

Awards and promotions are given to public service employees as a recognition and appreciation of their excellent service.

Awards are also given to groups and agencies that have attained excellence in quality management, innovation, quality control and in the effective implementation of ICT.

Some of the awards include the Prime Minister's Quality Award, the Public Service Innovation Award, the Joint-Research Innovation Award between the Public and Private Sector, the Quality Control Circles Award, the District Office and Local Authority Quality Award, the Premier Information Technology Award and the Finance Ministry's Secretary General Quality Award ([www.malaysia.gov.my](http://www.malaysia.gov.my)).

In Department of Works Malaysia, the head of department with the awards committee will choose the candidates for the Excellence Service Award. The selection is based on annual performance report, effectiveness and efficiency, discipline, contribution and etc.

## CONCLUSION

The Human Resource Management Division, Department of Works, Malaysia plays a significant role in managing civil servants. Its functions include the recruitment and selection process, training, performance appraisal and rewarding employees. These functions will affect civil servants in performing their jobs. The process of human resources management at the Department of Works Malaysia is the same as human resources management at other departments. The standardized process that is being practiced will ensure that the right personnel will be chosen to work in the civil service.

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### Interview

<u>Name</u>	<u>Position</u>	<u>Date</u>
1. Y.M Tengku Muhamad Y.M Tengku Abdullah	Head of Division, Human Resource Management Division, Department of Works, Malaysia.	1 Feb 2010
2. Zunaidah Bte Sharif	Chief Clerk, Human Resource Management Division, Department of Works, Malaysia.	3 Feb 2010

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