

A Study on Recruitment, Selection and Induction as well as Performance Appraisal System in Astro Malaysia Holdings Berhad

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ABSTRACT: *Having the right talent for any organization is vital to ensure that right people with relevant skills and knowledge will contribute to the success of firm and the most importantly, can generate profit too. Thus, an effective recruitment and selection process will determine the ups and downs of organization. The main objective of this paper is to assess the recruitment and selection practices of private sector and how it blends with the appraisal system to increase the effectiveness and productivity of their employees. The findings of this study will assist policy makers to consider establishing a culture of competition, with a new human resource management policy. The research uses quantitative research approach.*

KEY WORD: *Recruitment, Selection, Induction, Performance Appraisal*

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I. INTRODUCTION AND LITERATURE REVIEW

The recruitment and selection process are a dynamic, complex and an important part of human resource management in organizations (Rozario et.al, 2019). While public sector is still trying to find a better approach to introduce new management models to improve productivity, private sector has already well-equipped with the flexibility and competition model to recruit, train and reward the people within the organizations. According to Samwel (2018), effective recruitment, selection and retention process can result into a good pool of human resource with required skills, knowledge and experience in the organization. Furthermore, if the process is well-managed, it could be a significant impact on organizational performance and lead to a positive organizational image. In addition, the efficiency in service delivery are dependent on the quality of employees who were recruited into the organization through recruitment and selection processes. These processes are designed to match the applicants' ability, knowledge, skills and experience with job requirements in a fair and competitive manner.

Public and private sectors assume an important role to contribute to any country's economic performance. Hence, it is timely for any organization to scrutinize existing Productivity is believed to be linked to service excellence, performance measurement and management systems, creativity in delivery process and deployment of improvement techniques.

Astro Malaysia Holdings Berhad or famously called Astro is Malaysia's leading content and consumer company, serving 5.7 million or 75% of Malaysian households across TV, radio, digital dan commerce platform. Not only in Malaysia, the company also known in Southeast Asian with operations in four (4) key areas of business, namely Pay-TV, Radio, Publications and Digital Media.

1.2 Research Objectives

The main objectives of the study are:

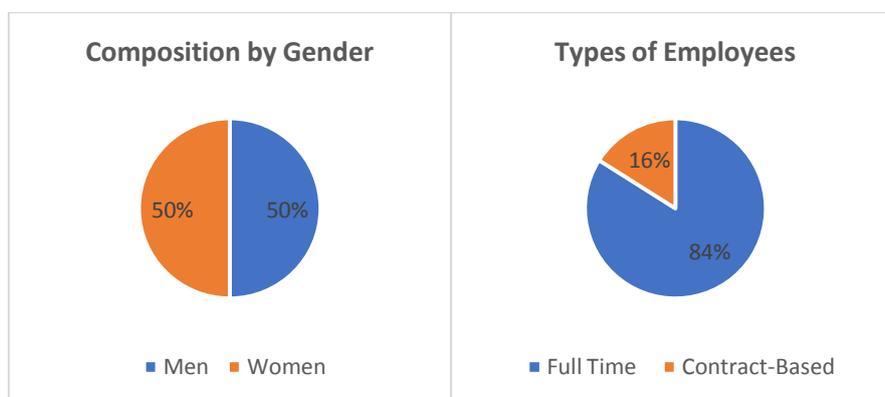
- i. to examine the recruitment and selection process practiced in ASTRO Malaysia Holdings Berhad; and
- ii. to identify how the firm uses performance appraisal to improve employees' job satisfaction and productivity.

1.3 Research Methodology and Data Analysis

Astro comprises talents from diverse backgrounds, embracing belief in diversity and inclusivity. As one of the main Malaysia's leading content creator, Astro continuously expands its team. To date, the team is diversified and promote equal opportunity policy without discrimination based on race, religion, gender, age or disability. Moreover, Astro is the home for 4,758 people working together with 50% are women and 42% of senior management are women. As a Malaysian product, 98% of the talents are Malaysian and with an average age of 34, and 82% of workforce are aged 40 and below. Most importantly, 84% of employees are permanent with the remaining being contract-based. Thus, the questionnaires were distributed to the Astro team to gather information for the survey. The simple random sampling is used during the process and feedback received from

all level of management from support, professional, management and senior management, both male and female.

Figure 1: Astro Malaysia Holdings Berhad Staff Category



42% of senior management positions are held by women

Source: Astro Malaysia Holdings Berhad Integrated Annual Report 2020

1.3.1 Recruitment and Selection

Based on the Astro Malaysia Holdings Berhad Integrated Annual Report 2020, the company has invested over RM40 million across young talent programmes, benefitting more than 500 young leaders to date. This big amount of money proved that the organisation has put much effort in finding the right talent and growing together in a team through their continuous and inclusive learning environment. Similar to other companies, the recruitment and selection processes are based on fair and equal. The management is well-prepared to provide the team for future challenges such as Industrial Revolution 4.0 (IR 4.0), disruption and constant change. Both talents, on- and -off screen are offered learning and development opportunities, helping to build a dynamic and agile team.

Before and during its recruitment process, ASTRO Malaysia Holdings Berhad has its own guideline and process. It provides a dedicated platform for career or job opportunities and job hunters could find it easy to search for the vacancies available via <https://www.astro.com.my/careers/job-opportunities.aspx> or <https://www.jobstreet.com.my/en/job-search/jobs-at-astro/>. The applicants may choose to apply for a specific job opening or fill out a general application form provided in the portal. Then, the recruitment process will continue with interview sessions, test and assessment as well as gaining information of applicants' previous performances if possible. This method is used to make sure that the right applicants are chosen as employees for the right job with the right expertise, skills and knowledge as well as experience. The recruitment process does not end there. The company even go further by creating their own talents at young. Several programmes are undertaken to nurture the best talents from the beginning. The programmes are in Table 1.

Table 1: ASTRO's YOUNG TALENT PROGRAMMES

MYINDUSTRY AI Scholarship Programme	We are among seven Malaysian companies to pilot the AI-focused Master of Research (MRes) under the all-new MYINDUSTRY AI Scholarship programme that is jointly funded by the industry, MDEC and selected universities. Four outstanding scholars were selected as Astros first cohort and are undergoing a full-time course of up to 18 months.
Astro Scholarship Awards	Established in 2005, we have since invested RM34 million to fund the tertiary education of 83 students in top universities all over the world. We currently have nine students specialising in areas such as law, data science and economics.
Astro Graduate Programme	Fresh graduates are rotated through business or technology streams over 18 months. In FY20, 16 associates completed the programme and were recruited into Astro's core teams, including content, data and software engineering. There are currently 27 exceptional talents enrolled in the programme, including 12 new associates.
Leadership Exploration and Development Programme (LEAD)	In collaboration with the United Kingdom & Eire Council of Malaysian Students (UKEC), we co-hosted the LEAD programme in Edinburgh, Scotland in January 2020. For the second year running, we held an immersive three-day camp on digital leadership for Malaysian tertiary students based in the UK, exposing them to current industry-related issues. 62 undergraduates participated in the recent LEAD event, including five Astro scholars who are currently studying in the UK.
Astro Internship Programme	We provide industrial experience to interns in both creative and operational environments.

	such as content, technology and finance. In FY20 alone, over 103 students from local and foreign universities were offered placements under this programme with outstanding interns being earmarked as potential hires upon their graduation.
Astro Broadcasting Traineeship Programme	Tailored for aspiring young talents in broadcasting, this programme hones their skills through 1,500 hours of simulation and in-field assignments with top industry trainers. A total of 152 individuals have successfully completed the programme so far, with a further 91 currently in training. We have invested RM6.5 million in this programme to date.
Astro Champs Awards	For the ninth consecutive year, we recognised our employees' children's academic excellence in school and pre-university examinations. 17 awards were given this year to three UPSR students, 10 PT3 students, three SPM students and one A-Level student.

Source: Astro Malaysia Holdings Berhad Integrated Annual Report 2020

<p>The Selection Process</p> <ul style="list-style-type: none"> • STEP 1 Apply online through Astro Careers Page • STEP 2 Phone/ Face-to-face interview by Human Capital and respective hiring manager • STEP 3 Successful candidate will be notified via email • STEP 4 Provide supporting documents to confirm placement
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Source: Astro Career Page

1.3.2 Induction

According to Mchete and Shayo (2020), induction training as a planned introduction of new employees to their jobs, co-workers, and culture of the organization. It also seen as the process of receiving and welcoming new employees when they first join the company and giving them the basic information, they need to settle down quickly and happily and start work.

Apart from having a normal process of induction and to prepare new employees with organisation's work and business environment, Astro has provided its Code of Business Ethics to all employees. It contains information and guidelines on responsibility and accountability and most importantly, it is the ASTRO's employment philosophy that is based on respect for the individual, a reflection of organisation's high ethical standards. Being a representative of Astro, each employee is expected and required to fulfil commitment to good ethical behaviour.

1.3.3 Performance Appraisal

ASTRO Malaysia Holdings Berhad also provides employment benefits to improve its employees' job satisfaction. The company introduced and implemented a customisable benefits plan called myChoice@Astro since 2011, aiming at empowering employees to choose their benefits according to their priorities, be it cash rewards, training and development or medical cards. Initially, the employees are sceptical of the benefit offerings. However, as it actually moving away from one-size-fits-all options, over time, it has improved both employees' satisfactory level and the overall health as well as productivity.

As Asia's leading media content creator, the key talent investment and management practices in Astro are guided by the UN Sustainable Development Growths (SDGs), raising the quality and standards of its human capital. In addition, the company periodically renewed and benchmarked their remuneration packages to ensure alignment with current market standards and trends. The remuneration review process contributes to reducing inequality among employees performing similar tasks at the workplace and enable the company to justify base pay increments for eligible employees through performance appraisal mechanism towards closing pay gaps across the workforce.

1.4 Findings and Interpretation

Based on the findings, the overall process for recruitment, induction and performance appraisal system are positively accepted by employees. By having a proactive and strategic management to create agile organisation towards the new norm and challenges especially in today's global health pandemic of COVID-19, the current systems are still relevant and effective. Focusing on a long-term strategy for Talent, Customer and Community & Environment, Astro becomes the place for employees to develop their careers. However, the company must also be cautious on the existing and new competitors in content creators such as Netflix, Iflix and HBO Max as they will impose threats and attract talents especially among young and experienced talents.

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