

A Study on Recruitment, Selection & Induction, Performance Appraisal in Public Sector: Evidence from Sapura Energy Berhad Fabrication Yard

Mohd Izarrie Shafie, Mohd Jamil Zaifani Ja'amin, Mohd Sahizan Abdul Rahim,
Mohd Azizul Abd Wahab & Muhamad Hafizd Ahmad

Students Master of Management, Sultan Azlan Shah University, Kuala Kangsar, Perak, Malaysia
Corresponding Author: S20100752 Mohd Izarrie Bin Shafie

ABSTRACT: *Better staff recruitment and selection process with good performance appraisal improved organizational outcomes. The research paper on the above title has been prepared to put a light on the human resources process. The main objective of this paper is to identify common practices that selected organizations use to recruit and select employees and to determine how the process taking place in the selected organization. Successful recruitment and selection process can lead to good performance for the staff and for the growth of the organization and this research might help the organization with some good suggestion to improve the organization selection process. Data analysis has been done with some statistic tools.*

KEY WORD: *Recruitment, Selection, Performance Appraisal, Qualification, Reference*

Date of Submission: 05-12-2020

Date of acceptance: 20-12-2020

I. INTRODUCTION AND LITERATURE REVIEW

The economy of Malaysia is the third largest in Southeast Asia, after Indonesia and Thailand, and is the 35th largest economy in the world. Labour productivity in Malaysia is significantly higher than in neighbouring Thailand, Indonesia, Philippines or Vietnam due to a high density of knowledge-based industries and adoption of cutting-edge technology for manufacturing and digital economy. According to the Global Competitiveness Report 2019, the Malaysian economy is the 27th most competitive country in the world. The Ministry of Human Resources (MOHR), is a ministry of the Government of Malaysia that is responsible for skills development, labour, occupational safety and health, trade unions, industrial relations, industrial court, labour market information and analysis, social security.

According to Edwin B. Flippo, "Profession is the process of looking the candidates for career which promotes them to apply for projects in the organization" meaning career is the game that hyperlinks the companies and the job hunters and also process of finding and gaining capable candidates for employment. The procedure starts when new workers are desired and ends when their programs are presented. The result is a share of programs from which new workers are selected. It is the procedure to discover types of human resources to meet the element of employment and to employ efficient actions for gaining that human resources insufficient numbers to accomplish efficient. Employees are the important asset for any organization as business cannot run unless someone is doing the work. But to the good employees are needed. Thus, hiring the right person with the right skill has become the main agenda when recruiting candidate. Having bad employees not only affected the organizations in terms of profits but can cost the organization with unwanted expenses due to negligence and low work performance. But to attract the right person to come and work with the organization is not an easy task. Besides, there is no one-size-fits-all approach to recruitment. The organization need to plan and design their own recruitment process that based on the type of business and the type of people the organization wants to recruit. Thus, it is important for organization to establish the right strategy to recruit in order to search for good quality of candidates.

Job analysis for new jobs or substantially changed jobs, a job analysis might be undertaken to document the knowledge, skills, abilities and other characteristics (KSAOs) required or sought for the job. From these, the relevant information is captured in a person specification. Various psychological tests can assess a variety of KSAOs, including literacy. Assessments are also available to measure physical ability. Recruiters and agencies may use applicant tracking systems to filter candidates, along with software tools for psychometric testing and performance-based assessment. In many countries, employers are legally mandated to ensure their screening and selection processes meet equal opportunity and ethical standards.

Employers are likely to recognize the value of candidates who encompass soft skills, such as interpersonal or team leadership, and the level of drive needed to stay engaged. In fact, many companies,

including multinational organizations and those that recruit from a range of nationalities, are also often concerned about whether candidate fits the prevailing company culture and organization. Companies and recruitment agencies are now turning to video screening to notice these skills without the need to invite the candidates in physical. Screening as a practice for hiring has undergone continual change over the years and often organizations are using video to maintain the standards, they set for themselves and the industry. Recruitment and selection are an essential component for the success of an organization. Knowledgeable and skilled workforce constitutes a potential source of competitive advantage for an organization (Khandekar and Sharma, 2005). According to Beer et al. (1984), an organization does not obtain and retain the human resources to achieve the strategic goals only, but also it has noteworthy impact upon the workforce composition, the fit with the organization's needs and culture, and ultimately upon long-range employment stability. While knowing the significance of recruitment and selection, it is unbelievable that little research has been conducted in determining best employer's recruitment and selection strategy.

Performance appraisal is considered to encourage employees in consequent performance cycle (Heneman & Wemer, 2005). There is an increase use of performance appraisal process (Dechev, 2010) which is mostly motivated by an organizational need to influence employee's attitude, behaviours, as well as organizational performance too. The outcome will be establishment on objectives that set at the beginning of the assessment cycle which is help employees to bring out their obvious performance goals view, the supervising of performance during the assessment which help the poor performers and also support to provide the high-quality performance in an organization (Wahjono, 2015). The capacity to achieve these positive outcomes will be in function of the performance appraisal experience (Darehzereshki, 2013).

Sapura Energy Berhad (formerly known as SapuraKencana Petroleum Berhad) is a Malaysian integrated oil and gas services company based in Seri Kembangan, Selangor. Sapura Energy Berhad is a leading global integrated oil and gas services and solutions provider operating across the entire upstream value chain. As a fully-fledged upstream player, the Group's spectrum of capabilities cover exploration, development, production, rejuvenation, as well as decommissioning and abandonment stages of the value chain. With a highly skilled and technically capable multinational workforce, strategic world-class assets, and strong project management capabilities, the Group today has a global presence in over 20 countries. Sapura Energy's operations cover exploration, development, production, rejuvenation, decommissioning, and abandonment. The company was formed via a merger between Sapura Crest and Kencana in May 2012 and trades on the Main Market of Bursa Malaysia Securities Berhad. The company was renamed as Sapura Energy Berhad on March 24, 2017.

During the year, against a strong field of leading global industry players, Sapura Energy Berhad honoured to be named Company of the Year in the Energy Services, Offshore and Marine category at the Asia Pacific Energy Awards by the Energy Council. The award represents a global benchmark of excellence for the oil and gas industry. The win reinforces Sapura Energy's standing as a major industry player after having started out as a diving contractor about 20 years ago and the dedication makes win-win situation to our employees, partners and clients who have journeyed with us through the years.

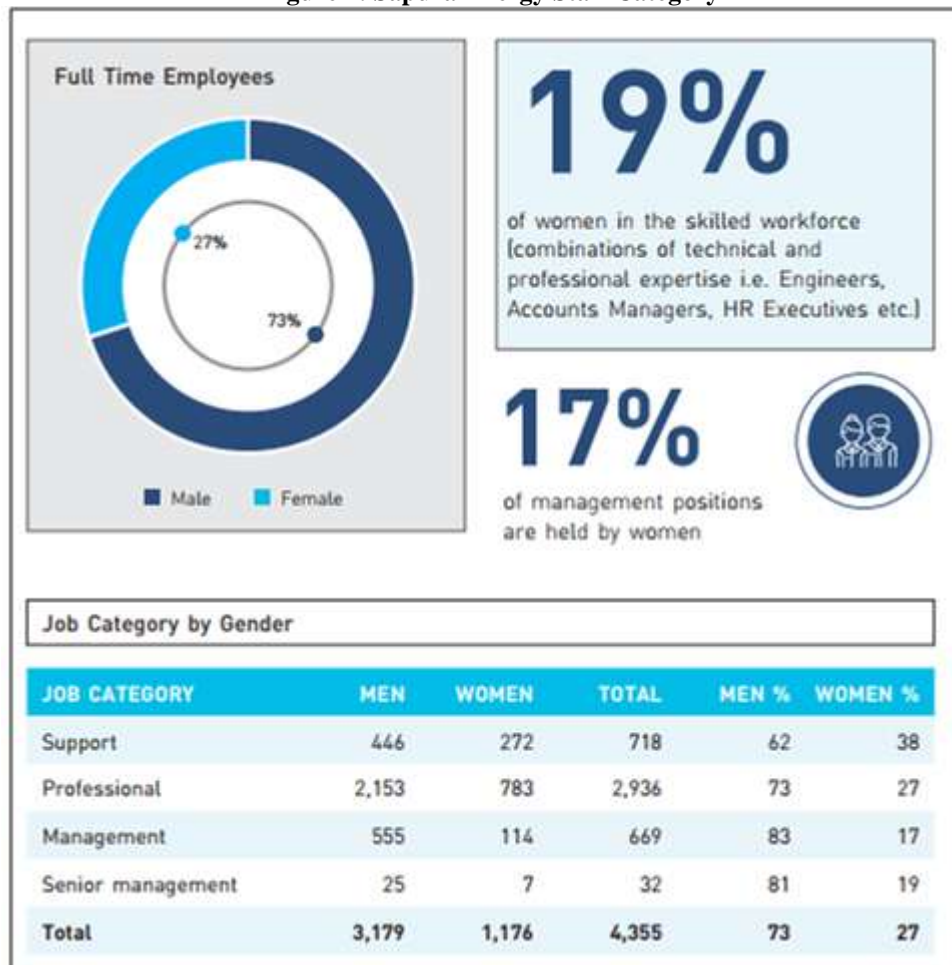
1.2 Research Objectives

The main objective of the study was to examine the recruitment and selection techniques being practiced in the firm operating in Sapura Energy Berhad which contribute to the performance appraisal of the staffs.

1.3 Research Methodology and Data Analysis

The variables taken to represent the staff categories by male and female in certain level of management. The variables are defined from support level, professional level, management and senior management.

Figure 1: Sapura Energy Staff Category



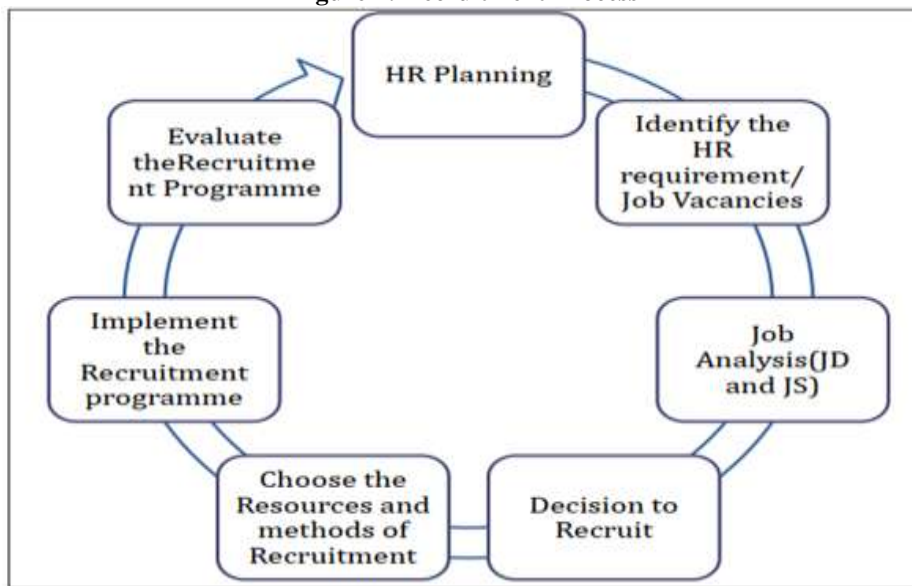
Source: Sapura Energy Sustainability Report 2019

With over 35 nationalities in our Group, we are very diverse in our culture and outlook as we continuously develop and improve our talent pool, whether they are new recruits or those with many years of service. Our workforce is made up of talent across various age groups and experiences. For instance, 26 per cent of our full-time employees are between the ages of 20 to 30 years. This encourages knowledge sharing and collaboration to help raise their individual and team performance. We are an equal employment opportunity employer and we do not discriminate based on age, religion, sexual orientation, ethnicity, gender, or status. As of 31 January 2018, 27 per cent of our total workforce comprise of full-time female employees, with women representing 19 per cent of our technical and professional expertise. More than 17 per cent of our top management positions and 30 per cent (3/10) of the board positions are held by women. Besides few global crisis's situations like that of 2008 United States recession which is shown by the trend line across the data set. The highest inflow was in 1982 and 1994 and the lowest was in 2008 and 2001 (Blonigen and Piger, 2014).

1.3.1 Recruitment and Selection

The Group recognises the value of adverse and skilled workforce and is committed to creating and maintaining an inclusive and collaborative workplace culture that will provide sustainability for the Group. The Group is committed to leveraging the diverse backgrounds in terms of gender, ethnicity, nationality, age, experiences and perspectives of workforce to provide good customer service to an equally diverse customer base. The Group's commitment to recognising the importance of diversity extends to all areas of the business including recruitment, skills enhancement, appointment to roles, retention of employees and training and development. Sapura Energy recruitment strategy continues to attract a diverse pool of talent which have a multinational workforce, comprising talent from 35 nationalities, which brings dynamism to our workplace with diverse ideas, perspectives and solutions.

Figure 2: Recruitment Process



Recruitment is the process of searching for prospective candidates and entice them to apply for the jobs in the organization. Recruitment is one of the Key Result Areas of Sapura HRM. Recruitment tries to match Human Resources to the Strategic and Operational needs of the organization to ensures optimum utilization of those Human Resources.

Figure 3: Selection Process of Sapura Energy Berhad



It requires the sequence of steps by which the applicants are tested for choosing the best individuals for empty content. The basic purpose of process is to choose the right applicant to fill up the various roles in the company. Selection is a negative process as it requires being rejected of the inappropriate applicants. Choice is

concerned with choosing the most suitable applicant through various discussions and assessments. Choice results in a legal agreement of service between the company and the selected worker.

1.3.2 Induction

Alignment is the procedure of acquainting new workers with the organization. Alignment subject variety from such primary items as within the organization cafeteria to such issues as various profession routes within the company. Hence, we can say that introduction or orientation is the procedure through which a new worker is presented to the job and the organization. In the terms of Remedy, introduction is "the procedure of getting and pleasant a worker when he first connects an organization and providing him the standard information he needs to stay down easily and start work. There are two types of induction will be done by Sapura Energy Berhad before entering the working phases which is one will do by human resources for the company mission and vision and the second induction will be done by safety department for the site activities and slightly brief the necessary safety that need to follow by each employee of Sapura.

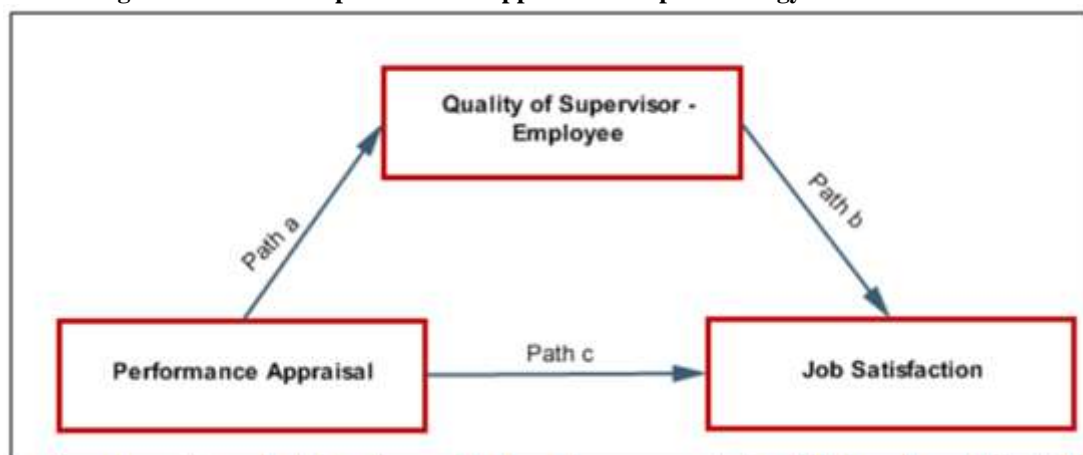
1.3.3 Performance Appraisal

Performance appraisal is one of the most critical Human Resource roles that bring the comprehensive success to an organization. It is also an essential to state the extensive defeat and dissatisfaction with this evaluation which possible to face more pose challenges. Performance appraisal is a vital component of a broader set of human resource practices which it is the mechanism for evaluating the extent to which each employee's day-to-day performance is linked to the goals that establishes by an organization (Coutts & Schneider, 2004). Sapura Energy workplace policies are defined to motivate employees, retain talent and enhance productivity and performance.

Employees are encouraged to share feedback regularly while on the job and through debrief sessions, project closeout or immediately onsite. Additionally, all employees, including management level, technical and support staff, receive formal annual appraisals from the superiors. The key performance indicators are based on 60 per cent of the balanced scorecard and 40 per cent of the individual's competencies. All the permanent employees enjoy fair competitive compensation benefits at par with the industry standards.

The staff benefits are offered taking into consideration individual merit and performance on a year-on-year basis. we regularly connect and communicate with our employees through various engagement initiatives. They include management by walk-about, annual employee engagement surveys, town halls, an intranet forum, dedicated work stream face-to-face engagements and grievance channels. These initiatives promote a work culture that empowers individuals, encourages collaboration for excellence, drives accountability, and rewards high performance.

Figure 4: Variable is performance appraisal of Sapura Energy Fabrication Yard



Based on figure above, the independent variable is performance appraisal, and the dependent variable is job satisfaction. The quality of supervisor-employee is known as an intervening variable between performance appraisal and job satisfaction. This will determine the relationship between performance appraisal with job satisfaction. Then, the researcher also will examine the quality of supervisor – employee as a moderating variable relation with performance appraisal and job satisfaction.

1.4 Findings and Interpretation

The main thing that I want to conclude firstly is that with the help of analysis, feedback generated through research found that the company is following an effective Recruitment and Selection process to maximum extent. In the process, I came across various experiences where the role of an HR and the relevant traits. Sapura Energy should focus on long term consistent performance rather than short term. The emphasis towards training and enhancing skills of recruiters needs to be more and also consistent. Even though Sapura Energy has many challenges to face in order to ensure that the human resource department contributes to the bottom-line and emerges as a strategic partner in the business. Performance appraisal is an effective process, but it is known as most critical human resource tool where the appraisers used to evaluate the employee's job performance and through this the employee can satisfy with their job description in the organization. Performance appraisal can measure the accuracy of employee's job performance and it will help talent acquisition, that is the key determining factor in how well a performance appraisal can be done. The high quality of performance appraisal is intended to increase the level of job satisfaction of an employee in an organization.

BIBLIOGRAPHY

- [1]. Sujeet Kumar & Ashish Kumar Gupta (Nov 2014); "A Study on Recruitment & Selection Process With Reference"
- [2]. Isaac Christopher Otoo, Juliet Assuming, Paul Mensah Agyei; "Effectiveness of Recruitment and Selection Practices in Public Sector Higher Education Institutions: Evidence from Ghana" (European Scientific Journal May 2018 edition Vol.14)
- [3]. Nanthini Devi a/p Raja (January 2015); "A study on recruitment methods among manufacturing and service sectors in Malaysia." Master of Human Resource Management University Utara Malaysia
- [4]. Subhash c. Kundu, Desh Rattan, Ved Pal Sheera and Neha Gahlawa; "Recruitment and Selection techniques in manufacturing and Service Organizations Operating in India" (Dec 2012)
- [5]. Sentot Imam Wahjono, Shamala Devi a/p Perumal, Andi Wardhana, Anna Marina; "Performance Appraisal at Government Owned Company: Evidence from Melaka, Malaysia". Gadjah Mada International Conference on Economics and Business 2015, Yogyakarta, Indonesia, 27 November 2015
- [6]. Sapura Energy Annual Report 2019 Page 1 to 282

Mohd Izarrie Shafie "A Study on Recruitment, Selection & Induction, Performance Appraisal in Public Sector: Evidence from Sapura Energy Berhad Fabrication Yard" *International Journal of Business and Management Invention (IJBMI)*, vol. 09, no. 12, 2020, pp 25-30.