

Human Resource Management Practices of Johor State Sports Council, Malaysia

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Abstract

The issues of human resource management practices have been broadly discussed in the Malaysian employment sector. This is because human resource management practices are recognized as a system that can produce good-quality employees that can influence organizational survival. The objective of this study was to determine the level of human resource management practices of the Johor State Sports Council. Eighty-five employees of the Johor State Sports Council have been recruited. A survey design using a questionnaire comprising 26 items was used to measure recruitment and selection, training and development, performance appraisal, reward and participation, and communication. The study's findings show that four human resource management practices were at a high level and training and development were reported at a moderate level. The result demonstrates that human resource management practices applied by the Johor State Sports Council execute better outcomes among employees, eventually creating a good image of the organization. Hence, integrated human resource management can help the organization refine employee development for the long term.

Keywords: Human Resource Management Practices, Johor State Sports Council, Employees Perceptions

Introduction

Over the years, the process of attracting skilled employees has been seen as an essential thing that needs to be considered by the organization. This is because the public and other organizations rely on the employee as the primary resource to achieve their mission and vision (Ahmad et al., 2022). However, the organization's action overlooking the prerequisite requirements to execute the best human resource management (HRM) has made the organization face difficulties in surviving in the global market. In this respect, the formulation of HRM strategies needs the organization's attention to maximize the quality of employees. This indicates that effective human resource planning would benefit employees and organizations to carry out good results. Anwar and Abdullah (2021) support that the best HRM practices are essential to an organization's success because they foster a productive workforce and keep the best employees from leaving. Hence, this shows that adequate

treatment in HRM conducted by the organization will ultimately produce a significant result for both parties.

Recently, human resources problems have impacted employees' output and led to inefficiency. This happens because the organization needs to help and maintain talented employees. According to Taye (2022), a lack of structure in the training and development processes has been the main issue in developing good performance among employees. The researcher stated that the lack of defining an approach to employee training and development has resulted in most training efforts failing to produce the desired results. In this situation, this can waste the budget invested in the training as the organization could not create good competency and capabilities of employees. This indicates that the problem could influence the perception of employees towards training and development provided by their organization.

Besides, Akintunde (2018) also stated that the inequality and unfairness in allocating rewards had discouraged employees' loyalty to their well-being and the organization's mission. Mohammed et al (2020) support that the reduction and misallocation of salary made the employees trouble being productive in performing their tasks. In response to the situation, researchers stated that the problem might lead employees to confront clarity on their roles and conflict among team members. It also will make the employees feel stress and burnout as they feel inefficiency and ineffectiveness in achieving the organizational goals. This indicates that the reward system is critical in motivating employees to strengthen their commitment to the organization. From this, it shows that the monetary advantages provided by the organization may inspire employees to improve their morale and performance.

Throughout the discussion above, it can be concluded that the change of HRM practices in the organization can create a positive perception between employees and management. The set of standards and rules in implementing HRM practices can guarantee the program's success. The good HRM provided made the employees feel trust and a sense of belonging, ultimately reciprocating them to the organization. This demonstrates the need to investigate how employees view HRM from a more in-depth perspective. Employees will derive substantial benefits from the relevant HRM practice by the organization. Hence, this study aims to determine the Johor State Sports Council's employees' perception regarding the level of HRM practices.

Literature Review

HRM practices have a significant impact on the organization's success and failure. It has also received high attention and recognition from every organization due to the value they provide in furthering the mission. This means employers must have the best way to keep employees from leaving by providing them with a positive working environment. According to Mira et al (2019), HRM refers to implementing norms in conducting employees by creating their trust and encouraging them to work beyond to achieve goals. Brintha (2022) stated that the added value in HRM, especially in the appraisal system, reward, and feedback, has enabled employees to feel satisfied with the organization. This research focuses on five practices of HRM; recruitment and selection, training and development, reward, performance appraisal, and participation and communication. Recruitment and selection strategies are designed to classify possible candidates for current and future jobs and make acceptable choices

(Madanat & Khasawneh, 2018). These measures can ensure that the organization is meeting its employees' needs, which can improve their quality of work. A previous study by Taamneh et al (2018) shows a high level of recruitment and selection among banking employees in Jordan. High recruitment perceived by employees enables organizations to perform well in the industry. However, a result found by Silvester et al (2019) was a moderate level of recruitment and selection. Chytiri et al (2018) stated that an expensive approach was undesirable to apply by organizations that are significant with turnover, which will waste them to repeat it. This shows that the outcome of an organization's success depends on the employee's selection.

According to Ismael et al (2021), training is defined as the provision of information and instruction to an employee at any time when this is deemed necessary to improve the employee's performance. Researchers also stated that employees would only be able to deliver good work if the organization gave efficient training. Based on a finding from Rubel and Rahman (2018), the training and development among commercial banks in Bangladesh were at a high level. Karim et al (2019) assert that sufficient training and development practice developed in the organization makes employees effective in their job. Nevertheless, Jashari and Kutllovci (2020) revealed a moderate level of training and development among Kosovo employees. Chaudhary and Bhaskar (2016) emphasize that training and development assist employees in gaining monetary advantages and having a high possibility of being promoted to more excellent job opportunities in the organization. Thus, training and development given by organizations enable the employees to produce the quality of work required. Furthermore, remuneration is given to an employee in exchange for the work that has been completed (Alharbi & Javed, 2021). As a result of receiving these benefits, employees can develop skills professionally and advance in their careers (Peluso et al., 2017). The result from Kumar and Reddy (2020) shows a high reward level in India. Li and Ye (2021) stated that organizations must fully consider reviewing the incentive provided to establish a good administration structure. Conversely, Alabarah (2019) revealed a moderate reward system among banking employees in Yemen. The rewarding practice only provided based on the legislation will affect the employees' effectiveness in the organization (Chong et al., 2020). Therefore, the integration of the reward system can enable employees to portray their work effort.

Additionally, Nadeem et al (2020) stated that performance appraisal is a process by which management evaluates an employee's work and decides whether to reward and promote them based on their findings. The researcher also stated that appraisal is conducted to determine the performance of employees' knowledge, abilities and traits. The result Zeb et al (2018) reported was a high-performance appraisal level among Pakistan employees. Employees who are highly satisfied with the organization's appraisal evaluation are more likely to deliver positive behavior. Despite that, a low level of performance appraisal shows that the inequitable manner of the evaluation can lead the organization to face employee issues. Participation and communication are channels for employees and employers to communicate their ideas and opinions. This allows the employers to encourage employees in a suitable culture by working together in organizational activities (Riaz et al., 2021). Fajar and Soeling (2017) result shows a high level of participation and communication among ICT employees. The great participation invested by employees can influence their engagement with the organization. It also allows employees to demonstrate high morale and dedication to work. In contrast, employees who express a low level of participation and communication

might need to be more motivated to put total effort into the organization's activities (Govender & Bussin, 2020).

Methodology

This study used a descriptive method in which the researchers did a questionnaire survey. The research objective of this study:

- To determine the level of human resource management practices of the Johor State Sports Council.

Descriptive statistics were used to determine the level of HRM practices among Johor State Sports Council's employees. Eighty-five employees of Johor State Sports Council were involved in this study. The instrument comprising 26 items from Beijer (2014) was used to measure HRM practices. The items were rated based on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Statistical Package for Social Science (SPSS) version 26 was used to examine the level of HRM practices in Johor State Sports Council. A pilot study was done before the researchers distributed the questionnaire to the respondents. The pilot study was conducted to ensure the validity and reliability of the questionnaire items are consistently based on Cronbach's Alpha value. This pilot study randomly involved 30 employees as selected respondents in Selangor State Sports Council. The interpretation of Cronbach Alpha from Chua (2006) has been adopted to ensure the instrument is reliable. Table 1 shows the interpretation of the Cronbach alpha value.

Table 1

The Interpretation of Cronbach Alpha Value

Cronbach Alpha Value	Interpretation
0.90-1.00	Very high
0.71-0.89	High
0.30-0.69	Moderate
0.00-0.30	Low

The table below shows that all HRM practices (recruitment and selection, training and development, reward, performance appraisal and participation and communication) were above 0.71. Chua (2006) indicates that the value was high. Therefore, the instruments used were deemed reliable for this study. Table 2 shows the Cronbach Alpha values of HRM practices.

Table 2

Cronbach Alpha Values for HRM Practices

Construct	Sub-construct	N of Items	Cronbach Alpha
HRM Practices	Recruitment and selection	4	0.783
	Training and development	5	0.812
	Reward	6	0.739
	Performance appraisal	4	0.912
	Participation and communication	5	0.913

Findings

Descriptive statistics were used to determine the level of HRM using five practices: recruitment and selection, training and development, reward, performance appraisal and participation and communication. The mean score from Idris (2008) has been adopted to interpret the level of HRM practices perceived by Johor State Sports Council's employees. Table 3 shows the interpretation of the mean score.

Table 3
Interpretation of Mean Score

Level	Mean score
Low	1.00-2.33
Moderate	2.34-3.66
High	3.67-5.00

Table 4 presents the level of HRM practices perceived by Johor State Sports Council employees. Four practices of HRM were at a high level, while training and development were at a moderate level. Recruitment and selection (Mean = 3.97, SD = 0.59), training and development practice (Mean = 3.58, SD = 0.45), reward practice (Mean = 3.86, SD = 0.55), performance appraisal practice (Mean = 4.07, SD = 0.48) and participation and communication practice (Mean = 4.14, SD = 0.49).

Table 4
Level of HRM practices

HRM Practices	Mean	Std. Deviation (SD)	Level of Interpretation
Recruitment and selection	3.97	0.59	High
Training and development	3.58	0.45	Moderate
Reward	3.86	0.55	High
Performance appraisal	4.07	0.48	High
Participation and communication	4.14	0.49	High

Discussions

The result shows the high recruitment and selection conducted in the Johor State Sports Council. It can be viewed that employees in Johor State Sports Council are satisfied with the recruitment and selection practice by the organization due to the highly significant amount of work and time put into the practice. According to Hamza et al (2021), organizations have focused a lot of their efforts on prioritizing recruiting their existing employees before seeking outside candidates. This ensures that the practice of the hiring process will influence the quality and satisfaction of the organization and employees. Therefore, recruiting and selecting suitable candidates can provide the organization gains positive outcomes. The moderate level of training and development perceived by employees in Johor State Sports Council shows a need for an additional training strategy to develop the high skills of employees. Employees need to receive good training and successful development to reduce work errors. Pinzone et al (2019) pointed out that employees would perform better when employers provide adequate training and development. Thus, improving the skills and morale of employees can make their performance at a high level, and they can work more productively.

Results found that employees strongly agreed with the rewarding practice offered by Johor State Sports Council as they provided them with highly paid to ensure they stay focused on achieving organizational goals. This is supported by Noorazem et al (2021) that the high payment received by employees will make them more likely to execute better professional achievements. Therefore, the management needs to ensure that the reward system is at a high level given to employees, not only in terms of financial incentives but also non-financial incentives should also be given. The findings show that the performance appraisal was at a high level. This illustrates that employees strongly agree that the implementation of the annual appraisal system conducted by Johor State Sports Council is in good condition because the appraisal has been done equitably. The high-performance appraisal perceived by employees can lead the organization to have motivated employees that can bring achievements. As Jaafar and Salim (2019) stated, fairness and justice are the key indicators for the organization to determine the success of the appraisal system given to employees due to the contribution towards their motivation.

Based on the result, it emphasized that employees were satisfied with the high moral support from Johor State Sports Council to let them participate in giving suggestions and feedback. Effective employee involvement and communication within the organization enable both parties to establish good relationships. Vijayashree and Chandran (2019) stated that the high encouragement and support towards employees' participation allow the organization to influence employees' satisfaction. Hence, employers need to emphasize involvement and communication in the organization to increase employee productivity and reduce the communication gap at the workplace.

Conclusions

In summary, the study in Johor State Sports Council reported a high level of recruitment and selection, reward, performance appraisal, and participation and communication. Meanwhile, training and development were at a moderate level. It found that HRM practices applied by the Johor State Sports Council can execute better outcomes among employees, eventually creating a good image of the organization. In this regard, this study shows some limitations where future researchers can use it to explore abroad regarding HRM practices. This study is limited to public sports organizations; it cannot be generalized to other related populations. Future researchers could conduct this study on other sports bodies in Malaysia. Future studies also could extend this topic by adding other variables and objectives, as this study only focuses on the level of HRM practices. Lastly, the following research may interview employers and employees to evaluate their perceptions.

Based on the study's findings, it is significant to the existing knowledge and plays its role in the context of the Johor State Sports Council and other HR practitioners in public and private organizations. The data of this study may provide comprehensive knowledge and information to the Johor State Sports Council in improving and maintaining the application of HRM practices in their organization. The regular assessment of HRM practices enables the Johor State Sports Council to ensure their employees perform well to achieve desired goals. This study's data is also helpful to HR practitioners in public and private organizations to bring changes in the adoption and perspectives of HRM practices to ensure better growth and development. Therefore, simultaneous HRM practices will provide the organization with a better future.

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