

Development of Crisis Management Competencies: Factors Dominating It. A Case Study of Local Authorities in Malaysia

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Abstract

Performance improvement in an organisation can be achieved if all competency elements can be strengthened, employees perform their roles efficiently, and services meet the expectations of the management and customers. The competency development process requires continuous supervision and evaluation in order to produce an effective and integrated management system. The research used a qualitative method, in which eight informants participated in this study to discuss the comprehensive development and factors dominating the process. The themes of the study are derived based on participatory observations, document analysis, and interview sessions that have been conducted. The discussion topic is focused on the components that influence the development of crisis management competencies according to their perspectives. The three themes are 1) Enhancement of the transparency of governance and integrity in organisational human resources, 2) Empowerment of organisational learning to drive organisational excellence, and 3) Strengthening the efficiency of organisational governance. Integrity governance with high expertise requires continuous training and development to increase the knowledge, skills, and abilities of employees from time to time. It also assists in enhancing the talents and expertise of employees in related fields as well as improving self-confidence and personality to achieve the objectives of the transparency of governance.

Keywords: Competency, Critical Thinking Skill, Organisational Learning, Performance Improvement, Training and Development.

Introduction

Employee performance is one of the main agendas of discussion in any organisation. Every employee is perceived to have good job performance if they perform their work and responsibilities in line with organisational strategies (Zaenudin, 2018). Organisational

development needs to go through this process, in which every employee is provided with structured training and education to become professionals in their related fields (Bahri, 2016).

Among the latest challenges faced by human resource development in the current era is the ability to meet the needs and expectations of employees at all levels in relation to internal and external services provided. In the context of human resource development, performance improvement leads to organisational excellence. According to Mansor (2015), competent leaders are essential to lead and ensure organisational excellence (Hollenback et al., 2006; Rothwell, 2010). Previous studies have shown a decline in job performance due to a lack of organisational concern for human resource development. The performance will be evaluated when certain responsibilities and tasks can be performed efficiently. It also covers the implementation of certain methods and how employees use their own abilities. The landscape of human resource development is very broad, by utilising strategic approaches to achieve the effectiveness of an organisation. Competency is seen as a factor that influences the quality and success of completing work efficiently and systematically. Untari et al (2014) mentioned that competency is the basis of a person's skills or leadership that may influence the process of competence development in dealing with crises and completing tasks according to the outlined standards.

Organisational development strategies identify the role of human resources in determining the direction of the country in terms of labour and the development of highly skilled human capital (Strategic Plan, Kementerian Sumber Manusia, 2019). Human resource development is important in formulating and implementing policies related to the development and management of human resources in the country. It includes coordinating and implementing labour policies and standards, ensuring harmonious and conducive employment relations, promoting a safe, healthy, and dynamic work culture, strengthening social safety nets, and developing highly-skilled, relevant, and competitive human capital. The vision and mission formulated by each Local Authority (PBT) in Malaysia are based on the PBT's own identity. Large organisations may have more hierarchical levels than small ones. In an organisation, the distribution of tasks is done according to the type of work and established units or departments, such as maintenance, administration, finance, and services. The control system of an organisation is in the form of rules, policies, and procedures. This is to ensure that each employee in the organisation fully knows and understands the given instructions and responsibilities.

In organisational development research, human resources are found to be a significant element in organisations (Aprilida, 2017). In addition, emotional intelligence is one of the competency requirements that need to be developed at all levels of civil servants. Hence, human talent development is developed by all parties together to achieve the aim of the organisation through several activities performed by proactive employees. Self-efficacy in enhancing motivation is a strong element in developing and implementing any plan. Besides, development is an essential factor in the organisation to ensure the improvement of human resources (Johari, 2013).

However, in the process of developing competencies, what are the factors dominating it? Is there any encouragement from leaders to ensure the organisation's learning process achieves

its targets? What is the relationship between leaders and employees? Is there any emphasis on the organisational learning process in developing crisis management competencies?

The objective of this study is to explore the factors influencing the development of crisis management competencies among individuals in organisations, including the management and employees at all levels.

With various issues and challenges today, Unlu (2019) found that a crisis can strike any company at any time. Based on reading and research in related fields, the researcher discovered the existence of various components that influence positively or negatively during the process of empowering competence development. However, not many prior studies have discussed the state of organisations in facing a crisis, especially in local authorities with many employees at various levels. Therefore, this study has the potential to work on knowledge in enhancing organisational learning, such as internal training and appropriate skills among employees that can be applied to improve their job excellence.

Theoretically, this study may contribute to the existing knowledge in terms of training and development that can effectively optimise costs, energy, and time. This is in line with the research conducted by Sappri (2008), which suggested the classification and identification of the aspect of excellence competence in order to decide what type of “treatment” should be given to an individual. The significance of this study can benefit Majlis Bandaraya Pasir Gudang (MBPG) in realising personal growth in organisational learning as well as strengthening employee skills. In addition, the exploration of factors influencing crisis management competencies can be utilised by the MBPG top management to upgrade the employees’ credibility and performance according to their roles and responsibilities. At the same time, this study may help the management in focusing on the identified components in the development process of crisis management competencies.

Literature Review

In the modern era of globalisation, resources are very important in organisational development (Hartini, 2021) and are a very valuable asset in the organisation (Olisah, 2019). In general, the history of human resource development and competency development has gone hand in hand in any organisation. Human resource development shapes a person’s skills and improves his or her work performance (Blum & Naylor, 1968; Nadler, 1970; Patrick, 1992; Wills, 1993; Stoner, 1994; Mondy & Noe, 1996).

According to Basid (2019), human resource competency is one of the factors that affect quality. Furthermore, this competence is an ability to perform a job or task based on skills, knowledge, and work attitude needed by the job (Wibowo, 2010). Thus, the competence displays skills and knowledge that are characterised by professionalism in a particular field.

Human capital development and management comprise the aspects of skills and capacity development. It also strengthens the development of human resource competencies to be more dynamic and responsive to the surrounding changes. In addition, the development of human resources or human capital is very important in overcoming the challenges of the labour market and seizing opportunities for economic growth. Human capital also requires relevant skills to meet the market and economic needs of the country.

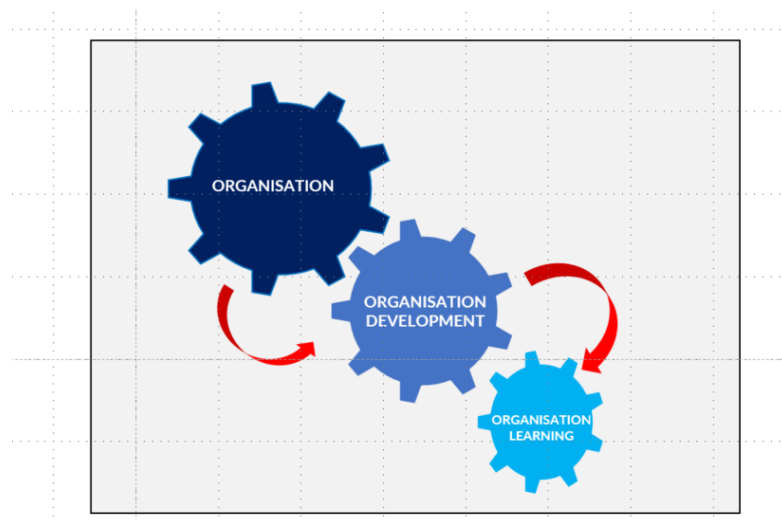


Figure 1. The relationship between organisational learning and development, as illustrated by authors in the literature review

Organisational Learning Theory through Community of Practice (COP)

Lave and Wenger (1991) have taken several steps to promote the 'community of practice' term. It is related to learning theories with a strong relationship in influencing the construction of social knowledge.

The community of practice consists of members who interact with each other during work. They influence each other in shaping good work practices and culture. In any organisation, this culture is implemented and interconnected across the boundaries of difficulties, creating a good relationship in the community. However, they do not form a team, but more to the consensus and equality in doing work and various activities.

Other than that, this concept is based on the involvement of employees in becoming one group or social entity that evolves over time. The community of practice is different than formal groups because the membership is based on participation, exposure to similar issues, finding solutions together, and discovering knowledge collectively (Wenger, 1998; Botha et al., 2008).

Wenger et al (2002) defined several principles to nurture employees who become the community of practice and influence the organisational environment. The principles include designs, open discussions, participation, expansions of community space, value-focused, and the creation of joy and togetherness in the community.

Based on this model and the interaction between leaders and employees, the community of practice can be expanded when employees have successfully developed their knowledge and talents to be shared with others and contributed to the organisational growth and development (Amin & Roberts, 2008).

Hence, competency development is highly related to the performance of the community or employees who carry out their duties on an ongoing basis. Teamwork among employees is needed to produce good results for the top management. In addition, the assessment should be referring to their respective talents and competencies.

This model develops talents to ensure continuity and shared responsibilities between the management, employees, and organisations (Bascal, 1990). The increase of employees with good knowledge may bring changes in terms of interactions based on experience, skills, facts, values, and procedures (Veber, 2000).

Competence in Organisations

Competence in an organisation is very essential in human resource management. Beram et al (2020) stated that the Public Service Department puts great importance on the competency practices among civil servants. Hence, competence is the ability of an individual to perform a task (Lenggan, 2019). According to Rusle (2018); Hecklau et al (2016) introduced some categories of competencies for organisations, namely technical, methodological, personal, and social competencies. Nurlala (2016) stated that the level of diligence is determined by the employee's ability in terms of knowledge, attitudes, group cooperation, problem-solving skills, and various other management skills.

Practices performed in organisations can produce success, that is the organisational commitment to competencies and motivation followed by job satisfaction and employee self-efficacy (Hartini, 2021; Gani et al., 2018). According to the study of Derus (2008), numerous factors namely internal and external political influence, lack of finance for training purposes, lack of project management training, time constraints, and bureaucracy are barriers to engineers in the Public Works Department from acquiring the needed competencies.

Based on a study on the career of an employee who practices competency development, individual characteristics are closely related to successful job performance (Nasrin & Morshidi, 2019; Boyatzis, 1982). Indicators namely competitiveness, ability, value, competence, expertise, and skills are among the key characteristics in determining a person's success in the career world (Abdul Rashid et al., 2020; Rashid, 2006).

In this Fourth Industrial Revolution (Industry 4.0) era, many experts predicted that human tasks will be replaced by the robotic energy. As a result, millions of people might lose their jobs, especially in the manufacturing sector. Hence, all parties must be prepared with the appropriate or advanced skills so that these employees remain relevant and can give their contributions to the industry.

Cherif et al (2009) have identified ten aspects of knowledge and skills needed by leaders, such as knowledge and skills in i) administration; ii) supervision and evaluation; iii) education; iv) finance; v) external relations; vi) interpersonal; vii) research and training; viii) management; ix) self-growth; and x) professionalism.

Crisis Management Competencies

According to Unlu (2019), crisis management requires a skilled and knowledgeable workforce with adaptive, flexible, and future-focused employees. All PBTs are responsible for monitoring

and managing their respective administrative areas as well as finding solutions for any crises occurring to employees and organisations. In line with recent globalisation and technological advancement, organisations strive to be the best and provide excellent services to the community. Employee competencies can be acquired through talent development and trust from organisations. Besides, trained human resources are one of the keys to ensuring a competitive advantage in a successful organisation (Schonewille, 2001).

According to the Pekeliling Perkhidmatan Sumber Manusia Perkhidmatan Awam Version 1.0 (2022), the implementation of the competency model is hoped to assist the Malaysian civil services in having effective interactions, knowledge, and skills among civil servants in order to deliver effective services to the community. The initiative of making competence as the main thrust in the public service human resource management began in August 2002. On 1st November 2002, the emphasis on competency-based human resource management in the public service was enforced.

Internal factors that influence the development of individual competencies are knowledge, skills, social role, values, self-image, traits, and motives. Meanwhile, clarity, standard, responsibility, reward, and flexibility are external factors.

Crisis Challenge

Issues and challenges take place in many forms, and each crisis has the potential to damage an organisation's reputation (Montana & Charnov, 2018). This requires organisations to act immediately in handling issues and challenges. No appropriate actions by leaders in finding suitable solutions may affect the image of the organisation.

According to Johari (2013), current public service environment demands changes in the way of working which requires a high level of focus. At the same time, it is important for an officer to manage emotions efficiently to achieve an optimal level of competence. This scenario explains the management perspective that often emphasises the need for employees to exhibit the behaviours required to achieve organisational goals.

The aspect of employee competence also needs to be viewed holistically, where the improvement of employee competence is observed based on personality factors. Survival depends on the level of preparedness, the quality of the crisis management team, the efficiency of the implementation of contingency plans, and the monitoring of the situation after the crisis. Timely, decisive, and effective action (intervention) can contribute to crisis reduction (Tej et al., 2014).

Methodology

This research used a semi-structured and in-depth interview to collect the data from the informants, where they were asked to share their experiences in detail. The researcher followed the sequence of procedures as determined by this research, depending on the approach and design of data collection and data analysis. This is important in terms of the validity and reliability aspects of the study.

The past case studies are selected in this research. This is in line with Creswell's (2007) suggestions where past case studies are examined through one or more issues or cases. The

researcher applied informant selection criteria using purposive sampling in this study. The selected samples are suitable to provide the required information based on the issues explored by the researcher.

A total of eight informants who met the selection criteria were chosen as the study participants. The set criteria are the MBPG employees consisting of 'Leaders' (Mayor/President/Secretary) and their 'Followers' (Officer A, Officer B, Implementation Groups C and D). These informants are among those who are directly involved with the organisation when dealing with a crisis. They are also the individuals who led and conducted the development of crisis management competencies in the organisation.

In this study, the evaluation focuses on employees' efficiency in dealing with the crisis, where the data collection process has created a relationship between the researcher and informants. During the data collection period, field observation by the researcher is one of the main sources of research findings. The researcher needs detailed information regarding competence in dealing with crises from informants to obtain high-quality research findings. The researcher uses case studies to develop a deep understanding of a case (Yin, 2014). The case study method is implemented to obtain comprehensive evidence according to the situation. The researcher will see the appropriateness of using a specific method or various methods to answer the research questions.

Moreover, the researcher conducted a pilot study with the informants who meet the criteria set in this study. The researcher used this opportunity to obtain an understanding and gain more confidence using the probing technique. At the same time, the researcher was able to adjust the structure of the questions and improve the developed interview protocol during this stage.

Besides, Merriam (2018) mentioned that during the semi-structured interview sessions, the researcher will mix the questions while taking the interview guidelines into consideration. The researcher also ensures that the posed questions are more suitable for gaining specific data from the informants. Hence, the interview sessions were guided by a list of questions or issues to be explored.

While going through the planning and designing process of the qualitative study, the researcher needs to fully understand and address the ethical issues. Every researcher should be aware of critical aspects in terms of research ethics. This is because non-compliance of research ethics may lead to unsuccessful standards being met or research failure.

Table 1

Study informant profile

Informant	Age (year)	Period of service	Period of service MBPG	of in	Position	Note
Informant 1	54	25 years	1 year 3 months		President	Johor State Administrative Officer
Informant 2	60	35 years	1 year 6 months		President	Johor State Administrative Officer
Informant 3	44	21 years	6 years		Secretary	Johor State Administrative Officer
Informant 4	46	23 years	2 years		President	Johor State Administrative Officer
Informant 5	60	30 years	20 years		Deputy Secretary	MBPG Permanent Employee
Informant 6	55	35 years	33 years		Administrative Assistant	MBPG Permanent Employee
Informant 7	58	37 years	37 years		Administrative Assistant (N 26)	MBPG Permanent Employee
Informant 8	35	11 years	11 years		Assistant Valuation Officer	MBPG Permanent Employee
Informant 9	55	31 years	-		Health, Safety and Environment (HSE) Manager	Fire & Rescue Unit, Tanjung Langsat Port

Research Findings and Discussions

The results of this study are determined to answer the research question:

What influences the development of crisis management competencies among the employees in the organisation?

Three themes were discovered from the findings of the study, in relation to participatory observations, document analysis, and interview sessions that have been conducted. The three themes are as follows:

- 1) Enhancement of the transparency of governance and integrity in organisational human resources
- 2) Empowerment of organisational learning to drive organisational excellence
- 3) Strengthening the efficiency of the organisational governance

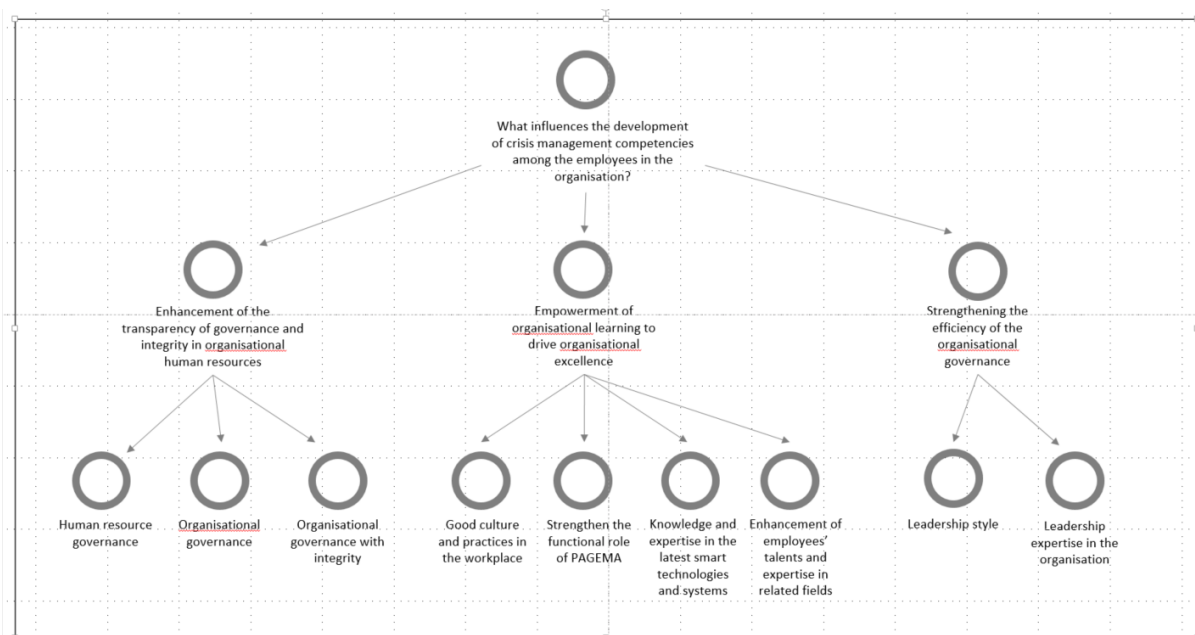


Figure 2. Flowchart of the research analysis

These themes may provide more understanding regarding the components that influence the development of crisis management competencies. Besides, they can further clarify and enlighten the perspectives of management and employees involved in the organisational learning process. From the themes, there is a process involved in self-improvement among leaders or followers to reflect the organisation's good image. Several subthemes have also been arranged to provide a detailed explanation.

Enhancement of the Transparency of Governance and Integrity in Organisational Human Resources

Human Resource Governance

There are three subthemes in this theme, namely human resource governance, organisational governance, and organisational governance with integrity. To enhance the development of human resources, planned and structured training management is required. The training plan is based on the Training Operation Plan of MBPG and the Service Circular No. 2 (2005) on the implementation of human resources in the public sector. The training is aimed at increasing the knowledge, expertise, and skills of employees to meet the organisational needs according to their field of work. In addition, employees performed their duties according to the assigned tasks for each department or unit. Usually, they exhibit various elements such as being very committed, very focused on the task, high self-esteem, good discipline, skills, responsibility, obedience to the leader's instructions, teamwork, highly experienced, and agility in completing the task. Employees also need to be aware of the competitiveness in doing the job. According to Ma'dan et al (2019), competitiveness is a natural trait that exists in an individual. It is a tendency or effort to do something that brings satisfaction and benefits to oneself. This is similar to the statement by Othman et al (2015), in which competitiveness is self-motivation that makes a person wants to do something in a better or faster way than other people. From motivation, employees will continue to give their best for the benefit of the organisation.

Besides, it is important for the management to collaborate with the support groups or employees in playing their roles and monitoring the organisational progress. This is in parallel with the statement by Informant 3:

“The planner’s role and experience in the PBT management is very good. In MBPG, whenever I meet them, I can see that the officers and heads of departments have a long and broad experience”.

(Informant 3, Secretary)

Organisational Governance

Organisational development through organisational learning provides an opportunity for employees to work in a transparent, trustworthy, and highly disciplined manner. The administration monitors the employees continuously and gives rewards according to the organisation’s ability in order to increase human resource mobilisation. MBPG has inspired many past successes and identified the success criteria in the MBPG rating.

“In terms of human resources, the important aspect is a reward, the second one is fair responsibility”.

(Informant 3, Secretary)

Meanwhile, the organisation’s financial ability to give rewards to the employees:

“In the department, with its financial ability, management is able to show appreciation by giving financial or other forms of rewards to the successful staff”.

(Informant 4, President)

On the other hand, Informant 6 highlighted the importance of giving appreciation or rewards to employees in enhancing their personalities:

“Rewards, for example... we already have a lot of them. That’s why we are among the leading PBT. We have done a lot of programs, we brought staff to overseas, like the Kite festival event. It is one of the platforms to bring people somewhere, like Singapore and Krabi. Unfortunately, Covid happened after that. So, we must maintain the reward and award initiatives. We even add the amount by ourselves, RM200, RM300. That’s why we need to maintain and improve more in the future. We cannot stop here, because looking at today’s economy, the rewards should be on par with the value”.

(Informant 6, Administrative Assistant)

Organisational Governance with Integrity

The determining criteria for improving the organisation towards greater integrity is through learning approaches. In other words, a learning-driven approach from efficient work management is important to be adapted into organisational practice. Good leadership among the heads of departments will lead the organisation according to the National Administration system.

This is because a dynamic organisation builds a hierarchical structure in the organisation to divide tasks according to expertise and responsibility. The organisation is situated at the third level based on the hierarchy of the national administrative system. The organisation is responsible for providing services to the community and stakeholders such as industry players and investors. It was acknowledged by Informant 1:

“...We have to understand that the PBT administration is on the third tier of the Malaysian government, after Federal and State authorities.”

(Informant 1, President)

Based on the details provided by the informants, there is a need for high-learning institutions to constantly rebranding the organisation. In addition, leaders are essential as a pillar of the organisation to make it more successful. The top management is also responsible for planning the organisational budget and managing the municipality with a high level of integrity.

Empowerment of Organisational Learning to Drive Organisational Excellence

would be if there is some write up before the sub-chapter

Good Culture and Practices in the Workplace

The experience and knowledge of employees that complement each other can be transformed into organisational knowledge. The organisation will be seen as developing towards a practical approach through a collaborative process and systematic application of learning (Crossan et al., 1999; Schneider et al., 2002). Good practices and cultures in the workplace have a positive impact on the organisation.

A variety of good practices and cultures in the workplace result from the behaviour of employees and the organisation, an understanding of what is going on in the organisation, and the ability to make wise decisions (Yang, 2007). This good practice is an aspiration of togetherness in every task, a collaboration of ideas, the existence of a happy situation in the workplace, and good teamwork.

“If we have a motto, we will achieve it together. We work together, eat together, and sleep together. Everything is done together”.

(Informant 8, Assistant Valuation Officer)

The value of togetherness provides a learning opportunity regardless of any level of employees. Besides, Informant 4 viewed this value as very important as effective organisational learning can be implemented with the presence of a good culture. At the same time, it can improve employee performance in line with the aim of the organisation to be competitive and proactive in facing crises (Griffin et al., 2007). Informant 4 also stated that:

“In two years... as I said earlier, there are two categories of employees in MBPG. One is from the early appointments before or during the municipal council establishment, meanwhile, the other one is the new generation of appointments after it was declared as the municipal council. So, there is a gap between the two groups. Many of them are from the new appointed batch. When these two groups

are combined, it influences the thinking and implementation processes in Pasir Gudang. The collaboration between them is very good as the corporate culture element has been implemented from the start”.

(Informant 4, President)

Strengthen the Functional Role of PAGEMA

The existence of the Pasir Gudang Mutual Aid (PAGEMA) gives identity to the organisation. PAGEMA is a coalition between stakeholders and the organisation in addressing crises and implementing actions in the administrative area. There are three main roles of PAGEMA that can be applied in organisational learning. The main roles can serve as benchmarks or references for other organisations with similar functions. In addition, PAGEMA has established a manual as a source of information and best examples, especially for other ports and industrial areas in Malaysia.

According to Informant 9:

“Tanjung Langsat Port is not just a name, but this port has already stepped forward in this industry. I have shared my experience at the Bintulu Port. According to them, they are far behind PAGEMA. That’s why I think PAGEMA is led by good administrators in MBPG”.

(Informant 9, HSE Manager)

Informant 9 also added:

“At the same time, I can see that a few ports make this PAGEMA as their role model. This proved that organisational learning has been extended by the community of practice to be a good example and benchmark to others.

(Informant 9, HSE Manager)

Besides, PAGEMA serves as a community liaison when the creativity knowledge transfer is expanded and applied with other stakeholders, industry players, and the Pasir Gudang community. It provides a wide range of job opportunities for the community. Informant 9 also explained that PAGEMA will attract many more investors and opportunities in the administrative area.

“Why do I have to do my best for PAGEMA and PBT? This is where we live and work. When investors come to Pasir Gudang, the community will get more jobs. Job opportunities will be increased for not only the community in Johor but also people from Sabah, Sarawak, Kelantan, northern states... they can come here to work. There are lots of industrial sectors in Pasir Gudang, not only limited to oil and gas, petroleum, chemical...”

(Informant 9, HSE Manager)

Hence, PAGEMA is very essential in dealing with any crisis through the provided training and development. As a leader who was directly involved in the organisational crisis, Informant 9 admitted that:

“After the Kim Kim incident, I was invited to give a talk at the Tanjung Pelepas Port about crisis management. I explained for about 4 hours to them how PAGEMA dealt

with the Kim Kim crisis. I briefed them so that they can understand the role of PAGEMA, how we overcame the crisis, what our preparation was, and so on".
(Informant 9, HSE Manager)

The study also discovered that PAGEMA formed a program to manage and continue crisis management intensively. It is a core competency of the community of practice and stakeholders in the study area. As mentioned by Informant 9:

"We did various programs. It is important to keep us going. The new generation also needs to understand the role of PAGEMA, our preparations, our collaborations with agencies, new members of PAGEMA... A lot of new industries around Tanjung Langsat have not yet become a member of PAGEMA".
(Informant 9, HSE Manager)

Based on these findings, PAGEMA is able to give confidence to the people living in the study area by giving new dimensions and trust to the community of practice. At the same time, the organisation may improve in terms of the learning aspect from time to time. This is in line with the statement by Informant 7:

"Before this, people were afraid to live in Pasir Gudang. When Pasir Gudang was mentioned, a lot of people thought that this is a high-risk area. But when we gain confidence through the establishment of the body, people are more confident with MBPG now".
(Informant 7, Administrative Assistant (N 26))

Knowledge and Expertise in the Latest Smart Technologies and Systems

Knowledge and expertise in the latest smart technologies and systems are important elements in organisational learning to produce efficient employees. The approaches can encourage the use of digitalisation in any organisation. Based on interview sessions and document analysis, the use of digitalisation can speed up and ease the management process.

According to Mukhtar and Fook (2020), several factors that influence the changes in organisations are globalisation, liberalisation, and information technology. For instance, the integration of information and communication technology (ICT) is the new norm in any organisation (Aziz et al., 2019).

Informant 4 stated that

"Now, everything can be done online, no need to have a face-to-face meeting. Similar to the planning and building departments, submissions can be made online. So, we need to improve our facilities and provide opportunities for them by giving the best PBT services to the stakeholders and community".
(Informant 4, President)

The benefit of digitalisation is also agreed by Informant 3

"In some countries, working hours are more flexible. They focus more on the outputs. For instance, an application must be processed within 3 days. We can work 8 to 10 hours a day as long as we achieve the KPIs. It might be difficult to see the plan

physically, but this is the new working culture. It can be seen digitally and no longer physically. We no longer need large offices or large file rooms”.

(Informant 3, Secretary)

Enhancement of Employees’ Talents and Expertise in Related Fields

Based on interviews, participatory observations, and document analysis, the enhancement of employees’ talents and expertise in related fields is required to drive excellence. This is in line with knowledge and expertise in the latest smart technologies and systems. Hence, employees are required to undergo training and development processes to be more efficient, dedicated, and trustworthy. Exposure to external and internal courses can give positive value to each employee. The organisational learning among employees with regular 8-hour training every year needs to be maintained. Informant 7 agreed that training and development may increase the employees’ competencies:

“We plan internally and externally for one year. Then, we implement the plans systematically. During my time as the person-in-charge of conducting training, everyone has an opportunity to attend at least an 8-hour course in a year. All employees are given the same opportunity to improve themselves”.

(Informant 7, Administrative Assistant (N 26))

The development of competencies can be seen through the experience and knowledge of employees. Informant 4 mentioned that the specialisation is given to those who are knowledgeable according to their respective fields:

“Only one person is responsible for one thing. For example, if we are experts in an area, we can install a CCTV camera in that area for monitoring purposes. We can monitor the entry or exit of the area, when the supply of raw materials is taken out. Then we will be able to solve any upcoming issue”.

(Informant 4, President)

Strengthening the Efficiency of the Organisational Governance

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Leadership Style

Leaders who think outside the box can improve the efficiency of organisational governance. Fadhlullah and Ahmad (2017) stated that critical thinking is often compared to scientific methods. It is a systematic and procedural approach to the thinking process (Scriven & Paul, 2007). Based on this situation, the actions of the leaders in the management line should help in expanding the idea according to the proper leadership style. Other than that, leaders need to encourage openness and respect for the differences of views and opinions of other people, especially support groups. Strong leadership with the ability to think outside the box can produce good creativity and courage in doing work. Good leadership style is also applied in the practice of Islamic leadership. Informant 6 mentioned that:

“Even Islam has taught us about this. For instance, if we go to the mosque, even if we do not pray, we have been rewarded by Allah. It’s okay as long as we have done a good thing. It is the same in doing our work. If we are guilty, we have to admit it and we don’t have to blame others”.

(Informant 6, Administrative Assistant)

Meanwhile, Informant 3 said that

“First, good deeds, worship, and knowledge. Second, information sharing. Third, system or centralise. In the past, PBT had the overall power to instruct anything. So, apart from knowledge, faith, and religion, it is important to have good discipline and obedience”.

(Informant 3, Secretary)

Leadership Expertise in the Organisation

Leadership expertise also covers how leaders share their views and suggestions in organisational learning. Leaders need to be agile in discovering all problems and finding solutions. The responsibility of leaders in forming a team for every task force and being creative, innovative, and positive are very essential. This is because it can create a chain of command from leaders to other employees to be executed efficiently. Ariffin and Rami (2022) discussed the significance of competencies among leaders in handling crises. These skills are related to the ways leaders work together with their superiors, subordinates, and colleagues efficiently in achieving organisational goals. In addition, emotional efforts derived from the skills are important in determining the policy or organisational issues as well as organisational strategies.

Informant 3 also stated the importance of leaders in formulating tasks and coordinating actions that need to be implemented

“Because we already have the knowledge and we take part in the process, we will not disturb our team members during nighttime. We can prepare anything by ourselves because we have the data. With the help of today’s mobile phones and technology, we can access email and send data anytime and anywhere”.

(Informant 3, Secretary)

At the same time, Informant 3 explained that leadership expertise is always needed in the organisation to monitor the administrative structure and development of the organisation.

“Our stakeholders consist of local residents and agencies. In terms of managing clients and stakeholders who are corporate-oriented and business-oriented, we need to give responsive and reliable services. In the early stages, Pasir Gudang back in the 1970s, no matter how and what, the organisation helped as much as possible in meeting all needs and processes required by the central or state government, investors, and industries... through GSE, MITI, MIDECA, and many more”.

(Informant 3, Secretary)

Conclusion

Based on the findings of the study, several elements have been identified to influence the development of crisis management competencies. Data collected from interview sessions were analysed to understand the elements needed for organisational learning purposes. Organisational development is managed by the top level to enhance the capabilities and effectiveness of the organisation. As the development process takes place, employees are

assessed in terms of their ongoing abilities and expertise. From prior research, it was found that elements or factors influencing competencies are not widely discussed, especially related to crisis management competencies. The learning process should bring many benefits to the organisation. In addition, organisations need to learn from their own experiences as well as from other organisations. The top management is the main driver and catalyst in ensuring successful organisational learning. The implementation of organisational learning is a continuous process by considering all internal and external elements. This exploration opens a perspective to introduce the process that influences organisational learning in the community of practice in terms of crisis management competencies. It involves all staff (leaders and followers) as one social entity that evolves over time. Among the processes that influence the development of crisis management competencies are the enhancement of the transparency of governance and integrity in organisational human resources with three subthemes, namely human resource governance, organisational governance, and organisational governance with integrity. The second one is the empowerment of organisational learning to drive organisational excellence, which looks into good culture and practices in the workplace, strengthening the functional role of PAGEMA, knowledge and expertise in the latest smart technologies and systems, and enhancement of employees' talents and expertise in related fields. The third theme is related to strengthening the efficiency of the organisational governance, which emphasises leadership style and leadership expertise in the organisation. Therefore, this study has successfully expanded the findings to identify elements that influence the process. In addition, this study proves the need to be aware of work performance and factors that may affect it.

Overall, top management and staff have gained insight into the perspectives that influence the development of crisis management competencies in holding the image of the organisation. Organisational capability is measured and evaluated through governance transparency, integrity in human resources, and organisational learning empowerment actions that are constantly enhanced over time. The challenges encountered by leaders when governing an organisation can assist them in increasing self-integrity, in addition to improving the efficiency of organisational governance through a good leadership style. Furthermore, employees who are given opportunities in line with the organisational growth will be more transparent, trustworthy, and highly disciplined. In this regard, the collaboration of leaders and employees will enable the organisation to organise strategies efficiently to resolve various internal and external challenges. This is because crisis management competencies demand readiness in making changes, namely the discussion process to solve and reorganise many issues and crises.

Suggestion for Future Research

This study is able to identify elements that can be refined during the development of crisis management competencies, including factors influencing it, required methods, and recommendations for enhancing competency development in the future. Thus, future studies could look at measures to strengthen the functionality of PAGEMA. This is because PAGEMA is seen as a new leaf to organisations such as local authorities with its important role as a benchmark in dealing with crises and connecting with the local community.

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