

Community-Based Rehabilitation: An Overview of Organisational Practices

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Abstract

Community-Based Rehabilitation (CBR) is a programme developed by the Department of Disabled Development (JPOKU), Department of Social Welfare (JKM). It is run by the Malaysian Ministry of Women, Family, and Community Development and offers three types of services to the disabled, namely home-based, centre-based, and central-home-based. This paper will discuss the past research on Organisational Practices in the CBR to evaluate how management and coordination are being conducted to address the demands of persons with disabilities (PWDs). The lack of research on the CBR, particularly the CBR organisational practices and strategy management in local-community development, has led this paper to believe that it should be implemented to investigate in greater detail the organisational practices and parental and guardian satisfaction with this CBR programme for the disabled and children disability, and that it should be done by involving all parts of the CBR in Peninsular Malaysia to achieve equal population representation. Furthermore, therapists or social workers at the CBR may need to adapt their rehabilitation styles and skills to the needs of the PWDs to provide better service outcomes and development while maintaining work-culture competencies, which reflect the organisational practices consistent with the establishment purpose.

Keywords: Community-Based Rehabilitation (CBR), Organisational Practices, Organisational Structure, Organisational Culture, and CBR Performance

Introduction

Community-Based Rehabilitation (CBR), or known Community Rehabilitation Programme (PDK), has been pioneered by the World Health Organisation (WHO) (Ahmad et al., 2021). The Social Welfare Department (JKM) has indeed been directly involved in providing the needs to

the CBR as well as evaluating and updating its implementation. The CBR services under the Malaysian Ministry of Women, Family, and Community Development (Hasan et al., 2021) has been an alternative programme to rehabilitation services in the institution. It is an initiative in community development for people with disabilities (PWD) to undergo rehabilitation in their family. The local community voluntarily helps by providing opportunities for the disabled to undergo rehabilitation, enjoy equal opportunities, and be able to interact with the community.

In Malaysia, 14 states have established 556 CBRs in selected locations (Department of Social Welfare, 2022). The number of the registered PWDs at the Department of Social Welfare Malaysia was 453,258 individuals in 2017 (Mahidin, 2022) and increased to 497,390 in 2018 (Ahmad et al., 2021). This fraction of the population requiring a long-term care is, sadly, deemed a financial burden on households, the economy, and the government per se (Bin Syed Azman & Engku Ali, 2016). Hence, the CBR has been established to be responsible for preparing a development-approach programme that focuses on community support and awareness in helping the disabled for the comfort of living in the community. The organisation is being managed by Council Members consisting of 18 members representing the movement, organisation, and community. In terms of finance, most of the CBR-administration funding comes from the JKM grants and the rest depends on other sources. Thus, the departments involved in the success of the CBR are the Social Welfare Department (JKM), Community Coalition, Education-Department Officers, Health-Department Officials, BAKTI, CBR-Management Groups, and CBR Staff (Department of Social Welfare, 2021). According to Ahmad et al. (2021), the CBR in Malaysia has been adapted from three models, namely home-based, centre-based, and central-home-based. Activities carried out at the CBR are self-management, gross-motor skills, fine-motor skills, social development, pre-3M, language development, creativity, sports, and recreation. These approaches have allowed social workers to focus and pay more attention to trainees because training can only be conducted at the CBR centres with sufficient staff and equipment for the teaching-and-learning activities of trainees (OKU) in each state. Thus, the CBR has grown rapidly and received encouraging responses from the community from time to time.

The CBR has clearly stated its vision, which shows the direction focused on the local community. It has also revealed aspirations for the future and states about the services offered. A shared vision has created employees' interest in daily-work routines. In addition, a mission has also been developed to explain the reasons and objectives of the CBR. As highlighted, the mission of the CBR is to bring all staff to understand the purposes and reasons of the establishment, consisting of basic information for stakeholders as it makes sense internationally. However, the components described need to be identified more accurately and considered from various perspectives, especially customers who are key stakeholders. According to David et al. (2014), a mission must be viewed through the eyes of customers even though there is none of mission statements best for describing organisational practice, yet good judgment is necessary to sustain growth. Therefore, as cited by David et al. (2014), to assure good practice, the first responsibility of a strategy in every organisation is to produce a clear mission. Academic research by Salehi-kordabadi et al. (2020) have evidenced that there exists a strategy, which occurs between mission statement and performance in a good organisational practice. Besides, the objectives of the CBR should be understandable, realistic, show priorities, and provide a basic direction. Although financial objectives are important in an organisation, such as the CBR, as highlighted, it is a strategic objective. On top of that, the strategy relies on a combination of the government, fund-raising, collaboration, research, and

communities influence to accomplish the objectives of the CBR to achieve its vision, mission, and objectives. Therefore, the study must be seen in more detail in the organisational practice and administration of the CBR methods in local-community development.

Literature Review

Organisational practice is crucial to organisational patterns. It includes employees' day-to-day habits and actions. Internal and external organisational practices impact an organisation's ability to move forward and be dependable. The keys to excellent organisational-management practices are work order, work habits, employee roles, communication, and work procedures based on an organisational structure. On the other hand, external practice refers to the act of the organisation in interacting with the external world, which includes customers, markets, services offered, and so on. Yet, poor management practices are frequently associated with a fewer competitive pressures (Buffington et al., 2017).

Organisational Structure

Organisational structure is a formal communication route within an organisation to support a vision to ensure the best development in the future. The structure of the CBR typically consists of two main wings, namely the rehabilitation wing for people with disabilities (PWDs) and the management wing. The rehabilitation wing is a core competency of the CBR that provides rehabilitation programmes. Meanwhile, the management wing is the administrative wing that provides support services to the CBR's internal and external stakeholders. The CBR is organised in a hierarchical order and depends on a functional form of basic organisational management. Based on the organisational structure, the CBR is administered by the district's social-welfare officers, directed by the CBR chairperson, and operated by supervisors or administrators. The structure is well-illustrated, which is easy to understand and shows who is doing what and who is reporting to whom. The way each structure functions that has a work role is divided by its functions in parallel with the basic management function of delegating responsibilities. As cited by Rahman (2012), to organise a business is to provide it with everything useful for its function. Therefore, the chain of command becomes necessary to ensure cooperation within and among functions. The network of instructions is found to start from the top-down and each employee has a supervisor, and this is better to determine the level of authority and responsibility. However, this will slow down innovation in the organisation or change due to bureaucracy. Overall, the organisational structure describes the main aspects of the division of labour and arrangement according to functions parallel to the management hierarchy.

Organisational Culture

Organisational culture refers to internal values and behaviours in an organisation, including experiences, ways of thinking, beliefs, and expectations for the future. The CBR differs in its cultural practices, involving different experiences and backgrounds, which shape its values in the workplace. At the CBR, supervisors show respect, are fair and tolerant to everyone, good at communicating, and can lead the organisation according to the requirements of the JKM in their corporate culture. The CBR can be assessed as a stable institution with a rule-oriented and predictable organisation because its service is categorised as an association under the government manual. Instructions need to be clear from various levels of management, which can be a barrier for employees to communicate with the

management. Tasks are important to be completed when it involves the advancement of trainees (PWDs).

Employees are required to adhere to a code of ethics. Besides, a hierarchical culture is set and rules have to be followed, allowing employees to practise them to avoid certain risks. However, in an association like the CBR, the specific skills of employees are arranged accordingly to match their qualifications and skills. Supervisors are also involved in all stages of the entire decision-making process. Besides, the supervisors also provide respect, justice, and tolerance for everyone. They are always advised to focus on the PWDs, provide the best service, and satisfy them with everything they can. CBR offers services with empathy and responsibility. The employees work well together in teams and the supervisors manage to make sure that everything is under control. Nevertheless, most decisions are still made by the top management of the JKM and Chairperson, and the lowest parties are expected to always follow and be informed of the decisions. They keep the organisation in line with the needs and expectations of the growing stakeholders, especially customers. The overall organisational culture at the CBR is good for the promising values. However, the enforcement of rules, regulations, and policies, as highlighted by the JKM, has made the lower-level employees feel that they are less accepted and unable to contribute their ideas to the progress of the organisation. Most of the time, in CBR program, online learning has become difficult, and some have attempted to act against it.

Human-Resource Management

The concentration of human resources at the community level has been found to be quite difficult and required guidance on how to expand service delivery, specially to generate community awareness with access to human resources for rehabilitation activities and programmes. Currently, the CBR has involved social workers, including supervisor, to serve PWDs. The ratio for managing the disabled at the CBR is seen to be unbalanced and should be seriously reviewed. The shortage of social workers has also been due to the organisation finding a lack of qualification of the employees to perform tasks that can impact the productivity of the organisation. It is, therefore, proposed that the CBR is allowed to hire social workers from temporary voluntary departments and outsource qualified practical students. These will have an impact on the effectiveness of the training programmes, morale, emotions, and performance of the social workers. However, these are still seen as huge problems and challenges because they depend on the number of financial grants obtained by the JKM to fund social workers at the CBR. In general, the delivery and management of a quality rehabilitation service require a certain level of efficiency that is closely related to productivity. In the rehabilitation service, such as at the CBR, the workers should or must receive special training on how to work and deal with the disabled. Multidisciplinary supervision and guidance are essential to provide support performance of remediation practices. Though the social workers are required to attend training organised by the JKM, it is only based on annual invitation. Ideally, they must set needs and frequencies according to the category of person with disability. This has been supported by Gilmore et al. (2017) who have claimed that the lack of trained and appropriately used human resources for rehabilitation is a serious matter for the development of community-based institutions and services. Besides, at the CBR, the staff-selection process (hiring) includes determining a job analysis, interview, and orientation based on the organisational needs.

The job-characteristic approach is seen as significant, which would be able to identify a good person-job fit to maximise employee motivation and performance. Its advantage is more towards cost-effectiveness, unfortunately, it lacks motivation and offers less benefit entitlement. As a result, all the policies applied should consider all the processes. The training provided for the development of its staff should ensure that their knowledge is current and practical. The management of the CBR, however, has not encouraged the workers high job security since they are commonly given the contract of service that should be renewed after three years of the contract, which leads to the lack of motivation because they have got less benefit entitlement. To prove the above situation, unfortunately, there has been no proper documentation for each category of service offered by this CBR programme, such as the contracts that belong to workers who take care of bed-ridden people, those with Down Syndrome, and other types of workers, which clearly proves that the management practice is inefficient.

System and Technology

With the rapid change of the times, especially in the field of digital technology, the CBR has become 'blends' that relatively have an important role in supporting online learning, especially during the COVID-19 period. Various devices (hardware), process procedures (software), communication networks, and data sources have all been required for the success of communications in this modern age. CBRnet, an Information Technology (IT) and Multimedia programme, has been developed for people with disabilities, such as children with Down syndrome and children with learning disabilities. Generally, it is a platform for the rehabilitation development of the PWDs. CBRnet aims to operate basic computer-software programmes by providing opportunities for families and the community to participate and help in the recovery process of this group. Moreover, the Learning Management System (LMS) is a piece of software (tool) that has been used for delivery records, course reports, and training-programme reports. In the world of special education, the use of this technology has a big influence too, because, with the use of learning methods combined with the Learning Management System (LMS), such as Google Classroom, etc., the IT Support system has exposed the staff to some changes in doing work, especially during the WFH, using the applicable applications and IT tools for operations. However, the LMS has not been fully utilised at the most CBR due to the lack of exposure, knowledge, skills, and training necessary. Thus, all the recorded data and other supporting documents must be easy to reach or access via online. On top of that, customer-feedback forms and apps have to be available. Consequently, the person in charge at SBR needs to prepare documentation in a reachable medium, instead of manual document. According to the discussion above, it has been proposed that the functions of the CBR, information systems, such as financial resources, accounting, and employee administration, should be invested in to enhance the functions of the organisation in service at CBR.

CBR Performance

The CBR programme is distinct in the sense that it is influenced by a variety of elements, such as physical, economic, cultural, and political concerns. The CBR-programme management should be relevant and in line with local needs, objectives, and resources, as well as the government's plan to improve access for the disabled. The CBR's approach is different from other institutions as it is based in a community environment. Community perception is central to the planning and evaluation of the programmed CBR. However, one

of the most obvious weaknesses of the CBR assessments is the lack of consistency in their outcome measures. The CBR project and its training have been evaluated. However, the training assessments need to be organised systematically, such as their contents, methods, actions, attitudes, behaviours and knowledge. The CBR operates under constraints, which are said to be resource-poor and are often a real threat to the CBR assessments. Budgeting for evaluation needs to be done in order to improve the quality of services. Other than that, practices at the CBR can be concluded as actionable to the guidance as they can cope with changes, but there are still a few issues pertaining to the reluctance to change among the employees. Hence, the vision and mission of the CBR reveal aspirations for the future and states the service is being offered in. The strategy relies on a combination of the government, fund-raising, collaboration, research, and communities influence to accomplish the objectives (Nurul Anisah et al., 2021).

Therefore, there is an entrepreneurial drive as a key to always taking responsibility, especially when dealing with stakeholders. Based on the process, there has been a standardised way of working as they have provided the modules and curriculum documents. However, the modules seem outdated and obsolete. Hence, renewing these modules can help the local community, united with its ability, to manage the community with disabilities in line with the practice in the organisation. This is because the cohesive community with the ability to cope with this special community should be parallel to the process in the organisation per se. The overall operation practised fits the purpose and serves the customers. Yet, the cost of care has become a major contributor in the process of rehabilitation assistance, especially for long periods. This has been supported by a study stating that indirect (productivity) costs lead to reduced labour-force participation (Bin Syed Azman & Engku Ali, 2016). Hence, it can be concluded that, in general, the CBR is quite stable in practice.

Discussion

The concept of the CBR seems to lead to changes, from time to time, aimed at improving the quality of life of the PWDs and building community balance. So far, the CBR programme has succeeded in raising some public awareness. However, improvements need to be examined by assessing the current situation, facilities, and targeted influencers (those with power and/or money). Typically, in a community, the agents of change and motivators are schoolteachers, religious leaders, community leaders, parents, and others. These are, simultaneously, opportunities and strategies to fund grants or gain financial support to access the facilities required at the CBR.

The CBR has not yet succeeded in influencing the commitment of all parties, such as the government plan. Hence, the CBR needs to review its implementation strategies, especially the transition of dynamics and building new structures, such as the roles mandated and funded by the government. If necessary, a change of ownership should be a step in this direction by considering the tenure in a department. Otherwise, backup community workers, on-going training opportunities, and incentives should be provided. The current situation should be considered for the provision of assistive devices for free or at low cost considering the role of the government in caring for the PWDs.

The CBR has a positive impact on educational opportunities for children with physical disabilities and mild disabilities, such as Down Syndrome. However, it remains limited to a few special schools. Education Standards Rules have been seen to be still inconsistent with the needs of the PWDs. The CBR has been supported as a community centre, but there is still

much to be improved. But, if possible, it is advisable to separate them according to the specialty to ease the monitoring system that will contribute to the effectiveness of the CBR programme. Assistance groups to parents of the PWDs should be supported for their development and welfare. However, the CBR is seen to have been unable to manage medical care for the disabled. Thus, those in charge of primary health need to intervene in assisting diagnoses, treatment methods, and referral centres that are accessible at the provincial or district level rather than just relying on hospitals. These groups need special access due to the uniqueness of their disabilities. Volunteering is not a new thing in society. It leads to a sense of community concerns. This group is important in bringing the PWDs to their confidence to interact. The attitude of the employees is not more than to just maintaining the CBR institution. Instead, spreading awareness should involve volunteering through social media. The involvement of these volunteers is very important and needs to be given focus and awareness. On top of that, limited data have suggested, however, that the effectiveness of the CBR in terms of its organisational practices and services to the PWDs has the greatest impact.

Meanwhile, limited access to new equipment and supported tools will make the process of rehabilitation delayed. Thus, investment in technology advancement, such as learning aids for Down Syndrome or teaching aids for the hearing impaired to train them, is vital. Besides, changes in online education, especially for children with learning disabilities, such as Down Syndrome, Autism, and others, need to be adapted. The syllabus in the modules should be revised according to current needs so that it will not be considered outdated and old-fashioned, according to the requirements of the industry (Ahmad et al., 2021). It has been proposed that the CBR should be allowed to hire social workers from temporary voluntary departments or outsourcing trained workers or qualified practical students. The transfer of knowledge about people with disabilities and skills in rehabilitation to people with disabilities, families, and communities can be assisted by the availability of appropriate methods. Using information systems to help organisational managers at various levels and making the right decisions need to be scrutinised, mainly those involving financial- and accounting-information systems. What can be concluded is that the knowledge-management system can increase the growth of organisational knowledge, especially at the CBR, to remain relevant in the community.

Conclusion And Recommendations

A well-managed organisation is the one said to be agile, stable, and quick to respond to unexpected environments. Reliability and efficiency are the backbones of the operation, especially an association like the CBR. The CBR should engage in a battle for the constitutional rights and opportunities of the PWDs. The CBR possesses strong services to the community since its relevance to Malaysian disabilities. The CBR needs to be set in all aspects of social-development activities, build relationships with people's cultures, and call for support by a ministry or political actions, such as appropriate legislation and policy-making. The involvement of influential people can also bring the CBR to a better level with service-restructuring actions and should be clear by approaching the PWDs. Thus, to fulfil the aim of the CBR in the practice of this organisation, the government, CBR parties, and community must collaborate to develop effective ways to support the CBR and guarantee that those with disabilities receive adequate daily-rehabilitation sessions. This means that the coordination of the CBR activities will continue to improve with diverse trainee backgrounds detailed for learning outcomes, improved therapies, and ensuring that the PWDs receive appropriate

services, which will result in effective development by encouraging the use of simple and accepted methods and low-cost techniques that are effective and appropriate to local conditions. Besides, according to the findings by Nurul Anisah et al. (2021), more research is needed to identify factors that contribute to the caregivers' low commitments to the CBR programme for children with disabilities. This is because such a study is viewed as crucial in the effectiveness of organisational practices to guarantee that the programme offered can be optimally utilised by these children and that the parties involved can take initiatives. This has been supported by study by Hasan et al. (2019) who have stated that numerous elements could be given further attention on in order to improve the quality of the CBR and preserve its service for the disabled children. In addition, new variables must also be explored to illustrate the values of this CBR programme to guarantee social sustainability, particularly for people with impairments, to reduce their feelings of isolation from society. To conclude, consistency in the CBR-programme approaches will provide better information to stakeholders, particularly the CBR-programme managers, guardians, and staff. This is due to the fact that it will aid the establishment of improved organisational procedures for caring for the less fortunate. Monitoring and evaluation will promote efficient practices in collaboration with individuals with disabilities, the CBR programme partners, and collaborative researchers if adopted.

CBR is an important strategy for improving the lives of people with disabilities and further preparing and encouraging their participation in society. Thus, with the cooperation of various organisations and local communities, the CBR programme can make a significant difference in the lives of people with disabilities and their families by building the capacity of local service providers, fighting for the rights of people with disabilities, and monitoring and evaluating services.

The limited research on CBR organizational practices, notably on parent and carer satisfaction, highlights the significance of this work. The study's goal is to undertake a thorough examination of this practise in Peninsular Malaysia to guarantee that people with disabilities (OKU) are adequately represented. Furthermore, the goal is to learn how social workers and clinicians modify their techniques to improve the well-being of people with disabilities while maintaining organisational efficiency. This study adds to the theoretical knowledge of CBR's vital role in improving the quality of life for people with disabilities, as well as its effective management measures. This research also looks at the practical aspects of Community-Based Rehabilitation (CBR) and its impact on improving the quality of life for people with disabilities in Malaysia, making a significant contribution to the field in terms of operational efficiency, close collaboration with local communities, and continuous improvement of CBR practises. Furthermore, this study emphasises the need of prioritising persons' needs in order to improve their social engagement by identifying shortcomings in carer responsibilities and the quality of CBR services. As a result, policymakers, CBR programme administrators, and others interested in assisting and empowering people with disabilities would find this research quite useful. It contributes significantly to the theoretical understanding and use of CBR in the management area.

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Contribution Of The Authors

Each author made contributions to the writing process and provided input to facilitate the creation of this work.

Conflict Of Interest Declaration

This article is hereby affirmed to be the original work of the authors and co-authors, intended for submission to HRMARS journals.

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