

MANAGEMENT RESEARCH JOURNAL

Volume 10, Issue 1
2021

ISSN 2232-0660
eISSN 2600-9315

Penerbit Universiti Pendidikan Sultan Idris
Tanjong Malim, Perak
2021

MANAGEMENT RESEARCH JOURNAL

Volume 10, Issue 1, 2021

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Cite this editorial: Yuet, F.K.C.Y. (2021). Editorial. *Management Research Journal*, 10(1). iv-vii. <https://doi.org/10.37134/mrj.vol10.1.11.2021>

The Management Research Journal, Volume 10, Issue 1, comprises 10 articles that present current issues in performance management, human resource management, record management, leadership, and entrepreneurship from Philippines and Malaysia. Four articles on performance management emphasize the implementation of Results-Based Performance Management System (RPMS) in the public elementary schools, the determinants of integrity of Performance Appraisal System (PAS) in the public sector, the effectiveness performance appraisal system among police officers, and determinants of students' achievements for the Business Studies Subject in schools. This volume presents two articles on human resource management which highlights the effectiveness of training programs and organizational justice on the administration style and decision-making process. Effective decision-making is an important element in organizational administration as it directly affects the success of an organization. Interactional justice and procedural justice on job satisfaction enhance organizational justice in the service sector. Two articles that frame leadership styles of school principals from rural and urban schools are also presented. Principals' and headmasters' leadership styles influence the success of the schools as a learning organization and teachers' work performance. An article on record management and entrepreneurship was also respectively presented.

In the first article entitled "The Role of Training Objectives for The Effectiveness of Training Programs in the Academic Library", Ramlan, Zainol, and Tajuddin examined the effectiveness of training programs in enhancing The Tun Abdul Razak Library' (PTAR) staff skills in Shah Alam, Malaysia. Their effectiveness was examined based on the three highlighted dimensions such as content, input, and results of the programs. Findings reveal that the library staff is more prepared to face future problems that are to know how to solve them in a real situation since the content and input of training programs are similar to the workplace environment (Kirkpatrick & Kirkpatrick, 2016). It provides evidence to support criteria to be included for assessment of future training programs in the 'Tun Abdul Razak Library' (PTAR), Malaysia.

Ormilla's article, "The Implementation of Results-Based Performance Management System (RPMS) in Public Elementary Schools" provides insights to the Schools Division of Ifugao. The insights are based on the implementation of Stufflebeam's Context, Input, and Process (CIP) model and the four phases of Results-Based Performance Management System (RPMS) i.e. i) performance planning and commitment; ii) performance monitoring and coaching; iii) performance review and evaluation; and iv) performance rewards and development planning. Findings reveal that shared responsibility and agreement between rater and ratee in tracking record need to be consistently observed and properly recorded, followed by continuous performance monitoring and Coaching feedback to avoid bias assessment.

Further, Jamaudin's article titled "Determinants of Integrity in the Implementation of Performance Appraisal System (PAS): The Case of Malaysia Enforcement Agency" urge that employee's performance and competency ought to be measured to determine their eligibility for salary increment, and promotion as means to explore their integrity in Performance Appraisal System (PAS). The findings reveals that procedural, distributive, interactional justice and work character ethics are highly correlated with employees' integrity. Nonetheless, interactional justice and work character ethics are found to be the most influential factors that determine employees' integrity.

Hasan and Halim's article, "The Mediating Effect of Entrepreneurial Orientation in the relationship between SME's Developing Program and Business Success of SME in Perak" proposes positive relationships between SME Development Program and the success of entrepreneurs in Perak. The finding reveals that the success of SME business is highly dependent on the effectiveness of the SME Development Program which takes into account the entrepreneurial orientation in influencing the success of SME business organized by SME Corporation and related agencies. This research is in line with the government's desire to ensure that every entrepreneur is inculcated with the right entrepreneurial knowledge which could be further enhanced through entrepreneurial orientation. Entrepreneurial orientation provides opportunities for entrepreneurs to be more proactive, innovative, and competitive in SME business in Perak.

Mohd Nawi and Mohd Shafie's article "Enhancing Efficiency of Record Booking Graphic Design CMN Global Consultant Ltd." discusses the quality of graphic designers when order recording is made. The study also seeks to improve the quality of service when recording the latest, effective, and customer-friendly orders based on the graphic designer's Standard Operating Procedures (SOP). Findings reveal that the record orders through the Google Forms application have a positive impact on customer evaluation of CMN Global Consultant Ltd.'s graphic design services. Hence, this study also affirms that quality service is a key to a company's productivity.

Abd Razak and Ali propose the importance of organizational justice to foster positive attitudes among employees in their article entitled "Effect of Organizational Justice on Job Satisfaction in the Service Sector in Malaysia." They had clarified in their article that organizational justice could increase the productivity and competitiveness of organizations globally. Their claim had been supported through their findings which proven the significant relationships among organizational justice, interactional justice, and procedural justice which contributed to employee's job satisfaction. Organizational administrators, on the other hand, could better understand the uniqueness of organizational justice and its importance in the administration of a successful organization without neglecting employees' interests.

In the "Relationship between Demographic Factors and Selected Performance Factors with The Perception of The Effectiveness Performance Appraisal System among Royal Malaysia Police officers" article, Francis and Ahmad reflect on the perception of the effectiveness of the performance appraisal system. The training factor has been selected as the most dominant factor that contributed to the effectiveness of the performance appraisal system of the Royal Malaysian Police in Kuching District Police Headquarters. Findings also reveal there is a significant relationship among the five selected determinants namely reward, organizational culture, managing, communication, and training with the perceived Royal Malaysian Police Officers' performance.

Jalet and Yunus in "Designing Conceptual Framework for A Study on The Relationship of Distributive Leadership Practices and Learning Organizations to Teachers' Work Performance" discuss the importance of capacity building and leadership competency in solving school problems and future challenges in a learning organization. School leadership, on the other hand, should always be dynamic and distributed among teachers to meet the expectations of school teams, groups, and society. Similarly, school leaders should engage teachers in formal and informal leadership roles within or beyond the schools, develop innovation culture, lifelong learning, strive to improve work performance, delivery systems, and working relationships so that planning, implementation, and organizational development efforts can be implemented to improve management and administration systems effectively.

Ai Peng, Mohd Noor, and Md Latip in "The relationship between multiple intelligences and students' achievements for the Business Studies in Larut Matang and Selama, Perak" provides insights into learning styles or eight types of intelligence that promotes the

differentiation of proficiency among form six students from eight secondary schools in Larut Matang and Selama. The authors state that discovering students' learning styles will motivate and allow them to determine their own personal strengths, develop their own personal potential, polish their own personal critical and creative thinking skills, as well as technical skills which is in line with the global transformation of the education ecosystem. Findings are also in line with a School Transformation Program 2025 (TS25) as highlighted in Malaysian Education Blueprint 2013-2025 aspirations in producing quality students and schools by the year 2025.

Tuin, Syed Mohamad, and Ishak's article, "Key Leadership Styles and Perception Differences Among Sabah Rural School Principals" measures the principals' leadership style based on gender, length of service, educational level, human resource, symbolic, political, and structural perspective. The human resource, symbolic, political, and structural perspective elements were measured using instruments adapted from Leadership Orientations (Self) by Bolmen and Deal (1999). This research affirms most the principals in rural schools in Sabah performed human resource leadership style, followed by symbolic, leadership style and structural leadership style (the lowest mean score). It provides evidence to support the human resource leadership style as the best leadership style practiced by principals in Sabah rural schools.

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Management Research Journal