Application of Wasatiyyah Concept In Public Administration Performance Appraisal System In Malaysia

Assoc. Prof Dr Ilhaamie binti Abdul Ghani Azmi\textsuperscript{1,5}
Assoc. Prof Dr Sharifah Hayaati binti Syed Ismail\textsuperscript{2,5}
Dr Siti Arni binti Basir\textsuperscript{5}
Dr Azah Anir binti Norman\textsuperscript{3,5}
Dr Raja Jamilah binti Raja Yusof\textsuperscript{4,5}

\textsuperscript{1}Department of Syariah & Management, Academy of Islamic Studies,
\textsuperscript{2}Department of Siasah Syar’iyyah, Academy of Islamic Studies,
\textsuperscript{3}Department of Information Technology, Faculty of Science Computer & Information Technology,
\textsuperscript{4}Department of Software Engineering, Faculty of Science Computer & Information Technology,
\textsuperscript{5}University of Malaya, Lembah Pantai 50603 Kuala Lumpur.

Wasatiyyah is a concept introduced in the public administration by Prime Minister Dato’ Sri Mohd. Najib Tun Razak in 2010. The emphasis on this concept and approaches for the country is seen as a welfare approach in all aspects of sustainable development. It is also a confirmation of the view that Malaysia is an Islamic state and rejects any form of violence that is often labeled at the Islamic countries by the western world. Accordingly, Wasatiyyah has the potential to be highlighted in the administrative system in Malaysia as a value that must be applied to all levels of management and employees. Maybe with the application of Islamic values, the administrative system in Malaysia will become more systematic and orderly. The system of good governance is the cornerstone of the machinery or economic growth. Hence, it is expected that the implementation of these values will lead to the achievement of sustainable economic state in the year of 2020.

**Keywords:** Wasatiyyah, Public Administration, Performance Appraisal System.

1. INTRODUCTION

Public administration is seen as a process which involves public responsibilities based on the needs of government. It is a collaboration between human action centered on the activities of planning, coordination, control and leadership to ensure that the goals outlined by the government is achieved. However, the public administration system in Malaysia is often labeled as slow in taking action because of the attitude of matters like delaying the work. In addition, the weakness of supervisors who do not have expertise to be the cause of the performance appraisal system is often disputed even judgmental and biased in rating. Furthermore, performance evaluation today taken from the western model does not take into consideration the local culture and organization’s culture. Thus, the wasatiyyah concept has potential to be in the administrative system in Malaysia as a value that should be emphasized in all approaches of this value for the country is seen as an approach to sustainable prosperity in all development aspects. The implementation of wasatiyyah concept in the administrative system in Malaysia will become more systematic, orderly and the assessment is fair and just. A good evaluation system is the key of employee satisfaction while driving towards quality services that are conducive to economic growth. Hence, it is expected with the implementation of the wasatiyyah will lead to the achievement of sustainable economic state in 2020. This paper is organized as follows. In section 2, the methodology research of this research is explained. In section 3, the literature review and previous studies are presented. Findings of wasatiyyah concept proposed in this paper with applications in performance appraisal system are also presented in section 4. Finally, our work of this paper is summarized in the last section.

\textsuperscript{*}Email Address: ilhaamie@yahoo.com
2. METHODOLOGY RESEARCH

This study begins with some review of the literature with content analysis and comparison of scientific concepts of wasatiyyah. This study focused on definitions, values, principles and objectives which exist in wasatiyyah concept. All information is examined with referring to previous studies to get a clear view about wasatiyyah concept and determine the values of the main variables for appraisal system.

Method of documentation also is used to obtain documents that consist of the annual report of the Public Service Department, reporting the performance of civil servants, manual processes and procedures related to public service performance appraisal, books, articles, journals, conference presentations and papers and any other related with the title for this review. All materials will be collected and reviewed to obtain in-depth description of the performance appraisal system and how the concept of wasatiyyah can improve the existing practices.

In addition, questionnaire survey method also is used for this study by taking several samples at random and purposive in several government departments in various categories and grades of service. The pilot study will be conducted and analyzed in advance before the actual questionnaires are distributed to respondents who have been identified.

To get verification and validity as well as additional information, interview methods will be used in this study. Interviews will be conducted formally and informally with some respondents who are responsible and have experience in evaluating the performance and academic figures among the Director of Institute of Wasatiyyah Malaysia, the Chair of Wasatiyyah, Department of Public Service, Public Service Commission, and the Anti-Corruption Commission to get feedback on the draft of wasatiyyah and how this concept can be applied in the public administration sector in Malaysia.

Finally, all data and information received from the respondents will be analyzed using software like NVivo qualitative data analysis and statistical analysis software such as the Statistical Package for the Social Science (SPSS).

3. LITERATURE REVIEW

(1) Article entitled "The Wasatiyyah (Moderation) Concept in Islamic Epistemology: A Case Study of its Implementation in Malaysia" (2014) by Sulaiman Mohd Shukri explains the concept of wasatiyyah based on epistemological perspective according to Islam and how it is applied in Malaysia. This writing explained postmodern Islam on this concept where it takes into account the word "ummatan wasar" contained in surah Al-Baqarah verse 143. In addition, he also explained some of the views of commentators on the word of Wasata such as Al-Tabaray, Ibn Katir, Al-Qurtubi, Al-Razi, Al-Nasafi, Al-Zamakhsharyi, Al-Mahally & Al-Suyuti, Syed Quth, Hijazi, and Al-Zahayliyi. All of these commentators explain the concept wasata with an emphasis on the purpose of simplicity, justice, prosperity, middle, humble and not extreme. Then, the writing is extended further by explaining how this concept can be applied. This concept was first applied through the 1Malaysia which emphasizes the aspects of integration, acceptance and attitude, and mutual respect. In addition, this paper describes how a combination of these concepts can be done on the 1Malaysia concept including aspects of religious freedom which emphasizes about acceptance, respect and tolerance for religious diversity in Malaysia, the distribution of the resources that emphasizes social justice and responsibility, the distribution of political power which also emphasizes on social justice and diversity of the nation. In addition, this concept also is defined in terms of the use of the Malay language as the national culture of tolerance in receiving and creating harmony in multi-ethnic. In terms of education, focusing the concept of wasatiyyah on the process of self-transformation and learning system that aims to be a balanced excellence.

(2) Book written by Naharuddin Mat Isa, title "Between Moderation And Extremism: Wasatiyyah As The Peace Solution" (2013) explores how Islam today is facing many challenges and labels given by western views. 11 September 2001 issue is enough to change the perception of the western on Islam despite various attempts to deny the involvement of Islam by Muslim scholars groups for these issues. This book also explains the existence of a very large gap between western societies and their perception of society and Islam. Various titles such as discrimination and Islamophobia and violence are directed at Islam to revile the image of Islam. Therefore, wasatiyyah acts as an alternative to secure. The concept of moderation and justice will become as a platform to reform the real image of Islam. Islam does not accept any type of extremist and also does not accept the nature taken for granted because wasatiyyah does not mean a compromise, but it is about balancing the right to appoint justice on the right place. The phrase "uummah wasata" is a term that should be emphasized because it highlighted the simplicity, forming a solid foundation in offering a balance in variety of community.

(3) Chapter book written by Assoc. Prof Dr Ilhaamie binti Abdul Ghani Azmi, Assoc. Prof Dr Hayaati Sharifah Syed Ismail and Dr Siti Arni Basir (2013) describes the application of wasatiyyah concept in public service. This writing describes two methods of fiqh that can be applied to further strengthen the grip of wasatiyyah principles. First is "La darar wa la dirar" (no harm and cannot harm) and the second is "al-darar Yuzal" (harm should be removed). Harm as intended by the authors is related to the factors of bureaucracy caused by a long process and procedures, complicated and troublesome which cause delays. Hence, rules, procedures and monitoring should be introduced by applying wasatiyyah concept to ensure the quality through the provision of job-creating work schedules, which include energy, financial flows and the time period provided. The quality of work-based on wasatiyyah approach can be shown by needed work involving short- and long-term of goal interests in the
organization, work preference which emphasize of understanding what needs to be advanced and quality of work that is in accordance with the quality standards that have been established by the organization. This is important because the implementation of wasatiyyah concept will produce employees who have a mind that is planned and tolerant within the community in carrying out assigned responsibilities. In addition, this chapter also describes the application wasatiyyah concept toward innovation programs in Public Administration. This is because the principle of wasatiyyah asks for reform in the context of Fiqh Muamalat, which focuses on the outcome or impact of a program. Among the programs that have been developed are innovations such as e-Kafa Islam GRID, Electronic Medical Automation System Offers, and National Poverty Data Bank System.

(4) Writing by Mazlan Ibrahim, Jaffary Awang, Latifah Abdul Majid, Haziyah Husin, Muhd Najib Abdul Kadir, Abur Hamdi Osman, and Latifah Abdul Majid in journal article titled "Discourse Wasatiyyah according to Muslim Scholar in Malaysia" describes this concept according to wasatiyyah view of clerics in Malaysia. This article defined the concept of wasatiyyah from two perspectives. The first, from the aspect of the language in which they explain the origin of the word wasatiyyah taken from the word meaning Wasata middle or moderate. In addition, Wasata is termed as something that is in the middle between the point and is described as an admirable trait. They also collect some thoughts other writings that give meaning on wasatiyyah which encompasses justice, moderation, and not extreme. Second, they explain this concept from the perspective of wasatiyyah word itself. They explain the terms of wasatiyyah as a balanced, just, and moderate to the needs of the Islamic Sharia. Moreover, this concept covers wasatiyyah balance in implementing the demands of justice in addition to maintaining life on each of these aspects. This writing directed again by taking into account the views of scholars in Malaysia on this concept. Most of scholars interpret this as wasatiyyah concept of justice. It also emphasizes question of justice in a system that is not too rigid and not too loose in the form of a prosperous community. Wasatiyyah can also be used for items that are not specified in the laws of Islam, such as the distribution of wealth and political power. Goals to be achieved through the implementation of this concept to form the status of developing countries, justice leaders, public welfare, eliminate any elements of extremism that can disrupt peace and harmony in the country. The values contained in this concept can also form the first heart, feelings and thoughts in an effort to develop a protection of the interests of all the people and that is a fair distribution of wealth in society. There are seven aspects that can be implemented of wasatiyyah approach in education, law, social development and culture, economy, government and governance, and international relations.

(5) Writing a book by Dr. Mohd Yusof Othman in his book entitled "Wasatiyyah Approach Towards Sustainable Development" describes the role played by wasatiyyah in a development context. According to him, with a simple approach, middle, fair and balanced extreme or outrageous allow development, prosperity, peace and prosperity and civilization of a country awakened successfully. This is because, the existence of groups makes extreme inconvenience, and that actually does not simplify principles and policies in practice and behaviors that make it difficult to achieve what is desired and a party which will facilitate up to justify whatever action that allows their desire to achieve. This phenomenon in turn impacted adversely on the sustainability of ecosystems science and development of a country consisting of ecosystem environmental, economic, and social. So do not wonder if the development of unbalanced and unsustainable be faced by countries such as the issues of natural disasters involving environmental development is not sustainable, the financial crisis that involves the development of an economic system that is not sustainable, and the issue of secularism, sexism, and liberalism which involves the development of a social system that is not balanced. In this paper, the author makes a comparative analysis against extremists and also ignoramus and he also explains how this approach can be applied on sustainable development. This concept is a very appropriate approach in building a sustainable development by understanding the relationship between the three main entities of the entity God, human entities, and entities of nature. The relationship between the three entities must be understood and placed on the actual function that emphasizes the relationship between man and God, man's relationship with man, man's relationship with the environment, and environmental relationship with God.

4. FINDINGS

Definition and Concept of Wasatiyyah.

Wasatiyyah is a derivative of the arabic language from the root "wasta" which means the middle. This term coincides with the hadith narrated by Abu Hurairah which states "The best thing is that the middle". In other writings, the term wasatiyyah is inspired in many different meanings such as fairness, simplicity and moderate, middle, rational, balanced, right, I'tidal, not fanatical or extreme, not obsessed or radical, do not overdo it, strength, endurance, and not deteriorate or rigid.

Thus, by some definitions that have been described, it can be defined that wasatiyyah is one aspect of eliminating the extreme nature and obsessed in one direction by choosing a simpler life. This concept is an alternative to eradicate bad remarks about the Muslim community who is symbolized with violence, injustice, and cruelty.

The views of mufassirin (commentators) on the phrase “wasta” such as Al-Tabariy, Ibn Kathir, Al-Qurtubi, Al-Raziy, Al-Nasafiy, Al-Zamakhshyariy, Al-
Mahally & Al-Sayatiy, Syed Qub, Hijazi, and Al-Zuhaylly explained the concept of that phrase with an emphasis on the purpose of simplicity, justice, prosperity, middle, humble and not extreme. (3) Western Appraisal Performance Model

In public administration, performance evaluation only emphasizes on the achievement of tasks. This is because the scoring system used only refers to the conventional performance appraisal system. Conventional performance appraisal system take into account the factors of work, evaluation standard, and an explanation of performance in implementing employee performance appraisal. The features found in western performance appraisal system can be seen to contain a formal performance evaluation programs, using the scale ratio for assessment, the evaluation techniques combined by the rate ratio and evaluation based on the performance of employee. Each rating will be judged by the supervisor and employee performance appraisal results will be informed to employees. In general, performance evaluation is to fill the demands of wage increases, productivity improvement, and feedback from employees. Appraisal Approach In Need of Wasatiyyah

Job performance has close ties with employee satisfaction aspects. Job satisfaction has a variety of perspectives that include differences in individual aspects, needs or the comparison of work done and the methods of work had been accomplished. The level of job satisfaction is informed by the work varies according to the intrinsic and extrinsic satisfaction of the organization. This job performance can be assessed by three-dimensional approaches involving Core Dimensions, Functional Dimensions and Contribution Dimension.

Core Dimensions involve an assessment of the leadership aspects and personal qualities of an officer. This assessment will use multi-rater evaluation method which is performed by the multi-level officers who have working relationship rith the public servants.

Functional dimension refers to the generation of jobs and knowledge possessed by an officer as well as their expertise owned by the duties entrusted to them. This assessment should be using KPIs (Key Performance Indicator). This is performance measurement methods applied to define, assess, and report the progress of the information to an organization which is under the responsibility of the employee. This measurement is based on achieving the officer assessed in accordance with the planning set by the organization.

The contributing dimension is based on two aspects that are the contribution of creative ideas or innovations and contributions outside of official duties. The evaluation toward this creative idea is to give recognition to employees who contribute their creative ideas or innovative. In addition, it applies the concept of knowledge-based and creativity-driven to allow organizations to create innovation that can add value to the services provided. Besides that, the contribution made by employees outside official duties is also considered in the assessment.

Performance appraisal is the responsibility of main officers who are directly responsible for carrying out an assessment on the performance of employee. This performance appraisal consists of group of employees and supervisors who have direct working relationship to the employee who are under their supervision. Officers involved in this performance appraisal should be among the officials who have the highest position of the office, the acquisition of knowledge, skills, and experience.

In the context of public administration, a performance appraisal should prioritize four major sub-fields within the performance evaluation process to ensure effective governance in the administration.

First is Integrity - It should be based on the values of honesty and objectivity, high level of decency in monitoring public funds and resources with responsibly and in the affairs of the organization.

Second is Accountability- It refers to the obligation to give any explanation and answers about some action and performance to any public servant who has the right to seek clarification and answers.

Third is Monitoring- It is an approach of power that should be undertaken by an appraiser who is a trustee officers and supervise of any used power and resources in the public administration.

Fourth is Transparency- It is a requirement needed to give confidence to the public servants in decision-making and action by officers who have been entrusted.

Wasatiyyah concepts can be implemented in view of the simplicity and fair value. In the simplicity, as a performance appraiser must balance the performance evaluation process with regards to the approach of not too strict and not too lenient. This is because the appraisals that are too strict like putting too higher objectives to be achieved toward public servants is a burden to them to prove their credibility in order to achieve the goals set. However, the appraisals that are too loose need to be avoided by placing conditions of low achievement to ensure the performance of the public servants can be seen at an optimal level. The modest of performance evaluation is more balanced of the performance appraisal factors and employee factors. Through these approaches, performance evaluation can be conducted more balanced between the assessor and the employee is assessed at the same time to avoid the injustice of both parties.

In the performance evaluation of the elements necessary to avoid injustice, then the value of justice should be fundamental in implementing performance evaluation. As an evaluator, the justice should be prioritized in terms of the performance evaluation process was conducted. The value of justice can be spread in two aspects that are judgmental and chronism. To ensure this issue does not happen, a good performance evaluation method must consist of the following characteristics:

a. Each of officers should put some targets on assessed work need to be done in a period of assessment in accordance with their position held. It is important to enable the performance of employees measured more objectively.

b. Performance evaluation should be conducted ongoing basis in accordance with the prescribed period of
time and not seasonal.
c. Expectations of evaluators against officer assessed in terms of the level of performance to be achieved shall be informed to the officer assessed clearly and detailed.
d. Officers should provide and willing to listen to any of opinion given by the officer assessed in connection with the performance; and
e. Officers do not use performance as an instrument to suppress or intimidate an officer who is rated. Performance evaluation should be used as a mechanism to improve employee motivation and performance.

5. CONCLUSIONS

There is no doubt that wasatiyyah approaches in performance appraisal system is a comprehensive and holistic approaches. Fairness and impartial in the performance evaluation system in Malaysia lead to equality in the performance evaluation process carried out without any element of bias and judgmental. Relevance of wasatiyyah is seen through the elements of fairness, balance and simplicity in implementing performance appraisal system to conduct a more balanced approach and more perfect than the models, concepts, and theories of conventional performance evaluation. The policy of performance appraisal nowadays focuses on the external value issues more than the intrinsic (internal) including spiritual and ethical aspects has become the real cause of the imbalance in the performance appraisal system. This condition makes religious ideology more relevant to be introduced and wasatiyyah concept is one of the faith-based approach. Thus, with only faith-based approaches could regain the humanities value among employees.

ACKNOWLEDGMENTS

We would like to thank University of Malaya Research Sub-Programme 2013, Grant No RP001B-14HNE for sponsoring this research.

REFERENCES

[1] Abdul Monir Yaacob, Manhaj Wasatiyyah Dalam Perlaksanaan Hukum Di Malaysia, Kertas kerja dibentangkan dalam Seminar Antarabangsa: Penghayatan Wasatiyyah dalam Kerangka Maqadis Syariah pada 8-10 April