

**DEVELOPMENT OF A NATIONAL HUMAN
RESOURCE DEVELOPMENT CONCEPTUAL MODEL
AS PRACTICED IN MALAYSIA**

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**DOCTOR OF PHILOSOPHY
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By

UDAYA MOHAN DEVADAS

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in fulfilment of the Requirements for the degree of Doctor of Philosophy**

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DEDICATION

To

my father K.N.Devadas

my mother N. Sarojani Devi

my wife A.Priyanthi Silva

and

my brothers and sisters

for all their sacrifices

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirements for the degree of Doctor of Philosophy

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Chairman : Professor Abu Dausd Bin Silong, PhD

Faculty : Educational Studies

National Human Resource Development (NHRD) is an important national policy agenda in many countries and has been an emerging research agenda. In contributing to it, this study described and articulated the nature of NHRD practices within Malaysia eventually aggregating this understanding into a conceptual model.

The literature review of this study demarcated traditional HRD and modern HRD while placing NHRD as a modern and macro HRD showing its plausibility to resolve contemporary HRD challenges in the face of achieving national development.

A qualitative approach, designed as a case study method using Straussian grounded theory was adopted. The overarching research question of this study was ‘which conceptual model will facilitate, as common knowledge, to describe and understand the nature of NHRD within Malaysia?’ This was assisted by three sub research questions to study separately the pressures and imperatives of NHRD; NHRD initiatives, their outcomes, and the characteristics; and the facilitating and resisting

forces of NHRD's implementation. Data were gathered from the Ninth and the Tenth Malaysia Plans and from 19 interviews held at 11 relevant ministries. In resolving the overarching research question, the study constructed a conceptual model depicting the pressures and imperatives that pull NHRD at its planning level, the enabling and hindering forces that influence in and the challenges that are confronted with NHRD plan implementation, as well as the NHRD outcomes resulted in the achievement of national goals in resolving Malaysia's national challenges.

It was found that Human Capital and Talent Development (HCTD) represents NHRD within Malaysia to supply the needed human capital in order to cater to the economic development needs aiming at achieving the country's long term goal—vision 2020. This HCTD is highly influenced by the global environment conditions through Malaysia's economic conditions. However, the government plays a key role cushioning the Malaysia's domestic economy against the global environment pressures to fortify the economic activities and country's socio-cultural conditions through its strong leadership and proactive national planning. At its implementation, NHRD has been facilitated, hindered and challenged by the factors from the areas pertaining to government, resources, cooperation, and socio-cultural context.

The understanding obtained regarding Malaysia's NHRD is useful to the practitioners in their national policy decisions and determining the needed interventions in implementing them. Importantly, this study contributes to the development of NHRD theory in terms of new knowledge generated on Malaysia's NHRD and the methodological insights employed in deriving such knowledge.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

PEMBENTUKAN MODEL PEMBANGUNAN SUMBER MANUSIA

NEGARA YANG DIAMALKAN DI MALAYSIA

Oleh

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Pembangunan Sumber Manusia Negara atau *National Human Resource Development* (NHRD) adalah agenda penting di banyak negara. Tujuan kajian ini ialah untuk menerokai dan menerangkan tentang keadaan amalan pembangunan sumber manusia Negara melalui pemahaman mengenai pembentukan, keadaan, hasil dan kuasa yang membimbing dan menghalang yang akhirnya membentuk sebuah model konsep. Kajian ini meninjau literatur yang menunjukkan limitasi domain utama pembangunan sumber manusia dalam mendepani cabaran pembangunan sumber manusia kontemporari dan keupayaan pembangunan sumber manusia negara bagi mengatasi cabaran berkenaan.

Pendekatan kualitatif, dibentuk berdasarkan kaedah kajian kes menggunakan ‘grounded theory’ Straussian, telah dipilih untuk kajian ini. Soalan utama kajian ialah ‘Apakah model konseptual yang boleh membimbing ke arah pemahaman amalan pembangunan sumber manusia kebangsaan di Malaysia? Ini dibantu oleh tiga soalan tambahan kajian yang mengkaji secara berasingan cabaran dan kepentingan

pembangunan sumber manusia kebangsaan; inisiatif NHRD, hasil dan ciri; serta kuasa membantu dan mengekang pelaksanaan NHRD. Data dikutip dari dokumen Rancangan Malaysia ke Sembilan dan Sepuluh serta daripada 19 temubual yang dilakukan di 11 kementerian berkaitan. Dalam menjawab soalan kajian, penyelidikan membentuk model konsep yang dinamakan yang menggambarkan tekanan dan imperatif yang mengikat NHRD di peringkat perancangan, kuasa penggalak dan pengekang dan cabaran yang dihadapi dalam pelaksanaan NHRD, serta hasil NHRD daripada pencapaian matlamat Negara dalam menangani cabaran nasional Malaysia.

Didapati bahawa Pembangunan Modal Insan dan Bakat (HCTD) NHRD di Malaysia adalah terhad kepada penyediaan modal insan yang diperlukan bagi membantu memenuhi tuntutan pembangunan ekonomi bagi mencapai matlamat jangka panjang Negara iaitu Wawasan 2020. HCTD ini banyak dipengaruhi oleh keadaan persekitaran global. Walaubagaimanapun, kerajaan memainkan peranan utama menyokong ekonomi tempatan dalam mendepani tekanan persekitaran global dengan meningkatkan aktiviti ekonomi dan keadaan sosiobudaya melalui kepemimpinan yang mantap dan perancangan negara yang proaktif. Dari segi pelaksanaan, NHRD membimbing, mempertahankan dan mencabar faktor bidang berkaitan kerajaan, sumber, kerjasama dan konteks sosio-budaya. Dapatan yang dihasilkan daripada kajian ini sangat berguna untuk pengamal yang terlibat dalam NHRD di Malaysia bagi memahami keadaan semasa NHRD Malaysia, penambahbaikan dan perubahan yang perlu diusahakan, dan intervensi yang diperlukan untuk menanganinya. Kajian juga menyumbang kepada pembinaan teori NHRD dari segi pengetahuan baharu mengenai NHRD Malaysia dan kaedah metodologi yang sesuai bagi mendapatkan maklumat berkenaan.