

RESUME



Name : Professor Dr. Zafir Khan bin Mohamed Makhbul
Date of Birth : 28th Ogos 1971
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Universiti Kebangsaan Malaysia
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Administration Post : Deputy Dean, Faculty of Economics and Management
Expertise : Human Resource Management / Organizational Management

He has over 22 years of teaching and research experience (since 1997) with Universiti Kebangsaan Malaysia (UKM) and short industrial experiences with Motorola Malaysia, Hong Leong Finance and Agrobank. During his academic career he has been seconded as Deputy Director, Centre for Talent Development and Governance, Premier Grade C at Higher Education Leadership Academy (AKEPT), Ministry of Higher Education effective July 2015 till Nov 2016.

Past and Present Appointment at UKM

Professor in Human Resource Management and Organizational Management (since Mac 2018); Associate Professor (2008 – 2018); Head of Program for Management, Marketing & International Business (2008 – 2011); e-Learning Coordinator, Centre for Educational Extension, UKM (2012 – 2015); Deputy Director, Centre for Educational Extension, UKM (2011 – 2014); Deputy Director, Centre for Talent Development and Governance, Premier Grade C at Higher Education Leadership Academy (AKEPT) MOHE (July 2015 – Nov 2016); Deputy Dean (Student, Academic, Alumni and International Affairs) (August 2017 – December 2017); Deputy Dean (Undergraduate) (January 2018 – August 2020).

Education

Diploma in Marketing, 1992; Bachelor of Business Administration, 1996; Master of Business Administration (Best Student Prize), 1999; PhD in Management, 2007; Cert. in Talent, Competency and Succession Management, 2016.

Professional Qualification and Experience

1. Associate Senior Fellow (Space Policy and Management), Institute of Space Science (ANGKASA), Universiti Kebangsaan Malaysia (UKM)
2. Associate Life Member, Malaysian Institute of Human Resource Management (MMIHRM), (101487) – Fulfilled the requirements of Malaysian Institute of Human Resource Management on the qualifications and experienced.
3. Associate Member, Human Factor and Ergonomics Society (HFES), Santa Monica, USA (ID 34938).
4. Associate Member, American Psychological Association, (2564-0174).
5. Associate Member, Malaysian Industrial Hygiene Association (MIHA), (#A0358-10).
6. Full member of Centre for Human Resource Studies (CHREST), UKM

Prize/ Award/ Recognition Received

1. National Book Award 2017, Industrial Book Award Category – Best Entrepreneurial Book at National Book Award Ceremony 2017, National Book Development Foundation at Seri Pacific Hotel, Kuala Lumpur.
2. Collegiality Award at Quality Award Ceremony 2019, Faculty of Economics and Management, UKM.
3. Research Book Publication Award at Quality Award Ceremony 2018, Faculty of Economics and Management, UKM.
4. Intellectual Property Award at Quality Award Ceremony 2018, Faculty of Economics and Management, UKM.
5. Gold Medal Award for Sustainable Halal Food Production in Invention, Innovation & Design Exposition 2017, organised by Universiti Teknologi MARA, Shah Alam.
6. Silver Medal for Invention/Innovation/Design of Sustainable Halal Food Production at Innovation & Design Exposition 2016, organised by Universiti Teknologi MARA, Shah Alam.
7. Excellent Service Award, 2013 by Universiti Kebangsaan Malaysia.
8. Excellent Service Award, 2008 by Universiti Kebangsaan Malaysia.
9. Excellent Performance Award, 2015 by Ministry of Higher Education, Malaysia.
10. Award for Lead Researcher with Highest Total Research Fund at Quality Award Ceremony 2014, Faculty of Economics and Management, UKM.
11. Award for Lead Researcher with Highest Total Research Fund at Quality Award Ceremony 2015, Faculty of Economics and Management, UKM.
12. UKM Special Quality Award 2008 – Grand Prize, Publication Award [Journal Category for Social Science and Humanities].

13. Community Service Award based on Expertise at Quality Award Ceremony 2017, Faculty of Economics and Management, UKM.
14. Community Service Award based on Expertise at Quality Award Ceremony 2012, Faculty of Economics and Management, UKM.
15. Community Service Award based on Expertise at Quality Award Ceremony 2011, Faculty of Economics and Management, UKM.
16. Salary Movement for 2010 by Universiti Kebangsaan Malaysia.
17. Best Paper Award (Business and Management), in 8th *International Economics and Business Management Conference 2017* (IEBMC2017) at The Zenith Hotel, Kuantan, Organised by Yayasan Canselor Uniten and DRB-Hicom University of Automotive Malaysia.
18. Outstanding Paper Award, *23rd International Conference on Production Research 2015* at Hotel Marriott Manila, Pasay City, Metro Manila, Philippines, Organised by *Philippine Institute of Industrial Engineers (PIIE) and International Society for Business Innovation and Technology Management*.
19. Outstanding Paper Award, *14th Asia Pacific Industrial Engineering and Management Society 2013* at Hotel Radisson Blu, Cebu Philippines, Organised by *International Foundation for Production Research and Phillipine Institute of Industrial Engineers*.
20. Best Paper Award at the *5th National Human Resource Management Conference 2010*, Primula Beach Resort, Kuala Terengganu, Organised by College of Business, Universiti Utara Malaysia.
21. Top 20 Author – Rank #12, based on Malaysian Abstracting and Indexing System 2011 (MyAIS) – Total Download 45,810 as at August 2013 (refer to <http://myais.fsktm.um.edu.my>).
22. Top 20 Article – Rank #3, based on Malaysian Abstracting and Indexing System 2011 (MyAIS) – Total Download 32,327 as at August 2013 (refer to <http://myais.fsktm.um.edu.my>).
23. Excellent Teacher Award, Faculty Level based on outstanding record of Course Teaching Evaluation System, 1st Semester, Academic Session 2010-2011, 2011-2012.
24. Certificate of Appreciation for Outstanding Effort in Writing Organizational Management by McGraw-Hill Education (Asia) 2008.

Recognition of Expertise/ Academic and Industrial Experience

Member of Board of Studies, Board of Moderators, Academic/ Course Advisor and Technical Committee for Public and Private Higher Learning Institutions and National and International Conferences. Panel of Assessors/ Senior Auditors/ Accreditation Committee for Malaysian Qualification Agency (MQA) (2007 – present). Guest Speaker and Trainer in the area of Organizational Management and Human Resource Management for private and government agency.

Selected Research and Development

GUP-2018-043: Relationship Between Occupational Stress, Coping with Stress and Stress Outcomes: A Survey at Public Service Department, Malaysia (RM45,000) – Project Leader.

FRGS/1/2017/SS03/UKM/02/1: A Green Strategic Innovative Model for SMEs (G-SIMS). Ministry of Higher Education (RM55,000) – Project Leader.

GGPM-2017-067: Sistem Kerja Ergonomik dan Prestasi Keselamatan dan Kesihatan Pekerjaan di Sektor Pembuatan Malaysia. UKM Grant (RM30,000) – Project Member.

GGPM-2017-001: A Supply Chain Integrity Capabilities Framework for Halal Food. UKM Grant (RM20,000) – Project Member.

JKKP/NO.LTBKS-08/2013-RIA: Risk Impact Assesment on Migration Sustainability of Factories and Machinery Act 1967 and Occupational and Safety Health Act 1994. Department Occupational Safety and Health, Ministry of Human Resources (RM269,000) – Project Member.

FRGS/2/2013/SS05/UKM/02/2: Arc of Integration and Halal Food Integrity. Ministry of Education (RM61,000) – Project Leader.

ETP-2013-047: 1 Malaysia Endless Possibilities Food Park (1MEPFP) Economic Trasformation Program - Research University Grant (RM150,000) – Project Leader.

UKM-PTS-088-2010: Relationship Between Stress and Productivity: A Survey on Faculty Administrators Group at UKM. Research University Grant (RM14,000) – Project Leader.

ERGS/1/2013/SS05/UKM/02/2: Intelligent Quality Assurance Modelling for Halal Food Integrity (i-Haqam). ERGS Ministry of Education (RM100,000) – Project Leader.

RE-2013-002: A Survey on Managing Stress and Violence in Multi-Ethnicity Community. Department of Prime Minister (RM100,000) – Project Member.

DPP-2013-171: Research and Publication Enhancement in Human Resource Area. RU Grant (RM50,000).

DPP-2013-132: Research and Publication Agenda in Economic Transformation Era. RU Grant (RM35,000).

UKM-GUP-JKKBG-08-03-011: Graduates Labour Market Study. Research University Grant (RM100,000) – Project Member.

FRGS/1/2012/SS05/UKM/02/12: A New Integrated Business Model of Malaysian Credit Card Delinquency

PENDAFTAR-2012-001: Job Analysis for Universiti Kebangsaan Malaysia Staff. (RM102,435) - Project Member.
 UKM-GUP-EP-07-18-112: Ergonomics Workstation and Stress at The Workplace: A Survey on Banking and Education Industry in Malaysia. GUP (RM100,000) – Project Leader.
 UKM-GUP-EP-07-18-114: The Characteristics of Success and Competitive Entrepreneurs. GUP (RM97,763) – Project Member.
 EP-011-2007: Stress at the Workplace: Implications towards Physiology, Psychology, and Behavioral. Project Member (RM5,000).

Significant Recognition of Expertise/ Academic and Industrial Experience

1. Editorial Board Member, Malaysian Management Journal (MMJ) Universiti Utara Malaysia (1st January 2017 – 31st December 2021).
2. Appointment as Work Committee Member for Massive Open Online Course (MOOC) Malaysia for a period of 2016 till 2018 by Director General of Higher Education, Higher Education Department, Ministry of Higher Education Malaysia.
3. Appointment as Panel Member of Fundamental Research Grant Scheme (FRGS) Ministry of Higher Education (MoHE) from 15th December 2016 till 20th March 2017 (Social Science Cluster, Business Management Sub Cluster)
4. Appointment as Group External Examiner, Universiti Sains Malaysia from 1 October 2016 till 30 September 2019 at Institute of Postgraduate Studies USM.
5. Appointment as External Examiner at Multimedia University, Melaka from Trimester 3, 2016/2017 hingga Trimester 3, 2019/2020 for the program of Bachelor of Business Administration (Human Resource Management), Faculty of Business.
6. Appointment as External Examiner at Open University Malaysia from 15 March 2017 till 15 March 2020 for Master of Human Resource Management Program, Faculty of Business and Management.
7. Appointment as External Examiner (Moderator) at Infrastructure University, Kuala Lumpur, 1st January 2017 till 31st December 2018 for Bachelor of Business Administration (Hons), Department of Business and Management, Faculty Business and Accounting.
8. Appointment as Advisor to the Committee of Faculty Human Resources from 1st June 2017 till 1st May 2020 by Dean of Faculty Economics and Management, UKM.
9. Appointment as External Assessor for Provisional Accreditation and Full Accreditation of Bachelor in Business Management, Department of Management and Humanities, Universiti Teknologi PETRONAS (UTP) 2017.
10. Panel Member of Fundamental Research Grant Scheme (FRGS) Ministry of Education (MoE) from 16th January 2013 till 15th January 2014 (Social Science Cluster, Business Management Sub Cluster) (Appointment by Deputy Vice Chancellor, Research and Innovation UKM)
11. Panel Member of Trans Disciplinary Grant Scheme (TRGS) Ministry of Education (MoE) (Social Science Cluster, Business Management Sub Cluster) (Appointment by Deputy Vice Chancellor, Research and Innovation UKM)
12. Panel Member of Exploratory Research Grant Scheme (ERGS) Ministry of Education (MoE) from 26 Februari 2013 till 25 Februari 2014 (Social Science Cluster, Business Management Sub Cluster) (Appointment by Deputy Vice Chancellor, Research and Innovation UKM)
13. Appointment as University Editorial Board Members from 17th November 2014 till 16th November 2017 by Deputy Vice Chancellor (Research and Innovation Affairs) Universiti Kebangsaan Malaysia.
14. Internal Auditor for MS ISO 9001:2008 Certification, Undergraduate and Graduate Academic Quality Management System, starting 1st Oct 2012 – 31st Sept 2014. (Appointment by Deputy Vice Chancellor, Academic and Alumni UKM).
15. Member for Accreditation Committee, Malaysian Qualifications Agency (MQA), 1st Jan 2016 – 31st Dec 2017.
16. Senior Assessor for Malaysian Qualification Agency (MQA) in the field of Social Sciences, 12th Oct 2015 – 11th Oct 2018.
17. Appointment as Panel of Interviewer for the Federal Training and Full Salaried Study Leave Prize without Scholarship Program, Public Service Department, Session 2015.
18. Committee Member for United Nations Office at Vienna/ Malaysia Expert Meeting on Human Space Technology at Pullman Hotel, 14th – 18th November 2011, organized by Institute of Space Science (ANGKASA), UKM.
19. Board of Studies (Advisor) Program Master of Business Administration (jointly offered by SEGi College, Kuala Lumpur and University of Sunderland (UoS) (UoS), United Kingdom from 2013 till 2017.
20. Member of Board of Studies for Program “Master of Science in Occupational Safety and Health Management” for Cyberjaya University College of Medical Sciences (CUCMS), 2011–2014, Faculty of Allied Health & Sciences, Cyberjaya University College of Medical Sciences.
21. Appointment as Panel of Auditors for University Malaya Postgraduate Program Audit Institution for Public Higher Education, Appointment by Malaysia Qualification Agency (MQA) 2013.
22. Member of Technical Committee for National Symposium on Advancement in Ergonomics and Safety (ERGOSYM 2009), 1st – 2nd December 2009, Universiti Malaysia Perlis (UNIMAP).

23. Panel of Reviewer for 3rd International Conference on Business and Economics Research in Golden Flower Hotel, Bandung, Indonesia, 12 – 13 March 2012.
24. Committee Member for “The 1st CHREST International Conference on Labour Market Transformation and Human Resource Development” at Cititel Hotel, Kuala Lumpur, 8 – 9 January 2013.
25. Technical Committee for 2nd International Conference on Management at Holiday Villa Beach Resort and Spa, Langkawi 11 – 12 June 2012.
26. Scientific Committee for The 6th International Conference on Business and Management Research (ICBMR) University of Indonesia in Association with Ateneo Graduate School of Business (20th – 21st October 2011) at Makati, Philippines.
27. Member of Board of Studies for Program “Master of Science in Occupational Safety and Health Management” for Cyberjaya University College of Medical Sciences (CUCMS), 2011–2014, Faculty of Allied Health & Sciences, Cyberjaya University College of Medical Sciences.
28. Member of Board of Studies for Program “Diploma of Business Administration” for Cyberjaya University College of Medical Sciences (CUCMS), 2014–2017, Faculty of Allied Health & Sciences, Cyberjaya University College of Medical Sciences.
29. Panel Member for Revision Program Standard: Health and Medical Sciences, in the field of Healthcare Management, 2nd January 2015 till 31st December 2015 by Malaysian Qualification Agency (MQA).
30. Panel Member for University Transformation Programme, Orange Book for Strengthening Academic Career Pathways and Leadership Development by Ministry of Higher Education Malaysia, 2016-2017.

Courses Taught for Postgraduate and Undergraduate

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| <ul style="list-style-type: none"> • Human Resource Management • Organizational and Human Resource Management • Theory in Management and Entrepreneurship • Organizational Management • Organizational Behavior • Human Resource Management for SMEs • Business Management | <ul style="list-style-type: none"> • Management Science • Advanced Research Method • Statistics Analysis for Decision Making • Statistics for Economics and Management • Health Care Management • Behavioural Aspects in Safety & Health Management • Principles of Management |
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List of Intellectual Property Protection

Tajuk	Peranan
UKM IKB/108/2/1917 Sustainable Human Resource Management	Lead Researcher
UKM IKB/108/2/1725 Model and Module i-Stres, u-Stres & d-Stres	Lead Researcher
UKM IKB/108/2/1093 Module of Training in Managing Stress: Occupational Safety and Health Approach <ol style="list-style-type: none"> 1. Module 1: Stress Issues in Life and Organizations 2. Module 2: Understanding Occupational Safety and Health 3. Module 3: Ergonomics Issues in Organizations 4. Module 4: Design of Ergonomics Workstation 	Lead Researcher
UKM IKB/108/2/1103 Module of Human Resource Management	Lead Researcher
UKM IKB/108/2/1107 Module Organizational Management	Lead Researcher
UKM IKB/108/2/1114 Module of Skills in Supervisory and Managing Competitive Organization <ol style="list-style-type: none"> 1. Modul 1: Managing Effective Organization 2. Modul 2: Managing High Performance Work Culture 3. Modul 3: Managing Change and Innovation 4. Modul 4: Managing Anger in Organization 5. Modul 5: Managing Competitive Human Resources 	Lead Researcher
UKM IKB/108/2/1375 Halal Food Supply Chain Integrity Cumulative Capability (HFSCI-CC) Model	Co-researcher
UKM IKB/108/2/1377 Halal Food Supply Chain Integrity Framework	Co-researcher
UKM IKB/108/2/1379 Halal Food Supply Chain Integrity Measurement Scale	Co-researcher
UKM IKB/108/2/1386 Sustainable production of halal food framework	Co-researcher

UKM IKB/108/2/1387 Case Study / i-HAQAM: The SuperFood (SF) Case	Co-researcher
UKM IKB/108/2/1412 1Malaysia Endless Possibilities Food Park	Co-researcher

Selected Journal Publications

- Hamad Atiah J Alsulami & Zafir Mohd Makhbul (2020). Modelling the Impact of Employment Precariousness on Employee Performance Moderated by Self-Efficacy Traits. **International Journal of Innovation, Creativity and Change**. 11(12): 528-549. eISSN: 2201-1315
- Neeta Jayabalan, Zafir Mohd Makhbul, Ramesh Kumar Moona Haji Mohamed, Hayati Yusof & Mai Farhana Mior Badrul Munir (2020). The Role of OCBE on Green HRM Towards Sustainability Performance. **International Journal of Innovation, Creativity and Change**. 9(2):1880-1888. eISSN: 2201-1315.
- Zainab Ali Rawshdeh, Zafir Khan Mohamed Makhbul, Najeeb Ullah Shah & Perengki Susanto (2019). Impact of Perceived Socially Responsible-HRM Practices on Employee Deviance Behavior. **International Journal of Business and Management Science**. 9(3):447-466. ISSN: 1985-692X.
- Abdulrahman Al Shikhy, Zafir Mohd Makhbul, Zainab Ali Rawshdeh, Rasidah Arshad, Khairul Anuar Mohd Ali & Ali Al Mazari (2019). Dispositional Resistance to Change and User Resistance Behaviour to Use Human Resource Information Systems in the Healthcare Sector: The Moderating Role of Conscientiousness. **International Journal of Recent Technology and Engineering**. 8(4) ISSN: 2277-3878.
- Neeta Jayabalan, Zafir Mohd Makhbul, Jenny Marisa Lim Dao Siang, Nor Azim Hj. Ahmad Radzi & Muhammad Ashraf Anuar (2019). E-recruitment Technology Adoption among Generation Z Job-Seekers. **International Journal of Engineering and Advanced Technology**. 9(2):1880-1888. eISSN: 2249-8958
- Zainab Ali Rawshdeh, Zafir Mohd Makhbul & Syed Shah Alam (2019). The Mediating Role of Person-Organization Fit in the Relationship Between Socially Responsible-HRM Practices and Employee Engagement. **Humanities & Social Sciences Reviews**. 7(5):434-441 eISSN: 2395-6518.
- Gopal Perumal, Suguna Sinniah, Ilangovan Perumal, Zafir Mohd Makhbul & Ramesh Kumar Moona Haji (2019). Human Resources Management Practices and Affective Commitment among Financial Industry Employees in Malaysia. **International Journal of Engineering and Advanced Technology**. 48(6S3):284-291 eISSN: 2249-8958.
- Mohd Nasir Selamat, Mukhiffun Mukapit, Siti Fardaniah Abd Aziz & Zafir Mohd Makhbul (2019). Re-Definition of Occupational Safety & Health Performance in Malaysian Manufacturing Industry. **International Journal of Recent Technology and Engineering**. 8(2S10): 53-60 ISSN: 2277-3878.
- Suguna Sinniah, Zafir Mohd Makhbul, Muthaloo Subramaniam, Gopal Perumal & Ramesh Kumar Moona Haji (2019). Intention to Use Fingerprint System in Electronics Industry. **Humanities & Social Sciences Reviews**. 7(5):536-544 eISSN: 2395-6518.
- Zafir Mohd Makhbul & Mohd Nazmy Abd Latif (2019). Mengurus Modal Insan dalam Industri 4.0 Ke Arah Kecemerlangan Negara. **e-Bangi- Journal of Social Sciences and Humanities**. 16(6):1-13 ISSN: 1823-884x.
- Zafir Mohd Makhbul & Maran Kaliannan (2019). Hubungan Antara Budaya Keselamatan dan Prestasi Keselamatan dalam Sektor Perkilangan: Sikap Keselamatan Sebagai Pengantara. **e-Bangi- Journal of Social Sciences and Humanities**. 16(5):1-13 ISSN: 1823-884x
- Sulaiman Mohammed Khalid, Khairul Anuar Mohd. Ali & Zafir Mohd Makhbul (2019). Assessing the Effect of Higher Education Service Quality on Job Satisfaction among Lecturers in Premier Polytechnics Using HEDPERF Model. **LogForum Scientific Journal of Logistics**. 15(3):425-436, ISSN: 1895-2038
- Zafir Mohd Makhbul, Sheikh Muhamad Hizam Hj. Sheikh Khairuddin, Nur Sa'adah Muhamad (2018). Hubungan Stres Pekerjaan dan Produktiviti: Tinjauan Terhadap Pentadbir Fakulti Universiti Penyelidikan. **e-Bangi- Journal of Social Sciences and Humanities**. 15(5):168-180 ISSN: 1823-884x.
- Suguna Sinniah, Zafir Mohd Makhbul, Gopal Perumal & Ramesh Kumar Moona Haji Mohamed (2018). Career Motivation among Lecturers' Working at Private Universities in Malaysia, **International Journal of Business and Management Science**, 8(2): 241-254. ISSN 1985-692X.
- Syed Shah Alam, Rabiul Islam, Zafir Mohd Makhbul & Nurkhalida Makmor (2018). Factors Affecting Intention to Use Online Dating Sites in Malaysia, **International Journal of Engineering & Technology**, 7(4.28): 192-198. ISSN 2227-524X.
- Kim Hua Tan, Mohd Helmi Ali, Zafir Mohd Makhbul & Azman Ismail (2017). The Impact of External Integration on Halal Food Integrity, **Supply Chain Management: An International Journal**, 22(2): 186-199. ISSN 1359-8546.
- Mohammad Jihad, Quoquab Farzana, Zafir Mohd Makhbul & Ramayah, T. (2016). Bridging the Gap between Justice and Citizenship Behaviour in Asian Culture. **Cross Cultural & Strategic Management**, 23(4): 633-656. (Emerald) (SSCI ISI Impact Factor: 0.778) ISSN 2059-5794.
- Mohd Helmi Ali, Kim Hua Tan, Zafir Mohd Makhbul & Abdul Hafaz Ngah (2016). Augmenting Halal Food Integrity Supply Chain Integration. **Jurnal Pengurusan** 48: 1-17. ISSN 0127-2713.

- Zafir Mohd Makhbul, Ishak Yussof & Abdul Hair Awang (2015). Antara Realiti dan Harapan: Kajian Empirikal Persepsi Majikan Terhadap Prestasi Graduan. **Geografia** 10: 27-36.
- Azman Ismail, Nurul Afiqah Foboy, Nur Atiqah Abdullah, Norazila Mat & Zafir Mohd Makhbul (2015). Effects of Administrator's Role in Training Programmes and Trainees' Motivation on Training Maintenance. **South East European Journal of Economics and Business**, 9(2): 54-65. ISSN 2233-1999.
- Zafir Mohd Makhbul & Sheikh Muhamad Hizam Sheikh Khairuddin (2014). The Effect of Occupational Stressors on Health and Individual Productivity: Assessments via Sobel Test. **Jurnal Ekonomi Malaysia** 48(1): 117-131. ISSN 0127-1962
- Zafir Mohd Makhbul & Sheikh Muhamad Hizam Sheikh Khairuddin (2014). Measuring the Effect of Commitment on Occupational Stressors and Individual Productivities Ties. **Jurnal Pengurusan** 40: 103-113. ISSN 0127-2713.
- Zafir Mohd Makhbul & Sheikh Muhamad Hizam Sheikh Khairuddin (2014). Correlational Analysis between Occupational Stressors, Commitment, Health and Individual Productivity. **INTAN Management Journal** 12(2): 103-120. ISSN 0128-3324.
- Mohd Helmi Ali, Kim Hua Tan, Kulwant Pawar & Zafir Mohd Makhbul (2014). Extenuating Food Integrity Risk through Supply Chain Integration: The Case of Halal Food, **Industrial Engineering & Management Systems** 13(2): 154-162. ISSN 1598-7248.
- Zafir Mohd Makhbul & Sheikh Muhamad Hizam Sheikh Khairuddin (2014). The Effects of Commitment, Health and Occupational Stressors on Individual Productivity: The Case of Malaysian Research University. **Asian Journal of Business Research** 3(2): 12-27. ISSN 1178-8933.
- Zafir Mohd Makhbul, Zizah Che Senik & Norliza Abdullah (2013). Ergonomics and Stress at the Workplace: Engineering Contributions to Social Sciences. **Jurnal Pengurusan**. 37: 125-131. ISSN 0127-2713.
- Zafir Mohd Makhbul. (2013). Workplace Environment towards Emotional Health. **International Journal of Academic Research in Business and Social Sciences** 3(1): 183-195. ISSN: 2222-6990.
- Zafir Mohd Makhbul, Nor Liza Abdullah & Nor Azuan Hashim (2013). Stres Di Tempat Kerja: Isu Global Dalam Melestarikan Organisasi. **e-Bangi - Journal of Social Sciences and Humanities**. 8(1):1-19 ISSN: 1823-884x.
- Zafir Mohd Makhbul & Sheikh Muhamad Hizam. (2013). Stress among Malaysian Academics – A Conceptual Study. **International Journal of Academic Research in Business and Social Sciences** 2(1): 183-198. ISSN: 2222-6990.
- Noor Azuan Hashim, Nor Liza Abdullah & Zafir Mohd Makhbul (2013). Website for Online Selling Implementation among SMEs in Malaysia. **IADIS International Journal** 11(3): 76-88. ISSN: 1645-7641.
- Zafir Mohd Makhbul (2012). Correlation Analysis between Ergonomics and Stress at the Workplace. **International Business Management**. 6(6): 648-651. ISSN: 1993-5250.
- Zafir Mohd Makhbul (2012). Workplace Environment towards Health and Performance. **International Business Management**. 6(6): 640-647. ISSN: 1993-5250.
- Zafir Mohd Makhbul (2013). Characteristics of Computer Workstation and Health Consequences: An Exploratory Study in Malaysia's Banking Sector. **Malaysian Journal of Ergonomics**. 2: XX-XX. ISSN: 2232-1101.
- Zizah Senik, Zafir Mohd Makhbul, Rohani Yusof, Rosmah Mat Isa, & Ridzuan Md Sham (2012). Proses Pengantarabangsaan Enterpris Kecil Dan Sederhana (EKS): Mengenalpasti Dimensi Melalui Teknik Delphi. **Jurnal Pengurusan** 34, Julai 2012: 123-136. ISSN 0127-2713
- Zafir Mohd Makhbul, Ishak Yussof & Abd Hair Awang (2013). Kriteria Pengambilan dan Pemilihan Graduan dari Perspektif Pengurusan Sumber Manusia, **Jurnal Personalia Pelajar**. 15. ISSN 0128-273.
- Zafir Mohd Makhbul & Fazilah Mohamad Hasun. (2011). Gender Responses to Stress Outcomes. **Journal of Global Management** 1(1): ISSN: 977-3339-919X.
- Zafir Mohd Makhbul & Fazilah Mohamad Hasun. (2011). Entrepreneurial Success: An Exploratory Study among Entrepreneurs. **International Journal of Business and Management**, 6(1): 116-125. ISSN: 1833-3850.
- Zafir Mohd Makhbul, Syed Shah Alam, Shaza Marina Azmi & Norliza Abu Talib. (2011). Ergonomics and Work Stress Issues in Banking Sector. **Australian Journal of Basic and Applied Sciences**, 5(9):1301-1309. ISSN: 1991-8178.
- Zafir Mohd Makhbul & Fazilah Mohamad Hasun (2011). Persekitaran Stesen Kerja dan Niat Untuk Berhenti. **International Journal of Management Studies**, 18(2), Dis 2011, ISSN: 0127-8983.
- Zafir Mohd Makhbul, Fazilah Mohamad Hasun & Radzuan Rahid. (2011). What Made They Go? **Journal of Global Management** ISSN: 977-3339-919X.
- Zafir Mohd Makhbul (2009). Persepsi Organisasi Multinasional di Malaysia Terhadap Pengurusan Stesenkerja Ergonomik. **e-Bangi- Journal of Social Sciences and Humanities**. 4(1):137-146 ISSN: 1823-884x.
- Zafir Mohd Makhbul & Durrishah Idrus (2009). Work Stress Issues in Malaysia, **Malaysia Labour Review**, 3 (2): 13-29. ISSN: 1985-1952.
- Zafir Mohd Makhbul (2009). Impak Persekitaran Stesenkerja Ergonomik ke Atas Stres di Tempat Kerja, **Akademika Journal of Southeast Asia Social Science and Humanities**, 76: 85-104.

- Zaini Jamaludin, Nik Mu'tasim, Zafir Mohd Makhbul & Fazli Idris. (2011). Do Transactional, Transformational and Spiritual Leadership Styles Distinct?: A Conceptual Insight. **Journal of Global Business & Economics**, 2(1): 75-88. ISSN: 2180-3625.
- A.R. Ismail, M.H.M. Haniff, B.M. Deros, M.R.A. Rani, Zafir Mohd Makhbul, N.K. Makhtar (2010). The Optimization of Environmental Factors at Manual Assembly Workstation by Using Taguchi Method, **Journal of Applied Science**, 10 (13): 1293-1299. ISSN 1812-5654.
- A.R. Ismail, M.Y.M Yusof, K. Sopian, M.R.A. Rani, Zafir Mohd Makhbul, N.K. Makhtar (2010). Optimization Humidity Level and Illuminance to Enhance Worker Performance in an Automotive Industry, **Journal of Applied Science**, 10 (14): 1389-1396. ISSN 1812-5654.
- A. R. Ismail, M. R. A. Rani , Zafir Mohd Makhbul, K. Sopian and B. M. Deros (2009). Thermal Comfort Assessment and Optimization of Environmental Factors by Using Taguchi Method, **American Journal of Applied Sciences**, 6(9): 1731-1741.
- A. R. Ismail, M. R. A. Rani , Zafir Mohd Makhbul and B. M. Deros (2009). Assessment of Thermal Comfort and Optimization of Environmental Factors at Automotive Industry, **European Journal of Scientific Research**, 31(3): 409-423.
- A. R. Ismail, M. R. A. Rani, Zafir Mohd Makhbul, M.J.M Nor dan M.N.A. Rahman (2009). A Study of Relationship Between WBGT and Relative Humidity to Worker Performance, **Journal of World Academy of Science, Engineering and Technology (WASET)**, 51(35): 209-214. ISSN 2070-3724.
- A. R. Ismail, M. R. A. Rani, Zafir Mohd Makhbul, K. Sopian, M.M.Tahir, J.A.Ghani, C.Meier (2009). Optimization of Environmental Factors: A Study at Malaysian Automotive Industry, **European Journal of Scientific Research**, 27(4): 500-509
- A. R. Ismail, M. R. A. Rani , Zafir Mohd Makhbul, M.N.A. Rahman and B. M. Deros (2009). Modelling of Workers' Productivity Using Environmental Parameters in Malaysian Electronic Industry, **Journal of The Institution of Engineers, Malaysia**, 71(2): 53-63.
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- Zafir Mohd Makhbul & Fazilah Mohamad Hasun. **Sumber Manusia Mendepani Industri 4.0** (2020). Bangi: Penerbit UKM, 460 m.s. ISBN: 978-967-412-735-0
- Zafir Mohd Makhbul, Rosmah Mat Isa & Rasidah Arshad. **Pembangunan Modal Insan Lestari (Development of Sustainable Human Capital)**, (2018), 200m.s. Penerbit UKM: Bangi, ISBN: 978-967-412-741-1.
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Zafir Mohamed Makhbul & Fazilah Mohamad Hasun (2007). Understanding Ergonomics: A Practical Approach For Improving Workplace. **For Your Info**, Issue 7, July, NIOSH Malaysia Newsletter, Information Services Unit, NIOSH. ISSN: 1675-5454.

PhD and Master Supervisions

#	Thesis's Title	Student's Name	Registration Year / Project's Type	Status
1.	The Mediating Effect of Person-Organization Fit on the Relationship between Socially Responsible-HRM Practices and Employee Engagement	ZP02999 Zainab Ali Ahmad Rawshdeh (Main Supervisor)	2017/2018 (PhD)	Completed
2.	Ageing Public Servants: Factors Influencing Their Best Performance Towards Retirement	P90598 Mohd Sharif bin Mohamad (Main Supervisor)	2017/2018 (PhD)	In progress
3.	An Assessment of Precarious Employment and Vulnerable Workers and Its Impact on Employee and Organizational Performance	ZP03271 Hamad Alsulami (Main Supervisor)	2017/2018 (PhD)	In progress
4.	The Impact of Intellectual Capital on Firm Performance: The Effect of Organizational Ambidexterity and Business Environment Factors	ZP02415 Mohd Nazmy Abd Latif (Main Supervisor)	2015/2016 (DBA)	In progress
5.	Hubungan antara Budaya Keselamatan dan Prestasi Keselamatan dalam Keselamatan: Sikap Keselamatan sebagai Pengantara	P90274 Maran a/l Kaliannan (Main Supervisor)	2017 (PhD)	In progress
6.	The Impact of Emotional Intelligence on Organizational Innovation in Malaysian Universities	ZP03235 Suguna Sinniah (Main Supervisor)	2016 (PhD)	In progress
7.	Effects of Overall Justice, Perceived Organizational Politics and Felt Obligation on Social Loafing Behavior	ZP01484 Azeyan binti Awee (Main Supervisor)	2016 (PhD)	In Progress
8.	Research on Stress amongst Officer and Staff in Department of Investigation and Traffic Enforcement, PDRM	ZP02930 Johri bin Rubinsin (Main Supervisor)	2016 (MSc of Organizational & HRM)	In progress
9.	An Appropriateness Theory Planned of Behaviour Influencing Managerial Hiring Decision for Disabilities Worker : A Study in Malaysia Financial Institutions	ZP02823 Ahmad Mu`adz Roslan (Main Supervisor)	2016 (MSc of Organizational & HRM)	In progress
10.	Organizational Ambidexterity and Firm Performance: Intellectual Capital Antecedents and the Moderating Effect of Environmental Dynamism and Environmental Competitiveness	ZP02415 Mohd Nazmy Abd Latif (Independent Study Supervisor)	2015/2016 (DBA)	In progress
11.	Factors Influencing on Interpersonal Participation Decision-Making in Organization: A Study of Malaysian Government's Organizations	Bukryman Sabri (Main Supervisor)	2015 (PhD)	In progress
12.	Dispositional Resistance to Change and User Resistance Behaviour When Using An Human Resource Information System: The Moderating Role of Personality Traits	ZP01895 Abdulrahman ALShikhy (Main Supervisor)	2014 (PhD)	Completed

13.	Pengaruh Sikap dan Gaya Kepimpinan Transformasional Terhadap Pembangunan Modal Insan: Efikasi Kendiri Sebagai Penyederhana	ZP01373 Noriham bt Nipah (Main Supervisor)	2014 (DBA)	Completed
14.	The Relationship Between Job Satisfaction and Job Performance: The Role of Innovative Work Behaviour as Mediator and Tacit Knowledge as Moderator of Knowledge Workers in Malaysia	ZP01031 Farha Zafira bt Agos Lokman (Main Supervisor)	2014 (PhD)	In progress
15.	Service Quality and Organizational Performance in Malaysian Polytechnics: People-Based Management as the Mediator	ZP02945 Sulaiman bin Mohammed Khalid (Co-Supervisor)	2017 (PhD)	In progress
16.	Effect of Family Friendly Policies and Supervisor Support on Career Satisfaction: Role of Work Family Enrichment	ZP01479 Hidayah Ahmad Azam (Co-Supervisor)	2014 (PhD)	In progress
17.	The Relationship Between Stress at The Workplace, Commitment, Health and Individual Productivity	P40361 Sheikh Muhamad Hizam bin Sheikh Khairuddin (Main Supervisor)	2009 (PhD)	Completed
18.	Perceived Organizational Justice and Workplace Deviance: The Mediating Role of Psychological Contract Breach and Psychological Contract Violation	P37036 Ema Nurmaya (Co- Supervisor)	2009 (PhD)	Completed
19.	Mathematical Equation Modeling for Environmental and Productivity Factors for Automotive Assembly Industries in Malaysia Using the Multivariate and Taguchi Methods	PM073009 Ahmad Rasdan bin Ismail (Co-Supervisor)	2007 (PhD)	Completed
20.	Leadership Roles as Mediator to Power and Commitment Relationship: A Study on Political Organization in Selangor	P00072 Zaini bin Jamaludin (Co-Supervisor)	2009 (PhD)	Completed
21.	The Relationship Among Islamic Islamic Work Ethic, Organizational Justice and Organizational Citizenship Behavior: A Study Among the Employees of Selected Islamic Banking Institutions in Malaysia	P40368 Jehad Mohammad (Co-Supervisor)	2010 (PhD)	Completed
22.	A Study on the Relationship Between Job Satisfaction, Organizational Commitment and Turnover Intention in Cybersecurity Malaysia	ZP01800 Hamidun bin Katemin	2015 (MBA)	Completed
23.	The Factors Contributing to the Turnover Intention of Generation Y	ZP01826 Jessie Lee Pui Yu	2015 (MBA)	Completed
24.	Relationship of Management Methods with the Organizational Performance	ZP01818 Mohd Hafizi bin Ismail	2015 (MBA)	Completed
25.	The Effect of Techno-Stress on Students' Performance	ZP00171 Mahdieh Ravasi Kashani	2009 (MBA)	Completed
26.	Work Motivation and Organizational Commitment Level for One of the Company's Employees in Malaysia	ZP00146 Woon Shu Peng	2009 (MBA)	Completed
27.	The Study of Stress in Local Authority: The Case of Majlis Perbandaran Kajang	ZP00082 Bibi Khairani Mohamed Sabri	2010 (MBA)	Completed
28.	Students' Social Problems and Its Relationship with Academic Achievement in MARA Professional College	ZP00238 Halimahton bt. Kamarudin	2010 (MBA)	Completed
29.	A Study on Effects of Study Habits Towards Academic Achievement Among Diploma in Business Study Students in MARA College	ZP00237 Syirin Hanim bt. Jalis	2010 (MBA)	Completed
30.	A Study on Factors That Affects MARA Professional College Students Attitude Towards Mathematics	ZP00227 Aniza bt. Alias	2010 (MBA)	Completed

Masters/ PhD External Examiners

1. External Examiner for **Doctor of Philosophy** thesis titled “Antecedents of Safety Citizenship Behaviours of Employees’ in Ghana’s Mining Industry: The Mediating Effect of Psychological Safety” for Dodoo Joana Eva, School of Management, Universiti Sains Malaysia. 2020.
2. External Examiner for **Doctor of Philosophy** thesis titled “Contextual Factors, Technology Paradox and Job Performance a Mixed Methods Study of Employees in Kuwait” for Maria E M A A Alhadad, Azman Hashim International Business School, Universiti Teknologi Malaysia, 2020.
3. External Examiner for **Doctor of Philosophy** thesis titled “Antecedents and Consequences of Philanthropic Attitude and Perceptions of Pro-Social Behaviour During the Syrian Conflict” for Shaza Aldairany, Azman Hashim International Business School, Universiti Teknologi Malaysia, 2020.
4. External Examiner for **Doctor of Philosophy (Management)** titled “Entrepreneurship Intention and Pre-Start-Up Activities Among Rural Asnaf’s Millenials” for Tengku Mohd Azizuddin bin Tuan Mahmood (A14E006F), Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan. 2020.
5. External Examiner for **Doctor of Philosophy in Economics and Muamalat Administration** thesis titled “Accelerate Innovation in Higher Education Institution by Optimising Available Resources Towards Sustainability and Growth. A Case of Universiti Sains Islam Malaysia” for Hammad Farhi bin Mohd Saudi, Graduate School of Muamalat, Universiti Sains Islam Malaysia. 2020.
6. External Examiner for **Doctor of Philosophy (Management)** thesis titled “Moderating Role of Talent Management Practices on Job Performance in Malaysian Small and Medium-sized Enterprises” for Ravichandran Ceyon a/l Krishnan, Institute for Postgraduate Studies, Multimedia University. 2020.
7. External Examiner for **Doctor of Philosophy** thesis titled “Impact of Human Resource Management Practices, Organizational Commitment and Job Embeddedness on Turnover Intentions in Pakistan” for Hamid Masud (SI1999), Centre of Graduate Studies, Universiti Sultan Zainal Abidin. 2019.
8. External Examiner for **Doctor of Philosophy (Healthcare Management)** thesis titled “Mediating Effect of Environment on the Relationship between Safety Management Practices and Safety Performance among Nurses of Public Hospitals in Jordan” for Abdallah Mohammad Barakat Abuashour (902025), School of Business Management, Universiti Utara Malaysia. 2019.
9. External Examiner for **Doktor of Business Administration / Management** thesis titled “Mediating Effect of Teachers’ Self-Efficacy Towards Servant Leadership and Job Satisfaction. A Case of Chinese Primary School in Kelantan” for Aw Twee Leng (P13E002P), Malaysian Graduate School of Entrepreneurship & Business, Universiti Malaysia Kelantan. 2019.
10. External Examiner for **Doctor of Philosophy** thesis titled “The Mediating Effect of Work Engagement and Moderating Effect of Cultural Intelligence on Intention to Stay among Malaysian Private Healthcare Employees” for Bathmavathy a/p Dalayga (PBSGA3AKA), Azman Hashim International Business School, Universiti Teknologi Malaysia, 2019.
11. External Examiner for **Doctor of Philosophy in Business Management** thesis titled “Effect of Social Compliance on Employee Productivity: Mediating Role of Employee Work Motivation in Ready-Made Garment Industry of Bangladesh” for Mohammad Nurul Alam (PM20620), College of Graduate Studies, Universiti Tenaga Nasional. 2019.
12. External Examiner for **Doctor of Philosophy** thesis titled “Effects of Psychological Contract Breach among University Employees in Pakistan: Moderating Role of Perceived Organisational Support” for Rana Humayun Ihsan (15010256), Faculty of Economics and Business, Universiti Malaysia Sarawak. 2019.
13. External Examiner for **Doctor of Philosophy** thesis titled “A Dynamic Effects of Emotional Intelligence Transformational Leadership and Organizational Citizenship Behaviour on Job Performance” for Nasser Mohammed Saleh Al-Hamami (PBSGA3AKA), Azman Hashim International Business School, Universiti Teknologi Malaysia, 2019
14. External Examiner for **Doctor of Philosophy (Management)** thesis titled “The Influence of Corporate Reputation on Employee Engagement with The Mediating Effect of Organizational Justice in Islamic Banking Sector, Malaysia” for Suraini binti Saufi (A10E006P), Centre for Postgraduate Studies, Universiti Malaysia Kelantan. 2019.
15. External Examiner for for **Doctor of Philosophy (Human Resource Management)** thesis titled “Relationship between Emotional Intelligence, Commitment to Change and Transformational Leadership among Senior Administrative and Diplomatic Service (A.D.S) Officers” for Mohd Sabry bin Ramly (P20141001036), Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Tanjong Malim. 2019.
16. External Examiner for **Doctor of Philosophy (Management)** thesis titled “Effects of Entrepreneurial Orientation, Total Quality Management and Organizational Culture on Performance of SMEs” for Gamal Abdualmajed Aliil (95378), School of Business Management, Universiti Utara Malaysia. 2018.
17. External Examiner for **Doctor of Philosophy in Management** thesis titled “The Effect of Host-Country Characteristics on International Intra-Firm Technology Transfer & Organizational Sustainability” for Syed Ali Fazal (A12E031P), Centre for Postgraduate Studies, Universiti Malaysia Kelantan. 2018.

18. External Examiner for **Doctor of Philosophy** thesis titled “The Influence of Dialogic Communication on Change Resistance Taxonomies and Change Attitude in Education Transformation Programme” for Ahmad Syahmi bin Ahmad Fadzil (2015607204), Faculty of Business and Management, Universiti Teknologi MARA. 2018.
19. External Examiner for **Doctor of Philosophy** thesis titled “The Relationship between Competencies, Information Access, Willingness to Collaborate and Interprofessional Collaboration among Healthcare Professionals” for Nur Zainie binti Abd Hamid (PBSGA3AKA), Azman Hashim International Business School, Universiti Teknologi Malaysia, 2018.
20. External Examiner for **Doctor of Philosophy (Human Resource Management)** thesis titled “Factors Influencing Adaptability and Change Readiness among Malaysian Public Sector Employees” for Tan Fee Cheng (PBS15241238), Putra Business School, Universiti Putra Malaysia. 2018.
21. External Examiner for **Doctor of Philosophy in Business Management** thesis titled “The Mediating Effect of Organizational Culture on Transformational Leadership, Authentic Leadership and Turnover Intention: A Study of Public Hospitals in Jordan” for Alkharabsheh Omar Hamdan Mohammad (PM20620), College of Graduate Studies, Universiti Tenaga Nasional. 2018.
22. External Examiner for **Doctor of Philosophy in Management** thesis titled “Measuring the Relationship between Corporate Reputation with Mediating Effect of Organizational Justice” for Suraini binti Saufi (A10E006P), Centre for Postgraduate Studies, Universiti Malaysia Kelantan. 2018.
23. External Examiner for **Doctor of Philosophy** thesis titled “Business Engagement in Adaptation to Climate Change in Bangladesh: A Case Study on Telecommunication, Real Estate, and Garments Manufacturing Sector” for Mehedi Islam (15010077), Faculty of Economics and Business, Universiti Malaysia Sarawak. 2018.
24. External Examiner for **Doctor of Philosophy (Management)** thesis titled “Developing a Dimensional Performance Evaluation System to Enhance Organisational Performance of NonProfit Organisations in Malaysia” for Maniyarasi a/p Gowindasamy, Putra Business School, Universiti Putra Malaysia. 2018.
25. External Examiner for **Doctor of Philosophy** thesis titled “Global Diversification Strategy: Transformational Leadership and their Relationship to the Sustainable Performance of Malaysia State Owned Enterproses” for M. Anuar bin Abdullah (2009501241), Faculty of Business and Management, Universiti Teknologi MARA. 2017.
26. External Examiner for **Doctor of Philosophy (Occupational Safety and Health Management)** thesis titled “The Moderating Effect of Social Support on the Relationship between Organizational Safety Practices and Safety Behavior: A Study among Foreign Workers in Jeddah” for Bassem Abdallah D Alfayez (95059), School of Business Management, Universiti Utara Malaysia. 2017.
27. External Examiner for **Doctor of Philosophy (Human Resource Management)** thesis titled “The Role of Relationship Capital within Trade Unions in Achieving Positive Mental Health” for Jacqueline Koh Siew Len (GM03791), Putra Business School, Graduate School of Management, Universiti Putra Malaysia. 2017.
28. External Examiner for **Doctor of Philosophy (Occupational Safety and Health Management)** thesis titled “Determinants of Nurses’ Pain Management Practices in Jordan: The Moderating Role of Patients’ Barrier” for Bashar Isam Saleem Al-Zghoul (95434), School of Business Management, Universiti Utara Malaysia. 2016.
29. External Examiner for **Doctor of Philosophy (Technology, Operations & Logistic Management)** bertajuk “Effects of Human Resource Capability, Production Planning System, Technology and Organizational Culture” for Mr. A. Harits Numan (93211), School of Business Management, Universiti Utara Malaysia. 2016.
30. External Examiner for **Master of Science (Management)** thesis titled “Job Satisfaction as a Mediator of the Relationship between Leaders’ Attributes and Employee Loyalty among Gen Y Administrators in Public Organizations in Putrajaya, Malaysia for Mohammed Afiq bin Mohamed Anwar (GM04269), Putra Business School, Graduate School of Management, Universiti Putra Malaysia. 2016.
31. External Examiner Proposal Defense Examination for **Doctor of Philosophy** thesis titled “The Relationship Between Job Insecurity, Personality, Social Network and Coping Strategies with Expatriates Job Performance and Organizational Citizenship Behaviour” for Rick Yap Ching Iuan (GM03068), Putra Business School, Graduate School of Management, Universiti Putra Malaysia. 2015.
32. External Examiner for **Doctor of Philosophy** thesis titled “The Effect of Strategy Communication on the Relationship between Strategy Execution and Organizational Performance among Higher Education Institutions” for Mohammed R. A. Siam (93112), UUM College of Business, Othman Yeop Abdullah Graduate School of Business, UUM. 2014.
33. External Examiner for **Master of Science (Management)** thesis titled “The Role of Psychological Ownership and Job Embeddedness in Predicting Burnout and Work Engagement among Teachers” for Nurul Aimi Roslan, Putra Business School, Graduate School of Management, Universiti Putra Malaysia. 2014.
34. External Examiner for **Doctor of Philosophy (Business Administration)** thesis titled “A Network Flow Approach for Workforce Management in a Services Organization under Finite Horizon, Varying Demand Scenario” for TC Varughese, School of Graduate Studies, Asia e University. 2014.
35. External Examiner for **Doctor of Philosophy (Business Administration)** thesis titled “The Impact of Job Satisfaction on the Productivity of Private Sector Employees in the Kingdom of Bahrain” for Mansoor A Karim Al-Mahroos, School of Graduate Studies, Asia e University. 2014.

36. External Examiner for **Doctor of Business Administration (DBA)** thesis titled "Perception on Internal Supply Chain Performance: Effect of Lean Practices" for Fong Soon Oon (90989), UUM College of Business, Othman Yeop Abdullah Graduate School of Business, UUM. 2013.
37. External Examiner for Proposal Defense Examination for **Doctor of Philosophy (Human Resource Management)** thesis titled "The Role of Relationship Capital within the In-House Trade Union and its Impact on Work Environment" for Jacqueline Koh Siew Len (GM03791), Putra Business School, Graduate School of Management, Universiti Putra Malaysia. 2013.
38. External Examiner for **Doctor of Philosophy** thesis titled "Employee Perception of Workplace Theft Behaviour: A Study among Supermarket Retail Employees in Malaysia" for M. Krishna Moorthy, Institute for Postgraduate Studies, Faculty of Management, Multimedia University. 2012.
39. External Examiner for **Doctor of Business Administration (DBA)** thesis titled "Relationship on Operations, Human Capital Management (HCM) and Layout of Warehouse Efficiency in SMEs: Mediating Effect of Management Information System (MIS)" for Adam Mohd Saifuddin (91193), UUM College of Business, Othman Yeop Abdullah Graduate School of Business, UUM. 2012.
40. External Examiner for **Doctor of Philosophy (Mechanical Engineering)** thesis titled "Critical Success Factors for Total Safety Management in Manufacturing Industry" for Syed Abdul Hamid bin Syed Hassan, Faculty of Mechanical Engineering, Universiti Teknologi Malaysia, Skudai, 2012.
41. External Examiner for **Doctor of Business Administration (DBA)** thesis titled "Implementation of The Safety Management System: An Outcome Approach" for Saravanan Murugeson (100037505), International Graduate School of Business, Division of Business and Enterprise, Faculty of Business Administration, University of South Australia. 2011.
42. External Examiner **Doctor of Philosophy** thesis titled "The Moderating Effect of Organizational Culture between Leadership Style and Employee Commitment to Change in Yemen Public Sector" for Hamid Mahmood Hamid Gelaidan (91136), UUM College of Business, Othman Yeop Abdullah Graduate School of Business, UUM. 2011.
43. External Examiner for **Doctor of Philosophy** thesis titled "Factors Contributing to Cooperative Development in Kota Wisata Batu Jawa Timur Indonesia" for Burhanul Ariffin (P20081000299), Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Tanjong Malim. 2011.
44. External Examiner for **Doctor of Philosophy** thesis titled "Comparative Analysis of Nigeria and Malaysian National Health Scheme and Healthcare Delivery System: A Perspective of Safety and Health Management" for Yahya Saleh Ibrahim (92647), College of Arts and Sciences, Awang Had Salleh Graduate School of Arts and Sciences, UUM. 2011.
45. External Examiner for **Doctor of Philosophy** thesis titled "The Quality of Professional Practice among Economic Teachers of Higher Secondary School" for Yulia Djahir bt Hj. Hambo (P20081000291), Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Tanjong Malim. 2011.
46. External Examiner for **Master** thesis titled "Effects of Occupational Stress among Workshop Trainees" for Bahador Keshvari, Master in Engineering (Mechanical) 2012, Faculty of Mechanical Engineering, Universiti Teknologi Malaysia, Skudai. 2012.
47. External Examiner for **Master** thesis titled "Occupational Stress Influencing Factors on Developing Training Needs and Performance Enhancement of SMEs in Melaka" for Norazlina binti Mohd Darus, Master of Human Resource Development, Faculty of Technology Management and Technoentrepreneur, UTeM. 2010.
48. External Examiner for **Master** thesis titled "A Study of the Training-Work Commitment Relationship among the Administrative Staff of Universiti Pendidikan Sultan Idris: BITARA UPSI Course" for Ismail bin Man, Masters of Management (Human Resource Development), Faculty of Management and Economics, UPSI. 2010.
49. Internal Examiner for Okojie Glory (ZP03140) **Doctor of Philosophy (PhD)** Proposal titled "Mediating Role of Social Support on Selected Trait Engagement and Resilience on Employee Engagement" in Proposal Defense UKM-GSB UKM - Graduate School of Business, Semester 2 2019/2020.
50. Internal Examiner for **Doctor of Community Health** thesis titled "A Study of Work Stressors and Dual Mediation Effects of Adaptive and Maladaptive Coping Towards Burnout Among Research University Academician in Klang Valley" for Dr. Mohd Shaiful Azlan b. Kassim (P83360), Department of Community Health, Medical Faculty, Universiti Kebangsaan Malaysia. 2019.
51. Internal Examiner for **Doctor of Philosophy** thesis titled "Perhubungan di antara Pengurusan Ganjaran Berdasarkan Prestasi, Keadilan Interaksi dan Sikap Pekerja" for Mohd Ridwan bin Abdul Razak (ZP02505) UKM-GSB, Semester 2 2018/2019.
52. Internal Examiner for Irzan bin Ismail (ZP00055) **Doctor of Business Administration (DBA)** Proposal titled "Risk Management Process, Employee Commitment and Perceived Effective Risk Management (ERM): A Study Among Employees of Public Listed Companies in Malaysia" in Proposal Defense UKM-GSB, Semester 1 2010/2011.
53. Internal Examiner for Syarifah Mastura Syed Abu Bakar (ZP00027) **Doctor of Business Administration (DBA)** Proposal titled "Personal Circumstances as Moderator between Role Clarity, Autonomy, Work Engagement and Voluntary Turnover Intentions" in Proposal Defense UKM-GSB, Semester 1 2015/2016.

54. Internal Examiner for Mohd Ridwan bin Abdul Razak (ZP02505) **Doctor of Philosophy (PhD)** Proposal titled “The Relationship between Reward Management based on Performance, Organisational Fairness and Employee Behavior” in Proposal Defence UKM - Graduate School of Business, Semester 2 2016/2017.
55. Internal Examiner for Hidayati Ernida bt. Hassan Azahari (ZP02419) **Master of Organizational and Human Resource Management** Proposal titled “Students’ Personal Factors as a Mediator of the Relationship between Students’ Social Factors and Entrepreneurial Intention” in Proposal Defence UKM - Graduate School of Business, Semester 2 2016/2017.
56. Internal Examiner for Sharul Azlan bin Maulod (ZP01365) **Doctor of Business Administration (DBA)**, Proposal titled “Kesan Tingkahlaku Buli dalam Pasukan Kerja Terhadap Prestasi dan Tingkahlaku Berinovasi: Kepercayaan, Kesepaduan dan Konflik Sebagai Pengantara” in Proposal Defence UKM - Graduate School of Business, Semester 2 2016/2017.

Selected Professional / Administrative Services during Secondment at Ministry of Higher Education

(1st July 2015 – 30th Nov 2016)

1. Committee Member for Organizing the **Malaysian Educational Institute of Responsible Conduct of Research (RCR) Young Scientists Network-Academy of Sciences Malaysia (YSN-ASM)** at Higher Education Leadership Academy on 19 September – 23 September 2016.
2. **NLP Communication Expert** based on completion 56-hour communication program and has demonstrated the highest degree of competence and skills 27 September 2016 – 6 October 2016.
3. Committee Member **National Convention on Higher Education Institutional Leadership and Reengineer Country Social Well-being**, organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education; Country Professor Council (MPN), Social Development and Well-being Cluster; co-organize with Centre of Humanity Science Study, Universiti Sains Malaysia (USM) at Seri Pacific Hotel, Kuala Lumpur on 2 July 2015.
4. Committee Member **Event with Minister of Higher Education and Academia Discourse**, Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education; at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 9 July 2015.
5. Committee Member **ASEAN Future Leaders Summit (AFLES 2015)**, Organized by Universiti Sains Malaysia, Prince of Songkla University, Universiti Teknologi MARA and Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 24 July – 2 August 2015.
6. Committee Member for **AKEPT Learning and Teaching Circle Program (A-LTC): Curriculum Design, Management and Development (Level 1)** at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 28 – 31 July 2015.
7. Committee Member for **Accounts and Financial Management** Second Quarter of 2015, at Higher Education Leadership Academy (AKEPT).
8. Member of **Management Meeting for Higher Education**, Ministry of Higher Education Malaysia, 1 July 2015 – 30 June 2017.
9. Participants of **The Second Workshop on The Development of ASEAN 5 Year Work Plan on Education 2016 – 2020** at Shangri-La Hotel, Putrajaya on 30 – 31 July 2015.
10. Appointment as **Empowered Officer Ministry of Higher Education based on Treasury Directions 11** (Instructions to Execute Financial Related Task to AKEPT officer) 1 July 2015 – 30 June 2017.
11. Committee Member for **Governance Institute for Malaysian University Board Chairs and Vice Chancellors/Presidents Program**, Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education; Universiti Malaya (UM) and Association of Governing Boards of Universities and Colleges (AGB) at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 5 – 6 August 2015.
12. Committee Member for **AKEPT Learning and Teaching Circle Program (A-LTC): Student Supervision (Level 1)**, Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 10 – 12 August 2015.
13. Committee Member **Leadership for Training Managers Workshop** Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at UNIMAS, Sarawak on 12 August 2015.

14. Committee Member ***AKEPT Learning and Teaching Circle Program (A-LTC): Project Oriented Problem Based Learning (Level 2)*** Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 12 – 14 August 2015.
15. Committee Member ***AKEPT Learning and Teaching Circle Program (A-LTC): Interactive Lecture (Level 1)*** Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 17 – 21 August 2015.
16. Committee Member ***AKEPT Learning and Teaching Circle Program (A-LTC): Project Oriented Problem Based Learning (Level 1)*** Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 24 – 26 August 2015.
17. Committee Member ***AKEPT Learning and Teaching Circle Program (A-LTC): Learning Assessment (Level 2)*** Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 24 – 26 August 2015.
18. Representing the Director to ***Public Talk/Roadshow Malaysian Education Development Plan 2015 – 2025 (Higher Education) [PPPM (PT)]*** with theme 'Ministry of Higher Education Tour: Soaring Upwards' at The Zenith Hotel, Kuantan, Pahang on 8 August 2015.
19. Committee Member ***Prime Minister Event with Higher Education Residents Program***, Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education and Universiti Putra Malaysia (UPM) at Dewan Besar Pusat Kebudayaan dan Kesenian Sultan Salahuddin Abdul Aziz Shah, Universiti Putra Malaysia (UPM) on 7 September 2015.
20. Committee Member ***Kursus Kepimpinan untuk Ketua Pustakawan Dan Timbalan Ketua Pustakawan Universiti Awam (UA) serta Institusi Pengajian Tinggi Swasta (IPTS) (Leadership Course for Chief Librarians and Deputy Chief Librarians of Malaysia Public Universities and Malaysian Private Learning Higher Institutions)***, Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education and Universiti Teknologi Malaysia (UTM) and Universiti Kebangsaan Malaysia (UKM) Library at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 7 – 8 September 2015.
21. Committee Member ***AKEPT Learning and Teaching Circle Program (A-LTC): Curriculum Design, Management and Development (Level 2)*** Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 7 – 11 September 2015.
22. Committee Member ***World Islamic Countries University Leaders Summit 2015 (WICULS)*** Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education and Universiti Sains Islam Malaysia (USIM) at Marriott Hotel, Putrajaya on 29 – 30 September 2015.
23. Committee Member ***AKEPT Learning and Teaching Circle Program (A-LTC): Student Supervision (Level 2)*** Organized by Higher Education Leadership Academy (AKEPT), Ministry of Higher Education at Higher Education Leadership Academy (AKEPT), Bandar Enstek on 30 September – 2 October 2015.
24. Committee Member ***Higher Education Profilling Validation Project for Leadership Talent Pool*** (Strategic Collaboration with MOHE & UPM).
25. Committee Member ***Search Committee for UPM, UiTM, UTHHO and UniSZA Vice Chancellor Succession Planning***, 2015.