

# BANGI MANAGEMENT REVIEW

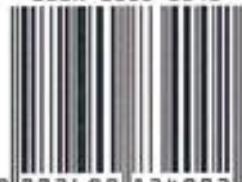
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- 1 EDITORIAL NOTE**
- 2 HOME-BASED WORK PROGRAMS: ARE WE READY?**  
By Mohd Hanafi Mohd Sanusi
- 4 PENGURUSAN HIJAU STRATEGIK UNTUK MANFAAT SEMUA**  
By Khairul Akmaliah Adham, Nur Sa'adah Muhamad & Nur Faidah Mohamad Ariff
- 6 IS BIG-DATA MARKETING OUSTING MARKETING EXECUTIVES?**  
By Hilmy Ibrahim
- 8 ROBOTIC PHLEBOTOMIST: A HELPING HAND OR AN EMPLOYMENT THREAT?**  
By Lim Zhenyin
- 10 WORKING REMOTELY IS THE NEW FUTURE**  
By Muhammad Neshan Muhammad Hafiz Ramish
- 12 THE WISDOM OF FORESIGHT**  
By Syed Uzair Othman
- 14 IMPROVING EMPLOYEE PERFORMANCE THROUGH DESIGN THINKING**  
By Ida Rosnita Ismail
- 16 KUALITI KEHIDUPAN (QOL) IDAMAN PEKERJA**  
By Arawati Agus
- 18 INDUSTRY 4.0: IMPLICATIONS FOR INDUSTRY**  
By Datuk Dr. John Antony Xavier
- 20 ADAPTING PROJECT MANAGEMENT PRACTICES FOR SUSTAINABLE PROJECTS**  
By Nicholas Seemungal
- 23 THE RISE OF E-LANCING IN THE WORKPLACE**  
By Izzatul Nadhirah Esa
- 24 OVERCOMING MENTAL HEALTH ISSUES AMONG MILLENNIAL EMPLOYEES**  
By Intan Farhana Dzul Nazri
- 26 SUSTAINING THE RELEVANCE OF FINANCIAL ACCOUNTING INFORMATION**  
By Nasuha Nordin
- 28 ETHICS FOR ONLINE BUSINESS**  
By Wan Mohd Hirwani Wan Hussain
- 30 CREATIVE ACCOUNTING: INSTRUMENT OF CREATIVE DEVIANCE?**  
By Fatimah Izzati Saifuddin
- 32 EMPOWERING PUBLIC-SECTOR AGENCIES ON OPEN DATA MANAGEMENT**  
By Nik Mohd Nishamuddin Bin Nik Rahimi
- 34 PENGURUSAN PROSES CIPTA-SAMA PACU INTERAKSI PERKHIDMATAN BERKESAN**  
By Shahrizain Abdul Sarhadat, Mahadir Ibrahim, Nur Sa'adah Muhamad
- 38 WHY DO YOU NEED AN EXECUTIVE DEVELOPMENT PROGRAM (EDP)?**

# EDITORIAL NOTE

A business ecosystem is no longer a new buzzword. Organizations including suppliers, distributors, customers, government agencies, and competitors recognize the value of their co-existence in the business world. The networked of these interlinked companies, in which organizations and individuals alike interact within and across business entities, aimed at creating and enhancing customer value through cooperation or competition. Each organization affects and is affected by others. As a result, their dynamic interactions create an evolving relationship, which is flexible and adaptable to the ever-changing business world.

This ecosystem, however, has to be sustainable. Overconsumption of natural resources as well as human and knowledge resources should be overcome. Each business entity operating in the ecosystem must not merely focus on profit-making, but also put in efforts to reduce social and economic damage. The effort to achieving sustainable business ecosystem must be directed towards the entire value chain of production and services, and not only at its outcomes. In short, the aim of sustainable business ecosystem is to ensure prolonged productivity, success, and survival of the entities involved as well as the community at large, especially with the explosion of digital technologies, which have reinvented much of the way that businesses are run.

In this second volume, readers can find interesting articles addressing the sustainable business ecosystem issue, ranging from various disciplines including strategic management, human resources management, operation management, marketing, and accounting. It is our hope that the articles will spark interests among our readers to foster constructive debates in ensuring that our business ecosystem is sustainable.

## Guidelines For Authors

Bangi Management Review (BMR) is a practitioner-oriented magazine owned by UKM-Graduate School of Business. BMR is aimed at sharing the research knowledge and best practices among scholars and practitioners in Malaysia.

BMR accepts submissions of approximately 800 words to 1,000 words from recognized authorities in their fields on topics and trends important to management education. All submissions will be reviewed by BMR's Editorial Advisory Council. Publication decisions will be made within four weeks of submission. Accepted articles will be edited to conform to BMR's format.

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We welcome your submissions, suggestions, and comments: [bmr.gsb@ukm.edu.my](mailto:bmr.gsb@ukm.edu.my)

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# **HOME-BASED WORK PROGRAMS: ARE WE READY?**

**BY MOHD HANAFI MOHD SANUSI**

Working from home is not uncommon in developed countries. The concept has been increasingly accepted by the community, especially with the progress and efficiency of today's rapidly growing communications and information technology (ICT). In the United States, more than 25 million people participate in the work-from-home program in various sectors. Other developed countries also show large employee participation in this programme. For example, 2.5 million people in Canada, 2.2 million in the United Kingdom, 778,000 in Australia and 200,000 in New Zealand are reported to have participated in the work-from-home programme.

In Malaysia, however, this concept is still considered new among civil servants. As the nation progresses, the issue gets increasing attention. The Malaysian government, for instance, has started pioneering home-based work programs involving staff in the civil engineering, structural and bridges, architects and materials surveys programmes under the Ministry of Works since 2015. Subsequently, the Ministry of Human Resources followed, providing the same programme based on the part-time-work regulations pursuant to the Employment Act 1955, to encourage public and private sector employees to work part-time or work from home. Such programmes provide opportunities for employees, especially women, to participate and continue to work. It is flexible, less stressful, and free of travel time. The programme is also beneficial to disabled people or OKU who are unemployed. Most of them have the capabilities and skills that can be usefully applied in gainful employment. Due to their limited movement and resources, however, OKUs are not able to work like many of us.

The benefits of working from home are particularly attractive to woman employees. Working women often face the dilemma of dividing their responsibilities at the workplace and managing domestic tasks at home. Some critics prefer that women stay at home and be a home-maker. However, studies have shown that a large number of women have to work to supplement their husbands' income due to the increase in the cost of living.



The general consensus is that home-based work programmes will allow women to work flexibly according to their schedule and time, thus allowing them to manage their household responsibilities. Having such a programme also ensures sustainable employment among women in Malaysia.

The growth of ICT enables home-based work programmes. The increased speed of the Internet, easy access to borderless information, and availability of various online tools open up more opportunities for employees to perform their work more effectively without neglecting the family. Therefore, many organizations have begun to show significant interest in leveraging these technologies to enhance employee productivity.

According to the Ministry of Human Resources, the home-based work programme has benefited 2,319 housewives and 435 single mothers since its launch in 2015. With that success, the Ministry intends to expand the programme throughout the country through promotion and collaboration with workers' unions. The programme will be extended to private sector workers, too.

Some challenges in implementing this programme are to be expected. The main challenge is to align the programme to organizational goals. Organizations that have plans to implement this programme need to thoroughly understand their performance goals. A robust procedure should be established as a guide and reference to the employees involved. Support systems such as equipment should also be taken into account by employers. These include providing basic facilities as, for example, laptops and Internet services, to facilitate employees to manage work, communicate and deliver their tasks on time.

Another challenge is about discipline and self-monitoring. Unlike employees working at the workplace who are under close watch of the management, those who choose to work from home have more freedom to manage their working hours. Problems may arise should these employees lack discipline and ability to self-monitor their work. Therefore, employees involved need to understand the scope of their duties and responsibilities. They should also understand the concept of

work from home clearly. Workers should have integrity and resolve any work-related issues within the prescribed timeframe.

In conclusion, this promising programme should be implemented quickly to avoid loss of talent, especially skilled women workers. As a starting point, a clear guideline is needed to outline how the programme should be conducted. This is because a misapplication and incorrect implementation can bring more adverse effects than the desired benefits.

Also, many female workers today are more concerned with their families' welfare after having children. A survey of the online-job-search site of JobStreet.com shows that nearly 64% of women express the importance of career change after having children. This study aimed at getting a woman's view of her career and the characteristics of the desired employment after being a mother. The survey involved 550 respondents, aged between 18 and 35, with 42% unmarried and 41% married with children. The rest were married but had no children. More than 61% of respondents said flexible work time was their priority, 16% wanted shorter and consistent work time, 7% wanted reduced commuting time to and from work while 15% women preferred higher salaries.

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# **PENGURUSAN HIJAU STRATEGIK UNTUK MANFAAT SEMUA**

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MOHAMAD ARIFF**

Perihal pengurusan pembangunan mapan kini dianggap keperluan strategik bagi menjaga maslahat keseluruhan manusia dan alam sejagat secara lestari. Maka, pelbagai usaha telah dilakukan bagi memastikan keperluan kehidupan masyarakat dapat dipenuhi tanpa menjejaskan kemapanan industri dan masyarakat untuk terus mencapai kebahagiaan masyarakat di masa hadapan. Dalam konteks ini, para sarjana dan pemikir pengurusan menganggap pengurusan hijau yang menyokong pengurusan yang cekap dan amanah adalah sebagai jalan penyelesaian kepada berbagai masalah pembangunan yang dihadapi oleh masyarakat pada hari ini.

Pengurusan hijau ditakrifkan sebagai pengurusan yang cakna tentang alam sekitar dalam keseluruhan prosesnya, seperti aktiviti merancang, menyusun, memimpin dan mengawalselia organisasi. Cakna pengurusan ini merangkumi pengurusan dan tadbir urus dalam pelbagai aspek pengurusan sumber termasuklah pengurusan bangunan dan operasi, penggunaan tenaga dan pengurusan sisa organisasi. Dalam

konteks industri, pengurusan hijau yang efektif secara menyeluruh menjadi satu matlamat dan tanda aras pencapaian pembangunan organisasi yang berdaya saing dan industri yang mapan. Masakan tidak, isu pencemaran alam, lambakan sampah dan pembuangan sisa industri yang semakin tidak terkawal merupakan isu yang kian meruncing terutamanya di kawasan perbandaran dalam kebanyakan negara di seluruh dunia.

Namun, konsep pengurusan hijau sebenarnya masih lagi belum difahami sepenuhnya dalam kalangan pihak pengurusan dalam industri, apatah lagi dalam kalangan generasi muda dalam bidang pengurusan perniagaan yang bakal menjadi pelapis dalam amalan pengurusan. Majoriti pihak pengurusan sering beranggapan pengurusan hijau hanyalah suatu aktiviti tambahan yang akan meningkatkan kos operasi syarikat. Ada juga pihak pengurusan yang menghadapi kesukaran untuk merancang inisiatif pengurusan hijau secara strategik kerana kekangan masa atau kekurangan sumber lainnya. Lantas, pengurusan hijau dipandang remeh dan tidak dianggap

sebagai keutamaan. Malahan, terdapat pengurus yang meminggirkannya sama sekali demi menjimatkan kos dan mencapai keuntungan tinggi dalam masa yang singkat. Menurut para sarjana, sikap dan tanggapan sebegini bukan sahaja boleh mengakibatkan pencemaran alam sekitar menjadi semakin buruk, bahkan ia akan meningkatkan pelbagai kos lain seperti kos pemulihan dan pengawalseliaan yang terpaksa ditanggung oleh agensi yang bertanggungjawab serta orang ramai pada umumnya. Kos yang tinggi boleh dianggap suatu pembaziran memandangkan ia sebenarnya dapat dikurangkan atau dielakkan sama sekali. Hal ini bermakna, kegagalan untuk melihat isu pengurusan hijau dan persekitaran organisasi secara strategik disebabkan oleh pengurusan sumber yang tidak berkesan boleh mengakibatkan kerugian kepada semua.

Justeru, ramai sarjana pengurusan perniagaan sedang giat mendokong gagasan untuk menerapkan inisiatif pengurusan hijau yang dapat membawa kesan positif kepada organisasi dan masyarakat dalam jangka masa yang



panjang. Oleh itu, antara yang perlu diketengahkan adalah keperluan kepada pemikiran dan budaya pengurusan hijau yang berasaskan inovasi untuk meningkatkan keberkesanan penggunaan sumber. Penggunaan sumber yang berkesan seperti ini akan membawa kepada pengurangan pembaziran, baik dalam organisasi mahupun dalam kalangan pengguna, dan membawa kepada peningkatan produktiviti yang menjadi asas untuk mencapai daya saing yang mampan di peringkat organisasi mahupun industri. Apabila organisasi secara keseluruhannya menjadi lebih produktif pada peringkat makro, maka daya saing ekonomi secara agregatnya juga dapat dicapai. Hal ini bermakna daya saing sesebuah organisasi atau industri bergantung kepada keupayaan organisasi dalam memanfaatkan proses pengurusan hijau secara berpandu, yakni melibatkan inovasi yang menyokong pemikiran, pengurusan, proses dan hasil pengeluaran atau produk hijau. Amalan pemikiran ini mesti melangkaui sempadan organisasi bagi melibatkan organisasi dan agensi dalam rangkaian ekosistem bekalan dan permintaannya mendokong hasrat yang sama.

Bagi tujuan membimbing amalan pengurusan hijau secara strategik ini, yakni penghijauan proses inovasi dan penghijauan produk atau perkhidmatan dalam masyarakat kita, ia memerlukan konsep pengurusan inovasi yang didokong oleh pandangan pengurusan strategik, perspektif sistem dan institusi yang kesemuanya adalah berasaskan kepada nilai-nilai murni sejagat. Manusia adalah pemegang amanah untuk mengurus bumi ini dan ianya perlu disempurnakan dengan baik seperti berbuat baik sesama manusia, haiwan dan mengurus alam sekitar secara berhemah serta tidak melakukan kemudaratan sewenang-wenangnya. Maka, amanah untuk memelihara sumber dan alam sekitar daripada kerosakan serta mengelak dari berlakunya pembaziran sumber ataupun lain-lain kemudaratan adalah kewajipan kita semua sebagai manusia.

Inovasi merujuk kepada proses penciptaan dan penggunaan teknologi atau kaedah baharu dalam organisasi dan masyarakat. Inovasi wujud dalam bentuk proses ataupun hasil kepada proses tersebut yakni produk atau perkhidmatan. Menurut perspektif pengurusan inovasi, definisi 'penggunaan' menekankan utiliti atau kebolegunaan sesebuah teknologi

atau kaedah baharu yang dihasilkan tersebut. Dalam konteks pengurusan inovasi hijau, konsep penggunaan ataupun penerimaan ini seharusnya lebih meluas, yang tidak hanya merujuk kepada penerimaan inovasi oleh pengguna sasaran ataupun warga organisasi semata-mata, malahan ia turut melibatkan penjagaan kepentingan entiti-entiti lain dalam persekitaran perniagaan. Hal ini bermakna, proses dan produk inovasi hijau haruslah bebas daripada segala unsur penindasan kepada mana-mana pihak termasuklah pengguna, warga organisasi dan ahli masyarakat sekitarnya, entiti haiwan serta alam semesta.

Pemikiran strategik ini meliputi proses inovasi sebagai sebuah sistem yang terbuka dan setiap organisasi wujud sebagai sebuah sistem yang mempunyai banyak sub sistem dalam pelbagai peringkat. Hal ini bermakna kesan sesuatu inovasi hijau memerlukan penelitian secara sistemik. Justeru, atas dasar inilah sesuatu inovasi hijau mesti dilaksanakan secara strategik, yakni setiap inovasi proses dan produk mesti dilakukan dalam situasi pihak pengurusan menyedari sepenuhnya bagaimana sesuatu proses inovasi dan hasilnya mempengaruhi persekitarannya. Hal ini meliputi persekitaran dalaman dan luaran organisasi, selain untuk memelihara alam sekitar terutama demi jangka masa yang panjang. Pihak pengurusan juga perlu memahami proses inovasi sebagai suatu proses yang memakan masa yang panjang. Maka, pihak pengurusan tidak boleh terburu-buru ataupun memberikan tekanan kepada pihak lain termasuklah pekerja bawahan. Dalam erti kata lain, meskipun inovasi adalah suatu keperluan kepada manusia dan masyarakat, proses pelaksanaannya tidak boleh dibuat secara semberono atau tanpa batasan. Ini bermakna, pihak pengurusan perlu mengambil tindakan proaktif dalam menilai implikasi atau kesan inovasi secara holistik.

Bagi menyokong pelaksanaan inovasi hijau yang berkesan, pihak pengurusan seharusnya memiliki sejumlah pengetahuan dan bidang kompetensi yang diperlukan serta memiliki nilai kesedaran dan keprihatinan tentang bagaimana organisasi dan operasi perniagaan mereka mempengaruhi sumber dan alam sekitar. Dengan hanya pengetahuan semata-mata tanpa keprihatinan, biasanya tidak memadai untuk menyokong pelaksanaan pengurusan hijau. Hal ini disebabkan

pengetahuan yang tidak didasari dengan nilai-nilai murni tidak membuahkan idea dan komitmen yang diperlukan untuk melaksanakan pengurusan hijau yang berkesan. Manakala, mempunyai hanya keprihatinan semata-mata tanpa ilmu pengetahuan pula semestinya tidak memadai untuk membolehkan pengurusan hijau yang berkesan direalisasikan. Oleh itu, gabungan pengetahuan, kompetensi, keprihatinan, nilai-nilai murni yang bertunjangkan ajaran agama serta tanggungjawab inilah yang akan mendorong usaha pengurusan hijau yang mampan demi manfaat semua.

Pada peringkat akhirnya, setelah dilaksanakan maka pengurusan hijau perlu diinstitusikan atau dipasakkan ke dalam sanubari masyarakat. Pada ketika ini, pihak pengurusan harus bertindak sebagai agen perubahan dalam peringkat rekabentuk, manakala dalam peringkat pelaksanaan, pihak pengurusan berperanan sebagai ejen untuk mengakar-umbikan sikap cakra hijau dalam masyarakat, serta menguruskan sumber untuk menyokong usaha pelestarian pengurusan hijau secara strategik. Organisasi dan masyarakat turut memainkan peranan dalam menyokong pelaksanaan pengurusan hijau dengan hanya menerima atau menggunakan proses, produk dan perkhidmatan yang bermanfaat, akan tetapi ia tidak membawa mudarat kepada mana-mana pihak sama ada dalam jangka masa pendek mahupun panjang.

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# IS BIG-DATA MARKETING OUSTING MARKETING EXECUTIVES?

BY HILMY IBRAHIM

**“One day, robots will replace human beings in the workplace.”**


We have heard it all before and we have seen it happening, especially in the manufacturing industry. Perhaps robots replacing human beings will only be confined to the manufacturing industry. Or will it really replace us at our workplace? Time for us to ponder.

Many years ago, we never would have thought that one day, machines would take over the work from humans. Nowadays, it is the norm. Could it be possible for many years to come, human will be replaced by machines at the office? What sort of work can they replace in the office? How about the job of marketing executives? Well, for that to happen, we do not have to wait for years because it is happening now right under our nose.

However, these robots or machines are not in the form that we know of them in the factories. This time around, they are more discreet and, at times, invisible to the human eye. They are here in the form of Big Data. Specifically, for marketing, they are known as big-data marketing. To understand big-data marketing, it is best that we first understand the term Big Data. “Big data refers to the massive amounts of data that businesses typically collect from their own business processes and from their customers through different means.

When leveraged intelligently, big data can reveal incredibly useful trends and patterns that can lead to huge improvements in a company's various business strategies, including but not limited to, it's marketing strategy.”

We will look at big-data marketing from the information-technology perspective. One of the IT buzzwords in recent years is SEO. SEO refers to Search Engine Optimization where your search using Google, Yahoo or Bing is being utilized to bring you contents that are related to your searches in the search engine.



Nowadays, everyone is aware of and has experienced online shopping. Even when you are just searching or already have made hundreds of online shopping transactions, your browsing or search pattern is being 'captured' silently without you realizing. Let us say that two days ago you had used your smart phone to search: "Samsung Note 8 price Malaysia", using Google Chrome, and clicked some results to look at the offered price. Some offers are from Lazada, 11street, or even from telcos such as Maxis, Celcom, and Digi. Fast forward to two days later, where you are reading your favourite news portal or sports website using your notebook at home. You realize that there is an advertisement from Lazada that matches your search from two days ago. It is just like magic!

How does it work? That is big-data marketing. Online shops such as Lazada will use your search history (big data) to provide a tailored advertisement for you. These advertisements are displayed when you are browsing and reading from various websites on the internet or using your social media platforms such as Instagram or Facebook.

So how do all these relate to marketing? Well, big companies such as Lazada, Maxis and Celcom are already expanding their customer relationship management or CRM to integrate with big data. The results of big-data CRM is much more efficient than the average job done by a marketing executive. Important data such as customer purchasing behaviour, preference, needs and final decisions are easily obtained right down to the level of each individual customer. With these results, companies would know how to better target or market their products and services.

So, the role of marketing executives to develop and oversee marketing campaigns to promote products and services can be considered redundant. Telcos such as Maxis and Celcom are depending and spending lesser on the roadshow-type of promotions, especially at shopping malls. Unless when there is a new-phone launch where usually a telco will collaborate with the phone manufacturer, we can hardly see a sales promoter marketing the telco's product on the ground. Hard selling is considered the thing of the past. It is being replaced by a subtle advertisement that works on the customers' sub-conscious mind by popping numerous times in the web pages or social-media pages that you visit. To a telco, big-data CRM along with its online store is more than adequate and effective to promote and sell its services and products.

Moreover, with the current consumers' behaviour and preference to shop online, dependence on big-data CRM is even more compared to old-school marketing events such as roadshows and telemarketing. So far, the current trend of big-data marketing and its potential draw a bleak prospect for marketing executives. Is this really the end of the job or position of marketing executive?

Well, fret not for the time being. As sure as big data is making a huge wave in Malaysia, so will the providers of big data. At the end of 2016, there were as many as 22 big data and analytic (BDA) companies in Malaysia. Perhaps with some re-training or newly acquired skills, marketing executives would be able to lend their marketing knowledge and experience to these BDA companies, thus creating better job opportunities in the marketing segment of the job market. Initiatives taken by government agencies such as Malaysian Digital Economy Corporation (MDEC) and the BDA companies will not only expand big-data usage such as big-data marketing, they will also ensure a safe and more ethical big-data usage in the country.

Though the reality is clear that machines are taking over from human beings and even jobs such as marketing executives are not being spared, the world still needs the human touch and interaction for machines to do their tasks. And we should always make sure that we, the human beings, are always one step ahead of them. After all, they are our own brainchild.

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# ROBOTIC PHLEBOTOMIST: A HELPING HAND OR AN EMPLOYMENT THREAT?

BY LIM ZHENYIN



**Have you ever wondered how it feels to experience a service provided by artificial intelligence personally? Trust me, it will not be a surprise if one day you walk into a phlebotomy room to find a device powered by a robotic arm waiting to serve you diligently. Welcome to the experience of a robotic phlebotomist, a renowned method of performing venepuncture.**

In an era of modernisation, where everyone is moving towards Industry 4.0, the healthcare sector is not spared of that trend. Drawing blood is always a nerve-racking process for patients, especially those with needle phobias. The advancement of medical technology such as robotic phlebotomist can minimize the distressing process to a certain extent.

According to Scott Jung, the writer of Veebot, the robotic phlebotomist makes drawing blood faster. The fear of drawing blood from deep veins will soon be mitigated, thanks to the creation of Veebot, a robotic arm derived from a combination of robotics and imaging technology. This artificial intelligence has a function of simplifying a phlebotomist's job by searching for a vein using infrared light equipped with ultrasound to ensure good blood flow of the chosen vein, and inserting the needle into patient's vein. However, the process of disinfection and cleaning the puncture site before and after the procedure, as well as insertion of the desired test tubes needed to be done manually by a healthcare worker.

A robotic phlebotomist is created for various reasons. Besides simplifying a phlebotomist's job, a robotic phlebotomist also contributes to the significant reduction, if not elimination, of the occupational hazard, known as the needle-stick injury, among healthcare practitioners. The needle-stick injury is a common occupational hazard in this industry.

A report from Sharp-Injury Surveillance by the Occupational Health Unit, Ministry of Health Malaysia, shows that needle-stick injury contributes 74.9% of all injuries suffered by healthcare workers in Malaysia from 1998 to 2005. Think about those affected healthcare workers; their stress of undergoing a series of infectious-disease screening, post-exposure prophylaxis treatment to reduce their probability of being infected from the needle-stick incident and their worries during the interval period. The pain therefrom is remarkably unbearable. That is the reason why by using the robotic arm to perform



the venepuncture, can shield a human phlebotomist from the high exposure to blood-borne infectious diseases, such as HIV, Hepatitis B, and C.

Everyone knows that performing venepuncture requires a certain degree of competency in healthcare workers. Therefore, robotic phlebotomist can reduce the impact of incompetency among healthcare workers. A human resource department usually spends thousands of dollars each year in phlebotomist training and competency programs to ensure that the staff are doing a good job at venepuncture. However, there is a risk that the healthcare sector will suffer a loss of their experienced staff to more developed countries, such as Singapore, Dubai and UAE due to increased demand for experienced healthcare workers in those countries. The increasing demand in the Middle East is mainly due to the rapid development of healthcare infrastructure. For example, Saudi Arabia's domestic workforce is not large enough to staff existing hospitals. Such a situation can be prevented by using robotic phlebotomist.

Introducing artificial intelligence in the healthcare sector may create a negative impact on healthcare workers. When the robotic phlebotomist was first introduced back in 2013, some people believed that there might be a great reduction in the demand for human phlebotomists. However, some optimists may see this phenomenon as an opportunity to create a new job scope for the human phlebotomist. Instead of focussing on drawing blood manually, the human phlebotomist may need to upgrade their knowledge in handling artificial-intelligence devices. They may require specialised knowledge to troubleshoot problems with the robotic arm, either on the hardware or software. They may need to run daily quality-control checks to ensure that these intelligent devices are running well and are causing no harm to the patient.

Another possible disadvantage of introducing a robotic phlebotomist is that healthcare workers may become too

dependent on artificial intelligence to the extent of gradually losing their skills. Until today, the success rate of a robotic phlebotomist is not 100%. There is still a small margin of error where the services of a human phlebotomist is needed to get the job done. Besides that, a patient's trust in this technology also determines whether a human phlebotomist is still relevant in practice. There will be a pool of conservative patients who prefers human touch rather than entrusting their arms to a robotic arm to draw their blood. Therefore, a healthy balance between the usage of the robotic phlebotomist and the human phlebotomist probably would be good when the artificial-intelligence device is yet to be perfected.

No doubt, there is a possibility of the current semi-automated robotic arm to evolve into a fully-automatic robotic phlebotomist with zero involvement of a human in between the process. The fear that robotic phlebotomy will replace a human phlebotomist always exists. According to a dissertation paper by Max Loeb Balter entitled Robotic Devices for Automated venepuncture and diagnostic Blood Analysis, there is a possibility of the robotic phlebotomist integrating with point-of-care testing devices to create an end-to-end automation process. When this happens, general practitioners can easily perform simple blood tests in their clinics without having the need to send the blood specimen to a central laboratory. Imagine, if this module is integrated with a hospital-setting laboratory, human phlebotomists might lose their jobs as their task can be easily replaced by a robot. The chances of their services becoming obsolete would be high.

Based on current technology, a robotic phlebotomist is only confined to drawing blood from a patient's arm. There is no evidence indicating that a robotic phlebotomist has the ability to draw an infant patient's blood from their heel or from a disabled person with deformed hand. The artificial intelligence will also be unable to extend its service to perform a venesection, which is useful for the blood-donation process. Therefore, it is

safe to say that the current function of the robotic phlebotomist does not pose an employment threat to healthcare workers. Whether a robotic phlebotomist would be a helping hand or a threat to a healthcare worker very much depends on how we embrace the technology and how relevant is the technology to the needs of pathology services in future. For now, no one can deny the positive side of artificial intelligence in enhancing the performance and business sustainability of the healthcare industry.

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# WORKING REMOTELY IS THE NEW FUTURE

BY MUHAMMAD NESHAN BIN MUHAMMAD HAFIZ RAMISH



Keretapi Tanah Melayu Bhd's, or KTMB, trains recently faced major delays following a signaling failure in Kuala Lumpur. Subsequent services were expected to be cancelled and delayed by up to an hour, until at least 10am each day. KTMB had subsequently informed all passengers to find alternative modes of transport to Kuala Lumpur due to this technical error.

Inconvenience in travelling to designated locations is one of the many reasons why employers tend to shift towards flexible working arrangements for employees, specifically remote-working or working from home. Jobs that can be done remotely, are very common today in many countries. Thanks to technology, nearly most of all jobs can be done remotely at any location. It is for the same reason why millennials are keen to become digital nomads and travel while they work.

With recent advances in technology, some people rarely go to the main office anymore. Smartphones, tablets and laptops with the support of new applications have made employees stay in contact with employers, employees and clients effortlessly. Furthermore, with the latest technology, it is easier for employees to stay connected even when they are away from the office.

In Malaysia, many companies are catching the trend on working remotely. Malaysia is still behind many other countries in this flexible-work arrangement. Although it is not possible to work remotely all the time, at least companies can attempt it when needed. For employees, working remotely may have a significant impact to their working life whereby employees feel happier and healthier than before.

Recent studies have shown that many people who work remotely claim to be more productive. Well, this is because employees are not distracted by their coworkers. It also keeps them away from intrusion and interruption. This significant reduction in disruption helps an employee to spend more time to get their work done during work-hours. Reed, an employment agency, remarked: "Working from home can really help to increase your productivity, as the absence of office distractions makes it easier to keep your head down and actually get your work done." Therefore, it is safe to say that as long as the job is executable from home, working from home is definitely more productive than working at the office.

Additionally, working from home is seen as an attractive perk. Therefore, many employees would definitely not leave for a firm offers the opportunity to work from home. Also, it is common for new parents with childcare responsibilities to prefer to work from home as this gives them the time to balance between personal duties and work.

However, it is crucial for an employee to maintain presence and constantly report via online. This is to show they are able to perform work from home. Regardless, employers would be able to monitor how productive can working from home be from the time it takes for a subordinate to complete an assignment.

Working remotely helps an an employer to ensure a great work-life balance among his employees. Furthermore, by having employees who work remotely, companies can hire the best talent and expertise in the field regardless of who or where they are. This means employers can hire people who do not live in Malaysia. Through e-recruitment, employees from different countries with the requisite skill sets can be hired. Also, working from another country can help reduce unnecessary duplication of effort and harmonize policies under a single umbrella platform. This frees up management time to deal with strategic activities in finding talent for the company. It also aids the employment and hiring process of the company.

What would be the verdict of this debate on working from home? It looks like the notion of working remotely has a preponderant support. However, there are also disadvantages. For example, CTrip, a Chinese company, decided to allow all its employees to work from home. Astonishingly, half of the employees returned to the office in a short period time. This amazed and baffled everybody. The employees who returned were interviewed and asked the reason for their return. They cited two prime reasons. First, employees felt isolated when they worked at home. Second, was their perception regarding their performance review by the employer. These employees felt that if they were to work from home, they would less likely to be promoted. The group that returned to office was mainly from the younger generation. It is because conflict with family has made them opt to going back to office.

Anecdotally, the choice of working from home depends on the individual personality and the type of job. Everybody is different. Some of them cannot imagine the potential benefit of getting their work done in the comfort of their home. Others find it a struggle to stay attentive to their office peers or to overcome other distractions. Notwithstanding, in this era, millennials are valuable to employers, especially when allowed to work remotely. This is because they know how to create a valued relationship remotely with their employers that in the past was merely across a conference room table or cubicle wall.

The government should introduce remote-working regulations in future. Employers should embrace the such regulations as generally employees everywhere desire to work at their own pace and comfort.

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# THE WISDOM OF FORESIGHT

BY SYED UZAIR OTHMAN

Umno has fallen, or rather Umno, the institution, has fallen. Umno, the political party remains, albeit broken and disarrayed. On May 9, 2018, Barisan Nasional (BN) lost the 14th General Election to Pakatan Harapan (PH) after governing Malaysia for 61 long years.

The night of election, 9 May 2018, will remain forever etched in the citizens' minds as the night when the earth shook, figuratively speaking, as Tun Dr Mahathir Mohamad declared that Putrajaya had fallen to the PH's coalition. This 93-year-old leader, returning to the job he left 15 years ago, created history as the oldest prime minister in the world and gained a special place in the hearts of jubilant citizens who longed for a change of the government.



Pakatan Harapan, the main opposition coalition in the Malaysian Parliament, won 113 seats in the lower house of parliament, the Dewan Rakyat. The Sabah Warisan Party, a friendly party aligned with PH, won another 8 seats to give PH a total of 121 parliamentary seats that was enough to form a government and thus, set the precedent for the future of a two-party system (or a two-coalition system).

Amidst the euphoric atmosphere of the winners, the new government did not waste much time in implementing as many of its manifesto's promises as possible with a mixed reaction from the market.

After a shocking announcement that Malaysia has a trillion ringgit in debts (official federal government debts amounted to RM687 billion, plus commitments to government guarantees and lease payments for projects under public-private partnerships stood at about RM400 billion), the government axed several mega projects to control the nation's debt. The big-ticket items are the Singapore-Kuala Lumpur 350-km high-speed rail (HSR) project with the cost tagged at RM110 billion, and the third Klang Valley Mass Rapid Transit (MRT3) RM40 billion line project. The government has also promised to review the 688-km East Coast Rail Link (ECRL) costing RM55 billion.

The aftermath of GE14 may see the beginning of the rail contracts downturn affecting the whole supply chain consisting of numerous contractors in various industries. Malaysia's

construction industry growth is expected to contract significantly without the HSR and ECRL projects, not to mention the effect on potential industrial development along the routes of both railways.

But all is not doom and gloom for the construction industry as the new government does prioritise spending on public infrastructure per its election manifesto. Nevertheless, the scale of projects most probably would be smaller and more focused on projects that address the higher cost-of-living issues.

The dynamics of business politics has changed accordingly. Some businesses may

wish that they have the foresight to deal with any political outcomes. In business management, strategic foresight is a tool in a planning-oriented discipline that is related to the study of the future. It is about understanding the various plausible scenarios in the future based on a rapidly changing external environment and the increasing complexity of internal resources and capabilities. It is not so much a predictive tool. Rather, it is more of a planning tool to anticipate all plausible scenarios to ensure the business remains sustainable. It accords the companies a multifaceted understanding of the future and the agility and readiness for quick response to any external changes. We do not have to predict the future. Rather, we have to plan for it.

Instead of attempting to predict the inherently unpredictable, strategic foresight aims to categorise the trends which influence the future, identify the drivers that influence the organisations and map out a framework of potential futures that allows companies to review current strategy and create a transformative change.

Political decisions can affect the operations of a business in various ways that could add a risk factor and lead to a major loss. Whilst a company may always stay up-to-date politically, the political environment is perhaps among the least predictable elements in the business environment. The politics of business is cyclical in a democracy where elections are called every few years. A business that survives and grows by government contracts and concessions should especially pay attention to the

political environment. Any change in the political factors can affect business strategy due to a change of policy and priorities.

For instance, the three Malaysian companies that monopolised the provision of services in the rehiring of undocumented foreign workers, have had their lucrative contracts ended by the Immigration Department less than a month after the new prime minister of Malaysia took his oath on May 10, 2018. Strategic foresight most probably would have helped them to navigate change by giving an early warning of obstacles and opportunities ahead.

In this increasingly volatile, uncertain, complex, and ambiguous environment of Malaysia and the world, it is much more obvious that every organisation needs to have certain foresight. To illustrate, the cancellation of the high-speed rail project may also sound the death knell for Bandar Malaysia - a development project to turn a former Sungai Besi air force base into a world-class city with a central transport hub that relies on HSR's seamless connectivity with Singapore. Businesses in the construction and property industry involved with the project would have been more prepared for this eventuality if they had done scenario planning.

The lack of strategic foresight, especially to the rapid changes in the technological environment, has also led to many missing opportunities. In 1982, IBM said, "\$100 million dollars is way too much to pay for Microsoft." Earlier in 1968, the Engineer at the Advanced Computing Systems Division of IBM was puzzled as to what a microchip was good for; and Ken Olson, the founder of Digital Equipment Corporation, wondered in 1977, why would anyone want a computer in their home. Another classic example of lost opportunity was in 1911, when Marshall Ferdinand Foch, Professor of Strategy, Ecole Supérieure de Guerre, remarked, "Airplanes are interesting toys but of no military value"; or the exclamation by Harry M. Warner, of Warner Brothers, in 1927, "Who the hell wants to hear actors talk?"

Businesses need to pay heed to what new political trends are shaping the near future, not to mention the other trends in the macro environment. Even though the political situation in Malaysia is as stable as ever, many scenarios are still blossoming that may prove to be a boon or bane to the Malaysian economy and businesses. To be fair, it is still too early to assess the impact of the new

government's policies on the Malaysian economy in the immediate and long-term. But more than ever, businesses may find strategic foresight a useful tool in strategic thinking and planning for business sustainability. In a dynamic environment, one should not wait for the wisdom of hindsight.

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# IMPROVING EMPLOYEE PERFORMANCE THROUGH DESIGN THINKING

BY IDA ROSNITA ISMAIL

Employee's poor performance at the process stage that is not quickly corrected after it is detected will reduce customer satisfaction. It will prolong the customer's waiting time in getting the service. If the problem persists or multiple customers experience the same problem, then it will tarnish the reputation of the organization. The lesson here is employees' poor performance must be immediately addressed.

The generation and creation of ideas, processes, systems, products, and services depend much on employees' drive to be creative and innovative. Employees form the backbone of every organization's success, sustainability, and survival. Recognizing their importance, especially in today's challenging and evolving business world, measuring employees' performance is always an important agenda for every business.

Performance management is one of the basic human resource management functions. The main objective of this function is to evaluate employees' performance within a particular assessment year by comparing their actual performances to a set of performance targets which are specified at the outset of the assessment year. If their performance falls short of the targets, corrective actions have to be taken. Feedback is given to the employees so that they will know what has to be improved.

This conventional approach to evaluating employee performance takes place either at the end or at the beginning of each calendar year. Some organizations also shorten the assessment period by having it either bi-annually or quarterly. When performance evaluation is done some time after employees have executed their tasks, it opens up to biases. One critical and common assessment bias is recency error. Delaying performance appraisal allows an employee to manipulate their performance throughout the year and fabricate an improvement in the job execution nearer to the evaluation period. This problem is quite persistent among

employees and has been widely discussed in the academic literature.

Scholars and practitioners alike agree that ongoing performance feedback is important to monitor employee performance. However, the conventional approach only delays such feedback from getting to the employees. The initial performance flaw can become exponentially intensified if corrective actions are taken at a later point of time. It also contradicts the generally-accepted idea of continuous improvement in enhancing employee performance.

The business landscape has changed remarkably since 1990s. Tasks are now designed around teams. Employees are expected to work in teams to achieve the superordinate organizational goals. Errors and mistakes have to be corrected almost immediately. Although actions can be expedited to repair malfunctioned machines and equipment, human errors are not easily corrected. What more if errors are identified at a later stage of the assessment year.

It is a fallacy to think that only front workers' poor performance adversely affects customer satisfaction. It takes all employees involved in the process of





producing a product or delivering a service to make satisfied customers. In a service sector, for example, an employee's poor performance at the process stage that is not quickly corrected after it is detected will reduce customer satisfaction. It will prolong the customer's waiting time in getting the service. If the problem persists or multiple customers experience the same problem, then it will tarnish the reputation of the organization. The lesson here is employees' poor performance must be immediately addressed.

As the usefulness of the conventional performance appraisal approach is questioned, adopting the design-thinking approach is a good option. By definition, design thinking refers to an interactive and iterative process that requires both creativity and rationality of a designer to identify and define a problem, generate plausible ideas and concepts to address the problem, and then refine or modify the generated ideas as well as the concepts to remove any discrepancies between the problem at hand and the proposed solution. Despite its lengthy process, design thinking can be a tool used to immediately address a real business problem.

It is not unusual to find real examples in which design thinking can be adopted to improve employee performance. A drop in the sales percentage, for example, is an indication of poor performance of a sales team. The decision to wait until the end of the year to address this performance issue can be deleterious to the organization. Similarly, a hasty decision often backfires. In this situation, the sales manager can adopt the design-thinking approach by getting every member engaged in this process.

With the help of numerous advanced information-technology applications, the team leader can initiate the process easily. First, team members must identify the problem immediately as it occurs. Then, ideas and concepts on how to solve the problem are generated using team members' creative thinking. Brainstorming often works best at this second stage. The next stage involves refining the sketchy and cloudy ideas and concepts through a series of active discussion. At this stage, team members rely on their rational thinking to find out which ideas and concepts can be pursued. The refinement process is guided by current information

that they have about the problem. The information does not have to be complete. Design is about what is known and how to use this known information to devise plausible solutions. At the end of this process, a new solution is chosen to address the problem.

The selection of the new-design solution, however, does not mark the end of the design-thinking process. Team members must engage in this iterative process continuously. An opted solution only works for the problem at hand. That solution may not be suited for an emerging, albeit slightly different, problem. Through this interactive and iterative process, employees can improve their performance continuously.

Various benefits are gained by adopting design thinking in improving employee performance. Design thinking clearly supports continuous improvement to employee performance. It allows team leaders, supervisors, managers, and team members to provide real-time feedback to employees when faced with real problems. As design thinking gives more freedom to employees to participate in the problem-solving process, they have more opportunities to use their creativity, expand their knowledge, acquire new skills, and further develop their work-related competencies while responding to the real-world issues. Therefore, adoption of design thinking upholds the celebrated management concepts of empowerment, autonomy, and accountability.

Some challenges to adopting design thinking are expected, especially when the idea is relatively new in Malaysia. As

every business is different, it requires the development of a specific system to meet business needs. Although there are many information-technology applications in the market, choosing the right one to be adopted can be a hassle and costly. If an organization has the capability to develop its own integrated design-thinking system, then it is an advantage to the organization. The other immense challenge is the acculturation of design thinking inside an organization. Adopting this new tool means every organizational member must abandon the way things were done before. Some conflicts, resistance, and work delays are expected during the early phase of adoption. This requires leaders to step in and to champion the idea. If employee performance warrants improvement, then it is time to seriously consider adopting design thinking.

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# KUALITI KEHIDUPAN (QOL) IDAMAN PEKERJA

BY ARAWATI AGUS

Sejak beberapa tahun, Malaysia mengalami peningkatan dari segi sosioekonomi serta peningkatan dari aspek umum kualiti kehidupan (QoL) hasil pelaksanaan beberapa polisi dan program. Laporan Unit Perancangan Ekonomi (EPU) mendefinisikan kualiti kehidupan sebagai meliputi peningkatan peribadi, cara hidup sihat, kebebasan dalam mengejar ilmu pengetahuan dan pencapaian piawai kehidupan yang melebihi asas hidup. Namun bagi individu pula, definisi kualiti kehidupan mungkin merupakan perasaan kepuasan yang memenuhi jangkaan keperluan dan kehendak dalam kehidupan yang berbeza. Terdapat beberapa kajian di Malaysia yang mengukur perkaitan antara kualiti kehidupan dan tahap kebahagiaan hidup secara keseluruhan. Namun tahap kebahagiaan sebenar amat sukar untuk diukur.

Pada awal abad 21, konsep kualiti kehidupan lebih terhad kepada kesejahteraan material sahaja mengikut kacamata masyarakat, tetapi secara beransur konsep ini mula merangkumi beberapa faktor lain yang mungkin bukan bersikap materialistik. Konsep kualiti kehidupan kini mula mengaitkan beberapa dimensi lain yang lebih kompleks dan sukar diterjemahkan. Indikator kualiti kehidupan kini bukan sahaja meliputi pencapaian kekayaan tinggi dan kestabilan pekerjaan baik, tetapi juga kesihatan fizikal dan mental, kesejahteraan sosial, keperluan kehidupan berkeluarga dan kepentingan spiritual, yang mana jika dikecapi mungkin membawa kepada kebahagiaan hidup secara holistik.

Kualiti kehidupan dalam erti kata sebenar bergantung kepada nilai individu masing-masing terhadap kehendak dan keperluan mereka terhadap kehidupan di mana mereka sendirilah yang menjadi pengukur kualiti dan pencapaiannya. Artikel ini cuba menyingkap satu hasil dapatan kajian empirikal yang ringkas tetapi menarik mengenai perkaitan antara kualiti kehidupan dan kebahagiaan hidup secara keseluruhan bagi pekerja-pekerja di sektor awam dan swasta di Lembah Klang, Malaysia. Secara khusus, konstruk-konstruk kualiti kehidupan dalam kajian ini terdiri dari dimensi kualiti kehidupan kerja, kualiti kehidupan kewangan, kualiti kehidupan kesihatan, kualiti kehidupan keluarga, kualiti kehidupan sosial dan kualiti kehidupan spiritual/agama.

## i. Kualiti kehidupan kerja

Dari perspektif pekerja, kualiti kehidupan kerja di lihat sebagai sekuriti pekerjaan, perkongsian faedah kerja dan persekitaran kerja yang sihat. Kualiti kehidupan kerja meliputi kehidupan kerja yang stabil, selamat dan produktif yang menjamin kesejahteraan dan kelestarian kerja. Penambahbaikan keadaan kerja boleh dinilai menerusi kesihatan, keselesaan dan kemudahan keseluruhan pekerja.

## ii. Kualiti kehidupan kewangan.

Kualiti kehidupan kewangan dikaitkan dengan kebolehan memperolehi, mengatur dan mengurus wang bagi pembelian barangan dan pelaksanaan aktiviti mengikut kehendak seseorang. Pengurusan efektif sumber kewangan dan penggunaannya memainkan peranan penting dalam menentukan kualiti kehidupan.

## iii. Kualiti kehidupan kesihatan.

Definisi bagi kualiti kehidupan kesihatan meliputi kesihatan fizikal, mental serta sosial, dan ia tidak terhad kepada penyakit sahaja. Menurut Zervaki et al. (2017), kualiti kehidupan kesihatan merupakan konstruk subjektif terdiri dari pelbagai dimensi yang mencerminkan persepsi individual mengenai kesihatan dan kesejahteraan diri yang berkaitan dengan keadaan fizikal, mental, emosi dan sosial.

## iv. Kualiti kehidupan keluarga

Majoriti individu mendakwa mereka mengecapi kualiti kehidupan jika mereka berpuashati dengan kehidupan berkeluarga, menekankan peranan penting keluarga dalam kehidupan seseorang. Keluarga terdiri dari orang-orang yang merasakan diri mereka sebagai keluarga samada mempunyai perkaitan darah, perkahwinan atau tidak; iaitu mereka yang sering menyokong dan mengambil berat perihal ahli-ahli keluarga.

## v. Kualiti kehidupan Sosial

Berger-Schmitt (2002) menjelaskan bahawa kehidupan sosial adalah penting dimana seseorang merasakan dia dihargai dan diberi peluang untuk penyertaan dalam kehidupan masyarakat. Setiap insan ingin disayangi dan disokong; dan mempunyai rakan dan minat bersama boleh menghasilkan perbezaan dalam penghidupan yang bahagia. Perbualan sihat, sesi perkongsian, berhubung serta bertanya khabar boleh memberi makna dalam kehidupan. Kajian menunjukkan bahawa kadar bunuh diri, penyakit mental dan penyalahgunaan alkohol adalah rendah dikalangan mereka yang merasakan diri adalah sebahagian dari kehidupan sosial.

## vi. Kualiti kehidupan spiritual/agama

Spiritualiti boleh dikonsepkan sebagai kekerapan individu melaksanakan aktiviti spiritual atau keagamaan yang mengukur secara subjektif pengalaman dan kepercayaan spiritual serta perkara yang berkaitan dengan spiritual. Penglibatan keagamaan bertindak sebagai sumber sokongan, ketahanan, galakan, nilai, makna dan perspektif sikap. Agama didapati mempunyai pertalian dengan kesejahteraan moral, kebahagiaan hidup dan keselarasan dengan matlamat hidup, dan sikap pro-sosial.

Kualiti Kehidupan	'Kumpulan kebahagiaan kehidupan keseluruhan yang tinggi' (n=120, min=3.893)		'Kumpulan kebahagiaan kehidupan keseluruhan yang sederhana' (n=84, min=3.446)	
	Penarafan Friedman	Min	Penarafan Friedman	Min
Kualiti kehidupan kerja	3	3.975	3	3.381
Kualiti kehidupan kewangan	5	3.475	5	3.104
Kualiti kehidupan kesihatan	6	3.368	6	3.010
Kualiti kehidupan keluarga	2	4.421	1	4.125
Kualiti kehidupan sosial	4	3.696	4	3.202
Kualiti kehidupan spiritual/ agama	1	4.423	2	3.357

Jadual 1. Penarafan Friedman bagi kluster kebahagiaan kehidupan keseluruhan

#### vii. Kebahagiaan kehidupan keseluruhan

Keseluruhan kebahagiaan hidup merupakan darjah sejauh mana seseorang individu menilai keseluruhan kualiti kehidupan sebagai baik dan sejauh mana dia menyukai kehidupan yang dijalaninya. Kebahagiaan adalah keupayaan memenuhi potensi dan matlamat hidup individual itu.

Artikel ini memberi cadangan mengenai kualiti kehidupan pekerja menerusi dapatan kajian ke atas pekerja sepenuh masa dari sektor awam dan swasta di Lembah Klang, Malaysia. Responden diminta menyatakan mengenai perkara yang mereka rasa penting dalam mempengaruhi kebahagiaan kehidupan secara menyeluruh. Terdapat 2.5 juta pekerja sepenuh masa dari sektor awam dan swasta di Lembah Klang. Kebanyakan mereka menjalani penghidupan yang sangat sibuk dan sering kali terpaksa membahagi masa terhadap beberapa aspek hidup seperti kerja, keluarga, kesihatan, kewangan, sosial dan keperluan spiritual atau keagamaan. Lantaran komitmen masa kerja yang padat, ramai yang tidak sedar bahawa komitmen mencabar ini boleh menjadi penghalang kepada keseimbangan hidup dan kebahagiaan kehidupan secara menyeluruh. Tidak hairanlah, jika terdapat ramai pekerja di Lembah Klang yang terus menjalankan pekerjaan yang mencabar dari segi kesukaran dan masa sehingga mengorbankan aspek kebahagiaan kehidupan.

Melalui kaedah statistik analisis kluster dari ranking ujian Friedman, skor kebahagiaan kehidupan bagi 204 responden pekerja di kategorikan kepada dua kumpulan iaitu, (1) "Kumpulan kebahagiaan kehidupan keseluruhan yang tinggi" dan (2) "Kumpulan kebahagiaan kehidupan keseluruhan yang sederhana". Dapatan dari hasil kajian mendapati bahawa "kumpulan yang mempunyai pencapaian kebahagiaan kehidupan keseluruhan yang tinggi" mempamerkan skor min yang tinggi untuk kualiti kehidupan spiritual atau keagamaan, kualiti kehidupan keluarga dan kualiti kehidupan kerja. Ini kemudian diikuti dengan kualiti kehidupan sosial, kualiti kehidupan

kewangan, and kualiti kehidupan kesihatan. Statistik deskriptif bagi "Kumpulan kebahagiaan kehidupan keseluruhan yang tinggi" ini mempamerkan 55% wanita, 46 % pemegang ijazah, dan 47% berumur lewat 30an. Kumpulan ini juga terdiri dari 42% mempunyai gaji melebihi RM3,000, 48% adalah golongan eksekutif dan 45% adalah beragama Islam.

Artikel ini mencadangkan bahawa kualiti kehidupan bukan sahaja dipengaruhi oleh kekuatan kewangan serta material tetapi juga kualiti kehidupan spiritual/agama dan kestabilan sistem kekeluargaan. Dengan itu, seseorang pekerja dicadangkan meningkatkan kesejahteraan spiritual serta keamatan hubungan kekeluargaan disamping membina kekuatan kewangan, memperolehi kemantapan kualiti kehidupan kerja, menjalinkan keharmonian sosial dan mengekalkan kesihatan yang baik kerana elemen-elemen ini penting bagi pencapaian kebahagiaan kehidupan keseluruhan pekerja.

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# INDUSTRY 4.0: IMPLICATIONS FOR INDUSTRY

DATUK DR. JOHN ANTONY XAVIER

In 1997 Garry Kasparov, the then world's chess champion, lost to IBM's Deep Blue computer. It was an awesome display of artificial intelligence beating human intelligence. The battle of man over machine did not end there. In 2016, Lee Se-dol, a South Korean and one of the world's best players of the ancient Chinese board game – Go – lost to Google's DeepMind. Again, it was artificial intelligence that won superiority over man. It went on to beat Kae Ji, the world champion, in Go in 2017. Go, has trillions of moves that no human has ever mastered. Alfa-Go, the AI has potential to do that as evident in what Kae Ji said after his defeat:

**“I would go as far as to say not a single human has touched the edge of the truth of Go.”**



Artificial intelligence (AI), a software computer programme, has within it a capacity for deep learning. So Alfa-go learnt from its previous games and went on to play with itself to perfect its game. Such is the capacity of machine learning. Such is the power of AI that it can make the blind 'see'.

Take Shaqib Shaik. He is a software engineer at Microsoft. He is blind; he has been blind since seven years old. His artificial intelligence (AI)-driven mobile phone that he helped develop, is able to read out loud a menu sheet as it hovers over the menu. His AI-powered sunglasses, another of his invention, enables him to receive an audio commentary of the scenes observed through the glasses.

We have AI helping Indonesia map out flood-prone areas even as AI helps the UAE to predict inclement sand storms. AI helped Mexico City map out its hitherto uncharted byzantine web of bus routes. Watson, the IBM's supercomputer, helps diagnose and prescribe treatment for cancer at an accuracy unbeaten by human minds. Driverless cars will be soon be a reality, if not already. AI has integrated every aspect of an enterprise's value chain. Welcome to the world of AI!

Industry 4.0 will impact industry and its structure. Just as the railways impacted the transportation industry 200 years ago, driverless cars can wreck the transport industry again. Uber and Grab are a threat to taxis. Airbnb is a threat to the hotel industry.

Michael Porter's five-forces model requires a revisit in the context of digitalization. Industry 4.0 can make for ease of entry into an industry or it can lower the threat of entry through the development of proprietary technology. Similarly, technology can alter the bargaining power of consumers and suppliers in an industry. It can trap consumers or empower them to move across industries. Supplier power will diminish with the global supply chain. For example, IKEA's supplier network comprises 1800 suppliers from 50 countries.

Business models too have changed as a result of technology. For example, Google and Apple are the largest software vendors. But they do not write apps. Airbnb is the largest accommodation provider but does not own any property. Facebook is the most popular media owner but does not produce any content. Uber is the largest taxi company but does not own any taxis. Skype is the largest phone company but does not own any telco infrastructure. Similarly, Netflix is the biggest movie house but does not own a single cinema.

Industry 4.0 also impacts on competitiveness. It can either dampen competitiveness or intensify it. Much of this impact is due to data analytics. Data in the 21st century is akin to oil in 18th century. There are huge rewards to be reaped by those who extract and use data. The Analytics market is growing at 26% CAGR. It will reach \$16 billions by 2025.

Industry 4.0 will pave the way for mass customization to enhance the experience of consumers. For example, instead of one car for all, it will be one car for each. Apps can make the car unique to a particular customer.

Overall, Industry 4.0 will enable savings of operational costs by 4% annually. Factories can be operated by remote control through integrated sensors. Industry 4.0 can enable the production of products that are smart, connected and data-enabled. For example, Philips has produced a light bulb which can be controlled from a smart phone. Metronic's implanted digital blood-glucose meter connects wirelessly to a monitoring and display device. Ralph Lauren Polo Tech Shirt streams data on distance covered, calories consumed, movement intensity, heart rate and other data to the user's mobile device. The Babolat system puts sensors and connectivity in the tennis racket handle, allowing users to track and analyse ball speed, spin and impact location to improve one's game.

Industry 4.0 will also augur well for smart manufacturing. Smart manufacturing is a highly connected, knowledge-enabled enterprise where all operations are optimized to ensure maximum efficiency. These modern, smart factories will be interconnected with the supply chain, distribution and business systems. As a result, there will be a shortening of throughput time – from incoming materials to delivery and from order to machine. Product life-cycles too will become shorter with shortening payback time. There will be a reduction of lot sizes and diversity in product versions for customisation. It will also contribute to the lowering of costs through saving of resources and energy.

Our businesses must embrace digital transformation if they are to remain relevant in fast-paced globalised markets. Here are five strategies that government and businesses can execute to ensure that leap in benefits.

First, the government must upgrade the digital ecosystem by creating a conducive environment for innovation and digitisation. Legislation fit for the digital world must be enacted. Faster broadband speeds must be part of the agenda for an ecosystem upgrade. The 2017 Survey by UK's Cable Co. ranked Malaysia 63rd among 189 countries for broadband speed. Singapore topped the scale.

Partnerships forged between the government, industry, universities and technology suppliers will further strengthen the digital architecture. Germany, for example, establishes new bodies and partnerships to support its digital economy. MDEC should help SMEs and start-ups to use digital technology to solve their business problems. Even better, if SMEs enter into joint-ventures or partnerships with technology companies.

Advanced countries including China spend at least 2% of GDP to fund research and development. China provides support for robotics companies. We should double our R&D expenditures to the levels spent by advanced countries.



Second, the country needs to develop future-ready skills. The government should redesign the education system to produce a future-ready workforce. Skills in critical thinking, complex problem-solving and creativity will fetch high premium in the era of Industry 4.0. The integrated teaching of science, technology, engineering and mathematics should be vigorously pursued to fuel innovation. Schools should have inexpensive access to technology and learning tools to develop skills in digital technology. As in Germany and Switzerland, technical and vocational training should be reoriented to imparting skills in digital technology.

Third, businesses should create a digital culture and structure that eliminate silos for greater agility and collaboration within and without. They must have a dedicated unit to drive the digitalisation process. And they should attract and retain key digital talent for that purpose.

Fourth, organisations should build data management systems to utilise the mountains of data generated within and by customers. Data analysis will offer insights and patterns for the development of new products.

Fifth, go for an incremental approach. Easy, quick wins from adopting digital technology will snowball into a bigger digital transformation.

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# ADAPTING PROJECT MANAGEMENT PRACTICES FOR SUSTAINABLE PROJECTS

BY NICHOLAS SEEMUNGAL

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Corporate sustainability has increasingly become a part of many organizations' plans for the future. This is in part due to an increasing acceptance that present-day profitability is necessary to sustain care for humanity and the environment. As boards and executive management engage in these strategic decisions, it falls on project managers to implement them.

Sustainability's three pillars are economy, environment and social whereas project management utilizes the triple constraints of scope, time and cost. Efforts have and are being made within the project management community to sensitize project managers to the new challenge of implementing sustainable projects. However, most project-management methods do not truly address how the two are meant to be combined.

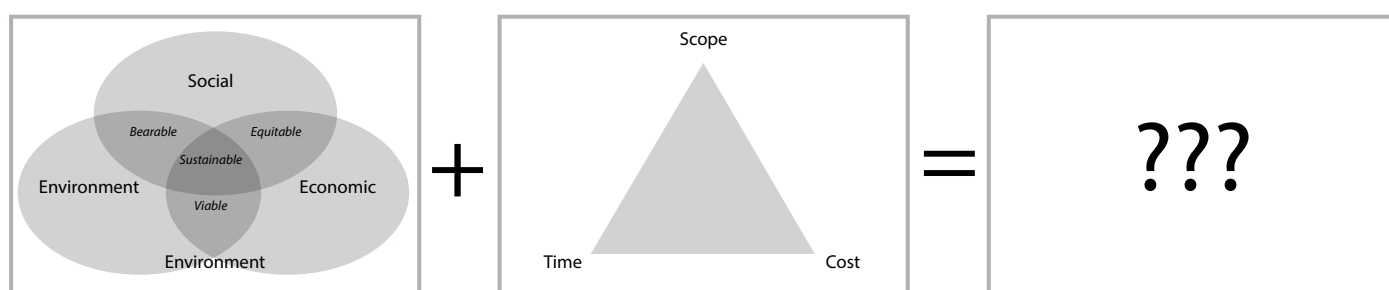


Figure 1: Sustainability's three pillars and project management's triple constraint

Some organizations provide comprehensive standards and certifications within the space e.g. green-project management until most or all of the most prominent bodies adopt sustainable standards. This article's goal is not to suggest a new or revised framework for instantly advancing organizations to the highest level of sustainability in project management. Rather it aims to identify adaptations that can be made within existing frameworks. This is to enable project managers implement sustainable projects within the accepted practices of project management.

We should first realize that it is not, strictly speaking, a project manager's place to make decisions about implementing a sustainability strategy in an organization. Project managers' duty is to implement the projects selected in accordance with the organizational strategy set by executive management. And while there may be room for flexibility on sustainability or other issues in specifying the detailed requirements of these projects, it is to the organization's strategy that project managers must ultimately be faithful. It isn't a project manager's place to go "rogue cop" on an issue.

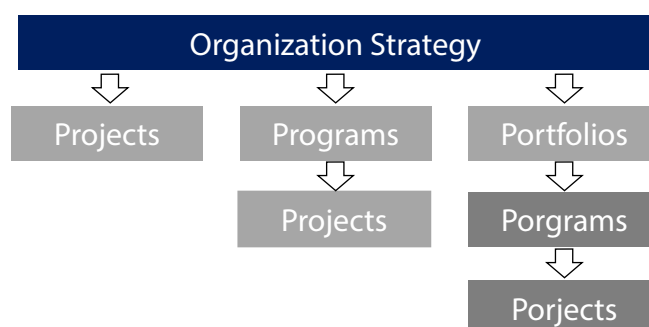


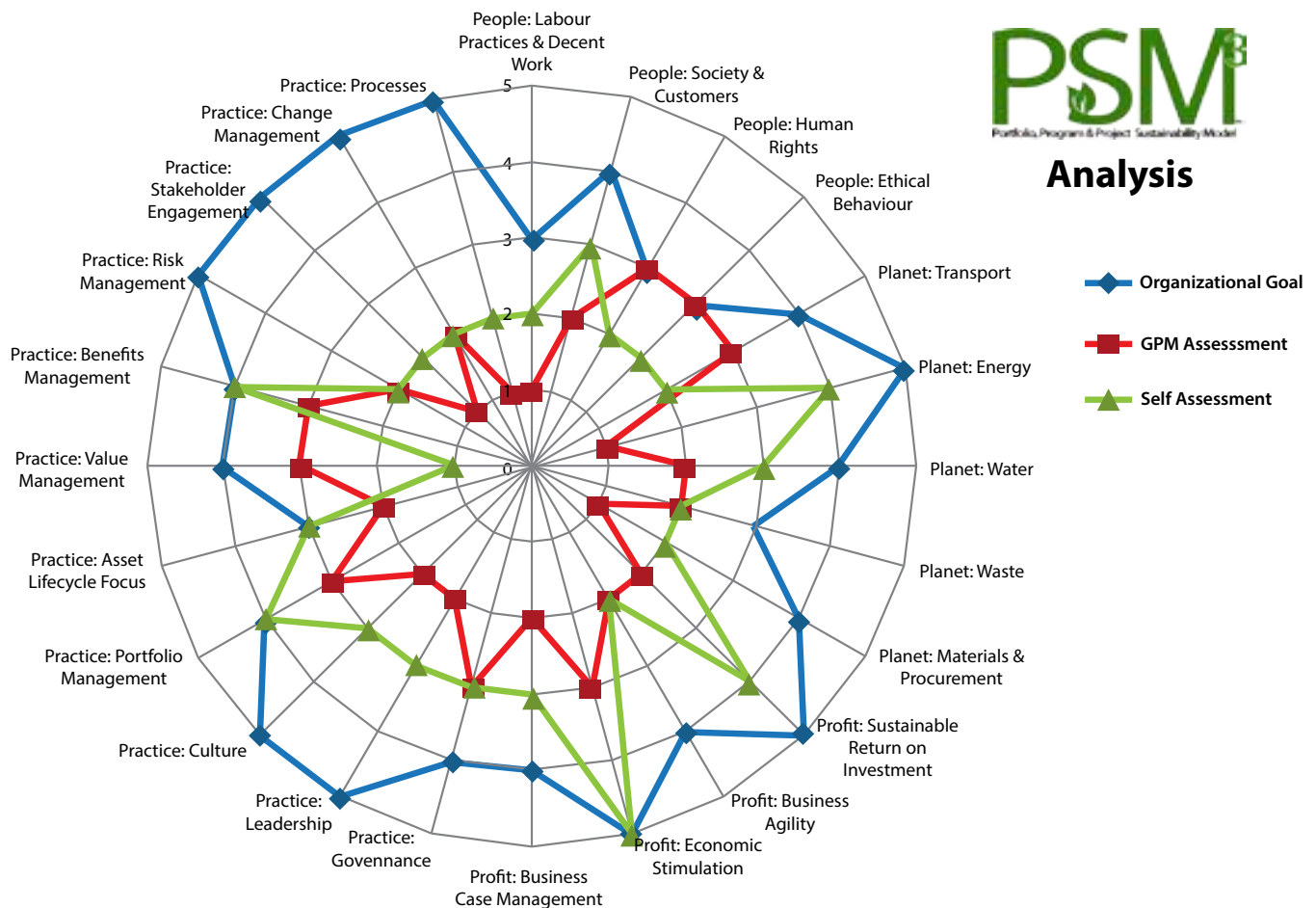
Figure 2: Organization strategy drives an organization's project goals

The first step therefore is for the organization to make the decision to implement a sustainability strategy and, consequently, sustainable projects. The next step is to ensure that the organizational-process assets (processes, templates, tools, and historical information) are adequate to allow the project management office to implement the project in accordance with the strategy. In the course of implementation, there may be a number of adaptations required. Project managers should keep that in view as they seek to manage projects in concert with their mandate.



## Understand the organization's position

Before any updates are made to organizational-process assets, the organization must first establish the level of maturity regarding sustainability. This assessment can be conducted in-house or it might be externally administered. GPM's PSM3™ assessment is presented as an example of a sophisticated assessment of an organization's sustainability level which includes assessments of project-management practices.



## PSM3™ Organizational Sustainability Levels

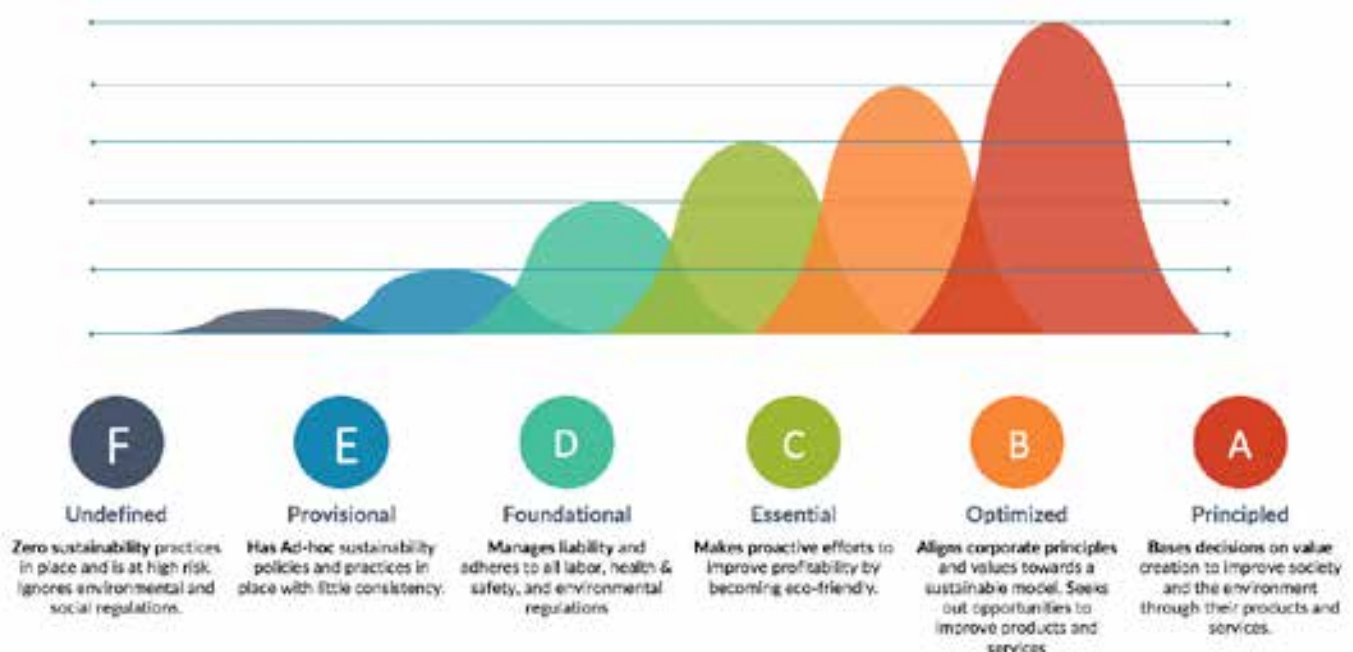


Figure 3: Green Project Management (GPM) PSM3™ Sustainability Assessment

Once completed, the assessment should identify:

- Areas where the existing organization-process assets are insufficient
- The organization's target for these process assets, and
- How it intends to reach this target via changes in implementation.

The issues identified below are areas where organizations may require adaptations to their existing methodology.

## **Everything starts with the project charter**

The project charter is a key deliverable. It documents the extent to which sustainability will be a guiding principle in completing the project and how it will be managed, measured and appraised. As a document to be signed off by the project sponsor, the charter will establish the boundaries within which the project manager will be required to operate. Consideration should be given to highlighting a project's sustainability goals in a separate section of the charter. This is particularly so in cases where sustainability is not yet inculcated throughout the organization.

## **What gets measured gets managed**

It's easy to prescribe sustainability goals as corporate lip-service. But unless hard metrics are prescribed against which the project team will be assessed, the organization's sustainability goals are in danger of being relegated behind the "more important" performance management metrics that the team is reviewed against. KPIs and other reporting parameters should reflect the importance of sustainability in project-reporting documentation (dashboards, recurring reports and close out reports).

## **Stakeholder management is key**

One of the largest changes that will occur in managing sustainable projects is the large increase in the number and type of stakeholders of the projects. It is common in projects to identify stakeholders using a very narrow basis. And even when a wider net is cast, the power of external stakeholders who represent community, environmental and social interests is often minimized. Increased engagement with these stakeholders is required, as is lending greater weight to their input.

## **The project team must reflect the organization's sustainability priorities**

In order to properly address all sustainability concerns that may arise, the project team needs to be properly staffed with the requisite expertise. This is particularly so within the social and environmental domains. The project manager should make provisions for the required training to project-team members or make plans to augment internal capabilities with external subject-matter experts.

## **Manage risk accordingly**

The nature of sustainable projects greatly expands the number of risks that projects are exposed. In addition to examining the impact of broader categories of risk events on the project, sustainability requires a longer-term time orientation than would be traditionally contemplated. For this reason, risk management goes hand-in-hand with having access to the right mix of sustainability expertise on the project team as well as involvement of all stakeholders to accurately identify risks and the right responses.

## **Final Word**

This list is not exhaustive but is meant to provide ideas (and promote discussion) on the first steps a project manager can take when faced with the requirement to manage a project sustainably. Ultimately, the decision to make an organization sustainable is not up to the project manager. But he should examine the requirements of sustainable projects and aim to implement them in accordance with existing project-management principles. That way he can maintain the discipline of the profession. And ultimately the organization can make the transformative leap to where project management on sustainable projects becomes "sustainable project management".

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# THE RISE OF E-LANCING IN THE WORKPLACE

IZZATUL NADHIRAH



The phrase 'dawn of the e-lance economy' was first coined by MIT researchers, Thomas Malone and Robert Laubacher in 1998. In their paper published in the Harvard Business Review, e-lancing was described as work where freelance workers get in touch with clients via the Internet, practise telework, and transfer work results via ICT networks. The rise of e-lancing, which is largely centred on online work, is driving more creativity, flexibility and productivity while cutting costs and creating a niche for tailored contracts. Companies (e.g. financial services, insurance companies, brokerage, and telecommunications) which are affected by an increasing needs to adapt as fast as they can to volatile market conditions, must have access to a more flexible workforce. It seems that e-lancers are the answer to the flexibility requirements of today's companies.

E-lancers are self-employed freelancers whose working life is organised in a sequence of projects. They market their services, according to their preferences and skills, on the open market. E-lancers can also be a substitute for full-time staff. It is true that ICT has increased the flexibility in all of the main categories of change (time, place, contract and work content). Being an e-lancer, one is able to do work remotely from anywhere in the world as long as there is Internet connectivity. The main reason why many e-lancers have opted for e-lancing is because they love setting their own working hours. That same flexibility in hours can greatly benefit organizations as well.

Today as the workforce progressively shifts away from a standard 9-5 working-day, it is those companies that can quickly adapt to change that will have the upper hand. An e-lancer can be the answer to meet an organizational need where experts are needed but resources are insufficient for their recruitment or there is no need to engage a full-time worker.

Many companies have opted to hire an e-lancer because of affordability. An e-lancer working from home reduces an organization's overhead costs. Due to this, it becomes possible for organizations to offer them more affordable rates. For some companies, it is a way to avoid offering tenure and even benefits as e-lancers cover their own healthcare and other such benefits, thus lowering the organization's costs. Risk reduction is also another reason e-lancing is being implemented in organizations. Since e-lancers are not employees, employers' risks relating to

human resource management is reduced. E-lancers have neither the right to workers' compensation benefits nor the right to sue for harassment or discrimination. If they are no longer suitable, they can be easily terminated and replaced.

Generally, e-lancers tend to be more innovative and receptive to new technology, cutting-edge ideas and suggestions. While large firms could also offer wonderful and innovative ideas, e-lancers, as they are not typically burdened with some pre-conceived attitudes, could step in and install cutting-edge solutions to organization-design issues to challenge even the best of the organization's professionals. Aside from them, e-lancers are individuals who run their own business. They thrive on repeat work and repeat customers. This is because they understand that it is to their best interest to remain reliable and exceed the organization's expectations. They lack the time for office politics or endless agenda meetings. They strive to turn in their best work to maintain the relationship. While staff members' performance may have peaks and valleys, e-lancers know the contract is always subject to renewal. Further, e-lancers are always motivated to perform an excellent job fast.

Among the biggest hassles of employing new staff is the need for investing in training before they can contribute to the company's bottom-line. Normally, when an organization hires a full-time employee, it extensively trains the employee, which takes a lot of the time and money and the organisation is essentially 'handcuffed' to them. By hiring an e-lancer, organisations have greater flexibility in managing resources compared to that of managing full-time employees. If a full-time employee chooses to leave, the organization is put in a difficult situation that jeopardises the resources expended in training him.

Most organizations nowadays turn to e-lancers to source talent from the global market. Moreover, good e-lancers accumulate lots of experience from working with a variety of different businesses from diverse locations. Each client or job adds more experience to their craft, thereby honing their skills. Organizations can depend on e-lancers to help it improve their product offerings. E-lancing could actually act as a cure for skilled unemployment in the industries or organizations.

It is rare for entrepreneurial e-lancers to fire themselves. The majority of successful and talented e-lancers enjoy their professional life and work, always improving their skills. This growing sector exists because it is valuable to clients and participants alike. What is often forgotten is the extent of the value that can be gained by the e-lancers. These are freedom from commuting to work, flexible work times and no pressure to work full-time.

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# OVERCOMING MENTAL HEALTH ISSUES AMONG MILLENNIAL EMPLOYEES

INTAN FARHANA DZUL NAZRI

**A survey conducted by the Health Ministry in 2017 revealed that about a third of younger adults in the age group of 16–24 had mental-health problems. According to the National Health and Morbidity Survey (2015), the prevalence of mental-health problems among young Malaysian adults in 2015 was almost three times higher at roughly 30 percent as compared to 10.7 percent in 1996.**



The World Health Organization (WHO) defines mental health as a state of well-being in which an individual realizes his or her potential, copes with normal daily stress, works productively, and contributes to society. Therefore, workers need to achieve a good state of mental health to be able to perform at their best. WHO also reveals a higher prevalence of mental-health problems among adults from low-income households. By occupation, the preponderance is lowest among government and semi-government employees.

There are more than 200 classified forms of mental illness, but the most common are anxiety and depression. To begin with, let us dispel the misconception that depression is merely “feeling sad.” Depression is a recognized and recursive disease as misunderstood as it is debilitating. While it can be treated, there is not yet a cure. Stress is considered to be normal in the workplace. However, excessive and unmanageable stress damages employees’ health as it affects their mental and physical well-being, which can lead to a mental-health problem such as anxiety and depressive disorders.

The Sunday Star newspaper on 2 April 2018 reported in an article titled “Depression taking root in the workforce”, that Malaysia is also dealing with workplace-related depression. WHO’s findings show that depression will soon overtake cardiovascular diseases when determining the Disability-Adjusted Life Year (DALY) of individuals in the country’s workforce. Furthermore, experts have warned that mental illnesses will become the second most significant health problem affecting Malaysians after heart diseases by 2020.

Neglecting mental health and psychosocial factors not only damages individuals but also directly affects an organization’s productivity, efficiency, and output. Most commonly, depression results in “absenteeism”, which means that individuals skip work completely. However, there is another class of symptoms that is a little less obvious, which is “presenteeism”. This is a condition where the individual shows up for work but does not work at full capacity due to underlying mood issues.

There are many contributing factors at the workplace that can lead to stress and depression. Among them are poor work organization, excessive workload, conflicting roles, job insecurity, interpersonal conflict, physical and psychological abuse, sexual harassment, lack of support from higher management, and ineffective communication. There are also employers and managers who contribute to workplace stress by denying employees the work-life balance which is vital to maintaining positive mental health.



The changing nature of work in today's world is contributing to psychosocial risks at the workplace as workers face greater pressure to meet work demands, increased competition, and higher expectations. More extended working hours and work-home interface are becoming more common as instant communications dictate the pace of work. Global competition and increasing labor-market flexibility have resulted in more precarious and insecure jobs, which is also contributing to a stressful work environment.

The workforce has shifted massively to the gig economy, and employees seem to be more disposable and replaceable than ever. Entering the workforce as a millennial is especially daunting because there is so much bias against our generation. We feel like we need to prove ourselves now more than ever, adding on to the tremendous anxiety we already feel. We must perform as flawlessly as possible, and on top of that, we are not allowed to appear weak or sad. There is so much stigma around mental illness that it feels like it is a valid excuse to not be able to work.

It is vital for organizations to implement plans to prevent or reduce stress, create a healthy psychosocial work environment and develop organizational functions and culture that can reduce workplace stress. Employers can help by creating a culture at work that is accepting of these health problems, not barraging people with emails after office-hours and learning to recognize signs of depression or anxiety in employees. This will help to improve their mental health as well as the company's bottom-line. Some companies even offer free meditation and yoga classes. The consumer-goods company, Unilever, for example, includes training for senior employees to recognize potential problems and employee workshops on sleep, mindfulness, and exercise.

Employers should design absentee policies that support seeking treatment. All too often, workplace policies about absenteeism are very unhelpful to those with chronic health conditions. For example, when a workplace only allows five sick-days per year, it can be a real struggle for someone whose illness requires weekly or monthly appointments, and even occasional hospitalization. Paid time-off quickly dries up and leaves workers with the choice of going without pay to seek treatment. Many suffer, and that leads to the issue of presenteeism mentioned before. Instead of focusing on the need for employees to show up and be physically present, the focus should be on employees' well-being. This practice will lead to healthier and more productive employees. Supportive absentee policies might include increasing the number of paid sick-days per year, offering flexible working time, giving employees the option to take time off in increments rather than full days, and offering telecommuting as an option.

Organizations should also introduce an employee assistance programme that can provide both prevention and early intervention for employees affected by stress, emotional and mental health issues. The government could also introduce guidelines for promoting mental health at workplaces and encourage campaigns and education to help create awareness on the subject. Primary prevention includes taking care of ergonomics, work environment, and organizational development. This guideline is followed by secondary prevention measures that incorporate education and training for the workers. These are essential especially when employers and employees may not recognize symptoms of stress or psychosocial risks such as a mild form of depression like burnout and dysthymia.

Employers should undertake risk-management approaches such as conducting situational analysis, formulating an action plan to reduce risk, implementing screening for early detection, and having a flow chart for management and referral. With millennials looking beyond a good paycheck and conventional perks when deciding which job to take, more companies are transforming their workspaces into a more inviting environment so people enjoy their jobs more. There is also a conscious effort to provide healthier options at work to gain an edge over the competition. Perhaps, awards like Malaysia's Healthiest Workplace will be a beautiful feather in a company's cap to attract young talent in future.

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# SUSTAINING THE RELEVANCE OF FINANCIAL ACCOUNTING INFORMATION

BY NASUHA NORDIN

When it comes to accounting, most people can relate to debit-and-credit bookkeeping. Luca Pacioli, who is known as the father of accounting, published the first comprehensive textbook on double-entry bookkeeping back in 1494. The concept was described as a check-and-balance to ensure all business transactions are recorded properly. Each transaction will have the giving side (debit) and the receiving side (credit). Each individual transaction recorded as debit and credit simultaneously are then compiled and summarized into a trial balance. The trial balance serves as a basic mechanism to ensure the accuracy of double-entry bookkeeping.

ABC Sdn Bhd		
Trial Balance as at XX/XX/20XX		
	Debit	Credit
	RM	RM
Equity		500
Cash	500	
Inventory	50	
Sales		100
GP	50	
	600	600

Today, the same concept is still used globally for the same fundamental use. It is for business owners to have an overview of their business operations and to enable improvement on profitability and efficiency. However, there has been an evolution to the way bookkeeping is carried out.

During Luca Pacioli days, all bookkeeping records were hand-written in a physical ledger. Evidently, that has changed. Nowadays, we have all sorts of accounting software and hardware, apps on mobile phone, cloud accounting and many other innovations for bookkeeping. Furthermore, the way accounting information has been used has also evolved to suit the contemporary business ecosystem.

These days, financial accounting information needs to be complete, accurate, and timely. It also has to appeal to different stakeholders, such as the Inland Revenue, financial institutions, top management team, and minority shareholders. Different stakeholders would want to see different information and the bookkeeper also would want to show different information for different stakeholders. For instance, the Inland Revenue would want information on taxable income obtainable from tax accounting, while top management will want to know about operational efficiency that can be gleaned from management accounting. Hence, chief financial officers (CFOs) or accountants in general need to be prepared to not only provide information, but also respond to differing stakeholders needs for information swiftly.

Innovation is key to a sustainable financial-accounting information ecosystem. The ACCA in the AB magazine, Malaysian edition issue of June 2018, proposed five ways businesses or specifically CFOs can ensure innovation embracement among financial accounting stakeholders. The proposal highlights

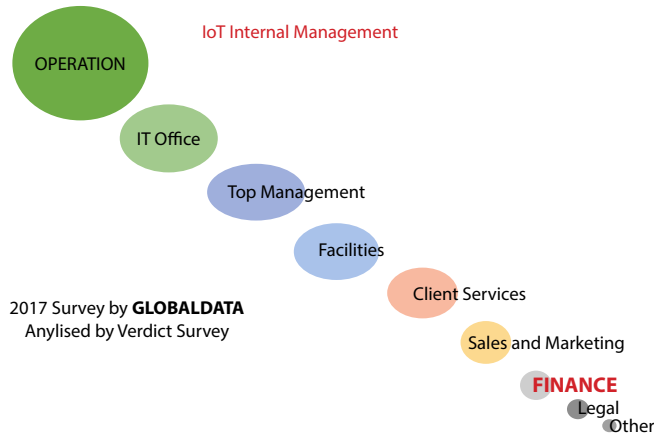
the importance of a balanced portfolio of innovations, holistic commitment from leaders, clear vision of value addition and hyper-awareness of innovation. The latter will include awareness of how the double-entry bookkeeping concept is similar to or different from blockchain technology.

Five ways to embrace innovation within business's financial accounting ecosystem (ACCA, 2018):

1. Develop a balanced and aligned portfolio of innovation initiatives
2. Deploy nimble funding processes that support innovation
3. Focus on an innovation portfolio that creates value
4. Demonstrate leadership by transforming the finance function
5. Be hyper-aware and ask strategic questions

Both concepts originate from a mathematical formulation that ensures accuracy of records. If the implementation of blockchain has a value-adding element to the organization, then it is the responsibility of the CFO or accountants to obtain top management commitment and support for a transformation of work culture and orientation, and funding for its implementation. Innovation in the financial-accounting information ecosystem is vital to ensuring that the organization remains relevant in today's complex and fast-paced economy.

According to a study conducted by Verdict Emerge, the finance department of an organization is third-last user of IoT. Just below the sales marketing function and before the legal function, financial accounting is vital for an organization to make effective, timely and impactful decision that will ensure business sustainability. Among the recent innovative technologies that the financial-accounting ecosystem can adopt are variations to the blockchain, initial coin offering (ICO), and robo-advisor.



Blockchain is mainly used for cryptocurrency activities. However recently Santander (UK) launched the blockchain-powered foreign-exchange platform that replaces the SWIFT Network. This platform is currently active in four countries – Spain, UK, Brazil, and Poland. This indicates that blockchain technology can be adapted for various purposes.

1. BLOCKCHAIN is a distributed ledger technology (DLT) and smart contract concept. It is mainly used for cryptocurrency management. However, various industries has started using the blockchain concept such as Everledger - a diamond ownership record and changes of ownership - and global banks have started proof of concept for foreign currency transactions using blockchain instead of using the Swift network. - ACCA AB Magazine May 2018
2. ROBO-ADVISERS – utilising a combination of online, algorithmic advice missed in the human intervention, they often provide a super-friendly interface that helps the institution to tailor the investment advice and the type of financial products that will be sold to a person – Simon Hawkins, counsel in the Hong Kong office of law firm Latham and Watkins 2018
3. ICO (Initial Coin Offerings) – crowdfunding through cryptocurrency. ICO is usually raised by tech entrepreneurs. The first ICO was in 2013 and the fastest crowdfund raising was in 60 seconds by a Swiss-based company,

The robo-advisor technology is mainly used by the banking sector to automate basic financial advice. The technology is based on three elements which are online system, algorithmic advice, and super-friendly interface. Despite the fact it has not been used in other sectors, the robo-advisor is another potential innovative technology that can be adapted for other functions.

Within the financial-accounting information ecosystem, blockchain and robo-advisor technologies are extremely relevant and value adding. For instance, the conventional financial accounting record is susceptible to either human error or system error. Human error arises from manual recording of business transactions. System error may arise from automated entry that can only be discovered when a full IT audit is performed or by a manual tracing of error. Detection of both errors is very time-consuming. Hence, possible innovations to minimize both human and system errors for financial-accounting bookkeeping include the innovative use of blockchain and robo-advisor.

On one hand, blockchain technology can provide checks to ensure the accuracy of record. Furthermore, in case of an error occurring, blockchain provides ease of tracing of the source of that error. On the other hand, robo-advisor technology can provide the algorithmic advice on transaction entry, automate the entry from various locations via its online system, and provide super-friendly interface.

In a nutshell, in the financial-accounting ecosystem key stakeholders include board of directors, top management, CFO, accountant, and finance and accounting executive. These stakeholders need to strike the right balance between technological and non-technological innovation. This is important as CFOs and accountants may have the fear of becoming irrelevant or obsolete. Hence, it is very important to make stakeholders aware that technology innovation is not to replace but rather complement and enhance the professional judgment of CFOs and accountants for a sustainable business.

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# ETHICS FOR ONLINE BUSINESS

WAN MOHD HIRWANI WAN HUSSAIN

"In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And, if they don't have the first, the other two will kill you."

Warren Buffet

Business ethics is extremely important to customers. When ten important business practices were compared, business ethics was ranked highest in the United Kingdom, United States and Asia. Making a deliberate effort to gain an attractive reputation in an ethics-driven online business is noble, but this requires commitment. Most of the online businesses are only interested in maximizing profits, growth and expansion. According to adept entrepreneurs and academic experts in business management, it is possible for an online business to be successful and ethical at the same time. It is also important to create an ideal environment whereby ethical decision-making as well as principled reasoning are held in high regard. This article will explain why ethics for online business is crucial for business sustainability.

## Ethics is important for an online business

It is mandatory to comply with applicable national, local and international laws that govern business operations. Non-compliance to one or more of these laws can have significant financial implications. Therefore, the development and implementation of strong ethical principles can substantially reduce chances of a business being forced to pay hefty fines and penalties as a result of engaging in wrongful, illegal, fraudulent and discriminatory activities.

A company that develops and implements excellent ethical practices experiences improved reputation as well as brand image. This is because such a company has a better capacity to provide clients with satisfactory experiences in the form of products and or services. This encourages them to freely advertise the company. The internet revolution has created opportunities for entrepreneurs to interact with existing and prospective clients from many countries across the world.



It is important to have ethical business practices. This is because of the diversity of clients who come with different beliefs, values, and expectations. A company that is renowned for having ethical values is revered by both potential and existing customers. It is also respected by people who may not even know what the company does.

Even though laws supersede ethics, the latter plays a very significant role in safeguarding the overall interests of society at large. When companies engage in business malpractices, the law often acts as a spectator with no willingness and ability to save society from environmental damage, corruption and other evil deeds.

Employees generally have great respect for a company that has sound ethical principles. Ethics works like a common thread which unites owners of the company who are the ultimate decision-makers, management and employees to a common ground. The unity helps in aligning behaviours and interests within a company in the desired direction, thus leading to the





attainment of common goals, vision and mission.

The ultimate destiny of an online business is the total sum of all decisions made by the owners, management and employees. The decisions are usually driven by ethics and values. Ethics makes the decision-making process easy because the company follows guidelines that have already been laid down.

## Ethical Practices in Online Business

As ethics is important to an online business, here are some ethical practices that online business owners can implement:

**First**, it is important to exercise truthfulness and honesty in all business transactions. It should be noted that the customer considers trust as a vital element in maintaining business sustainability. Providing the right information is also crucial to prevent misleading interpretation that may lead to misrepresentation, selective omission and overstatement that may affect the business.

**Second**, an online entrepreneur must maintain personal integrity even though it may become a competitive disadvantage. Integrity is one of the fundamental values that are used by employers when they want to hire new employees. Integrity is not mandatory as legal requirements are. However, it is the right thing to do. For example, Enron Company and Bernie Madoff Ponzi Scheme have shown that the corporates collapse due to unethical behaviour and lack of integrity.

**Third**, to succeed in an online business, the elements of trust, loyalty, and fidelity are imperative in maintaining a good relationship with customers. For example, product description must be the same with what will be delivered to the customer. As business owners, the ability to make independent judgements is important to avoid conflict of interest as well as undue influence.

**Fourth**, an online entrepreneur who wishes to grow and expand his business exponentially, must build and protect the business image. Building a good reputation is a complicated process but is an effective element in business practice amid fierce competition. Some companies use their reputation as brand image to market their products and increase sales. By establishing a good reputation they will also improve recognition among customers and admiration from competitors.

**Fifth**, accountability plays an important role in sustaining a business. It can develop a good moral standard for organizations. However, the connection between the ethics, accountability and business sustainability is complex. Good behaviour and decision-making are clearly essential to establishing good accountability, which for an organization means a good brand image that will contribute to business sustainability.

In conclusion, ethics is important for an online business because it will help a company to avoid fines, penalties and lawsuits, encourage customers to remain loyal, decrease vulnerability, encourage employees to be committed, enhance reputation and brand image, make the company more credible and also help in safeguarding the interests of society.

Additionally, ethics creates unity among the owners, managers and employees of a company. It facilitates the process of decision-making and enables a company to achieve profitability, growth and expansion in the long run.

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# CREATIVE ACCOUNTING: INSTRUMENT OF CREATIVE DEVIANCE?

BY FATIHAH IZZATI

Investopedia defines creative accounting as accounting practices that follow required laws and regulations but are manipulated to exploit loopholes in those accounting standards. Such manipulations are designed to deceptively portray a better image of the company. Although creative accounting practices are legitimate, the gaps they exploit are often plugged to prevent such practices.

According to Hussey and Ong (1996), creative accounting first became dominant in the 1980s. Due to ambiguities in accounting regulations, companies could produce accounts which made their financial performance look impressive. Creative accounting refers to techniques of posting accounts relating to depreciation, stock valuation, capitalizing interest, and brand accounting. Accounting standards such as the Financial Reporting Standards seek to prevent major abuses from occurring.

Littrell (1980) stated the issue of creative accounting as one of cost allocations between product lines and transfer prices between subsidiaries. These practices later became a matter of public record. Mati, Vladu and Cuzdriorean (2012) described creative disclosure as a feature of creative accounting which is also known as impression management in literature. It could be found in corporate annual reports under forms of distortion of narratives on numerical and graphical charts. Creative presentation must be regarded as a complex tool that includes motives for engaging in manipulative presentation of information.

The key benefit of audited financial statements is that they permit investors to compare the financial performance of competing companies. Nevertheless, when firms indulge in creative accounting, they often alter the value of the information that their financial department keeps. Creative accounting can be used to manage earnings or to keep debt off the balance sheet, for instance. Pressure to meet short-term expectations or year-end financial targets may be a cause of creative accounting by company top-level executives.

Therefore, the central issue here is: is this allowable? What motivates people to involve in manipulating accounting figures in order to help a company to produce and show desired results? With creative accounting one would want to question whether a company has good corporate governance in preparing a company's financial reports that offer a "true and fair view" of the financial transactions that have taken place. Obviously, the element of ethical responsibility would be the key element that any company will need to discharge.

At worst, creative accounting is an act of creative deviance which offers a formidable challenge to the accounting profession such that the practice can have both a good as well as a bad impact. Tackling accounts creatively to reflect a prosperous growth for the company is permissible as long as it conforms to the governing



laws and regulations. As prominent cases of accounting scandals show only a few directors were found guilty and jailed for long periods. Therefore it is recommended that in order to reduce the potential damaging impact of creative accounting tougher enforcement of the rules and regulations and instilling good ethical values throughout the whole company should be implemented.



## CREATIVE ACCOUNTING



The art of being **innovative** and **aggressive** when characterizing assets, income and liabilities. First impression – negative act, fraud, cheating and manipulation

Methods used:



- Misrepresent revenues
- Inadequate disclosure
- Massaging expenses
- Concealing bad news
- Misstating assets

How to curb?



- Hire internal auditor
- To run unique accounting systems
- Finance staffs (accountants, bookkeeper, clerks) to attend ethics & anti-grafting courses
- Control factors that could lead to creative accounting risk – risk management
- Attend to checklist
- Marketing campaign/ communication plan promoting ethics



Cases...

COMPANY	SCANDAL	VALUE
Olympus (2011)	<ul style="list-style-type: none"> <li>• Concealment of investment losses</li> <li>• Money laundering</li> </ul>	\$4.9 billion
Toshiba (2015)	<ul style="list-style-type: none"> <li>• Profits inflated for 7 years</li> <li>• Overstated earnings</li> </ul>	\$1.2 billion
Tesco (2017)	<ul style="list-style-type: none"> <li>• Overstatement of expected earnings</li> </ul>	\$250 mil
American International Group, AIG (2005)	<ul style="list-style-type: none"> <li>• Accounting fraud</li> <li>• Bid-rigging</li> <li>• Stock price manipulation</li> </ul>	\$3.9 billion
Wells Fargo & Co. Bank (2011-2015)	<ul style="list-style-type: none"> <li>• Created 2 million fake accounts &amp; 500K unauthorized credit card applications in attempt to fulfill unrealistic sales quota</li> </ul>	\$2.6 mil
Satyam Computer Services Ltd (2009)	<ul style="list-style-type: none"> <li>• Inflate revenue</li> </ul>	\$1.5 billion

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# EMPOWERING PUBLIC-SECTOR AGENCIES ON OPEN DATA MANAGEMENT

BY NIK MOHD NISHAMUDDIN BIN NIK RAHIMI

Open data is increasingly becoming a popular initiative for governments around the world due to its potential to create public and commercial benefits for the economy, society, and government. According to the McKinsey Global Institute (2013), seven sectors alone (namely, consumer finance, health care, oil and gas, electricity, consumer products, transportation and education) could generate more than 3 trillion USD a year in additional value as a result of open data. Collaboration in managing open data will increase government efficiency, transparency and accountability. These benefits will ultimately enable the public sector to enhance the trust of the public.

In this borderless age, it has become more important for various government bodies in Malaysia to come together to communicate and collaborate in line with the National Blue Ocean Strategy (NBOS). The NBOS serves as a platform to implement the projects under the 11th Malaysia Plan (11th MP) (2016-2020) and the National Transformation Programme (2010-2020). The 11th MP clearly articulates the country's intention to use data-driven governance to improve citizen-centered service delivery, increase responsiveness, and strengthen accountability through greater transparency. For this reason, the Malaysian Administrative Modernisation And Management Planning Unit (MAMPU), developed The Public Sector Open Data Portal, or data.gov.my, in 2014. The portal serves as an online one-service-centre to access and download the open government data.

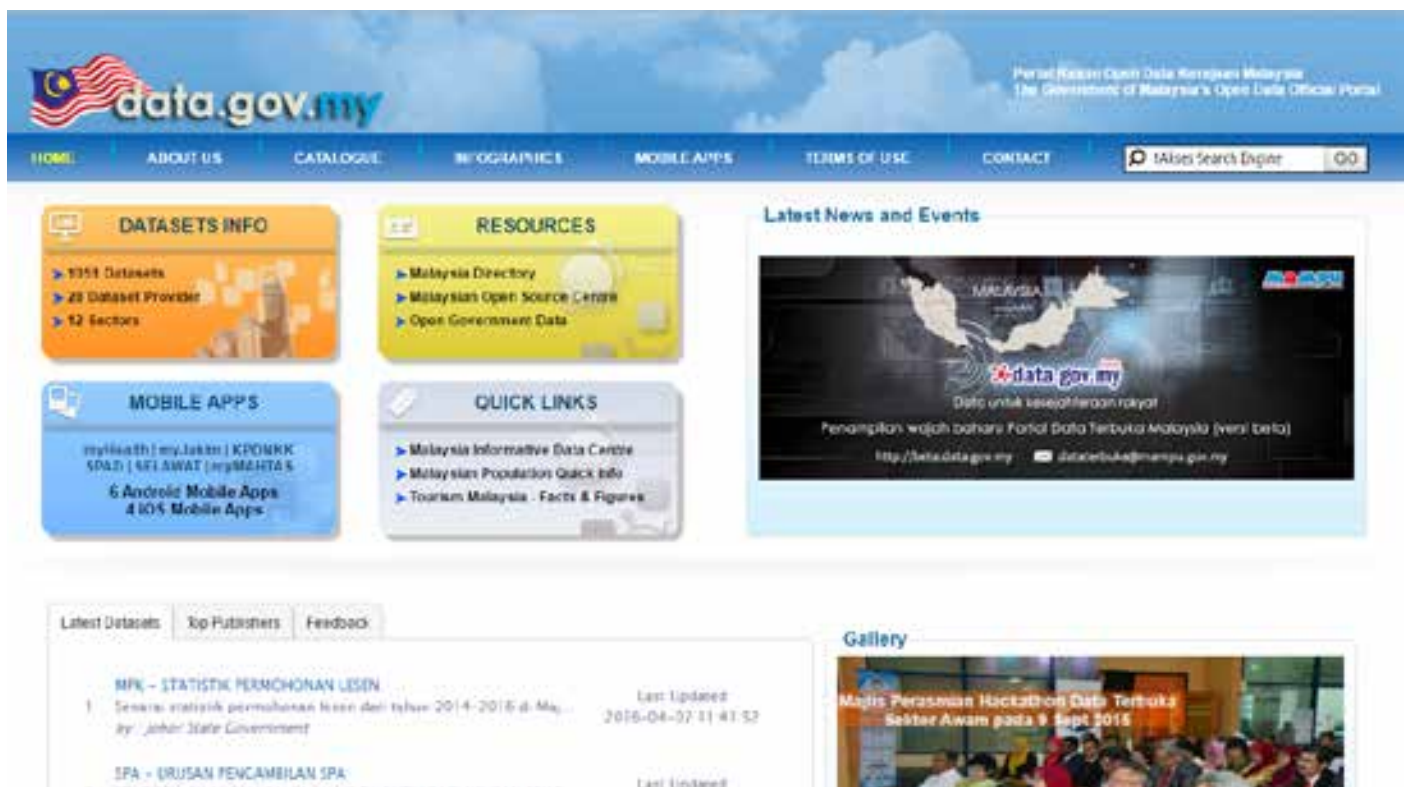


Figure: Open Data portal of MAMPU in 2014



However, Malaysia ranked a dismal 87 in the Open Knowledge Foundation's 2016 Global Open Data Index. This is because only 10% of its data is open. One of the factors that contribute to this opacity is the lack of collaboration and support in managing open data across government agencies. Additionally, the root of the problem lies in the lack of an open-data policy. For instance, in other countries LiDAR data are freely made available to the public. In Malaysia, however, even the application for capture of aerial survey data can be highly onerous. And what is more even the sharing of LiDAR data is discouraged.

Besides, there is no single legal framework in Malaysia that determines whether data can be opened or not. That makes the legal environment for data management a source of uncertainty. This situation leads agencies to have their own specific regulations on publishing and protecting information. In other words, data exchanges are decided on a case-by-case basis, with senior managerial approval necessary for most decisions. In some cases, minor fees are charged for data sharing which acts as a further barrier. Data owners are also not confident and reluctant to release data for fear that it might be manipulated, misunderstood and misused, thus making the collaboration process of data management difficult.

There is also lack of understanding and awareness among agencies. They are unclear about both the demand for their data, and the potential value that it might create for other stakeholders. Furthermore, some of the appointed focal persons representing their agencies lack data skills to manage and publish the data. This situation creates a fragmented environment for data management that lacks clarity for both government and the public on how data can be requested, shared and used.

As a way forward, clarifying and strengthening the legal framework are the first steps that need to be taken to build confidence and trust in the value and usage of open data in the country. To do so, a directive should be issued to public agencies allowing them to publish data and be transparent. Such a directive should provide guidance on appropriate data release, licensing of government data and reducing the need for case-by-case decision-making on data sharing. These efforts will ultimately increase government efficiency and create better visibility for interested data users.

While general high-level support and a national programme do exist, there is a lack of visible and passionate advocates among data owners and users of open data. In order to increase open data buy-in among data-owning agencies, MAMPU, as a leading government agency, could focus on making the case for open data as a tool for the achievement of specific socio-economic outcomes by individual agencies. Heightened awareness on how open data can create value for various stakeholders should be pursued. Such awareness will create buy-in and ownership among data-owning agencies. It will also help the government to identify potential people with enthusiasm for open data.

An interactive and collaborative engagement between government-data owners and other private sector, civil society, and academic data users will provide important benefits to all parties. By proactively looking for such engagements to happen data owners can help users to better understand the data and improve the quality of how the data gets used. Moreover, this also provides an opportunity for data users to provide feedback and input to data owners on how data can be made even more useful and targeted.

As a conclusion, collaboration in managing open data among different agencies is an uphill task. Thus, the need for a high-level national leadership to achieve consensus across government agencies on the scope of regulatory and policy changes that need to be made to implement open data is imperative. Data owners will be more likely to support the open-data agenda if existing legal and policy uncertainties are addressed, and clear guidance on data sharing and publication is made available across government agencies.

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# PENGURUSAN PROSES CIPTA- SAMA PACU INTERAKSI PERKHIDMATAN BERKESAN

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Dominasi sektor perkhidmatan dalam aktiviti ekonomi dunia yang semakin meningkat pada hari ini dapat dijadikan petunjuk bahawa interaksi dalam kalangan ahli masyarakat dengan organisasi penyedia perkhidmatan kini kian intensif. Interaksi dalam perkhidmatan inilah yang akan memberikan pengalaman, sama ada positif atau negatif, kepada pihak penerima mahupun pihak penyedia perkhidmatan. Semakin intensif interaksi antara penyedia dan penerima perkhidmatan, maka semakin tinggilah kemungkinan warga masyarakat mendapat impak daripada interaksi tersebut. Hal ini bermakna setiap proses interaksi perkhidmatan akan memberi kesan sama ada positif atau negatif kepada kualiti hidup individu dan masyarakat. Kesan dari interaksi ini berupaya mempengaruhi pandangan hidup, cara, gelagat dan perasaan yang dirasakan oleh individu dalam masyarakat dalam menjalani kehidupan seharian mereka, serta mempengaruhi keputusan yang mereka buat sehari-hari. Pengalaman perkhidmatan yang positif dalam interaksi perkhidmatan boleh memberikan pengalaman yang menyeronokkan serta bersatru nilai dan penuh pembelajaran kepada kedua-dua pihak penyedia dan penerima perkhidmatan. Pengalaman yang baik sebegini menyumbang kepada kesejahteraan warga dalam organisasi, kelestarian organisasi itu sendiri serta kesempurnaan kehidupan dalam masyarakat.

Sebaliknya, pengalaman negatif yang dialami sewaktu proses perkhidmatan berlangsung boleh mengundang pelbagai masalah kepada penyedia perkhidmatan dan penerima perkhidmatan berkenaan. Kesan negatif secara langsung daripada interaksi sebegini boleh mengakibatkan stres dalam kalangan mereka yang terlibat, yang secara kumulatifnya boleh memberi kesan negatif kepada organisasi itu sendiri dan kesejahteraan masyarakat secara keseluruhannya. Warga organisasi pula sering dipersalahkan apabila perkhidmatan



dinilai oleh penerima perkhidmatan sebagai berkualiti rendah, hambar dan tidak mencapai objektif yang dihasratkan oleh kedua-dua belah pihak. Malahan, dalam suasana negatif ini, nilai-nilai murni semakin terpinggir dan merosot, dan pembelajaran yang diharapkan bertukar menjadi pengalaman pahit yang sukar untuk dilupakan.

Begitulah mustahaknya interaksi positif antara penyedia dan penerima perkhidmatan dalam kehidupan masyarakat kini yang hampir setiap masa terlibat dalam urusan perkhidmatan. Sebaliknya, pengalaman negatif dalam interaksi perkhidmatan boleh mengakibatkan gangguan emosi kepada pihak yang terlibat, justeru mempengaruhi kehidupan mereka malah membawa reputasi yang buruk kepada pihak organisasi itu sendiri. Oleh itu, amatlah penting perihal interaksi perkhidmatan ini diberi perhatian yang serius, terutamanya oleh pengamal industri dan pembuat dasar.

Mutakhir ini, para sarjana dalam bidang pengurusan perkhidmatan



menekankan pada pentingnya bagi penyedia perkhidmatan mengintegrasikan konsep cipta-sama dalam proses rekabentuk dan penyampaian perkhidmatan. Penghayatan konsep cipta-sama ini mampu menyokong pengurusan interaksi antara pihak penyedia dan penerima dengan berkesan, justeru membantu menghasilkan suatu pengalaman perkhidmatan yang menyeronokkan. Malahan, kelemahan organisasi dalam mengintegrasikan konsep cipta-sama dalam perkhidmatan secara strategik inilah yang membawa kepada kesan negatif dan berpotensi mengundang ketidaksejahteraan warga dalam masyarakat kita. Kelemahan ini sebenarnya disebabkan konsep cipta-sama ini masih belum benar-benar difahami oleh banyak pihak, terutamanya pihak pengurusan organisasi.

Dalam menghuraikan perihal cipta-sama dalam interaksi perkhidmatan, terlebih dahulu perlulah difahami bahawa terdapat beberapa ciri unik bagi perkhidmatan itu sendiri, yang perlu dihayati sepenuhnya oleh para penyedia dan penerima perkhidmatan. Ciri-ciri ini termasuk penglibatan aktif penerima dalam sesuatu proses perkhidmatan, yang mana penyediaan

dan penerimaannya berlaku serentak. Proses perkhidmatan inilah yang dikatakan suatu proses yang dicipta bersama antara penyedia dan penerima perkhidmatan, iaitu merujuk kepada suatu keadaan di mana kedua-dua pihak penyedia dan penerima perkhidmatan terlibat secara aktif dalam proses merekabentuk perkhidmatan. Interaksi aktif yang berlaku dalam sepanjang proses penyampaian perkhidmatan berkenaan hanya akan tamat apabila proses berkenaan disempurnakan sepenuhnya di antara kedua-dua belah pihak.

Pengalaman perkhidmatan yang dicipta secara bersama juga bermakna terdapat kepelbagaian dalam pakej pengalaman dalam sesuatu interaksi perkhidmatan, yang bergantung kepada ciri-ciri perkhidmatan itu sendiri, ciri-ciri pihak penyedia dan penerima serta matlamat akhir yang ingin dicapai oleh kedua-dua belah pihak yang berkenaan. Suatu pengalaman perkhidmatan sememangnya dialami secara bersama tetapi selalunya tidak dapat dibuktikan dengan jelas (tangible) dan ia akan luput begitu sahaja (perishable) sekiranya tidak dimanfaatkan sepenuhnya semasa interaksi berlaku. Malahan, pengukuran hasil keluaran (output) dan keberhasilan (outcome) perkhidmatan juga sukar untuk ditentukan secara jitu.

Penglibatan aktif pihak penyedia dan penerima perkhidmatan ini memerlukan komunikasi dan akses kepada maklumat yang berterusan, terbina berasaskan rasa yakin dan percaya di antara kedua belah pihak. Interaksi sebegini bukan sahaja berpotensi untuk meningkatkan kepuasan dan kesejahteraan kedua-dua pihak yang terlibat, malah membantu meningkatkan daya inovasi organisasi dalam perkhidmatan. Dengan kata lain, interaksi aktif ini juga mampu meningkatkan nilai perkhidmatan organisasi kepada pihak yang berkepentingan serta meningkatkan kelebihan daya saing organisasi tersebut. Pada masa yang sama, pengalaman pembelajaran yang berlaku sewaktu interaksi turut meningkatkan pembangunan sendiri penyedia perkhidmatan dan penerima perkhidmatan. Proses sebegini jelas menyumbang kepada pembangunan jati diri masyarakat secara tidak langsung.

Dalam mengintegrasikan cipta-sama dalam perkhidmatan, pihak pengurusan mestilah mengambil pendekatan strategik dan perlu mengurus pelaksanaannya dengan menggunakan kerangka fungsi pengurusan iaitu merancang, menyusun sumber, memimpin dan mengawalselia. Walaubagaimanapun, pelaksanaan pendekatan strategik ini mestilah dibuat berlandaskan prinsip kepercayaan agama serta undang-undang dan etika yang luhur.

Pertama, organisasi perlu membuat perancangan strategik untuk mencipta pengalaman perkhidmatan yang menyeronokkan serta bersarai nilai dan memberi pelajaran. Untuk tujuan ini, perkara pertama yang perlu dilakukan oleh organisasi adalah memastikan misi perniagaan sejajar dengan nilai-nilai tuntutan agama dan nilai-nilai murni dalam masyarakat. Pihak pengurusan juga mesti memahami keseluruhan proses perkhidmatan dan persekitaran perniagaan mereka bagi membolehkan mereka

merancang dan menyusun sumber-sumber yang diperlukan. Untuk tujuan ini, pihak pengurusan juga boleh memanfaatkan pendekatan pengurusan hijau yang menitikberatkan pengurusan sumber secara efektif. Dengan mengambil pendekatan strategik sebegini, pihak pengurusan dapat menentukan matlamat perkhidmatan organisasi secara menyeluruh, strategi organisasi serta peranan pengintegrasian cipta-sama dalam perkhidmatan demi mencapai matlamat organisasi dan kesejahteraan semua.

Kedua, pihak pengurusan organisasi perlu menyediakan sumber-sumber termasuk sumber manusia dan kewangan yang menyokong pengintegrasian cipta-sama dalam perkhidmatan, berdasarkan kepada perancangan strategik organisasi. Sumber yang diperlukan ini juga termasuklah keperluan membangunkan keupayaan pihak pengurusan dan warga kerja mereka untuk mengurus interaksi yang berkesan bersama pelanggan. Selain itu, latihan dan pembangunan tentang konsep cipta-sama mesti disediakan oleh pihak pengurusan untuk warga organisasi serta pelanggan mereka bagi memastikan kesemua pihak mempunyai pengetahuan dan kecekapan serta nilai diri yang diperlukan dalam proses cipta sama.

Pada peringkat operasi perkhidmatan pula, pihak pengurusan perlu merancang matlamat yang hendak dicapai melalui interaksi dua-hala ini bagi setiap jenis perkhidmatan yang diberikan. Pihak pengurusan perlu mengatur strategi yang sesuai bagi memastikan keterlibatan pelanggan dalam proses cipta-sama perkhidmatan yang disediakan. Dalam hal ini, pengurus perlu memahami kategori dan jenis perkhidmatan yang ditawarkan, serta kepelbagaian peranan pengguna perkhidmatan mereka. Pihak pengguna perkhidmatan pula perlu bersedia untuk terlibat dalam interaksi perkhidmatan, termasuklah memiliki maklumat dan pengetahuan yang lengkap serta menyeluruh khususnya berkenaan dengan perkhidmatan dan organisasi penyedia dalam menyokong keterlibatan mereka.

Selain kapasiti pengurusan yang merangkumi nilai kecekapan dan kecerdasan pihak pengurusan dan penerima perkhidmatan, nilai-nilai dalaman juga penting bagi menyokong proses penyampaian perkhidmatan yang berkesan. Nilai-nilai dalaman merujuk kepada prinsip-prinsip yang menjadi pegangan para penyedia dan penerima perkhidmatan yang mendorong keputusan dan tingkah laku dalam pekerjaan dan kehidupan seharian mereka. Nilai-nilai ini yang mendasari tingkahlaku semasa interaksi perkhidmatan berlaku mampu mempengaruhi pengalaman perkhidmatan ke arah aura yang positif ataupun negatif. Tambahan pula, pengalaman perkhidmatan secara langsung melibatkan penerima perkhidmatan, keupayaan dan kecerdasan penerima perkhidmatan yang memainkan peranan yang penting dalam situasi perkhidmatan. Apabila kapasiti pengurusan tidak mencukupi, sudah tentulah pelaksanaan perkhidmatan tidak dapat dilakukan dengan berkesan.

Ketiga, pihak organisasi perlu memimpin warga organisasi ke arah mencapai hasrat interaksi positif dan matlamat organisasi yang dirancang. Kepimpinan pihak pengurusan berperanan untuk memastikan matlamat yang hendak dicapai dapat difahami dengan jelas oleh setiap warga organisasi. Seterusnya, pihak pengurusan perlu mengenalpasti keperluan dalam tugas para warga organisasi serta keperluan yang dapat menyokong kehidupan mereka. Akhirnya, prestasi dan tingkahlaku warga organisasi boleh dikaitkan secara terus dengan pemberian

ganjaran serta pembangunan nilai murni bagi memastikan matlamat organisasi tercapai seiring dengan pembangunan diri warga dan masyarakat. Kepemimpinan ini juga melangkaui batas kemampuan organisasi dalam memotivasi keterlibatan pengguna yang berkesan.

Keempat, pihak pengurusan perlu menjalankan aktiviti pengawalseliaan dan pemantauan secara komprehensif terhadap proses interaksi perkhidmatan bagi memastikan halangan dan gangguan terhadap matlamat interaksi positif dapat dikenalpasti dan ditangani dengan sebaiknya. Selain itu, pengguna perkhidmatan juga perlu bermuhasabah berhubung dengan pengalaman mereka agar dapat mengenalpasti nilai-nilai murni serta pembelajaran yang berguna. Mereka juga harus memikirkan penambahbaikan yang diperlukan dalam interaksi perkhidmatan yang akan datang.

Tuntasnya, pengintegrasian cipta-sama dalam perkhidmatan dapat direalisasikan dengan menggunakan perspektif strategik dalam rekabentuk dan penyampaian perkhidmatan, serta memastikan kejayaan kesemua fungsian pengurusan, yakni dari peringkat perancangan sehinggalah ke peringkat pengawalseliaan. Tahap kapasiti dan kecerdasan pihak pengurusan dan pihak penerima perkhidmatan serta nilai-nilai murni yang tersemat, boleh menyumbang kepada penciptaan pengalaman perkhidmatan menyeronokkan serta bersat nilai. Pendekatan integrasi cipta-sama dalam pengurusan perkhidmatan juga berpotensi untuk menyokong keberdayaan dan kelestarian organisasi itu sendiri serta menyumbang ke arah kesejahteraan masyarakat umumnya.

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# WHY DO YOU NEED AN EXECUTIVE DEVELOPMENT PROGRAM (EDP)?

## **What is EDP?**

The Executive Development Program (EDP) is a short training programme designed to empower executives and managers with the necessary tools and techniques to build the skills and gain the knowledge they need to boost today's performance and sustain it into the future. EDP is a process of continuous learning and growth to bridge the gap between what the individual already knows and what the individual must learn to prepare for future managerial roles.

## **Why EDP is important?**

The EDP is gaining importance nowadays due to the rapid progress and changes in the digital technology that leads to cutthroat competition and complexity of the business organisations. Executives and managers require continuous learning to cope with the disruptive innovations and growth of new ways of doing business as well as the growing public and government interest in business activities. Executives and managers need to adopt a much broader outlook to discharge their new responsibilities. Hence, EDP provides the necessary tools to broaden the outlook of managers.

## **What are the benefits of EDP to the participants?**

EDP is positioned to help high-potential executives to refine their leadership skills and business perspectives by learning conceptual frameworks, techniques, and formulate their companies' strategy to compete effectively in today's rapidly changing global economy. EDP will provide the practical tools to assist participants in achieving improved business practices and reap tangible benefits in the companies' performances as the result.

In addition, EDP prepares successful functional-level executives for general management responsibilities as the programme is structured to improve current and future managerial performance. In short, EDP will assist companies in preparing executives and managers for better performance and helping them to realise their full potential.

## **Design of EDP@UKM-GSB**

The EDP at UKM-GSB is designed as a stand-alone 1- or 2-day course with themes covering project management, strategic marketing, strategic management, research, finance, accounting and educational tourism, conducted at UKM-GSB Corporate Campus in Kuala Lumpur.

Trained by an outstanding group of professors with extensive experience and expertise in various business areas, the programme prepares participants with the critical capabilities to succeed in an ever-changing global business environment. In each session, a university professor or a consultant will teach and facilitate participants in order to provide them with opportunities to be exposed to the latest concepts on the selected subject matters. The pedagogy of EDP is the lecture mode by employing the case studies with some interactive workshop activities.

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