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# HUMANOTORIAL

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**Integrity As  
The Leadership  
Tool**

**The Three Levels  
Of Relationship**

**The Needs of Ph.D  
Among Professionals**

**Performance Appraisal  
in the New Era**

Special interview with  
Dato' Seri Ismail Sabri Bin Yaakob  
Menteri Kemajuan Luar Bandar dan  
Wilayah





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# HAPPENINGS

## July

After fasting for the whole month, it has finally come to the celebration of Hari Raya Aidilfitri. We from Humanology Sdn Bhd are glad to be invited to various open houses from various organisations. A very special thanks to Perodua, Lembaga Hasil Dalam Negeri, Putra Business School, FAMA and Bank Negara for the special invitation.

In addition, we have also conducted some Qualitative Research Methods training for some Universities namely First City University College.

We have also conducted training in marketing for some vocational colleges' students and we really enjoyed our time with them at Kolej Vokasional Gerik.



## August

This month has been a very meaningful month for us at Humanology as one of our consultancy project, CommercialLator of IIC University of Technology, Cambodia has managed to sign a MoU with the top University in Malaysia, University of Malaya.

## September

In this month, we have assisted in collaboration with UTeM to provide level 4 and level 5 training for the lecturers from vocational colleges in Malaysia in the following areas, retail, banking, marketing and accounts.



# INTEGRITY AS THE LEADERSHIP TOOL

*Special Interview with Dato' Seri Ismail Sabri Bin Yaakob*

**D**ato' Seri Ismail Sabri Bin Yaakob graduated from the Faculty of Law, Universiti Malaya in 1980. His compassion towards people helps his career as the Minister of Rural and Regional Development, Malaysia.

Dato' Seri Ismail Sabri mentioned that integrity is very important for him because it is the foundation of leadership. In addition, it is the basic foundation that makes him a better person, a good worker and a good minister.

“We can succeed, and the success may come and go, but integrity is forever.” mentioned Dato' Seri Ismail Sabri.

The intellect says “integrity is doing the right thing when no one is watching”. In addition, Dato' Seri Ismail Sabri follows the teaching of prophet Muhammad. The prophet Muhammad says the sign of a hypocrite are three things:

- When he speaks, he lies.
- When he makes a promise, he breaks it and when he is charged with a trust, he deceived.

Dato' Seri Ismail Sabri is a strong believer of integrity. Hence, he makes sure that his leaders and workers in his ministry are working with integrity. In addition, he only leads people if they have trust in him. He strongly believes that when he loses people's trust, he will lose it all. Hence, integrity gives him the confidence and working with integrity makes him a better decision maker in his organisation.

## Key Contributions of Integrity

Dato' Seri Ismail Sabri feels that the quality of leadership is very important, and will definitely contribute to integrity. As a leader, he ensures the quality of leadership in the ministry is consistent. In the Ministry of Rural and Regional Development, there are 12 values and work culture that includes:



1. Smiles
2. Regards
3. Polite
4. Handsome
5. Spirit
6. Sensitive
7. Empathy
8. Work Immediately
9. Investigate
10. Perfect
11. Maintain
12. Good faith

In addition, integrity is also contributed through a good working environment. There is a good working environment at the Ministry of Rural and Regional Development (KKLW). All employees have strong cooperation with all employees under different



ministries. In addition, they have a smart partnership with all the ministries. To strengthen the administration, they conduct the National Blue Ocean Strategy (NBOS) program. Dato' Seri Ismail Sabri fully understands that effective leadership and positive organisational cultures enable the implementation of good governance system and to empower employee integrity.



**Uplift Integrity and Promote Integrity**

Several strategies were applied by the ministry to promote integrity. First, each year they would conduct three meetings of the Integrity and Governance Committee (JITU). This meeting is very important because during this meeting, they discuss client complaints and all integrity issues at the ministry level.

In addition, the ministry also gives full cooperation with Malaysia Anti-Corruption Commission (MACC) and from time to time they would conduct training and integrity workshops under the integrity unit. In the Ministry of Rural and Regional Development, they have a client charter and complaint management system to improve customer satisfaction and integrity in the ministry.

- Corporate Integrity Pledge (CIP) 2016
- Corruption Risk Management (CRM) workshop
- Corruption Free Pledge

The goals and objectives of all these programs are to reduce corruption. The minister is passionate towards

the progress of the ministry. He wants to increase efficiency in the public delivery at all agencies under the Ministry of Rural and Regional Development.

Lastly, the Ministry of Rural and Regional Development would continue to promote integrity through awareness campaigns and integrity workshops and integrity in house training programs. All these efforts would increase the efficiency and effectiveness of the ministry.

**Conclusion**

Integrity - It is all about the leader. The Ministry of Rural and Regional Development is very fortunate to have a responsible and high integrity leader who continuously promote and strive for the best in the ministry.



# THE THREE LEVELS OF RELATIONSHIP

By Dr. Vincent Leong



A major purpose of relationship is to meet your and your partner's needs in an expanded way. There are three levels of relationship, that is, three ways that people in a relationship meet their needs. These are selfish love (level one), conditional love (level two), and

unconditional love (level three).

## Level One: Selfish Love (My needs come first.)

This is the least mature level. At this level, one or both of the partners are focused on meeting their own needs first. When partners have this focus, the relationship is fragile. If you put your needs first, what happens to your partner? Eventually there will be an erosion of trust and togetherness, and there may even be a conflict or dispute about who gets personal needs met first. Do you ever find yourself with your partner in a situation where you are arguing about who is right, who goes first, who gets their way? All of us do sometimes—and when we do, we are playing at relationship level one.

Occasionally there may be some way that you can meet your needs together in the same way, but this cannot be sustained. Life doesn't work that way—there are always points of choice where if you put yourself first, the other person will suffer. Putting the other first is the essence of trust. When two partners fail to understand each other or put each other's needs first, then trust is being undermined by individual self-interest.

## Level Two: Conditional Love (I'll give you yours if you give me mine.)

We call level two “horse trading.” At this level, every gesture, every gift, every concession or compromise has strings attached. Nothing is given out of free will, only out of a wish for barter, fairness, or personal gain. We call a level two player by the shocking term “whore,” because what does a prostitute do? He or she gives “love” in exchange for money; without money, no “love” is given. In a relationship in which love is exchanged for favors, nothing is simple. Everything is a ploy, a calculation, an advance payment creating debt. It is difficult to accept love because we never know what the price might be. Everything is purchased. In order to avoid debt, both parties insist on creating fairness, that is, a model of even exchange.







However, plans of even exchange will never create the spontaneous self-expression that leads to a passionate relationship. Trust comes not only from following a prescribed plan but also from feeling that if you should suddenly find yourself in need, your partner will come and serve you. Trust comes from the belief that the relationship is always bigger than any individual exchange or temporary advantage or debt of one partner or the other. Again, all relationships devolve to the level once in a while where it seems that things are not equal or fair. When we are at level two, we fall into blaming, suspicion, cautious truces, and exchanges. We hesitate before giving while the other person is waiting for us, in need. When that happens, do not stay at that level: It is crucial to communicate, to make needs understood, and to give to each other.

### **Level Three: Unconditional Love (The other's needs come first.)**

This is the level where passion and emotional juice flow. Both partners put each other first. When a partner discovers the other's need, he or she serves that need

spontaneously in the best way possible, without calculating a payback. In fact, the partners are constantly studying each other in order to understand how to serve each other better. They become experts at knowing each other's needs. Both partners recognize that, at a deep level, they love each other unconditionally and that nothing is needed for the love to be expressed. At this level, it is easy to please each other and to share, because even if you don't experience the same needs as your partner, you can love what he or she loves. You don't have to worry about your needs remaining unmet because your partner habitually puts you first—all you have to do is give your partner a clue about what you need. At the level of passion, there is enough safety for you to serve each other not only by giving gifts but by penetrating each other emotionally. When there is a

foundation of trust, you can express yourselves in darker and naughtier ways to give your relationship a suspenseful edge. Of course, all relationships devolve occasionally. We all have panic moments when we think that we will not be loved or that we will fall short of expectations; in those moments, we will ask for "fair exchange" or will even focus on getting our individual needs met first. However, if the "center of gravity" of your relationship is at level three, you are enjoying one of the rare experiences of life.



# The Needs of Ph.D Among Professionals

By Dr. Vaibhav P. Birwatkar, Prof. Dr. Leow Chee Seng

## Introduction

Einstein once said that everything is relative, and that is certainly true when choosing the right reason to do a PhD. The PhD is a research degree which leads to method development or to testing the robustness of existing theories. Like any other university programs, PhD is a training process; you will be trained to be a researcher or an academic. You learn how to do literature review, how to find a research problem, how to figure out a research methodology and method, how to follow and implement that method, how to present your result and at the end how to write a thesis that covers all your arguments and demonstrates all your efforts during past four years of your life. Thus, if you are interested in these “how tos” and if you want to become a consultant or a trainer in the future, that would be the path to go through.

## Professional Consultation and Doctorate Degree

There are many types of consulting opportunities as you progress in your career and hone your expertise. The consultancy bent is common among PhDs, categorically in the humanities and social sciences. Like running a business, doing a PhD isn't the norm. This is especially true if your PhD and work experience is relevant to industries such as pharmaceutical, information technology, finance, and human resources. If you are interested in consulting right out of graduate school, then you are likely looking at management consulting firms, who value the ability to think critically over specific knowledge. These management consulting firms vary in their capabilities, creativity, quality, service and variety of clientele, and most importantly, many are actively recruiting PhDs in all disciplines because they acknowledge the analytical skills that are necessary to successfully complete a doctoral program.



If you are confident in your knowledge in a specific discipline and feel that you can convince businesses to invest in hiring you for your expertise, then you are probably on the road to starting your own consultancy. Working alone on a project for years at a time isn't the norm. Organizing and carrying out all aspects of that project, from brainstorming to research to final editing, isn't usual. And doing it without, in many cases, strong supervision, oversight, or financial success, is certainly out of the ordinary. The only driver in the whole journey is your self-motivation. Doctoral students are incredibly self-motivated and driven: to plan, research, write, present, teach, apply, report, submit, budget, edit, navigate administration, and manage their own time and their supervisors' expectations.

In today's fast-paced business environment, conventional problem solving approaches rarely get you anywhere. You require a creative and out-of-the-box thinking with different viewpoints and perspectives. A doctorate comes with qualities like fierce independence, high level organization and strong problem-solving skills, intellectual curiosity and a drive to achieve results. A management consultant with an advanced degree like PhD will enrich organizations with his / her own fresh and distinct approach, providing clients with thoughtful viewpoints of the highest caliber and solutions tailored to their unique needs and operating environments. Interestingly, organizations have realized this potential of PhDs, and a number of these provide attractive opportunities in consulting.

## Reasons to do Ph.D

Let's accept it, doing a PhD can be intellectually challenging, physically tiring and emotionally draining.



So, why should anyone do a PhD? And is it worth the effort?

### Join the knowledge economy

To begin with, PhDs are an essential part of the knowledge economy. Completing a PhD is all about creating fresh knowledge, discovering new things and developing new skills.

It is a degree meant for those who seek greater depth of knowledge in a specific area. With a PhD, ‘one can make a difference’, says Professor Paul KH Tam, Pro Vice Chancellor and Vice President (Research), University of Hong Kong. “A PhD is about pursuing knowledge for the passion of acquiring knowledge. If one is fortunate, one’s discovery / invention may even change society,” he adds.

Although academia is considered to be the most obvious path for any PhD holder, the degree also paves way to a career in industries centred on research and innovation.

“In developing countries, where there is a gap in higher-education sector, but where government as well as society realize and pursue a policy to develop knowledge-based economy, there is an across the board need for increased PhDs both in academia and in industry,” says Professor Tam.

**Knowledge**  
**Empowers**  
**You**

### Developing your Skills and Networking

A lot of researcher could not foresee the intrinsic

values when completing a PhD – The networking. When doing a research in the area you would like to venture into, you actually link yourselves in to the professional world in your arena. You will know other professionals that are studying in the same university but in different field. Some candidates take it as an opportunity to develop their people skills and networking.

Researcher should fully utilize the opportunity to learn and build up their database and networking during data collection. Most company applies close door or keep the organisation as the “secret” to avoid competitors.

As a researcher, companies are less susceptible and they would be willing to share the real information with you. As the result, you would be able to build up the network with the organisation. The network you have built might be useful in the near future.

### Diverse range of research roles

Professor Tam mentioned that PhDs are required for the discovery of new drugs to satisfy the health needs of an ageing population, to continue making communication technology (iPhone, iPad) as one of the major driving forces of economic activities in modern society and to develop the understanding of humanities as society faces the challenges of coping with the side-effects of science and technology.

Areas with high demand for very specialized and high level research skills demand PhDs. In the current economy, these areas may be biotechnology, information systems and medical and environmental engineering.

“That said, a PhD in liberal arts discipline is likely to be a passport to employment in any number of areas from media to political advising to independent research work,” says Dr. Emmaline Bexley, Melbourne Graduate School of Education, University of Melbourne, Australia.

Sectors such as manufacturing, scientific research and development, health and social work and business activities all welcome PhD holders.

### Transferable skills

Besides this, a PhD degree helps you develop valuable transferrable skills, which are held dear by the employers. The very nature of the degree teaches candidates to be team players, problem solvers, have great presentation and communication skills apart from having an analytical mind and perseverance.

“Employers value the transferrable skills which PhD candidates bring to the table and they take on PhD holders from a variety of disciplines. The process of doing a PhD is often recognized as a training in creativity, critical inquiry, negotiation skills, professionalism and confidence,” says Dr. Nathalie Mather-L’Huillier, Postgraduate Recruitment and Admissions Manager (Research), University of Edinburgh.

Dr. Harry Kelly, Chemistry Operations Manager, GlaxoSmithKline, says that many view a PhD as an excellent means to acquire theoretical as well as practical skills. He says, “Together with high levels of innovation, creativity and ability to solve complex problems...PhD...enhances transferable skills such as communication skills and the ability to work in a team, both of which are critical to the achievement of our drug discovery programmes.”



### Gain some ‘gravitas’

Doing a PhD is not as much about ‘patience or persistence’ as much it is about ‘quality and preparation’ according to Professor Richard Anthony Strugnell, Pro Vice Chancellor (Graduate Research), The University of Melbourne.

That is why those who earn the degree are held in high esteem. It wouldn’t be wrong to say that a PhD degree gives gravitas to one’s social standing. “In society, a PhD in any field still stands for something,” says Professor Thomas Vogel, Pro Rector for Doctoral Studies, ETH Zurich.

However, it is also a degree to be pursued by only those who are truly driven to do something original, create a new knowledge base and be prepared to discover the unknown. “One of the hardest things to do in the world in educational terms is the PhD, but the rewards are amazing. The self-fulfilment and satisfaction you achieve from it pushes you to go through all the hard work and toil,” says Prof Andrew George, Head of Graduate School, Imperial College London. But he also adds, “You should only do a PhD if you are really interested in it, not if you can’t think of doing anything better.” Point taken!

### Learning Curve in Ph.D Process

How to read and critique research papers. As a graduate student (and a Professor) you have to read thousands of research papers, extract their main ideas, critique the methods and presentation, and synthesize their contributions with your own research. As a result you are exposed to a wide range of research topics, approaches for solving problems, sophisticated algorithms, and system designs. This is not just about gaining the knowledge in those papers (which is pretty important), but also about becoming conversant in the scientific literature.

How to write papers and give talks. Being fluent in technical communications is a really important skill for engineers. I’ve noticed a big gap between the professional consultants. I’ve worked with who have PhDs and those who don’t in this regard. PhD-trained folks tend to give clear, well-organized talks and know



how to write up their work and visualize the result of experiments. As a result they can be much more influential.

problems, and developing a taste for it is a key skill if you want to become a technical leader.

## Conclusion

Getting PhD is not easy. It needs passion and patience. Research cannot be objective and it is therefore important that a researcher clarifies his or her assumptions and objectives so as to facilitate the assessment of the work. A greater synthesis and critical ability and also a more detailed investigation of any practical illustrations are expected from doctoral candidates. The ability to do all this is a strong indicator that they would be successful later in life as consultants or trainers. You will set your own schedule (mostly) and do your project in your own way (also mostly).



How to run experiments and interpret the results: I can't overstate how important this is. We illustrate this example with a PhD in system computer engineering. A systems-oriented PhD requires that you run a zillion measurements and present the results in a way that is both bullet-proof to peer-review criticism (in order to publish) and visually compelling. Every aspect of your methodology will be critiqued (by your advisor, your co-authors, your paper reviewers) and you will quickly learn how to run the right experiments, and do it right.

How to figure out what problem to work on: This is probably the most important aspect of PhD training. Doing a PhD will force you to cast away from shore and explore the boundary of human knowledge. At least 80 percent of making a scientific contribution is figuring out what problem to tackle: a problem that is at once interesting, open, and going to have impact if you solve it. There are lots of open problems that the research community is not interested in. There are many interesting problems that have been solved over and over and over. There's a real trick to picking good

It's worth having a PhD, especially if you want to work on the hardest and most interesting problems. This is true whether you want a career in academia, a research lab, or a more traditional engineering role. But as my PhD supervisor was fond of saying, "doing a PhD costs you a house."



# Performance Appraisal in the New Era

By Cindy Angelina Wijaya

## Introduction

Michelle Obama once said “If my future were determined just by my performance on a standardized test, I wouldn’t be here. I guarantee you that.” Performance appraisal in the 21st century does not only measure performance, but the measurement also includes efforts. Any companies of any size, multinational or domestic, will usually have a session of performance appraisal annually, half-yearly, or quarterly. It is where employers evaluate their employees’ performances and, not to forget, efforts. The reason behind why companies have performance appraisal is to evaluate whether the employees are performing effectively and efficiently towards the company’s goals. However, is this process still effective in ensuring the employees are performing their best?

Performance appraisal, otherwise known as performance management, is known to have started back in World War 1 where it was used to informally evaluate others. Since then, the process was developed to fit with the demand of how employees should be managed and evaluated. This is because there were cases whereby performance appraisals were biased towards employer’s opinion and it was treating the employees unfairly. That was when the psychometric and rating scales were used to be fairer for all employees and the scales evaluates employees in the areas of communication, teamwork, self-awareness and so on. It was noticed to have a great impact in the workplace for an effective employee development in the company.

Nevertheless, coming into the 21st century, the demand for performance appraisal shifts more towards the equal working environment. This does not actually mean that the current performance appraisal is defective or obsolete; it simply means that the process of performance appraisal needs a bit of tweaking to consider other elements in the workplace such as feedbacks and efforts. What is believed to be missing before was the fact that the lack of focus in acknowledging feedbacks and efforts from employees?



Feedbacks are important because previously, it was only the employers giving their feedback on their employee’s work performance, but the employers never ask of their employees’ feedbacks on the company/employers. Emphasising on 360-degree feedback, the upscale of importance for employers to ask feedback from their employees are trending as it is a way to improve employee engagement and encourage the development of healthy work culture. As for effort, it was completely neglected in the previous process of performance appraisal. For example, a salesman has a target sale of 30 shampoo bottles per week and he has tried his best to reach to customers and find ways to promote the shampoo bottles, but at the end of the week, he was not able to reach his target sales. Previously, employers would just evaluate the employee as not performing well due to not reaching due to the failure of reaching his target, however, in the new era, employers should consider the offer he puts in reaching customers and should consider why the sale target was not reached (it could be a problem with the price of the product or other related issues which can be addressed from the feedback of the employee).

The question hanging now is whether the performance appraisal in the new era is more effective than it was before. As some companies with the start-up culture in Malaysia are practising the modern style of performance management, some multinational companies choose to emphasise on continuous feedback and continuous improvement. As the majority of the workforce consists of the millennials (Gen Y), we should know the importance of how performance appraisal is properly conducted in the new era. The millennials should go for training and educate themselves with the right knowledge to be rightfully equipped when entering the workforce and entering the modern working environment.







